

Approved FY 2017 OPERATING BUDGET



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CITY OF
Alexandria
VIRGINIA

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FY 2017 Approved Operating Budget

ALEXANDRIA CITY COUNCIL

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Justin M. Wilson, Vice Mayor

Willie F. Bailey, Sr.

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CITY MANAGER

Mark B. Jinks

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Special Thanks

The Office of Management and Budget staff wishes to acknowledge the Office of Communications and the Department of Human Resources for their assistance in the preparation of this budget document.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Alexandria
Virginia**

For the Fiscal Year Beginning

July 1, 2015

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

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, 2015.

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



On February 23, 2016, the City Manager presented his Fiscal Year (FY) 2017 Proposed Budget to City Council based on the budget guidance provided by City Council in the fall. This guidance allowed for the increased operating or capital project expense as necessary, but within recognized taxation constraints. The Council's Budget Guidance also provided the City Manager the flexibility to consider adjustments to existing tax and fee rates, in order to advance the priorities of City Council and decreases in operating and capital project expenditures of lesser utility in achieving the goals and objectives of the City's Strategic Plan. The City Manager recommended a \$671.6 million General Fund budget and a one cent increase in the real estate tax rate to \$1.053.

After presentation of the FY 2017 Proposed Budget, City Council deliberated and the public and City Staff provided substantial 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 which reflected an additional two cent increase in the real estate tax rate to \$1.073 in order to fund additional City and School facility and infrastructure capital projects. On May 5, 2016, the Alexandria City Council approved a \$678.5 million General Fund operating budget for FY 2017. The overall change from the Proposed to Approved budget was \$6.9 million, or 1.0 percent of the total budget.

The following pages include the City Manager's Message from the FY 2017 Proposed Budget, which explains in greater detail the strategic approach used to develop the FY 2017 Proposed Budget and is largely still applicable, followed by the budget memo containing the list of final actions taken by City Council during the budget decision making process. At the end of this section is a description of all the service adjustments in the Approved Budget as compared to FY 2016.

City Manager's Message



February 23, 2016

To the Alexandria Community and City Council:

I am pleased to present my proposed operating and capital budgets for Fiscal Year (FY) 2017 (beginning July 1, 2016), and my proposed FY 2017 to FY 2026 Capital Improvement Program.

My proposals are consistent with City Council's budget guidance, are balanced as required by state law, and do not rely on the use of one-time fund balances. My proposals maintain core services and existing facilities and infrastructure while identifying savings in some areas, cutting back in others, and allocating new resources to specific community priorities. The resulting budget seeks to meet the municipal and public school needs of a growing and dynamic community within fiscal constraints.

Economic Outlook

Over the last few years, our metropolitan area's job growth has significantly declined as the impacts of federal government cut-backs have reverberated across the region. This has led to intense inter-jurisdictional competition for jobs and businesses. Low revenue growth and higher expense pressure have combined with stagnant or reduced federal and state aid to create a substantial budget gap. In the early stage of budget planning, FY 2017 revenues were projected to increase by approximately \$13 million, while the cost to maintain current service levels and planned capital funding was projected to increase by approximately \$21 million. This did not include the projected cost of \$5 million to account for a 3.7% increase in Alexandria City Public Schools (ACPS) student enrollment expected in FY 2017.

Meanwhile, Alexandria's population has increased by 7.5% from 2010 to 2014, according to the U.S. Census Bureau. Since FY 2009, however, the City has eliminated approximately 115 staff positions. As local government continues to take on more responsibilities with fewer employees, it has become more difficult each year to identify savings without cutting services.

We are also seeing signs of the stress placed on brick-and-mortar retailers by shifting consumer choices and federal and state tax benefits granted to "new economy" businesses. The recently announced closures of several local shops and restaurants have caused community concern. While the owners of these businesses were generally influenced by life changes or market trends beyond the City's control, the closures nonetheless highlight the need to make Alexandria as attractive as possible for businesses. This coincides with a high office vacancy rate, which does not realize the full potential of a strong commercial tax base. At the same time, neighboring jurisdictions are becoming more aggressive about business recruitment. All of this represents a threat to our economic sustainability.

Priorities

The FY 2017 budget process continues last year's successful emphasis on civic engagement. In fall 2015, we hosted four community meetings to gather input on budget priorities, and we presented the results at City Council's retreat in November. Those who were unable to attend a community meeting in person or by "virtual table" during the meetings were able to submit comments via the City's *AlexEngage* online engagement platform. Community input helped inform City Council's budget guidance to the City Manager, the City Manager's budget priorities for departments, and this proposed budget. In addition to my presentation to City Council today, I will also provide a second public budget presentation on February 25.

City Manager's Message



Since FY 2015, the City has linked spending decisions to long-term outcomes and used the City Manager's budget priorities to help staff shape program proposals. For the development of the FY 2017 budgets, I asked departments to focus on the following priorities: I) affordable housing; II) traffic and parking management; III) increasing General Fund revenue; IV) investment in information technology; and V) pre-K and child care.

This year, I asked department heads to begin the budget process by submitting proposals that maintained current services. Working in the focus area teams discussed below, department heads then collaborated to prioritize potential reductions of 5% over the current year, as well as potential spending additions. I incorporated many of these suggestions, while amending or declining others. This flexibility allowed me to include some new initiatives as long as they were offset by potential cuts. I have incorporated \$8.3 million of these savings and reductions in my budget.

I am proposing a General Fund Operating Budget of \$671.6 million and an All Funds budget of \$833.1 million, which represent increases over the current year of 3.46% and 1%, respectively. To stay within this limited growth, my proposal focuses on core programs and targeted improvements to service delivery.

Revenue

In order to help fund City and school services, I am proposing a real estate tax rate increase of one cent per \$100 of assessed value, or a new rate of \$1.053. This will raise \$3.8 million towards the \$5 million cost needed to fund increased school enrollment and the additional funding necessary to keep firefighter and other employee salaries competitive in the region. The proposed rate remains significantly below that of all major Northern Virginia jurisdictions for commercial property, and all but one jurisdiction for residential property. Combining the new rate with modest growth in real estate assessments, the average homeowner's real estate tax bill would increase by approximately \$14 per month, or less than 50 cents per day. If City Council wishes to consider an additional one-cent increase in the real estate tax rate, a prioritized list of additional spending options is presented in this budget document.

I am not proposing an increase in any other City tax rate or in the DASH bus fare, and Metro has not proposed an increase in Metrobus or Metrorail fares. To meet federal- and state-mandated sanitary sewer capital investments, my budget includes a proposed sanitary sewer fee increase of 15 cents, to \$1.45 per 1,000 gallons of water used. This equates to an average cost per homeowner of 68 cents per month. The City has long adhered to a policy that the annual fee for customers receiving City refuse collection covers the actual cost of collection. To account for a substantial worldwide decrease in the market value of recyclable material, my budget includes a refuse fee increase of \$16 per year, to \$353.

I have proposed the addition of a revenue analyst position to improve tax collection efforts, particularly in the area of personal property tax collection from owners of unregistered vehicles. My goal in this regard is the fair and equitable collection of taxes that are already due, and not a widening in scope of tax applicability. I am coupling these efforts with a more customer-friendly approach to taxpayers who inadvertently miss real estate tax payment deadlines. Current City policy applies a 10% penalty for all real estate tax payments that are even one day late. I am proposing a reduction in the penalty to 5% for the first 15 days of delinquency, and 10% thereafter.

Employee Compensation

City government relies on a skilled and dedicated workforce to implement programs and deliver services. It is essential that we

City Manager's Message



remain a competitive employer, capable of attracting and retaining top talent. Salaries and fringe benefits are a tangible representation of our commitment to employees, and my budget continues our strong approach to fair compensation.

I have included \$5.1 million in this budget to fund annual merit increases for all eligible employees, and \$1.4 million to fund the fifth and final annual 1% salary increase to offset phased-in, state-mandated contributions to the Virginia Retirement System (VRS). The City's minimum hourly wage equivalent for employees and contractors -- the "living wage" -- has not been adjusted since 2008, and my budget proposes an increase of one dollar per hour, to \$14.13. Based on projections from the City's health insurance providers, my budget assumes a 7% increase in total health insurance premiums, with 80% (or \$1.0 million) paid by the City and 20% by employees. This maintains our current cost-sharing model.

The FY 2016 budget substantially increased police officer salaries, and we have already started to see greater success in recruitment and retention. My FY 2017 proposal increases the firefighter pay scale by 2.5%, which moves firefighter salaries to the mid-range of the region. I am also proposing a one-grade increase for all fire officer classifications, resulting in an additional average pay increase of 5%. Together, these increases mark a new investment of nearly \$1 million in first responders. My proposal does not fund a "years of service" adjustment for sworn public safety positions, which would cost millions of dollars and cause potential impacts on retirement timing while creating pay inequity with non-public safety employees.

My budget proposes a net reduction of 2.55 full-time equivalent (FTE) positions, which reduces the size of City government to the smallest in more than a decade. My proposal adds 23.05 FTEs, with about half fully funded by grants or fees. I also propose to eliminate 25.6 FTEs, with only five currently filled positions affected. Three of these employees have already been accommodated in other positions, and we will work to place the remaining two employees in other available positions.

Focus Area Investments

In addition to the other investments I have previously described, my proposed budget includes targeted spending and savings in the four primary focus areas of City government. For example:

Safe, Secure & Just Community: Alexandria's safety and security is a product of deliberate investments in our law enforcement, fire-EMS, emergency communications, judicial, and human rights agencies. In 2015, Part I crimes (the most serious category) dropped again to a historic low. My budget maintains prior year staffing levels for all sworn public safety positions, and finds modest savings in non-personnel expenses such as uniforms, supplies, and equipment. We have engaged the International Association of Chiefs of Police (IACP), located in Alexandria, to study police staffing levels, and recommendations based on this study will be considered a part of future budget processes. The Alexandria Fire Department has made excellent progress towards a service delivery model of at least one advanced life support (ALS) provider on every arriving ambulance and fire engine. My budget continues planned fleet maintenance and replacement to keep police and fire-EMS vehicles safe and reliable, and increased funding for after-hours inspections by fire marshals. To promote positive outcomes for at-risk youth, I am also proposing a new bilingual youth probation officer, gang intervention/prevention counselor, and full-time youth outreach leader.

If City Council chooses to add a second one-cent increase to the real estate tax rate, I propose funding a fire academy at T.C. Williams High School to initiate a career pathway into the Alexandria Fire Department. Current City practice is to proactively rebuild each fire hydrant every five years, and my FY 2017 budget proposes to reduce this cycle to once every 10 years with interim repairs as needed. A second one-cent increase to the real estate tax rate would maintain the current five-year cycle.

City Manager's Message



Healthy & Thriving Residents: To help keep all of Alexandria's residents healthy, my budget increases resources to implement the Children and Youth Master Plan; replaces lost federal funding for family planning; and fully funds the Fund for Human Services. I have also proposed adding three senior therapist positions to improve community mental health emergency services, and increased local pay supplements to help fill many vacant positions in the Alexandria Health Department. My budget continues aggressive efforts towards affordable housing by leveraging \$500,000 of new tax revenue from the National Science Foundation's move to Alexandria. For FY 2017, I have developed a plan to finance an additional \$5.2 million for affordable housing. To provide budget savings, I have proposed eliminating two neighborhood recreation center drop-in programs that experience low demand. These centers will remain open for scheduled classes and sports use. I am also recommending new or expanded fee-based recreation offerings such as swimming classes, before- and after-school programs, and summer camps.

A second one-cent increase to the real estate tax rate would expand child care subsidy slots by 60 children, expand health clinic care by 1,300 visits, and increase library book and materials funding.

Livable, Green & Prospering City: My budget enhances the City's urban tree-planting program and funds additional maintenance to support the 100 acres of new park space the City has added over the last 10 years. I am proposing funds to help preserve the 18th-century ship discovered at the site of the new Indigo Hotel, which will also be supported with outside fundraising. The Carlyle Vitality Initiative continues with funding from developer contributions. Visit Alexandria has yielded significant economic returns on the City's past investments, and my budget increases funding to market Alexandria as a tourist destination for national and international audiences. In particular, new funding will help attract visitors from the new nearby MGM Resort & Casino at National Harbor, which is expected to draw up to 25,000 persons per day.

My proposed budget continues the City's multimodal "Complete Streets" approach through added traffic engineering capacity; increased parking planning and new parking wayfinding signs; and more frequent service on DASH's often crowded AT1 route between the Van Dorn Metro Station and Seminary Plaza. Metrobus and Metrorail will require approximately \$900,000 less in City funding for FY 2017, but the funding request is expected to return to previous levels -- if not substantially exceed them -- for FY 2018. To address the impact of traffic and parking on residents, my budget increases neighborhood speed enforcement (particularly on cut-through commuter routes in residential neighborhoods) and adds parking enforcement resources. I am also proposing to reinstate the City's parking ticket adjudication office, to improve customer service by making it easier to contest a parking ticket.

A second one-cent increase to the real estate tax rate would increase multi-family affordable housing loans by nearly \$1 million, accelerate implementation of new traffic signal system technology, restore Visit Alexandria's digital advertising initiative, and initiate a five-year preventive maintenance tree-pruning program for City rights-of-way.

Accountable, Effective & Well-Managed Government: My budget supports critical administrative, communications, electoral, facility, financial, human resources, and technology services. By identifying opportunities for savings, I am proposing to repurpose 5.0 FTEs in this focus area. The new positions include a business system analyst to help departments improve outdated technology systems, create customer service enhancements, and create additional efficiencies; an additional building engineer to maintain City facilities; a part-time coordinator to provide for SNAP/EBT payments at farmers' markets; an additional purchasing technician to assist in City facility maintenance procurements; and the tax revenue collector discussed above. My budget funds improvements to the City's popular Alexandria eNews subscription service for free email, text, and voice notifications, and

City Manager's Message



includes an additional \$186,000 for the increased costs of administering the presidential election in FY 2017.

A second one-cent increase to the real estate tax rate could fund an Emerging Technology and Innovations Officer to identify and help implement new technologies throughout City government.

Public Education

Nearly a third of the City's General Fund is transferred to the Alexandria City Public Schools (ACPS) to support high-quality public education -- the largest single category of City expenditures. My budget includes \$206.6 million in school operating funds for FY 2017, for an increase of \$7.75 million (including a \$3.0 million school enrollment capacity contingent), or 3.9%, over the current year. With \$2.2 million in added debt service from school capital projects, this totals nearly \$10 million, which represents almost half of all the growth in my proposed FY 2017 General Fund budget. While my proposed budget already funds 99.6% of the the school superintendent's operating budget request, a second one-cent increase to the real estate tax rate would provide \$900,000 more to fund the remainder.

ACPS also requested \$44.2 million of capital funds from the City for FY 2017, of which my proposed budget funds \$35.9 million. The sole difference of \$8.3 million is equivalent to the cost of building out a new pre-K facility that is only in the early discussion and planning stages. My budget includes a \$3.9 million increase over the FY 2017 capital funding from the City that ACPS was previously scheduled to receive. Over the 10-year school Capital Improvement Program (FY 2017 to FY 2026), my budget funds \$265.7 million of the \$291.2 million ACPS requested. While these numbers are close, the \$25.5 million difference still leaves a significant timing issue to be resolved.

Capital Improvement

My proposed budget maintains the City's \$1.6 billion, 10-year Capital Improvement Program (CIP) at the current approved level. As in FY 2016, more than a third of the CIP is funded through cash capital rather than borrowing, in order to continue the City's conservative approach to debt financing.

We have applied a new quantitative scoring system to prioritize spending on current infrastructure needs. This approach, when fully funded, allows us to maintain existing facilities in a "state of good repair" while investing in new projects. In addition to school improvement funding, the FY 2017 CIP year includes \$6.4 million to make needed repairs to the City Health Department Building; \$6.3 million to replace the Cameron Mills fire station; \$5.3 million in street paving; \$3.9 million to purchase up to six DASH buses; \$2.9 million to expand the City's fiber-based traffic system control network; \$2.2 million to rebuild Warwick Pool; \$1.4 million for open space acquisition; \$975,000 for the Interim Fitzgerald Square at the foot of King Street; \$750,000 for City Hall facility needs; and \$240,000 for repairs to African American Heritage Park structures. My budget also funds the next stages of federal- and state-mandated stormwater and sewer remediation projects.

New capital projects include the start of Eisenhower West redevelopment infrastructure planning; seed money to plan for a potential public-private partnership to expand community broadband; \$4.5 million to design and engineer a \$22.4 million 50-meter pool addition to Chinquapin Aquatics Center; \$26.9 million for transportation projects and programs other than Potomac Yard Metrorail; and \$200,000 to make improvements to the City's *Call.Click.Connect.* customer service portal. The new Potomac Yard Metrorail Station remains on track to open in 2020. This \$270 million CIP project requires no General Fund dollars, and will be paid for entirely by developer contributions; federal, state, and regional capital grants; two special tax districts around the sta-

City Manager's Message



tion; and the net new real estate tax revenue from Potomac Yard development.

A second one-cent increase to the real estate tax rate would provide an additional \$1 million for repairs to the Gadsby's Tavern Museum, the Stabler-Leadbeater Apothecary Museum, and other City facilities as determined by the facilities index scoring system.

Acknowledgements

This budget proposal is the culmination of months and months of effort by many stakeholders. I thank each member of our community who provided input in person or online, and especially those who participated in community budget meetings. I also appreciate City Council's considered guidance and the thoughtful contributions of many boards and commissions, employee associations, and neighborhood and business groups, all of which added important perspectives to the budget process. Finally, I am grateful to the staff of the Office of Management and Budget, led for the first time by new director Morgan Routt. Their dedication and expertise made possible this complex document and the myriad calculations, explanations, and decisions it comprises.

Conclusion

Alexandria is a proud community that values strategic and forward-looking investments. It is my privilege to serve as City Manager of such an extraordinary place, and to present a budget that responsibly meets the varied demands of a growing population in challenging economic times.

Sincerely,

Mark B. Jinks
City Manager



Options for Additional One Cent Real Estate Tax Increase

Proposed uses of one additional cent on Real Estate tax rate:

FY 2017: \$3.83 million¹:

- *Recreation, Parks & Cultural Activities*: Enhance **Urban Forestry** efforts by initiating five-year preventive maintenance cycle for tree pruning in the City rights-of-way: \$300,000
- *Department of Community and Human Services*: Expand **child care subsidy slots** by 60 children: \$420,000
- *Information Technology Services*: Add **Emerging Technology and Innovations Officer** to identify and help implement new technologies throughout the City government: \$175,000
- *Transportation & Environmental Services*: Add second new **Traffic Engineer** for traffic signal project to accelerate implementation of new traffic signal system technology: \$150,000
- *VisitAlexandria*: Restore digital advertising redesign plans: \$75,000
- *Neighborhood Health*: Expand **health clinic care** by 1,300 clinic visits for 520 additional patients \$87,000
- *Transportation & Environmental Services*: Fire Hydrants –restore **fire hydrant maintenance** rebuild cycle to five years: \$100,000
- *Fire Department*: TC Williams Fire Academy—Initiate **career pathway** into Alexandria Fire Department by creating fire fighter training courses at TC Williams: \$109,000
- *Alexandria City Public Schools*: Increase **School Operating Fund** funding level from the City’s General Fund up to Superintendent’s proposed funding level: \$944,000
- *Office of Housing*: Increase **Affordable housing** multi-family loan funding: \$475,000
- Increase pay-as-you-go *capital funding*: City facilities “State of Good Repair” funding at **Gadsby’s Tavern Museum** (brickwork and wood renewal) and **Apothecary Museum** (wood renewal): \$995,000

FY 2016: \$1.62 million (One-time Use)²:

- *Finance Department*: Keep General Fund **Fund Balance** at required floor of 10%: \$385,000
- *Office of Housing*: Increase **Affordable Housing** multi-family loan funding: \$500,000
- *Library*: Increase Library Book and Materials Budget: \$37,000
- *Capital funding*: Increase City facilities “State of Good Repair” funding for City facilities; **specific facilities to be determined** based on scoring: \$1,000,000

Notes:

1. FY 2017 proposed expenditures funded from FY 2017 revenues from adding one more cent on the real estate tax rate. These items would require annual funding in FY 2018 and beyond and would match the increased real estate tax revenues on an annual basis.
2. FY 2016 revenues derive from June, 2016 real estate tax payments which would reflect adding one more cent on the real estate tax rate. These items do not require ongoing funding.

City of Alexandria, Virginia

MEMORANDUM

DATE: MAY 3, 2016

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

THROUGH: MARK B. JINKS, CITY MANAGER 

FROM: MORGAN ROUTH, DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET 

SUBJECT: BUDGET MEMO #25: SUMMARY OF DECISIONS FROM FINAL ADD/DELETE WORK SESSION

The attached worksheet reflects the decisions made by City Council in the Monday, May 2, 2016 final add/delete work session. As detailed in the table below, the result of these decisions is a General Fund budget of \$678,533,638 to be adopted at the Thursday, May 5, 2016 special legislative meeting. General Fund expenditures increase \$29.4 million or 4.5% over the FY 2016 Approved Budget and \$6.9 million over the City Manager's FY 2017 Proposed Budget.

General Fund Operating Budget Summary

	FY 2016 Approved	FY 2017 Proposed	Add/Delete	FY 2017 Approved	\$ Change FY16/17	% Change FY16/17
City Operations	\$348.4M	\$361.2 M	-\$2.3 M	\$358.9 M	\$10.5 M	3.0%
Transit Subsidies	\$22.4 M	\$20.5 M	-\$0.6M	\$19.9 M	-\$2.5 M	-11.2%
General Cash Capital	\$16.2 M	\$17.3 M	\$6.5 M	\$23.8 M	\$7.6 M	46.7%
Debt Service	\$63.3 M	\$69.1 M	\$0.3 M	\$69.4 M	\$6.0 M	9.6%
City Subtotal	\$450.3 M	\$468.0 M	\$3.9 M	\$472.0 M	\$21.6 M	4.8%
ACPS Transfer	\$198.8 M	\$203.6 M	\$3.0 M	\$206.6 M	\$7.8 M	3.9%
Total Operating	\$649.2 M	\$671.6 M	\$6.9 M	\$678.5 M	\$29.4 M	4.5%

*Figures may not total due to rounding

As noted in Attachment 1, funding for several of the items added to the budget have been placed in Contingent Reserves, requiring further action by staff before the funds may be released by City Council. These items are:

- Early Childhood Care Fee Subsidy (\$309,969), which requires further information from staff and discussion regarding leveraging early childhood funding from State.
- Dental Care (\$57,914), which requires analysis comparing types and availability of dental services provided through Northern Virginia Dental Services and Neighborhood Health.

- Transportation Improvement Program (TIP) funding (\$566,102) transferred from Washington Metropolitan Area Transit Authority (WMATA) operating subsidy savings to be released by Council upon recommendation of the use of funding by the Transportation Commission.

Additionally, the final add/delete work session has an impact on the Capital Budget. As detailed in the table below, the result of the decisions is an FY 2017 Capital Budget of \$394,604,452, an increase of \$15,108,000 from the City Manager's Proposed Capital Improvement Program (CIP). The FY 2017-2026 CIP totals \$1,671,789,739, an increase of \$89,164,738 from the City Manager's Proposed CIP. The FY 2017 Capital Budget and FY 2017-2026 Capital Improvement Program will be adopted at the Thursday, May 5, 2016 special legislative meeting.

Capital Improvement Program CIP Section	FY 2017 Only			FY 2017 - 2026 CIP		
	FY 2017 Proposed	Add/Delete	FY 2017 Approved	FY 2017 - 2026 Proposed	Add/Delete	FY 2017 - 2026 Approved
ACPS	\$ 35.9 M	\$ 8.3 M	\$ 44.2 M	\$ 265.7 M	\$ 8.3 M	\$ 274.0 M
Community Development	\$ 6.2 M	-	\$ 6.2 M	\$ 102.8 M	-	\$ 102.8 M
IT Plan	\$ 5.8 M	\$ 0.4 M	\$ 6.2 M	\$ 51.5 M	\$ 0.4 M	\$ 51.9 M
Other Regional Contributions	\$ 0.8 M	-	\$ 0.8 M	\$ 7.9 M	-	\$ 7.9 M
Public Buildings	\$ 14.3 M	\$ 3.7 M	\$ 18.0 M	\$ 164.3 M	\$ 3.7 M	\$ 168.1 M
Recreation & Parks	\$ 15.4 M	-	\$ 15.4 M	\$ 112.8 M	-	\$ 112.8 M
Sanitary Sewers	\$ 1.9 M	-	\$ 1.9 M	\$ 93.7 M	-	\$ 93.7 M
Stormwater Management	\$ 2.3 M	-	\$ 2.3 M	\$ 49.1 M	-	\$ 49.1 M
Transportation	\$ 296.9 M	\$ 2.7 M	\$ 299.6 M	\$ 734.7 M	\$ 2.7 M	\$ 737.4 M
Future Cash Capital Funding for Priority Projects	-	-	-	-	\$ 74.1 M	\$ 74.1 M
TOTAL CIP	\$ 379.5 M	\$ 15.1 M	\$ 394.6 M	\$ 1,582.6 M	\$ 89.2 M	\$ 1,671.8 M

ATTACHMENTS:

Attachment 1 – FY 2017 Final Add/Delete Worksheet

	FY 2017 Approved Add/Delete	FY 2018	FY 2019	FY 2020	FY 2021
1 FY 2017 Final Add/Delete					
2					
3 Revenues					
4 Real Estate Tax*	10,245,600	7,592,000	7,743,840	7,898,717	8,056,691
5 Revenue Re-estimate	(231,134)	317,427	328,460	339,730	351,244
6 Tobacco Tax	160,555	154,936	151,062	147,286	143,603
7 Refuse Fee	182,490	-	-	-	-
8 Total	10,357,511	8,064,363	8,223,362	8,385,732	8,551,539
9					
10 Expenditures					
11 Technical Adjustments	(443,561)	94,200	97,026	99,937	102,935
12					
13 Real Estate Tax Increase Funded					
14 Capital Project Funding	10,175,600	7,446,400	7,592,416	7,741,237	7,892,911
15 Energy & Sustainability Position in CIP	70,000	145,600	151,424	157,480	163,780
16					
17 Tobacco Tax Funded					
18 Dental Care (Contingent Reserve)	57,914	59,651	61,441	63,284	65,183
19 Neighborhood Health	102,641	105,720	108,892	112,159	115,523
20					
21 Refuse Fee Funded					
22 Public Space Recycling	182,490	-	-	-	-
23					
24 Reductions to Fund Early Childcare					
25 Early Child Care (Contingent Reserve)	309,969	322,368	335,262	348,673	362,620
26 NVJDH Positions	(174,000)	(179,220)	(184,597)	(190,134)	(195,839)
27 ITS Business Analyst	(135,969)	(140,048)	(144,250)	(148,577)	(153,034)
28					
29 Funded by Re-estimated Revenues					
30 Fire Hydrant Maintenance	17,720	18,252	18,799	19,363	19,944
31 Library Sunday Hours	79,862	83,056	86,378	89,833	93,427
32 Visit Alexandria Digital Advertising	50,000	-	-	-	-
33 BID Study Funding	25,000	-	-	-	-
34 Park Maintenance	22,365	23,036	23,727	24,439	25,172
35 ADA Accessible Door at City Hall	10,200	-	-	-	-
36 Nannie J Lee Center Walk-in Hours	7,280	7,498	7,723	7,955	8,194
37					
38 ACPS Contingency					
39 Add to ACPS Transfer	3,000,000	-	-	-	-
40 Delete from Non-Departmental	(3,000,000)	-	-	-	-
41					
42 Total Expenditures	10,357,511	7,986,513	8,154,243	8,325,648	8,500,816
43					
44 Net Revenue/Expenditures	-	77,849	69,119	60,085	50,723
45					
46 *Includes June FY 2016 Real Estate Tax payment, which will be used in FY 2017 to fund capital projects					



City Service Adjustments

The following is a list of the major policy and service changes (additions and reductions) included within this budget as compared to FY 2016, listed by department. This list includes changes made by City Council as part of the Add-Delete process.

Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Office of the City Attorney	Reduction of outside counsel costs. This reduction may impact the Office's ability to respond to unexpected contingencies depending on caseload in FY 2017.	0.00	(\$51,219)
Department of Code Administration	The FY 2017 budget includes a \$6,000 non-personnel reduction in the rodent abatement contract with no service impact.	0.00	(\$18,421)
Office of Communications & Public Information	Reduce funding for contractor support for video production, which is currently used to set up equipment and record and edit footage. This will reduce the number of community events for which the City will record footage or provide in-kind video services, including Agenda Alexandria meetings.	0.00	(\$63,567)
Communications & Public Information	Increase funding for an Enhanced Mass Notification System for the City of Alexandria. The new platform will significantly improve the interface and features for public subscribers and internal staff; increase cross-promotional opportunities between the 1,000 localities and government agencies that use the platform; allow the use of templates with engaging template design; and provide analytics about message penetration such as open rates and link tracking.	0.00	\$34,500
Department of Community and Human Services	Eliminate one vacant Admin. Support IV position. This position provided support for the Commission for Women, the Leadership Team, DCHS Human Resources and other internal departmental needs.	(1.00)	(\$36,333)
Department of Community and Human Services	Eliminate one vacant Chief Officer for Strategic Initiatives. If filled, the position would have assisted in developing and implementing operational and administrative improvements within DCHS in the planned Administrative reorganization.	(1.00)	(\$94,023)
Department of Community and Human Services	Eliminate one Management Analyst II position. Since the DCHS merger and subsequent restructuring of the Finance group, the roles of this position have changed and it has remained vacant.	(1.00)	(\$82,706)
Department of Community and Human Services	Eliminate one facilities Maintenance Specialist. Over the past year and a half homes have been brought up to very good condition which has decreased unplanned maintenance by 23%. Work can be accomplished with three Facility Maintenance Specialists instead of four.	(1.00)	(\$47,900)
[Continued on next page]			

City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Department of Community and Human Services	3 Therapists were added in Emergency Services to address an increase in emergency mental health calls. The positions were funded from Community Services Board (CSB) reserve funds designated for mental health services. The positions will continue to be funded in FY 2017 by CSB reserve funds.	3.00	\$302,000
Department of Community and Human Services	Eliminate one Human Services Benefits Supervisor position. The elimination of this position creates an efficiency and the supervision of the two workers will be shifted to the Assistant Director of Workforce Development.	(1.00)	(\$65,569)
Department of Community and Human Services	Eliminate one vacant Clinical Psychologist position. Psychological evaluations of children and parents involved in Child Welfare will primarily be outsourced or referred to staff within Adult and Child Behavioral Health Services if there is capacity; which would be on a very limited basis.	(0.75)	(\$57,000)
Department of Community and Human Services	The proposed budget included a reduction in the Dental Services program; however, during Add/Delete City Council appropriated the funds in the Non-Departmental Contingent Reserve budget until a determination can be made as to whether Northern Virginia Dental Services (NVDS) or Neighborhood Health would be the most effective service provider.	0.00	(\$57,914)
Department of Community and Human Services	Reduce New Hope Housing Inc.'s contract to operate Alexandria Community Shelter (ACS) by \$29,000. The reduction is due to a decrease in the number of residents accessing the shelter.	0.00	(\$29,000)
Department of Community and Human Services	Eliminate one unfilled Family Services Specialist position in Early Childhood. There is no immediate impact from this efficiency as it was put in place to manage the increase in the local fee system dollars that are no longer in place.	(1.00)	(\$117,443)
Department of Community and Human Services	The reduction is a result of adopting a best practice Permanent Supported Housing Model which impacts 40 units (totaling 85 beds) owned by the City and Sheltered Homes of Alexandria. The reduction in General Fund monies is due to efficiencies and will not reduce the quality of service or reduce the numbers of persons housed or served.	0.00	(\$200,000)

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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Department of Community and Human Services	The reduction will eliminate the position of one case worker who had been providing targeted ex-offender services. DCHS provided funding during this year after the State funds for the program had been eliminated. This reduction will eliminate DCHS's provision of this service, however some of the services will continue to be offered through Offender Aid & Restoration (OAR).	(1.00)	(\$65,820)
Department of Community and Human Services	Adding a full-time position to solely focus on the implementation of the Children and Youth Master Plan. The position would engage community partners (City, Schools, nonprofit/community agencies, and residents – especially parents, and youth) to work together more effectively to achieve the outcomes highlighted in the CYMP.	1.00	\$100,000
Department of Community and Human Services	As part of the Add/Delete process, City Council appropriated \$309,969 for Early Childhood Care Fee Subsidy in Non-Departmental Contingent Reserve budget. Further analysis and recommendations from DCHS will determine the appropriate use of funding in FY 2017.	0.00	\$309,969
Court Services Unit	Adding 1 Bilingual FTE in the Intake Unit. Spanish speaking clients will receive services in a more timely and efficient manner.	1.00	\$80,372
Court Services Unit	Additional funding for the Gang Intervention Prevention Education program would allow for 1 additional staff person to be assigned to serve at-risk or gang involved youth through Northern Virginia Family Services (NVFS).	0.00	\$85,000
Economic Development (Visit Alexandria)	The Regional Advertisement budget has been reduced by \$159,365. This will reduce the advertising media spent to market Alexandria to the DC metro area but would maintain advertisement to visitors outside this region.	0.00	(\$159,365)
Economic Development (Visit Alexandria)	The Destination Media Advertising budget was increased by \$50,000 to run an advertisement spot in the Fall of 2016 and Spring of 2017 for the promotion of Mercy Street, a nationally broadcast PBS series set in Alexandria and would run in conjunction with their broadcast schedule. This is a timely opportunity to maximize the value of a national television audience with a story specific to Alexandria.	0.00	\$50,000
Economic Development (Visit Alexandria)	Additional funding of \$5,000 to coordinate with MGM sales team to attend international trade shows such as the World Travel Market as part of Capital Region USA consortium and develop collateral material for international tour operators to raise visibility and credibility as a combined destination.	0.00	\$5,000
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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Economic Development (Visit Alexandria)	Provides funding for Visit Alexandria to partner with CRUSA (Capital Region USA) to represent Alexandria and participate at the U.S. Travel Association IPW 2017 in Washington DC. The IPW is the travel industry's premier international marketplace and the largest generator of travel to the U.S. This trade show will represent more than 1,000 U.S. travel organizations from every US region and more than 1,500 international buyers/customers and 500 international journalists from more than 75 countries to conduct business negotiations that will result in the generation of more than \$1.7 billion in future travel to the DC Capital Region.	0.00	\$30,000
Economic Development (Visit Alexandria)	Through the add/delete process, City Council provided partial funding of \$50,000 to update Visit Alexandria's digital advertising creative materials. During the FY 2016 Approved budget \$76,000 was eliminated.	0.00	\$50,000
Economic Development (Small Business Development Center)	One-time funding for SBDC to provide retail training to businesses in preparation of the MGM Grand opening.	0.00	\$10,000
Economic Development (Business Improvement District (BID) Funding)	Through the add/delete process, City Council provided funding of \$25,000 was added for the study of best practices in the structuring and funding of a Business Improvement District (BID) in Old Town.	0.00	\$25,000
Department of Emergency Communications	Eliminate 2 vacant call taking positions. This may reduce ability for improvement in time to process and dispatch calls to public safety units. This indicator has seen improvement in recent years, as process and dispatch time decreased from 3:09 to 1:33 from FY 2014 to FY 2015. Historical staffing levels suggest that it is appropriate to function without these call-taker positions budgeted. If staffing levels increase, there is possibility to add these positions back in the future.	(2.00)	(\$138,372)
Finance Department	Elimination of the Financial Operations Engineer position. In FY 2014, this position was reassigned to the Finance Department to focus on education and training of financial and operations staff to ensure the success of implementing the City's financial and human resources software.	(1.00)	(\$161,503)
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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Finance Department	Addition of a Special Revenue Analyst to manage non-General Fund revenues of over \$120 million and to ensure compliance with State and Federal reimbursement regulations as well as the requirements of various third party payers. This position will also assist departments with tracking and reporting of restricted revenues (Northern Virginia Transportation Authority (NVTA), Potomac Yard Special Tax District) and other complex third party financing agreements/reimbursements such as Virginia Transportation Infrastructure Bank (VTIB), Transportation Infrastructure Finance and Innovation Act (TIFIA), and Federal Emergency Management Agency (FEMA).	1.00	\$112,942
Finance Department	Reduction in the overtime budget. This reduction would not have a significant impact on the core responsibilities of the Revenue Program but will increase the processing time of returns and filings during several peak periods.	0.00	(\$60,000)
Fire Department	Increase compensation for sworn fire positions. Adjustments related to increasing pay for sworn positions in the Department are as follows: 1) \$491,000: 2.5% pay scale adjustment for all positions on the fire scale. This pay scale increase applies to all sworn employees. This adjustment places the fire fighter pay scale at the market average of Alexandria’s five comparator jurisdictions. 2) \$448,000: Reclassification of fire officer pay. This adjustment increases pay of all sworn officer positions by one grade, or 5%. Lieutenants, Captains, Battalion Chiefs, and Deputy Chiefs are defined as officers.	0.00	\$939,000
Fire Department	Increase funding for Annual Comprehensive Physicals for all uniform employees. This funding will provide all uniform positions with a comprehensive physical annually. Some employees, due to age or risk factors, receive a comprehensive physical annually already, however some employees receive just a basic physical annually and a comprehensive physical every two to three years. This may help identify potential health issues early and reduce worker's compensation costs in the long term.	0.00	\$70,000
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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Fire Department	Enhance training with Battalion Chief position. To help address training needs, a new Battalion Chief position will be created to oversee training. The cost of this new position is eligible to be paid for by the Fire Programs Training Fund, which provides resources from the Commonwealth to aid in training of local firefighters. The budgeted cost for the Battalion Chief is \$187,597, but there is no associated cost increase because the Department is reprioritizing use of Fire Programs funding to cover the cost of this position.	1.00	\$0
Fire Department	Eliminate a vacant Fire Captain position. AFD has identified a need for increased training. As a result, a new Battalion Chief position will be created to oversee training, as mentioned above.	(1.00)	(\$143,846)
Fire Department	Increase funding for Fire Marshal overtime in order to address outstanding inspections. This adjustment allows Fire Marshals to conduct additional targeted inspections on overtime. It is anticipated that this funding increase would allow for 120 to 150 additional inspections.	0.00	\$39,330
Department of General Services	Reduce the City Hall security guard contract. This reduction may decrease the number of security guards under contract from two to one and reduce the level of security provided at City Hall.	0.00	(\$33,870)
Department of General Services	Reduce funding for real estate analysis consultants. This reduction may impact the ability to hire consultants to perform real estate analysis, assessments, and studies for City owned properties.	0.00	(\$150,000)
Department of General Services	Elimination of Fleet Services Technician position. This reduction is in line with demand, as current workload can be completed by existing staff.	(1.00)	(\$94,628)
Department of General Services	Eliminate space planning budget. By eliminating the space planning budget, departments requiring space planning services may need to incur the associated costs.	0.00	(\$76,000)
Department of General Services	Addition of 1 Building Engineer I position. This position will provide the additional resources required to perform preventative and capital maintenance and repairs on building systems.	1.00	\$67,476
Department of General Services	Addition of 1 Purchasing Technician. This position will process the large quantity of requisitions, purchase orders, liquidations, change orders and other procurement functions.	1.00	\$71,786
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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Department of General Services	Installation of an ADA compliant door at the Cameron Street entrance to City Hall.	0.00	\$10,200
Department of General Services	Addition of 0.4 FTE SNAP/EBT Coordinator. This position assists with the administration of the SNAP/EBT program at the Old Town Farmers' Market.	0.40	\$15,812
Health Department	A vacant Manager for Accounts Receivables & Frontline Operations position is being transitioned from a City position as it does not provide direct client services. As a result, the City will now only supplement the state salary instead of funding the entire salary & benefits. The City supplement to the State salary for the vacant position of \$14,276 is included below in the City Supplement to State. The net General Fund impact as a result is an \$89,317 reduction.	(1.00)	(\$103,593)
Health Department	Adding one HealthCare Technician, including non-personnel costs, to supplant the lost Title X Family Planning grant fund. The Family Planning program provides important reproductive health services to underserved women in the City who have no other resource for such services and works cooperatively with human service agencies throughout the City to make linkages to needed services and resources.	1.00	\$142,539
Health Department	Increasing one .80 part-time Nurse Practitioner to 1.0 full-time FTE in order to ensure Alexandria Health Department's ability to provide quality public health services (population-based and specialty safety net services).	0.20	\$39,796
Health Department	The FY 2017 budget includes a \$160,204 salary supplement to previously non-supplemented State employees to improve retention and/or enhance recruitment and a \$14,276 salary supplement for an Account Receivable Manager that is being converted from a City to a State funded position.	0.00	\$174,480
Office of Historic Alexandria	Elimination of the Civil War Sesquicentennial Commemoration Fund. The Civil War Sesquicentennial concluded in calendar year 2015. This reduction will discontinue funding for future annual or multi-year educational programs, activities and special events associated with specific commemorations and historical anniversaries.	0.00	(\$10,000)

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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Office of Historic Alexandria	Reductions in personnel and non-personnel expenses at Archives and Records Center. This reduction could reduce the hours of a part-time records clerk whose duties include record transfers, destructions and returning records to files after research requests are complete.	0.00	(\$13,346)
Office of Historic Alexandria	Addition of part-time records clerk for FOIA. This position responds to Freedom of Information Act (FOIA) public records requests and other requests for information.	0.50	\$16,919
Office of Historic Alexandria	Convert one part-time research historian to full-time. This increase will provide research skills to maintain an ever-increasing workload associated with museum services and preservation planning initiatives.	0.50	\$61,080
Office of Historic Alexandria	Addition of Archaeological Finds funding to respond to archaeological discoveries that require immediate conservation, removal or protection.	0.00	\$50,000
Office of Housing	Authorization of \$5.2 million in needed affordable housing funding in FY 2017 through bonding an existing affordable housing revenue stream in FY 2018. This funding will support 132 more units of affordable housing development.	0.0	N/A
Office of Housing	Reduction of Housing Trust Fund carryover funding as result of the use of these resources for a project in FY 2016. In FY 2016, Housing Trust Fund new and carryover monies were used to provide a portion of the \$5.5 million loan to fund 74 affordable units at AHDC's King and Beaugard Project.	0.00	(\$1,881,909)
Human Resources	Reduction of one vacant Human Resources Information System (HRIS) Manager position. Eliminating this position moves HR system updates back to ITS. The HR work being done within the system by existing HR staff will continue to be done at FY 2016 levels.	(1.00)	(\$159,628)
Information Technology Services	Eliminate Computer Programmer Analyst position. Existing staff, with some contract support, will handle day to day issues within the tax system that are currently addressed by the FTE proposed for elimination.	(1.00)	(\$73,000)
Information Technology Services	Eliminate Administrative Analyst position. This position assists the entire department in administrative and analytical duties.	(1.00)	(\$64,610)

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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Information Technology Services	Eliminate services for Geographic Information Systems Geographic Analysis and Research Interface (GIS GARI) that include information from various government and business resources integrated with GIS data to improve operational intelligence. As an alternative, the GIS will rely primarily on data provided at no cost through the US Census Bureau and America Community surveys.	0.00	(\$10,000)
Information Technology Services	Eliminate Programming Support. This reduction may impact professional services used when a condition arises in an application that stops critical processing or when the application's customer base is majorly impacted.	0.00	(\$40,000)
Library	Eliminate vacant Library assistant positions equivalent to 3.25 FTEs. This reduction eliminates three 0.75 FTE Library Assistant II positions and one 1.0 FTE Library Assistant I position. These positions have all been vacant for over a year, so this funding reduction is not expected to decrease current service levels.	(3.25)	(\$215,498)
Library	Restoring a vacant part-time Library Assistant position budgeted at \$25,900 to begin passport processing services at a second Library facility. The Library anticipates that it will generate \$58,900 in application fees. The net General Fund impact as a result of the revenue increase is a \$33,000 reduction.	0.75	(\$33,000)
Library	Reduced \$50,000 in one-time Library materials funding provided in FY 2016 as a match for privately raised funds not available in FY 2017.	0.00	(\$50,000)
Library	As part of the Add/Delete process, City Council added \$79,862 in Library Resources budget for the expansion of Sunday hours at Barrett, Burke, and Duncan Library. The cost includes seasonal staff as well as non-personnel expenditures.	0.00	\$79,862
Non-Departmental (Contingent Reserves)	Removed one time FY 2016 funding of \$1,295,000 for 20 positions in Fire Station 210 and \$10,000 in Recreation Center Programming. These 20 positions are now budgeted in the Fire Department.	0.00	(\$1,305,000)
Non-Departmental (Contingent Reserves)	Early Childhood Care Fee Subsidy.	0.00	\$309,969
Non-Departmental (Contingent Reserves)	Transportation Improvement Program (TIP) Funding.	0.00	\$566,102
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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Non-Departmental (Contingent Reserves)	Dental Care Service Program funding restoration.	0.00	\$57,914
Non-Departmental (Contingent Reserves)	Funding for parking adjudication initiatives.	0.00	\$100,000
Non-Departmental (Contingent Reserves)	Undesignated Contingent Reserves.	0.00	\$806
Non-Departmental (Cash Capital)	Additional Cash Capital Funding. As part of the Add-Delete process, City Council added 2 cents to the real estate tax rate for cash capital projects. Additional information on these projects may be found in Section 15 of the FY 2017 Approved Operating Budget. Total cash capital funding increased by \$10.2 million and includes the June FY 2016 Real Estate Tax payment which will be used in FY 2017 to fund capital projects.	0.00	\$7,591,213
Other Health (Neighborhood Health)	As part of the Council add/delete process, funding for an additional 0.5 FTE Family Nurse Practitioner or a Physician is added to serve additional 1,300 health care visits by a minimum of 600 additional adults. These additional patients would receive comprehensive high quality primary care, including medical care, labs, low or no cost medicines, care coordination, and as needed dental care and mental health services available to all patients.	0.00	\$102,641
Planning & Zoning	Plan Support provides funding for public engagement and technical studies to support the Interdepartmental Long Range Planning Work Program. This builds the department's capacity to locate planning initiatives in the neighborhoods being planned (such as the Old Town North charrette) and improve outreach to a broader cross-section of the community. It also provides a modest amount of funding for small technical studies such as calculating developer contribution amounts.	0.00	\$75,000
Planning & Zoning	The Carlyle Vitality Initiative enhances neighborhood vitality and quality of life for Carlyle residents, employees, and visitors, and improves Carlyle's competitiveness in the regional office market. The program is fully funded by the City's "Trellis Fund," an account that required Carlyle developer contributions to the City in lieu of fulfilling a requirement to build rooftop trellises.	0.0	\$255,000
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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Police Department	<p>Consolidated workload relating to facilities maintenance and management. Because APD headquarters facility construction is complete and other capital projects for APD are being managed by the Department of General Services, APD proposed to save personnel costs through the elimination of a vacant Capital Projects Manager position. In conjunction with this personnel reduction, APD will also reclassify a Building Coordinator position up to a Facilities Supervisor in order to address the workload needs associated with the maintenance of APD’s new facilities.</p>	(1.00)	(\$102,537)
Police Department	<p>Add five Parking Enforcement Officers. Approval for five Parking Enforcement Officer overhires was authorized during FY 2016. The overhires when filled will expand parking enforcement services to underserved areas. This adjustment continues funding for these positions and converts temporary overhire authorized positions to authorized FTEs. This addition is anticipated to reduce the number of parking complaints from residents. These positions are also expected to bring in additional revenue due to an increase in parking violations issued and result in no net cost to the City.</p>	5.00	\$284,067
Police Department	<p>Added two Motor Officers and one Sergeant to the Motor Unit. The FY 2017 Proposed Budget set aside \$500,000 in contingent reserves for traffic enforcement and parking adjudication. This was a result of increasing citizen demand for enhanced levels of traffic enforcement in more areas of the City. The FY 2017 Approved Budget transfers \$400,000 of the previously set aside funds to the Police Department for traffic enforcement efforts. \$285,000 of this funding will be used to increase staffing in the Motor Unit by three positions, two Motor Officers and one additional Motor Unit Sergeant. The remaining \$115,000 has been transferred to Operations Support Services for overtime to increase enforcement until the new Officers have been hired and fully trained. The addition of the Motor Officer positions will allow for the development and assessment of traffic safety programs on a more consistent basis. The additional working Motor Unit Sergeant addresses span of control issues, as currently one Sergeant acts as the sole supervisor for the entire 10-person unit. The new Motor Officer positions will be current staff transferred from the Patrol Unit, but the transfer will not occur until newly hired Police Officers are trained and can backfill the Patrol positions. In the interim, overtime will be used to address traffic enforcement, as detailed in the following adjustment.</p>	3.00	\$285,000

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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Police Department	<p>One-time overtime funding for speeding enforcement. This adjustment expands speeding enforcement to additional areas of the City in the interim period in which the new Motor Unit positions are not yet operational. Motor Officer positions would not be immediately operational due to the need to backfill Patrol positions before transferring current staff to the Motor Unit, as well as time needed to train Motor Officers once transferred from Patrol.</p> <p>\$50,000 of the \$165,000 was included in the Police Department’s FY 2017 Proposed Budget, and an additional \$115,000 has been added in the FY 2017 Approved Budget as result of transferred funding from contingent reserves. The additional overtime allows APD to tailor its traffic safety practices based on the effectiveness of initial efforts. The Motor Unit would continue to develop and assess traffic safety programs once the new Motor Officers become operational and can offer increased staffing resources and expertise.</p>	0.00	\$165,000
Department of Project Implementation	<p>1.0 Civil Engineer II position will be moved from the Operating budget to the Capital budget. This is a technical adjustment and will not impact programmatic service levels; however, transfer of this position into the Capital project budget will decrease funding available for capital projects.</p>	0.00	(\$109,614)
Recreation, Parks & Cultural Activities	<p>Transfer of 1.0 Urban Planner position from the Operating budget to the Capital budget. This is a technical adjustment that will not impact services.</p>	0.00	(\$97,696)
Recreation, Parks & Cultural Activities	<p>Elimination of 1.0 vacant Division Chief position. These duties will be delegated among remaining planning staff, and there is expected to be no service impact.</p>	(1.00)	(\$136,620)
Recreation, Parks & Cultural Activities	<p>Reduce funding for Cultural Programs. This reduction decreases expenditures for professional services that support programming, workshops, and cultural events at the Durant Center and decreases the number of cultural activities programs provided to the public.</p>	0.00	(\$10,000)
Recreation, Parks & Cultural Activities	<p>Reduce professional services dedicated to the Cultural Planning Program. This reduction may slow implementation of the recommendations and initiatives noted in the Citywide Cultural Plan once approved.</p>	0.00	(\$15,000)
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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Recreation, Parks & Cultural Activities	Eliminate 1.0 vacant Recreation Coordinator and 0.6 vacant part-time Recreation Leader positions at Charles Houston Recreation Center. These reductions will decrease capacity to offer youth and teen enrichment programs at the center. Youth attendance at Charles Houston has declined in recent years. Program duties will be delegated among remaining staff.	(1.60)	(\$122,378)
Recreation, Parks & Cultural Activities	Convert an Outreach Leader position assigned to Recreation Services from part-time (0.8 FTE) to full-time (1.0 FTE), allowing the position to more effectively work with at risk youth and collaborate with law enforcement, the community, employment organizations, and human services regarding at risk youth.	0.20	\$20,911
Recreation, Parks & Cultural Activities	The Proposed budget eliminated open recreation hours at Nannie J. Lee Memorial Recreation Center, resulting in the Center only being open when there are classes, programs, or rentals. Through the add/delete process, City Council restored \$7,280 of funding which restores drop-in gym time on Tuesday and Wednesday evenings.	0.00	(\$32,334)
Recreation, Parks & Cultural Activities	Youth Achieving Greatness and Camp Adventure Programs. This adjustment will provide summer camp, three school year sessions, and five temporary Recreation Leader positions for these programs. The expenditures for these items will be partially offset by revenue.	0.00	\$42,306
Recreation, Parks & Cultural Activities	Increased funding for staffing to operate and monitor facilities for rentals. This increase will allow the opportunity to recover costs through the implementation of rental fees for parties, family events, wedding receptions, etc. Additional revenue is expected to fully fund this increase.	0.00	\$32,627
Recreation, Parks & Cultural Activities	Additional staff for the PowerOn Out of School Time Program. This expenditure is partially offset by revenue and will allow the program to operate at expanded enrollment levels.	0.00	\$115,202
Recreation, Parks & Cultural Activities	Learn to Swim classes. Additional water safety instructors will be hired on a temporary basis to increase the quantity of classes offered, enabling the department to align the number of classes with demand. Class revenue is expected to fully fund this expenditure.	0.00	\$18,720
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City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Recreation, Parks & Cultural Activities	Summer Program Before Care. This will provide a safe, supervised program starting at 7:00 am before the summer Power-On Out of School Time Program (OSTP) formally begins at 9:00 am at recreation centers and program sites. Program revenue is expected to fully fund this expenditure.	0.00	\$13,588
Recreation, Parks & Cultural Activities	Summer Extra Fun Weeks. This program will provide affordable child care, filling the gap between the end of the Summer Power-On Out of School Time Program and the start of the school year. Program revenue is expected to fully fund this expenditure.	0.00	\$11,373
Recreation, Parks & Cultural Activities	Out of School Time Program transportation. As the Patrick Henry Recreation Center is scheduled to be closed from January 2017 through summer 2018, this increase will provide transportation for students attending the OSTP from Patrick Henry to Minnie Howard School.	0.00	\$15,000
Recreation, Parks & Cultural Activities	Reduce funding for equipment maintenance. Realignment of equipment maintenance program is expected to net operational efficiency for this cost savings. There is no expected service impact.	0.00	(\$19,848)
Recreation, Parks & Cultural Activities	Reduce maintenance levels for Brenman Stormwater Retention Pond. Contracted stormwater pond algae treatments and geese management will be reduced from 12 cycles to 5 cycles a year. Provided services will focus on the active algae growth season and geese migration period.	0.00	(\$14,767)
Recreation, Parks & Cultural Activities	Reduce resources related to Potomac Yard slope maintenance. Instead of annual replenishment of mulch on the entire slope area via contracted services, current staff will replenish mulch on an as needed basis only in areas showing erosion.	0.00	(\$37,955)
Recreation, Parks & Cultural Activities	Reduce park maintenance. The Proposed budget reduced maintenance of park restrooms, dog park maintenance, and litter pick-up from 7 days a week to 5 days a week for a total reduction of \$23,459. Through the add/delete process, City Council restored \$22,365. The remaining reduction will be absorbed in the program.	0.00	(\$1,094)
Recreation, Parks & Cultural Activities	Reduce mowing in parks. Mowing cycles in parks will be reduced from 17 to 15 cycles. In addition, "no mow zones" will be established in some park areas; this will not impact athletic fields.	0.00	(\$30,528)
[Continued on next page]			

City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Recreation, Parks & Cultural Activities	Eliminate environmental education outreach to elementary school children in ACPS classrooms. 56 one-hour education sessions will no longer occur.	0.00	(\$10,000)
Recreation, Parks & Cultural Activities	Reduce funding for mowing and landscaping for medians, rights-of-way and public grounds. Mowing cycles at medians will be reduced from 12 to 10 cycles. At other public facilities, the mowing cycles will be reduced from 15 to 13 cycles. Additionally, there will be a reduction of two maintenance cycles for landscaped beds.	0.00	(\$25,504)
Recreation, Parks & Cultural Activities	Reduce the Turf Management Program, including a reduction in application of fertilizer, weed and pest control measures on fields impacting the appearance and the quality of the fields' playing surfaces. In-house staff will provide limited applications to maintain the basic safety requirements of the playing fields.	0.00	(\$46,945)
Recreation, Parks & Cultural Activities	Custodial services reductions. Continued implementation of the findings of the 2015 RPCA Custodial Services Analysis Report with elimination of 1.5 vacant FTE, improving the balance of internal staff versus contracted services to improve operational efficiency, flexibility and cost savings. Contracted services are increased and partially offset this savings; this cost is included as the cost to maintain current services.	(1.50)	(\$70,895)
Recreation, Parks & Cultural Activities	Restore park maintenance funding to sustain services at new parks. This addition will allow for the full year maintenance of several new parks, including Potomac Yard Park, Potomac Greens Park, Potomac Green Right-of-Way, Custis Linear/Finger Park, and President Gerald Ford Park.	0.0	\$153,999
Recreation, Parks & Cultural Activities	This funding will allow additional trees to be planted, established, and maintained on street rights-of-way and on public properties in North Old Town, South Old Town, and other areas of greatest need.	0.0	\$72,000
Recreation, Parks & Cultural Activities	Eliminate Waterfront Park Manager position. This position provided management oversight and logistic support to the waterfront along with other City parks. The elimination of this position results in the loss of supervision of other employees and reduces the operation focus on the waterfront parks. Waterfront park maintenance will continue as part of the City's overall park maintenance program.	(1.00)	(\$102,976)
[Continued on next page]			

City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Recreation, Parks & Cultural Activities	Eliminate contracted City marina security services. This reduction eliminates the security patrol services that supplement existing camera video surveillance system utilized in the City Marina.	0.00	(\$24,000)
Recreation, Parks & Cultural Activities	City Marina and Fitzgerald Square update. This funding will provide new welcome signage, ongoing cleaning of waterfront garbage and debris, and enhanced seating.	0.00	\$45,000
Recreation, Parks & Cultural Activities	Waterfront public programming. This funding will allow for a program of performing arts for the waterfront, including paid performers, curated buskers, public art, historical tours, and reenactments.	0.00	\$30,000
Recreation, Parks & Cultural Activities	Continued implementation of the RPCA Cost Recovery Policy and the increase of appropriate fees to meet market rates or increased demand. The City's fee compendium includes the details of the proposed fee increases.	0.00	\$278,163 Revenue
Office of Voter Registration & Elections	Funding for the additional cost to conduct the CY 2016 Presidential General Election. The additional funding will pay for an increased number of election officers and printed ballots as well as increased support for absentee voting, voter information services and voter registration activity.	0.00	\$186,480
Transportation & Environmental Services	Reduce Lighting Professional Services. This reduction will decrease the capacity to respond to lighting concerns and slow down the ability to remediate issues. Remaining funds will be used to continue the bi-annual lighting survey; however, other studies and designs would not be conducted.	0.00	(\$30,000)
Transportation & Environmental Services	The addition of 1.0 TIP funded Parking Planner entirely dedicated to new comprehensive City-wide implementation of new parking management strategies and initiatives.	1.00	\$140,000
Transportation & Environmental Services	Reduction of one vacant part-time mulch grinder operator position. Current staff will absorb these duties with no impact to services.	(0.50)	(\$32,258)
Transportation & Environmental Services	Reduction in contributions to Northern Virginia Regional Commission Clean Water Partners. This reduction will likely result in fewer regional television or radio advertisements.	0.00	(\$2,350)
[Continued on next page]			

City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Transportation & Environmental Services	Addition of 1.0 Civil Engineer IV, 1.0 Management Analyst, and 1.0 Civil Engineer III to study and, subject to City Council action, implement the administration of a stormwater utility fee for financing costly state mandated stormwater infrastructure improvements.	3.00	\$345,000
Transportation & Environmental Services	Reduce Sidewalk Maintenance. This reduction will increase the length of repair time from a current average of 12 months to approximately 18 months. Hazardous sidewalks will continue to be addressed immediately, though permanent repairs and maintenance may take longer.	0.00	(\$100,000)
Transportation & Environmental Services	Reduce Hydrant Preventative Maintenance and Painting. The proposed budget reduced preventative hydrant rebuilds from a 5 year cycle to a 10 year cycle. During the add/delete process, City Council restored \$17,720 which will shorten the cycle time to 8 years. Additionally, the Fire Department and Virginia American Water Company will continue to test hydrants periodically, and repairs of faulty hydrants will continue as currently conducted. The hydrant repainting program will be eliminated.	0.00	(\$83,280)
Transportation & Environmental Services	The proposed budget increased the residential Refuse Fee to \$353. During the add/delete process, City Council added \$182,490, to be funded through an additional \$10 on the refuse fee, for trash and recycling cans for the Parks Improvement Plan and public space recycling cans.	0.00	\$182,490
Transportation & Environmental Services	Addition of 1.0 TIP funded Traffic Engineer to implement the City's new Intelligent Transportation Systems (ITS) initiatives, enabling staff to implement infrastructure to incorporate technology, share data regionally, and facilitate incident management.	1.00	\$152,940
Transportation & Environmental Services	Through the Add/Delete process, 1.0 Energy and Sustainability Project Manager FTE was added. This position will be charged to specific CIP projects and does not impact the operating budget.	1.00	\$0
Transit Subsidies (DASH)	A reduction in the City's General Fund subsidy will be achieved by efficiencies, to be identified by DASH, and is offset by an additional \$320K in expenditures for AT1 Peak Improvements funded by the TIP.	0.00	(\$175,546)
[Continued on next page]			

City Service Adjustments



Department	City Service Adjustment	FTE Impact	FY 2017 Amount
Transit Subsidies (King Street Trolley)	The cost of trolley service is budgeted to decrease without a reduction in hours, due to efficiencies to be identified by the trolley's operator, DASH.	0.00	(\$38,487)
Transit Subsidies (WMATA)	The operating budget subsidy submitted to the City by WMATA is \$895K below FY 2016 approved levels, as a result of operational efficiencies. The General Fund (including TIP), NVTC and NVTA 30% funds will be used to fund WMATA.	0.00	(\$894,540)

Community Profile



Overview

The City of Alexandria is located in northern Virginia and is bordered by the District of Columbia (Potomac River), Arlington, and Fairfax counties. With a population of approximately 150,000 and a land area of 15.47 square miles, Alexandria is the seventh largest city in the Commonwealth of Virginia. Alexandria is a unique and historic place that is experiencing substantial urban redevelopment demands and opportunities as a result of a high market demand for urban living in a quality environment. Although the City is part of the larger metropolitan area that includes Washington D.C., it has retained its historic character. About one-quarter of the City's 15 square miles has been designated as a national or local historic district. Thousands of the buildings used as homes, businesses and museums are considered monuments to the past.



Alexandria City Hall



Alexandria Waterfront

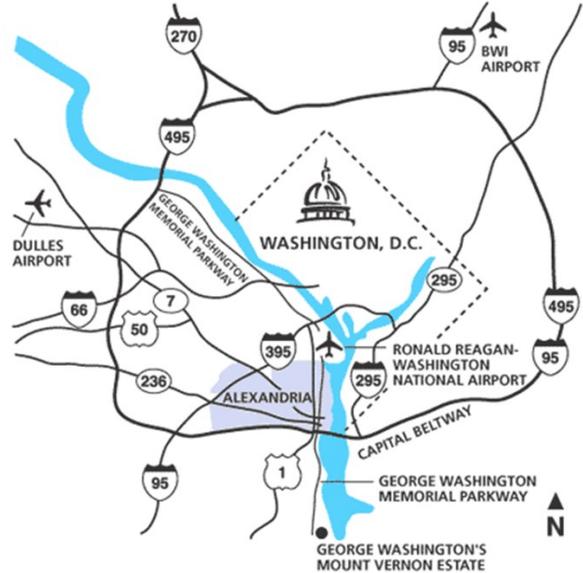
Photo Credit: Alexandria Convention & Visitors Association



Community Profile

Location

Alexandria is located in Northern Virginia, roughly 4.8 miles south of Washington, D.C., within the original boundary stones that included Alexandria as part of the Nation’s Capital. It is bounded to the east by the District of Columbia and the Potomac River, to the south and west by Fairfax County, and to the north by Arlington County. Domestic and international air service is provided by Ronald Reagan National Airport, just five minutes from downtown Alexandria, and two other major airports within 40 miles: the Washington Dulles International Airport and Baltimore-Washington International Airport. Regional access is available via I-95, I-395 and I-495. The Metrorail allows for travel into Alexandria from anywhere in the D.C. area, and Virginia Railway Express (VRE) provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City and downtown Washington, D.C. Amtrak also has a stop at Alexandria’s historic Union Station on King Street.



D.C. Area
Image Credit: Visit Alexandria

The City is an active participant in regional agencies such as the Washington Metropolitan Council of Governments, the Washington Metropolitan Area Transit Authority, the Northern Virginia Transportation Commission, the Northern Virginia Transportation Authority, the Northern Virginia Regional Commission, and the Northern Virginia Regional Park Authority.



The Neighborhoods of Alexandria

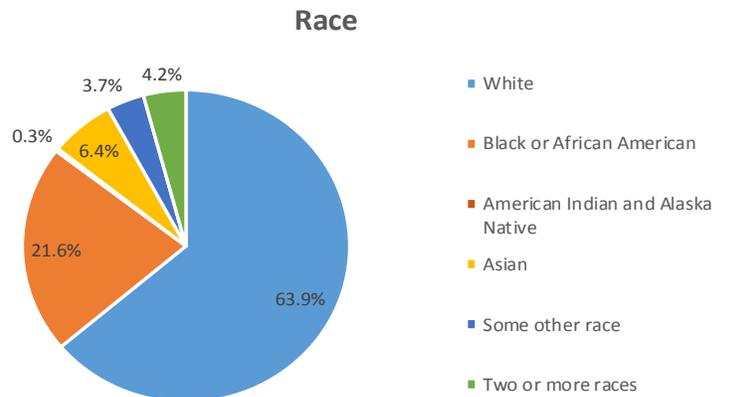
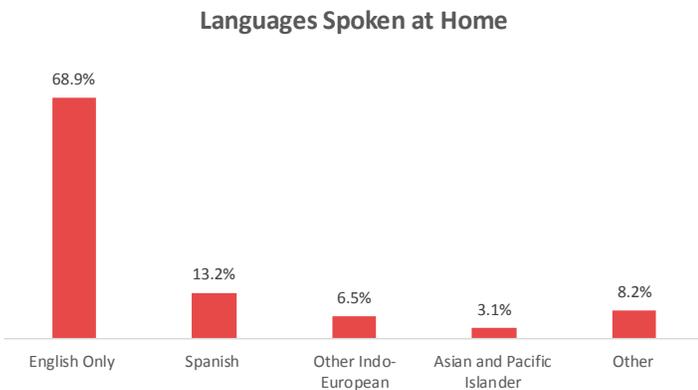
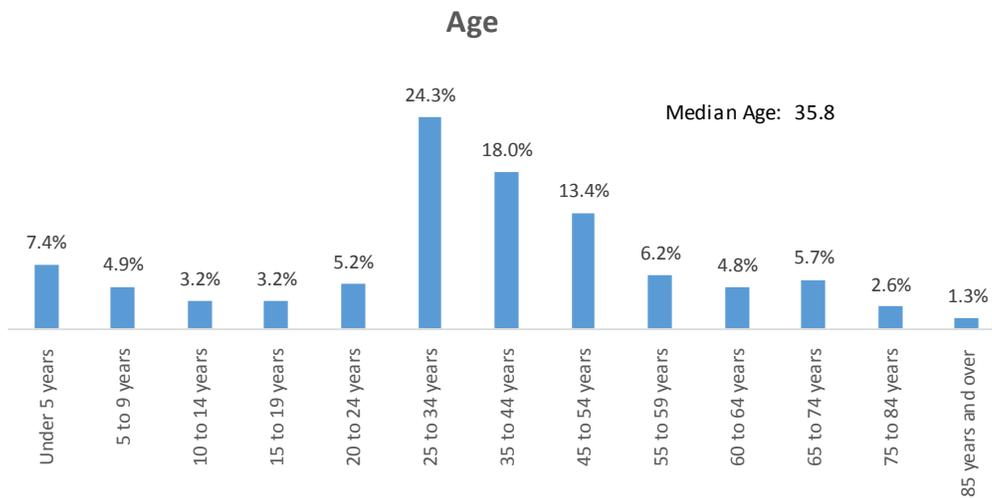
Image Credit: Visit Alexandria



Community Profile

Demographics

The average household size is 2.20 with a median household income of \$87,319, and the average family size is 3.08 with a median family income of \$109,228. The population of Alexandria is very well-educated; 91.3% are high school graduates or higher and 61.5% have a bachelor's degree or higher. According to the U.S. Census Bureau's 2014 American Community Survey, 9,813 veterans call Alexandria home.



Source: U.S. Census Bureau, 2010-2014 5-Year American Community Survey

Community Profile



History

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, the Lyceum, the Stabler-Leadbeater Apothecary Museum, and Gadsby's Tavern (a favorite meeting place of Marquis de Lafayette and President George Washington). Other notable historic landmarks include Robert E. Lee's boyhood home; Christ Church, where famous Virginia statesmen worshiped; and the City's Farmers Market, at 262 years old, the nation's oldest farmers market that has been meeting continuously at the same site, Market Square.

During fiscal year 2015, 210,548 residents and tourists visited the historic sites, museums, and events. The American Alliance of Museums has designated Alexandria as one of eight municipal "Accredited Museum Systems" in the United States.



Christ Church
Photo Credit: Rich Grant

Governance

Alexandria is an independent city with no county affiliation, and derives its governing authority from a Charter granted by the Virginia General Assembly. Virginia is a Dillon Rule state, which means that local governments have only the authority expressly granted to them by the Virginia Constitution or by the Virginia General Assembly in the City Charter or in general law.

The City adopted the Council-Manager form of government in 1922. The governing body of the City is the City Council, which formulates policies for the administration of the City. The City Council is composed of a Mayor and six Council Members elected at-large, on a partisan basis, for a three-year term (not staggered). The Mayor is chosen on a separate ballot and presides over sessions of the Council.

The Alexandria City Council operates under the Virginia Freedom of Information Act, which prohibits closed sessions of the Council except for specific matters regarding personnel, pending litigation and land acquisition. Accordingly, nearly all sessions of the City Council are open to the public, where citizens actively participate in public hearing discussions. Legislative sessions of the City Council are held on Tuesday evenings twice per month except in July and August. Public hearings, which focus largely on land use and development decisions, are held on one Saturday per month when Council is in session, allowing citizens an opportunity to speak on matters that concern them.

Civic engagement is highly valued by residents and the City government. The City has 58 internal boards and commissions, but also has appointees that serve on regional 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

The City Council appoints the City Manager who serves as the City’s Chief Executive Officer responsible for implementing the policies established by the City Council. The City Manager, Mark Jinks, was appointed in April 2015 to serve as Alexandria’s Chief Executive Officer.

The City budget provides for approximately 2,500 full-time employees, excluding school and DASH bus system employees. The City of Alexandria’s Fiscal Year (FY) 2017 approved All Funds Operating Budget is \$808.5 million. The FY2017- FY2026 approved Capital Improvement Program (CIP) is \$1.67 billion.



Council Members from Left to Right: Timothy B. Lovain, Paul C. Smedberg, Mayor Allison Silberberg (seated), John Taylor Chapman, Vice Mayor Justin M. Wilson (seated), Willie F. Bailey Sr., and Redella S. “Del” Pepper.

Economy

Alexandria is home to many thriving businesses and organizations, which includes a large representation of technology companies, engineering and architecture firms, marketing, public relations and web design firms. Alexandria has the fourth-largest concentration of professional and trade associations in the country with approximately 400 associations, behind only New York City, Washington D.C., and Chicago. These associations employ nearly 11,000 people with some notable associations being the United Way, American Diabetes Association and The Salvation Army. Large federal government agencies include the United States Patent and Trademark Office (PTO), the Department of Defense Washington Headquarters Service and a new headquarters for the National Science Foundation currently under construction in Alexandria.

November 2014	
Total Employment	90,696
Private Employment	63,464
Government Employment	22,989
Average Weekly Wages	\$ 1,322
Labor Force	97,241
Unemployment	3.6%
Median Home Sales Price	\$ 494,400

Source: U.S. Census Bureau, 2010-2014 5-Year American Community Survey



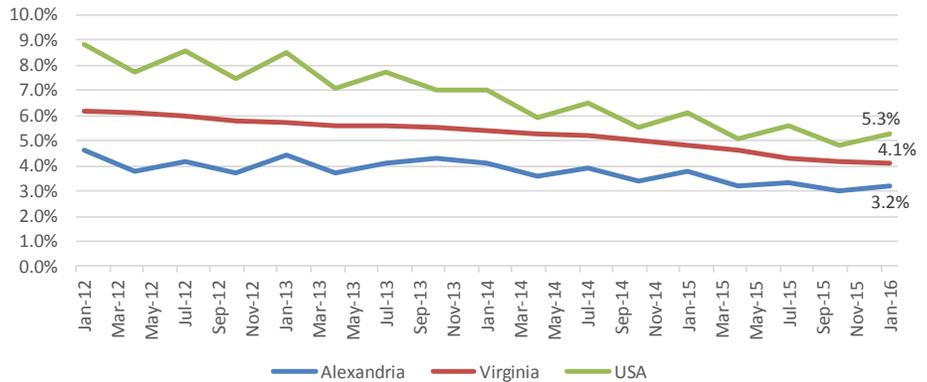
Community Profile

10 Largest Employers

U.S. Dept. of Commerce
U.S. Dept. of Defense
City of Alexandria
Alexandria City Public Schools
Inova Health System
Washington Metro Area Transit Authority
ABM Janitorial Services M Inc.
Institute for Defense Analysis
Northern Virginia Community College
U.S. Dept. of Agriculture

Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 3rd Quarter (July, August, September) 2014.

Unemployment Rate - U.S., Virginia, and Alexandria



Source: U.S. Department of Labor, Bureau of Labor Statistics
 Alexandria, Virginia through February, US data through March

**Alexandria unemployment is not seasonally-adjusted, while U.S. and Virginia are seasonally adjusted.*

Tourism



Old Town Alexandria
 Photo Credit: R. Kennedy for ACVA

Alexandria boasts a tourism industry that hosts over 3.35 million visitors and brings in \$754 million in visitor spending each year. It is the fourth most visited city in Virginia. This visitor spending generates \$24 million in revenue for the City via local tax revenue. Twenty-three hotels with 4,193 rooms within the City of Alexandria support 6150 jobs with a payroll of \$122 million. For FY 2015, the average occupancy rate was 72.4 percent. For the same time period, the average daily rate for hotel rooms in the City was \$149. Tourism helps support Alexandria's quality of life and amenities for residents, including its 370 restaurants, a dozen museums, cultural attractions, and more.

Community Profile



In addition to its historic sites, Alexandria includes a variety of attractions. One of the metropolitan area's largest concentrations of international restaurants can be found in Old Town. The Torpedo Factory Art Center, located on the City's waterfront, provides an opportunity for the public to meet more than 200 professional artists. The City's Del Ray/Rosemont areas offer beautiful tree-lined streets, eclectic shops, and various annual community events.



Del Ray

Photo Credit: Alexandria Convention & Visitors Association

Education

The Alexandria City Public Schools (ACPS) is one of the most diverse school systems in the country with students coming from 127 different countries and speaking 115 different languages. ACPS employs 1,458 teachers and student enrollment as of October 2015 was 14,729. The school system is comprised of 16 schools: twelve elementary schools, one pre kindergarten-8 school, two middle schools, and one high school with 2 campuses. Talented and gifted services are received by 10.9% of students. T.C. Williams High School offers 27 Advanced Placement (AP) courses and in 2015 and 1,968 AP exams were administered. In June 2015, the high school saw 694 students graduate.

Alexandria is also home to four post-secondary institution locations: George Washington University Alexandria Graduate Education Center, Virginia Tech Washington-Alexandria Architecture Center, Northern Virginia Community College, and Strayer University Alexandria Campus.



T.C. Williams High School

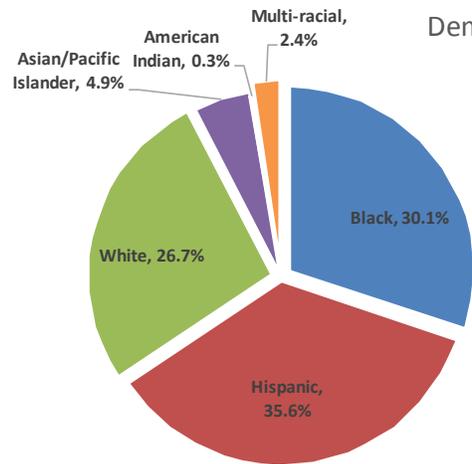


Community Profile

ACPS Students	
Eligible for free or reduced price meals	58.8%
Receiving talented and gifted services	10.9%
Students requiring English Language Learners (ELL) services	28.4%
Students receiving special education services	10.8%

Source: ACPS

The Alexandria library system consists of one central library, the Charles E. Beatley, Jr. Central Library, and three branch libraries, the Kate Waller Barrett Branch, the Ellen Coolidge Branch and the James M. Duncan Branch. The Kate Waller Barrett Branch is the location of what many believe to be the first organized sit-in of the Civil Rights Movement on August 21, 1939. The sit-in was organized by Samuel Wilbert Tucker, who now has a local elementary school named after him, and involved five young African-American men who one by one entered the whites-only library, picked out books, and quietly began reading until they were arrested. This event adds to the City's rich history and speaks to the progressive nature of its citizens.



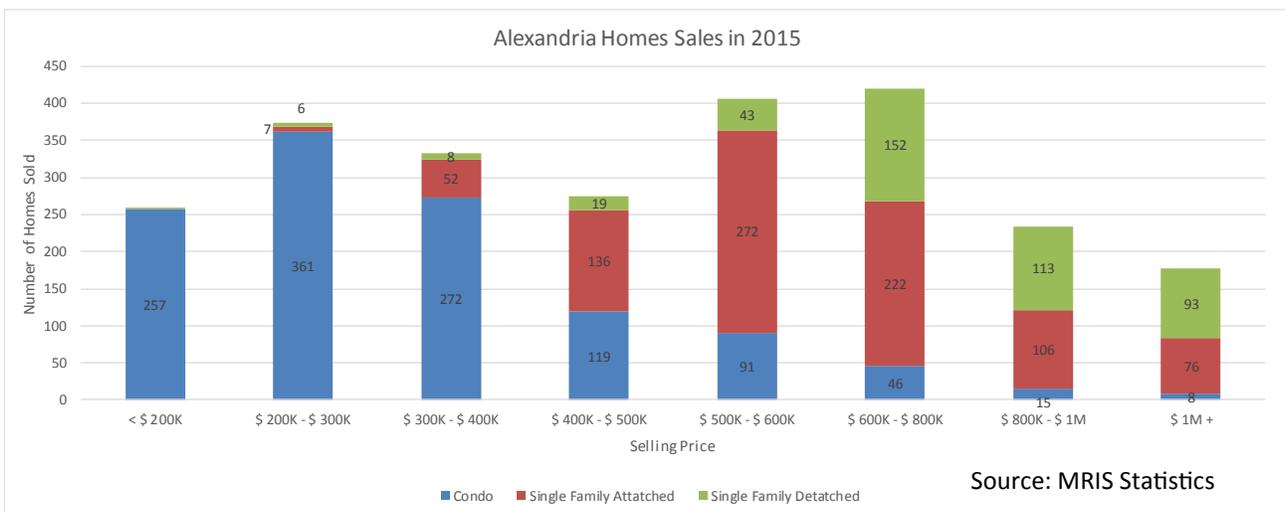
ACPS Student Demographics

Source: ACPS, as of September 2015

Based on book, magazine, and newspaper sales in the City, Amazon.com named Alexandria the Most Well-Read City in America for the third year in 2012, 2013 and 2014.

Housing

Over the last decade, Alexandria has grown in population, number of households, number of housing units, and percentage of homeowners. The 2015 Population Estimates Program of the U.S. Census Bureau estimated that the City has a population of 153,511 people.



Source: MRIS Statistics



Community Profile

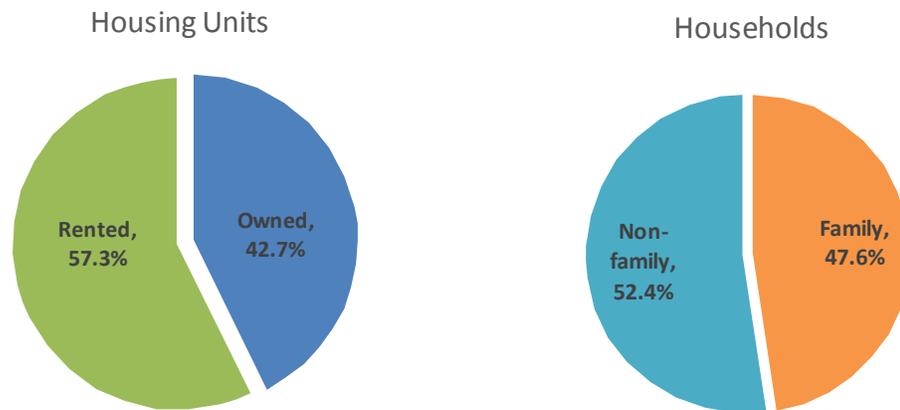
The 2014 American Community Survey estimated there to be 73,502 housing units, 89.7 percent of which are occupied. 42.7 percent of the units are owned while the remaining 57.2 percent are rented. 47.6 percent of households are family households while 52.4 percent are non-family households (households either containing only the householder or additional persons who are not relatives of the householder).

The City’s 2015 estimated population represents a 19.7% increase from the 2000 Census, with population growing by more than 25,000 people during this time. The number of housing units within the City rose by 14.4% from 64,251 in 2000 to 73,502 in 2014. The average household size has grown from 2.04 persons in 2000 to 2.20 person in 2014.

The Office of Housing coordinates and administers city housing and housing-related programs and services, and makes recommendations to the City Manager and City Council on housing policy and potential affordable housing investments. They work closely with the Alexandria Redevelopment and Housing Authority (ARHA) on housing issues.

Within Alexandria, both public and private owners of rental housing offer assisted housing affordable to low and moderate income residents of the City through participation in state, local or federal programs. These units are available to income eligible households and some programs give priority or restrict admission to specific populations such as elderly or disabled residents.

Some programs and services administered by the Office of Housing include: the Affordable Homeownership Units Set-Aside Program, which markets a limited number of affordable resale-restricted units in new developments; Homeownership Assistance Loans, which offers no-interest, deferred payment loans for down payment and closing cost assistance toward the purchase of City-assisted properties for eligible applicants; and the Affordable Rental Units Set-Aside Program, which sets asides affordable rental opportunities within market-rate apartment properties.



Source: U.S Census Bureau, 2010-2014 5-Year American Community Survey

Public Safety

The City of Alexandria is devoted to maintaining a safe and secure community by ensuring all community members, visitors, employees, and their property are protected from harm. Effectively achieving this goal involves collaboration between law enforcement and the community through public outreach and the recruitment of civilian volunteers. The City also collaborates with the surrounding area through the Northern Virginia Emergency Services Mutual Response Agreement, which allows the fire, rescue and emergency medical service agencies of one jurisdiction to assist in other jurisdictions if necessary, creating a level of cooperation in providing emergency services to citizens of the collective Northern Virginia community.

Community Profile



The mission of the Alexandria Police Department is to provide competent, courteous, professional and community oriented police services. Alexandria maintains a modern, highly trained police department, with a current authorized strength of 307 sworn officers and 118 civilian employees. The Alexandria Police Department has been internationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1986 and was reaccredited in 1991, 1996, 2001, 2004, 2007, 2010 and 2013. CALEA accreditation is a rigorous and difficult process that, if achieved, affirms the professional status of law enforcement agencies worldwide.



Alexandria Police Department



Alexandria Fire Department

The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service, mitigate emergencies and disasters, prevent the loss of life, protect property and enforce applicable construction, fire, and building maintenance codes for the City residents and the general public in order to maintain and enhance public safety. The Alexandria Fire Department employs 247 uniformed personnel and 31 civilian personnel. A network of ten stations protects the City. Among the department's specialized teams are the Northern Virginia Regional Hazardous Materials Team, Technical Rescue, Marine Operations and the Special Operations Team. Alexandria also has a volunteer organization, the Alexandria Volunteer Fire Department (AVFD). The AVFD has served the citizens of the City for more than two hundred years, with President George Washington as one of its earliest members. AVFD members provide assistance in the areas of firefighting, emergency medical services, communications, canteen and administration.

The Alexandria Sheriff's Office is responsible for the operation of the Detention Center, courthouse and courtroom security, service of all court legal documents, execution of court orders, transportation of prisoners, execution of arrest warrants, and general public safety and law enforcement. The Detention Center Bureau is responsible for managing the security of the William G. Truesdale Adult Detention Center in Alexandria where approximately 400 inmates are housed. About two-thirds of these inmates are being held for state and local charges. These inmates are individuals committed by the courts to the Sheriff's custody. The Detention Center operates under a management style and architectural design that facilitates increased staff and inmate contact and works to reduce tension and improve security within the correctional setting. It has been accredited by the American Correctional Association (ACA) since 1989 and the National Commission on Correctional Health Care (NCCHC) since 1991.



Community Profile

The Alexandria Department of Emergency Communications (DEC) ensures the effective delivery of routine and emergency calls for service to the City of Alexandria public safety departments. Its mission is to serve the public by saving lives, protecting property and providing assistance to the public. This is accomplished by receiving and dispatching 9-1-1 emergency and non-emergency calls for Police, Fire, and EMS in a courteous, prompt, efficient, and professional manner. The department's state-of-the-art headquarters was completed in 2011 and a new computer aided dispatch (CAD) system was deployed in 2015. The department also recently implemented text-to-911 functionality in 2016.

Community and Human Services

The Department of Community and Human Services (DCHS) provides essential safety net services that measurably improve or maintain the quality of life for Alexandrians. Additionally, the behavioral health programs provide compassionate and effective services that support self-determination, recovery, and resiliency for residents affected by mental illness, intellectual disabilities, and substance use disorders. More than 650 DCHS employees provide services through three direct service centers.

The Center for Adult Services provides programs and services in Aging, Adult Protective Services, Clinical & Emergency Behavioral Health Services, and Community & Residential Support Services for persons with mental illnesses, intellectual disabilities and substance use disorders. The Center for Children and Families provides programs and services for Behavioral Health, Domestic Violence & Sexual Assault, Child Welfare and Child Protective Services, Early Childhood, and Youth Development. The Center for Economic Support provides programs and services for Public Benefits, Homelessness Prevention, and Employment and Training.

DCHS envisions a community in which residents enjoy a sense of well-being, safety and self-sufficiency.



Young Alexandria residents



Community Profile

Transportation

The Department of Transportation and Environmental Services (T&ES) strives to improve the overall quality of life within the City of Alexandria through the development of a superior infrastructure. In order to contribute to the physical, social and economic growth of the City of Alexandria, T&ES provides engineering, environmental quality, traffic control, transit, construction, inspection and surveying, street, sewer and fire hydrant maintenance, and refuse and recycling collection.

The City of Alexandria has long been committed to making cycling a safe and convenient method for getting around.

With over 57 miles of on-street and off-street bike lanes, sharrows, and trails, using a bike quickly, safely, and enjoyably to get around has never been easier. The City's expansion of the Capital Bikeshare program, installation and designation of new bike lanes and routes, as well as the continual installation of bicycle parking throughout the City are just a few of the initiatives that make the City of Alexandria a nationally recognized Bike Friendly Community with a silver rating from The League of American Bicyclists. The Complete Streets Policy of 2011 was reenacted in 2014, recognizing that the users of our transportation system include pedestrians, bicyclists, riders and drivers of public transportation, in addition to motor vehicles.

Alexandria has many great walking, biking, and multi-use trails, a popular one being the National Parks Services' Mount Vernon Trail. Nearly 18 miles long, the Mount Vernon Trail is a multi-use trail that follows the Potomac's Virginia shoreline from Theodore Roosevelt Island to George Washington's Estate located at Mount Vernon. The trail offers wonderful views of the Potomac River and DC monuments. Along with Mount Vernon, the trail offers access to Old Town Alexandria and Arlington National Cemetery.



Cyclists in Alexandria
Photo Credit: Richard Nowitz



WMATA Metrorail
Photo Credit: Larry Levine for WMATA

The Washington Metropolitan Area Transit Authority (WMATA) operates Metrorail, which has 117 miles of rail lines and 91 stations throughout Virginia, DC and Maryland. Four stations along the yellow and blue lines are located in the City - Braddock Road, King Street, Eisenhower Avenue, and Van Dorn. WMATA also operates Metrobus with bus stops and routes throughout the City and the newly opened Metroway along the Route 1 corridor between Pentagon City and Braddock Road Metrorail stations. Metroway, which opened in August 2014, is the City's first bus rapid transit service operating in dedicated lanes.



Community Profile



The Alexandria Transit Company's (ATC) DASH bus system provides safe, reliable, and courteous bus service within the City of Alexandria and connects with Metrobus, and the other local bus systems, Metrorail, Virginia Railway Express. DASH serves the Pentagon Metrorail Station during the peak periods and the Shirlington Transit Center on its AT9 route. The DASH fleet consists of 86 buses on 11 routes, serving over 4.2 million passengers annually. As of 2016, over 50% of the DASH fleet consists of eco-friendly Hybrid Electric low floor buses. The base fare for a DASH ride is \$1.60 and offers a free, 4-hour transfer pass on SmarTrip. ATC also operates the King Street Trolley, which is free to all riders, along King Street between the King Street Metrorail Station and the Waterfront.

King Street Trolley

Photo Credit: Richard Nowitz/Alexandria Convention & Visitors Association

Recreation and Parks

The Recreation, Parks and Cultural Activities Department (RPCA) supports the well-being of Alexandria's residents by ensuring access to a variety of quality recreation, park and cultural experiences. There are 36 playground areas, 4 swimming pools, 24 outdoor basketball courts, 36 tennis courts, 49 athletic fields, 18 dog parks, 20 miles of trails, 7 neighborhood recreation centers, 1 nature center, and 1 adult/arts activity center. The City has over 1,000 acres of publicly accessible open space (this includes both public and private land that is open for public use), and 566 acres of it is City owned park land.



Ben Brenman Park



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 have been authorized for the fiscal year. The **Proposed FY 2017 Budget**, documented the decisions proposed by the City Manager for the coming fiscal year. This document, the **Approved FY 2017 Budget**, documents the decisions approved by City Council for FY 2017. 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 and 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, who are 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 locates 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.

The budget process is one part of the performance management system that includes planning, budgeting, delivering services, continuous improvement and reporting results. Results Alexandria 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 approach builds upon previous City performance management and strategic planning efforts, which have been ongoing since the 1960s. It is associated with 6 key stages, each of which has major deliverables.



Understanding the Budget

WHAT DOES THE PROCESS LOOK LIKE?

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

1) 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 the **City Strategic Plan** and the **City Manager's FY 2017 Identified Budget Priorities**.

- ◆ 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 FY 2010-FY 2015 CSP. The CSP update process is underway.
- ◆ The **City Manager's FY 2017 Identified Budget Priorities** identifies the specific outcomes and initiatives that should be the focus of departments and agencies' budget submissions. These priorities were shaped by input from subject matter experts (City staff), the City Council's Budget Guidance, and feedback from the FY 2017 Budget **Civic Engagement** activities.

The City conducts **Civic Engagement** activities to collect feedback from residents on where the City should focus its effort and resources in the coming fiscal year to best achieve the City's long term outcomes. These activities gave residents the opportunity to weigh-in on which long term outcomes they felt were most important and which programs and services were most important in achieving these long term outcomes.

2) Strategize *how we will use resources to achieve results*

Now that we have 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 prioritize the finite amount of resources available for City programs and services. The process is explained in greater detail later in this section later in this document in the section entitled *Understanding the Budget*.
- ◆ The **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.

3) Deliver & Adjust *programs to achieve results*

A plan means little if it does not lead to action. This stage focuses on delivering planned and resourced programs and services, with regular tracking and examination to make sure we are on track to achieve our goals. Programs are formally monitored and evaluated by departments' workplans and **AlexStat** analysis.

- ◆ The **AlexStat** system offers a standardized, analytic approach to improving performance within the City by: focusing attention on issues critical to the success of the City Strategic Plan and Department Work Plans; providing rigorous analysis of performance data; creating a forum to understand and discuss the effectiveness of City programs; and prompting, monitoring, and tracking action on recommendations.

4) Achieve *results the community values*

After 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?"



Understanding the Budget

WHAT ARE THE CITY'S LONG TERM OUTCOMES?

In the Approved FY 2017 Budget, the City of Alexandria Government will invest approximately \$678.5 million into more than 150 programs, each designed to achieve the **Long Term Outcomes** in the City's four Focus Areas (shown below). How do we know that our investments help produce these important results? Through the City's performance management system, **Results Alexandria**. Each Focus Area is led by a Deputy City Manager and composed of City departments and external partner agencies that share the same Long Term Outcomes.

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



Understanding the Budget

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 to 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, capital outlays, interfund transfers and debt service — 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).

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 re-appropriation ordinance (generally in November) or by supplemental appropriation ordinances (generally 2-3 times during the fiscal year). A re-appropriation 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.



Understanding the Budget

WHAT IS THE CITY'S BUDGET DEVELOPMENT PROCESS?

The FY 2017 budget development process began in October 2015 with the **FY 2017 Civic Engagement Community Meetings** where Alexandria citizens had the opportunity to provide input how they would prioritize the City's Long Term Outcomes and where the City should focus its efforts and resources to achieve outcomes. On November 21, 2015, the Office of Management and Budget presented the findings from this process at the **City Council Retreat** along with the **5-Year Financial Planning Model** for FY 2017-2021 which provides a preliminary report of revenues, expenditures, and capital needs forecast for the next 5 years.

On November 24, 2015, 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 directed the City Manager to identify cost saving measures and efficiencies, and adjusting service levels in order to propose a balanced budget. The Council's Budget Guidance also provided the City Manager the flexibility to consider adjustments to existing real estate and personal property tax rates, in order to propose a balanced budget. 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.

Based on the City's Strategic Plan, the City Council's Guidance, input from subject matter experts and input from Civic Engagement Activities, the City Manager developed the **City Manager's Identified Budget Priorities**, which outlines priority investment areas in the City Government for City Departments. City Departments then responded to these priorities 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 2017 outlined the funding levels by department and program that resulted from the deliberation process described above. The City Manager presented the FY 2017 Proposed Budget on February 23, 2016. During March and April, City Council held several **Budget Work Sessions** and one **Budget Public Hearing** in order to deliberate funding levels for the approved budget. These deliberations culminated in a preliminary and then final **Add/Delete Work Sessions** in which City Council adds and subtracts funding for services from the proposed budget, while keeping it balanced. City Council adopted the **FY 2017 Approved Budget** on May 5, 2016. 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 2017 Budget Development Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
October	<p>Civic Engagement Residents invited to participate in a series of meetings, where they discussed the City’s Long Term Outcome and where the City should invest resources and focus to achieve outcomes</p>		
November	<p>BFAAC Report—Key Policy Issues Resident advisory committee provides City Council with feedback on key policy issues facing the City in coming fiscal year</p>	<p>Budget Guidance City Council gives staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager.</p>	<p>Five Year Financial Plan City staff presents the Five Year Financial Plan to City Council. The plan is a policy document that provides long-term strategic financial planning and demonstrates the affect of current and/or new policies and services on the City’s financial standing.</p> <p>City Manager Identified Budget Priorities The City Manager defines priority investment areas in the City Government based on the City’s Strategic Plan, the City Council’s Guidance, input from subject matter experts and input from Civic Engagement Activities.</p>
December			<p>Proposed Budget Development 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>Proposed Budget Presentation The City Manager presents the Proposed Budget to City Council.</p>
March	<p>Budget Public Hearing 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>Budget Work Sessions 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>Budget Memos OMB and other City staff respond to inquiries from City Council through Budget Memos.</p>
April	<p>BFAAC Report—Proposed Budget Resident advisory committee holds weekly meetings to review the Proposed Budget and provide City Council with feedback.</p>		
May		<p>Final Budget Adoption City Council makes final decisions and adopts the official City of Alexandria Budget for the upcoming fiscal year.</p>	
June			<p>Approved Budget 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 (1-4) of the budget document were developed to acquaint readers with the City’s overall budgeting process, with particular attention to reviewing major changes proposed for the 2017 Fiscal Year as well as a community profile.

The next portion of this document (Sections 5-10) 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 11-14 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. Section 15 provides a brief overview of the FY 2017-2026 Proposed CIP. Sections 16-18 provide information on legislative references, glossary of terms, and appendices for the budget.

The individual department sections are explained by part on the following pages.

<ul style="list-style-type: none"> City Attorney City Clerk and Clerk of Council City Council City Manager Communications/Public Information Finance General Services Human Resources Information Technology Services Internal Audit Performance and Accountability Non-Departmental Management and Budget Registrar of Voters <p style="text-align: center;">ACCOUNTABLE, EFFECTIVE & WELL-MANAGED GOVERNMENT</p>	<ul style="list-style-type: none"> Community and Human Services Health Other Health Activities Library Recreation and Cultural Activities (RPCA) Alexandria City Public Schools (ACPS) <p style="text-align: center;">HEALTHY & THRIVING RESIDENTS</p>
<p style="text-align: center;">LIVABLE, GREEN & PROSPERING CITY</p> <ul style="list-style-type: none"> Code Administration Economic Development Housing Historic Alexandria Planning & Zoning Project Implementation Parks (RPCA) Transportation/Environmental Services Transit Subsidies 	<p style="text-align: center;">SAFE, SECURE & JUST COMMUNITY</p> <ul style="list-style-type: none"> 18th Circuit Court 18th General District Court Clerk of Circuit Court Commonwealth’s Attorney Court Services Unit Emergency Communications Fire Human Rights Juvenile and Domestic Relations District Court Other Public Safety and Justice Programs Police Sheriff

Understanding the Budget



Sheriff's Office



The Alexandria Sheriff's Office is responsible for the operation of the Detention Center, courthouse and courtroom security, service of all court legal documents, execution of court orders, transportation of prisoners, execution of arrest warrants, and general public safety and law enforcement.

Department Contact Info

703.746.4114

www.alexandriava.gov/sheriff

Department Head

Dana Lawhorne

Sheriff

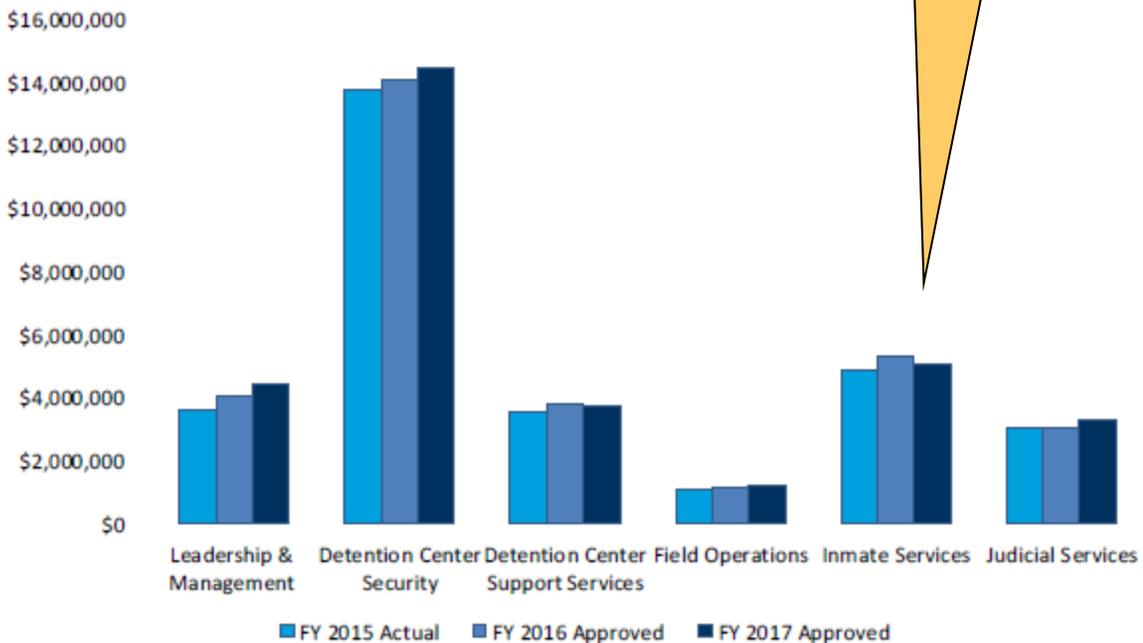
703.746.4114

dana.lawhorne@alexandriava.gov

The first page of each Department section provides an introduction to the Department, the primary services it provides and its leadership.

The first page also includes a summary, by Program, of the Proposed FY 2017 budget and prior two fiscal years.

ALL FUNDS SUMMARY BY PROGRAM



Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA

Sheriff's Office



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

EXPENDITURE & REVENUE SUMMARY

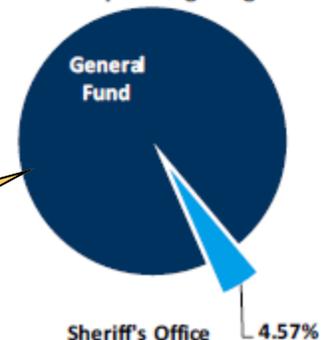
	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$25,021,981	\$26,996,594	\$26,690,166	\$793,572	3.1%
Non-Personnel	\$4,837,921	\$5,282,034	\$5,071,930	(\$210,104)	-4.0%
Capital Goods Outlay	\$5,100	\$317,500	\$397,367	\$79,867	25.2%
Depreciation	\$108,762	\$0	\$0	\$0	N/A
Total Expenditures	\$29,973,765	\$31,496,128	\$32,159,463	\$663,335	2.1%
Expenditures by Fund					
General Fund	\$29,128,748	\$30,452,584	\$31,014,177	\$561,593	1.8%
Fiscal Year Grants	\$530,711	\$560,224	\$570,565	\$10,341	1.8%
Other Special Revenue	\$170,906	\$175,820	\$187,354	\$11,534	6.6%
Internal Service	\$143,400	\$307,500	\$387,367	\$79,867	26.0%
Total Expenditures	\$29,973,765	\$31,496,128	\$32,159,463	\$663,335	2.1%
Total Department FTEs	210.00	210.00	210.00	0.00	0.0%

Also included are highlighted budget changes for FY 2017.

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved Budget for the Sheriff's Office increases by \$663,335 or 2.1% over FY 2016 levels, with \$561,593 attributable to the General Fund. The increase in total expenditures is primarily due to the normal salary and benefit growth of personnel expenditures. A lower contract cost for inmate medical services is the main driver contributing to the \$210,104 decrease in non-personnel expenditures. Capital goods outlay increases by \$79,867 as result of the scheduled replacement of four department vehicles per the City fleet replacement plan. Overall, service levels remain unchanged from FY 2016.

Department Share of General Fund Operating Budget



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

Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA

Sheriff's Office

On this page, Program level expenditure data are summarized for FY 2017 and the prior two fiscal years. This is followed with a staffing summary by Program.

PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$3,657,246	\$4,070,304	\$4,415,153	\$344,849	8.5%
Detention Center Security	\$13,767,122	\$14,078,757	\$14,414,241	\$335,484	2.4%
Detention Center Support Services	\$3,578,214	\$3,792,667	\$3,730,288	(\$62,379)	-1.6%
Field Operations	\$1,074,077	\$1,154,006	\$1,200,627	\$46,621	4.0%
Inmate Services	\$4,871,272	\$5,353,267	\$5,090,078	(\$263,189)	-4.9%
Judicial Services	\$3,025,834	\$3,047,126	\$3,309,076	\$261,950	8.6%
Total Expenditures	\$29,973,765	\$31,496,128	\$32,159,463	\$663,335	2.1%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	26.00	24.00	25.00	1.00	4.2%
Detention Center Security	111.00	113.00	113.00	0.00	0.0%
Detention Center Support Services	18.00	18.00	17.00	(1.00)	-5.6%
Field Operations	9.60	9.00	9.00	0.00	0.0%
Inmate Services	22.00	23.00	24.00	1.00	4.3%
Judicial Services	23.40	23.00	22.00	(1.00)	-4.3%
Total FTEs	210.00	210.00	210.00	0.00	0.0%
Sworn Personnel	169.00	169.00	169.00	0.00	0.0%
Non-Sworn Personnel	41.00	41.00	41.00	0.00	0.0%
Total FTEs	210.00	210.00	210.00	0.00	0.0%

For some departments, a table is provided to show the amount of General Fund revenues that the department collects. These revenues lessen the net City taxes needed to fund its expenditures.

Net City Tax Contribution to Department

Department Related General Fund Revenues	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
General Fund Expenditures	\$29,128,748	\$31,452,584	\$31,014,177	\$561,593	1.8%
Department Related General Fund Revenues					
1) Federal Revenue ¹	\$6,176,934	\$6,176,437	\$6,176,437	\$0	0.0%
2) State Revenue ²	\$5,172,985	\$5,608,022	\$5,481,192	(\$126,830)	-2.3%
3) Charges for Services ³	\$21,568	\$183,000	\$128,101	(\$54,899)	-30.0%
Total	\$11,844,487	\$11,967,459	\$11,785,730	(\$181,729)	-1.5%
Net City Tax Contribution	\$17,284,261	\$18,485,125	\$19,228,447	\$743,322	4.0%

¹ Includes Federal prisoner per diem and State Criminal Alien Assistance Program

² Includes State Compensation Board reimbursements and State prisoner per diem

³ Includes Sheriff's fees, weekenders fees, work release fees, medical co-pays and local jurisdiction prisoner per diem

Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA

Sheriff's Office



Each department program is also summarized. First, the City's Long-term Outcome(s) that this Program supports are identified. Next are the Lines of Business for the program and their goals which help achieve the Outcome(s).

INMATE SERVICES

Outcomes Supported: Ensure all community members are treated justly and equitably under the law
Reduce crime

Lines of Business

Goals

Inmate Classification and Housing	Inmates avoid physical altercations with staff and/or inmates
Inmate Health	Inmate health is maintained per Federal, State, and Local standards
Inmate Programs	Inmates participate in reentry programs (Sober Living, Educational, Life Skills)

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,320,032	\$2,530,751	\$2,455,961
Non-Personnel	\$2,551,241	\$2,822,516	\$2,634,117
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$4,871,272	\$5,353,267	\$5,090,078
% of All Funds Departmental Budget	16.3%	17.0%	15.8%
Total Department FTEs	22.00	23.00	24.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
Average daily inmate population	397	390	N/A
Percent of inmates meeting Federal, State, and Local standards of health	100.0%	100.0%	100.0%
Percent of inmates who participate in re-entry programs		22.0%	22.0%

At the bottom, the costs of maintaining services within a program are summarized in this table, both in terms of FTE and budget impacts.

Next, the financial information for the Program is listed for the past 3 fiscal years. Performance measures are also included which indicate the level of achievement the Program has attained and its desired level of performance (target).

Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current level of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders, turnover savings and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Operation costs for this program slightly decrease without any service implications. In addition, one position has been re-allocated to Inmate Services from another program. No service impact.	1.00	(\$88,189)

[Continued on next page]

Understanding the Budget



CITY OF ALEXANDRIA, VIRGINIA
Sheriff's Office

Finally, changes to the services or funding of a Program are identified by their Line of Business and are summarized in this table, both in terms of FTE, financial and service impacts.

INMATE SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Inmate Health	Reduce medical contract funding. This adjustment lowers the amount budgeted for contracted medical services for prisoners in the jail. Historically the amount budgeted has not been fully spent each year. This reduction is not anticipated to affect service levels and would align the budget with historical expenditures.	0.00	(\$175,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		24.00	\$5,090,078

Understanding the Budget



WHAT IS THE FY 2017 BUDGET ADOPTION SCHEDULE?

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

DATE	EVENT
Tuesday, February 23, 2016	Proposed Budget Presentation (City Council Legislative Meeting) City Hall (301 King Street), City Council Chambers (6:00 PM)
Thursday, February 25, 2016	Public Budget Presentation Beatley Library, 5005 Duke Street (7:00 PM)
Tuesday, March 1, 2016	Worksession #1: Compensation, Revenues and Five Year Financial Plan City Hall (301 King Street), Council Workroom (7:00 PM)
Wednesday, March 9, 2016	Worksession #2: Alexandria City Public Schools ACPS Headquarters, (1340 Braddock Rd.) 1st Floor Board Room (7:00 PM)
Monday, March 14, 2016	Budget Public Hearing City Hall (301 King Street), City Council Chambers (4:00 PM)
Tuesday, March 15, 2016	Worksession #3: Capital Improvement Program City Hall (301 King Street), Sister Cities Room #1101 (7:00 PM)
Tuesday, March 15, 2016	Establish Tax Rate Ordinance/Set Maximum Rate City Hall (301 King Street), City Council Chambers (9:00 PM)
Monday, March 28, 2016	Worksession: CANCELLED
Thursday, March 31, 2016	Worksession: CANCELLED
Tuesday, April 5, 2016	Worksession #4: Livable, Green & Prospering City City Hall (301 King Street), Sister Cities Room #1101 (7:00 PM)
Tuesday, April 12, 2016	Worksession #5: Safe, Secure & Just Community City Hall (301 King Street), Council Workroom (5:30 PM)
Thursday, April 14, 2016	Worksession #6: Healthy & Thriving Residents City Hall (301 King Street), Sister Cities Room #1101 (7:00 PM)
Saturday, April 16, 2016	Tax Rate Public Hearing City Hall (301 King Street), City Council Chambers (9:30 AM)
Tuesday, April 19, 2016	Worksession #7: Budget and Fiscal Affairs Advisory Committee & Accountable, Effective & Well-Managed Government City Hall (301 King Street), Sister Cities Room #1101 (7:00 PM)
Tuesday, April 26, 2016	Preliminary Add/Delete List Discussion City Hall (301 King Street), City Council Chambers (6:00 PM)
Monday, May 2, 2016	Final Add/Delete List Discussion City Hall (301 King Street), Council Chambers (7:00 PM)
Thursday, May 5, 2016	Budget Adoption City Hall (301 King Street), City Council Chambers (7:00 PM)

The City of Alexandria's website has the most up-to-date schedule of meetings as well as additional information on City Council meetings, docket items, and budget information at www.alexandriava.gov/Budget.



Five Year Financial Planning Model Updated

MULTI-YEAR REVENUE AND EXPENDITURE PROJECTIONS

Five-Year Financial Planning Model

The City has long used multi-year financial forecasting as a planning and communication tool. In calendar year 2014, as part of the FY 2015 budget process, the City improved its forecast model from a static estimate of future revenues and expenditures based on current services to a multi-layered forecasting tool that now allows for more dynamic modeling of a greater number of variables and scenarios. Staff updated the model for the FY 2016 budget and again for the November 2015 City Council annual retreat. The revenue and expenditure assumptions have since been updated to reflect the decisions made in the FY 2017 City Council approved budget coupled with input from ongoing monitoring of the economic climate. The updated five year financial planning model combines projections of future revenues and expenditures based on historical analysis and economic indicators with planned or expected changes such as the proposed Capital Improvement Program (CIP) out-year funding, Alexandria City Public Schools (ACPS) projected enrollment changes and facility expansion plans, five-year financial forecast, the expiration of grants, and future changes in programmed service delivery. The updated model also includes the ability to layer various policy options under consideration on top of the baseline forecast in order to examine their individual and collective impact on the City's financial future.

Multi-year Forecasts

The multi-year financial planning model presented in November 2015 included 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 included the estimated impact of the National Science Foundation on transient occupancy taxes and the impact of planned other new construction throughout the City on real estate property values and other revenue sources. The multi-year forecast also includes the continuing growth of Potomac Yard and its effect on General Fund revenues. While most of the revenues from Potomac Yard development are set aside into a special fund to pay the principal and interest on bonds that are scheduled to be issued in 2017 for the building of the Potomac Yard Metrorail station, a percentage of the revenue resulting from Potomac Yard appreciation is applied to the General Fund to cover the estimated costs of City services to the new development.

The most significant difference between the November 2015 and current five-year model is the three cent increase in the real estate property tax approved by City Council in the FY 2017 budget, of which one cent supports City and ACPS operating expenditures and two cents were entirely allocated for capital improvement projects. In addition to increasing the real estate tax rate, the budget also reflects approximately \$8.3 million in service and efficiency cost reductions and nearly \$1 million in increased firefighter pay for market competitiveness, \$0.5 million in parking and traffic initiatives, and approximately \$2.7 million in other service enhancements. As a result of these adjustments, the \$22.4 million prior projected shortfall in FY 2017 has been eliminated to achieve a balanced budget with no use of fund balance, and the \$28.6 million projected shortfall for FY 2018 has been reduced to \$18.9 million. The shortfalls in FY 2019 and FY 2020 have been reduced from \$36.8 million and \$43.4 million to \$28.7 million and \$35.2 million respectively, and the shortfall in FY 2021 has been reduced from \$53.6 million to \$48.0 million.

Also included in the current model is the estimated five year cost to fully fund school enrollment growth and the ACPS approved CIP, which is \$60 million greater over a 5 year period than the amount of school project funding included in the City approved CIP. Included in those future costs are a Pre-K center and a West End elementary school, which were both funded in FY 2017 in the City CIP, a swing space elementary school, and a specialized secondary academy, and a second Pre-K facility. If the City fully funds the enrollment growth and facility expansion projects in the ACPS approved FY 2017 - FY 2026 CIP, the General Fund is estimated to increase by \$9.3 million in FY 2018 and by \$23.8 million over the FY 2017 approved budget by FY 2021.

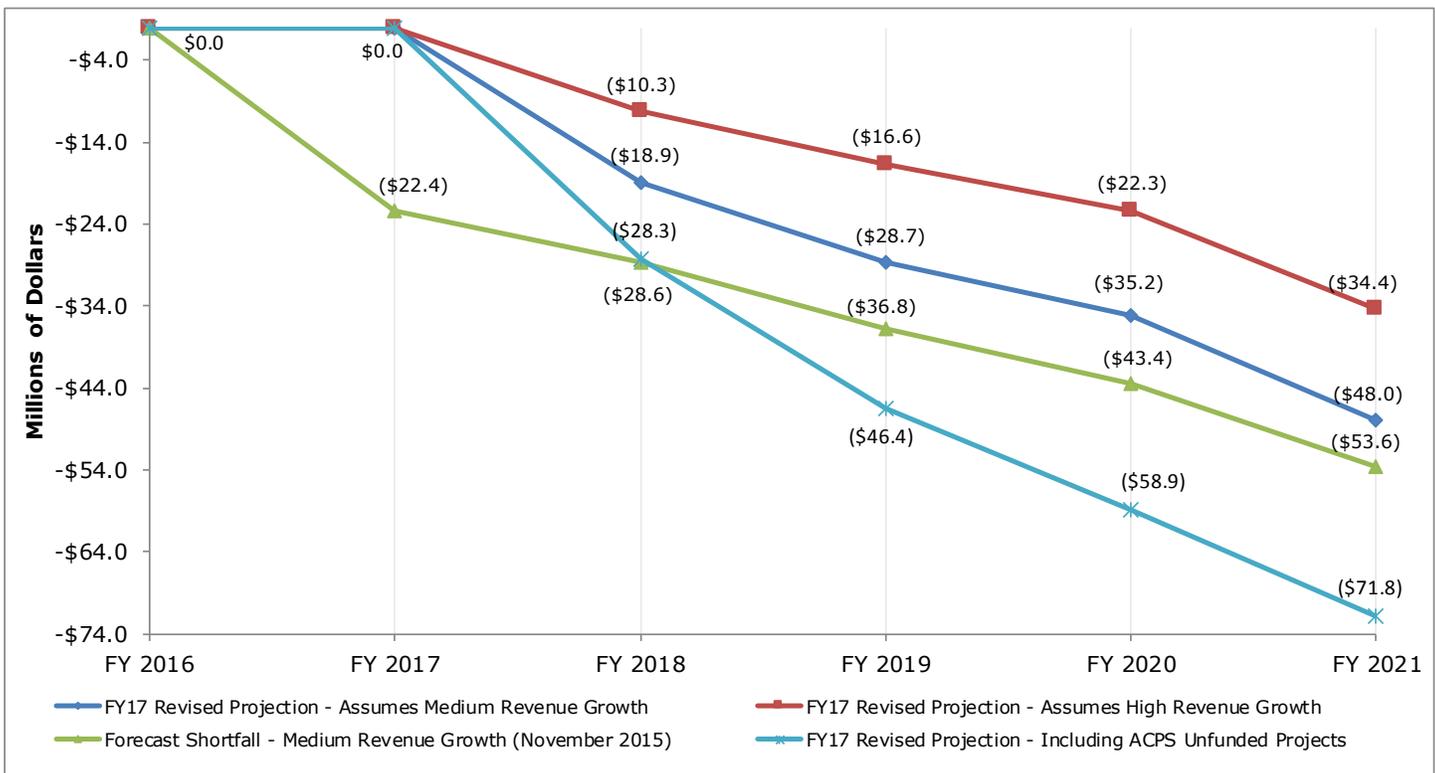


Five Year Financial Planning Model Updated

MULTI-YEAR REVENUE AND EXPENDITURE PROJECTIONS

Five-year Forecast for FY 2017 to FY 2021

The charts below display's the anticipated future surpluses or shortfalls resulting from expenditures in the FY 2017 budget growing at a fixed rate and revenues growing at a medium rate of growth. They also show the impact of planned development on revenues by adjusting the medium growth baseline and shows the impact of including ACPS operating costs and debt service of projects not funded in the City's approved FY 2017 - FY 2026 Capital Improvement Program (CIP).





Five Year Financial Planning Model Updated

BUDGET IMBALANCE UNDER THE BASELINE ASSUMPTION

The City's revenue and expenditure growth rates are projected to be structurally out of balance starting in FY 2018. The City's revenues at current tax rates are not expected to keep up with projected expenditures going forward, resulting in a fiscal imbalance. The structural imbalance is estimated to be \$18.9 million in FY 2018, growing to \$48.0 million by FY 2021. However, since each year's budget will be balanced when the budget for that year is adopted, these deficits will be eliminated before they occur.

Revenues	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Real Estate Tax	402,552,010	414,447,617	424,672,008	435,451,826	446,543,604
Personal Property	46,080,000	46,512,929	47,101,187	47,701,211	48,313,235
Sales Tax	27,075,000	27,616,500	28,168,830	28,732,207	29,306,851
Utility Tax	12,700,000	13,017,500	13,342,938	13,676,511	14,018,424
Business License Tax	33,300,000	33,549,750	33,801,373	34,054,883	34,310,295
Recordation Tax	5,300,000	5,353,000	5,406,530	5,460,595	5,515,201
Transient Lodging	12,000,000	12,120,000	12,241,200	12,363,612	12,487,248
Restaurant Food	18,800,000	19,176,000	19,559,520	19,950,710	20,349,725
Communications Sales Tax	10,300,000	10,248,500	10,197,258	10,146,271	10,095,540
Other Local Taxes	11,602,709	11,621,828	11,625,715	11,637,470	11,657,057
Federal Revenue	9,600,382	9,600,382	9,600,382	9,600,382	9,600,382
State Revenue	46,628,595	46,628,595	46,628,595	46,628,595	46,628,595
Other Revenue	42,594,942	44,425,422	46,797,847	50,423,286	53,196,808
Total Revenue	678,533,638	694,318,022	709,143,382	725,827,560	742,022,965

Expenditures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
City Personnel	223,693,920	227,495,385	234,341,424	241,457,111	248,854,494
City Non-Personnel	88,845,898	90,861,430	92,969,782	95,107,143	97,308,133
Other Costs	45,455,097	46,327,984	47,217,846	48,125,013	49,049,826
Debt Service	68,845,983	78,842,606	85,267,624	89,309,421	91,048,841
Cash Capital	25,224,991	24,748,450	25,416,818	26,096,590	26,804,499
Transit Subsidies	19,906,276	20,938,713	22,048,209	23,241,581	24,526,301
Schools	206,561,472	220,686,518	225,948,271	231,206,866	236,926,102
Total Expenditures	678,533,638	709,901,086	733,209,974	754,543,726	774,518,196
Operating Impact from CIP	-	3,357,826	4,639,592	6,442,946	15,501,049
Total Expenditures	678,533,638	713,258,912	737,849,566	760,986,672	790,019,245

Shortfall/Surplus	\$ (Millions)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenues		\$678.5	\$694.3	\$709.1	\$725.8	\$742.0
Expenditures		\$678.5	\$713.3	\$737.9	\$761.0	\$790.0
Annual Deficit		\$0.0	(\$18.9)	(\$28.7)	(\$35.2)	(\$48.0)



Five Year Financial Planning Model Updated

BUDGET IMBALANCE INCLUDING ACPS UNFUNDED PROJECTS

The ACPS baseline assumption includes operating cost associated with enrollment growth of existing schools along with operating and leased costs for a West End elementary school and Pre-K center funded in FY 2017 budget. The baseline assumption did not include operating costs for projects included in ACPS approved FY 2017 - FY 2026 CIP but not funded in the City's approved FY 2017 - FY 2026 CIP. These projects include operating cost for a specialized academy, a second Pre-K center, a swing space site and the debt service required to fund these projects in FY 2018 and beyond. The City's estimated cost to fund these projects increases the City's shortfall by \$9.3 million in FY 2018, growing to \$23.8 million by FY 2021. Over the period FY 2018 to FY 2021, the cumulative shortfall is expected to increase over \$74.6 million.

Revenues	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Real Estate Tax	402,552,010	414,447,617	424,672,008	435,451,826	446,543,604
Personal Property	46,080,000	46,512,929	47,101,187	47,701,211	48,313,235
Sales Tax	27,075,000	27,616,500	28,168,830	28,732,207	29,306,851
Utility Tax	12,700,000	13,017,500	13,342,938	13,676,511	14,018,424
Business License Tax	33,300,000	33,549,750	33,801,373	34,054,883	34,310,295
Recordation Tax	5,300,000	5,353,000	5,406,530	5,460,595	5,515,201
Transient Lodging	12,000,000	12,120,000	12,241,200	12,363,612	12,487,248
Restaurant Food	18,800,000	19,176,000	19,559,520	19,950,710	20,349,725
Communications Sales Tax	10,300,000	10,248,500	10,197,258	10,146,271	10,095,540
Other Local Taxes	11,602,709	11,621,828	11,625,715	11,637,470	11,657,057
Federal Revenue	9,600,382	9,600,382	9,600,382	9,600,382	9,600,382
State Revenue	46,628,595	46,628,595	46,628,595	46,628,595	46,628,595
Other Revenue	42,594,942	44,425,422	46,797,847	50,423,286	53,196,808
Total Revenue	678,533,638	694,318,022	709,143,382	725,827,560	742,022,965

Expenditures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
City Personnel	223,693,920	227,495,385	234,341,424	241,457,111	248,854,494
City Non-Personnel	88,845,898	90,861,430	92,969,782	95,107,143	97,308,133
Other Costs	45,455,097	46,327,984	47,217,846	48,125,013	49,049,826
Debt Service	68,845,983	78,842,606	85,267,624	89,309,421	91,048,841
Cash Capital	25,224,991	24,748,450	25,416,818	26,096,590	26,804,499
Transit Subsidies	19,906,276	20,938,713	22,048,209	23,241,581	24,526,301
Schools - Baseline	206,561,472	220,686,518	225,948,271	231,206,866	236,926,102
Schools - Unfunded Projects	-	9,348,301	17,669,301	23,724,217	23,818,925
Total Expenditures	678,533,638	719,249,387	750,879,275	778,267,943	798,337,121
Operating Impact from CIP	-	3,357,826	4,639,592	6,442,946	15,501,049
Total Expenditures	678,533,638	722,607,213	755,518,867	784,710,889	813,838,170

Shortfall/Surplus	\$(Millions)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenues		\$678.5	\$694.3	\$709.1	\$725.8	\$742.0
Expenditures		\$678.5	\$722.6	\$755.5	\$784.7	\$813.8
Annual Deficit		\$0.0	(\$28.3)	(\$46.4)	(\$58.9)	(\$71.8)
Cumulative Deficit		\$0.0	(\$28.3)	(\$74.7)	(\$133.5)	(\$205.4)



Five Year Financial Planning Model Updated

BUDGET IMBALANCE INCLUDING PLANNED DEVELOPMENT

The planned development forecast includes the positive economic impact of the National Science Foundation headquarters moving to Alexandria which is projected to be completed in 2017 and is expected to create a demand for between 60,000 and approximately 90,000 additional hotel room nights annually. It also includes impacts of other development projects on real estate property values and other revenue sources. The structural imbalance is estimated to be \$10.3 million in FY 2018, growing to \$34.4 million by FY 2021. However, since each year's budget will be balanced when the budget for that year is adopted, these deficits will be eliminated before they occur.

Revenues	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Real Estate Tax	402,552,010	421,246,560	434,919,226	446,412,488	458,158,102
Personal Property	46,080,000	46,662,929	47,251,187	47,851,211	48,463,235
Sales Tax	27,075,000	27,892,665	28,450,518	29,019,529	29,599,919
Utility Tax	12,700,000	13,017,500	13,342,938	13,676,511	14,018,424
Business License Tax	33,300,000	33,885,248	34,139,387	34,395,432	34,653,398
Recordation Tax	5,300,000	5,353,000	5,406,530	5,460,595	5,515,201
Transient Lodging	12,000,000	13,023,150	13,153,382	13,284,915	13,417,764
Restaurant Food	18,800,000	19,367,760	19,755,115	20,150,218	20,553,222
Communications Sales Tax	10,300,000	10,248,500	10,197,258	10,146,271	10,095,540
Other Local Taxes	11,602,709	11,621,828	11,625,715	11,637,470	11,657,057
Federal Revenue	9,600,382	9,600,382	9,600,382	9,600,382	9,600,382
State Revenue	46,628,595	46,628,595	46,628,595	46,628,595	46,628,595
Other Revenue	42,594,942	44,425,422	46,797,847	50,423,286	53,196,808
Total Revenue	678,533,638	702,973,538	721,268,079	738,686,903	755,557,648

Expenditures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
City Personnel	223,693,920	227,495,385	234,341,424	241,457,111	248,854,494
City Non-Personnel	88,845,898	90,861,430	92,969,782	95,107,143	97,308,133
Other Costs	45,455,097	46,327,984	47,217,846	48,125,013	49,049,826
Debt Service	68,845,983	78,842,606	85,267,624	89,309,421	91,048,841
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Schools	206,561,472	220,686,518	225,948,271	231,206,866	236,926,102
Total Expenditures	678,533,638	709,901,086	733,209,974	754,543,726	774,518,196
Operating Impact from CIP	-	3,357,826	4,639,592	6,442,946	15,501,049
Total Expenditures	678,533,638	713,258,912	737,849,566	760,986,672	790,019,245

Shortfall/Surplus	\$ (Millions)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenues		\$678.5	\$703.0	\$721.3	\$738.7	\$755.6
Expenditures		\$678.5	\$713.3	\$737.9	\$761.0	\$790.0
Annual Deficit		\$0.0	(\$10.3)	(\$16.6)	(\$22.3)	(\$34.4)



Five Year Financial Planning Model Updated

REVENUE GROWTH ASSUMPTIONS

Several different scenarios of General Fund revenue growth have been developed for the period FY 2017 through FY 2021 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on FY 2017 proposed tax and fee rates.

Annualized Increases

Category	Medium Growth	
	Base	Planned Dev. Impact
Real Estate Assessments	2.6%	3.3%
Personal Property	1.3%	1.3%
Sales Tax	2.0%	2.3%
Utility Tax	2.5%	2.5%
Business License Tax	0.8%	1.0%
Recordation Tax	1.0%	1.0%
Transient Lodging	1.0%	2.8%
Restaurant Food	2.0%	2.3%
Communications Sales Tax	-0.5%	-0.5%
Other Local Taxes	0.1%	0.1%
Intergovernmental	0.0%	0.0%
Other Revenue	5.7%	5.7%
Total Weighted Growth Rate	2.3%	2.7%

The medium growth scenario: These assumptions are based on the annualized historic rates of growth in revenues from FY 2011 to FY 2015, the last year for which we have full data. 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 high growth 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 and other economically sensitive taxes such as 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 2.3% to 2.7% annually. By FY 2021, this equates to over \$13.4 million dollars in additional tax revenue annually.



Five Year Financial Planning Model Updated

EXPENDITURE GROWTH ASSUMPTIONS

The general expenditure growth rates assumes that City programs and services will continue mostly unchanged over the next five years. City operations excluding the ACPS transfer, CIP funding and transit subsidies comprise 53% of the FY 2017 General Fund budget and are largely driven by personnel costs. The baseline forecast assumes the City workforce is unchanged in the next five years, and that salaries and benefit costs will continue to grow at a rate consistent with recent history.

Annualized Increases

Category	Growth
City Personnel	2.7%
City Non-Personnel	2.3%
Other Costs	1.9%
Cash Capital	1.5%
Debt Service	7.2%
Transit Subsidies	5.4%
Schools	3.5%
Total Weighted Growth Rate	3.4%
Growth Rate with CIP Impact	3.9%

Expenditure growth is generally based on historic rates of growth in the various categories from FY 2011 to FY 2015, 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. By FY 2021, the CIP impact on operating expenditures adds approximately \$15.5 million to total expenditures. Information regarding the additional operating budget impact of specific projects is included in the CIP budget document.

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.

ALL FUNDS	FY 2015 Actuals	FY 2016 Approved	FY 2017 Approved	% Change 2016 - 2017
Revenue by Fund				
General Fund	672,906,181	649,156,892	678,533,638	4.5%
Grants & Donations	101,380,524	122,082,755	101,418,669	-16.9%
Affordable Housing	459,445	594,694	1,296,599	118.0%
Sanitary Sewers	6,976,120	10,600,000	10,936,399	3.2%
Stormwater	1,813,280	1,804,447	1,907,746	5.7%
Potomac Yard	5,636,941	4,891,408	9,377,958	91.7%
NVTA	17,351,964	18,760,850	18,668,304	-0.5%
Internal Service	6,318,609	5,498,399	5,667,166	3.1%
Capital Improvement Projects	87,672,199	113,810,986	394,604,052	246.7%
ACPS	249,419,822	261,693,686	277,644,369	6.1%
Library	6,468,697	7,166,280	7,422,038	3.6%
DASH	15,238,263	17,064,850	16,889,304	-1.0%
Total Revenues	1,171,642,046	1,213,125,247	1,524,366,241	25.7%
Less Interfund Transfers	(296,222,172)	(300,417,463)	(321,269,887)	6.9%
Net Revenues	875,419,873	912,707,784	1,203,096,355	31.8%
Expenditures by Fund				
General Fund	660,820,581	649,156,892	678,533,638	4.5%
Grants & Donations	99,189,695	122,082,755	101,418,669	-16.9%
Affordable Housing	31,649	594,694	1,296,599	118.0%
Sanitary Sewers	7,970,392	10,600,000	10,936,399	3.2%
Stormwater	1,305,253	1,804,447	1,907,746	5.7%
Potomac Yard	1,510,400	4,891,408	9,377,958	91.7%
NVTA	15,042,110	18,760,850	18,668,304	-0.5%
Internal Service	5,646,444	5,498,399	5,667,166	3.1%
Capital Improvement Projects	104,644,680	113,810,986	394,604,052	246.7%
ACPS	244,618,025	261,693,686	277,644,369	6.1%
Library	6,468,697	7,166,280	7,422,038	3.6%
DASH	18,293,185	17,064,850	16,889,304	-1.0%
Total Expenditures	1,165,541,112	1,213,125,247	1,524,366,241	25.7%
Less Interfund Transfers	(296,573,485)	(300,417,463)	(321,269,887)	6.9%
Net Expenditures	868,967,627	912,707,784	1,203,096,355	31.8%

Summary Tables



TOTAL SOURCES & USES

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

ALL FUNDS	FY 2015 Actuals	FY 2016 Approved	FY 2017 Approved	% Change 2016 - 2017
Revenue by Source				
General Property Taxes	422,191,220	432,389,573	456,497,998	5.6%
Other Local Taxes	134,069,499	133,628,834	137,659,743	3.0%
Permits, Fees and Licenses	10,856,904	11,794,838	11,849,330	0.5%
Fines and Forfeitures	4,916,607	6,015,000	6,463,517	7.5%
Intergovernmental	163,508,279	185,916,248	289,464,596	55.7%
Charges for Services	48,170,175	50,708,818	52,914,826	4.4%
Use of Money and Property	4,824,230	4,876,046	6,527,677	33.9%
Miscellaneous	13,920,510	8,545,624	5,261,791	-38.4%
Bond Proceeds	72,962,449	62,911,279	220,612,113	250.7%
Use of Spendable Fund Balance	-	15,921,522	15,844,763	-0.5%
Total Revenues	875,419,873	912,707,784	1,203,096,355	31.8%
Expenditures by Department				
18th Circuit Court	1,510,844	1,613,398	1,662,220	3.0%
18th General District Court	106,601	143,176	148,677	3.8%
Alexandria City Public Schools	244,618,025	261,693,686	277,644,369	6.1%
Alexandria Transit Company	18,293,185	17,064,850	16,889,304	
City Attorney	2,744,981	2,824,383	2,866,163	1.5%
City Clerk and Clerk of City Council	420,514	429,442	445,562	3.8%
City Council	508,673	524,191	526,434	0.4%
City Manager's Office	2,176,874	2,363,914	2,464,732	4.3%
Clerk of the 18th Circuit Court	1,601,615	1,700,792	1,728,647	1.6%
Code Administration	5,834,506	7,827,387	7,773,419	-0.7%
Commonwealth's Attorney	2,964,782	3,208,331	3,509,078	9.4%
Communications and Public Information	1,082,379	1,271,348	1,306,061	2.7%
Community and Human Services	87,158,547	88,971,470	90,318,253	1.5%
Court Services Unit	1,515,942	1,579,496	1,734,367	9.8%
Economic Development	5,171,371	5,327,600	5,490,493	3.1%

Summary Tables



TOTAL SOURCES & USES

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

ALL FUNDS	FY 2015 Actuals	FY 2016 Approved	FY 2017 Approved	% Change 2016 - 2017
Emergency Communications	6,466,266	7,162,801	7,187,117	0.3%
Finance	11,980,314	14,170,036	13,908,066	-1.8%
Fire	46,140,735	47,110,790	51,991,748	10.4%
General Services	13,880,570	14,218,599	14,392,341	1.2%
Health	6,177,205	6,563,505	6,872,088	4.7%
Historic Alexandria	3,265,681	3,686,218	3,823,543	3.7%
Housing	5,123,502	3,478,653	4,142,217	19.1%
Human Resources	2,984,875	3,653,561	3,512,923	-3.8%
Human Rights	778,495	763,246	835,177	9.4%
Information Technology Services	9,310,018	10,173,447	10,536,499	3.6%
Internal Audit	310,555	302,895	315,991	4.3%
Juvenile and Domestic Relations Court	45,112	78,452	81,320	3.7%
Law Library	73,662	-	-	0.0%
Library	5,507,618	7,220,626	7,476,384	3.5%
Non-Departmental and Organization-wide	103,275,951	74,670,184	77,601,103	3.9%
Office of Management and Budget	1,151,572	1,297,704	1,301,434	0.3%
Office of Performance and Accountability	488,331	558,348	622,641	11.5%
Other Criminal Justice Activities	4,324,806	3,545,992	4,348,211	22.6%
Other Educational Activities	11,877	11,877	12,131	2.1%
Other Health Services	1,764,150	1,765,350	1,883,891	6.7%
Planning and Zoning	5,353,660	5,677,628	6,157,487	8.5%
Police	57,315,194	60,854,883	62,672,025	3.0%
Project Implementation	2,310,015	3,303,455	3,349,975	1.4%
Recreation, Parks and Cultural Activities	21,945,187	22,344,978	22,926,777	2.6%
Registrar of Voters	1,116,014	1,332,439	1,413,610	6.1%
Sheriff's Office	29,973,765	31,496,128	32,159,463	2.1%
Transit Subsidies	12,808,867	37,656,073	13,620,972	-63.8%
Transportation and Environmental Services	35,741,610	39,245,817	40,839,389	4.1%
Capital Improvement Projects	103,633,181	113,820,636	394,604,052	246.7%
Total Expenditures	868,967,627	912,707,784	1,203,096,355	31.8%

Summary Tables



TOTAL SOURCES & USES

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

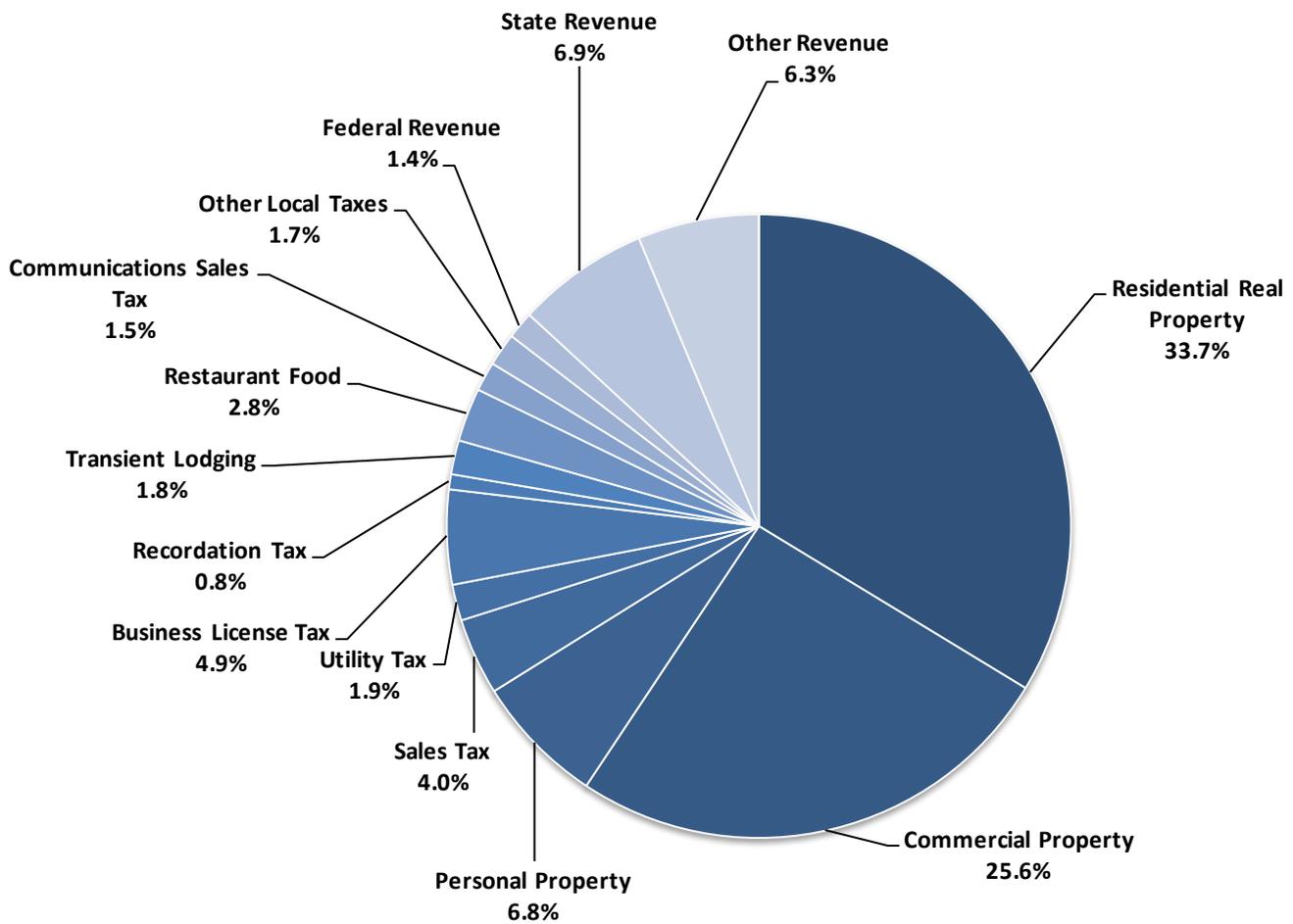
Department	Budgetary Funds										Component Units			Total Expenditures
	General Fund	Other Special Revenue	Affordable Housing	Special Revenue Sanitary Sewers	Storm Water	Potomac Yard	NVTA	Internal Service	ACPS	Library	DASH	Capital Projects	Less Transfers	
18th Circuit Court	1,662,220													1,662,220
18th General District Court	148,677													148,677
Alexandria City Public Schools	206,561,472								277,644,369				(206,561,472)	277,644,369
City Attorney	2,866,163													2,866,163
City Clerk and Clerk of City Council	445,562													445,562
City Council	526,434													526,434
City Manager's Office	2,464,732													2,464,732
Clerk of the 18th Circuit Court	1,663,647	65,000												1,728,647
Code Administration	114,000	8,502,719											(843,300)	7,773,419
Commonwealth's Attorney	3,220,905	263,173						25,000						3,509,078
Communications and Public Information	1,306,061													1,306,061
Community and Human Services	50,238,319	76,938,420						51,589					(36,910,075)	90,318,253
Court Services Unit	1,608,378	227,184											(101,195)	1,734,367
Economic Development	5,490,493													5,490,493
Emergency Communications	7,158,590							28,527						7,187,117
Finance	13,098,450	765,017						44,600						13,908,066
Fire	49,711,802	1,151,550						1,635,896					(507,500)	51,991,748
General Services	14,093,050	120,000						179,291						14,392,341
Health	6,825,631							46,457						6,872,088
Historic Alexandria	3,038,902	784,641												3,823,543
Housing	3,114,823	1,054,194	1,296,599										(1,323,399)	4,142,217
Human Resources	3,512,923													3,512,923
Human Rights	789,655	45,522												835,177
Information Technology Services	10,093,469	409,794						33,236						10,536,499
Internal Audit	315,991													315,991
Juvenile and Domestic Relations Court	81,320													81,320
Library	693,851	54,346									7,422,038		(6,938,510)	7,476,384
Non-Departmental and Organization-wide	100,401,094	1,000,000											(23,799,991)	77,601,103
Office of Management and Budget	1,301,434													1,301,434
Office of Performance and Accountability	622,641													622,641
Other Criminal Justice Activities	4,164,034	184,177												4,348,211
Other Educational Activities	12,131													12,131
Other Health Services	1,883,891													1,883,891
Planning and Zoning	5,543,691	580,085						33,711						6,157,487
Police	60,467,761	744,183						1,460,081						62,672,025
Project Implementation	1,895,590			567,364	584,560	174,953		127,509						3,349,975
Recreation, Parks and Cultural Activities	21,839,520	1,055,978						152,941					(121,663)	22,926,777
Registrar of Voters	1,413,610													1,413,610
Sheriff's Office	31,014,177	757,919						387,367						32,159,463
Transit Subsidies	19,906,276	5,800,000									16,889,304		(12,085,304)	30,510,276
Transportation and Environmental Services	30,977,609	914,767		10,369,035	1323186	9,203,005	18,668,304	1,460,961					(32,077,478)	40,839,389
Capital Projects												394,604,052		394,604,052
Total Operating Expenditures	678,533,637	101,418,669	1,296,599	10,936,399	1,907,746	9,377,958	18,668,304	5,667,166	277,644,369	7,422,038	16,889,304	394,604,052	(321,269,887)	1,203,096,355

Revenues



GENERAL FUND REVENUES

The pie chart below shows the distribution of estimated General Fund revenues for FY 2017 of \$678,533,638.



Revenues



GENERAL FUND REVENUES

General Fund Revenue	FY 2015 Actual	FY 2016 Approved	FY 2016 Projected	FY 2017 Approved
General Property Tax Revenue				
Real property tax	368,179,677	382,088,719	388,254,001	402,552,010
Personal property tax	44,495,560	43,860,000	44,660,000	46,080,000
Penalties and Interest	2,065,762	2,145,000	2,145,000	2,000,000
<i>Total general property tax revenue</i>	<i>414,740,999</i>	<i>428,093,719</i>	<i>435,059,001</i>	<i>450,632,010</i>
Other local tax revenue				
Local sales tax	25,620,565	25,500,000	26,300,000	27,075,000
Utility tax	12,364,106	12,500,000	12,500,000	12,700,000
Business licenses	33,474,138	33,000,000	33,000,000	33,300,000
Motor vehicle licenses	3,483,135	3,400,000	3,400,000	3,500,000
Recordation	5,351,748	4,700,000	5,400,000	5,300,000
Cigarette	3,020,469	3,060,000	3,000,000	2,968,555
Transient Lodging	11,371,287	11,500,000	11,700,000	12,000,000
Restaurant food	17,635,886	17,750,000	18,300,000	18,800,000
Admissions	902,556	810,000	810,000	786,000
Communications service	10,776,792	11,000,000	10,400,000	10,300,000
Other miscellaneous	3,652,202	3,909,800	3,965,000	4,348,154
<i>Total other local tax revenues</i>	<i>127,652,883</i>	<i>127,129,800</i>	<i>128,775,000</i>	<i>131,077,709</i>
Non-tax revenue				
Licenses, permits, and fees	2,455,001	2,534,625	2,534,625	2,433,400
Fines forfeitures	4,916,607	6,015,000	5,845,000	6,463,517
Use of money and property	4,870,007	4,875,080	4,575,080	4,712,000
Charges for services	18,557,721	19,321,236	19,319,337	20,859,994
Intergovernmental revenues (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531
Intergovernmental revenues	31,822,985	32,487,091	32,286,402	32,650,446
Miscellaneous	7,409,874	547,912	742,917	1,638,770
<i>Total non-tax revenue</i>	<i>93,610,726</i>	<i>89,359,475</i>	<i>88,881,892</i>	<i>92,336,658</i>
Total General Fund Revenues	636,004,608	644,582,994	652,715,893	674,046,377
Other financing sources (uses)				
Appropriations from Fund Balances				
City Fund Balance prior year surplus	-	-	-	-
FY 14 Contingent Reserve Carryover	-	-	-	-
Transfer from special revenue acct. ¹	2,906,574	4,573,898	4,573,898	4,487,261
Total Fund Balance Appropriations	2,906,574	4,573,898	4,573,898	4,487,261
Total General Fund Revenues and Other Sources	638,911,182	649,156,892	657,289,791	678,533,638

FY 2015 General Fund revenues excludes \$33,995,000 in bond refinancing proceeds.

¹ 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 water fund and permit fee fund for indirect costs.

Revenues



REAL ESTATE TAX RATES

Regional Tax Rates 1990-2016 (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
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> ¹	<u>Res/Comm</u> ¹		
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	1.121/1.231	1.3	1.3146
2011	0.998 ²	.958/1.083	1.101/1.211	1.285	1.2806
2012	0.998	0.971/1.096	1.111/1.221	1.235	1.2859
2013	1.038	1.006/1.131	1.106/1.231	1.205	1.2562
2014	1.043	.996/1.121	1.114/1.239	1.155	1.2212
2015	1.043	.996/1.121	1.116/1.241	1.135	1.1936
2016	1.073	.996/1.121 ³	1.159/1.284 ⁴	1.145	1.195 ⁵

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

² In CY 2011, Alexandria added 0.5 cents for stormwater management initiatives.

³ 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.

⁴ The Fairfax County rate includes add-on tax rates of 2.75 cents for stormwater management initiatives, 0.1 cents for pest infestations, and 12.5 cents on commercial properties for transportation.

⁵ Prince William includes a county-wide fire and rescue levy of 7.05 cents and 0.25 cents for mosquito & forest pest management

Revenues



FY 2017 APPROVED TAX RATES FOR MAJOR REVENUE SOURCES

Tax	City Proposed Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	\$1.073 per \$100 assessed value	58.1-3200	None set
Personal Property Tax:			
Tangible personal property	\$4.75 on every \$100 of assessed value	58.1-3507	None set
Machinery and tools	\$4.50 on each \$100 of assessed value		None set
Mobile homes	\$1.043 on each \$100 of assessed value		None set
Automobiles	\$5.00 on every \$100 of assessed value		None set
Automobiles (10,000 or more)	\$4.50 on every \$100 of assessed value		None set
Automobiles (handicap equipment)	\$3.55 on every \$100 of assessed value	58.1-3506-b	None set
Boats	\$0.01 on every \$100 of assessed value	58.1-3506.1	None set
Utility Consumer Tax:			
Electric (residential)	\$1.12 plus \$0.012075 for each kWh, not to exceed \$3.00	58.1-3814	\$3.00 monthly
Electric (residential group meter)	\$1.12 per dwelling unit plus \$0.012075 on each kWh, not to exceed \$3.00 per dwelling unit	58.1-3814	\$3.00 monthly
Electric (commercial)	\$1.18 plus \$0.005578 of each kWh	58.1-3814	
Electric (industrial)	\$1.18 plus \$0.004544 of each kWh	58.1-3814	
Natural Gas (residential)	\$1.28 plus \$0.124444 on each CCF, not to exceed \$3 monthly	58.1-3814	\$3.00 monthly
Natural Gas (residential group meter)	\$1.28 per dwelling unit plus \$0.050909 on each CCF, not to exceed \$3 monthly per dwelling unit		\$3.00 monthly
Natural Gas (residential group meter interruptible)	\$1.28 per dwelling unit plus \$0.023267 on each CCF, not to exceed \$3 monthly per dwelling unit		\$3.00 monthly
Natural Gas (commercial/industrial)	\$1.42 plus \$0.050213 of each kWh	58.1-3814	20% of monthly amount charged
Natural Gas (Non-residential interruptible)	\$4.50 plus \$0.00367 of each CCF of gas delivered	58.1-3814	20% of monthly amount charged
Water (residential)	15% 20%, if the monthly bill exceeds \$150 then no tax is computed on that in amount above \$150	58.1-3814	**
Water (commercial/industrial)		58.1-3814	20% of monthly amount charge
Business and Professional Licenses*			
Amusement	\$0.36 per \$100 gross receipts	58.1-3700 et seq.	\$0.36
Professional	\$0.58 per \$100 gross receipts	58.1-3700 et seq.	\$0.58
Renting of Residential Property	\$0.50 per \$100 gross receipts	58.1-3700 et seq.	\$0.58
Renting of Commercial Property	\$0.35 per \$100 gross receipts	58.1-3700 et seq.	\$0.58
Financial Services	\$0.35 per \$100 gross receipts	58.1-3700 et seq.	\$0.58
Personal, Business, & Repair Services	\$0.35 per \$100 gross receipts	58.1-3700 et seq.	\$0.36
Retail Merchants	\$0.20 per \$100 gross receipts	58.1-3700 et seq.	\$0.20
Contractors	\$0.16 per \$100 gross receipts	58.1-3700 et seq.	\$0.16
Wholesale Merchants	\$0.05 per \$100 gross receipts	58.1-3700 et seq.	\$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 of gross receipts excluding charges for long distance calls	58.1-3731	\$0.50
Water	One-half of one percent of the gross receipts	58.1-3731	\$0.50 Minimum of \$0.50 per line per month; annual rate calculated by VDOT
Public rights-of-way use fee	\$1.05 per access line (Effective July 1, 2015)	56-468.1	
Electric Consumption Tax	\$0.0038/kWh	58.1-2900	0.00038/kWh
Natural Gas Consumption Tax	\$0.004 per CCF	58.1-2904	\$0.004 per CCF
Communications Sales and Use Tax	5% of the sales price of each communications service that is sourced to the Commonwealth	58.1-648	5%
Admissions Tax	10% of any admission charge, not to exceed \$0.50 per person admitted	58.1-3840	None set
Cigarette Tax	\$1.26 on each package of 20 cigarettes	58.1-3830 & 58.1-3840	None set
Short-Term Rental Tax	1.0% or 1.5% of gross proceeds of business arising from rentals	58.1-3510.4	1.0% or 1.5%
Local Sales Tax	1.0% on sale (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	58.1-3840	None set
Restaurant Meals Tax	4.0% of total charge of a meal	58.1-3840	None set
Recording Tax:	\$0.83 per \$1,000 of sales price/loan value (equals State max)	58.1-3800	1/3 of State Chrgs
Late Payment Tax Penalty	10% or \$10, whichever is greater	58.1-3916	10% or \$10***
Tax Interest	10% for the first year and 5% for each year thereafter. Equals refund rates.		10%

* Tax rate applies to businesses with gross receipts of \$100,000 or above. Businesses with gross receipts of at least \$10,000 but no more than \$99,999 will be assessed a license tax of \$50

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

*** The late payment penalty on real property is 5% if paid within 15 days of due date and 10% on the balance due thereafter.

Revenues



REAL PROPERTY TAX REVENUES

Real Property Tax	FY 2015 Actual	FY 2016 Approved	FY 2016 Projected	FY 2017 Approved	% Chg. FY16 Proj/ FY17 Appr
Residential	209,588,276	216,553,905	219,743,913	227,792,698	3.7%
Commercial Multi-Family	64,557,935	67,673,778	69,673,200	72,727,713	4.4%
Office/Retail and Other Commercial	87,621,812	91,850,816	92,712,320	95,584,755	3.1%
Public Service Corporation	6,411,653	6,010,219	6,124,568	6,446,844	5.3%
Total	368,179,677	382,088,719	388,254,001	402,552,010	3.7%

The FY 2017 Approved budget reflects a Real Property Tax Rate of \$1.073 per \$100, an increase of 3.0 cent over the FY 2016 rate of \$1.043. The FY 2017 approved rate of \$1.073 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 2016 Real Property Assessment Report, the City's overall real property tax base increased 2.82% from the January 1, 2015 assessment to January 1, 2016, or \$1.05 billion from \$37.1 billion in CY 2015 to \$38.2 billion in CY 2016.

Assumptions

General Fund real property tax revenues for the first half of FY 2017 (the second half of calendar 2016) are based on the 2016 real property assessment, a tax rate of \$1.068 (the total rate of \$1.073 less the \$0.05 storm water Non-General Fund dedication), and a 49.65 percent collection rate for the second half of the 2016 tax levy. Real property tax revenues for the second half of FY 2017 (the first half of calendar year 2017) assume an increase of 2.1 percent in real property assessments in 2017 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.

The real property tax estimate for FY 2017 has been reduced by approximately \$3.3 million to reflect the costs of the tax relief programs for the elderly and disabled, and tax relief programs for disabled veterans and surviving spouses.

Revenues



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 Metrorail station. In addition, City Council approved legislation to set aside a portion of the appreciation on real estate in Potomac Yard to support the Metrorail development. In FY 2017, \$9.6 million in revenue was generated by the appreciation of Potomac Yard. Of the revenue generated from the appreciation, \$5.5 million is being transferred to the General Fund as the cost of delivery of City and School services as envisioned when the special services district was established.

Transportation Fund

The FY 2016 approved budget included \$12.3 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 2017 budget includes a transfer of \$12.1 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 \$10.8 million. The amount of revenue estimated to be generated by the City's 30 percent of NVTA revenues is \$6.6 million, most of which is planned for the Washington Metropolitan Area Transit Authority (WMATA) operating subsidy and DASH bus replacements.

Revenues



REAL PROPERTY TAX REVENUES

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

Property Classification	2003	2004	2005	2006	2007	2008	2009
Residential Single Family	8,361,631	9,727,249	11,604,207	13,840,915	13,810,784	13,887,235	13,504,417
Residential Condominium	2,830,219	3,518,100	4,668,117	6,490,841	6,394,580	6,252,379	5,648,101
Commercial Multi-Family	2,264,921	2,570,652	3,088,102	3,378,614	4,102,178	4,383,780	4,443,230
Office/Retail Property	4,623,100	5,447,070	6,499,398	7,565,870	8,386,548	9,165,161	9,001,670
Other Commercial	464,500	549,565	726,886	850,487	694,879	522,208	489,796
Public Service Corporation	681,555	76,860	772,941	779,992	854,062	892,054	876,985
Total	19,225,926	21,889,496	27,359,651	32,906,719	34,243,031	35,102,817	33,964,199
Residential Single Family	43.5%	44.4%	42.4%	42.1%	40.3%	39.6%	39.8%
Residential Condominium	14.7%	16.1%	17.1%	19.7%	18.7%	17.8%	16.6%
Commercial Multi-Family	11.8%	11.7%	11.3%	10.3%	12.0%	12.5%	13.1%
Office/Retail Property	24.0%	24.9%	23.8%	23.0%	24.5%	26.1%	26.5%
Other Commercial	2.4%	2.5%	2.7%	2.6%	2.0%	1.5%	1.4%
Public Service Corporation	3.5%	0.4%	2.8%	2.4%	2.5%	2.5%	2.6%
Total	100%						
Residential	58.2%	60.5%	59.5%	61.8%	59.0%	57.4%	56.4%
Commercial	41.8%	39.5%	40.5%	38.2%	41.0%	42.6%	43.6%
Revised Distribution with Commercial Multi-Family included in Residential instead of Commercial*							
Residential	70.0%	72.3%	70.8%	72.1%	71.0%	69.9%	69.5%
Commercial	30.0%	27.7%	29.2%	27.9%	29.0%	30.1%	30.5%

Sources: Assessment Values are from the 2003-2016 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	2010	2011	2012	2013	2014	2015	2016
Residential Single Family*	12,884,281	13,064,551	13,401,631	13,903,410	14,491,781	15,022,092	15,458,313
Residential Condominium*	5,233,544	5,186,478	5,150,726	5,390,043	5,666,528	6,017,488	6,125,698
Vacant Residential*	153,080	179,702	163,350	150,532	156,601	155,976	129,179
Commercial Multi-Family	4,101,241	4,483,882	5,276,996	5,854,955	6,275,816	6,564,475	6,849,849
Office/Retail Property	7,970,599	8,433,635	8,544,988	8,431,243	8,332,484	8,376,688	8,656,218
Other Commercial	423,355	438,957	416,596	382,214	411,972	434,949	380,089
Public Service Corporation	883,390	844,746	828,408	634,278	560,421	575,192	595,973
Total	31,649,489	32,631,951	33,782,696	34,746,676	35,895,603	37,146,860	38,195,319
Residential Single Family	40.7%	40.0%	39.7%	40.0%	40.4%	40.4%	40.5%
Residential Condominium	16.5%	15.9%	15.2%	15.5%	15.8%	16.2%	16.0%
Vacant Residential	0.5%	0.6%	0.5%	0.4%	0.4%	0.4%	0.3%
Commercial Multi-Family	13.0%	13.7%	15.6%	16.9%	17.5%	17.7%	17.9%
Office/Retail Property	25.2%	25.8%	25.3%	24.3%	23.2%	22.6%	22.7%
Other Commercial	1.3%	1.3%	1.2%	1.1%	1.1%	1.2%	1.0%
Public Service Corporation	2.8%	2.6%	2.5%	1.8%	1.6%	1.5%	1.6%
Total	100%						
Residential*	57.7%	56.5%	55.4%	56.0%	56.6%	57.1%	56.8%
Commercial**	42.3%	43.5%	44.6%	44.0%	43.4%	42.9%	43.2%
Revised Distribution with Commercial Multi-Family included in Residential instead of Commercial***							
Residential	70.7%	70.2%	71.0%	72.8%	74.1%	74.7%	74.8%
Commercial	29.3%	29.8%	29.0%	27.2%	25.9%	25.3%	25.2%

* Residential includes Residential Single Family, Residential Condominium, and Vacant Residential past CY 2009.

** 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 2003-2016 Real Property Assessment Reports.

Revenues



PERSONAL PROPERTY TAX

	FY 2015 Actual	FY 2016 Approved	FY 2016 Projected	FY 2017 Approved	% Chg. FY16 Proj/ FY17 Appr
Business Personal Property Tax	15,906,876	16,260,000	16,260,000	16,100,000	-1.0%
Personal Property Tax	28,588,684	27,600,000	28,400,000	29,980,000	5.6%
Total	44,495,560	43,860,000	44,660,000	46,080,000	3.2%
State Reimbursement (informational)	23,578,531	23,578,531	23,578,531	23,578,531	0.0%

Personal Property Tax is assessed on vehicles, mobile homes, and business personal property and divided into two categories—vehicular personal property tax and business personal property tax.

Business personal property consists of office furniture, fixtures, unlicensed vehicles, machinery, tools, and computers located in the City as of January 1st. The tax rate levied on business property for office furniture, fixtures, computers and unlicensed vehicles is \$4.75 per \$100 of assessed value and the tax rate levied on machinery and tools used in a mining or manufacturing business is \$4.50 per \$100 of assessed value. Business tangible equipment is valued using established depreciation tables based on original cost. The self-assessing tax return is due to the City on May 1st. Business personal property taxes for FY 2017 are expected to decrease by 1.0% due to the decline in assessments for computer equipment.

Alexandria's vehicle personal property tax rate is \$5.00 per \$100 of vehicle's value. The City computes the value of vehicles using clean 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. Beginning in calendar year 2013 a tiered reimbursement rate structure was adopted. For CY 2013 and CY 2014, the reimbursement rates were 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. For CY 2015, the reimbursement rates were 60% 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.

Vehicle personal property tax revenues for FY 2017 are based on the average assessment change of 2.7% and includes an increase of \$150,000 in additional revenue expected to be generated by a new personal property tax collection initiative aimed at the vehicles owned by new City residents who have not registered those vehicles with the City.

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 2015 Actual	FY 2016 Approved	FY 2016 Projected	FY 2017 Approved	% Chg. FY16 Proj/ FY17 Appr
<i>Federal</i>					
Prisoner Per Diem	6,596,246	6,279,437	6,279,437	6,229,437	-0.8%
Build American Bond Reimbursement	1,589,088	1,589,945	1,589,945	1,589,945	0.0%
Other Federal	1,506,074	1,781,000	1,781,000	1,781,000	0.0%
<i>State</i>					
HB 599	5,127,086	5,380,757	5,380,757	5,555,757	3.3%
Personal Property Tax Relief	23,578,531	23,578,531	23,578,531	23,578,531	0.0%
Compensation Board Reimb.	7,297,203	7,864,396	7,663,707	7,790,334	1.7%
Street & Highway Maintenance	7,406,951	7,400,000	7,400,000	7,629,159	3.1%
Other State	2,300,338	2,114,814	2,114,814	2,074,814	-1.9%

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. The FY 2017 budget assumes revenue generated by a contracted 150 beds. Actual federal utilization may exceed the guaranteed minimum as reflected in FY 2015 revenues.

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. In FY 2017, the General Assembly increased the funding by 3.3% over FY 2016, which is consistent with the Commonwealth's General Fund projected revenue growth.

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. The FY 2017 revenue is expected to increase by 1.7% over FY 2016.

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. FY 2017 revenue is projected to grow by 3.1% based on past history.

Revenues



OTHER MAJOR TAX REVENUES

	FY 2015 Actual	FY 2016 Approved	FY 2016 Projected	FY 2017 Approved	% Chg. FY16 Proj/ FY17 Appr
Sales	25,620,565	25,500,000	26,300,000	27,075,000	2.9%
Utility	12,364,106	12,500,000	12,500,000	12,700,000	1.6%
Business License	33,474,138	33,000,000	33,000,000	33,300,000	0.9%
Recordation	5,351,748	4,700,000	5,400,000	5,300,000	-1.9%
Cigarette	3,020,469	3,060,000	3,000,000	2,968,555	-1.0%
Transient Lodging	11,371,287	11,500,000	11,700,000	12,000,000	2.6%
Restaurant Meals	17,635,886	17,750,000	18,300,000	18,800,000	2.7%
Communications Sales and Use	10,776,792	11,000,000	10,400,000	10,300,000	-1.0%
Other	8,037,893	8,119,800	8,175,000	8,634,154	5.6%

Sales Tax: Sales Tax revenues are collected by businesses and remitted to the State. Revenues projected for FY 2016 are based on collections through March of 2016, with a 2.4% increase based on the average revenue increase over the last four years. FY 2017, revenue are projected to increase by 2.9%.

Consumer Utility Tax: The consumer utility tax is levied upon all residential and commercial users of water, natural gas, and electricity. Based on the historical rates of growth including collections through March 2016, revenues are expected to grow by 1.6% in FY 2017.

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. FY 2017 collections are expected to increase by 0.9% due to slow economic growth.

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. Collections are expected to decrease by \$100,000 or 1.9% in FY 2017 due to a slow down in mortgage refinancing as interest rates are expected to begin rising.

Cigarette Tax: The Cigarette Tax is assessed on each pack of cigarettes sold in the City. In the FY 2017 proposed budget, revenues were expected to decreased by \$192,000 or 6.4% based on historical trends of decreasing cigarette sales. As part of the add/delete process, Council approved a rate increase of 11 cents, from \$1.15 per pack to \$1.26 per pack, which increased the revenues by \$160,555 for FY 2017.

Transient Lodging Tax: The Transient Lodging Tax is levied on Alexandria motel and hotel rooms. Revenues projected for FY 2016 are based on collections through March of 2016, with a 2.6% increase based on the average revenue increase over the last four years. FY 2017 revenues are projected to increase by 2.6%.

Restaurant Meals Tax: The Restaurant Meals Tax is levied on all prepared food and beverages. Revenues projected for FY 2016 are based on collections through March of 2016, with a 2.7% increase based on the average revenue increase over the last four years. FY 2017 revenues are projected to increase by 2.7%.

Communication Sales and Use Tax: This tax is assessed on landline telephone service, cell phones, cable television, Voice Over Internet Protocol (VOIP) services and satellite television service. There has been a decline in this revenue source since its inception in FY 2007 due to the trend of discontinuing landline service in favor of cell phone service. Revenues are projected to decrease by 1.0% in FY 2017.

Revenues



OTHER MAJOR CATEGORIES OF REVENUES

	FY 2015 Actual	FY 2016 Approved	FY 2016 Projected	FY 2017 Approved	% Chg. FY16 Proj/ FY17 Appr
Penalties and Interest	2,065,762	2,145,000	2,145,000	2,000,000	-6.8%
Charges for Services	18,557,721	19,321,236	19,319,337	20,859,994	8.0%
Licenses, Permits, and Fees	2,455,001	2,534,625	2,534,625	2,433,400	-4.0%
Fines and Forfeitures	4,916,607	6,015,000	5,845,000	6,463,517	10.6%
Use of Money and Property	4,870,007	4,875,080	4,575,080	4,712,000	3.0%
Miscellaneous Revenues	10,316,448	5,198,552	5,393,557	6,126,031	13.6%
Use of Fund Balance	0	0	0	0	0.0%

Penalties and Interest: This category includes penalty and interest for real estate, personal property and all other local taxes. The collection of real estate late payment penalties will decrease due to a change in the late payment penalty policy beginning in FY 2017 if taxes are paid within 15 days of due date. Currently, the penalty for failure to pay by the due date is 10%. The new policy will assess a late payment penalty of 5% on the unpaid balance not paid by the due date and assess an additional 5% on the unpaid balance 15 days after the due date.

Charges for services: This category includes charges for the use of City Services, including the refuse user charge, parking meter receipts, and ambulance charges. The FY 2017 budget includes an additional \$0.6 million due to a \$26 increase in the residential refuse fee from \$337 to \$363, an additional \$0.3 million due to fee increases and revenue increases in the Recreation department consistent with the City's cost recovery policy, and an additional \$0.6 million in parking meter receipts due to the implementation of 30 new parking meters and improvement in the response time on handling meter errors and failures which reduces the down-time of meters.

Licenses, Permits, and Fees: This category includes taxi fees, residential parking permits, temporary parking permits, Fire safety system retesting fees, and health permits for food service and pools. The FY 2017 revenues have been adjusted to reflect actual receipts.

Fines and Forfeitures: This category includes parking fines, court fines, and red light violations. It includes a \$0.2 million increase in traffic fines and \$0.3 million increase in parking fines due to the addition of five parking enforcement officers in FY 2016.

Use of Money and Property: This category includes the rental of Alexandria owned properties and the interest on General Fund investments.

Miscellaneous revenues: This category includes revenues that do not fit into any other category. The FY 2017 budget includes an increase of \$0.2 million in insurance recoveries, \$0.3 million in sale of surplus property based on the average revenue collected in the last three years. There is also a one-time transfer of \$0.5 million from the Fire Department's Internal Service Fund fund balance as a result of funds previously contributed but no longer needed for mobile data browser replacement.

Use of Fund Balance: The FY 2017 budget does not include the use of fund balance.



Grant Funding and Special Revenue Funds

SUMMARY OF MAJOR REVENUE SOURCES

	FY 2016 Approved	FY 2017 Approved	% Change FY 16 - FY 17
General Fund	\$649,156,892	\$678,533,638	4.5%
Non-General Fund			
State	\$90,765,934	\$69,405,907	-23.5%
Federal	\$27,487,206	\$33,736,712	22.7%
Charges, Donations and Other Sources	\$59,938,429	\$61,484,278	2.6%
Total All Funds	\$824,948,460	\$843,160,536	0.0%

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 specific charges or fees for services in these funds.

The City receives funding from several different types of sources with a variety of requirements for using those resources. 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)
 - Victim Witness Assistance Program—Commonwealth Attorney
- Non-competitive or formula-based grants (federal or state)
 - Community Development Block Grant—Housing
 - Substance Abuse Prevention and Treatment—DCHS
- 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 by program. In addition, the City's requirement to contribute additional 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 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 in accordance with State and federal requirements.

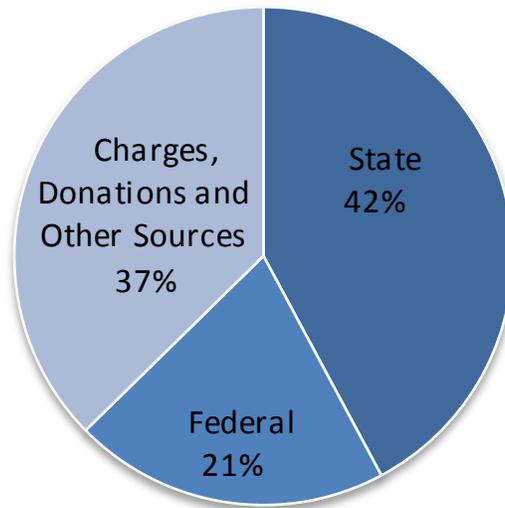
As shown in the pie chart on the following page the City's Special Revenue Fund budget of \$175.0 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants (\$103.1 million) and specific charges for fees, donations and other sources (\$71.9 million). This compares to the FY 2016 approved Special Revenue Fund budget of \$182.8 million. State and federal funding decreased by \$15.1 million or 12.8%. The FY 2016 Approved Budget in transit subsidies is significantly higher than the FY 2017 Approved revenues due to a change in state policy in which a portion of the funds are contributed directly from the Virginia Department of Rail and Public Transportation (VDRPT) to Virginia Transportation Commission (NVTC) on the City's behalf instead of passing through the City. Total Charges, Donations, and Other Sources are expected to increase by \$7.4 million or 11.4%.



Grant Funding and Special Revenue Funds

SUMMARY OF MAJOR REVENUE SOURCES

FY 2017 Estimated Special Revenue Funds \$175.0 million





Grant Funding and Special Revenue Funds

SUMMARY OF MAJOR REVENUE SOURCES

Total Special Revenues

	FY 2016 Approved	FY 2017 Approved	% Change FY 16 - FY 17
Schools	\$62,882,214	\$71,082,897	13.0%
DCHS	\$38,874,914	\$40,079,934	3.1%
Housing	\$1,030,047	\$1,027,394	-0.3%
TES	\$25,764,754	\$29,968,652	16.3%
Code Administration	\$10,354,636	\$8,502,719	-17.9%
Transit Subsidies/DASH	\$32,304,000	\$10,604,000	-67.2%
Fire	\$1,372,272	\$2,787,446	103.1%
Other City Agencies	\$10,182,628	\$10,988,333	7.9%
Total Special Revenue Funds	\$182,765,466	\$175,041,375	-4.2%

Total Charges, Donations and Other Sources

	FY 2016 Approved	FY 2017 Approved	% Change FY 16 - FY 17
Schools	\$9,798,969	\$13,061,939	33.3%
DCHS	\$6,349,867	\$6,628,889	4.4%
TES	\$25,445,952	\$29,678,630	16.6%
Code Administration	\$10,354,636	\$8,502,719	-17.9%
Transit Subsidies/DASH	\$4,804,000	\$4,804,000	0.0%
Fire	\$317,784	\$1,638,396	415.6%
Other City Agencies	\$7,441,118	\$7,584,183	1.9%
Total Donations, Fees and Charges for Services	\$64,512,327	\$71,898,755	11.4%

Total State and Federal Funds

	FY 2016 Approved	FY 2017 Approved	% Change FY 16 - FY 17
Schools	\$53,083,245	\$58,020,958	9.3%
DCHS	\$32,525,047	\$33,451,045	2.8%
Housing	\$1,030,047	\$1,027,394	-0.3%
TES	\$318,802	\$290,022	-9.0%
Transit Subsidies	\$27,500,000	\$5,800,000	-78.9%
Fire	\$1,054,488	\$1,149,050	9.0%
Other City Agencies	\$2,741,510	\$3,404,150	24.2%
Total State and Federal Funds	\$118,253,139	\$103,142,619	-12.8%



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 2017. City Council approval of the FY 2017 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.

Addendum Table I Department of Community and Human Services Federally Funded Programs				
		FY 2016 Approved Budget Estimate	FY 2017 Proposed Budget Estimate	% Change FY16 - FY 17
	Federal Funds			
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	\$256,652	\$256,652	0.0%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	\$282,744	\$358,299	26.7%
	Projects for Assistance in Transition from Homelessness	\$104,020	\$104,020	0.0%
	SOC to Scale	\$260,790	\$0	
MH and SA Programs	U.S. Department of Housing and Urban Development	\$194,394	\$194,394	0.0%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	\$137,284	\$137,284	0.0%
	Substance Abuse Federal Block Grant - Alcohol & Drug Treatment	\$503,486	\$503,486	0.0%
	Substance Abuse Federal Block Grant - Primary Prevention	\$194,994	\$194,994	0.0%
	Substance Abuse Prevention Coalition of Alexandria	\$125,000	\$125,000	0.0%
	High Intensity Drug Trafficking Area Treatment Grant - Residential	\$159,924	\$159,924	0.0%
Intellectual Disability Programs	Grants for Infants and Toddlers with Disabilities	\$587,050	\$647,676	10.3%
	Total Federal Funds	\$2,806,338	\$2,681,729	-4.4%



Grant Funding and Special Revenue Funds

SUMMARY OF MAJOR REVENUE SOURCES BY DEPARTMENT

Addendum Table II Department of Community and Human Services State Funded Programs				
	State Funds	FY 2016 Approved Budget Estimate	FY 2017 Proposed Budget Estimate	% Change FY16 - FY 17
Mental Health Programs	MH Law Reform	\$210,388	\$210,194	-0.1%
	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)	\$129,738	\$129,738	0.0%
	Jail Diversion	\$108,398	\$130,000	19.9%
	Young Adult Transition	\$229,900	\$229,900	0.0%
	Other State Aid	\$624,440	\$699,986	12.1%
		\$2,414,858	\$2,619,058	8.5%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	\$29,645	\$29,645	0.0%
	MH Law Reform	\$55,000	\$5,500	-90.0%
	Other State Aid	\$1,399,221	\$1,262,972	-9.7%
Intellectual Disability Programs	Other State Aid	\$378,406	\$417,046	10.2%
	Total State Funds	\$6,843,398	\$6,997,443	2.3%

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			
	FY 2016 Approved Budget Estimate	FY 2017 Proposed Budget Estimate	% Change FY16 to FY17
VDSS (Virginia Dept. of Social Services (Operating Funds))	\$554,539	\$769,498	38.8%
VDSS Eligibility Determination	\$1,870,935	\$1,957,310	4.6%
VDSS Child Welfare Administration	\$2,281,433	\$2,673,119	17.2%
VDSS Adult Services Administration	\$531,058	\$675,161	27.1%
VDSS Early Childhood Administration	\$415,283	\$499,114	20.2%
Foster Care IV - E	\$290,813	\$290,813	0.0%
Adoption Subsidy	\$395,316	\$395,316	0.0%
Welfare Special Adoption	\$1,059,666	\$1,059,666	0.0%
Other VDSS	\$18,850	\$18,850	0.0%
Virginia Department of Aging	\$376,962	\$376,962	0.0%
VDSS In-Home Services to Companion	\$76,681	\$76,681	0.0%
Head Start	\$2,225,220	\$2,225,220	0.0%
Transitional Apartment Planning & Eviction Storage (CDBG)	\$96,588	\$96,588	0.0%
Winter Shelter (CDBG)	\$20,000	\$20,000	0.0%
Shelter Grants (Federal Shelter & ESG Winter Shelter)	\$0	\$0	0.0%
Community Services Block Grant (CSBG\BASIC)	\$120,237	\$120,237	0.0%
Virginia Refugee Resettlement Program (VRRP)	\$0	\$0	0.0%
VDSS Refugee Resettlement Program (VRRP)	\$145,000	\$145,000	0.0%
WIA (Workforce Investment Board)	\$433,663	\$433,663	0.0%
VIEW (Virginia Initiative for Employment not Welfare)	\$321,700	\$460,972	43.3%
Childcare Joblink	\$117,829	\$137,312	16.5%
Domestic Violence & Sexual Assault	\$186,760	\$211,524	13.3%
Competitive Personal Responsibility Education Program (PREP)	\$269,927	\$299,699	11.0%
All other Federal grants (includes individual program grants under \$100,000)	\$73,979	\$73,979	0.0%
Total Federal Funds	\$11,882,439	\$13,016,684	9.5%



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 2016 Approved Budget Estimate	FY 2017 Proposed Budget Estimate	% Change FY16 to FY17
State Funds			
Auxiliary Grants	\$236,454	\$236,454	0.0%
Foster Care IV - E	\$290,812	\$290,812	0.0%
Adoption Subsidy	\$802,611	\$802,611	0.0%
Special Needs Adoption	\$1,059,665	\$1,059,665	0.0%
VDSS (Virginia Department of Social Services) Operating Funds			
VDSS Eligibility Determination	\$316,529	\$259,188	-18.1%
VDSS Child Welfare Administration	\$1,147,487	\$656,732	-42.8%
VDSS Early Childhood Administration	\$1,378,659	\$896,905	-34.9%
VDSS Comprehensive Services Act	\$237,959	\$180,675	-24.1%
Shelter Support Operations Grant-VHSP	\$3,833,539	\$3,833,539	0.0%
Homeless Intervention-VHSP Grant	\$119,478	\$119,478	0.0%
VHSP Grant	\$268,695	\$268,695	0.0%
VIEW	\$166,150	\$166,150	0.0%
Childcare Joblink	\$333,305	\$221,973	-33.4%
VDSS Aging Administration	\$70,431	\$46,072	-34.6%
Virginia Department of Aging (VDA)	\$320,113	\$226,535	-29.2%
WIA Disability Initiative	\$144,828	\$144,828	0.0%
Domestic Violence and Sexual Assault	\$0	\$0	0.0%
All other State grants (includes individual program grants under \$100,000)	\$254,533	\$288,772	13.5%
	\$268,225	\$63,834	-76.2%
Total State Funds	\$11,249,473	\$9,762,918	-13.2%

Grant Funding and Special Revenue Funds



CITY AGENCY FY 2017 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>
<u>Commonwealth's Attorney</u>						
Victim Witness Assistance Program	VA Department of Criminal Justice Services	3.0	\$192,370	\$78,328	\$0	\$270,698
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.						
Violence Against Women Act Funds (V-Stop)	VA Department of Criminal Justice Services	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 and data collection and to encourage victims to participate in the prosecution.						
<u>Sheriff</u>						
CCCA (Pre-trial and Local Services)	State Department of Criminal Justice	6.0	\$475,237	\$196,912	\$0	\$672,149
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 2017 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>
<u>CSU and Other Public Safety</u>						
VJCCA Sheltercare	State Department of Juvenile Justice		\$184,177	\$1,041,479	\$0	\$1,225,656
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.						
VJCCA Court Service Unit	State Department of Juvenile Justice	3.0	\$59,112	\$125,914	\$101,195	\$286,221
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>						
Fair Employment Practices Agency Program - EEOC	Federal Equal Employment Opportunity Commission	0.5	\$42,000	\$0	\$0	\$42,000
Funds are provided for investigating and closing EEOC cases. The City receives \$650 per closed case approved by the Equal Employment Opportunity Commission.						
<u>TES</u>						
Transportation Demand Management	Virginia Department of Rail and Transportation	2.0	\$241,022	\$0	\$60,255	\$301,277
Funds are provided for outreach and staff to manage the City's Rideshare Program.						

Grant Funding and Special Revenue Funds



CITY AGENCY FY 2017 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
<u>Fire</u>						
Fire Programs Public Education	Virginia Department of Fire Programs		\$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.						
EMS Four for Life	Virginia Department of Health		\$118,000	\$0	\$0	\$118,000
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.						
Fire Training Fund	Virginia Department of Fire Programs		\$428,000	\$0	\$0	\$428,000
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.						
Hazmat Calls Answered	Virginia Department of Emergency Management		\$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.						
Hazmat Agreement	Virginia Department of Emergency Management		\$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 2017 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
UASI NIMS Officer	Department of Homeland Security	0.0	\$133,716	\$0	\$0	\$133,716
Funds are provided by the Department of Homeland Security to pay for a contract employee and associated costs that performs National Incident Management compliance functions in Alexandria and the region.						
UASI Volunteers & Citizen Corps	Department of Homeland Security		\$102,000	\$0	\$0	\$102,000
Funds are provided by the Department of Homeland Security to pay for a contractor, and overtime and backfill for volunteer training, recruitment, and outreach functions in Alexandria and the region						
UASI Exercise & Training Officer	Department of Homeland Security	1.0	\$111,430	\$0	\$0	\$111,430
Funds are provided by the Department of Homeland Security to pay for 1 FTE and associated costs, to performs Exercise and Training functions in Alexandria and the region.						
Local Emergency Management Planning Grant 2015	Department of Homeland Security		\$60,904	\$0	\$0	\$60,904
Funds are Federal pass thru from the Commonwealth for local emergency management activities including training, equipment, personnel, contractual services, and other related activities.						
UASI Regional Planner	Department of Homeland Security	1.0	\$125,000	\$0	\$0	\$125,000
Funds are provided by the Department of Homeland Security to pay for 1 FTE and associated costs, which performs regional planning activities in Alexandria and the region						

Grant Funding and Special Revenue Funds



CITY AGENCY FY 2017 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Recreation						
USDA After School Snack	United States Department of Agriculture		\$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.						
USDA Summer Food	United States Department of Agriculture		\$138,000	\$0	\$0	\$138,000
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.						
Litter Control	Quality, Litter Prevention and Recycling Program		\$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						
Local Government Challenge	Virginia Commission for the Arts		\$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.						
USDA Reimbursement After School Snack			\$142,000	\$0	\$0	\$142,000
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.						

Grant Funding and Special Revenue Funds



CITY AGENCY FY 2017 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Community and Human Services						
Projects for Assistance in Transition from Homelessness	U.S. Substance Abuse and Mental Health Administration	1.1	\$104,020	\$0	\$26,005	\$130,025
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.						
Transitional and Supportive Housing Programs	U.S. Department of Housing and Urban Development		\$194,394	\$169,728	\$48,599	\$412,721
Funds are provided for supportive services, operations and administration in mental health and substance abuse residential programs. In addition to the funds shown above, \$442,644 of state revenue, client fees and other revenues are used to provide total program funds of \$855,365.						
High Intensity Drug Trafficking Area Treatment (HIDTA)	U.S. Office of National Drug Control Policy		\$176,000	\$0	\$0	\$176,000
Funds are provided for substance abuse treatment services for individuals involved in the justice system.						
Grants for Infants and Toddlers with Disabilities (Part C)	U.S. Department of Education and Virginia Department of Behavioral Health and Disability Services	6.5	\$647,676	\$459,165	\$0	\$1,106,841
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.						

Grant Funding and Special Revenue Funds



CITY AGENCY FY 2017 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Jail Diversion	Virginia Department of Behavioral Health and Disability Services	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.						
Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds	Virginia Department of Criminal Justice Services	1.0	\$42,376	\$59,031	\$0	\$101,407
Funds are provided through the Violence Against Women Act for comprehensive services to Spanish speaking victims of sexual assault in Alexandria and educational outreach.						
Rape Victims Companion Program - Sexual Assault Response and Awareness	Virginia Department of Criminal Justice Services	3.0	\$188,062	\$97,371	\$47,016	\$332,449
Funds are provided through the federal Victims of Crime Act for rape crisis centers to provide direct services for victims of sexual violence.						
Domestic Violence	Virginia Department of Social Services	3.5	\$223,096	\$54,309	\$58,274	\$335,679
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.						
Project Discovery	State of Virginia	1.0	\$28,000	\$42,471	\$0	\$70,471
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.						

Grant Funding and Special Revenue Funds



CITY AGENCY FY 2017 ESTIMATED SPECIAL REVENUE FUNDS

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Headstart	Department of Health and Human Services		\$2,225,220	\$0	\$196,541	\$2,421,761
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.						
Virginia Homeless Solutions Program (VHSP)	VA Department of Housing and Community Development	3.0	\$514,333	\$87,960	\$0	\$602,293
Funds are to provide homeless assistance services in the Alexandria Continuum of Care.						
Community Services Block Grant	Virginia Department of Social Services, Office of Community Services		\$120,237	\$731,788	\$30,059	\$882,084
Funds are provided to support efforts in preventing homelessness through counseling, education and financial assistance.						
Sexual Violence Primary Prevention Community Education Program	Virginia Department of Health, Office of Family Health Services	0.5	\$36,764	\$0	\$0	\$36,764
Funds are provided to address the critical need for prevention education with an emphasis on adolescents in our community.						
Personal Responsibility Education Program (PREP Grant)	Department of Health and Human Services	1.5	\$299,699	\$0	\$0	\$299,699
Funds are provided to help prevent teenage pregnancy.						

Statement of Estimated Fund Balance



FUND DESCRIPTIONS

Listed below are descriptions of the City's major funds. All of these funds are appropriated on an annual basis.

- 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, 2015, the Special Revenue Fund total fund balance was 68,978,984. 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. Based on the rate of spending that occurred in FY 2015 of both current year funds and prior year fund balance, the total projected Special Revenue Fund's fund balance, for GFOA reporting purposes, as of June 30, 2016 is \$80,215,793.
- 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, 2015, the Capital Projects Fund had a total fund balance of \$171,248,033. 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. Based on the rate of spending that occurred in FY 2015 of both current year funds and prior year fund balance, the total projected Capital Projects Fund's fund balance as of June 30, 2016, would be \$149,949,769. In actuality, each year of the CIP is unique depending on the number and complexity of projects adversely impacting the predictability of the Capital Projects Fund Balance.
- 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, 2014, the Equipment Replacement Internal Services Fund had Total Net Assets of \$29,524,981. 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, 2016 is \$30,182,303.

Statement of Estimated Fund Balance



FUND DESCRIPTIONS

Commitments and Assignments Estimated for Fiscal Year 2017

The fiscal year 2017 Operating Budget contains the following commitments and assignments of fund balances estimated to be available as of June 30, 2017.

Commitments

- \$5,000,000 for the City's self-insurance reserve.
- \$7,000,000 to fund capital projects contained in multiple years of the FY 2016—FY 2025 Capital Improvement Program budget.
- \$4,330,800 to fund capital projects contained in FY 2017. This amount represents a portion of the additional funds that will be received in June 2016 (Fiscal Year 2016) from the proposed three cent real estate tax rate increase.

Assignments

- \$5,300,000 for encumbrances obligated at the end of the year;
- \$2,900,000 for City and ACPS costs resulting from extraordinary natural disasters and emergencies;
- \$1,000,000 for revenue uncertainties. In prior years the City has maintained an assignment to address sequestration. This assignment is identified to provide the City and ACPS protection in case of significant revenue uncertainties or impacts related to events such as the absence of a state budget, federal budget issues (e.g., sequestration) or significant and extraordinary tax refunds. It is not anticipated to be used for lost grant or other special revenues, nor should it be utilized for long term economic impacts, which should be addressed through systematic, operational adjustments;
- \$1,000,000 for projects and initiatives that are approved but not yet under contract, such as City Council contingent reserve initiatives;
- \$600,000 for economic development incentives to attract and retain the City's commercial tax base. This amount will come from funds that will be received in June 2016 (Fiscal Year 2016) from the proposed three cent real estate tax rate increase;
- \$500,000 to cover accrued level payments for City employees who separate from the City, either through retirement or voluntary/involuntary termination; and,
- \$500,000 for affordable housing initiatives

These commitments and assignments total \$28.13 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 FY 2016, the uncommitted/unassigned General Fund Balance at June 30, 2016, is currently estimated to be \$47.96 million or 7.43% of projected FY 2016 General Fund Revenues.

Statement of Estimated Fund Balance



FUND DESCRIPTIONS

This is well above the target of 5.5%. The spendable General Fund balance is estimated to be \$76.1 million or 11.79% of projected FY 2016 General Fund revenues. Based on current revenue projections and the expenditure forecast through May 2016, this is equal to last year's ratio of 11.79%, and above the limit of 10%. The City Manager and financial staff will continue to closely monitor Fund Balance and the operating budget 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.

During FY 2016, the School Board adopted and City Council endorsed a Fund Balance Policy for the Alexandria City Public Schools that formalizes the long-held practice in which Schools expenditure savings are committed for future operating budgets. This practice will be continued, and at year-end 2 percent of ACPS available savings may be committed to fund the subsequent year's operating budget. In addition to commitments for the operating budgets (both the current year and the upcoming fiscal year), ACPS will be able to commit 1 percent of spendable fund balance for unforeseen expenditures.

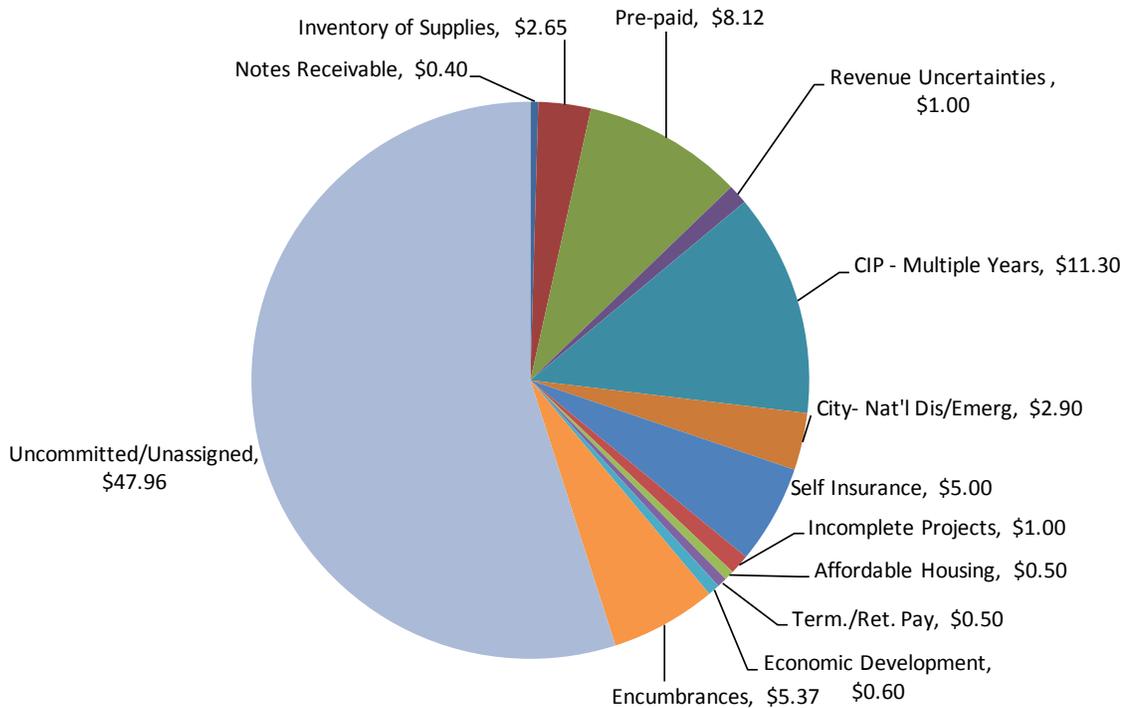
Statement of Estimated Fund Balance



GENERAL FUND BALANCE COMPONENTS

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2016. With the exception of \$0.4 million in Notes Receivable, \$2.65 million in inventory of supplies, and \$8.1 million in pre-paid expenditures, all of the components shown below are considered spendable fund balance.

Fund Balance as of June 30, 2016 \$87.27 million



Statement of Estimated Fund Balance



FUND DESCRIPTIONS

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 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. Committed and Assigned fund balance are funds "earmarked" to help the City offset the costs 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 2000 through FY 2015, and projected fund balance at the close of FY 2016. Spendable fund balance (the total amount available for appropriation, regardless of assignments and commitments) is projected to be \$76.1 million as of June 30, 2016, which represents 11.79 percent of FY 2016 budgeted General Fund Revenues. Uncommitted and unassigned fund balance provides \$48.0 million that helps to protect the City and Schools against future budget uncertainties., which reflects 7.42 percent of budgeted General Fund Revenues

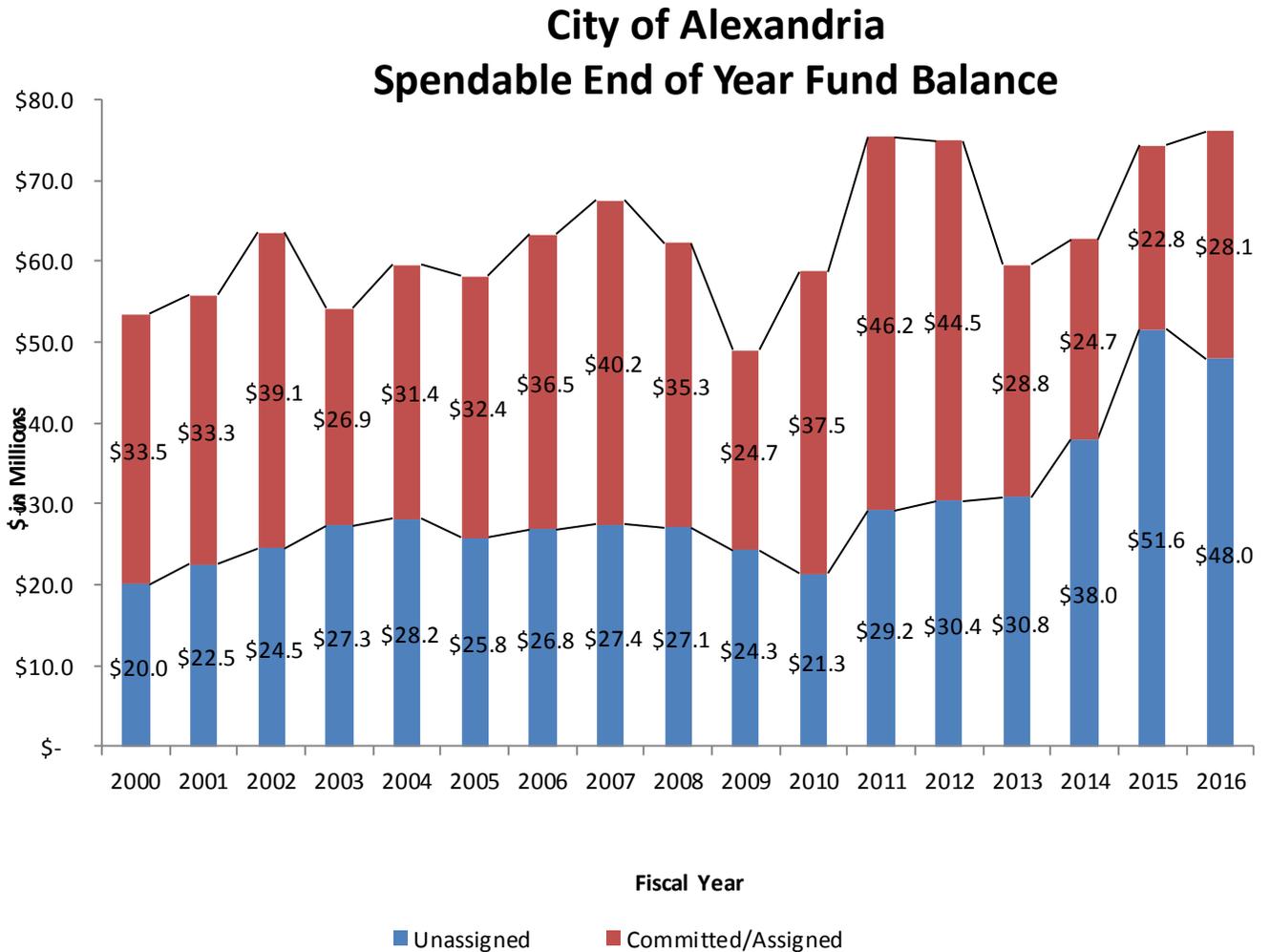
The details of commitments and assignments from FY 2014 through the estimated assignments of FY 2016 are shown in the table on page 7. It should be noted that commitments have been established by City Council. The City Manager can propose or recommend assignments. Either of these designations is considered 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 2015 and an estimate balance at the end of June 30, 2016. 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 2014 AND 2015 AND 2016 ESTIMATED AS OF JUNE 30, 2016

	2014	2015	2016
Spendable Fund Balance End of Year	62,709,854	74,406,908	76,093,356
Subsequent CIP (FY 2017 and beyond)	4,388,948	7,000,000	7,000,000
Subsequent CIP (FY 2017)			4,330,800
Self Insurance	5,000,000	5,000,000	5,000,000
Assignments			
Operating Funds			
FY 2015 Operating Budget	2,420,958	-	-
New Incomplete Projects	750,000	1,000,000	1,000,000
Encumbrances	5,320,608	5,369,775	5,300,000
Natural Disasters/Emergencies/Response	2,900,000	2,900,000	2,900,000
Revenue Uncertainties	1,000,000	1,000,000	1,000,000
Affordable Housing Programs			500,000
Economic Development Incentives			600,000
Leave Payout	500,000	500,000	500,000
Total Commitments & Assignments	22,280,514	22,769,775	28,130,800
Uncommitted/Unassigned Fund Balance	\$ 40,429,340	\$ 51,637,133	\$ 47,962,556
Reservations/nonspendable	2,542,413	3,374,907	11,174,909
Total Fund Balance EOY	\$ 65,252,267	\$ 77,781,815	\$ 87,268,265
General Fund Revenues	615,626,766	630,998,802	645,480,245
Estimated Uncommitted/Unassigned Fund Balance as % of General Fund Revenues	6.57%	8.18%	7.43%
Target = 5.5%; Limit = 4.0%			
Estimated Spendable Fund Balance as % of General Fund Revenues Limit = 10%	10.19%	11.79%	11.79%
Fund Balance at End of FY	65,252,267	77,781,815	87,268,265

Statement of Estimated Fund Balance



FUND BALANCE CALCULATIONS

Governmental Funds			Proprietary Funds	
	Special Revenue Funds ¹	Capital Projects Fund ²		Internal Services Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/2014	\$60,410,207	\$188,551,536	Beginning Net Assets 7/1/14	\$28,852,816
Plus FY 2015 Actual Revenues ³	\$133,618,276	\$92,464,283	Plus FY 2015 Actual Revenues	\$5,600,881
Less FY 2015 Actual Expenditures	\$125,049,499	\$109,767,786	Less FY 2015 Actual Expenditures	\$4,928,716
Actual Fund Balance 6/30/2015	\$68,978,984	\$171,248,033	Actual Net Assets 6/30/2015	\$29,524,981
Plus FY 2016 Budgeted Revenues ³	\$175,222,567	\$113,810,986	Plus FY 2016 Revenues	\$5,477,199
Less FY 2016 Budgeted Expenditures	\$163,985,758	\$135,109,250	Less FY 2016 Expenditures	\$4,819,877
Projected Fund Balance FY 2016	\$80,215,793	\$149,949,769	Projected Net Assets 6/30/15	\$30,182,303

Sources: City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year-ended June 30, 2015; City of Alexandria, Virginia, Operating and Capital Improvement Program, Fiscal Year 2016

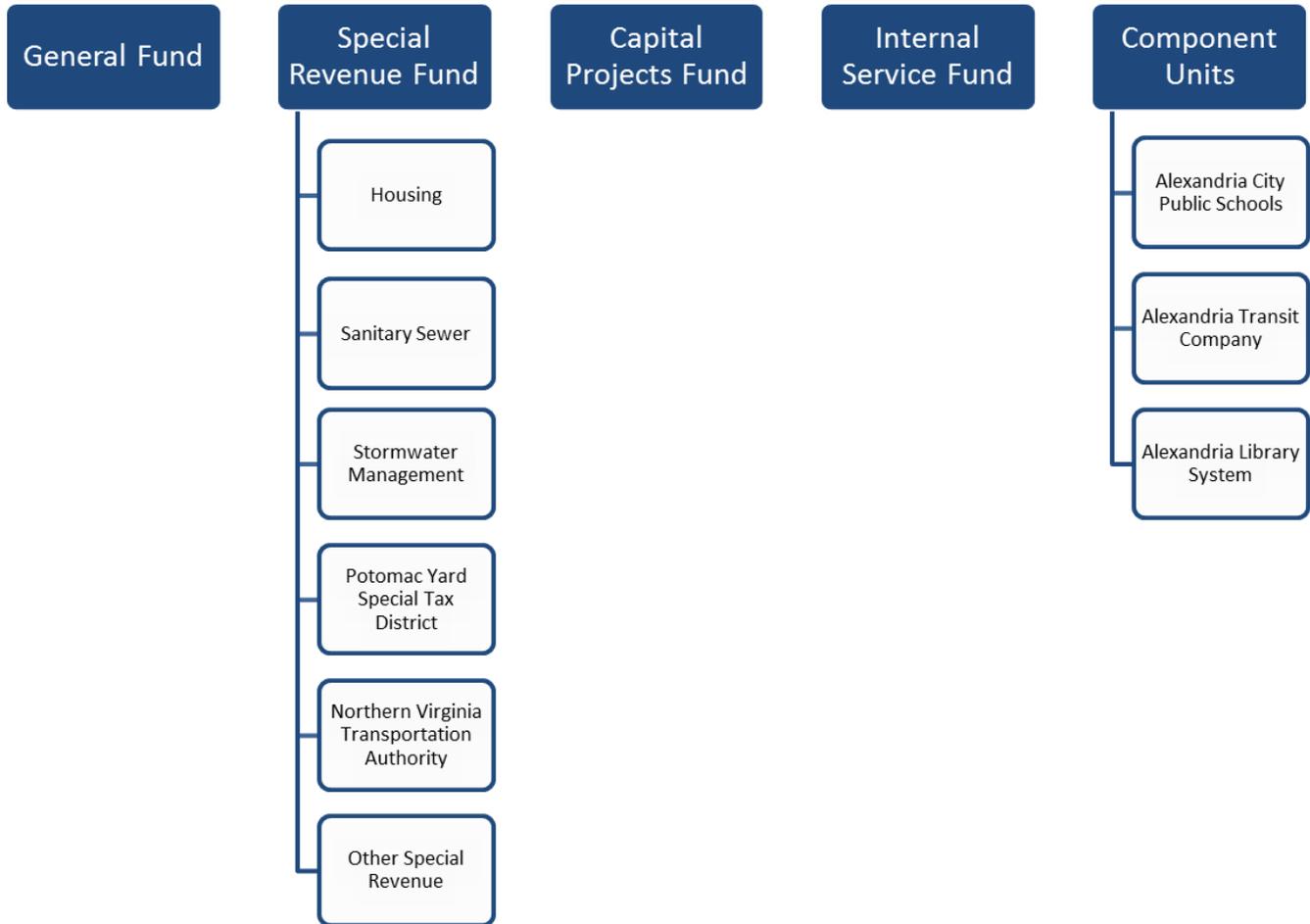
1/The Special Revenue Funds include the Housing Fund, Sewer and Stormwater Funds, Potomac Yard, Other Special Revenue Funds and revenue associated with health and human services.

2/ The Capital Projects Fund Balance as of 6/30/2015 is reflected in the Comprehensive Annual Financial Report. The FY 2016 projection is based on prior spending history. Capital projects are multi-year in nature and vary in size and complexity.. As a result the predictability of the Capital Projects Fund Balance is limited.

Statement of Estimated Fund Balance



FUND STRUCTURE

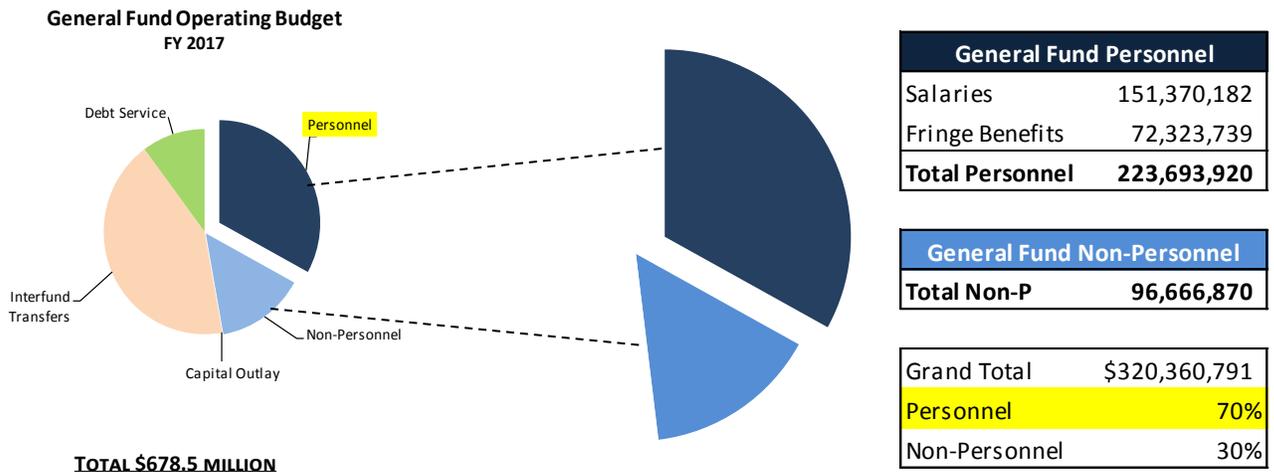




Personnel & Compensation Summary

FY 2017 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 (70%) 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 2017 budget include:

- Employees are eligible for a merit-based pay increase ranging from 2.3% to 5.0% of salary grade and step. Approximately \$4.8 million is included for merit-based pay increases in FY 2017, as well as \$270,630 for merit-based variable pay increases for Deputy City Managers, Department Directors, and Deputy and Assistant Directors. The FY 2017 budget does not include a top-of-grade bonus for employees at the top step of the pay scales.
- Since FY 2013, City Council has allocated approximately \$2.0 million to fund career ladder elevations within the City’s 23 general scale and public safety career ladders resulting in 586 unique elevations. This trend continues in the FY 2017 budget.

(continue on next page)

Personnel & Compensation Summary



FY 2017 INTRODUCTION & HIGHLIGHTS

- The Approved FY 2016 budget included \$167,500 to fund the expansion of the Fire Departments career ladder program. In FY 2017, City Council approves completion of the Fire career ladder expansion to include the Firefighter III and Medic III levels, with a total cost of approximately \$272,000. Expanding the career ladder moves pay closer to the market average as called for by the City's compensation philosophy and provides career advancement opportunities to employees who develop their skills.
- In addition to completing the Fire career ladder program in the FY 2017 budget, City Council approved a 2.5% Market Rate Adjustment (MRA) to the Fire pay scale to bring it to the average of the market. The total cost of the Fire pay scale MRA is \$491,000. City Council also approved a one-grade increase (5%) for all Fire Lieutenants, Captains, Battalion Chiefs, and Deputy Chiefs to bring the job classes to or near the market average. Previously, the Fire supervisory job classes were between 7% to 11% behind the comparator market average. The total cost of the fire reclassifications is \$448,000.
- The FY 2017 budget includes \$270,000 for a Living Wage adjustment of \$1.00 per hour, increasing the City's Living Wage from \$13.13 to \$14.13 per hour. This includes \$170,000 for City employees and \$100,000 for service contract employees. This proposal highlights the City's continued commitment to offer competitive wages that reflect the cost of living for all who are directly employed by or indirectly work for the City of Alexandria.
- On a net basis, the FY 2017 budget includes a decrease in FY 2017 of -0.05 Full-Time Equivalents (FTEs) overall from the FY 2016 count. This brings the total FTE count for the City to 2,551.81 in FY 2017, which is 112.19 FTEs less than the peak of 2,664 FTEs in FY 2009. During the Add/Delete Process, Council added three positions to the Police Department, including two Motor Officers and a Motor Officer Sergeant, to improve traffic enforcement across the City. Additionally, during the Add/Delete Process City Council added an Energy & Sustainability Project Manager position to the Department of Transportation and Environmental Services to be funded by capital projects and assist the City in achieving the Environmental Action Plan. The IT Business Analyst Position that was included as a new position in the Proposed FY 2017 budget was eliminated in the Approved FY 2017 Budget.
- Implementation of the Years of Service Alignment Model (YOSAM) for public safety was not included in the budget due to cost, potential retirement impact, and concerns of equity.
- 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 2017. In the budget, regular City employees will be eligible to receive up to \$100 per month on a pre-tax basis, unchanged from FY 2016. Given the large number of City employees who commute to Alexandria from outside jurisdictions each day, this benefit helps to offset commuting costs.



Personnel & Compensation Summary

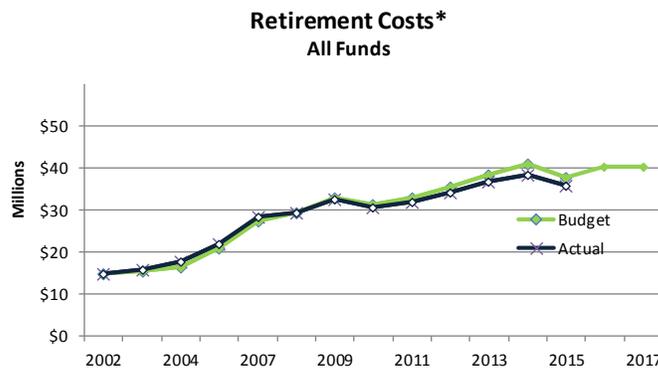
FICA & RETIREMENT (INCLUDING VRS)

Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare taxes, which is budgeted at \$15.54 million for All Funds (excluding Schools) in FY 2017, \$11.0 million of which is General Fund related. The current Social Security tax rate is 6.20% of wages, and 1.45% for Medicare. The Calendar Year (CY) 2016 maximum earnings cap stays at the CY 2015 level, \$118,500. Earnings above this cap will not be taxed for Social Security, but are still subject to Medicare tax.

Retirement

The FY 2017 retirement budget represents the contribution that the City pays toward employee retirement plans, including the Virginia Retirement System (VRS) and City Supplemental Pension Plan for General Schedule employees, Sheriff’s Deputies, Medics, and Fire Marshalls; and a Police/Fire pension plan for Sworn Fire Fighters and Police Officers. Since FY 2013, the retirement budget also includes the cost of Other Post Employment Benefits (OPEB) and Public Safety Line of Duty (LOD). The City’s VRS contribution remained flat from FY 2016 to FY 2017 at a rate of 9.81% of salary. Additionally, the Supplemental Pension Plan for General Schedule employees and for Sheriff, EMT, and Fire Marshalls, and Police/Fire pension rates have decreased. The decrease in retirement rates has been offset by a planned increase to address other long term liabilities related to OPEB and LOD. Increasing the rate in FY 2017 from 2.10% to 3.13% of salary for OPEB and from 4.06% to 4.87% of salary for LOD will enable the City to make progress to reach 100% of required contribution for these obligations. The chart below shows the City’s actual retirement costs from FY 2002 – 2015 and the budgeted costs for retirement from FY 2002 – 2017. All City retirement plans, OPEB and LOD are a percentage of salary. While the percent of funds used to pay retirement, OPEB, and LOD is unchanged from FY 2016, salaries have increased due to merit adjustments and recent public safety pay scale and job class adjustments, impacting retirement costs.



**OPEB and LOD were removed from FY 2013-FY2017 because they were previously not budgeted in the Retirement Budget.*

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 has phased 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. FY 2017 is the fifth and final year of this 5-year phase in.
- Until FY 2017, for City employees hired *before* July 2010, the City paid a portion of the scale. In FY 2017, all VRS-participating employees will be responsible for paying the full 5% employee share of VRS Contributions.
- Beginning in FY 2013, a 1% salary increase each year for five years has been applied to the City’s pay scales for General Schedule employees, Deputy Sheriffs, Fire Marshals and Medics in order to offset the 5% VRS contribution from employees. FY 2017 is the last year that the 1% salary increase is applied to the aforementioned pay scales as the 5% employee contribution will be offset by a total increase of 5% in the pay scales over 5 years, from FY 2013 to FY 2017.

Personnel & Compensation Summary



OPEB & LINE OF DUTY

Other Post-Employment Benefits (OPEB)

Other post-employment benefits include retiree healthcare and retiree life insurance. Currently, the City has an unfunded liability for OPEB of \$63 million. The total liability has grown by \$13 million since 2010, but the City's unfunded liability has decreased by \$5 million as we gradually move toward contributing 100% of the Annual Required Contribution (ARC). The City has increased its OPEB contribution rate from 2.10% to 3.13% of employee salary as part of an intentional plan to get to 100% of the ARC. These requirements and the City's response will influence the credit and bond ratings of City issued debt. The FY 2017 budget provides approximately \$1.9 million in new funding above current expenditures for the City's OPEB obligations, or a total of \$5.8 million.

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 specific hazardous duty positions. More specifically, it requires by State statute the City pay the full cost of benefits for first responders who die or become disabled in the line of duty. Health coverage is provided to the disabled employee, their surviving spouse and dependent children. If disabled, healthcare benefits terminate upon the disabled person's death, recovery, or return to full duty. The City currently has an unfunded liability of \$28 million for LOD. Similar to OPEB, the City's contribution to LOD increased from 4.06% to 4.87% of employee salary as part of an intentional funding plan to make progress toward 100% of required contribution. The FY 2017 budget provides approximately \$0.5 million in new funding above current expenditures for the City's Line of Duty obligations, or a total of \$2.8 million.

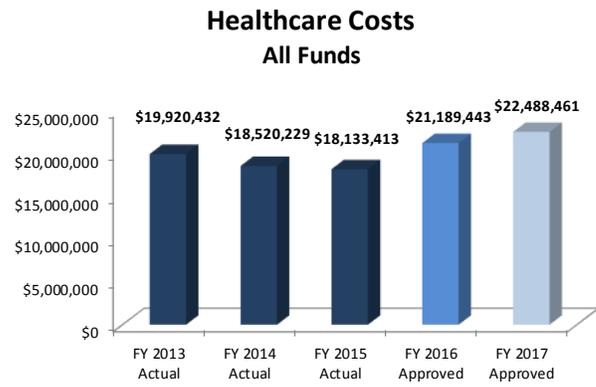
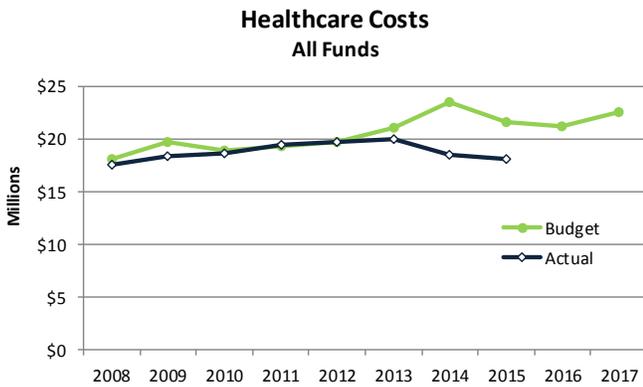
Personnel & Compensation Summary



HEALTHCARE

Healthcare

Healthcare represents the share that the City pays for employee healthcare benefits. The chart below shows actual healthcare costs from FY 2008 – FY 2015, and the budgeted amount for healthcare from FY 2008 – FY 2017.



The FY 2017 budget assumes premiums will continue to grow by 7% and that enrollment will be steady. The budget does not recommend a change to the current employer/employee premium cost sharing formula in which employees pay a minimum 20% share in HMO plans.

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 or 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.

Standard Insurance Company

Group Life and Accidental Death & Dismemberment Coverage:

Basic - City Funded (hired before 7/1/2009)	2x Annual Salary
Basic - City Funded (hired after 7/1/2009)	1x Annual Salary
Supplemental - Employee Paid	1 or 2x Annual Salary

Line of Duty Coverage:

Police Officers and Firefighters Only - City Funded	\$200,000
---	------------------

Long Term Disability*

120 Day Plan - City Funded	City Pays 0.266% of Insured Earnings
90 Day Plan - City & Employee Funded	Employee Pays 0.10% of Insured Earnings; City Pays Remaining Cost

**Rates are effective as of 03/1/2015*

Generally, full-time regular new hires in General Schedule positions have been placed into the VRS Hybrid plan since 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.

Paid Time Off*

Holidays	11 Holidays Annually
Annual Leave	New employees accrue 4.0 hours of leave per pay period, totaling 13 days of annual leave earned per year. For length of service spanning from 1 year to 11 years, the employee earns an additional day of annual leave per year of service with the City; at year 12 and beyond, the employee reaches the max of 25 days of annual leave per year, or 7.72 hours accrued 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 2017 budget includes a net decrease of –0.05 FTEs from the FY 2016 Approved total, which is a slight decrease in the overall City workforce.

	FY 2015 Actual	FY 2016 Approved	FY 2016 Amended*	FY 2017 Approved
Accountable, Effective & Well-Managed Government				
City Council	1.00	1.00	1.00	1.00
City Manager	15.50	14.50	14.50	14.50
Office of Management & Budget	11.00	11.00	11.00	11.00
Performance & Accountability	4.00	4.00	4.00	4.00
Information Technology Services	58.00	58.00	58.00	56.00
Internal Audit	2.00	2.00	2.00	2.00
Communications & Public Information	7.00	7.00	7.00	7.00
City Clerk & Clerk of Council	3.00	3.00	3.00	3.00
Finance	105.50	104.50	104.50	104.50
Human Resources	24.00	24.00	24.00	23.00
City Attorney	14.00	14.00	14.00	14.00
General Services	69.80	69.20	69.20	70.60
Registrar	6.60	6.60	6.60	6.60
<i>Subtotal Accountable</i>	321.40	318.80	318.80	317.20
Healthy & Thriving Residents				
Community and Human Services	563.23	573.98	573.98	570.23
Health	15.43	15.43	15.43	15.63
Recreation & Cultural Activities	156.20	154.20	154.20	149.30
Library	71.50	71.50	72.00	69.50
<i>Subtotal Healthy</i>	806.36	815.11	815.61	804.66
Livable, Green & Prospering City				
Planning & Zoning	43.50	45.50	45.50	45.50
Project Implementation	22.50	24.00	24.00	24.00
Transportation & Environmental Services	220.00	217.00	217.00	222.50
Code	51.00	54.00	53.50	53.50
Housing	16.00	15.00	15.00	15.00
Historic Alexandria	26.50	25.50	25.45	26.45
<i>Subtotal Livable</i>	379.50	381.00	380.45	386.95
Safe, Secure & Just Community				
18th Circuit Court	13.00	13.00	13.00	13.00
Commonwealth's Attorney	27.00	27.00	28.00	28.00
Sheriff	210.00	210.00	210.00	210.00
Clerk of the Circuit Court	22.00	22.00	22.00	22.00
Court Services	7.00	7.00	7.00	8.00
Human Rights	6.00	6.00	6.00	6.00
Fire	276.00	276.00	278.00	278.00
Police	419.00	418.00	418.00	425.00
Emergency Communications	55.00	55.00	55.00	53.00
<i>Subtotal Safe</i>	1,035.00	1,034.00	1,037.00	1,043.00
GRAND TOTAL	2,542.26	2,548.91	2,551.86	2,551.81

Personnel & Compensation Summary



FTE REDUCTIONS

The following table shows the reductions (-25.60 FTEs) of positions in the FY 2017 budget.

Department	Position	FTE Decrease
DCHS	Chief Officer for Strategic Initiatives & Communications	-1.00
DCHS	Human Services Benefits Supervisor	-1.00
DCHS	Facility Maint. Specialist	-1.00
DCHS	Admin. Support IV	-1.00
DCHS	Management Analyst II	-1.00
DCHS	Family Services Specialist	-1.00
DCHS	Caseworker	-1.00
DCHS	Clinical Psychologist	-0.75
Emergency Communications	PS Communication Officer I	-1.00
Emergency Communications	PS Communication Officer I	-1.00
Finance	Financial Operations Engineer	-1.00
General Services	Fleet Svcs Tech II	-1.00
Health	Management Analyst II	-1.00
Human Resources	HRIS Manager	-1.00
ITS	Administrative Analyst	-1.00
ITS	Computer Programmer Analyst II	-1.00
Library	Library Assistant II	-0.75
Library	Library Assistant II	-0.75
Library	Library Assistant II	-0.75
Library	Library Assistant I	-1.00
Police Department	Capital Projects Manager	-1.00
RPCA	Recreation Coordinator	-1.00
RPCA	Division Chief	-1.00
RPCA	Recreation Leader II	-0.60
RPCA	Park Manager	-1.00
RPCA	Custodian	-0.50
RPCA	Custodian	-1.00
T&ES	Equipment Operator II	-0.50
TOTALS REDUCTIONS		-25.60

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



FTE ADDITIONS

The following table shows the additions (+25.55 FTEs) of positions in the FY 2017 budget and net FTE change. The positions in bold were added by City Council to the Approved FY 2017 Budget during the Add/Delete Process. Additionally, an IT Business Analyst was removed from the Additions List during the Add/Delete Process.

Department	Position	FTE Increase
Court Service Unit	Probation Officer	1.00
DCHS	Children Youth Master Plan Project Manager	1.00
DCHS	Senior Therapist	1.00
DCHS	Senior Therapist	1.00
DCHS	Senior Therapist	1.00
General Services	SNAP/EBT Coordinator (PT)	0.40
General Services	Building Engineer I	1.00
General Services	Purchasing Technician	1.00
Finance	Special Revenue Analyst	1.00
Health	Healthcare Technician	1.00
Health	Nurse Practitioner (PT to FT)	0.20
Library	Library Assistant II (Passport Services)	0.75
Office of Historic Alexandria	Records Clerk (PT)	0.50
Office of Historic Alexandria	Research Historian (PT to FT)	0.50
Police Department	Parking Enforcement Officer I	1.00
Police Department	Parking Enforcement Officer I	1.00
Police Department	Parking Enforcement Officer I	1.00
Police Department	Parking Enforcement Officer I	1.00
Police Department	Parking Enforcement Officer I	1.00
Police Department	Police Officer III/IV (Motor Officer)	1.00
Police Department	Police Officer III/IV (Motor Officer)	1.00
Police Department	Police Sergeant (Motor Officer Sergeant)	1.00
RPCA	At-Risk Outreach Leader (PT to FT)	0.20
T&ES	Parking Planner	1.00
T&ES	Civil Engineer IV (Stormwater Utility Implementation)	1.00
T&ES	Civil Engineer III (Stormwater Utility Implementation)	1.00
T&ES	Management Analyst III (Stormwater Utility Implementation)	1.00
T&ES	Traffic Engineer	1.00
T&ES	Energy & Sustainability Project Manager	1.00
TOTALS ADDITIONS		25.55

TOTAL REDUCTIONS	-25.60
TOTAL ADDITIONS	25.55
NET FTE CHANGE	-0.05

FY 2016 AMENDED FTE COUNT	2,551.86
NET FTE CHANGE	-0.05
FY 2017 APPROVED FTE COUNT	2,551.81

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

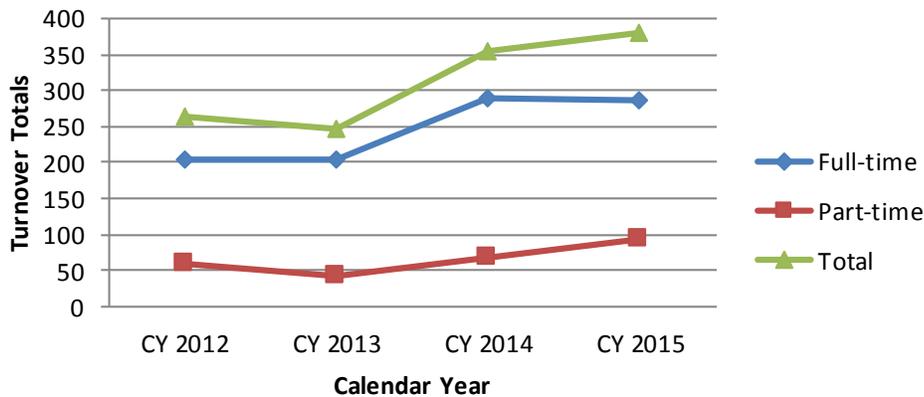


CALENDAR YEAR 2015 TURNOVER

In Calendar Year (CY) 2015, overall employee turnover increased by 7% (from 355 to 379 employees), while a total of 79 employees retired from City service, a decrease of 24% from CY 2014.

	CY 2015 Employee Turnover Totals		
	GS & PS FT	GS PT	Overall
Voluntary Turnover	194	88	282
Involuntary Turnover	11	4	15
Retirement	78	1	79
Other	2	1	3
Total Turnover CY 2015	285	94	379
Total Turnover CY 2014	288	67	355

Total Employee Turnover by Calendar Year



Personnel & Compensation Summary



SALARY DISTRIBUTION & AVERAGES

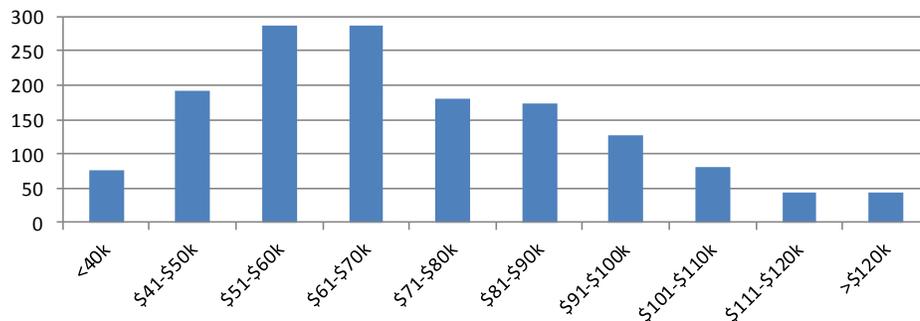
The following table shows the average annual pay for City full-time and part-time employees:

	As of 2/25/15	As of 1/27/2016	% Increase
General Schedule (FT)	\$69,706	\$70,797	1.60%
Public Safety (FT)	\$73,066	\$74,000	2.20%
General Schedule (PT)	\$23,890	\$24/hr*	-

*Due to the nature of part-time wages being calculated on an hourly basis, data moving forward will reflect the average hourly pay rate rather than average salary.

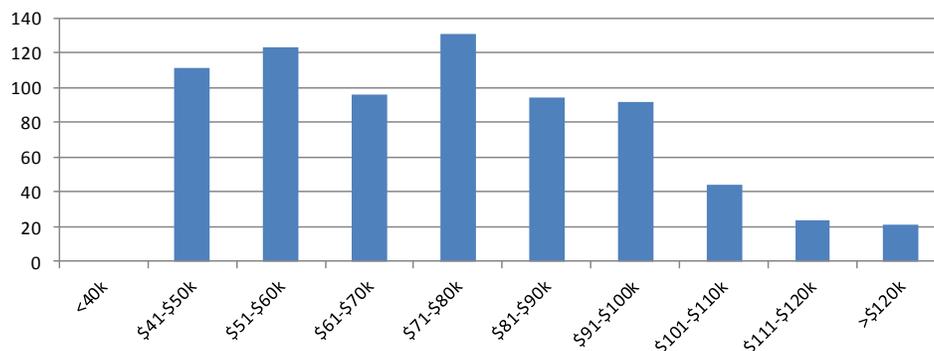
The majority of current General Schedule full-time employees (nearly 84%) earn between \$41,000 and \$100,000 annually, while a little under half earn more than the average salary for GS full-time employees (\$70,796), and about 11% earn more than \$100,000.

Full-Time/Regular General Schedule Employees Salary



Approximately half of all sworn Public Safety employees earn more than the average salary of the group (\$74,000); about 12% earn more than \$100,000.

Full-Time/Regular Public Safety Employees Salary





YEARS OF SERVICE

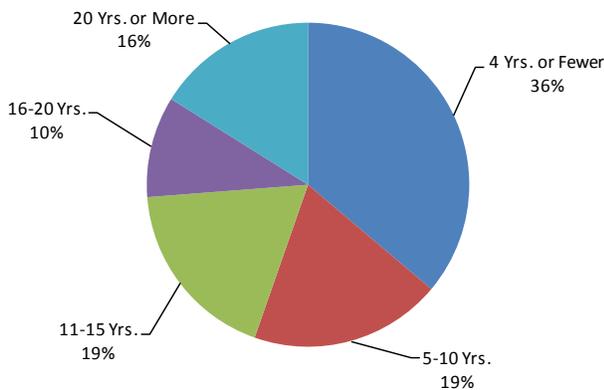
General Scale

More than half of the current General Schedule workforce (55%) has been employed with the City for 10 years or fewer. 16% have worked for the City for 20 years or more.

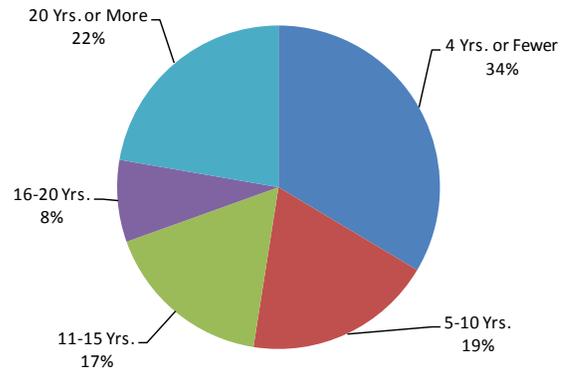
Public Safety

Similar to General Scale employees, approximately half (53%) of the current Public Safety workforce has been employed with the City for 10 years or less. 22% have worked for the City for 20 years or more.

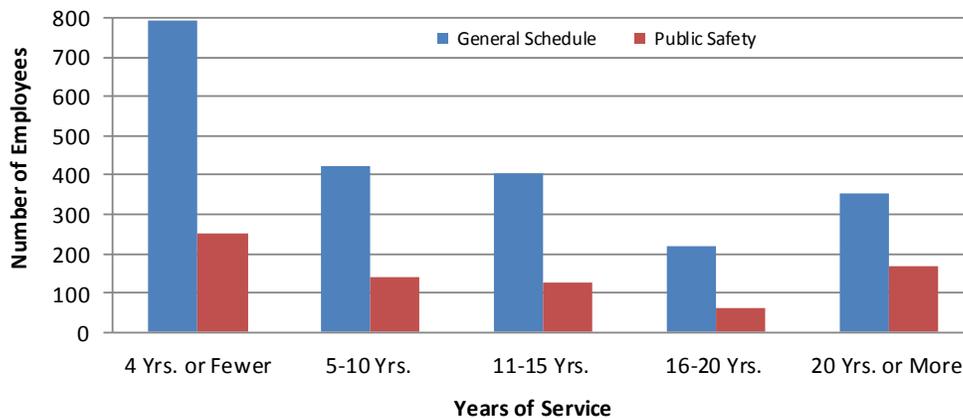
**Full-Time General Schedule
Years of Service**



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



**Full Time- Employees
Years of Service**

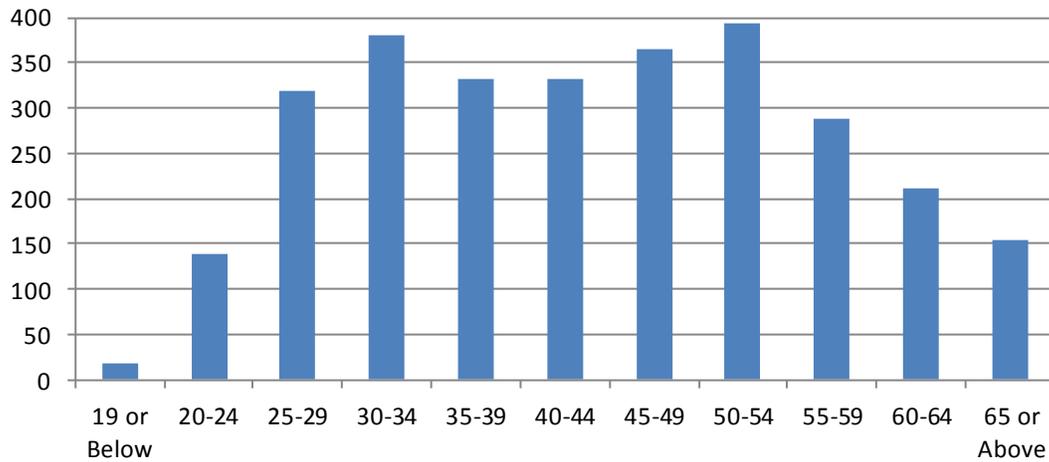




EMPLOYEE DEMOGRAPHICS

Almost three-quarters (71%) of the City's workforce is between the ages of 30 and 59 years old.

Regular Employees by Age Distribution





Accountable, Effective & Well-Managed Government

Focus Area All Funds Budget - \$155,013,551

Department	All Funds Departmental Budget
Office of the City Attorney	\$2,866,163
City Clerk and Clerk of Council	\$445,562
City Council	\$526,434
City Manager	\$2,464,732
Communications and Public Information	\$1,306,061
Finance Department	\$13,908,066
Department of General Services	\$14,392,341
Human Resources	\$3,512,923
Information Technology Services	\$10,536,499
Office of Internal Audit	\$315,991
Office of Management and Budget	\$1,301,434
Non Departmental (City Memberships, Insurance, Debt Service, Employee Compensation, Contingent Reserve, Response to Emergencies)	\$101,401,094
Office of Performance and Accountability	\$622,641
Office of Voter Registration & Elections	\$1,413,610

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...

- **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...

- **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...

- **Ensure fiscal strength of the city government**

Office of the City Attorney



The City Attorney is appointed by the City Council and is the legal advisor to the City Council, City Manager, and all departments, boards, commissions, and agencies of the City. The City Attorney renders opinions, on request; is responsible for drafting ordinances, deeds, affidavits, bonds, leases, and other legal papers; represents the City as counsel in civil cases; and institutes and prosecutes legal proceedings on behalf of the City.

Department Contact Info

703.746.3750

<http://alexandriava.gov/cityattorney>

Department Head

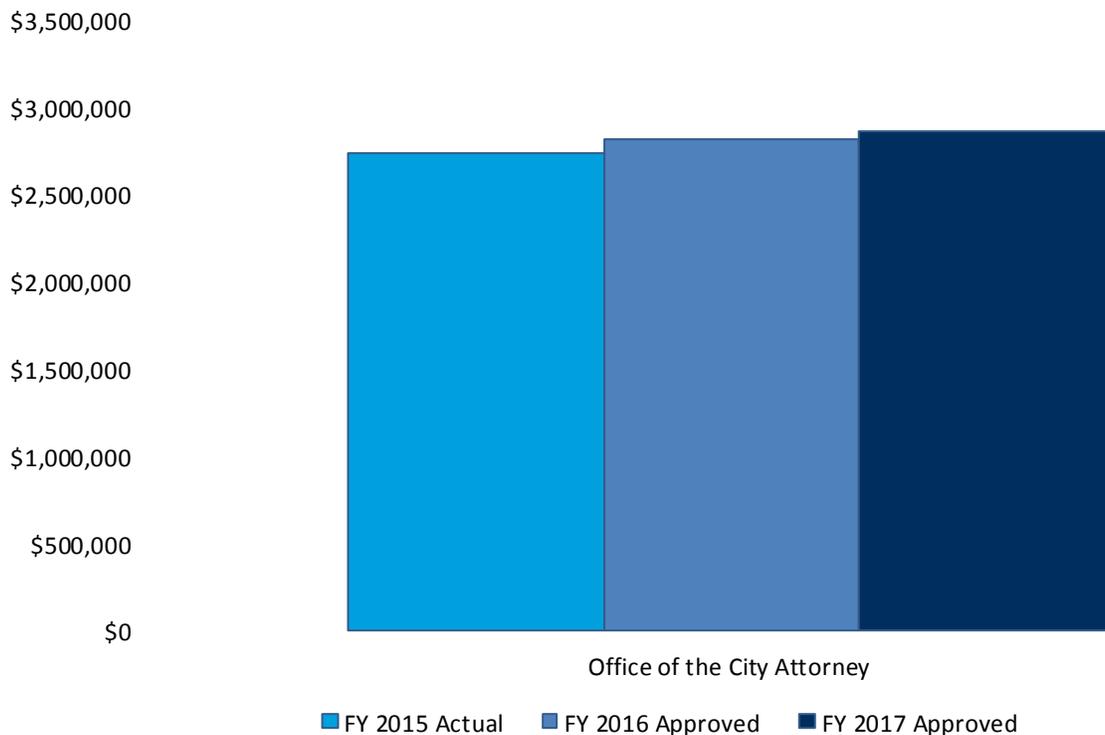
James L. Banks, Jr.

City Attorney

703.746.3750

james.banks@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





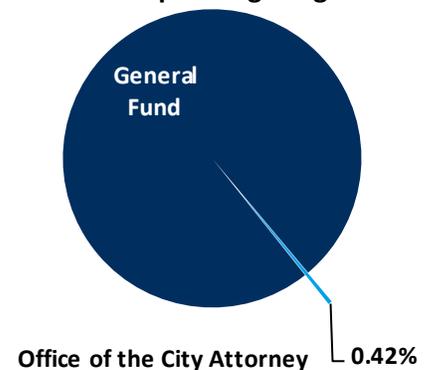
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$2,125,710	\$2,176,589	\$2,266,869	\$90,280	4.1%
Non-Personnel	\$619,271	\$647,794	\$599,294	(\$48,500)	-7.5%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,744,981	\$2,824,383	\$2,866,163	\$41,780	1.5%
Expenditures by Fund					
General Fund	\$2,744,981	\$2,824,383	\$2,866,163	\$41,780	1.5%
Total Expenditures	\$2,744,981	\$2,824,383	\$2,866,163	\$41,780	1.5%
Total Department FTEs	14.00	14.00	14.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The Office of the City Attorney’s overall FY 2017 budget is increasing by \$41,780 or 1.5% from FY 2016 levels. Personnel spending increases \$90,280 due to merit pay and benefit increases. Non-personnel expenditures are decreasing by \$48,500 due to reduction of outside counsel costs. FTE counts remain unchanged from FY 2016 levels.

Department Share of General Fund Operating Budget





OFFICE OF THE CITY ATTORNEY

Outcomes Supported: Ensure the City government is accountable to the community

Lines of Business

Goals

Mitigate Legal Liability | The City's laws and decisions are upheld by the court

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,125,710	\$2,176,589	\$2,266,869
Non-Personnel	\$619,271	\$647,794	\$599,294
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$2,744,981	\$2,824,383	\$2,866,163
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	14.00	14.00	14.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
Percent of cases successfully upheld by the court	-	-	-

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		14.00	\$2,824,383
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$92,999
[Continued on next page]			



Office of the City Attorney

OFFICE OF THE CITY ATTORNEY

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Mitigate Legal Liability	Reduction of outside counsel costs. This reduction may impact the Office's ability to respond to unexpected contingencies depending on caseload in FY 2017.	0.00	(\$51,219)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		14.00	\$2,866,163

City Clerk & Clerk of Council



The City Clerk is appointed by Council and serves as its secretary. The Clerk prepares and distributes the docket for Council meetings and keeps minutes. The City Clerk keeps a record of the proceedings of meetings of Council and keeps a record of all approved ordinances and resolutions and reports presented to Council for consideration. All of these records are public records and open to inspection. The Office of the City Clerk is responsible for the production and distribution of dockets and supporting materials for Council meetings.

Department Contact Info

703.746.4550

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

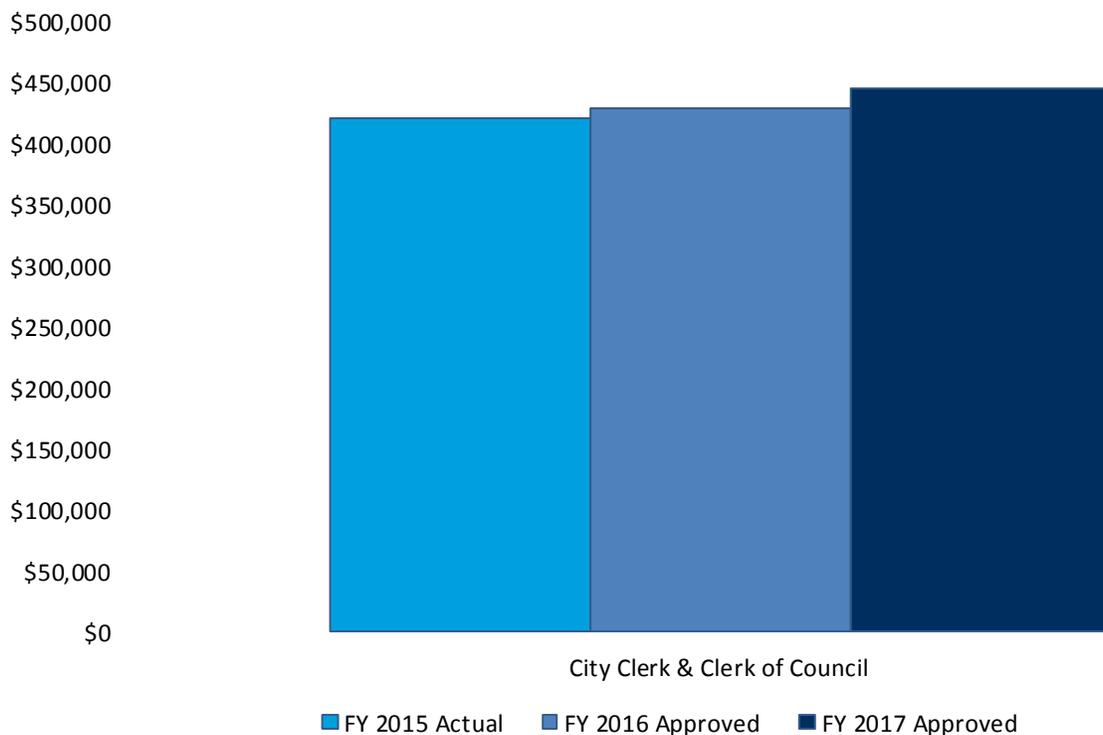
Department Head

Jackie Henderson, City Clerk & Clerk of Council

703.746.3975

Jackie.Henderson@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





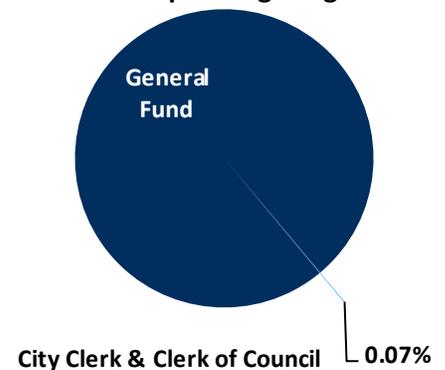
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$391,231	\$392,410	\$407,634	\$15,224	3.9%
Non-Personnel	\$29,283	\$37,032	\$37,928	\$896	2.4%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$420,514	\$429,442	\$445,562	\$16,120	3.8%
Expenditures by Fund					
General Fund	\$420,514	\$429,442	\$445,562	\$16,120	3.8%
Total Expenditures	\$420,514	\$429,442	\$445,562	\$16,120	3.8%
Total Department FTEs	3.00	3.00	3.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

There are no major changes to the City Clerk & Clerk of Council in the FY 2017 budget. Personnel spending increases \$15,224 due to merit pay increases and benefits. There are no major changes to the level of funding for non-personnel expenditures. FTE counts remain unchanged from FY 2016 levels.

Department Share of General Fund Operating Budget





CITY CLERK & CLERK OF COUNCIL

Outcomes Supported: Achieve results that the community values

Lines of Business

N/A | N/A

Goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$391,231	\$392,410	\$407,634
Non-Personnel	\$29,283	\$37,032	\$37,928
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$420,514	\$429,442	\$445,562
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	3.00	3.00	3.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures	<i>None</i>		

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$429,442
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$16,120
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$445,562

City Council



The Alexandria City Council is composed of a Mayor and six Council members who are elected at-large for three-year terms. The Mayor, who is chosen on a separate ballot, presides over meetings of the Council and serves as the ceremonial head of government. Council members traditionally choose the person receiving the most votes in the election to serve as Vice Mayor. The Council's functions include, but are not limited to: reviewing and approving the annual budget; establishing long and short-term objectives & priorities for the City; establishing tax rates and borrowing funds; passing ordinances and resolutions; responding to constituent needs and complaints; and representing the community.

Department Contact Info

703.746.4500

<http://alexandriava.gov/Council>

City Council Members

Allison Silberberg, Mayor

Justin M. Wilson, Vice Mayor

Willie F. Bailey, Councilman

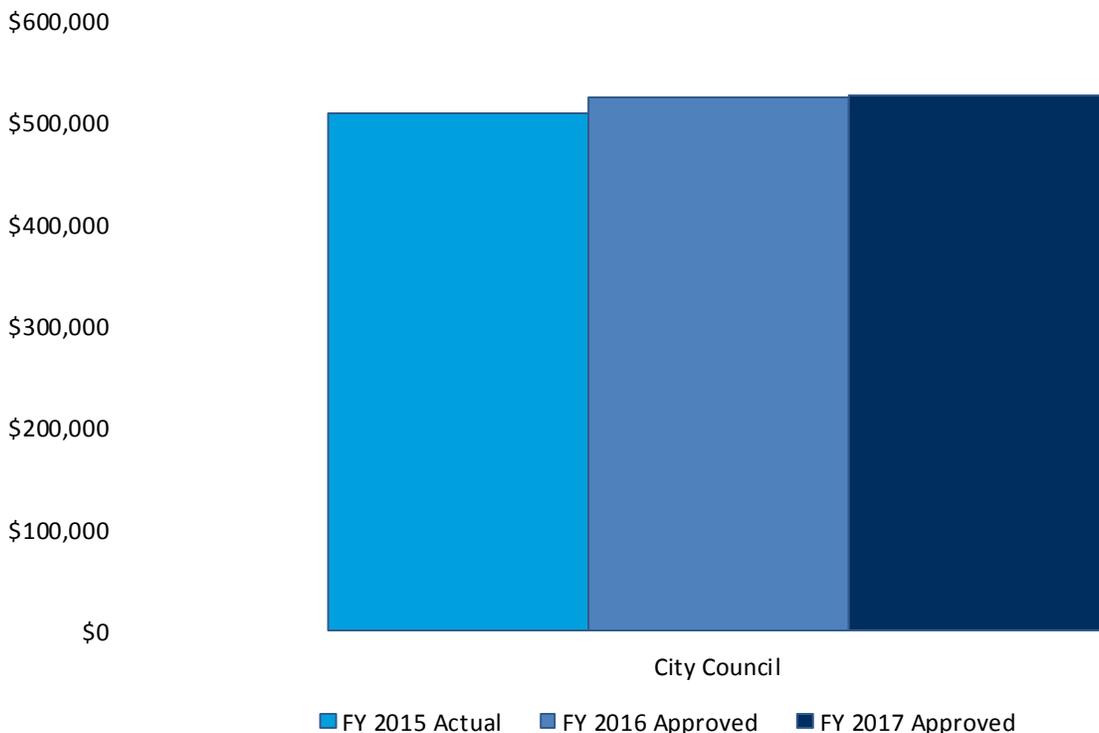
John Taylor Chapman, Councilman

Timothy B. Lovain, Councilman

Redella S. "Del" Pepper, Councilwoman

Paul C. Smedberg, Councilman

ALL FUNDS SUMMARY BY PROGRAM





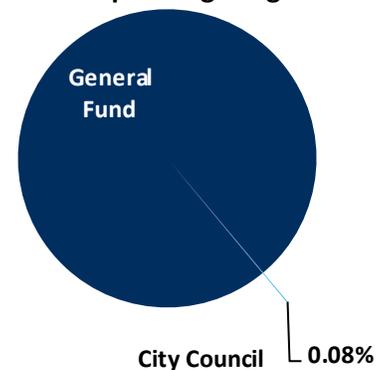
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$452,446	\$458,420	\$459,010	\$590	0.1%
Non-Personnel	\$56,226	\$65,771	\$67,424	\$1,653	2.5%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$508,673	\$524,191	\$526,434	\$2,243	0.4%
Expenditures by Fund					
General Fund	\$508,673	\$524,191	\$526,434	\$2,243	0.4%
Total Expenditures	\$508,673	\$524,191	\$526,434	\$2,243	0.4%
Total Department FTEs	1.00	1.00	1.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

There are no major changes to the City Council’s FY 2017 budget. Personnel spending increases \$590 due to merit pay increases and benefits. Non-personnel expenditures increase by \$1,653 or 2.5% due to increases to internal services costs such as telecommunications. FTE count remains unchanged at FY 2016 levels.

Department Share of General Fund Operating Budget





CITY COUNCIL

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$452,446	\$458,420	\$459,010
Non-Personnel	\$56,226	\$65,771	\$67,424
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$508,673	\$524,191	\$526,434
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	1.00	1.00	1.00

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$524,191
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with minor personnel related adjustments and non-personnel adjustments to internal services costs, including telecommunications, printing/photocopying, and CityWorks license fee costs.	0.00	\$2,243
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$526,434

City Manager



The Alexandria City Manager is appointed by the City Council to be the chief administrative officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of the annual operating and capital budgets and periodic financial and administrative reports as may be required for submission to the City Council. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial, and school positions, as well as those employees in the City Attorney's Office and the Office of City Clerk/Clerk of Council.

Department Contact Info

703.746.4300

www.alexandriava.gov/citymanager

Department Head

Mark B. Jinks

City Manager

ALL FUNDS SUMMARY BY PROGRAM





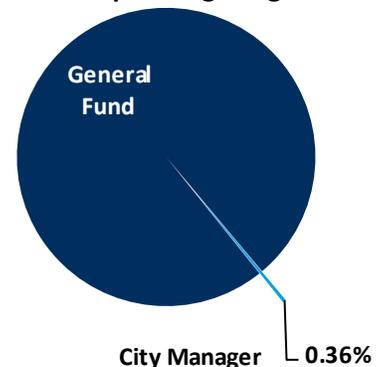
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$2,040,860	\$2,189,795	\$2,285,528	\$95,733	4.4%
Non-Personnel	\$136,015	\$174,119	\$179,204	\$5,085	2.9%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,176,874	\$2,363,914	\$2,464,732	\$100,818	4.3%
Expenditures by Fund					
General Fund	\$2,176,874	\$2,363,914	\$2,464,732	\$100,818	4.3%
Total Expenditures	\$2,176,874	\$2,363,914	\$2,464,732	\$100,818	4.3%
Total Department FTEs	15.50	14.50	14.50	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

There are no major changes to the City Manager’s FY 2017 budget. Personnel spending increases by \$95,733 due to merit pay and benefit increases, as well as several minor position reclassifications. There is no significant change to the level of funding for non-personnel expenditures. FTE count remains unchanged at FY 2016 levels.

Department Share of General Fund Operating Budget





ORGANIZATIONAL LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
 Ensure the City government is accountable to the community

Lines of Business	Goals
Call.Click.Connect	The City responds to requests and questions accurately and within a timely manner
Civic Engagement	Departments use the What's Next Civic Engagement guidelines to promote respect, diversity and participation from the community
Strategic Planning and Policy Development	City staff recommendations are approved by the City Council; Progress is made toward achieving department goals and strategies; The City Manager's Office vision, priorities, and direction is clearly understood by employees

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$2,040,860	\$2,189,795	\$2,285,528
Non-Personnel	\$136,015	\$174,119	\$179,204
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$2,176,874	\$2,363,914	\$2,464,732
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	15.50	14.50	14.50

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of department headline indicators that maintained or improved year-to-year performance</i>	75.0%	78.0%	85.0%
<i>Percent of employees surveyed who believe they understand the City's strategic vision</i>	—	75.0%	100.0%
<i>Percent of City Council decisions that are informed by City recommendations</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		14.50	\$2,363,914
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$100,818
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		14.50	\$2,464,732

Communications & Public Information



The Office of Communications & Public Information fosters open, accountable and effective government by developing, coordinating and delivering meaningful and responsive communications for the community and for City employees.

Department Contact Info

703.746.3960

www.alexandriava.gov/Communications

Department Head

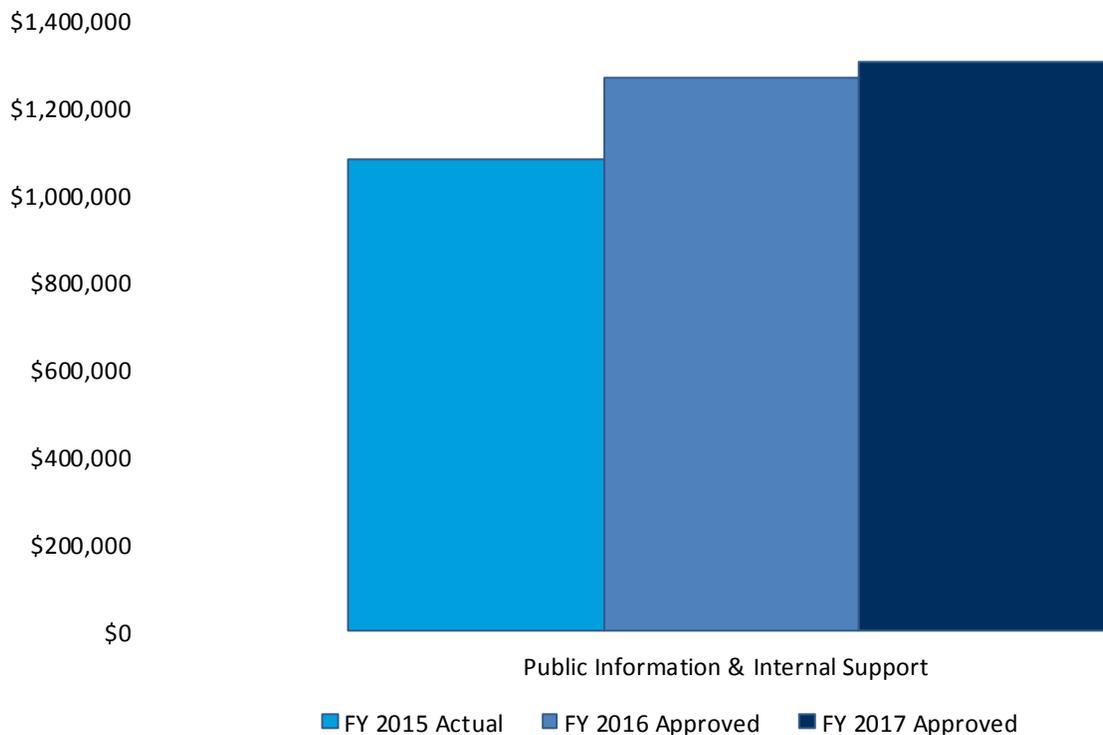
Craig Fifer

Director

703.746.3965

Craig.Fifer@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





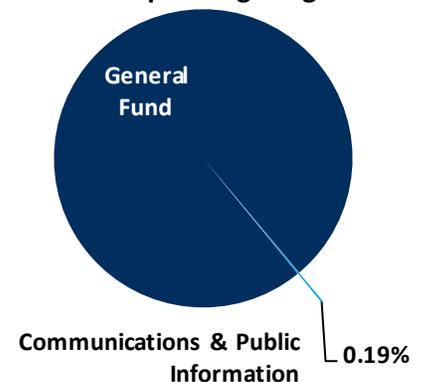
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$830,999	\$910,595	\$974,375	\$63,780	7.0%
Non-Personnel	\$251,379	\$360,753	\$331,686	-\$29,067	-8.1%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,082,378	\$1,271,348	\$1,306,061	34,713	2.7%
Expenditures by Fund					
General Fund	\$1,082,378	\$1,271,348	\$1,306,061	34,713	2.7%
Total Expenditures	\$1,082,378	\$1,271,348	\$1,306,061	34,713	2.7%
Total Department FTEs	14.00	7.00	7.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The Office of Communications and Public Information’s overall FY 2017 budget is increasing by \$34,713 or 2.7% from FY 2016 levels. Personnel increases of \$63,780 are due to merit pay and benefit increases, as well as several reclassifications that occurred in late FY 2015. There is a reduction of \$63,567 to decrease funding for contractor support for video production. The budget also proposes increasing funding by \$34,500 for an Enhanced Mass Notification System to significantly improve the City’s communications platform interface and features for public subscribers and internal staff. The FTE count remains unchanged at FY 2016 levels.

Department Share of General Fund Operating Budget





PUBLIC INFORMATION & INTERNAL SUPPORT

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Community Communications	Residents understand issues of importance related to City government
Employee Communications	Employees understand issues of importance in the workplace

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$830,999	\$910,595	\$974,375
Non-Personnel	\$251,379	\$360,753	\$331,686
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,082,378	\$1,271,348	\$1,306,061
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	14.00	7.00	7.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of City employees surveyed who indicate an understanding of issues of importance in the workplace</i>	-	75%	75%
<i>Percent of residents surveyed who indicate an understanding of issues of importance related to City government</i>	-	75%	75%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$1,271,348
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$63,780
[Continued on next page]			



Communications & Public Information

PUBLIC INFORMATION & INTERNAL SUPPORT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Community Communications	Reduce funding for contractor support for video production, which is currently used to set up equipment and record and edit footage. This will reduce the number of community events for which the City will record footage or provide in-kind video services, including Agenda Alexandria meetings.	0.00	(\$63,567)
Community Communications	Increase funding for an Enhanced Mass Notification System for the City of Alexandria. The new platform will significantly improve the interface and features for public subscribers and internal staff; increase cross-promotional opportunities between the 1,000 localities and government agencies that use the platform; allow the use of templates with engaging template design; and provide analytics about message penetration such as open rates and link tracking.	0.00	\$34,500
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$1,306,061

CITY OF ALEXANDRIA, VIRGINIA

Finance Department



The Department is responsible for the assessment, collection and enforcement of all City taxes; the management of cash flow and investments, accounting for and reporting the City's financial position, processing payroll, executing a fair and competitive procurement environment, assessing all real and personal property in the City, managing the City's risk and safety programs and managing the City's pension plans. The goal of the Finance Department is to treat all employees, citizens and business owners professionally, with fairness and compassion.

Department Contact Info

703.746.3900

www.alexandriava.gov/finance

Department Head

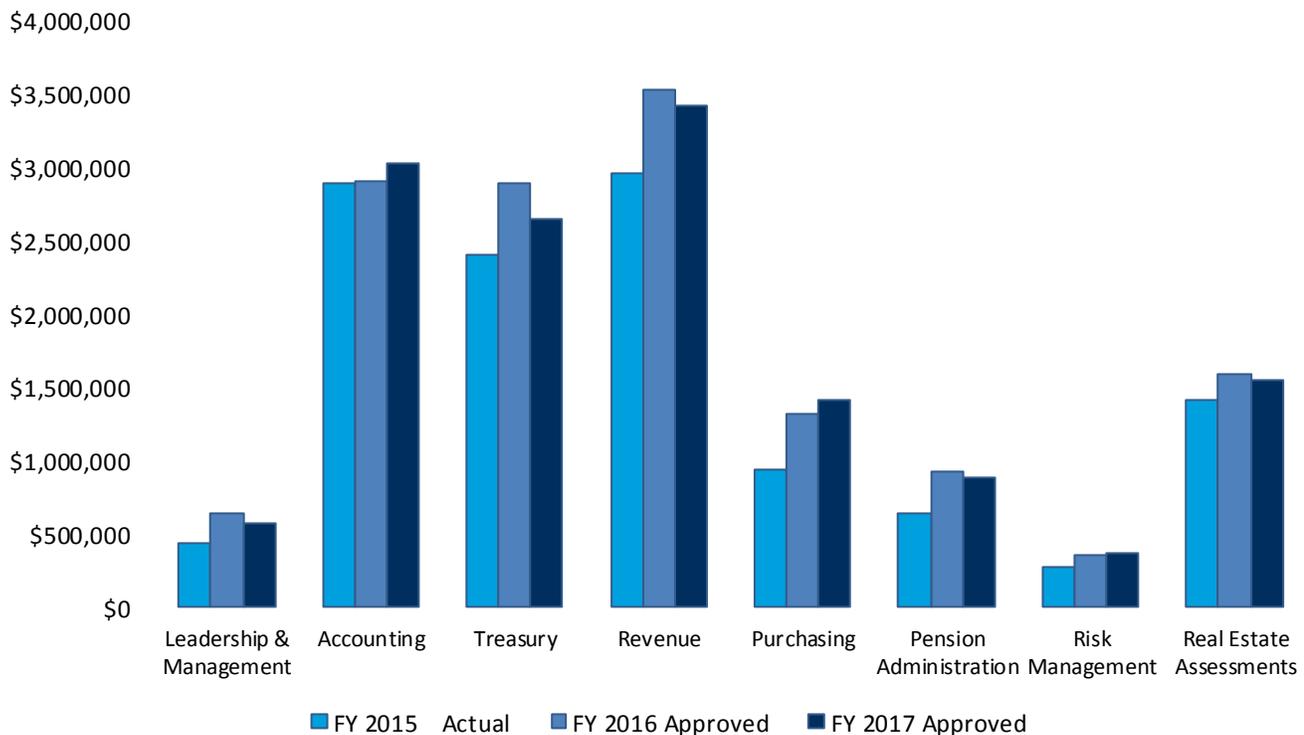
Kendel Taylor

Finance Director

703.746.3900

kendel.taylor@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





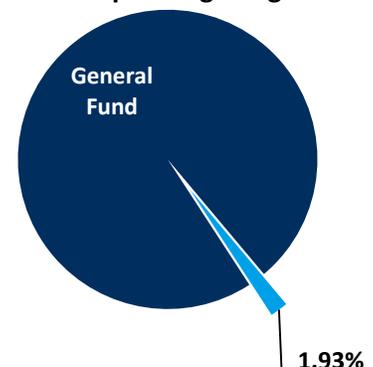
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$8,892,957	\$10,811,190	\$10,666,877	(\$144,313)	-1.3%
Non-Personnel	\$3,077,044	\$3,332,661	\$3,215,004	(\$117,657)	-3.5%
Capital Goods Outlay	\$8,089	\$26,185	\$26,185	\$0	0.0%
Interfund Transfer	\$2,224	-	-	\$0	N/A
Total Expenditures	\$11,980,314	\$14,170,036	\$13,908,066	(\$261,970)	-1.8%
Expenditures by Fund					
General Fund	\$11,420,143	\$13,356,917	\$13,098,449	(\$258,468)	-1.9%
Internal Service Fund	\$13,107	\$44,600	\$44,600	\$0	0.0%
Other Special Revenue Funds	\$547,065	\$768,519	\$765,017	(\$3,502)	-0.5%
Total Expenditures	\$11,980,314	\$14,170,036	\$13,908,066	(\$261,970)	-1.8%
Total Department FTEs	105.50	104.50	104.50	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for the Finance Department decreased by 1.8% or -\$261,970 from FY 2016 levels. Personnel costs decreased by 1.3% primarily due to a reduction of \$60,000 in overtime and an increase of \$100,000 in vacancy savings. Additionally, a Special Revenue Analyst position was added to manage non-General Fund revenues. The costs associated with the addition of the position are offset by the elimination of the Financial Operations Engineer position that was reassigned to Finance Department in FY 2014. Non-personnel costs are decreasing due to the reduction of funding for outside consultants, the reduced annual maintenance cost of parking enforcement handheld devices and \$16,000 of General Fund expenditures being shifted to the pension plan for the City's pension investment advisor and pension fund attorney.

Department Share of General Fund Operating Budget



CITY OF ALEXANDRIA, VIRGINIA
Finance Department



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$439,914	\$639,385	\$577,527	(\$61,858)	-9.7%
Accounting	\$2,895,787	\$2,909,015	\$3,025,662	\$116,647	4.0%
Treasury	\$2,407,499	\$2,897,568	\$2,654,053	(\$243,515)	-8.4%
Revenue	\$2,966,909	\$3,532,339	\$3,429,209	(\$103,130)	-2.9%
Purchasing	\$936,211	\$1,314,747	\$1,412,395	\$97,648	7.4%
Pension Administration	\$639,072	\$923,462	\$889,839	(\$33,623)	-3.6%
Risk Management	\$274,732	\$360,599	\$365,705	\$5,106	1.4%
Real Estate Assessments	\$1,420,190	\$1,592,921	\$1,553,677	(\$39,244)	-2.5%
Total Expenditures	\$11,980,314	\$14,170,036	\$13,908,066	-\$261,970	-1.8%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management*	3.00	3.15	3.65	0.50	15.9%
Accounting	21.40	20.20	20.45	0.25	1.2%
Treasury	17.50	18.50	16.50	(2.00)	-10.8%
Revenue*	31.30	30.18	30.85	0.67	2.2%
Purchasing	9.00	9.15	10.40	1.25	13.7%
Pension Administration	7.00	7.00	7.00	0.00	0.0%
Risk Management	2.30	2.32	2.65	0.33	14.2%
Real Estate Assessments	14.00	14.00	13.00	(1.00)	-7.1%
Total FTEs	105.50	104.50	104.50	0.00	0.0%

*Note: In FY 2015, two vacant positions in Revenue were reclassified to restore the Finance Director and Deputy Director of Finance Position.

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community value
 Ensure the fiscal strength of the City Government

<u>Lines of Business</u>	<u>Goals</u>
Citywide Financial Leadership	The City executes financial operations efficiently and accurately
Department Business Processes - Fiscal	Spend all Finance Department budgetary resources authorized by City Council within the appropriate fiscal year, without overspending
Department Business Processes - Non-Fiscal	Finance programs achieve performance goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$337,027	\$500,740	\$443,489
Non-Personnel	\$94,018	\$115,245	\$110,638
Capital Goods Outlay	\$6,645	\$23,400	\$23,400
Interfund Transfer	\$2,224	\$0	\$0
Total Expenditures	\$439,914	\$639,385	\$577,527
% of All Funds Departmental Budget	3.7%	4.5%	4.2%
Total Program FTEs	3.00	3.15	3.65

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of authorized budgetary resources spent within the appropriate fiscal year</i>	89.40%	95.00%	99.50%
<i>Percent of goal indicator targets met or exceeded</i>	-	-	100.00%
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	100.00%	100.00%	100.00%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		3.15	\$639,385
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	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), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, this adjustment includes a technical adjustment due to the reallocation of positions within the Department.	0.50	(\$11,858)
[Continued on next page]			



LEADERSHIP & MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Program-wide services	Vacancy savings of \$50,000 was included to reflect savings from historical turnover rates within the Leadership & Management Program.	0.00	(\$50,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		3.65	\$577,527

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



ACCOUNTING

Outcomes Supported: Ensure the fiscal strength of the City Government

Lines of Business

Goals

Financial Reporting, Accounting, and Reconciliation | Ensure compliance with fiscal regulations and best practices

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,983,149	\$2,023,162	\$2,090,784
Non-Personnel	\$912,638	\$883,068	\$932,093
Capital Goods Outlay	\$0	\$2,785	\$2,785
Total Expenditures	\$2,895,787	\$2,909,015	\$3,025,662
% of All Funds Departmental Budget	24.2%	20.5%	21.8%
Total Program FTEs	21.40	20.20	20.45
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of Government Finance Officers Association (GFOA) standards met on financial reporting</i>	100.00%	100.00%	100.00%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		20.20	\$2,909,015
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	A significant portion of the increase is due to the reallocation of positions within the Department.	0.25	\$165,208
[Continued on the next page]			

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



ACCOUNTING

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]			
Service / Line of Business	Description	FTE Impact	Cost Modification
Program-wide services	Elimination of the Financial Operations Engineer position. In FY 2014, this position was reassigned to the Finance Department to focus on education and training of financial and operations staff to ensure the success of implementing the City's financial and human resources software.	(1.00)	(\$161,503)
Program-wide services	Addition of a Special Revenue Analyst to manage non-General Fund revenues of over \$120 million and to ensure compliance with State and Federal reimbursement regulations as well as the requirements of various third party payers. This position will also assist departments with tracking and reporting of restricted revenues (Northern Virginia Transportation Authority (NVTA), Potomac Yard Special Tax District) and other complex third party financing agreements/reimbursements such as Virginia Transportation Infrastructure Bank (VTIB), Transportation Infrastructure Finance and Innovation Act (TIFIA), and Federal Emergency Management Agency (FEMA).	1.00	\$112,942
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		20.45	\$3,025,662

CITY OF ALEXANDRIA, VIRGINIA
 Finance Department



TREASURY

Outcomes Supported: Ensure the fiscal strength of the City Government

<u>Lines of Business</u>	<u>Goals</u>
Payment Processing (Accounts Receivable)	All payments to the City are processed efficiently and accurately
Tax Billing	Taxpayers receive their accurate tax liability
Cash Management and Investment	City funds are managed safely with a reasonable rate of return

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,651,313	\$1,806,886	\$1,638,661
Non-Personnel	\$755,250	\$1,090,682	\$1,015,392
Capital Goods Outlay	\$936	\$0	\$0
Total Expenditures	\$2,407,499	\$2,897,568	\$2,654,053
% of All Funds Departmental Budget	20.1%	20.4%	19.1%
Total Program FTEs	17.50	18.50	16.50
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of accurate tax billings</i>	100.00%	100.00%	100.00%
<i>Percent of tax payments processed accurately</i>	100.00%	100.00%	100.00%
<i>Rate of return on City funds invested</i>	0.53%	0.55%	0.50%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		18.50	\$2,897,568
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	A significant portion of this decrease is due to the reallocation of positions within the Department.	(2.00)	(\$168,515)
[Continued on next page]			



TREASURY

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Program-wide services	The maintenance contract for operating the parking enforcement handheld device was reduced by \$75,000 to reflect annual anticipated expenditures. This reduction is not expected to impact service delivery.	0.00	(\$75,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		16.50	\$2,654,053

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



REVENUE

Outcomes Supported: Ensure the fiscal strength of the City Government

Lines of Business

Goals

Taxpayer Compliance | Ensure taxpayers are compliant with taxation laws and procedures

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,300,347	\$2,936,800	\$2,834,119
Non-Personnel	\$666,562	\$595,539	\$595,090
Total Expenditures	\$2,966,909	\$3,532,339	\$3,429,209
% of All Funds Departmental Budget	24.8%	24.9%	24.7%
Total Program FTEs	31.30	30.18	30.85
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of real estate and personal property taxes collected</i>	98.40%	99.00%	99.00%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		30.18	\$3,532,339
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.67	\$6,870
[Continued on the next page]			



REVENUE

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Program-wide services	Reduction in the overtime budget. This reduction would not have a significant impact on the core responsibilities of the Revenue Program but will increase the processing time of returns and filings during several peak periods.	0.00	(\$60,000)
Program-wide services	Vacancy savings of \$50,000 was included to reflect savings from historical turnover rates within the Revenue Program.	0.00	(\$50,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		30.85	\$3,429,209

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



PURCHASING

Outcomes Supported: Ensure the fiscal strength of the City Government

Lines of Business

Goals

Purchasing | City legally obtains required goods and services

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$604,085	\$1,051,818	\$1,188,444
Non-Personnel	\$331,618	\$262,929	\$223,951
Capital Goods Outlay	\$508	\$0	\$0
Total Expenditures	\$936,211	\$1,314,747	\$1,412,395
% of All Funds Departmental Budget	7.8%	9.3%	10.2%
Total Program FTEs	9.00	9.15	10.40
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of all city purchases that were legally obtained</i>	100.00%	100.00%	100.00%
<i>Number of purchasing training courses offered</i>	16	15	18
<i>Number of city employees trained in purchasing procedures</i>	90	125	150

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		9.15	\$1,314,747
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, this adjustment includes a technical adjustment due to the reallocation of positions within the Department.	1.25	\$147,648
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PURCHASING

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Program-wide services	Reduction of non-personnel cost for outside consultants to improve business processes. There is no service impact of this reduction as efforts to make the Purchasing operation more efficient will be reliant on available in-house staffing resources and expertise.	0.00	(\$50,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		10.40	\$1,412,395



PENSION ADMINISTRATION

Outcomes Supported: Ensure the fiscal strength of the City Government

Lines of Business

Goals

Pension Investment | City pension funds are sufficient to cover pension liabilities

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$573,925	\$836,673	\$820,132
Non-Personnel	\$65,147	\$86,789	\$69,707
Total Expenditures	\$639,072	\$923,462	\$889,839
% of All Funds Departmental Budget	5.3%	6.5%	6.4%
Total Program FTEs	7.00	7.00	7.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of pension funds that are financially sound</i>	100.00%	100.00%	100.00%
<i>Average rate of return on investment of pension assets</i>	12.56%	7.50%	7.50%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$923,462
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. programmatic budgeting of savings due to turnover, health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	(\$17,623)
[Continued on the next page]			



PENSION ADMINISTRATION

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Program-wide services	The costs of the City's pension investment advisor and pension fund attorney will now be fully funded by the pension fund and not the General Fund. This reduction represents a shift in the funding source and does not impact service delivery of the Pension Administrative Program.	0.00	(\$16,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$889,839



RISK MANAGEMENT

Outcomes Supported: Ensure the fiscal strength of the City Government

Lines of Business

Risk/Liability Management | Minimize the City's liability exposure

Goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$231,466	\$274,983	\$310,089
Non-Personnel	\$43,266	\$85,616	\$55,616
Total Expenditures	\$274,732	\$360,599	\$365,705
% of All Funds Departmental Budget	2.3%	2.5%	2.6%
Total Program FTEs	2.30	2.32	2.65
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of safety outreach initiatives and education sessions conducted</i>	162	160	160
<i>Dollar value of non-workers' compensation claims incurred in the fiscal year (in millions of dollars)</i>	\$0.04	\$1.40	\$2.00
<i>Number of workers' compensation claims in fiscal year</i>	221	189	175
<i>Dollar value of workers' compensation claims incurred in the fiscal year (in millions of dollars)</i>	\$0.76	\$0.75	\$0.75

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		2.32	\$360,599
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, this adjustment includes a technical adjustment due to the reallocation of positions within the Department.	0.33	\$35,106
[Continued on the next page]			



RISK MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Program-wide services	Reduction of non-personnel cost for consultants to develop a recertification process for employees with workers compensation claims to return to the workplace. There is no service impact of this reduction.	0.00	(\$30,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		2.65	\$365,705

CITY OF ALEXANDRIA, VIRGINIA
Finance Department



REAL ESTATE ASSESSMENT

Outcomes Supported: Ensure the fiscal strength of the City Government

Lines of Business

Goals

Real Estate Assessments | All real estate (real property) is assessed fairly and accurately

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,211,645	\$1,380,128	\$1,341,160
Non-Personnel	\$208,545	\$212,793	\$212,517
Total Expenditures	\$1,420,190	\$1,592,921	\$1,553,677
% of All Funds Departmental Budget	11.9%	11.2%	11.2%
Total Program FTEs	14.00	14.00	13.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Assessment to sales ratio (assessed value of property compared to the sale price; calendar year)</i>	95%	94%	95%
<i>Number of residential properties assessed (calendar year)</i>	41,910	42,250	43,000
<i>Number of commercial properties assessed (calendar year)</i>	2,611	2,630	2,600

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		14.00	\$1,592,921
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, this adjustment includes a technical adjustment due to the reallocation of positions within the Department.	(1.00)	(\$39,244)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$1,553,677

Department of General Services



Our mission is to provide exceptional management of the City’s facilities, fleet, surplus real estate and other support services for all of our customers. The Department of General Services staff strives to provide both internal and external customers with unmatched services by responding to service requests in a timely manner, listening to our customers, and ensuring that our customers are satisfied with the resolution.

Department Contact Info

703.746.4770

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

Department Head

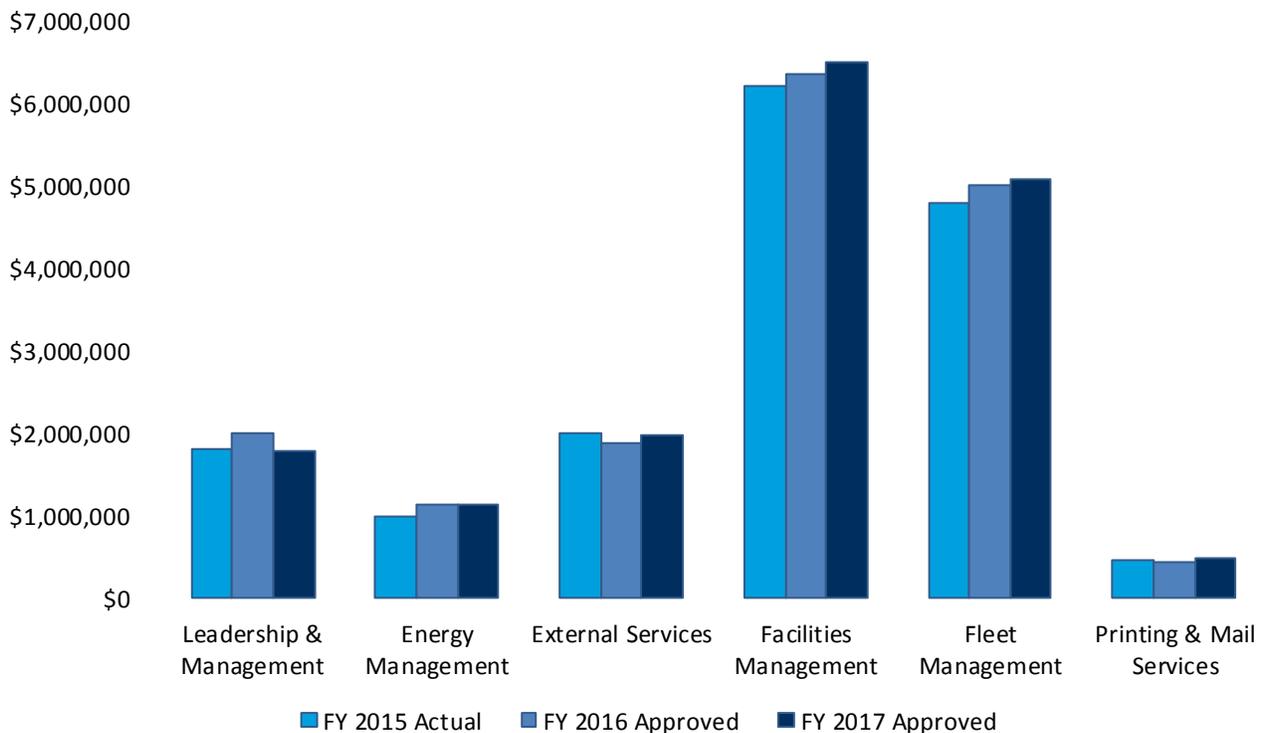
Jeremy McPike

Director

703.746.4770

jeremy.mcpike@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





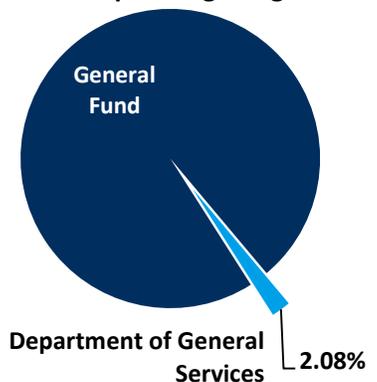
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$6,193,240	\$6,812,903	\$7,257,005	\$444,102	6.5%
Non-Personnel	\$7,561,617	\$7,250,695	\$6,956,045	-\$294,650	-4.1%
Capital Goods Outlay	\$2,134	\$155,000	\$179,291	\$24,291	15.7%
Depreciation	\$136,489	\$0	\$0	\$0	N/A
Total Expenditures	\$13,893,479	\$14,218,599	\$14,392,341	\$173,742	1.2%
Expenditures by Fund					
General Fund	\$13,709,257	\$14,013,599	\$14,093,050	\$79,451	0.6%
Internal Service	\$145,537	\$155,000	\$179,291	\$24,291	15.7%
Other Special Revenue	\$8,413	\$50,000	\$120,000	\$70,000	140.0%
Non Fiscal Year Grants	\$30,273	\$0	\$0	\$0	N/A
Total Expenditures	\$13,893,479	\$14,218,599	\$14,392,341	\$173,742	1.2%
Total Department FTEs	69.80	69.20	70.60	1.40	2.0%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for the Department of General Services increases by 1.2%, or \$173,742 over FY 2016 levels. Lease and fuel costs decrease for FY 2017. Growth was also offset by the elimination of a Fleet Services Technician position (-\$94,628), as current workload can be completed by existing staff. The Courthouse Filing Fee increases from \$2 to \$5. This increase will generate an additional \$70,000 in Other Special Revenue and thereby decrease General Fund money needed for courthouse maintenance. 0.4 FTE was added to assist with the administration of the SNAP/EBT program at the Old Town Farmers' Market. 1.0 FTE was added for facility preventative and capital maintenance and 1.0 FTE was added to assist with procurement functions.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Facilities Management Program	Reduce the City Hall security guard contract. This reduction may decrease the number of security guards under contract from two to one and reduce the level of security provided at City Hall.	0.00	(\$33,870)
Leadership and Management Program	Reduce funding for real estate analysis consultants. This reduction may impact the ability to hire consultants to perform real estate analysis, assessments, and studies for City owned properties.	0.00	(\$150,000)
Fleet Management Program	Elimination of Fleet Services Technician position. This reduction is in line with demand, as current workload can be completed by existing staff.	(1.00)	(\$94,628)
Facilities Management Program	Eliminate space planning budget. By eliminating the space planning budget, departments requiring space planning services may need to incur the associated costs.	0.00	(\$76,000)
Facilities Management Program	Addition of 1 Building Engineer I position. This position will provide the additional resources required to perform preventative and capital maintenance and repairs on building systems.	1.00	\$67,476
Leadership & Management Program	Addition of 1 Purchasing Technician. This position will process the large quantity of requisitions, purchase orders, liquidations, change orders and other procurement functions.	1.00	\$71,786
External Services Program	Addition of 0.4 FTE SNAP/EBT Coordinator. This position assists with the administration of the SNAP/EBT program at the Old Town Farmers' Market.	0.40	\$15,812
Facilities Management Program	Installation an ADA compliant door at the Cameron Street entrance to City Hall.	0.00	\$10,200



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$1,802,553	\$1,988,085	\$1,778,020	(\$210,065)	-10.6%
Energy Management	\$991,668	\$1,118,383	\$1,140,585	\$22,202	2.0%
External Services	\$2,001,227	\$1,867,506	\$1,964,107	\$96,601	5.2%
Facilities Management	\$6,227,706	\$6,352,210	\$6,511,040	\$158,830	2.5%
Fleet Management	\$4,797,421	\$5,008,117	\$5,092,465	\$84,348	1.7%
Printing & Mail Services	\$466,344	\$437,218	\$474,646	\$37,428	8.6%
Less Recovered Costs For Fleet Management	(\$2,206,857)	(\$2,388,270)	(\$2,403,872)	(\$15,602)	0.7%
Less Recovered Costs for Printing Services	(\$186,584)	(\$164,650)	(\$164,650)	\$0	0.0%
Total Expenditures	\$13,893,479	\$14,218,599	\$14,392,341	\$173,742	1.2%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	9.75	9.75	10.75	1.00	10.3%
Energy Management	2.60	3.00	3.00	0.00	0.0%
External Services	0.00	0.00	0.40	0.40	0.0%
Facilities Management	35.45	34.45	35.45	1.00	2.9%
Fleet Management	18.00	18.00	17.00	(1.00)	-5.6%
Printing & Mail Services	4.00	4.00	4.00	0.00	0.0%
Total FTEs	69.80	69.20	70.60	1.40	2.0%



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
 Ensure the fiscal strength of the City Government

Lines of Business	Goals
Department Business Processes—Fiscal	Department of General Services (DGS) spends all budgetary resources authorized by City Council within the appropriate fiscal year, without overspending
Department Business Processes—Non-Fiscal	Department of General Services (DGS) programs achieve performance goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,201,806	\$1,180,289	\$1,282,691
Non-Personnel	\$464,258	\$652,796	\$316,038
Capital Goods Outlay	\$0	\$155,000	\$179,291
Depreciation	\$136,489	\$0	\$0
Total Expenditures	\$1,802,553	\$1,988,085	\$1,778,020
% of All Funds Departmental Budget	12.8%	14.0%	12.4%
Total Program FTEs	9.75	9.75	10.75
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of authorized budgetary resources spent within the appropriate fiscal year</i>	98.9%	100.0%	100.0%
<i>Percent of department strategy indicators that improved (annual; applicable strategies only)</i>	62.0%	80.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		9.75	\$1,988,085
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources and capital goods outlay. The non-personnel budget decreases due to a new lease agreement for FY 2017 with no service impact.	0.00	(\$131,851)
[Continued on next page]			



LEADERSHIP & MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
Leadership & Management Program	Addition of 1 Purchasing Technician. This position will process the large quantity of requisitions, purchase orders, liquidations, change orders and other procurement functions.	1.00	\$71,786
Leadership and Management Program	Reduce funding for real estate analysis consultants. This reduction may impact the ability to hire consultants to perform real estate analysis, assessments, and studies for City owned properties.	0.00	(\$150,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		10.75	\$1,778,020



Outcomes Supported: Achieve results that the community values; Ensure the fiscal strength of the City Government; Improve the City's air quality; Reduce harm to people or property from disasters

<u>Lines of Business</u>	<u>Goals</u>
Utility Procurement and Management	Utility bills paid in minimal time and without error
City Operations Energy Management	City government minimizes energy use in City facilities and fleet.
Community Energy Management	Community residents and businesses implement energy savings retrofits
City Government Electrical Infrastructure Management	City government facilities have uninterrupted electrical service from electrical system deficiencies
City Government Energy Assurance and Reliability	City government facilities have uninterrupted electrical service from utility outages as provided by back-up generators
Utility Regulatory and Policy Affairs	Provide guidance and policy choices to City Council and City Manager for energy conservation

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$148,452	\$250,914	\$252,746
Non-Personnel	\$843,217	\$867,469	\$887,839
Total Expenditures	\$991,668	\$1,118,383	\$1,140,585
% of All Funds Departmental Budget	7.7%	7.9%	7.9%
Total Program FTEs	2.60	3.00	3.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of recommendations on energy and environmental issues provided to City Council and the City Manager</i>	0.00	2.00	3.00
<i>Total City government energy use (million BTUs) in City facilities</i>	209.10	207.00	202.52

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$1,118,383
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$22,202
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$1,140,585



EXTERNAL SERVICES

Outcomes Supported: Achieve results that the community values
Promote neighborhoods that are amenity-rich

Lines of Business	Goals
Animal Shelter Management	Promote adoptions, animal welfare, and responsible pet ownership in the community
Parking Facility Management	Maximize utilization of City-owned parking garages and surface lots
Farmers Market Management	Ensure the maximum number of local food and art vendors are available at the Old Town Farmers' Market each week

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$13,024	\$0	\$53,870
Non-Personnel	\$1,988,202	\$1,867,506	\$1,910,237
Total Expenditures	\$2,001,226	\$1,867,506	\$1,964,107
% of All Funds Departmental Budget	14.2%	13.1%	13.6%
Total Program FTEs	0.00	0.00	0.40
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of adopted animals that are returned within 30 days of adoption</i>	4.0%	4.0%	4.0%
<i>Percent of vendor spaces filled at the Old Town Farmers' Market each week</i>	96.0%	95.0%	100.0%
<i>Percent of parking spaces in City-owned garages and lots that are utilized (daily average sold spaces)</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,867,506
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$80,789
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EXTERNAL SERVICES

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
External Services Program	Addition of 0.4 FTE SNAP/EBT Coordinator. This position assists with the administration of the SNAP/EBT program at the Old Town Farmers' Market.	0.40	\$15,812
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.40	\$1,964,107



FACILITIES MANAGEMENT

Outcomes Supported: Achieve results that the community values

Lines of Business

Building repair and maintenance

Goals

City-owned buildings are in good condition

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$3,065,699	\$3,463,228	\$3,653,150
Non-Personnel	\$3,162,008	\$2,888,982	\$2,857,890
Total Expenditures	\$6,227,706	\$6,352,210	\$6,511,040
% of All Funds Departmental Budget	44.3%	44.7%	45.2%
Total Program FTEs	35.45	34.45	35.45
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of City-owned building square footage that is rated in good condition or better according to the Facility Condition Index (FCI) rating</i>	74.0%	70.0%	60.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		34.45	\$6,352,210
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$191,024
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FACILITIES MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
Facilities Management Program	Reduce the City Hall Security Guard Contract. This reduction may decrease the number of security guards under contract from two to one and reduce the level of security provided at City Hall.	0.00	(\$33,870)
Facilities Management Program	Eliminate space planning budget. By eliminating the space planning budget, departments requiring space planning services may need to incur the associated costs.	0.00	(\$76,000)
Facilities Management Program	Addition of 1 Building Engineer I position. This position will provide the additional resources required to perform preventative and capital maintenance and repairs on building systems.	1.00	\$67,476
Facilities Management Program	Installation of an ADA compliant door at the Cameron Street entrance to City Hall.	0.00	\$10,200
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		35.45	\$6,511,040



FLEET MANAGEMENT

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Fuel Management	City departments have access to fuel during all hours
Fleet Management	Vehicles and equipment assigned to City departments are in service and operational to sup-

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,452,125	\$1,618,955	\$1,680,102
Non-Personnel	\$3,345,297	\$3,389,162	\$3,412,363
Less Recovered Costs for Fleet Management	(\$2,206,857)	(\$2,388,270)	(\$2,403,872)
Total Expenditures	\$2,590,565	\$2,619,847	\$2,688,593
% of All Funds Departmental Budget	18.4%	18.4%	18.7%
Total Program FTEs	18.00	18.00	17.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of working hours that fuel is available for City department use</i>	99.0%	99.0%	100.0%
<i>Percent of fleet vehicles and equipment that are in service (monthly average)</i>	92.0%	93.0%	95.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		18.00	\$2,619,847
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$163,374
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FLEET MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Fleet Management Program	Elimination of Fleet Services Technician position. This reduction is in line with demand, as current workload can be completed by existing staff.	(1.00)	(\$94,628)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		17.00	\$2,688,593



PRINTING & MAIL SERVICES

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Print Services	City employees receive all critical print jobs within time targets
Mail Services	City employees have City mail services that meet their work needs

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$312,134	\$299,518	\$334,446
Non-Personnel	\$154,211	\$137,700	\$140,200
Less Recovered Costs for Printing Services	(\$186,584)	(\$164,650)	(\$164,650)
Total Expenditures	\$279,760	\$272,568	\$309,996
% of All Funds Departmental Budget	2.0%	1.9%	2.2%
Total Program FTEs	4.00	4.00	4.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of City employees who rate the quality of mail services as satisfactory or better</i>	95.0%	98.0%	100.0%
<i>Percent of critical print jobs received by employees by scheduled delivery time</i>	99.0%	99.0%	99.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$272,568
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources, and capital goods outlay.	0.00	\$37,428
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$309,996

Human Resources



The mission of the Human Resources Department is to be a fair, objective, and strategic partner with the stakeholders of the City of Alexandria, striving for excellence in the work that we do. We support the City in all efforts to recruit, retain and motivate its greatest asset – employees.

Department Contact Info

703.746.3777

www.alexandriava.gov/hr

Department Head

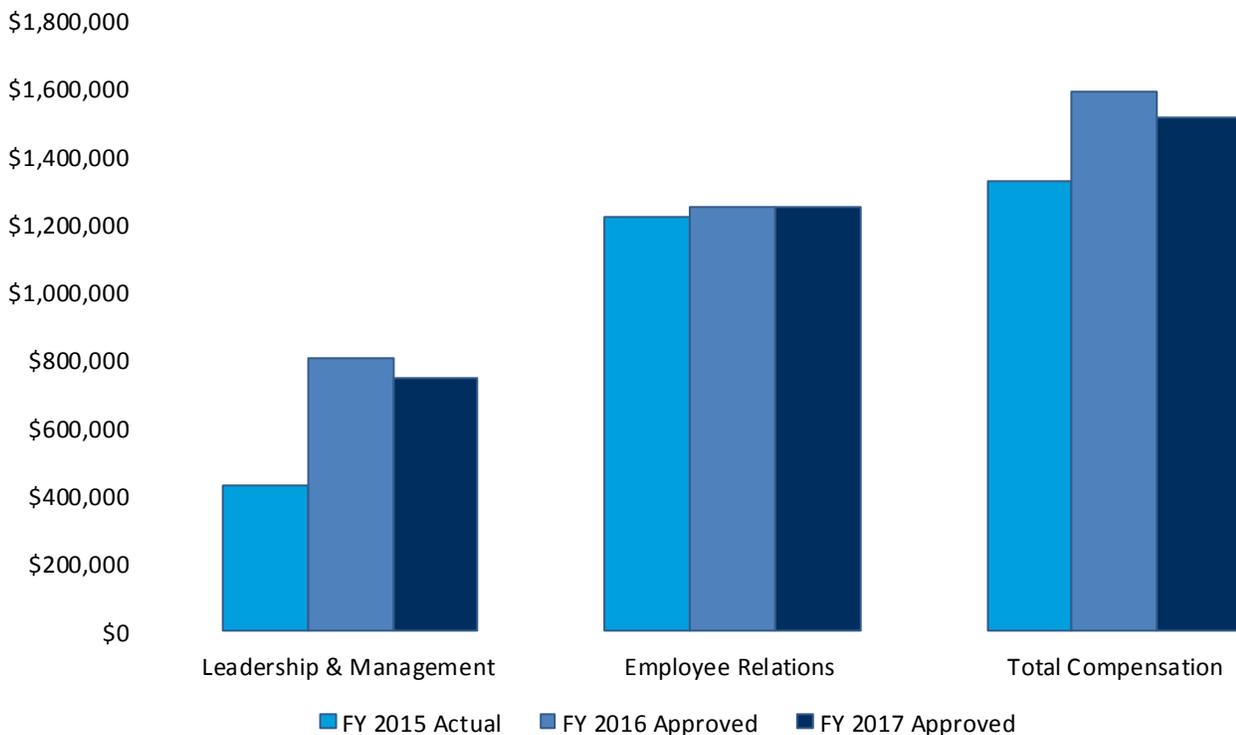
Steve Mason

Acting Director

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Steve.mason@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





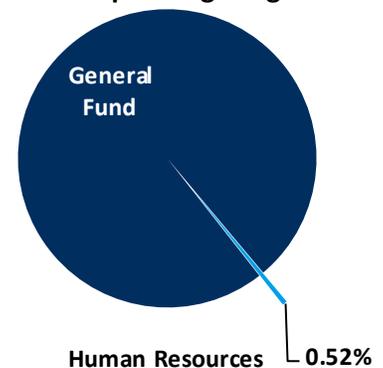
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$2,272,414	\$2,858,915	\$2,789,040	(\$69,875)	-2.4%
Non-Personnel	\$712,461	\$794,646	\$723,883	(\$70,763)	-8.9%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,984,875	\$3,653,561	\$3,512,923	(\$140,638)	-3.8%
Expenditures by Fund					
General Fund	\$2,984,875	\$3,653,561	\$3,512,923	(\$140,638)	-3.8%
Total Expenditures	\$2,984,875	\$3,653,561	\$3,512,923	(\$140,638)	-3.8%
Total Department FTEs	24.00	24.00	23.00	(1.00)	-4.2%

FISCAL YEAR HIGHLIGHTS

The overall Department of Human Resources FY 2017 budget is decreasing by \$140,938 or -3.8%. Personnel increases due to merit pay increases and benefits are offset by expenditure reductions in the department. The FTE count is reduced by 1.00 FTE compared to FY 2016 levels resulting from the elimination of a vacant Human Resources Information System (HRIS) Manager position, a reduction of \$159,628. The FY 2017 budget also reduces \$55,000 in one time funding for an Administrative Regulations re-write project. Additionally, the budget reduces funding for the wellness program by \$42,000 due to numerous robust wellness initiatives now being provided by our healthcare contractors (Kaiser and United Healthcare). Other non-personnel decreases include a reduction of \$12,200 in operational and recruitment costs to better align the department's budget with spending.

Department Share of General Fund Operating Budget





PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$430,715	\$807,553	\$746,939	(\$60,614)	-7.5%
Employee Relations	\$1,224,637	\$1,251,120	\$1,250,352	(\$768)	-0.1%
Total Compensation	\$1,329,522	\$1,594,889	\$1,515,632	(\$79,257)	-5.0%
Total Expenditures	\$2,984,875	\$3,653,561	\$3,512,923	(\$140,638)	-3.8%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	5.00	5.00	5.00	0.00	0.0%
Employee Relations	8.25	8.00	7.00	(1.00)	-12.5%
Total Compensation	10.75	11.00	11.00	0.00	0.0%
Total FTEs	24.00	24.00	23.00	(1.00)	-4.2%



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
 Ensure the fiscal strength of the City Government

Lines of Business

Goals

Leadership - Non-Fiscal	Human Resources (HR) programs achieve their performance goals
Leadership - Fiscal	HR spends all budgetary resources authorized by City Council within the appropriate fiscal year, without overspending

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$371,551	\$753,371	\$698,487
Non-Personnel	\$59,164	\$54,182	\$48,452
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$430,715	\$807,553	\$746,939
% of All Funds Departmental Budget	14.4%	22.1%	21.3%
Total Program FTEs	5.00	5.00	5.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of authorized budgetary resources spent within the appropriate fiscal year</i>	99.0%	99.0%	99.0%
<i>Percent of HR's goal indicator targets met or exceeded</i>	81.0%	79.0%	79.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		5.00	\$807,553
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments and other fringe benefits), non-personnel resources (e.g. contract administration, rental and lease agreements), and capital goods outlay. Personnel costs decrease mainly due to the removal of \$55,000 in one-time funding for an A.R. re-write project in FY 2016. Non-personnel costs decrease due operational cost decreases.	0.00	(\$60,614)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		5.00	\$746,939



EMPLOYEE RELATIONS

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Employee Relations	The City has high performing employees that meet or exceed performance standards
Professional Development and Training	The City has high performing employees that meet or exceed performance standards
Recruitment	The City has high performing employees that meet or exceed performance standards

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$860,527	\$816,970	\$848,106
Non-Personnel	\$364,110	\$434,150	\$402,246
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,224,637	\$1,251,120	\$1,250,352
% of All Funds Departmental Budget	41.0%	34.2%	35.6%
Total Program FTEs	8.25	8.00	7.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of City employees that meet or exceed performance standards</i>	99.0%	90.0%	90.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		8.00	\$1,251,120
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, one position has been re-allocated from Employee Relations to Total Compensation. No service impact.	(1.00)	(\$768)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$1,250,352



TOTAL COMPENSATION

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Employee Benefits	The City of Alexandria has a healthy employee population
Employee Compensation	City compensation program attracts, retains, and motivates employees
Enterprise Resource Planning System Implementation	Enterprise Resource Planning System, Tyler MUNIS, captures all relevant City business processes

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,040,336	\$1,288,575	\$1,242,447
Non-Personnel	\$289,187	\$306,314	\$273,185
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,329,522	\$1,594,889	\$1,515,632
% of All Funds Departmental Budget	44.5%	43.7%	43.1%
Total Program FTEs	10.75	11.00	11.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of business processes that are captured in MUNIS</i>	0.0%	50.0%	50.0%
<i>Percent of city employees who voluntarily leave the City (turnover rate)</i>	9.0%	8.0%	8.0%
<i>Percent of total claims paid by the City-sponsored self-insured plans that are high-cost claims</i>	-	-	-

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,594,889
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, one position has been re-allocated to Total Compensation from Employee Relations. No service impact.	1.00	\$122,371
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TOTAL COMPENSATION

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
Enterprise Resource Planning System Implementation	Reduction of one vacant Human Resources Information System (HRIS) Manager position. Eliminating this position moves HR system updates back to ITS. The HR work being done within the system by existing HR staff will continue to be done at FY 2016 levels.	(1.00)	(\$159,628)
Employee Benefits	Reduction in Wellness Program funding. Many of the costs accrued are now covered by our healthcare contractors, Kaiser and United Healthcare. These programs include: flu shots, health screenings, and other various wellness initiatives. As a result, the City no longer has the same financial burden to provide robust wellness programs and initiatives. Additionally, the program is now handled in-house, creating a cost-savings for the City.	0.00	(\$42,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,515,632

Information Technology Services



The City's ITS Department is responsible for the centralized operation of the City's information technology services, support and IT infrastructure. The ITS Department is organized to provide a flexible, efficient and effective structure to manage information technology operations and investments to support the City's strategic goals, business processes and enterprise-wide information needs.

Department Contact Info

703.746.3001

www.alexandriava.gov/technology

Department Head

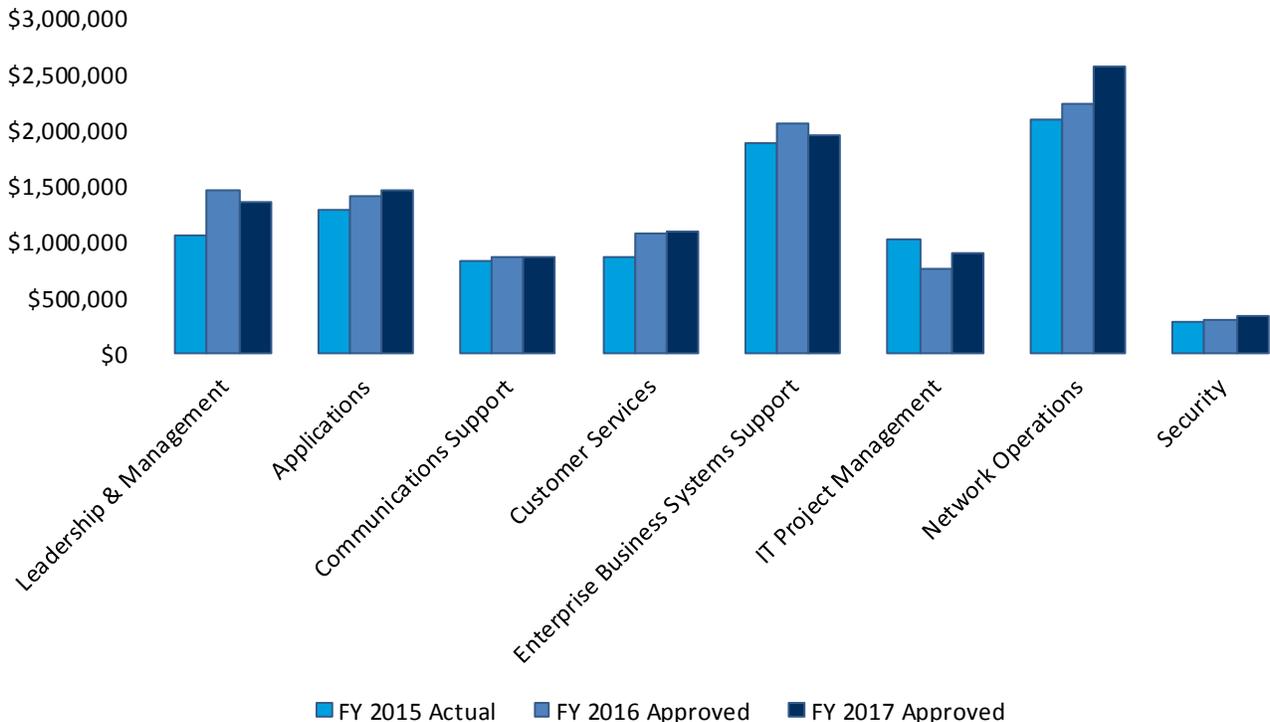
Laura Triggs

Acting Director and Chief Information Officer

703.746.4300

Laura.Triggs@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





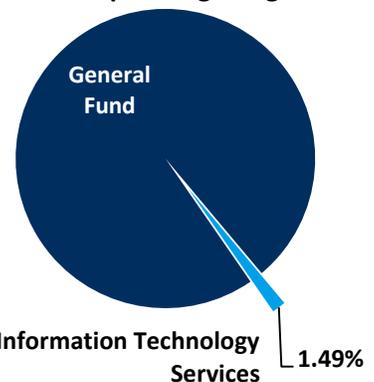
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$5,696,502	\$7,268,281	\$7,295,145	\$26,864	0.4%
Non-Personnel	\$3,626,163	\$2,905,167	\$3,208,118	\$302,951	10.4%
Capital Goods Outlay	\$0	\$0	\$33,236	\$33,236	N/A
Total Expenditures	\$9,322,666	\$10,173,447	\$10,536,499	\$363,052	3.6%
Expenditures by Fund					
General Fund	\$9,004,612	\$9,769,154	\$10,093,469	\$324,315	3.3%
Other Special Revenue	\$318,054	\$404,293	\$409,794	\$5,501	1.4%
Internal Service	\$0	\$0	\$33,236	\$33,236	N/A
Total Expenditures	\$9,322,666	\$10,173,447	\$10,536,499	\$363,052	3.6%
Total Department FTEs	58.00	58.00	56.00	-2.00	-3.4%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for the Department of Information and Technology Services increases by 3.6% or \$363,052 from FY 2016 levels. Much of this increase is due to maintaining the level of current service provided by the department. To offset this increase in the budget, one Administrative Analyst FTE and one Computer Programmer FTE were eliminated. One Business Analyst FTE was added to the FY 2017 Proposed Budget but eliminated in the Approved Budget.

Department Share of General Fund Operating Budget



Information Technology Services



Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Enterprise Business Systems	Eliminate Computer Programmer Analyst position. Existing staff, with some contract support, will handle day to day issues within the tax system that are currently addressed by the FTE proposed for elimination.	(1.00)	(\$73,000)
Leadership and Management	Eliminate Administrative Analyst position. This position assists the entire department in administrative and analytical duties.	(1.00)	(\$64,610)
Applications	Eliminate services for Geographic Information Systems Geographic Analysis and Research Interface (GIS GARI) that include information from various government and business resources integrated with GIS data to improve operational intelligence. As an alternative, the GIS will rely primarily on data provided at no cost through the US Census Bureau and America Community surveys.	0.00	(\$10,000)
Enterprise Business Systems Support	Eliminate Programming Support. This reduction may impact professional services used when a condition arises in an application that stops critical processing or when the application's customer base is majorly impacted.	0.00	(\$40,000)

Information Technology Services



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$1,050,264	\$1,454,911	\$1,349,199	(\$105,712)	-7.3%
Applications	\$1,286,267	\$1,405,126	\$1,462,293	\$57,167	4.1%
Communications Support	\$822,178	\$870,750	\$871,682	\$932	0.1%
Customer Services	\$871,209	\$1,080,286	\$1,087,695	\$7,409	0.7%
Enterprise Business Systems Support	\$1,884,427	\$2,063,154	\$1,956,353	(\$106,801)	-5.2%
IT Project Management	\$1,030,258	\$763,521	\$907,415	\$143,894	18.8%
Network Operations	\$2,093,240	\$2,239,441	\$2,571,497	\$332,056	14.8%
Security	\$284,823	\$296,258	\$330,365	\$34,107	11.5%
Total Expenditures	\$9,322,666	\$10,173,447	\$10,536,499	\$363,052	3.6%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	7.10	8.50	7.50	(1.00)	-11.8%
Applications	11.00	10.00	10.00	0.00	0.0%
Communications Support	4.50	4.50	4.50	0.00	0.0%
Customer Services	5.60	7.40	7.40	0.00	0.0%
Enterprise Business Systems Support	12.35	13.00	12.00	(1.00)	-7.7%
IT Project Management	6.25	4.75	4.75	0.00	0.0%
Network Operations	9.20	8.65	8.65	0.00	0.0%
Security	2.00	1.20	1.20	0.00	0.0%
Total FTEs	58.00	58.00	56.00	(2.00)	-3.4%



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
 Ensure the fiscal strength of the City Government

Lines of Business

Goals

Department Business Processes—Fiscal

Spends all budgetary resources authorized by City Council within the appropriate fiscal year, without overspending

Department Business Processes—Non-Fiscal

ITS programs achieve performance goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$726,515	\$1,174,639	\$1,027,634
Non-Personnel	\$323,749	\$280,272	\$288,329
Capital Goods Outlay	\$0	\$0	\$33,236
Total Expenditures	\$1,050,264	\$1,454,911	\$1,349,199
% of All Funds Departmental Budget	11.3%	14.3%	12.8%
Total Program FTEs	7.10	8.50	7.50
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of budgetary resources expended</i>	92.0%	100.0%	100.0%
<i>Percent of ITS's goal indicator targets met or exceeded</i>	73.0%	80.0%	95.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		8.50	\$1,454,911
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	(\$40,382)
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Information Technology Services



LEADERSHIP & MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Leadership and Management	Eliminate Administrative Analyst position. This position assists the entire department in administrative and analytical duties.	(1.00)	(\$64,610)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		7.50	\$1,349,919

Information Technology Services



APPLICATIONS

Outcomes Supported: Achieve results that the community values

<u>Lines of Business</u>	<u>Goals</u>
E-Gov	The community uses the City's website and finds it valuable
Geographic Information Systems (GIS)	GIS data and information meets the decision-making needs of City employees

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,065,226	\$1,159,228	\$1,227,193
Non-Personnel	\$221,040	\$245,898	\$235,100
Total Expenditures	\$1,286,266	\$1,405,126	\$1,462,293
% of All Funds Departmental Budget	13.8%	13.8%	13.9%
Total Program FTEs	11.00	10.00	10.00
	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of website visits (main City website only, in millions)</i>	3.44	3.50	4.00
<i>Percent of surveyed City employees who say that GIS data and information met their decision-making needs</i>	56.0%	60.0%	80.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		10.00	\$1,405,126
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$67,167
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APPLICATIONS

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Applications	Eliminate services for Geographic Information Systems Geographic Analysis and Research Interface (GIS GARI) that include information from various government and business resources integrated with GIS data to improve operational intelligence. As an alternative, the GIS will rely primarily on data provided at no cost through the US Census Bureau and America Community surveys.	0.00	(\$10,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		10.00	\$1,462,293



COMMUNICATIONS SUPPORT

Outcomes Supported: Achieve results that the community values

Lines of Business

Voice Communications

Goals

Employees have reliable access to telephone communication through the City telephone network

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$555,479	\$621,738	\$612,268
Non-Personnel	\$266,699	\$249,012	\$259,414
Total Expenditures	\$822,178	\$870,750	\$871,682
% of All Funds Departmental Budget	8.8%	8.6%	8.3%
Total Program FTEs	4.50	4.50	4.50
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of hours that the City telephone network is down</i>	5	5	5

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.50	\$870,750
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$932
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.50	\$871,682

Information Technology Services



CUSTOMER SERVICES

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Computer Replacement	Employees have reliable personal computers that meet their work needs
Help Desk	Employees have help desk services that meet their work needs

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$432,397	\$736,400	\$723,179
Non-Personnel	\$438,812	\$343,886	\$364,516
Total Expenditures	\$871,209	\$1,080,286	\$1,087,695
% of All Funds Departmental Budget	9.3%	10.6%	10.3%
Total Program FTEs	5.60	7.40	7.40
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of employees rating City personal computers as good or excellent</i>	76.0%	80.0%	80.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		7.40	\$1,080,286
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$7,409
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		7.40	\$1,087,695

Information Technology Services



ENTERPRISE BUSINESS SYSTEMS SUPPORT

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Programming Support | City employees have software programs that meet their work needs and requirements

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,348,061	\$1,670,881	\$1,594,001
Non-Personnel	\$536,366	\$392,273	\$362,352
Total Expenditures	\$1,884,427	\$2,063,154	\$1,956,353
% of All Funds Departmental Budget	20.2%	20.3%	18.6%
Total Program FTEs	12.35	13.00	12.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of surveyed City employees that say ITS software meets their work needs and requirements</i>	68.0%	70.0%	85.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$2,063,154
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$6,199
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ENTERPRISE BUSINESS SYSTEMS SUPPORT

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
Enterprise Business Systems	Eliminate Computer Programmer Analyst position. Existing staff, with some contract support, will handle day to day issues within the tax system that are currently addressed by the FTE proposed for elimination.	(1.00)	(\$73,000)
Enterprise Business Systems Support	Eliminate Programming Support. This reduction may impact professional services used when a condition arises in an application that stops critical processing or when the application's customer base is majorly impacted.	0.00	(\$40,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		12.00	\$1,956,353

Information Technology Services



IT PROJECT MANAGEMENT

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Project Management | Departments have IT project management services that meet their needs

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$550,280	\$642,144	\$775,395
Non-Personnel	\$479,978	\$121,377	\$132,020
Total Expenditures	\$1,030,258	\$763,521	\$907,415
% of All Funds Departmental Budget	11.1%	7.5%	8.6%
Total Program FTEs	6.25	4.75	4.75
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of customers that rate IT project management services as good or excellent</i>	84.0%	90.0%	92.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.75	\$763,521
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$143,894
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.75	\$907,415



NETWORK OPERATIONS

Outcomes Supported: Achieve results that the community values

Lines of Business	Goals
City Network, Servers, and Data Support	City employees have reliable access to the City's network and servers
Messaging and Collaboration	Employees have access to email and other online communication tools that meet their work needs

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$899,244	\$1,092,129	\$1,202,892
Non-Personnel	\$1,193,996	\$1,147,312	\$1,368,605
Total Expenditures	\$2,093,240	\$2,239,441	\$2,571,497
% of All Funds Departmental Budget	22.5%	22.0%	24.4%
Total Program FTEs	9.20	8.65	8.65
	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of customers rating email and other online communication tools as good or excellent</i>	82.0%	93.0%	95.0%
<i>Percent of time the City's network or servers are unavailable</i>	1.0%	1.0%	1.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		8.65	\$2,239,441
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$332,056
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		8.65	\$2,571,497

Information Technology Services



SECURITY

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Security Operations | Maintain security and reliability of City IT assets and data

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$119,301	\$171,122	\$132,583
Non-Personnel	\$165,522	\$125,136	\$197,782
Total Expenditures	\$284,823	\$296,258	\$330,365
% of All Funds Departmental Budget	3.1%	2.9%	3.1%
Total Program FTEs	2.00	1.20	1.20
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of time City IT assets and data are reliable and secure</i>	96.0%	95.0%	95.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		1.20	\$296,258
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$34,107
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.20	\$330,365

Office of Internal Audit



The nature and purpose of the Office of Internal Audit is to perform independent appraisals of City programs and activities directed toward improving program efficiency, compliance with applicable rules and regulations; and, the prevention of fraud, waste and abuse.

Office of Internal Audit staff observe program conditions, analyze and evaluate the operational effectiveness of City and/or State financial management programs, formulate corrective actions for rectifying observed deficiencies, and make written recommendations to the responsible operating officials. Office of Internal Audit staff also supports City departments that are undergoing Federal and State monitoring visits and financial audits. Finally, the Office of Internal Audit administers the City's Ethics and Fraud Hotline.

Department Contact Info

703.746.4743

www.alexandriava.gov/internalaudit

Department Head

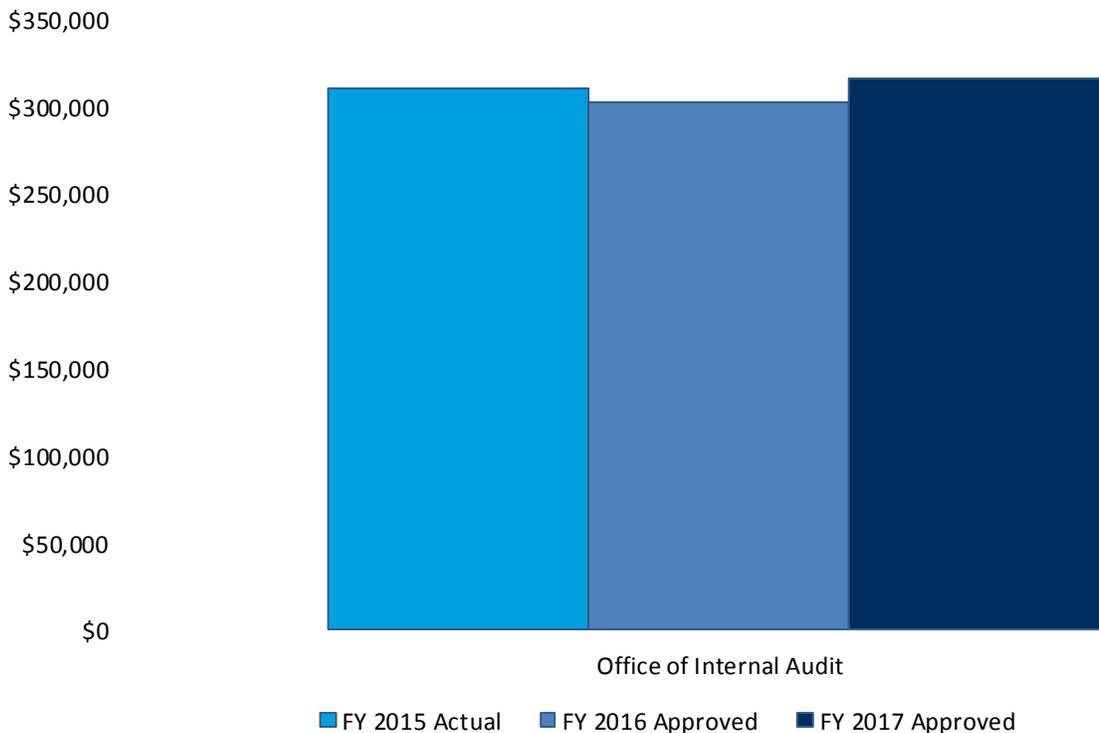
Deborah Welch

Chief Internal Auditor

703.746.4743

Deborah.Welch@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





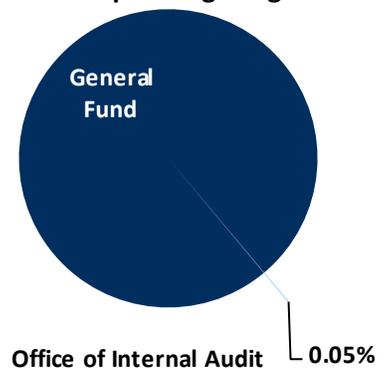
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$264,866	\$272,683	\$282,183	\$9,500	3.5%
Non-Personnel	\$45,689	\$30,212	\$33,808	\$3,596	11.9%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$310,555	\$302,895	\$315,991	\$13,096	4.3%
Expenditures by Fund					
General Fund	\$310,555	\$302,895	\$315,991	\$13,096	4.3%
Total Expenditures	\$310,555	\$302,895	\$315,991	\$13,096	4.3%
Total Department FTEs	2.00	2.00	2.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

There are no major changes to the Office of Internal Audit's FY 2017 budget. Personnel spending increases \$9,500 due to merit pay increases and benefits. Non-personnel spending increases by 11.9% mainly due to increasing lease costs.

Department Share of General Fund Operating Budget





OFFICE OF INTERNAL AUDIT

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

	Auditing	Departments implement all recommendations for corrective action identified in audits within 45 days
Government Ethics, Fraud, and Waste Resolution		Recommended corrective action for substantiated ethics, fraud, or waste complaints is implemented by departments

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$264,866	\$272,683	\$282,183
Non-Personnel	\$45,689	\$30,212	\$33,808
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$310,555	\$302,895	\$315,991
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	2.00	2.00	2.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Average days from report submission to resolution by Internal Audit</i>	60.1	-	60.0
<i>Percent of audit corrective actions implemented within 45 days</i>	91.7%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$302,895
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$13,096
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$315,991

Office of Management & Budget



The Office of Management & Budget (OMB) prepares the annual operating budget, the capital improvement program, and performs on-going fiscal and management analyses of City programs while conducting research and analysis in such areas as improving operational efficiency and cost effectiveness, performance measures, and organizational structure and processes.

Department Contact Info

703.746.3737

www.alexandriava.gov/budget

Department Head

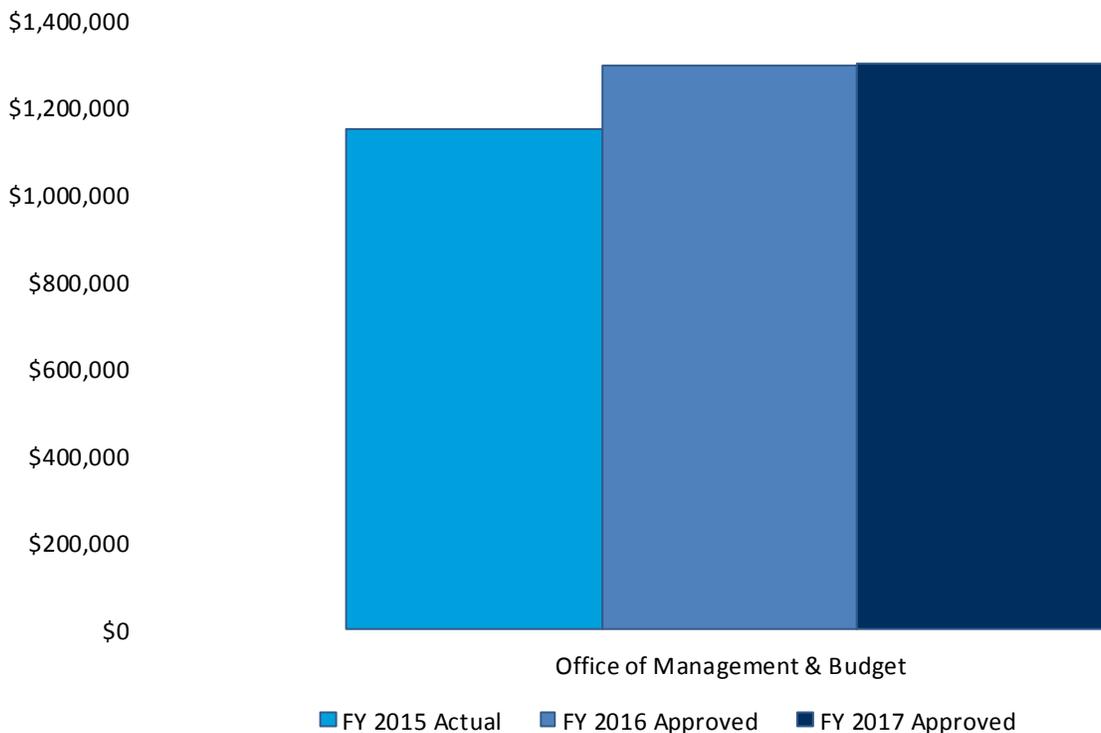
Morgan Routt

Director

703.746.3737

Morgan.Routt@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





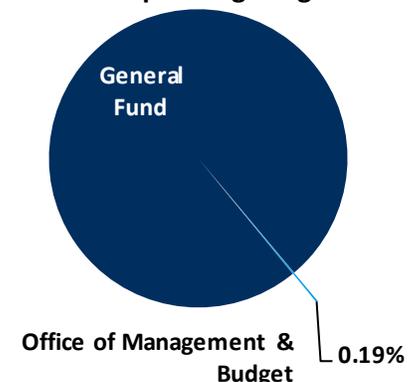
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$1,089,615	\$1,237,972	\$1,244,931	\$6,959	0.6%
Non-Personnel	\$61,957	\$59,732	\$56,503	(\$3,229)	-5.4%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,151,572	\$1,297,704	\$1,301,434	\$3,730	0.3%
Expenditures by Fund					
General Fund	\$1,151,572	\$1,297,704	\$1,301,434	\$3,730	0.3%
Total Expenditures	\$1,151,572	\$1,297,704	\$1,301,434	\$3,730	0.3%
Total Department FTEs	11.00	11.00	11.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

There are no major changes to OMB's budget in the FY 2017 budget. Personnel cost increases related to merit pay and benefits are offset by a downward reclassification of one vacant Assistant Director position to a Budget & Management Analyst II, resulting in minimal increases in personnel expenditures, \$6,959. Non-personnel expenditures are decreasing by 5.4% mainly due to a decrease in printing/photocopying costs. The FTE count remains unchanged at FY 2016 levels.

Department Share of General Fund Operating Budget





BUDGET & MANAGEMENT SERVICES

Outcomes Supported: Achieve results the community values
 Ensure the fiscal strength of the City Government

Lines of Business

Goals

Budget Development and Communication	Proposed budget is balanced, of high quality and reflects the City Manager's Office (CMO) decisions designed to help achieve the City's Strategic Plan
Operating and Capital Budget Management	City capital projects operate within their appropriated budget; City programs operate within their appropriated budget

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$1,089,615	\$1,237,972	\$1,244,931
Non-Personnel	\$61,957	\$59,732	\$56,503
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,151,572	\$1,297,704	\$1,301,434
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	11.00	11.00	11.00
Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Actual General Fund expenditures as a percent of appropriated General Fund expenditures</i>	98.2%	98.0%	98.0%
<i>Actual General Fund revenue as percent of approved General Fund revenue</i>	105.7%	100.0%	100.0%
<i>Percent of GFOA "outstanding" ratings</i>	25.9%	37.0%	37.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,297,704
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, and lease agreements), and capital goods outlay. An Assistant Director position was reclassified to a Budget & Management Analyst II, resulting in minimal expenditure growth in the department and no service change.	0.00	\$3,730
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,301,434

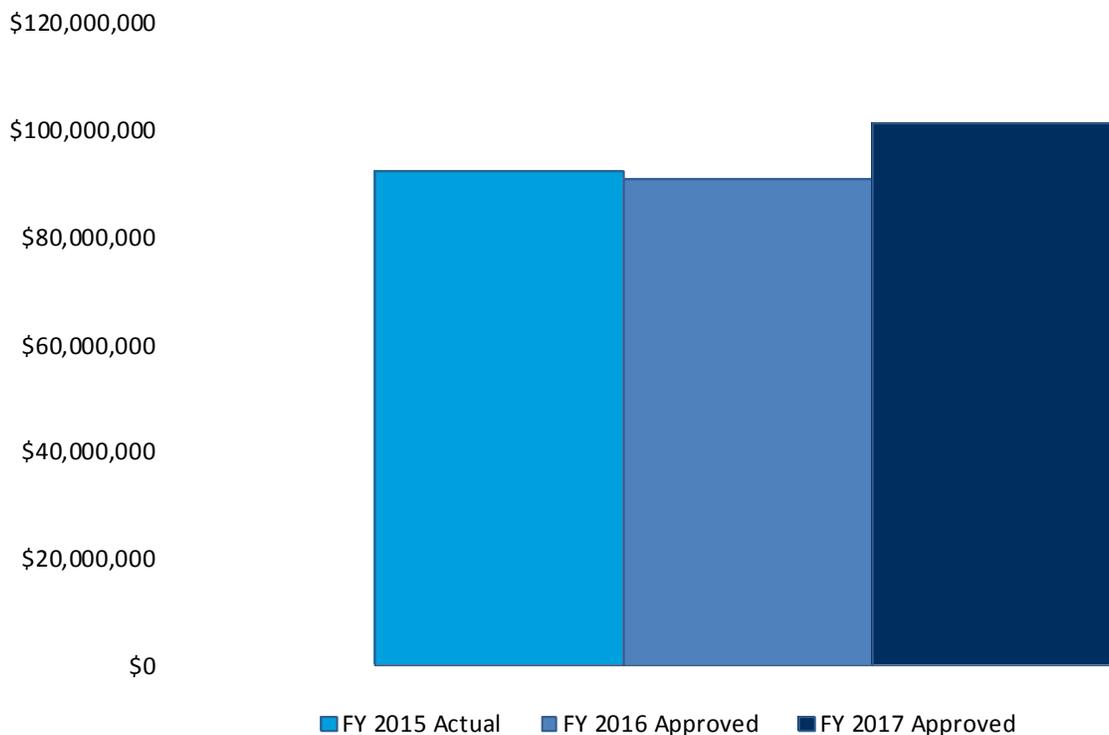
Non-Departmental



The Non-Departmental budget encompasses expenditures and initiatives that are not specifically related to any department or have Citywide impacts. These expenditures include:

- Debt Service
- Cash Capital
- City Memberships
- Insurance
- Employee Compensation Related Items
- Other Operating Expenditures
- Response to Emergencies
- Contingent Reserves

ALL FUNDS SUMMARY BY PROGRAM





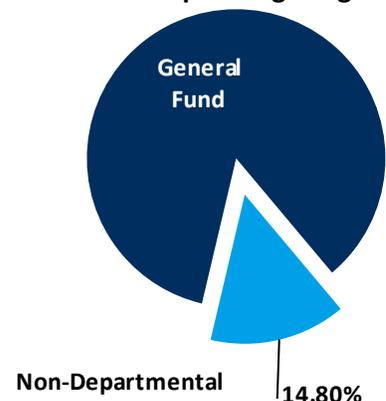
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Classification					
Capital Improvement Program Related Expenses					
General Obligation Debt Service:WMATA	\$1,163,480	\$1,146,647	\$1,126,941	(\$19,706)	-1.7%
General Obligation Debt Service:General City/ACPS	\$58,319,111	\$62,282,057	\$65,140,563	\$2,858,506	4.6%
Northern Virginia Transportation District Debt Service	\$256,070	\$256,070	\$256,070	\$0	0.0%
Transfer to Capital Projects (CIP Cash Capital)	\$22,854,753	\$16,025,541	\$23,799,991	\$7,774,450	48.5%
City Memberships	\$327,753	\$339,538	\$355,455	\$15,917	4.7%
Insurance	\$5,073,994	\$5,350,506	\$5,599,740	\$249,234	4.7%
Employee Compensation	\$1,728,613	\$1,875,021	\$1,970,000	\$94,979	5.1%
Other Operating Expenditures	\$842,069	\$279,217	\$281,416	\$2,199	0.8%
Contingent Reserves	\$0	\$1,305,000	\$1,034,791	(\$270,209)	-20.7%
Other Post Employment Benefit (OPEB) Obligation	\$0	\$0	\$0	\$0	0.0%
Response to Emergencies	\$1,710,714	\$836,127	\$836,127	\$0	0.0%
Authorization for Special Revenue					
Fund Grants & Donations	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Total Expenditures	\$92,276,557	\$90,695,724	\$101,401,094	\$10,705,370	11.8%
Expenditures by Fund					
General Fund	\$92,271,053	\$89,695,724	\$100,401,094	\$10,705,370	11.9%
Non Fiscal Year Grants	\$4,257	\$0	\$0	\$0	N/A
Donations	\$1,246	\$0	\$0	\$0	N/A
Other Special Revenue	\$0	\$0	\$0	\$0	N/A
Fiscal Year Grants	\$0	\$1,000,000	\$1,000,000	\$0	0.0%
Total Expenditures	\$92,276,556	\$90,695,724	\$101,401,094	\$10,705,370	11.8%

FISCAL YEAR HIGHLIGHTS

The FY 2017 Non-Departmental budget is increasing by \$10,705,370 or 11.8% over FY 2016. General City/Schools debt service increases by \$2,858,506 or 4.6% over the prior year, which is attributable to capital investment for the City and Schools. Cash Capital is increasing by \$7,774,450 or 48.5% over FY 2016 due mostly to City Council's action to designate two cents of the three cent per \$100 of assessed value real estate tax increase to further invest in ACPS and City priority capital improvement projects. In the FY 2017 Approved Budget, Contingent Reserves include \$1,034,791 for the Early Childhood Care Fee Subsidy, Transportation Improvement Program (TIP) Funding, restoration of funding for the Dental Service Program, and parking adjudication initiatives. Insurance is increasing, mainly due to an increase in the cost of Liability Property Insurance and the Excess Worker's Compensation policy. The FY 2017 budget also includes \$270,000 for a Living Wage adjustment for low wage City and service contract employees of \$1.00 per hour, increasing the City's Living Wage from \$13.13 to \$14.13 per hour.

Department Share of General Fund Operating Budget



Non-Departmental



DEBT SERVICE

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Classification			
General Obligation Debt Service:WMATA	\$1,163,480	\$1,146,647	\$1,126,941
General Obligation Debt Service:General City/ACPS*	\$58,319,111	\$62,282,057	\$65,140,563
Northern Virginia Transportation District Debt Service	\$256,070	\$256,070	\$256,070
Total Expenditures	\$59,738,661	\$63,684,774	\$66,523,574
% of All Funds Departmental Budget	64.7%	70.2%	65.6%

* For FY 2017, the Schools' portion of total debt service (\$68.8M) is estimated at \$27.6 million.

Debt Service

Debt service increases \$2,838,800 in FY 2017, which is attributable to additional planned capital investment for the City and Schools. Northern Virginia Transportation District (NVTD) debt service remains at the FY 2016 level, while there is an approximately \$20,000 decrease in debt service related to the Washington Metropolitan Area Transit Authority (WMATA) based on planned loan payoffs.

Note: There are additional debt service costs to the City for specific programs in the FY 2017 budget (totaling approximately \$2.3 million), which are budgeted in the Fire Department and the Transportation & Environmental Services Department.

Non-Departmental



CIP CASH CAPITAL

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Classification			
Transfer to Capital Projects (CIP Cash Capital)	\$22,854,753	\$16,025,541	\$23,799,991
Total Expenditures	\$22,854,753	\$16,025,541	\$23,799,991
% of All Funds Departmental Budget	24.8%	17.7%	23.5%
% of General Fund Expenditures	3.5%	2.5%	3.5%

Transfer to Capital Projects (CIP Cash Capital)

The FY 2017 budget includes \$23,799,991 in General Fund Cash Capital to be transferred to the CIP to support Capital Projects.

As part of FY 2016 budget guidance, City Council provided City staff with a General Fund Cash Capital Transfer target of 2.5% and a “floor” of 2.0% of General Fund expenditures to support the CIP. Providing a minimum and a target ensures that cash capital will be maintained at an acceptable level, while maintaining flexibility in setting budget priorities between the annual General Fund Operating Budget and annual cash capital transfer from the General Fund to the CIP. In FY 2017, City Council raised the real estate tax rate by three cents per \$100 of assessed value, specifically designating two cents to fund priority capital improvement projects. Due to the tax increase, the General Fund Cash Capital transfer of \$23,799,991 represents 3.5% of all General Fund expenditures in the FY 2017 budget, reflecting an increased commitment to funding capital projects, while maintaining all other General Fund Operating Budget obligations.

Non-Departmental



CITY MEMBERSHIPS

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Classification			
City Memberships	\$327,753	\$339,538	\$355,455
Total Expenditures	\$327,753	\$339,538	\$355,455
% of All Funds Departmental Budget	0.4%	0.4%	0.4%

City Memberships

The budget for City Memberships increases by \$15,917 in FY 2017, reflecting a slight increase in membership costs for existing memberships.

- Metropolitan Washington Council of Governments, \$123,651
- Northern Virginia Regional Commission, \$128,138
- Virginia Municipal League, \$38,904
- National League of Cities, \$9,674
- Northern Virginia Transportation Commission, \$37,846
- Conference of Mayors, \$12,242
- Public Technology Institute, \$5,000

Non-Departmental



INSURANCE

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Classification			
Insurance Charges	\$5,073,994	\$5,350,506	\$5,599,740
Total Expenditures	\$5,073,994	\$5,350,506	\$5,599,740
% of All Funds Departmental Budget	5.5%	5.9%	5.5%

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 increasing \$249,234 from FY 2016 levels.

Non-Departmental



EMPLOYEE COMPENSATION RELATED ITEMS

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Classification			
Pension Public Safety	\$1,728,613	\$1,700,000	\$1,700,000
Employee Compensation	\$0	\$175,021	\$270,000
Total Expenditures	\$1,728,613	\$1,875,021	\$1,970,000
% of All Funds Departmental Budget	1.9%	2.1%	1.9%

Employee Compensation Related Items

Employee Compensation provides funding for the closed City Public Safety Pension Program. Additionally, in the FY 2017 budget, it contains funding for the Living Wage adjustment of \$1.00 per hour, which increases the Living Wage from \$13.13 to \$14.13 per hour. The Living Wage impacts both City employees and service contract employees and was last increased in 2008. The cost for City employees is \$170,000, while the cost for service contract employees is \$100,000.

Non-Departmental



OTHER OPERATING EXPENSES

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Classification			
Summer Interns	\$0	\$79,259	\$79,259
Citizen Academy	\$0	\$4,300	\$0
Other Expenditures	\$842,069	\$195,658	\$202,157
Total Expenditures	\$842,069	\$279,218	\$281,416
% of All Funds Departmental Budget	0.9%	0.3%	0.3%

Other Operating Expenditures

Other Operating Expenditures includes level funding for summer interns and minor increases to certain components of miscellaneous operating expenses. Additionally, City Academy funding was reallocated to the Customer Connection Center budget in FY 2017 with no impact on service.

Non-Departmental



RESPONSE TO EMERGENCIES

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Classification			
Response to Emergencies	\$1,710,714	\$836,127	\$836,127
Total Expenditures	\$1,710,714	\$836,127	\$836,127
% of All Funds Departmental Budget	1.9%	0.9%	0.8%

Response to Emergencies

City snow and ice management budgets are included in the Non-Departmental section of the Operating Budget to allow for quicker monitoring and reporting of costs as well as removing the unpredictability of random snow and ice events from departmental budgets. The FY 2017 budget reflects a level funding amount of \$836,127.

Non-Departmental



CONTINGENT RESERVES

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Classification			
Contingent Reserves	\$0	\$1,305,000	\$1,034,791
Total Expenditures	\$0	\$1,305,000	\$1,034,791
% of All Funds Departmental Budget	0.0%	1.4%	1.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		\$1,305,000
Service / Line of Business	Impacts	Cost Modification
Contingent Reserve	Removed one time FY 2016 funding of \$1,295,000 for 20 positions in Fire Station 210 and \$10,000 in Recreation Center Programming. These 20 positions are now budgeted in the Fire Department.	(\$1,305,000)
Contingent Reserve	Early Childhood Care Fee Subsidy.	\$309,969
Contingent Reserve	Transportation Improvement Program (TIP) Funding.	\$566,102
Contingent Reserve	Dental Care Service Program funding restoration.	\$57,914
Contingent Reserve	Parking adjudication initiatives.	\$100,000
Contingent Reserve	Undesignated.	\$806
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		\$1,034,791

Office of Performance & Accountability



Established in 2012, the Office of Performance and Accountability (OPA) is the City of Alexandria's internal consulting team, here to help the City achieve results for the community through strategic, data-driven decisions as part of the Results Alexandria performance management system by supporting: City's Strategic Plan; City Manager's Performance Plan (Focus Areas, Long Term Outcomes); Department Goals & Strategies; AlexStat; Internal Consulting; and Surveys.

Department Contact Info

703.746.3729

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

Department Head

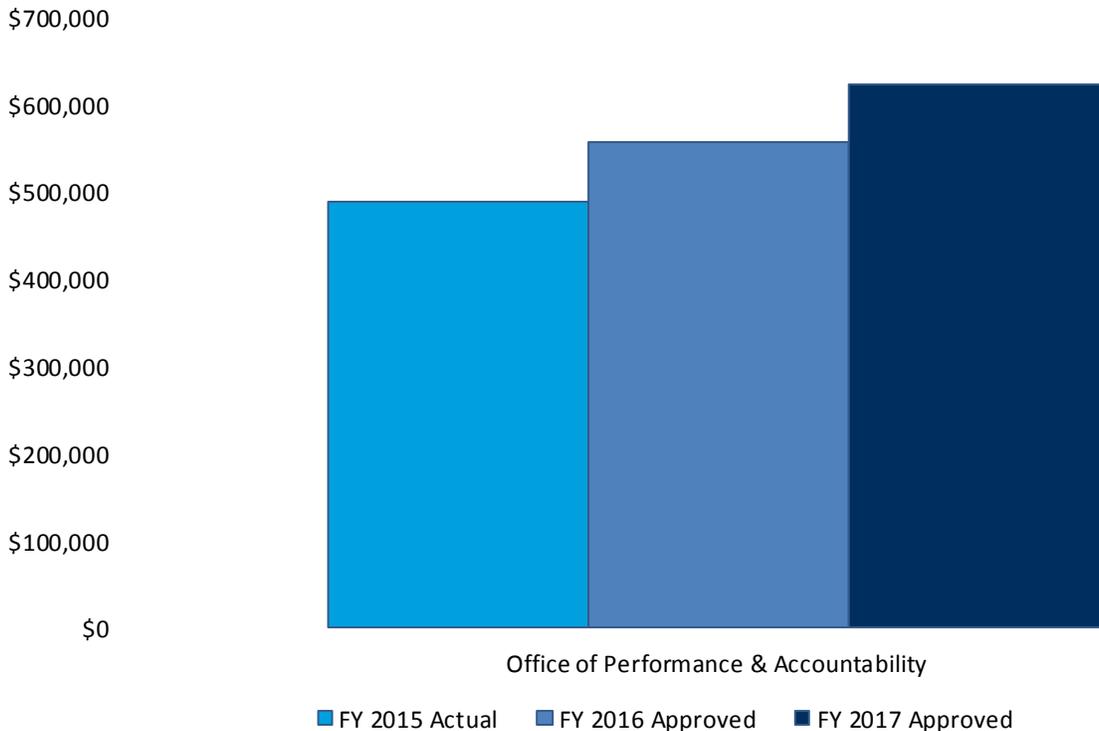
Greg Useem

Chief Performance Officer

703.746.3729

Greg.Useem@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





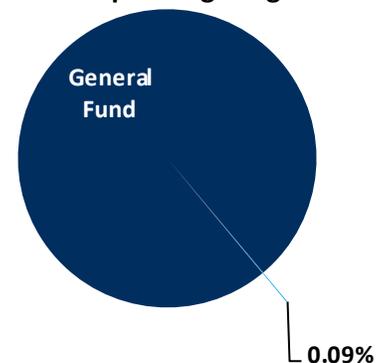
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$429,936	\$487,948	\$527,741	\$39,793	8.2%
Non-Personnel	\$58,395	\$70,400	\$94,900	\$24,500	34.8%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$488,331	\$558,348	\$622,641	\$64,293	11.5%
Expenditures by Fund					
General Fund	\$488,331	\$558,348	\$622,641	\$64,293	11.5%
Total Expenditures	\$488,331	\$558,348	\$622,641	\$64,293	11.5%
Total Department FTEs	4.00	4.00	4.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

There are no major changes to the Office of Performance & Accountability's FY 2017 budget. The personnel budget increases by \$39,793 due to merit pay and benefit increases, as well as several reclassifications. Non-personnel expenditures are increasing by \$24,500 mainly due to increased costs for performance software systems. FTE counts remain unchanged at FY 2016 levels.

Department Share of General Fund Operating Budget



Office of Performance & Accountability



OFFICE OF PERFORMANCE & ACCOUNTABILITY

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

AlexStat and Service Analysis

Strategic, data-driven AlexStat and service analysis implemented recommendations positively impact achieving our City LTOs, goals, and strategies

Citywide Strategic Planning and Measurement

City elected officials and employees understand and are focused on achieving the City's LTOs and department goals, strategies

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$429,936	\$487,948	\$527,741
Non-Personnel	\$58,395	\$70,400	\$94,900
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$488,331	\$558,348	\$622,641
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	4.00	4.00	4.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of Department Headline Indicators that maintained or improved year-to-year performance</i>	75.0%	78.0%	85.0%
<i>Percent of indicators with at least one year of actual data</i>	80.0%	85.0%	100.0%
<i>Percent of indicators with at least three years of actual data</i>	50.0%	55.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$558,348
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, and other fringe benefits), non-personnel resources (e.g. contract administration and rental and lease agreements), and capital goods outlay. Non-personnel costs are increasing by \$24,500 due to increased performance software costs.	0.00	\$64,293
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$622,641

Office of Voter Registration & Elections



The Office of Voter Registration and Elections is responsible for conducting accurate, fair and transparent elections in Alexandria in accordance with the Constitution and laws of the United States and the Commonwealth of Virginia, and providing Alexandria voters the opportunity to participate in the democratic process. This includes maintaining an accurate list of registered voters, offering convenient absentee voting opportunities, recruiting and training election officers, preparing ballots and voting equipment, managing polling places, and certifying all election results within the City.

The Office also verifies candidate nominating petitions and ensures that candidates for local office file on-time campaign finance reports and provide full disclosure of the campaign's financial activities to the public.

Department Contact Info

703.746.4050

www.alexandriava.gov/elections

Department Head

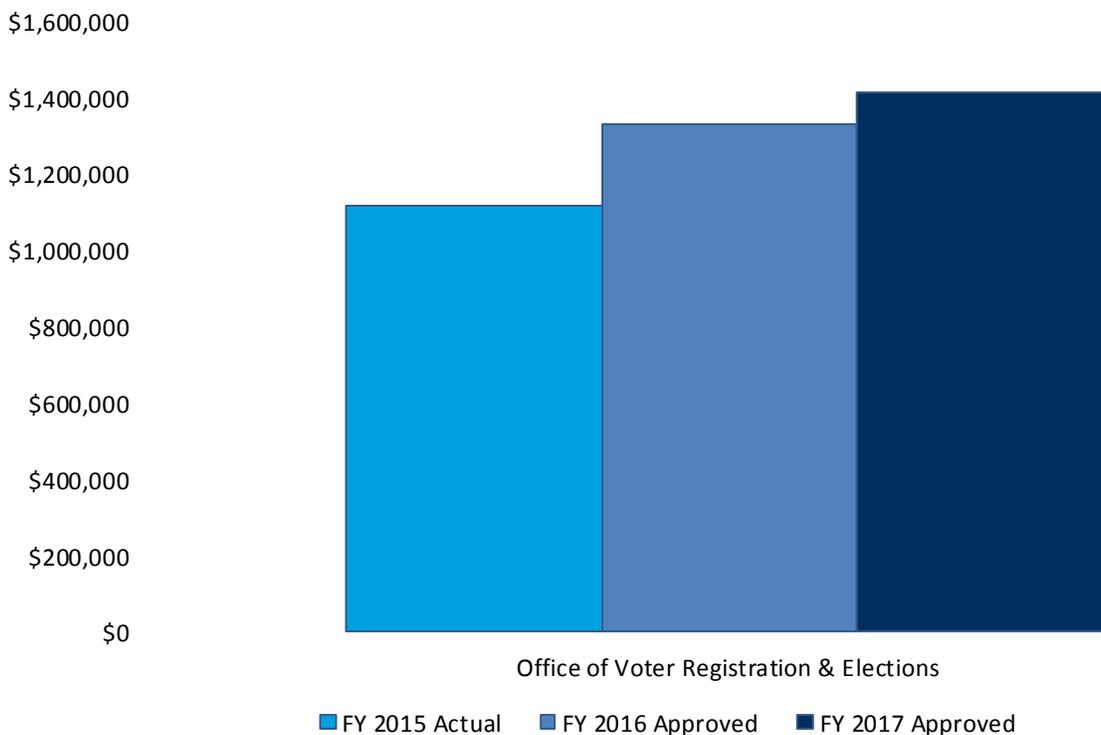
Anna Leider

General Registrar

703.746.4050

Anna.Leider@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





Office of Voter Registration & Elections

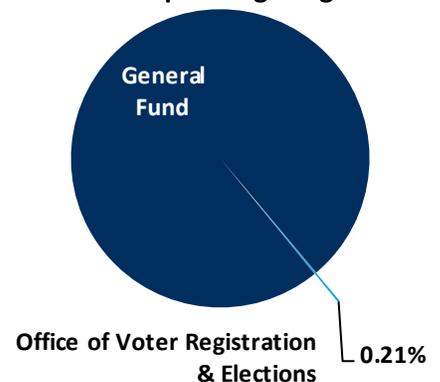
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$696,086	\$872,105	\$944,598	\$72,493	8.3%
Non-Personnel	\$419,927	\$460,334	\$469,012	\$8,678	1.9%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,116,014	\$1,332,439	\$1,413,610	\$81,171	6.1%
Expenditures by Fund					
General Fund	\$1,116,014	\$1,332,439	\$1,413,610	\$81,171	6.1%
Total Expenditures	\$1,116,014	\$1,332,439	\$1,413,610	\$81,171	6.1%
Total Department FTEs	6.60	6.60	6.60	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for the Office of Voter registration & Elections is increasing by \$81,171 or 6.1% from FY 2016 levels. In FY 2016, the department requested one-time funding of \$76,742 for the March 1, 2016 Presidential Primary Election and the City later received reimbursement from the state for these expenditures. In FY 2017, the department is requesting one-time, non-reimbursable funding of \$186,480 for the additional cost to conduct the CY 2016 Presidential General Election. Additionally, the department's leasing costs decreased by \$38,672 due to a renegotiated rental agreement and its part-time costs decreased by \$10,000 due to new efficiencies within the department.

Department Share of General Fund Operating Budget





Office of Voter Registration & Elections

OFFICE OF VOTER REGISTRATION & ELECTIONS

Outcomes Supported: Achieve results that the community values

Lines of Business

Goals

Voter Registration	Maintain an accurate list of Alexandria City voters, verify voters who present themselves to vote either at the polling place or by absentee application, and educate and inform Alexandria voters on a range of electoral issues through direct contact, and via the internet, social media and by mail
Elections Administration	Administer local, state and federal elections in Alexandria in accordance with the law; to fairly elect leadership for our government and ensure the legitimate and orderly transfer of power, conduct elections that citizens believe are fair, unbiased and orderly, and ensure that all candidates file accurate finance reports, comply with filing deadlines and provide full disclosure of the campaign's financial activities to the public

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$696,086	\$872,105	\$944,598
Non-Personnel	\$419,927	\$460,334	\$469,012
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,116,014	\$1,332,439	\$1,413,610
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	6.60	6.60	6.60

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of surveyed citizens who feel that City elections are fair, unbiased, orderly, and accurate¹</i>	-	-	-

¹ Measures will be populated once the surveys are completed

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		6.60	\$1,332,439
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, and other fringe benefits), non-personnel resources, and capital goods outlay. The department's rental and lease agreement decreased by \$38,672 and its part-time costs decreased by \$10,000. One-time primary election funding in the amount of \$76,742 was removed from the department's budget as well.	0.00	(\$105,309)
[Continued on next page]			



Office of Voter Registration & Elections

[Continued from previous page]

Service / Line of Business	Description	FTE	Cost Modification
Elections Administration	Funding for the additional cost to conduct the CY 2016 Presidential General Election. The additional funding will pay for an increased number of election officers and printed ballots as well as increased support for absentee voting, voter information services and voter registration activity.	0.00	\$186,480
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		6.60	\$1,413,610

Healthy & Thriving Residents



Focus Area All Funds Budget - \$325,055,718

Department	All Funds Departmental Budget
Alexandria City Public Schools (City contribution)	\$206,561,472
Department of Community and Human Services	\$90,318,253
Health Department	\$6,872,088
Library	\$7,476,384
Northern Virginia Community College (NVCC)	\$12,131
Other Health Services (Coroner's Office, ANSHI, INOVA)	\$1,883,891
Recreation, Parks, and Cultural Activities (RPCA) <i>(Excluding Park Operations, Cultural Activities, and Waterfront Operations & Special Events)</i>	\$11,931,499

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

- **Improve City residents' overall health**

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

- **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 development attainment of all residents**
- **Ensure all children and youth thrive and succeed**



Department Contact Info

703.619.8137

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

Superintendent

Dr. Alvin L. Crawley, Superintendent

FISCAL YEAR HIGHLIGHTS

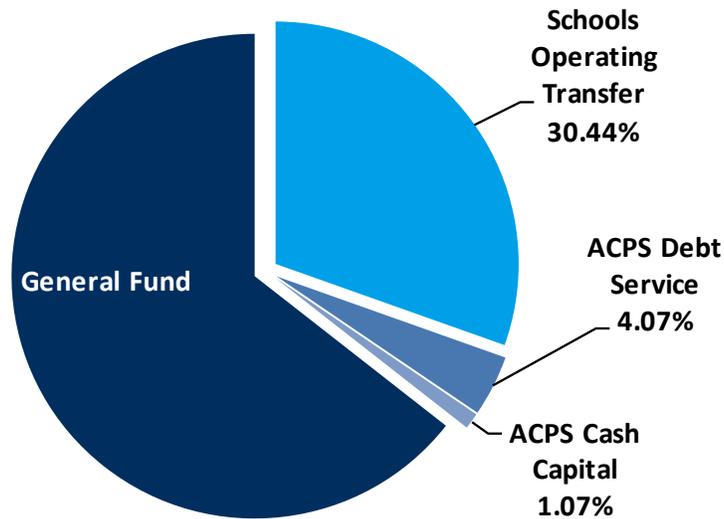
- The FY 2017 City General Fund transfer to the Schools for operating expenditures is \$206.6 million, a \$7.75 million increase, or 3.9% over the transfer funded in the FY 2016 Approved Budget. The FY 2017 Proposed City Manager’s Budget included a \$203.6 million General Fund transfer and a \$3.0 million School Enrollment Capacity Planning Contingent set aside for estimated added lease costs for a new elementary school and a new pre-K program facility. Following stakeholder engagement and focused planning efforts by ACPS and involved parties, including non-profit pre-K providers and advisory groups, the \$3.0 million for lease costs was reallocated from Contingent Reserves to Schools in the Approved FY 2017 Budget. The City’s budget also reflects \$44.2 million in FY 2017 capital funding for ACPS and \$27.6 million for debt service to fund ACPS capital projects. The debt service increase in FY 2017 related to schools is \$2.5 million. The total increase including the operating transfer and debt service is \$10.2 million or 4.6%.
- The City’s FY 2017 General Fund revenues grew by \$29.3 million. 46% or \$13.5 million of that revenue growth has been allocated to ACPS (including the growth in the ACPS operating transfer, debt service, and cash capital).
- On May 26, 2016, the ACPS School Board adopted the ACPS FY 2017 Final Approved Operating Budget totaling \$253.4 million, a 5.5% increase over the School Board’s FY 2016 Final Approved Budget. The Final Approved Budget reflects the \$206.6 million operating transfer from the City to ACPS. The ACPS Operating Fund includes the use of \$5.1 million in Fund Balance.
- ACPS estimates that \$5.1 million of their General Fund transfer amount (total costs less state aid) is due to the projected increased ACPS enrollment for FY 2017.
- ACPS is projecting enrollment to be 15,298 in FY 2017, an increase of 569 students (3.9%) over FY 2016 actual enrollment. These projections include an additional 279 elementary students and 278 secondary students, as well as 12 special placement students. ACPS estimates the added cost of the enrollment and demographics at \$5.9 million, with state aid funding about \$0.8 million, leaving a local cost of \$5.1 million.
- For more information about the ACPS FY 2017 Proposed Budget, visit www.acps.k12.va.us/budgets.



EXPENDITURE & REVENUE SUMMARY

Expenditure By Classification	FY 2015 Actual	FY 2016 Final	FY 2017 Final	\$ Change 2016-2017	% Change 2016-2017
City Appropriation for Operating Fund	\$191,811,472	\$198,811,472	\$206,561,472	\$7,750,000	3.9%
Total Department FTEs	2,153.24	2,214.38	2,297.46	83.08	3.8%
Total Enrollment	14,224	14,729	15,298	569	3.9%

ACPS Share of General Fund
Operating Budget



COST PER PUPIL

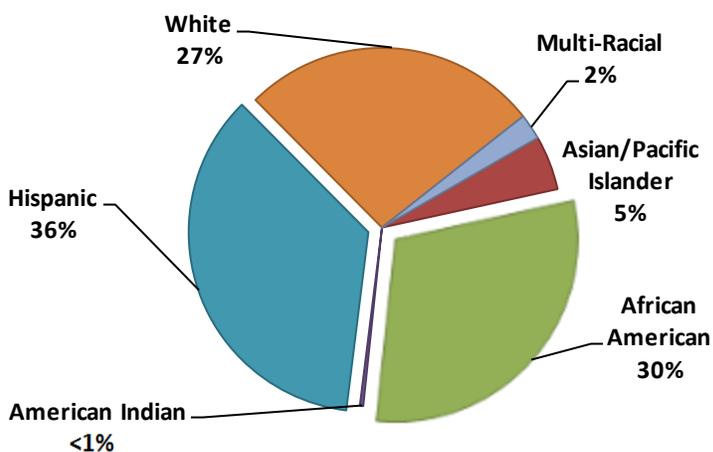
Division	Cost per Pupil by Jurisdiction*	FY 2016
Alexandria City		\$16,561
Arlington County		\$18,616
Fairfax County		\$13,718
Loudoun County		\$12,700
Prince William County		\$10,724

*Source: The most current version available of the Washington Area Boards of Education (WABE) 2016 Guide

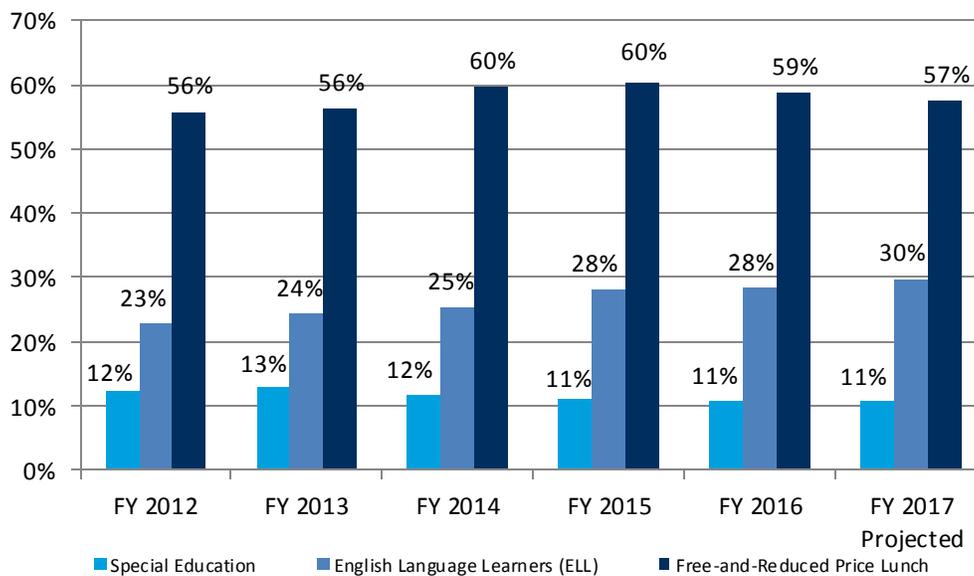


ACPS STATISTICS

**ACPS Demographic Composition:
Ethnic Enrollment FY 2016**



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





Department of Community and Human Services

The Department of Community and Human Services provides effective and essential safety net services that measurably improve or maintain the quality of life for Alexandrians and promote self-determination, recovery and resiliency. The vision of the Department is of a community in which all residents enjoy a sense of well-being, safety and self-sufficiency.

Department Contact Info

703.746.5902

www.alexandriava.gov/DCHS

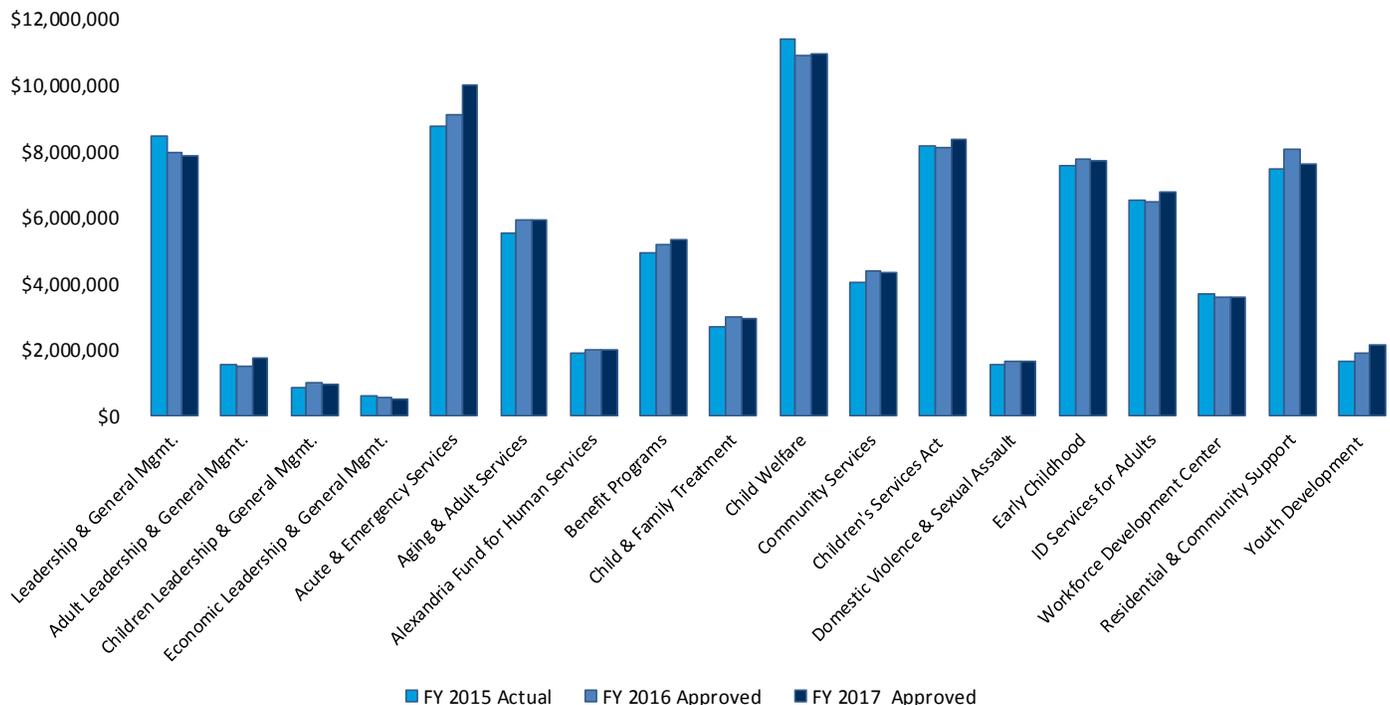
Department Head

Kate A. Garvey

Director

kate.garvey@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





Department of Community and Human Services

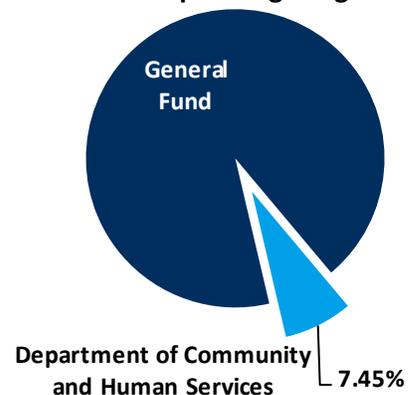
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$51,607,765	\$53,979,875	\$55,044,583	\$1,064,708	2.0%
Non-Personnel	\$35,270,670	\$34,883,689	\$35,218,175	\$334,486	1.0%
Capital Goods Outlay	\$107,772	\$107,906	\$55,495	(\$52,411)	-48.6%
Depreciation	\$172,340				
Total Expenditures	\$87,158,547	\$88,971,470	\$90,318,253	\$1,346,783	1.5%
Expenditures by Fund					
General Fund	\$50,046,102	\$50,096,556	\$50,238,319	\$141,763	0.3%
Non Fiscal Year Grants	\$2,948,162	\$3,155,407	\$2,932,271	(\$223,136)	-7.1%
Fiscal Year Grants	\$33,849,228	\$35,341,835	\$36,822,402	\$1,480,567	4.2%
Donations	\$142,431	\$266,072	\$266,072	\$0	0.0%
Other Special Revenue	\$0	\$7,600	\$7,600	\$0	N/A
Internal Service	\$172,623	\$104,000	\$51,589	(\$52,411)	-50.4%
Total Expenditures	\$87,158,547	\$88,971,470	\$90,318,253	\$1,346,783	1.5%
Total Department FTEs	563.23	573.98	570.23	-3.75	-0.7%

FISCAL YEAR HIGHLIGHTS

The FY 2017 approved budget increases by \$1,346,783 or 1.5% over FY 2016 levels, including a General Fund contribution of approximately \$141,764 or 0.3% more than FY 2016. The increase in total expenditures is primarily due to the normal salary and benefit growth of personnel expenditures. The proposed FY 2017 budget eliminates 7.75 FTEs and adds 1.00 new FTE to implement the Children and Youth Master Plan. In addition, a number of efficiencies, including improved reimbursement operations and adopting a Permanent Supported Housing Model help reduce the General Fund contribution by \$400,000. In mid-year of FY 2016, 3 Therapists were added in Emergency Services to address an increase in emergency mental health calls. The positions were funded from Community Services Board (CSB) reserve funds designated for mental health services. The positions will continue to be funded in FY 2017. Total FTEs will be reduced from 573.98 in FY 2016 to 570.23 in FY 2017. As part of the Add/Delete process, City Council added back \$57,914 reduction in Dental Services program in Non-Departmental Contingent Reserve budget. Council also appropriated an additional \$309,969 for Early Childhood Care Fee Subsidy in Non-Departmental Contingent Reserve budget.

Department Share of General Fund Operating Budget





Department of Community and Human Services

DEPARTMENTAL CHANGES TO CITY SERVICES

Service / Line of Business	Description	FTE Impact	FY 2017 Amount
Leadership & General Management	Eliminate one vacant Admin. Support IV position. This position provided support for the Commission for Women, the Leadership Team, DCHS Human Resources and other internal departmental needs.	(1.00)	(\$36,333)
Leadership & General Management	Eliminate one vacant Chief Officer for Strategic Initiatives. If filled, the position would have assisted in developing and implementing operational and administrative improvements within DCHS in the planned Administrative reorganization.	(1.00)	(\$94,023)
Leadership & General Management	Eliminate one Management Analyst II position. Since the DCHS merger and subsequent restructuring of the Finance group, the roles of this position have changed and it has remained vacant.	(1.00)	(\$82,706)
Leadership & General Management	Eliminate one facilities Maintenance Specialist. Over the past year and a half homes have been brought up to very good condition which has decreased unplanned maintenance by 23%. Work can be accomplished with three Facility Maintenance Specialists instead of four.	(1.00)	(\$47,900)
Acute & Emergency Services	3 Sr. Therapists were added in Emergency Services to address an increase in emergency mental health calls. The positions were funded from Community Services Board (CSB) reserve funds designated for mental health services. The positions will continue to be funded in FY 2017 by CSB reserve funds.	3.00	\$302,000
Workforce Development Center	Eliminate one Human Services Benefits Supervisor position. The elimination of this position creates an efficiency and the supervision of the two workers will be shifted to the Assistant Director of Workforce Development.	(1.00)	(\$65,569)
Child Welfare	Eliminate one vacant Clinical Psychologist position. Psychological evaluations of children and parents involved in Child Welfare will primarily be outsourced or referred to staff within Adult and Child Behavioral Health Services if there is capacity which would be on a very limited basis.	(0.75)	(\$57,000)



Department of Community and Human Services

DEPARTMENTAL CHANGES TO CITY SERVICES

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	FY 2017 Amount
Community Services	The proposed budget included a reduction in the Dental Services program; however, during Add/Delete City Council appropriated the funds in the Non-Departmental Contingent Reserve budget until a determination can be made as to whether Northern Virginia Dental Services (NVDS) or Neighborhood Health would be the most effective service provider.	0.00	(\$57,914)
Community Services	Reduce New Hope Housing Inc.'s contract to operate Alexandria Community Shelter (ACS) by \$29,000. The reduction is due to a decrease in the number of residents accessing the shelter.	0.00	(\$29,000)
Early Childhood	Eliminate one unfilled Family Services Specialist position in Early Childhood. There is no immediate impact from this efficiency as it was put in place to manage the increase in the local fee system dollars that are no longer in place.	(1.00)	(\$117,443)
Residential & Community Support	The reduction is a result of adopting a best practice Permanent Supported Housing Model which impacts 40 units (totaling 85 beds) owned by the City and Sheltered Homes of Alexandria. The reduction in General Fund monies is due to efficiencies and will not reduce the quality of service or reduce the numbers of persons housed or served.	0.00	(\$200,000)
Residential & Community Support	The reduction will eliminate the position of one case worker who had been providing targeted ex-offender services. DCHS provided funding during this year after the State funds for the program had been eliminated. This reduction will eliminate DCHS's provision of this service, however some of the services will continue to be offered through Offender Aid & Restoration (OAR).	(1.00)	(\$65,820)
Youth Development	Adding a full-time position to solely focus on the implementation of the Children and Youth Master Plan. The position would engage community partners (City, Schools, nonprofit/community agencies, and residents – especially parents, and youth) to work together more effectively to achieve the outcomes highlighted in the CYMP.	1.00	\$100,000



Department of Community and Human Services

DEPARTMENTAL CHANGES TO CITY SERVICES

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	FY 2017 Amount
Early Childhood	As part of the Add/Delete process, City Council appropriated \$309,969 for Early Childhood Care Fee Subsidy in Non-Departmental Contingent Reserve budget. Further analysis and recommendations from DCHS will determine the appropriate use of funding in FY 2017.	0.00	\$309,969



Department of Community and Human Services

PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & General Management	\$8,477,077	\$7,950,975	\$7,852,468	(\$98,507)	-1.2%
Adult Leadership & General Management	\$1,555,708	\$1,511,651	\$1,728,917	\$217,266	14.4%
Children Leadership & General Management	\$832,408	\$1,007,130	\$964,091	(\$43,039)	-4.3%
Economic Leadership & General Management	\$586,085	\$546,479	\$488,632	(\$57,847)	-10.6%
Acute & Emergency Services	\$8,763,774	\$9,092,191	\$10,011,621	\$919,430	10.1%
Aging & Adult Services	\$5,516,644	\$5,898,434	\$5,933,349	\$34,915	0.6%
Alexandria Fund for Human Services	\$1,895,162	\$1,996,430	\$1,996,430	\$0	0.0%
Benefit Programs	\$4,905,221	\$5,153,374	\$5,339,357	\$185,983	3.6%
Child & Family Treatment	\$2,672,487	\$2,962,199	\$2,927,107	(\$35,092)	-1.2%
Child Welfare	\$11,370,609	\$10,885,832	\$10,937,596	\$51,764	0.5%
Community Services	\$4,012,771	\$4,395,342	\$4,307,504	(\$87,838)	-2.0%
Children's Services Act	\$8,156,871	\$8,129,807	\$8,369,987	\$240,180	3.0%
Domestic Violence & Sexual Assault	\$1,567,419	\$1,618,678	\$1,659,174	\$40,496	2.5%
Early Childhood	\$7,540,223	\$7,770,523	\$7,720,068	(\$50,455)	-0.6%
ID Services for Adults	\$6,526,758	\$6,452,329	\$6,765,814	\$313,485	4.9%
Workforce Development Center	\$3,673,738	\$3,606,337	\$3,558,317	(\$48,020)	-1.3%
Residential & Community Support	\$7,452,612	\$8,077,156	\$7,607,149	(\$470,007)	-5.8%
Youth Development	\$1,652,981	\$1,916,603	\$2,150,671	\$234,068	12.2%
Total Expenditures	\$87,158,547	\$88,971,470	\$90,318,253	\$1,346,783	1.5%



Department of Community and Human Services

PROGRAM LEVEL SUMMARY DATA

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015	FY 2016	FY 2017	FTE Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & General Management	61.99	56.35	52.35	-4.00	-7.1%
Adult Leadership & General Management	14.08	14.55	14.55	0.00	0.0%
Children Leadership & General Management	5.47	8.27	8.27	0.00	0.0%
Economic Leadership & General Management	4.00	4.26	4.26	0.00	0.0%
Acute & Emergency Services	75.86	76.46	79.46	3.00	3.9%
Aging & Adult Services	32.50	33.45	33.45	0.00	0.0%
Alexandria Fund for Human Services	0.00	0.00	0.00	0.00	0.0%
Benefit Programs	49.00	51.00	51.00	0.00	0.0%
Child & Family Treatment	27.45	29.92	29.92	0.00	0.0%
Child Welfare	53.75	53.75	53.00	-0.75	-1.4%
Community Services	17.65	18.39	18.39	0.00	0.0%
Children's Services Act	3.00	3.00	3.00	0.00	0.0%
Domestic Violence & Sexual Assault	15.25	15.25	15.25	0.00	0.0%
Early Childhood	22.50	22.50	21.50	-1.00	-4.4%
ID Services for Adults	62.35	61.95	61.95	0.00	0.0%
Workforce Development Center	27.00	29.06	28.06	-1.00	-3.4%
Residential & Community Support	76.33	80.34	79.34	-1.00	-1.2%
Youth Development	15.05	15.48	16.48	1.00	6.5%
Total FTEs	563.23	573.98	570.23	-3.75	-0.7%



Department of Community and Human Services

The Department is organized by Center: like operations are housed within a Center for synergistic outcomes. This presentation is shown below.

FY 2017 APPROVED BY PROGRAM	GENERAL FUND OPERATIONS	GENERAL FUND TRANSFER	TOTAL GENERAL FUND	SPECIAL REVENUES	2017 TOTAL PROGRAM COST
Leadership & General Management	\$1,622,502	\$5,416,426	\$7,038,928	\$813,540	\$7,852,468
Alexandria Fund for Human Services	\$1,996,430	\$0	\$1,996,430	\$0	\$1,996,430
<i>Subtotal Leadership Center</i>	<i>\$3,618,932</i>	<i>\$5,416,426</i>	<i>\$9,035,358</i>	<i>\$813,540</i>	<i>\$9,848,898</i>
Adult Leadership & General Management	\$0	\$1,728,917	\$1,728,917	\$0	\$1,728,917
Acute & Emergency Services	\$0	\$4,272,834	\$4,272,834	\$5,738,787	\$10,011,621
Aging & Adult Services	\$307,446	\$3,859,840	\$4,167,286	\$1,766,063	\$5,933,349
ID Services for Adults	\$0	\$3,903,212	\$3,903,212	\$2,862,602	\$6,765,814
Residential & Community Support Services	\$0	\$3,440,485	\$3,440,485	\$4,166,663	\$7,607,149
<i>Subtotal Center for Adult Services</i>	<i>\$307,446</i>	<i>\$17,205,289</i>	<i>\$17,512,735</i>	<i>\$14,534,116</i>	<i>\$32,046,850</i>
Children Leadership & General Management	\$263,622	\$527,728	\$791,350	\$172,741	\$964,091
Child & Family Treatment	\$0	\$1,140,141	\$1,140,141	\$1,786,966	\$2,927,107
Child Welfare	\$235,912	\$2,997,501	\$3,233,413	\$7,704,183	\$10,937,596
Children's Services Act	\$0	\$4,336,201	\$4,336,201	\$4,033,786	\$8,369,987
Domestic Violence & Sexual Assault	\$1,109,200	\$0	\$1,109,200	\$549,974	\$1,659,174
Early Childhood	\$2,813,053	\$1,177,666	\$3,990,718	\$3,729,350	\$7,720,068
Youth Development	\$662,401	\$619,302	\$1,281,703	\$868,968	\$2,150,671
<i>Subtotal Center for Children and Families</i>	<i>\$5,084,188</i>	<i>\$10,798,539</i>	<i>\$15,882,727</i>	<i>\$18,845,968</i>	<i>\$34,728,695</i>
Economic Leadership & General Management	\$367,421	\$56,029	\$423,450	\$65,182	\$488,632
Benefit Programs	\$0	\$2,295,966	\$2,295,966	\$3,043,391	\$5,339,357
Community Services	\$2,987,902	\$307,927	\$3,295,829	\$1,011,675	\$4,307,504
Workforce Development Center	\$962,355	\$829,900	\$1,792,255	\$1,766,062	\$3,558,317
<i>Subtotal Center for Economic Support</i>	<i>\$4,317,678</i>	<i>\$3,489,821</i>	<i>\$7,807,499</i>	<i>\$5,886,310</i>	<i>\$13,693,810</i>
DCHS TOTAL	\$13,328,244	\$36,910,075	\$50,238,319	\$40,079,934	\$90,318,253



Department of Community and Human Services

LEADERSHIP & GENERAL MANAGEMENT

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults

Lines of Business

Goals

Department Leadership and General Management | Achieve DCHS indicator targets

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$5,680,099	\$5,678,427	\$5,575,398
Non-Personnel	\$2,454,937	\$2,166,718	\$2,223,651
Depreciation	\$172,340	\$0	\$0
Capital Goods Outlay	\$169,700	\$105,830	\$53,419
Total Expenditures	\$8,477,076	\$7,950,975	\$7,852,468
% of All Funds Departmental Budget	9.7%	8.9%	8.7%
Total Program FTEs	61.99	56.35	52.35
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of authorized budgetary resources spent within the appropriate fiscal year</i>	99%	99%	99%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		56.35	\$7,950,975
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$161,647
[Continued on next page]			



Department of Community and Human Services

LEADERSHIP & GENERAL MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]			
Service / Line of Business	Description	FTE Impact	Cost Modification
Adult Leadership & General Management	Eliminate one vacant Admin. Support IV position. This position provided support for the Commission for Women, the Leadership Team, DCHS Human Resources and other internal departmental needs.	(1.00)	(\$36,333)
Adult Leadership & General Management	Eliminate one vacant Chief Officer for Strategic Initiatives. If filled, the position would have assisted in developing and implementing operational and administrative improvements within DCHS in the planned Administrative reorganization.	(1.00)	(\$94,023)
Adult Leadership & General Management	Eliminate one Management Analyst II position. Since DCHS merger and subsequent restructuring of the Finance group, the roles of this position have changed and it has remained vacant.	(1.00)	(\$82,706)
Adult Leadership & General Management	Eliminate one facilities Maintenance Specialist. Over the past year and a half homes have been brought up to very good condition which has decreased unplanned maintenance by 23%. Work can be accomplished with three Facility Maintenance Specialists instead of four.	(1.00)	(\$47,900)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		52.35	\$7,851,660



Department of Community and Human Services

ADULT LEADERSHIP & GENERAL MANAGEMENT

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults

Lines of Business

Goals

Adult Services Leadership and General Management

Achieve Center for Adult Services indicator targets

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$1,395,465	\$1,405,452	\$1,621,718
Non-Personnel	\$160,191	\$106,199	\$107,199
Capital Goods Outlay	\$52	\$0	\$0
Total Expenditures	\$1,555,708	\$1,511,651	\$1,728,917
% of All Funds Departmental Budget	1.8%	1.7%	1.9%
Total Program FTEs	14.08	14.55	14.55
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of authorized budgetary resources spent within the appropriate fiscal year</i>	99%	99%	99%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		14.55	\$1,511,651
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$217,266
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		14.55	\$1,728,917



Department of Community and Human Services

CHILDREN LEADERSHIP & GENERAL MANAGEMENT

Outcomes Supported: Ensure all children and youth thrive and succeed

Lines of Business

Children and Families Leadership and Management

Goals

Achieve Center for Children and Families indicator targets

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$708,723	\$841,871	\$797,725
Non-Personnel	\$123,685	\$165,259	\$166,366
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$832,408	\$1,007,130	\$964,091
% of All Funds Departmental Budget	1.0%	1.1%	1.1%
Total Program FTEs	5.50	8.27	8.27
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of authorized budgetary resources spent within the appropriate fiscal year</i>	96%	97%	99%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		8.27	\$1,007,130
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, the part-time salary budget have been reduced along with re-allocation of partial full-time salaries and benefits from Children Leadership to another program.	0.00	(\$43,039)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		8.27	\$964,091



Department of Community and Human Services

ECONOMIC LEADERSHIP & GENERAL MANAGEMENT

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults

Lines of Business

Goals

Economic Support Leadership and Management | Achieve Center for Economic Support indicator targets

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$527,164	\$477,195	\$418,748
Non-Personnel	\$60,762	\$69,284	\$69,884
Capital Goods Outlay	-\$1,841	\$0	\$0
Total Expenditures	\$586,085	\$546,479	\$488,632
% of All Funds Departmental Budget	0.7%	0.6%	0.5%
Total Program FTEs	4.00	4.26	4.26
	FY 2015 Actual	FY 2016 Estimate	Target

Percent of authorized budgetary resources spent within the appropriate fiscal year 97% 98% 99%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.26	\$546,479
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements). In addition, the part-time salary budget has been reduced along with re-allocation of partial full-time salaries and benefits from Economic Leadership to another program.	0.00	(\$57,847)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.26	\$488,632



Department of Community and Human Services

ACUTE & EMERGENCY SERVICES

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City's most vulnerable adults

Lines of Business

Goals

Adult Substance Abuse and Mental Health Disorder and Acute and Emergency Service | Adult residents with severe mental health and/or substance abuse disorders improve their functioning

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$7,692,131	\$8,233,106	\$9,031,584
Non-Personnel	\$1,071,642	\$859,085	\$980,037
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$8,763,773	\$9,092,191	\$10,011,621
% of All Funds Departmental Budget	10.1%	10.2%	11.1%
Total Program FTEs	75.86	76.46	79.46
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of consumers with severe mental health and/or substance abuse disorders who report feeling "more hopeful" after intervention</i>	95%	85%	85%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		76.46	\$9,092,191
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements).	0.00	\$617,430
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Department of Community and Human Services



ACUTE & EMERGENCY SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Acute & Emergency Services	3 Sr. Therapists were added in Emergency Services to address an increase in emergency mental health calls. The positions were funded from Community Services Board (CSB) reserve funds designated for mental health services. The positions will continue to be funded in FY 2017 by CSB reserve funds.	3.00	\$302,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		79.46	\$10,011,621



Department of Community and Human Services

AGING & ADULT SERVICES

Outcomes Supported: Eliminate Abuse and Neglect in the City of Alexandria
 Increase self-sufficiency and meaningful quality of life for the City's most vulnerable adults

Lines of Business	Goals
Aging and Adult Services	Seniors are able to remain safely in the Alexandria community
Senior Protective Services	Seniors do not experience recurrence of maltreatment

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$3,136,929	\$3,232,505	\$3,305,681
Non-Personnel	\$2,382,381	\$2,665,929	\$2,627,668
Capital Goods Outlay	-\$2,666	\$0	\$0
Total Expenditures	\$5,516,644	\$5,898,434	\$5,933,349
% of All Funds Departmental Budget	6.3%	6.6%	6.6%
Total Program FTEs	32.50	33.45	33.45
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of cases without further incidence of abuse, exploitation, or neglect within 12 months</i>	95%	95%	95%
<i>Percent of older adults served who are able to remain in the Alexandria community</i>	97%	97%	97%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		33.45	\$5,898,434
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements).	0.00	\$34,915
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		33.45	\$5,933,349

Department of Community and Human Services



ALEXANDRIA FUND FOR HUMAN SERVICES

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults

Lines of Business

Goals

Alexandria Fund for Human Services

Participants in community-based organizations that received AFHS grants demonstrate improved functioning or positive change in life circumstances

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$1,895,162	\$1,996,430	\$1,996,430
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,895,162	\$1,996,430	\$1,996,430
% of All Funds Departmental Budget	2.2%	2.2%	2.2%
Total Program FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of participants in AFHS grant funded community-based organizations that can demonstrate improved functioning or positive change in life circumstances</i>	81%	80%	80%



Department of Community and Human Services

BENEFIT PROGRAMS

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults

Lines of Business

Goals

Benefits | Process applications within State required timeframes

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$3,699,978	\$4,072,447	\$4,234,985
Non-Personnel	\$1,215,546	\$1,080,927	\$1,104,372
Capital Goods Outlay	-\$10,302	\$0	\$0
Total Expenditures	\$4,905,222	\$5,153,374	\$5,339,357
% of All Funds Departmental Budget	5.6%	5.8%	5.9%
Total Program FTEs	49.00	51.00	51.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of applications processed within State required timeframes</i>	89%	90%	90%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		51.00	\$5,153,374
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements).	0.00	\$185,983
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		51.00	\$5,339,357



Department of Community and Human Services

CHILD & FAMILY TREATMENT

Outcomes Supported: Ensure all children and youth thrive and succeed

Lines of Business

Goals

Child and Family Mental Health and Substance Abuse Treatment

Children receiving services maintain or improve functioning

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,455,635	\$2,725,120	\$2,721,838
Non-Personnel	\$216,852	\$237,079	\$205,269
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$2,672,487	\$2,962,199	\$2,927,107
% of All Funds Departmental Budget	3.1%	3.3%	3.2%
Total Program FTEs	27.45	29.92	29.92
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of children receiving services who maintain or improve functioning</i>	90%	85%	85%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		29.92	\$2,962,199
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements).	0.00	(\$35,092)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		29.92	\$2,927,107



Department of Community and Human Services

CHILD WELFARE

Outcomes Supported: Eliminate Abuse and Neglect in the Community

Lines of Business

Goals

Child Welfare | Children receiving child welfare services do not experience recurrence of maltreatment

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$5,471,001	\$5,656,339	\$5,697,824
Non-Personnel	\$5,912,361	\$5,229,493	\$5,239,772
Capital Goods Outlay	-\$12,753	\$0	\$0
Total Expenditures	\$11,370,609	\$10,885,832	\$10,937,596
% of All Funds Departmental Budget	13.0%	12.2%	12.1%
Total Program FTEs	53.75	53.75	52.75
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of children receiving Child Welfare Services without recurrence of maltreatment</i>	99%	95%	95%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		53.75	\$10,885,832
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements).	0.00	\$108,764
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Department of Community and Human Services

CHILD WELFARE

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Child Welfare	Eliminate one vacant Clinical Psychologist position. Psychological evaluations of children and parents involved in Child Welfare will primarily be outsourced or referred to staff within Adult and Child Behavioral Health Services if there is capacity; which would be on a very limited basis.	(0.75)	(\$57,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		53.00	\$10,937,596



Department of Community and Human Services

COMMUNITY SERVICES

Outcomes Supported: Reduce food insecurities and homelessness among City residents

Lines of Business

Goals

Community Services (Homeless Services) | Decrease homelessness in Alexandria

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,436,192	\$1,678,668	\$1,613,035
Non-Personnel	\$2,588,174	\$2,716,674	\$2,694,469
Capital Goods Outlay	-\$11,595	\$0	\$0
Total Expenditures	\$4,012,771	\$4,395,342	\$4,307,504
% of All Funds Departmental Budget	4.6%	4.9%	4.8%
Total Program FTEs	17.65	18.39	18.39
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of homeless individuals in Alexandria</i>	267.00	254.00	240.00

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		18.39	\$4,395,342
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements). In addition, full-time salaries and benefits are reallocated from Community Services to another program.	0.00	(\$924)
[Continued on next page]		18.39	\$4,307,504



Department of Community and Human Services

COMMUNITY SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Community Services	Reduce the Dental Services program by \$57,914; including a \$25,000 reduction equivalent to 375 new appointments (currently 1,300) and \$32,914 financial assistance for initial visits, emergency appointments and dentures.	0.00	(\$57,914)
Community Services	Reduce New Hope Housing Inc.'s contract to operate Alexandria Community Shelter (ACS) by \$29,000. The reduction is due to a	0.00	(\$29,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		18.39	\$4,307,504



Department of Community and Human Services

CHILDREN'S SERVICES ACT

Outcomes Supported: Eliminate Abuse and Neglect in the Community

Lines of Business

Goals

Comprehensive Services Act | Youth receiving Comprehensive Services Act funded services remain in home environments

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$485,304	\$284,145	\$293,060
Non-Personnel	\$7,672,482	\$7,845,662	\$8,076,927
Capital Goods Outlay	-\$915	\$0	\$0
Total Expenditures	\$8,156,871	\$8,129,807	\$8,369,987
% of All Funds Departmental Budget	9.4%	9.1%	9.3%
Total Program FTEs	3.00	3.00	3.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of children receiving CSA assistance who remain in home environments.</i>	94%	94%	94%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$8,129,807
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements).	0.00	\$240,180
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$8,369,987



Department of Community and Human Services

DOMESTIC VIOLENCE & SEXUAL ASSAULT

Outcomes Supported: Eliminate Abuse and Neglect in the Community

Lines of Business

Goals

Domestic Violence and Sexual Assault | To reduce the effects of crisis in a person's life, restore balance and increase safety

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,260,881	\$1,364,266	\$1,421,917
Non-Personnel	\$306,538	\$254,412	\$237,257
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,567,419	\$1,618,678	\$1,659,174
% of All Funds Departmental Budget	1.8%	1.8%	1.8%
Total Program FTEs	15.25	15.25	15.25
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of clients who can identify a plan for safety</i>	97%	95%	95%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		15.25	\$1,618,678
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources.	0.00	\$40,496
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		15.25	\$1,659,174



Department of Community and Human Services

EARLY CHILDHOOD

Outcomes Supported: Ensure all children and youth thrive and succeed

Lines of Business

Goals

Early Childhood Program | Prepare low income children with entry to kindergarten

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,985,387	\$2,214,939	\$2,177,286
Non-Personnel	\$5,559,349	\$5,555,584	\$5,542,782
Capital Goods Outlay	-\$4,513	\$0	\$0
Total Expenditures	\$7,540,223	\$7,770,523	\$7,720,068
% of All Funds Departmental Budget	8.7%	8.7%	8.5%
Total Program FTEs	22.50	22.50	21.50
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of children passing kindergarten Phonological Awareness Literacy Screening (PALS) test</i>	84%	84%	84%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		22.50	\$7,770,523
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources.	0.00	\$66,988
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Department of Community and Human Services

EARLY CHILDHOOD

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Early Childhood	Eliminate one unfilled Family Services Specialist position in Early Childhood. No immediate impact from this efficiency as it was put in place to manage the increase in the local fee system dollars that are no longer in place.	(1.00)	(\$117,443)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		21.50	\$7,720,068



Department of Community and Human Services

ID SERVICES FOR ADULTS

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults

Lines of Business

Goals

Intellectual Disability (ID) Services for Adults | Adults with intellectual disabilities served by DCHS meet or partially meet health and well-being goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$5,337,226	\$5,205,239	\$5,499,020
Non-Personnel	\$1,184,271	\$1,247,090	\$1,266,794
Capital Goods Outlay	\$5,261	\$0	\$0
Total Expenditures	\$6,526,758	\$6,452,329	\$6,765,814
% of All Funds Departmental Budget	7.5%	7.3%	7.5%
Total Program FTEs	62.35	61.95	61.95
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of adults with intellectual disabilities served by DCHS who met or partially met health and well-being goals</i>	93%	84%	84%

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		61.95	\$6,452,329
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements).	0.00	\$313,485
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		61.95	\$6,765,814



Department of Community and Human Services

WORKFORCE DEVELOPMENT CENTER

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults

Lines of Business

Goals

Workforce Development Center | Adults and youth served through the WDC gain, retain or enhance employment

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$2,684,765	\$2,773,560	\$2,731,928
Non-Personnel	\$1,012,413	\$831,901	\$825,512
Capital Goods Outlay	-\$23,440	\$876	\$876
Total Expenditures	\$3,673,738	\$3,606,337	\$3,558,317
% of All Funds Departmental Budget	4.2%	4.1%	3.9%
Total Program FTEs	27.00	29.06	28.06
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of Workforce Development Center participants who gain, retain or enhance employment</i>	734	574	574

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		29.06	\$3,606,337
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.		\$17,549
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Department of Community and Human Services

WORKFORCE DEVELOPMENT CENTER

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Alexandria Workforce Development Center	Eliminate one Human Services Benefits Supervisor position. The elimination of this position creates an efficiency and the supervision of the two workers will be shifted to the Assistant Director of Workforce Development.	(1.00)	(\$65,569)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		28.06	\$3,558,317



Department of Community and Human Services

RESIDENTIAL & COMMUNITY SUPPORT

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults

Lines of Business

Goals

Residential Services and Community Support Services | 75% of adults receiving mental health and/or substance abuse services are higher functioning after receiving assistance

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$6,308,452	\$6,738,055	\$6,347,081
Non-Personnel	\$1,144,160	\$1,339,101	\$1,260,067
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$7,452,612	\$8,077,156	\$7,607,149
% of All Funds Departmental Budget	8.6%	9.1%	8.4%
Total Program FTEs	76.33	80.34	79.34
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of adults receiving mental health and/or substance abuse services who are higher functioning after assistance</i>	88%	80%	80%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		80.34	\$8,077,156
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits).	0.00	(\$204,187)
[Continued on next page]			



Department of Community and Human Services

RESIDENTIAL & COMMUNITY SUPPORT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Residential & Community Support	The reduction is a result of adopting a best practice Permanent Supported Housing Model which impacts 40 units (totaling 85 beds) owned by the City and Sheltered Homes of Alexandria. The reduction in General Fund monies is due to efficiencies and will not reduce the quality of service or reduce the numbers of	0.00	(\$200,000)
Residential & Community Support	The reduction will eliminate the position of one case worker who had been providing targeted ex-offender services. DCHS provided funding during this year after the State funds for the program had been eliminated. This reduction will eliminate DCHS's provision of this service, however some of the services will continue to be offered through Offender Aid & Restoration	(1.00)	(\$65,820)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		79.34	\$7,607,149



Department of Community and Human Services

YOUTH DEVELOPMENT

Outcomes Supported: Ensure all children and youth thrive and succeed

Lines of Business

Youth Development | Reduce risky behavior in youth

Goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$1,342,434	\$1,398,540	\$1,555,754
Non-Personnel	\$309,764	\$516,863	\$593,717
Capital Goods Outlay	\$784	\$1,200	\$1,200
Total Expenditures	\$1,652,982	\$1,916,603	\$2,150,671
% of All Funds Departmental Budget	1.9%	2.2%	2.4%
Total Program FTEs	15.05	15.48	16.48
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of participants reporting a positive change as a result of Youth Development</i>			
<i>Services</i>	95%	90%	90%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		15.48	\$1,916,603
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.		\$134,068
[Continued on next page]			



Department of Community and Human Services

YOUTH DEVELOPMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Youth Development	Adding a full-time position to solely focus on the implementation of the Children and Youth Master Plan. The position would engage community partners (City, Schools, nonprofit/community agencies, and residents – especially parents, and youth) to work together more effectively to achieve the outcomes highlighted in the CYMP.	1.00	\$100,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		16.48	\$2,150,671

Health Department



Alexandria Health Department’s (AHD) mission is to protect and promote health and well-being for all Alexandria communities and includes serving other Virginia residents and others as required by Virginia Department of Health and/or federally funded services. AHD Public Health Specialty Clinics are essential elements of Alexandria’s safety net system. The Prenatal Clinic offers pregnancy and post-partum care and the Nurse Case Management Program serves high-risk pregnant women, infants and children. Preventive Clinic services and programs, unique to AHD, include the Nutrition/WIC Program, Immunization Clinic, Family Planning, Sexually Transmitted Infection Clinic, HIV/AIDS services, and the Tuberculosis Program. The Teen Wellness Center provides health services to Alexandria youth. AHD’s Environmental Health Division operates Food Safety, Vector Control and Aquatic Health programs. AHD’s Public Health Emergency Management helps Alexandria communities prepare for, respond to and recover from public health emergencies and includes the Medical Reserve Corps, a program to recruit and retain volunteers. AHD’s Epidemiology Program investigates, monitors, and offers guidance to prevent and control, communicable diseases; it also analyzes and interprets data to guide program and policy development. AHD’s Community Partnerships Program provides research, policy development, and public health leadership to Alexandria organizations and communities so all Alexandrians have an equal opportunity for health.

Department Contact Info

703.746.4996

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

Department Head

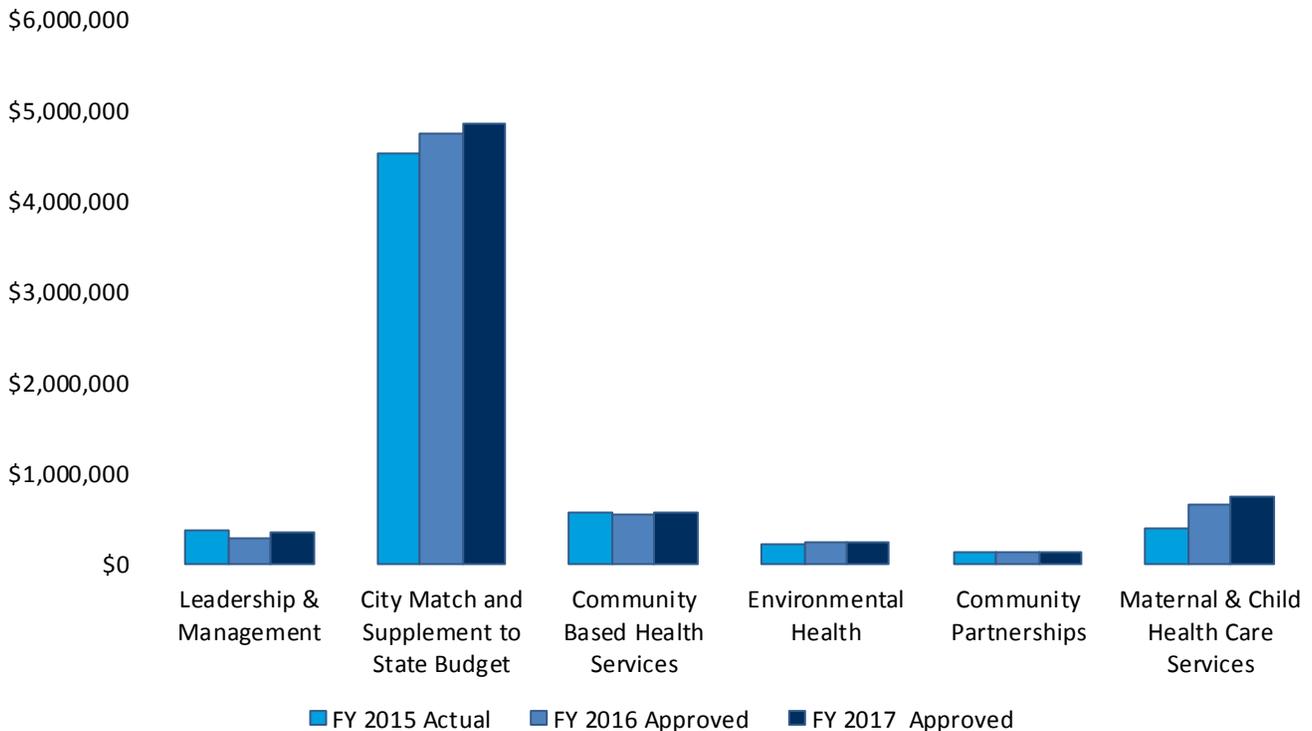
Stephen Haering, MD, MPH, FACPM

Director

703.746.4956

Stephen.Haering@VDH.virginia.gov

ALL FUNDS SUMMARY BY PROGRAM





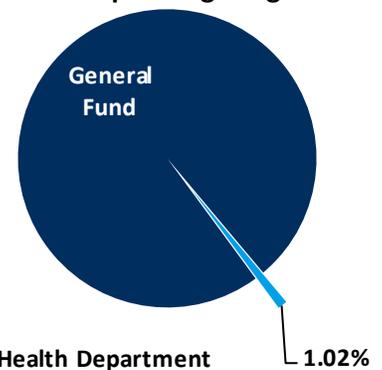
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$1,450,723	\$1,733,524	\$1,834,336	\$100,812	5.8%
Non-Personnel	\$4,721,998	\$4,805,466	\$4,991,295	\$185,829	3.9%
Capital Goods Outlay	\$4,484	\$24,515	\$46,457	\$21,942	89.5%
Total Expenditures	\$6,177,205	\$6,563,505	\$6,872,088	\$308,583	4.7%
Expenditures by Fund					
General Fund	\$6,159,362	\$6,538,990	\$6,825,631	\$286,641	4.4%
Non-Fiscal Year Grants	\$13,359		\$0	\$0	0.0%
Internal Service	\$4,484	\$24,515	\$46,457	\$21,942	89.5%
Total Expenditures	\$6,177,205	\$6,563,505	\$6,872,088	\$308,583	4.7%
Total Department FTEs	15.43	15.43	15.63	0.20	1.3%

FISCAL YEAR HIGHLIGHTS

The FY 2017 approved budget for the Health Department increases by \$308,583 or 4.7% over FY 2016 levels. The non-personnel increase is primarily due to the City supplement to the State budget of approximately \$121,852, or 2.6 % over FY 2016 and to supplement previously non-supplemented State employee salaries to improve retention and/or enhance recruitment. Additionally, an Accounts Receivable position is being abolished and transitioned from City only to a State funded position, and 1 FTE HealthCare Technician is being added to supplant the loss of State grant funding. The total FTE count is increasing by 0.2 FTE due to the conversion of one part-time Nurse Practitioner position into full-time FTE.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Leadership & Management	A vacant Manager for Accounts Receivables & Frontline Operations position is being transitioned from a City position as it does not provide direct client services. As a result, the City will abolish the position and now only supplement the state salary instead of funding the entire salary & benefits. The City supplement to the State salary for the vacant position of \$14,276 is included below in the City Supplement to State. The net General Fund impact as a result is an \$89,317 reduction.	(1.00)	(\$103,593)
Leadership & Management	Adding one HealthCare Technician, including non-personnel costs, to supplant the lost Title X Family Planning grant fund. The Family Planning program provides important reproductive health services to underserved women in the City who have no other resource for such services and works cooperatively with human service agencies throughout the City to make linkages to needed services and resources.	1.00	\$142,539
Maternal & Childcare Services	Increasing one .80 part-time Nurse Practitioner to 1.0 full-time FTE in order to ensure Alexandria Health Department's ability to provide quality public health services (population-based and specialty safety net services).	0.20	\$39,796
City Supplement to State	The FY 2017 budget includes a \$160,204 salary supplement to previously non-supplemented State employees to improve retention and/or enhance recruitment and a \$14,276 salary supplement for an Account Receivable Manager that is being converted from a City to a State funded position.	0.00	\$174,480



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program ¹	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$367,173	\$281,902	\$346,066	\$64,164	22.8%
City Match and Supplement to State Budget	\$4,518,772	\$4,752,654	\$4,862,942	\$110,288	2.3%
Community Based Health Services	\$562,401	\$533,404	\$565,812	\$32,408	6.1%
Environmental Health	\$213,981	\$234,979	\$236,619	\$1,640	0.7%
Community Partnerships	\$125,946	\$117,637	\$123,513	\$5,876	5.0%
Maternal & Child Health Care Services	\$388,931	\$642,929	\$737,136	\$94,207	14.7%
Total Expenditures	\$6,177,205	\$6,563,505	\$6,872,088	\$308,583	4.7%

¹ The Health Department's program structure has changed for the FY 2016 budget year. Financial data for prior years have been recalculated to match the new structure for comparative purposes.

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	1.88	1.88	1.88	0.00	0.0%
City Match and Supplement to State Budget	0.00	0.00	0.00	0.00	N/A
Community Based Health Services	2.00	2.00	2.00	0.00	0.0%
Environmental Health	1.00	1.00	1.00	0.00	0.0%
Community Partnerships	3.50	3.50	3.50	0.00	0.0%
Maternal & Child Health Care Services	7.05	7.05	7.25	0.20	2.8%
Total FTEs	15.43	15.43	15.63	0.20	1.3%

Net City Tax Contribution to Department

Department Related General Fund Revenues	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
General Fund Expenditures	\$6,159,362	\$6,538,990	\$6,825,631	\$286,641	4.4%
Department Related General Fund Revenues					
1) Licenses, Permits and Fees	\$103,450	\$102,750	\$106,000	\$3,250	3.2%
2) Chargers for Services	\$9,300		\$10,000		
Total	\$112,750	\$102,750	\$116,000	\$3,250	12.9%
Net City Tax Contribution	\$6,046,612	\$6,436,240	\$6,709,631	\$273,391	4.2%



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieves results the community values

Lines of Business

Leadership and Management

Goals

Health Department services are highly rated

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$144,620	\$141,358	\$84,307
Non-Personnel	\$218,069	\$116,029	\$215,302
Capital Goods Outlay	\$4,484	\$24,515	\$46,457
Total Expenditures	\$367,173	\$281,902	\$346,066
% of All Funds Departmental Budget	5.9%	4.3%	5.0%
Total Program FTEs	1.88	1.88	1.88
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of HD clients who rate the HD's services good or better</i>	100%	100%	100%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		1.88	\$281,902
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$25,803
[Continued on next page]			



Health Department

LEADERSHIP & MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Leadership & Management	A vacant Manager for Accounts Receivables & Frontline Operations position is being transitioned from a City position as it does not provide direct client services. As a result, the City will now only supplement the state salary instead of funding the entire salary & benefits. The City supplement to the State salary for the vacant position of \$14,276 is included below in the City Supplement to State. The net General Fund impact as a result is an \$89,317 reduction.	(1.00)	(\$103,593)
Leadership & Management	Adding one HealthCare Technician, including non-personnel costs, to supplant the lost Title X Family Planning grant fund. The Family Planning program provides important reproductive health services to underserved women in the City who have no other resource for such services and works cooperatively with human service agencies throughout the City to make linkages to needed services and resources.	1.00	\$142,539
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.88	\$346,651



CITY SUPPLEMENT TO STATE BUDGET

Outcomes Supported: Improves City resident’s overall health

Lines of Business

Goals

State mandated City Supplement | Health department services are highly rated

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$243,515	\$311,733	\$326,403
Non-Personnel	\$4,275,257	\$4,440,921	\$4,536,539
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$4,518,772	\$4,752,654	\$4,862,942
% of All Funds Departmental Budget	73.2%	72.4%	70.8%
Total Program FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of health department clients who rate services at good or better</i>	100%	100%	100%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$4,752,654
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current service personnel-related expenses for the required City match as well as retirement and salary supplement for State employees that reduces the gap in salaries between state employees and City employees working in the same programs. For FY 2017, the state contribution is slightly increasing which in turns helps reduce City contributions.	0.00	(\$64,192)
[Continued on next page]			



Health Department

CITY SUPPLEMENT TO STATE BUDGET

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
City Supplement to State	The FY 2017 budget includes a \$160,204 salary supplement to previously non-supplemented State employees to improve retention and/or enhance recruitment and a \$14,276 salary supplement for an Account Receivable Manager that is being abolished and converted from a City to a State funded position.	0.00	\$174,480
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$4,862,942



COMMUNITY BASED HEALTH SERVICES

Outcomes Supported: Improve City resident’s overall health

<u>Lines of Business</u>	<u>Goals</u>
HIV Prevention	Persons with HIV are connected to support services
Diseases Surveillance	Facilitate the implementation of appropriate public health control measures
Medical long term care screening	Complete long term care assessment for Medicaid

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$513,495	\$479,577	\$511,296
Non-Personnel	\$48,906	\$53,827	\$54,516
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$562,401	\$533,404	\$565,812
% of All Funds Departmental Budget	9.1%	8.1%	8.2%
Total Program FTEs	2.00	2.00	2.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of individuals with positive HIV infections connected to HIV support services</i>	100%	100%	100%
<i>Percent of high priority diseases for which control measures are implemented</i>	95%	95%	95%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$533,404
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$32,408
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		2.00	\$565,812



ENVIRONMENTAL HEALTH

Outcomes Supported: Reduce City resident’s incidence of preventable diseases

Lines of Business

Goals

Vector for Control	Transmission to humans of disease associated with insects and animals is controlled
Aquatic Health and Safety	The risks of water borne illness, injury and drowning are reduced year-to year

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$170,820	\$177,836	\$179,076
Non-Personnel	\$43,161	\$57,143	\$57,543
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$213,981	\$234,979	\$236,619
% of All Funds Departmental Budget	3.5%	3.6%	3.4%
Total Program FTEs	1.00	1.00	1.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of people potentially exposed to rabies</i>	N/A	250.00	200.00
<i>Average number of repeat pool violations per inspection during summer season</i>	N/A	0.20	0.30

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$234,979
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$1,640
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$236,619



COMMUNITY PARTNERSHIPS

Outcomes Supported: Improve City resident’s overall health

Lines of Business

Health promotion; disease prevention; health equity

Goals

Community health initiatives are implemented

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$104,057	\$108,987	\$114,763
Non-Personnel	\$21,890	\$8,650	\$8,750
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$125,946	\$117,637	\$123,513
% of All Funds Departmental Budget	2.0%	1.8%	1.8%
Total Program FTEs	3.50	3.50	3.50
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of community health initiatives implemented</i>	4.00	4.00	6.00

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		3.50	\$117,637
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$5,876
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		3.50	\$123,513



MATERNAL & CHILD CARE SERVICES

Outcomes Supported: Improve City resident’s overall health

Lines of Business

Goals

Prenatal care and Case Management	Women in the Health Department’s care deliver babies with healthy weights
Teel Wellness Center (TWC)	Teen health problems and risks are treated and prevented

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$274,215	\$514,033	\$618,491
Non-Personnel	\$114,716	\$128,896	\$118,645
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$388,931	\$642,929	\$737,136
% of All Funds Departmental Budget	6.3%	9.8%	10.7%
Total Program FTEs	7.05	7.05	7.25
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of women in the Health Department's care delivering babies with healthy weight</i>	97%	95%	95%
<i>Percent of adolescents who report good or excellent health</i>	N/A	90%	95%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		7.05	\$642,929
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$54,411
[Continued on next page]			



Health Department

MATERNAL & CHILD CARE SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Maternal & Childcare Services	Increasing one .80 part-time Nurse Practitioner to 1.0 full-time FTE in order to ensure Alexandria Health Department's ability to provide quality public health services (population-based and specialty safety net services).	0.20	\$39,796
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		7.25	\$737,136

Library



The Library provides access to information in a variety of formats, as well as various programs and services which contribute to customers' educational, informational, and recreational needs. The Library also builds a better community by providing the opportunity for customers to learn, create, explore, and connect.

Department Contact Info

703.746.1701

<http://www.alexandria.lib.va.us/>

Department Head

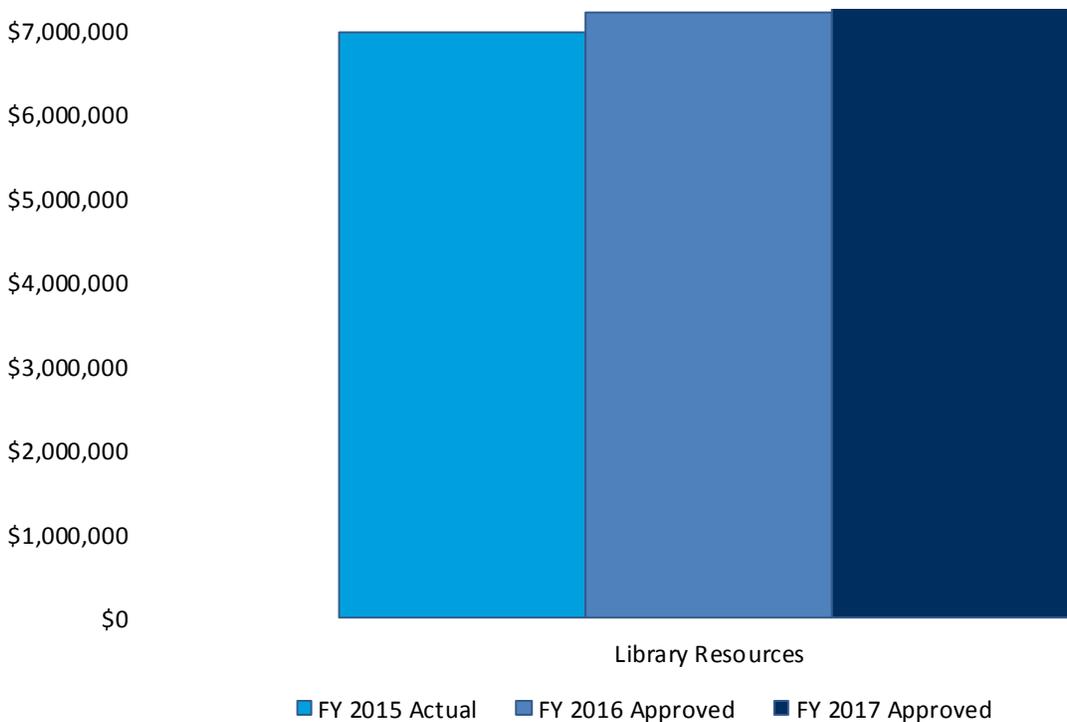
Rose T. Dawson

Director

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ALL FUNDS SUMMARY BY PROGRAM





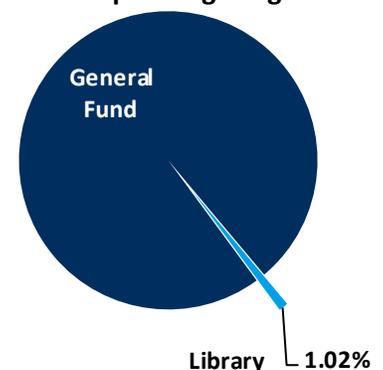
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$5,506,182	\$5,750,725	\$6,021,761	\$271,036	4.7%
Non-Personnel	\$1,468,931	\$1,469,901	\$1,454,623	(\$15,278)	-1.0%
Capital Goods Outlay	\$1,436	\$0	\$0	\$0	0.0%
Interfund Transfers	\$6,495,775	\$6,729,652	\$6,938,510	\$208,858	3.1%
Total Expenditures	\$13,472,324	\$13,950,278	\$14,414,894	\$464,616	3.3%
Expenditures by Fund					
General Fund	\$6,495,775	\$6,729,652	\$6,938,510	\$208,858	3.1%
Law Library Special Revenue Fund	\$73,662	\$54,346	\$54,346	\$0	0.0%
Library Special Revenue Fund	\$432,754	\$436,628	\$483,528	\$46,900	10.7%
Library Fund	\$6,468,697	\$6,729,652	\$6,938,510	\$208,858	3.1%
Internal Service Fund	\$1,436	\$0	\$0	\$0	0.0%
Total Expenditures	\$13,472,324	\$13,950,278	\$14,414,894	\$464,616	3.3%
Less Interfund Transfers	\$6,495,775	\$6,729,652	\$6,938,510	208,858	3.1%
Net Expenditures	\$6,976,549	\$7,220,626	\$7,476,384	\$255,758	3.5%
Total Department FTEs	72.00	72.00	69.50	-2.50	-3.5%

FISCAL YEAR HIGHLIGHTS

The FY 2017 approved all funds budget for the Library increases by 3.1% or \$464,616 over FY 2016 levels, while the General Fund budget increases by 3.1% or \$208,858. Personnel increases due to pay increases and benefits are offset by expenditure reductions in the department. The FTE count is reduced by 2.5 vacant FTEs compared to FY 2016 levels due to the proposed elimination of Library Assistant positions, a reduction of \$189,100. The approved FY 2017 budget includes \$46,900 more in budgeted revenue due to the funding of a second passport application and processing service. Non-personnel includes a \$50,000 reduction of one-time Library materials funding provided in FY 2016 as a match for privately raised funds not available in FY 2017. The Law Library now functions as a branch within the Library Department. As part of the Add/Delete process, City Council added \$79,862 in Library Resources budget for the expansion of Sunday hours at Barrett, Burke, and Duncan Library.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Library Resources	Eliminate vacant Library assistant positions equivalent to 3.25 FTEs. This reduction eliminates three 0.75 FTE Library Assistant II positions and one 1.0 FTE Library Assistant I position. These positions have all been vacant for over a year, so this funding reduction is not expected to decrease current service levels.	(3.25)	(\$215,498)
Library Resources	Restoring a vacant part-time Library Assistant position budgeted at \$35,346 to begin passport processing services at a second Library facility. The Library anticipates that it will generate \$58,900 in application fees. The net General Fund impact as a result of the increased revenue is a \$23,554 reduction.	0.75	(\$23,553)
Library Resources	Reduced \$50,000 in one-time Library materials funding provided in FY 2016 as a match for privately raised funds not available in FY 2017.	0.00	(\$50,000)
Library Resources	As part of the Add/Delete process, City Council added \$79,862 in Library Resources budget for the expansion of Sunday hours at Barrett, Burke, and Duncan Library. The cost includes seasonal staff as well as non-personnel expenditures.	0.00	\$79,862



LIBRARY RESOURCES

Outcomes Supported: Ensure the educational and developmental attainment of all residents

Lines of Business

Goals

Adult and Youth Library Services | Residents utilize and are satisfied with library services

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$5,506,182	\$5,750,725	\$6,021,761
Non-Personnel	\$1,468,931	\$1,469,901	\$1,454,623
Capital Goods Outlay	\$1,436	\$0	\$0
Net Total Expenditures*	\$6,976,549	\$7,220,626	\$7,476,384
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	71.50	72.00	69.50

*Net Total Expenditures includes the City contribution from the General Fund and all special revenues (State aid and revenues from fees and fines)

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of library visitors</i>	727,527	696,380	800,000

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		72.00	\$7,220,626
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. One-time funds that were added in FY 2016 for a Library materials private fundraising match have been removed.	0.00	\$464,947
[Continued on next page]			



LIBRARY RESOURCES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Adult and Youth Library Services	Eliminate vacant Library assistant positions equivalent to 3.25 FTEs. This reduction eliminates three 0.75 FTE Library Assistant II positions and one 1.0 FTE Library Assistant I position. These positions have all been vacant for over a year, so this funding reduction is not expected to decrease current service levels.	(3.25)	(\$215,498)
Library Resources	Restoring a vacant part-time Library Assistant position budgeted at \$35,346 to begin passport processing services at a second Library facility. The Library anticipates that it will generate \$58,900 in application fees. The net General Fund impact as a result of the increased revenue is a \$23,554 reduction.	0.75	(\$23,553)
Library Resources	Reduced \$50,000 in one-time Library materials funding provided in FY 2016 as a match for privately raised funds not available in FY 2017.	0.00	(\$50,000)
Library Resources	As part of the Add/Delete process, City Council added \$79,862 in Library Resources budget for the expansion of Sunday hours at Barrett, Burke, and Duncan Library. The cost includes seasonal staff as well as non-personnel expenditures.	0.00	\$79,862
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		69.50	\$7,476,384



EXPENDITURE & REVENUE SUMMARY

Expenditure Summary

Expenditure By Organization	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016-2017
Northern Virginia Community College	\$11,877	\$11,971	\$12,131	\$160	1.3%
Total Expenditures	\$11,877	\$11,971	\$12,131	\$160	1.3%

Summary Table FY 2017 Approved

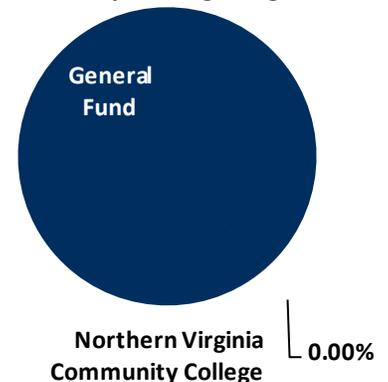
Jurisdiction	Population* FY 2016	Population* FY 2017	Population Percent Change FY 16 - FY 17	Jurisdiction Percent Share	Operating Budget Request
City of Alexandria	151,218	155,230	2.6%	6.5%	\$12,131
Arlington County	227,146	229,302	0.9%	9.6%	\$17,920
City of Fairfax	23,938	24,730	3.2%	1.0%	\$1,933
Fairfax County	1,116,897	1,118,884	0.2%	46.7%	\$87,443
City of Falls Church	13,315	13,522	1.5%	0.6%	\$1,057
Loudoun County	347,969	361,708	3.8%	15.1%	\$28,268
Manassas City	40,690	41,830	2.7%	1.7%	\$3,269
Manassas Park City	15,174	15,427	1.6%	0.6%	\$1,206
Prince William County	431,258	437,636	1.5%	18.2%	\$34,202
Total	2,367,605	2,398,269	1.3%	100.0%	\$187,429

*Population figures provided by NVCC come from the Weldon Cooper Center for Public Service

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for the Northern Virginia Community College is increasing 1.3% from FY 2016 levels. 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 Services

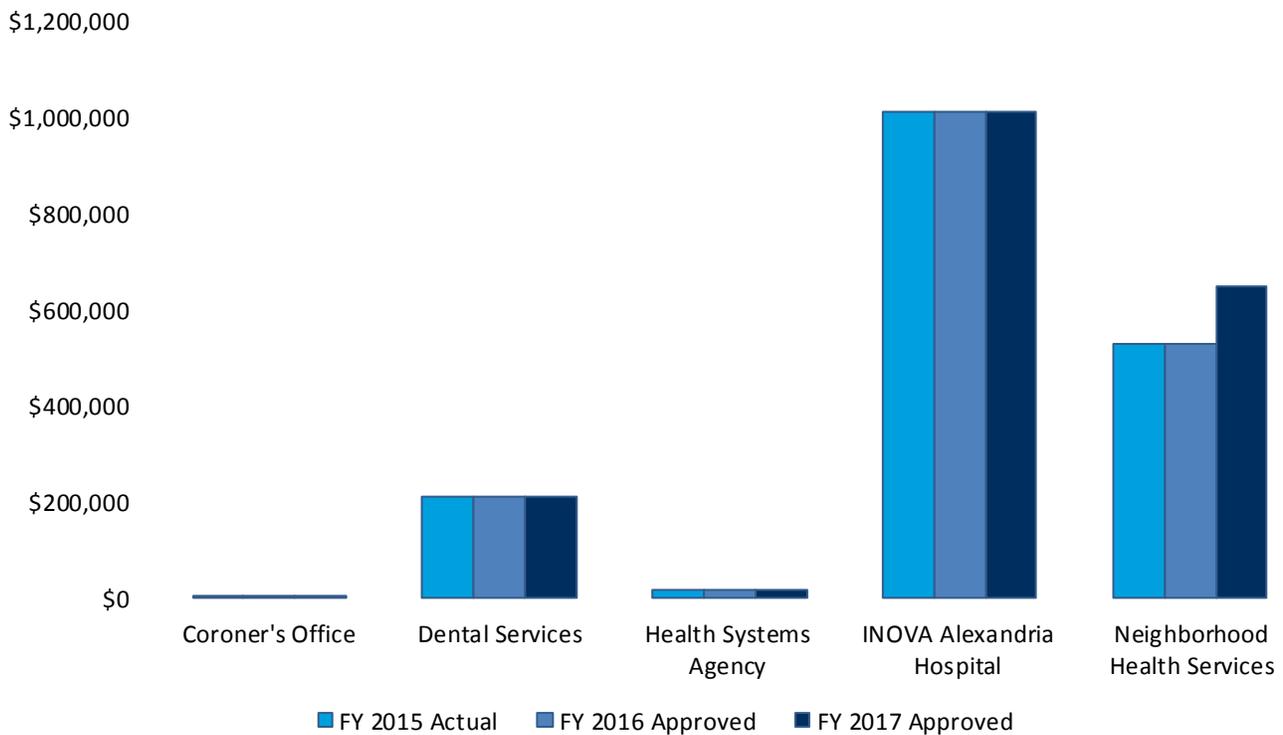


Other Health Services is a collection of contributions to non-City government agencies that provide health services to Alexandria Residents.

- Coroner’s Office
- Dental Services
- Health Systems Agency of Northern Virginia
- INOVA Alexandria Hospital
- Neighborhood Health

Agency contact info is further in this section.

ALL FUNDS SUMMARY BY PROGRAM



Other Health Services



EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$0	\$0	\$0	\$0	0.0%
Non-Personnel	\$1,765,250	\$1,765,350	\$1,883,891	\$118,541	6.7%
Capital Goods Outlay	\$0	\$0	\$0	\$0	0.0%
Total Expenditures	\$1,765,250	\$1,765,350	\$1,883,891	\$118,541	6.7%
Expenditures by Fund					
General Fund	\$1,765,250	\$1,765,350	\$1,883,891	\$118,541	6.7%
Total Expenditures	\$1,765,250	\$1,765,350	\$1,883,891	\$118,541	6.7%
Total Department FTEs	0.00	0.00	0.00	0.00	N/A

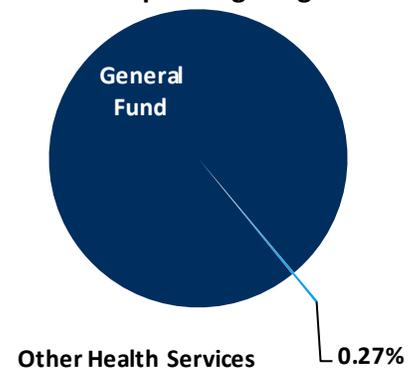
Expenditure Summary

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditures By Organization					
Coroner's Office	\$1,100	\$1,200	\$1,200	\$0	0.0%
Dental Services	\$209,000	\$209,000	\$209,000	\$0	0.0%
Health Systems Agency	\$14,000	\$14,000	\$14,000	\$0	0.0%
INOVA Alexandria Hospital	\$1,011,150	\$1,011,150	\$1,011,150	\$0	0.0%
Neighborhood Health Services	\$530,000	\$530,000	\$648,541	\$118,541	22.4%
Total Expenditures	\$1,765,250	\$1,765,350	\$1,883,891	\$118,541	6.7%

FISCAL YEAR HIGHLIGHTS

The FY 2017 approved budget for Other Health Services increases by \$118,541 or 6.7% over FY 2016 levels. As part of the Add/Delete process, City Council added an additional funding of \$102,600 to Neighborhood Health's budget to fund a part-time Nurse Practitioner or a part-time Physician to serve an additional 600 adults. During the Add/Delete process, City Council also appropriated \$57,914 in the Non-Departmental Contingent Reserve budget until a determination can be made as to whether Northern Virginia Dental Services (NVDS) or Neighborhood Health would be the most effective service provider.

Department Share of General Fund Operating Budget



CITY OF ALEXANDRIA, VIRGINIA
Other Health Services



CORONER'S OFFICE

Outcomes Supported: Healthy & Thriving Residents

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$1,100	\$1,200	\$1,200
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,100	\$1,200	\$1,200
% of All Funds Departmental Budget	0.1%	0.1%	0.1%
Total Program FTEs	0.00	0.00	0.00
Performance Measures	FY 2015 Actual	FY 2016 Approved	Target
	<i>None</i>		

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,200
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	No Change.	0.00	\$0
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,200

Other Health Services



DENTAL SERVICES

Outcomes Supported: Healthy & Thriving Residents

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$209,000	\$209,000	\$209,000
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$209,000	\$209,000	\$209,000
% of All Funds Departmental Budget	11.8%	11.8%	11.1%
Total Program FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Approved	Target
Performance Measures	<i>None</i>		

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$209,000
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	No Change.	0.00	\$0
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$209,000

CITY OF ALEXANDRIA, VIRGINIA
Other Health Services



HEALTH SYSTEMS AGENCY

Outcomes Supported: Healthy & Thriving Residents

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$14,000	\$14,000	\$14,000
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$14,000	\$14,000	\$14,000
% of All Funds Departmental Budget	0.8%	0.8%	0.7%
Total Program FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Approved	Target
Performance Measures	<i>None</i>		

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$14,000
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	No Change.	0.00	\$0
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$14,000

CITY OF ALEXANDRIA, VIRGINIA
Other Health Services



INOVA ALEXANDRIA HOSPITAL

Outcomes Supported: Healthy & Thriving Residents

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$1,011,150	\$1,011,150	\$1,011,150
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,011,150	\$1,011,150	\$1,011,150
% of All Funds Departmental Budget	57.3%	57.3%	53.7%
Total Program FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Approved	Target
Performance Measures			
<i>Inpatient Hospitalization</i>	-3%	1%	1%
<i>Emergency Department Patients</i>	-9%	1%	1%
<i>Obstetric Patients</i>	12%	1%	1%
<i>Surgical Patients</i>	-19%	1%	1%
<i>Imaging</i>	-43%	0%	0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,011,150
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	No Change in funding. A memorandum of understanding (MOU) between the City and INOVA Alexandria Hospital is being drafted and will be presented to City Council in the near future.	0.00	\$0
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,011,150

CITY OF ALEXANDRIA, VIRGINIA
Other Health Services



NEIGHBORHOOD HEALTH

Outcomes Supported: Healthy & Thriving Residents

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$530,000	\$530,000	\$648,541
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$530,000	\$530,000	\$648,541
% of All Funds Departmental Budget	30.0%	30.0%	34.4%
Total Program FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Approved	Target
Performance Measures			
<i>Blood Pressure Control = 140/90</i>	59%	65%	70%
<i>Diabetes control - patients 18-75 with HbA1c <9 or =9</i>	69%	73%	78%
<i>Asthma - patients 5-40 on pharmacologic therapy</i>	98%	95%	95%
<i>Children Immunizations on or before 3rd birthday</i>	95%	95%	95%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$530,000
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Increase of 3% over FY 2016 approved budget to cover inflation related costs.	0.00	\$15,900
[Continued on next page]			

Other Health Services



NEIGHBORHOOD HEALTH

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Neighborhood Health	As part of the Council add/delete process, funding for an additional 0.5 FTE Family Nurse Practitioner or a Physician is added to serve additional 1,300 health care visits by a minimum of 600 additional adults. These additional patients would receive comprehensive high quality primary care, including medical care, labs, low or no cost medicines, care coordination, and as needed dental care and mental health services available to all patients.	0.00	\$102,641
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$648,541

Recreation, Parks & Cultural Activities



The Department is comprised of six operating Divisions: Recreation Services; Leadership & Management; Cultural Activities; Park Operations & Natural Resources, Park Planning & Capital Development; and Marketing, Special Events & Waterfront Operations. These six Divisions work to offer the full range of programs, facilities and parks.

Department Contact Info

703.746.4343

alexandriava.gov/Recreation

Department Head

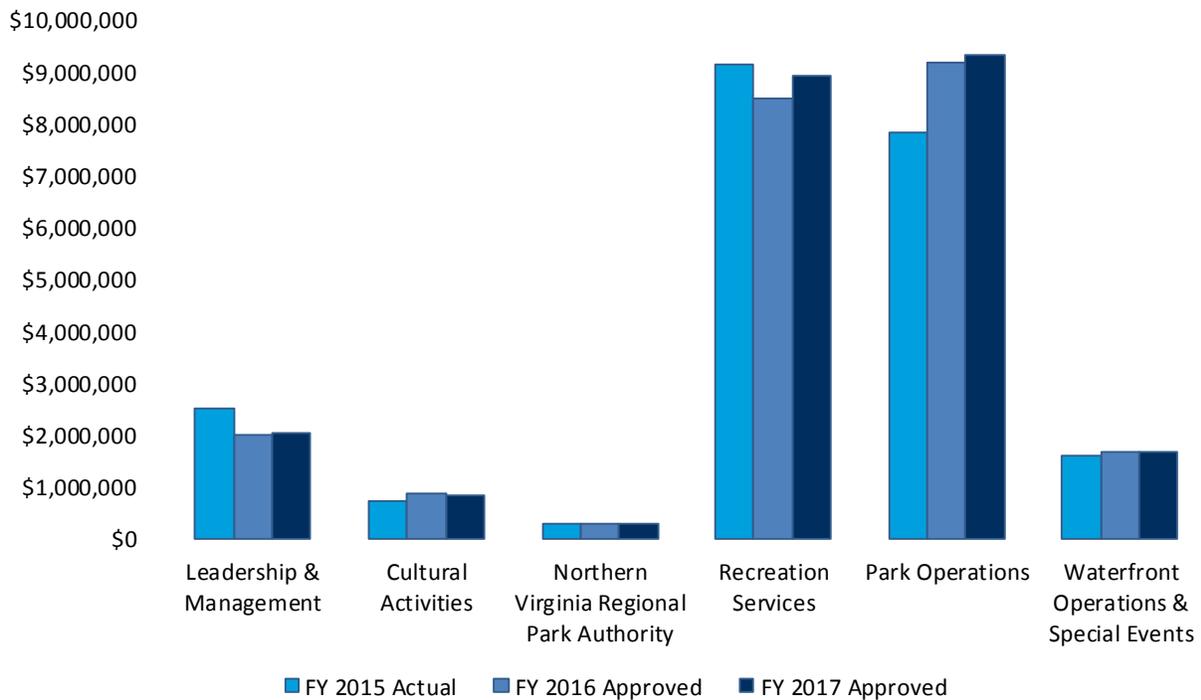
James Spengler

Director

703.746.4343

james.spengler@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM FOR DEPARTMENT



*Healthy & Thriving Residents contains the following programs: Leadership & Management, Northern Virginia Regional Park Authority, and Recreation Services. The remaining programs are in Livable, Green & Prospering City.



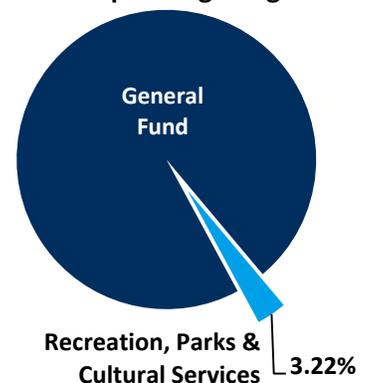
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$14,344,083	\$14,809,443	\$15,157,254	\$347,811	2.3%
Non-Personnel	\$7,042,149	\$7,435,761	\$7,608,308	\$172,547	2.3%
Capital Goods Outlay	\$206,794	\$99,773	\$161,214	\$61,441	61.6%
Interfund Transfers	\$122,371	\$122,371	\$121,663	(\$708)	-0.6%
Depreciation	\$352,162	\$0	\$0	\$0	0.0%
Total Expenditures	\$22,067,558	\$22,467,349	\$23,048,440	\$581,091	2.6%
Expenditures by Fund					
General Fund	\$20,675,208	\$21,327,294	\$21,839,520	\$512,226	2.4%
Donations	\$188,258	\$361,484	\$361,484	\$0	0.0%
Fiscal Year Grants	\$26,613	\$47,000	\$47,000	\$0	0.0%
Non-Fiscal Year Grants	\$221,966	\$280,000	\$280,312	\$312	0.1%
Other Special Revenue	\$405,284	\$367,070	\$367,182	\$112	0.0%
Internal Service	\$550,229	\$84,500	\$152,941	\$68,441	81.0%
Total Expenditures	\$22,067,558	\$22,467,349	\$23,048,440	\$581,091	2.6%
Less Interfund Transfers	\$122,371	\$122,371	\$121,663	-\$708	-0.6%
Net Expenditures	\$21,945,187	\$22,344,978	\$22,926,777	\$581,799	2.6%
Total Department FTEs	156.20	154.20	149.30	(4.90)	-3.2%

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved budget for Recreation, Parks & Cultural Activities (RPCA) increases by 2.6% or \$581,799 over FY 2016 levels. This is primarily due to the additional expenditures needed to maintain current services, the maintenance and operation of five new park areas, and new programs for school aged children. RPCA eliminates 5.10 positions and converts one 0.8 position to a fulltime 1.0 position. Funding is increased for the maintenance of new parks; however, less funding is being committed for existing park, public grounds, and right-of-way maintenance. Internal service expenditures have increased from FY 2016 due to RPCA vehicles scheduled for replacement per the City fleet replacement plan. Continuing the implementation of the department's Cost Recovery model and examining the demand for fee-supported services, RPCA adjusts fees accordingly and collects an estimated additional \$278,163 in General Fund revenue in FY 2017. Through the add/delete process, City Council restored \$22,365 for park maintenance and \$7,280 for drop-in gym time at Nannie J. Lee Memorial Recreational Center.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Leadership & Management	Transfer of 1.0 Urban Planner position from the Operating budget to the Capital budget. This is a technical adjustment that will not impact services.	0.00	(\$97,696)
Leadership & Management	Elimination of 1.0 vacant Division Chief position. These duties will be delegated among remaining planning staff, and there is expected to be no service impact.	(1.00)	(\$136,620)
Cultural Activities	Reduce funding for Cultural Programs. This reduction decreases expenditures for professional services that support programming, workshops, and cultural events at the Durant Center and decreases the number of cultural activities programs provided to the public.	0.00	(\$10,000)
Cultural Activities	Reduce professional services dedicated to the Cultural Planning Program. This reduction may slow implementation of the recommendations and initiatives noted in the Citywide Cultural Plan once approved.	0.00	(\$15,000)
Recreation Services	Eliminate 1.0 vacant Recreation Coordinator and 0.6 vacant part-time Recreation Leader positions at Charles Houston Recreation Center. These reductions will decrease capacity to offer youth and teen enrichment programs at the center. Youth attendance at Charles Houston has declined in recent years. Program duties will be delegated among remaining staff.	(1.60)	(\$122,378)
Recreation Services	Convert an Outreach Leader position assigned to Recreation Services from part-time (0.8 FTE) to full-time (1.0 FTE), allowing the position to more effectively work with at risk youth and collaborate with law enforcement, the community, employment organizations, and human services regarding at risk youth.	0.20	\$20,911
Recreation Services	The Proposed budget eliminated open recreation hours at Nannie J. Lee Memorial Recreation Center, resulting in the Center only being open when there are classes, programs, or rentals. Through the add/delete process, City Council restored \$7,280 of funding which restores drop-in gym time on Tuesday and Wednesday evenings.	0.00	(\$32,334)
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DEPARTMENTAL CHANGES TO CITY SERVICES, CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Recreation Services	Youth Achieving Greatness and Camp Adventure Programs. This adjustment will provide summer camp, three school year sessions, and five temporary Recreation Leader positions for these programs. The expenditures for these items will be partially offset by revenue.	0.00	\$42,306
Recreation Services	Increased funding for staffing to operate and monitor facilities for rentals. This increase will allow the opportunity to recover costs through the implementation of rental fees for parties, family events, wedding receptions, etc. Additional revenue is expected to fully fund this increase.	0.00	\$32,627
Recreation Services	Additional staff for the PowerOn Out of School Time Program. This expenditure is partially offset by revenue and will allow the program to operate at expanded enrollment levels.	0.00	\$115,202
Recreation Services	Learn to Swim classes. Additional water safety instructors will be hired on a temporary basis to increase the quantity of classes offered, enabling the department to align the number of classes with demand. Class revenue is expected to fully fund this expenditure.	0.00	\$18,720
Recreation Services	Summer Program Before Care. This will provide a safe, supervised program starting at 7:00 am before the summer Power-On Out of School Time Program (OSTP) formally begins at 9:00 am at recreation centers and program sites. Program revenue is expected to fully fund this expenditure.	0.00	\$13,588
Recreation Services	Summer Extra Fun Weeks. This program will provide affordable child care, filling the gap between the end of the Summer Power-On Out of School Time Program and the start of the school year. Program revenue is expected to fully fund this expenditure.	0.00	\$11,373
Recreation Services	Out of School Time Program transportation. As the Patrick Henry Recreation Center is scheduled to be closed from January 2017 through summer 2018, this increase will provide transportation for students attending the OSTP from Patrick Henry to Minnie Howard School.	0.00	\$15,000
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DEPARTMENTAL CHANGES TO CITY SERVICES, CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Park Operations	Reduce funding for equipment maintenance. Realignment of equipment maintenance program is expected to net operational efficiency for this cost savings. There is no expected service impact.	0.00	(\$19,848)
Park Operations	Reduce maintenance levels for Brenman Stormwater Retention Pond. Contracted stormwater pond algae treatments and geese management will be reduced from 12 cycles to 5 cycles a year. Provided services will focus on the active algae growth season and geese migration period.	0.00	(\$14,767)
Park Operations	Reduce resources related to Potomac Yard slope maintenance. Instead of annual replenishment of mulch on the entire slope area via contracted services, current staff will replenish mulch on an as needed basis only in areas showing erosion.	0.00	(\$37,955)
Park Operations	Reduce park maintenance. The Proposed budget reduced maintenance of park restrooms, dog park maintenance, and litter pick-up from 7 days a week to 5 days a week for a total reduction of \$23,459. Through the add/delete process, City Council restored \$22,365. The remaining reduction will be absorbed in the program.	0.00	(\$1,094)
Park Operations	Reduce mowing in parks. Mowing cycles in parks will be reduced from 17 to 15 cycles. In addition, "no mow zones" will be established in some park areas; this will not impact athletic fields.	0.00	(\$30,528)
Park Operations	Eliminate environmental education outreach to elementary school children in ACPS classrooms. 56 one-hour education sessions will no longer occur.	0.00	(\$10,000)
Park Operations	Reduce funding for mowing and landscaping for medians, rights-of-way and public grounds. Mowing cycles at medians will be reduced from 12 to 10 cycles. At other public facilities, the mowing cycles will be reduced from 15 to 13 cycles. Additionally, there will be a reduction of two maintenance cycles for landscaped beds.	0.00	(\$25,504)
Park Operations	Reduce the Turf Management Program, including a reduction in application of fertilizer, weed and pest control measures on fields impacting the appearance and the quality of the fields' playing surfaces. In-house staff will provide limited applications to maintain the basic safety requirements of the playing fields.	0.00	(\$46,945)

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DEPARTMENTAL CHANGES TO CITY SERVICES, CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Park Operations	Custodial services reductions. Continued implementation of the findings of the 2015 RPCA Custodial Services Analysis Report with elimination of 1.5 vacant FTE, improving the balance of internal staff versus contracted services to improve operational efficiency, flexibility and cost savings. Contracted services are increased and partially offset this savings; this cost is included as the cost to maintain current services.	(1.50)	(\$70,895)
Park Operations	Restore park maintenance funding to sustain services at new parks. This addition will allow for the full year maintenance of several new parks, including Potomac Yard Park, Potomac Greens Park, Potomac Green Right-of-Way, Custis Linear/Finger Park, and President Gerald Ford Park.	0.0	\$153,999
Park Operations	This funding will allow additional trees to be planted, established, and maintained on street rights-of-way and on public properties in North Old Town, South Old Town, and other areas of greatest need.	0.0	\$72,000
Waterfront Operations & Special Events	Eliminate Waterfront Park Manager position. This position provided management oversight and logistic support to the waterfront along with other City parks. The elimination of this position results in the loss of supervision of other employees and reduces the operation focus on the waterfront parks. Waterfront park maintenance will continue as part of the City's overall park maintenance program.	(1.00)	(\$102,976)
Waterfront Operations & Special Events	Eliminate contracted City marina security services. This reduction eliminates the security patrol services that supplement existing camera video surveillance system utilized in the City Marina.	0.00	(\$24,000)
Waterfront Operations & Special Events	City Marina and Fitzgerald Square update. This funding will provide new welcome signage, ongoing cleaning of waterfront garbage and debris, and enhanced seating.	0.00	\$45,000
Waterfront Operations & Special Events	Waterfront public programming. This funding will allow for a program of performing arts for the waterfront, including paid performers, curated buskers, public art, historical tours, and reenactments.	0.00	\$30,000
Departmental Revenue	Continued implementation of the RPCA Cost Recovery Policy and the increase of appropriate fees to meet market rates or increased demand. The City's fee compendium includes the details of the proposed fee increases.	0.00	\$278,163 Revenue



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	\$2,495,938	\$2,000,448	\$2,033,350	\$32,902	1.6%
Cultural Activities	\$707,901	\$862,881	\$822,599	(\$40,282)	-4.7%
Northern Virginia Regional Park Authority	\$275,950	\$281,406	\$284,587	\$3,181	1.1%
Recreation Services	\$9,143,710	\$8,472,954	\$8,912,626	\$439,672	5.2%
Park Operations	\$7,848,811	\$9,172,111	\$9,321,274	\$149,162	1.6%
Waterfront Operations & Special Events	\$1,595,249	\$1,677,548	\$1,674,004	(\$3,544)	-0.2%
Total Expenditures	\$22,067,558	\$22,467,349	\$23,048,440	\$581,091	2.6%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015	FY 2016	FY 2017	FTE Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	14.80	15.25	14.25	(1.00)	-6.6%
Cultural Activities	4.00	4.00	4.00	0.00	0.0%
Northern Virginia Park Authority	0.00	0.00	0.00	0.00	0.0%
Recreation Services	74.10	63.45	62.05	(1.40)	-2.2%
Park Operations	57.30	64.50	63.00	(1.50)	-2.3%
Waterfront Operations & Special Events	6.00	7.00	6.00	(1.00)	-14.3%
Total FTEs	156.20	154.20	149.30	(4.90)	-3.2%



LEADERSHIP & MANAGEMENT

Outcomes Supported: Improve the quality of residents' leisure time

Lines of Business

Leadership and Management

Goals

Manage services so that residents and tourists are satisfied with recreation, parks, and cultural activities

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,596,317	\$1,534,550	\$1,491,005
Non-Personnel	\$349,392	\$366,125	\$381,131
Capital Goods Outlay	\$198,067	\$99,773	\$161,214
Depreciation	\$352,162	\$0	\$0
Total Expenditures	\$2,495,938	\$2,000,448	\$2,033,350
% of All Funds Departmental Budget	11.3%	8.9%	8.8%
Total Program FTEs	14.80	15.25	14.25
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of residents satisfied with recreation, parks, and cultural activities (rating services excellent or good)</i>	-	91.0%	85.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		15.25	\$2,000,448
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$267,218
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LEADERSHIP & MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Leadership & Management	Transfer of 1.0 Urban Planner position from the Operating budget to the Capital budget. This is a technical adjustment that will not impact services.	0.00	(\$97,696)
Leadership & Management	Elimination of 1.0 vacant Division Chief position. These duties will be delegated among remaining planning staff, and there is expected to be no service impact.	(1.00)	(\$136,620)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		14.25	\$2,033,350



NORTHERN VIRGINIA REGIONAL PARK AUTHORITY

Outcomes Supported: Improve the quality of residents' leisure time

Lines of Business

Goals

Northern Virginia Regional Parks Authority | Alexandria residents use Northern Virginia Regional Park Authority (NVRPA) facilities

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$275,950	\$281,406	\$284,587
Total Expenditures	\$275,950	\$281,406	\$284,587
% of All Funds Departmental Budget	1.3%	1.3%	1.2%
Total Program FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of visitors to NVRPA facilities in Alexandria</i>	-	-	185,300

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$281,406
Current Service Adjustment	Description	FTE Impact	Cost Modification
Regional Membership	The annual allocation to the Northern Virginia Regional Park Authority (NVRPA) is formula based on population. For FY 2017, the per capita rate remains the same at \$1.89 per resident, and the increase of \$3,181 is based on NVRPA's estimate of Alexandria's population gaining 1,683 residents from 148,892 in FY 2016 to 150,575 in FY 2017.	0.00	\$3,181
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$284,587



RECREATION SERVICES

Outcomes Supported: Improve the quality of residents' leisure time

Lines of Business

Goals

Recreation Programs | Alexandria households participate in a wide variety of accessible/inclusive programs, services and activities; Alexandria households are satisfied with the quality and variety of pro-

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$7,474,668	\$6,603,871	\$7,010,566
Non-Personnel	\$1,669,041	\$1,869,083	\$1,902,060
Total Expenditures	\$9,143,710	\$8,472,954	\$8,912,626
% of All Funds Departmental Budget	41.4%	37.7%	38.7%
Total Program FTEs	74.10	63.45	62.05

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of Alexandria households that have participated in recreation programs offered by the City of Alexandria RPCA department during the past 12 months</i>	-	52.0%	50.0%
<i>Percent of households that rate the quality of the recreation programs they have participated in as excellent or good</i>	-	91.0%	95.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		63.45	\$8,472,954
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$324,657
[Continued on next page]			



RECREATION SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Recreation Programs	Eliminate 1.0 vacant Recreation Coordinator and 0.6 vacant part-time Recreation Leader positions at Charles Houston Recreation Center. These reductions will decrease capacity to offer youth and teen enrichment programs at the center. Youth attendance has declined in recent years. Program duties will be delegated among remaining staff.	(1.60)	(\$122,378)
Recreation Services	Convert an Outreach Leader position assigned to Recreation Services from part-time (0.8 FTE) to full-time (1.0 FTE), allowing the position to more effectively work with at risk youth and collaborate with law enforcement, the community, employment organizations, and human services regarding at risk youth.	0.20	\$20,911
Recreation Programs	The Proposed budget eliminated open recreation hours at Nannie J. Lee Memorial Recreation Center, resulting in the Center only being open when there are classes, programs, or rentals. Through the add/delete process, City Council restored \$7,280 of funding which restores drop-in gym time on Tuesday and Wednesday evenings.	0.00	(\$32,334)
Recreation Programs	Youth Achieving Greatness and Camp Adventure Programs. This adjustment will provide summer camp, three school year sessions, and five temporary Recreation Leader positions for these programs. The expenditures for these items will be partially offset by revenue.	0.00	\$42,306
Recreation Programs	Increased funding for staffing to operate and monitor facilities for rentals. This increase will allow the opportunity to recover costs through the implementation of rental fees for parties, family events, wedding receptions, etc. Additional revenue is expected to fully fund the increase.	0.00	\$32,627

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RECREATION SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Recreation Programs	Additional staff for the PowerOn Out of School Time Program. This expenditure is partially offset by revenue and will allow the program to operate at expanded enrollment levels.	0.00	\$115,202
Recreation Programs	Learn to Swim classes. Additional water safety instructors will be hired on a temporary basis to increase the quantity of classes offered, enabling the department to align the number of classes with demand. Class revenue is expected to fully fund this expenditure.	0.00	\$18,720
Recreation Services	Summer Program Before Care. This will provide a safe, supervised program starting at 7:00 am before the summer Power-On Out of School Time Program (OSTP) formally begins at 9:00 am at recreation centers and program sites. Program revenue is expected to fully fund this expenditure.	0.00	\$13,588
Recreation Programs	Summer Extra Fun Weeks. This program will provide affordable child care, filling the gap between the end of the Summer Power-On Out of School Time Program and the start of the school year. Program revenue is expected to fully fund this expenditure.	0.00	\$11,373
Recreation Programs	Out of School Time Program transportation. As the Patrick Henry Recreation Center is scheduled to be closed from January 2017 through summer 2018, this increase will provide transportation for students attending the OSTP from Patrick Henry to Minnie Howard School.	0.00	\$15,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		62.05	\$8,912,626



Focus Area All Funds Budget - \$127,763,303

Department	All Funds Departmental Budget
Department of Code Administration	\$7,773,419
Economic Development (AEDP, ACVA, SBDC)	\$5,490,493
Office of Historic Alexandria	\$3,823,543
Office of Housing	\$7,719,916
Planning & Zoning	\$6,157,487
Project Implementation	\$3,349,975
Recreation, Parks, and Cultural Activities (RPCA) <i>(Park Operations, Cultural Activities, and Waterfront Operations & Special Events Programs only)</i>	\$11,230,563
Transit Subsidies (DASH, King Street Trolley, VRE, DOT Paratransit, WMATA)	\$30,510,276
Transportation & Environmental Services	\$51,707,631

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...

Our city is **Green** when the City's natural and built environment is healthy. Together, we will achieve these Long Term Outcomes...

- **Improve the City's air quality**
- **Improve the health of City waterways**
- **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...

- **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**

Department of Code Administration



The Department of Code Administration works in partnership with our customers (residents, architects, engineers, contractors, developers, business and building owners) as part of a team dedicated to ensuring the safety of our built environment. Our objective is to work in concert with our customers to administer the provisions of the Virginia Uniform Statewide Building Codes (USBC) including the Virginia Construction Code, the Virginia Rehabilitation Code and the Virginia Maintenance code. In addition, we are responsible for ensuring compliance with the City Code nuisance and development provisions. We achieve this by providing premier customer service, efficient and timely plan review; consistent inspections, and proactive education and training of our customers on requirements and purpose of the code.

Department Contact Info

703.746.4200

<http://alexandriava.gov/Code>

Department Head

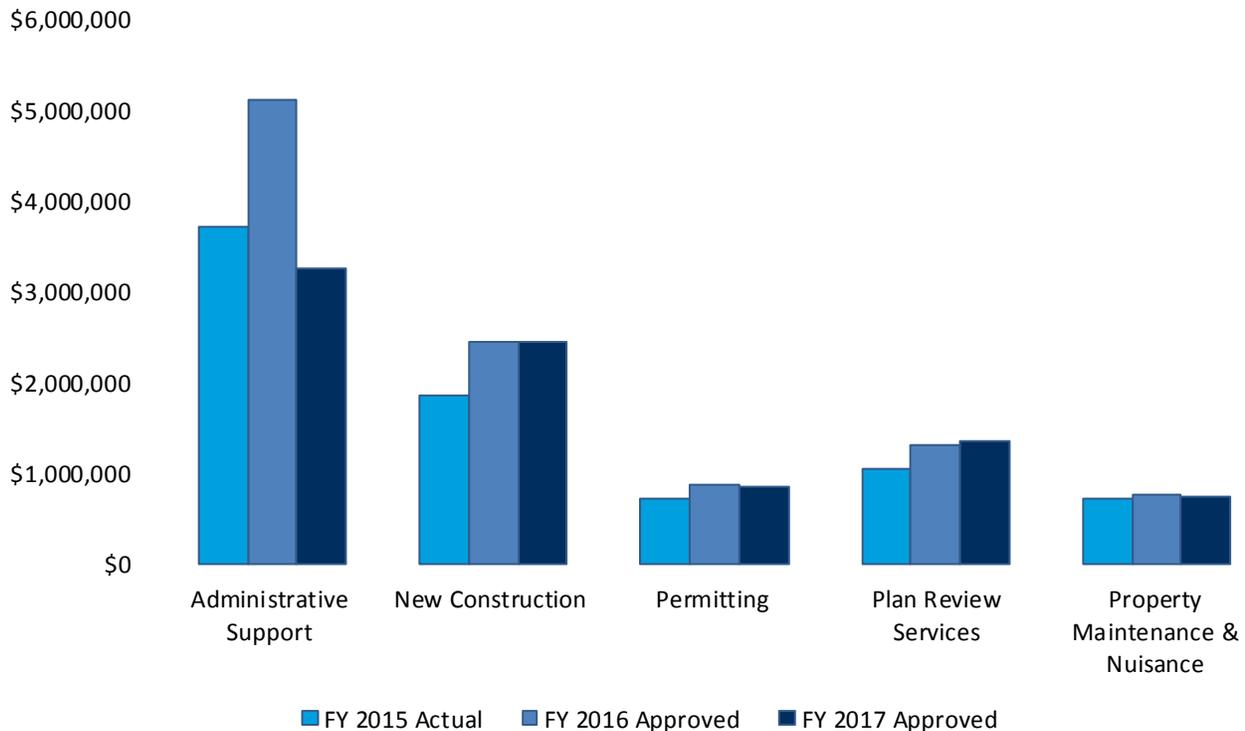
Gregg Fields

Director

703.746.4185

Gregg.Fields@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





Department of Code Administration

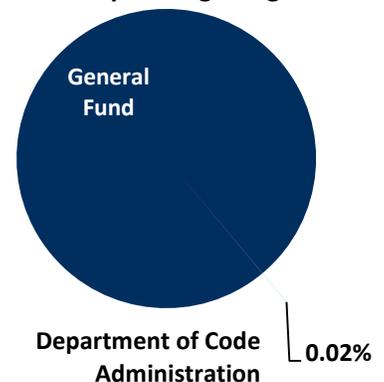
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$4,797,325	\$5,875,981	\$5,958,332	\$82,351	1.4%
Non-Personnel	\$1,000,930	\$1,862,906	\$1,815,087	-\$47,819	-2.6%
Capital Goods Outlay	\$0	\$88,500	\$0	-\$88,500	-100.0%
Interfund Transfers	\$2,200,000	\$2,647,249	\$843,300	-\$1,803,949	-68.1%
Depreciation	\$36,251	\$0	\$0	\$0	N/A
Total Expenditures	\$8,034,506	\$10,474,636	\$8,616,719	-\$1,857,917	-17.7%
Expenditures by Fund					
General Fund	\$98,153	\$120,000	\$114,000	-\$6,000	-5.0%
Other Special Revenue	\$7,900,101	\$10,266,136	\$8,502,719	-\$1,763,417	-17.2%
Internal Service	\$36,251	\$88,500	\$0	-\$88,500	-100.0%
Total Expenditures	\$8,034,506	\$10,474,636	\$8,616,719	-\$1,857,917	-17.7%
Less indirect costs to General Fund		\$897,249	\$843,300	-\$53,949	-6.0%
Net Expenditures	\$8,034,506	\$9,577,387	\$7,773,419	-\$1,803,968	-18.8%
Total Department FTEs	50.50	53.50	53.50	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for the Department of Code Administration decreases by \$1,857,917 or 17.7% over FY 2016 including a \$6,000 decrease to the General Fund supported portion of the budget. The decrease in the budget is largely due to the one time capital contribution of \$1.75 million in FY 2016 to implement the new permitting system.

Department Share of General Fund Operating Budget



Department of Code Administration



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Administrative Support	\$3,723,366	\$5,108,357	\$3,248,206	(\$1,860,151)	-36.4%
New Construction	\$1,847,872	\$2,434,372	\$2,446,663	\$12,291	0.5%
Permitting	\$703,475	\$873,047	\$844,084	(\$28,963)	-3.3%
Plan Review Services	\$1,049,394	\$1,308,950	\$1,346,278	\$37,328	2.9%
Property Maintenance & Nuisance	\$710,400	\$749,909	\$731,488	(\$18,421)	-2.5%
Total Expenditures	\$8,034,506	\$10,474,636	\$8,616,719	-\$1,857,917	-17.7%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015	FY 2016	FY 2017	FTE Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Administrative Support	8.00	8.00	8.00	0.00	0.0%
New Construction	18.00	20.00	20.00	0.00	0.0%
Permitting	8.50	9.50	9.50	0.00	0.0%
Plan Review Services	10.00	10.00	10.00	0.00	0.0%
Property Maintenance & Nuisance	6.00	6.00	6.00	0.00	0.0%
Total FTEs	50.50	53.50	53.50	0.00	0.0%

Department of Code Administration



ADMINISTRATIVE SUPPORT

Outcomes Supported: Achieve results that the community values
Ensure the fiscal strength of the City Government

<u>Lines of Business</u>	<u>Goals</u>
Department Business Processes—Fiscal	Code Administration spends all budgetary resources authorized by City Council within the appropriate fiscal year, without overspending
Department Business Processes—Non-Fiscal	Code Administration achieves its performance goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$877,652	\$948,802	\$1,023,919
Non-Personnel	\$609,463	\$1,423,806	\$1,380,987
Capital Goods Outlay	\$0	\$88,500	\$0
Interfund Transfers	\$2,200,000	\$2,647,249	\$843,300
Depreciation	\$36,251	\$0	\$0
Total Expenditures	\$3,723,366	\$5,108,357	\$3,248,206
% of All Funds Departmental Budget	46.3%	48.8%	37.7%
Total Program FTEs	8.00	8.00	8.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of authorized budgetary resources spent within the appropriate fiscal year</i>	92.0%	90.0%	98.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		8.00	\$5,108,357
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Interfund transfers decrease due to a one time capital contribution to the new permitting system in FY 2016. For FY 2017, a transfer of \$843,300 has been included to cover indirect costs associated with services provided through the General Fund.	0.00	(\$1,860,151)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		8.00	\$3,248,206

Department of Code Administration



NEW CONSTRUCTION

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Goals

New Construction Inspections

Minimize the number of structures in the City that are not in compliance with State and City codes and standards

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,585,366	\$2,157,372	\$2,168,663
Non-Personnel	\$262,506	\$277,000	\$278,000
Total Expenditures	\$1,847,872	\$2,434,372	\$2,446,663
% of All Funds Departmental Budget	23.0%	23.2%	28.4%
Total Program FTEs	18.00	20.00	20.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of inspections where compliance issues are identified</i>	14%	15.0%	15.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		20.00	\$2,434,372
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$12,291
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		20.00	\$2,446,663

Department of Code Administration



PERMITTING

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Goals

Issuing Permits | All completed building projects and alterations comply with State and City codes and standards

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$686,797	\$870,947	\$841,984
Non-Personnel	\$16,678	\$2,100	\$2,100
Total Expenditures	\$703,475	\$873,047	\$844,084
% of All Funds Departmental Budget	8.8%	8.3%	9.8%
Total Program FTEs	8.50	9.50	9.50
Other Departmental Permit Center Employees Supported By Permit Fees			
Total Expenditures	\$963,758	\$1,383,566	\$1,471,861
Personnel	\$963,758	\$1,383,566	\$1,471,861
Other Department Permit Center FTEs	11.00	13.00	13.75
Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of completed building projects and alterations that comply with State and City adopted codes and standards</i>	100%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		9.50	\$873,047
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Personnel costs are reduced in FY 2017 due to turnover savings.	0.00	(\$28,963)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		9.50	\$844,084

Department of Code Administration



PLAN REVIEW SERVICES

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Goals

Plan Review Services | Ensure all building plans are in compliance with State and City codes and standards

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,035,264	\$1,268,950	\$1,306,278
Non-Personnel	\$14,129	\$40,000	\$40,000
Total Expenditures	\$1,049,394	\$1,308,950	\$1,346,278
% of All Funds Departmental Budget	13.1%	12.5%	15.6%
Total Program FTEs	10.00	10.00	10.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percentage of plan submissions that are in compliance with State and City codes and standards</i>	85%	85%	85%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		10.00	\$1,308,950
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$37,328
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		10.00	\$1,346,278

Department of Code Administration



PROPERTY MAINTENANCE & NUISANCE

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Goals

Property Maintenance and Nuisance Activities, Inspections | City structures are in property maintenance compliance

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$612,247	\$629,909	\$617,488
Non-Personnel	\$98,153	\$120,000	\$114,000
Total Expenditures	\$710,400	\$749,909	\$731,488
% of All Funds Departmental Budget	8.8%	7.2%	8.5%
Total Program FTEs	6.00	6.00	6.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of City property maintenance code violations cited</i>	1,635	1,575	1,500

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$749,909
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	The FY 2017 budget includes a \$6,000 non-personnel reduction in the rodent abatement contract with no service impact.	0.00	(\$18,421)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$731,488



Economic Development Agencies

The Economic Development Agencies budget is a collection of contributions to non-City government agencies and City non-departmental expenditures related to the City’s economic development, including:

- Visit Alexandria
- Alexandria Economic Development Partnership
- Alexandria Small Business Development Center
- The Marketing Fund
- Holiday Lights
- First Night Alexandria
- Business Improvement District (BID) Funding

Department Contact Info

Visit Alexandria

Patricia Washington, President and CEO

VisitAlexandriava.com

patricia@visitAlexva.com

Alexandria Economic Development Partnership

Stephanie Landrum, President and CEO

www.alexecon.org

landrum@alexecon.org

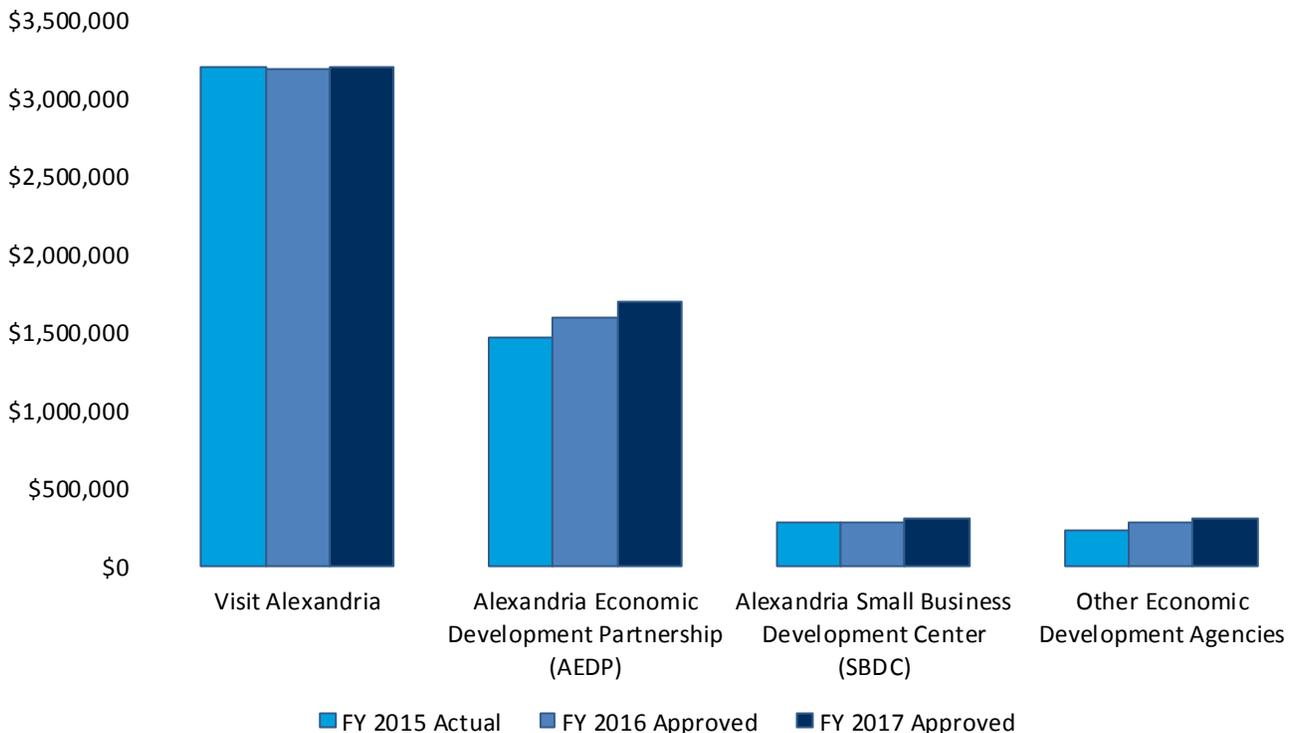
Alexandria Small Business Development Center

Bill Reagan, Executive Director

www.alexandriasbdc.org

billr@alexandriasbdc.org

ALL FUNDS SUMMARY BY PROGRAM



Economic Development Agencies



EXPENDITURE & REVENUE SUMMARY

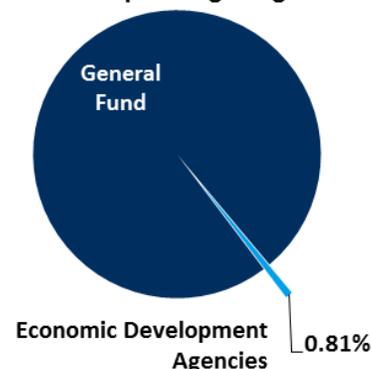
Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Visit Alexandria	\$3,204,845	\$3,187,274	\$3,206,909	\$19,635	0.6%
Alexandria Economic Development Partnership (AEDP)	\$1,463,277	\$1,592,175	\$1,688,093	\$95,918	6.0%
Alexandria Small Business Development Center (SBDC)	\$279,225	\$273,221	\$295,561	\$22,340	8.2%
Other Economic Development Agencies	\$224,025	\$274,930	\$299,930	\$25,000	9.1%
Total Expenditures	\$5,171,371	\$5,327,600	\$5,490,493	\$162,893	3.1%

Expenditures by Fund	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
General Fund	\$5,171,371	\$5,327,600	\$5,490,493	\$162,893	3.1%
Total Expenditures	\$5,171,371	\$5,327,600	\$5,490,493	\$162,893	3.1%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for Economic Development Agencies is increasing by 3.1% over FY 2016 levels. This is primarily due to \$35,000 of IDA funds being shifted from AEDP operations to help fund a business recruitment and retention program. This results in additional General Fund support for AEDP's normal operating expenses. Additionally, there is funding of \$50,000 to run Alexandria tourism related advertising in conjunction with the promotion of the PBS series Mercy Street during their Winter 2016/Spring 2017 broadcast schedule, \$30,000 for Visit Alexandria to participate at the U.S. Travel Association IPW 2017 in Washington DC, and one-time funding of \$10,000 for SBDC to provide retail training for businesses in preparation of MGM National Harbor opening. Additionally, through the add/delete process, City Council provided funding of \$25,000 for the study of best practices in the structuring and funding of a Business Improvement District (BID) in Old Town and added partial funding of \$50,000 to Visit Alexandria to update their digital advertising creative materials. The budget also includes \$255,000 in developer funded Carlyle Vitality initiatives to improve the economic viability of Eisenhower East. The funds are budgeted in Planning & Zoning.

Department Share of General Fund Operating Budget



Economic Development Agencies



DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Visit Alexandria	The Regional Advertisement budget has been reduced by \$159,365. This will reduce the advertising media spent to market Alexandria to the DC metro area but would maintain advertising to visitors outside this region.	0.00	(\$159,365)
Visit Alexandria	The Destination Media Advertising budget was increased by \$50,000 to run an advertisement spot in the Winter 2016/Spring 2017 for the promotion of Mercy Street, a nationally broadcast PBS series set in Alexandria and would run in conjunction with their broadcast schedule. This is a timely opportunity to maximize the value of a national television audience with a story specific to Alexandria.	0.00	\$50,000
Visit Alexandria	Additional funding of \$5,000 to coordinate with MGM sales team to attend international trade shows such as the World Travel Market as part of Capital Region USA consortium and develop collateral material for international tour operators to raise visibility and credibility as a combined destination.	0.00	\$5,000
Visit Alexandria	Provides funding for Visit Alexandria to partner with CRUSA (Capital Region USA) to represent Alexandria and participate at the U.S. Travel Association IPW 2017 in Washington DC. The IPW is the travel industry's premier international marketplace and the largest generator of travel to the U.S. This trade show will represent more than 1,000 U.S. travel organizations from every US region and more than 1,500 international buyers/customers and 500 international journalists from more than 75 countries to conduct business negotiations that will result in the generation of more than \$1.7 billion in future travel to the DC Capital Region.	0.00	\$30,000
Visit Alexandria	Through the add/delete process, City Council provided partial funding of \$50,000 to update Visit Alexandria's digital advertising creative materials. During the FY 2016 Approved budget \$76,000 was eliminated.	0.00	\$50,000
Small Business Development Center	One-time funding for SBDC to provide retail training to businesses in preparation of the MGM National Harbor opening.	0.00	\$10,000
Business Improvement District (BID) Funding	Through the add/delete process, City Council provided funding of \$25,000 was added for the study of best practices in the structuring and funding of a Business Improvement District (BID) in Old Town.	0.00	\$25,000

Economic Development Agencies



VISIT ALEXANDRIA

Outcomes Supported: Increase the economic benefits of tourism to the City

Lines of Business

Goals

Advertising	Awareness of Alexandria and intention to visit increase
Visitors Center	Visitors are oriented, have better experience and stay longer
VisitAlexandriaVA.com Web Site	Visitors are inspired and informed so that they do and spend more

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Non-Personnel	\$3,204,845	\$3,187,274	\$3,206,909
Total Expenditures	\$3,204,845	\$3,187,274	\$3,206,909
% of All Funds Departmental Budget	62.0%	59.8%	58.4%
Total Department FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of direct sales meetings with groups and meeting planners</i>	1,432	1,433	1,433
<i>Number of new website visitors (millions)</i>	1.10	1.43	1.43
<i>Number of visitors using the visitor center</i>	55,000	64,000	64,000

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$3,187,274
Current Service Adjustment	Description	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.	0.00	\$44,000
[Continued on the next page]			

Economic Development Agencies



PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service/Line of Business	Impacts	FTE Impact	Cost Modification
Visit Alexandria	The Regional Advertisement budget has been reduced by \$159,365. This will reduce the advertising media spent to market Alexandria to the DC metro area but would maintain advertising to visitors outside this region.	0.00	(\$159,365)
Visit Alexandria	The Destination Media Advertising budget was increased by \$50,000 to run an advertisement spot in the Winter 2016/Spring 2017 for the promotion of Mercy Street, a nationally broadcast PBS series set in Alexandria and would run in conjunction with their broadcast schedule. This is a timely opportunity to maximize the value of a national television audience with a story specific to Alexandria.	0.00	\$50,000
Visit Alexandria	Additional funding of \$5,000 to coordinate with MGM sales team to attend international trade shows such as the World Travel Market as part of Capital Region USA consortium and develop collateral material for international tour operators to raise visibility and credibility as a combined destination.	0.00	\$5,000
Visit Alexandria	Provides funding for Visit Alexandria to partner with CRUSA (Capital Region USA) to represent Alexandria and participate at the U.S. Travel Association IPW 2017 in Washington DC. The IPW is the travel industry's premier international marketplace and the largest generator of travel to the U.S. This trade show will represent more than 1,000 U.S. travel organizations from every US region and more than 1,500 international buyers/customers and 500 international journalists from more than 75 countries to conduct business negotiations that will result in the generation of more than \$1.7 billion in future travel to the DC Capital Region.	0.00	\$30,000
Visit Alexandria	Through the add/delete process, City Council provided partial funding of \$50,000 to update the digital advertising material content. During the FY 2016 Approved budget \$76,000 was eliminated.	0.00	\$50,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$3,206,909

Economic Development Agencies



ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP

Outcomes Supported: Ensure Alexandria supports, retains, and attracts businesses

<u>Lines of Business</u>	<u>Goals</u>
Business Assistance, Retention, and Expansion	Retain existing businesses within Alexandria
Business Attraction and Marketing	Increase the number of businesses in Alexandria

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Non-Personnel	\$1,463,277	\$1,592,175	\$1,688,093
Total Expenditures	\$1,463,277	\$1,592,175	\$1,688,093
% of All Funds Departmental Budget	28.3%	29.9%	30.7%
Total Department FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of private sector jobs in Alexandria</i>	73,652	74,000	73,000
<i>Percent of office space that is vacant</i>	14.10%	16.00%	16.00%
<i>Percent of retail space that is vacant</i>	3.80%	3.50%	4.00%
<i>Average rental rate for office space per square foot</i>	\$32.38	\$32.50	\$32.50

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,592,175
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with adequate adjustments for personnel and non-personnel increases in the cost of doing business. \$35,000 of this increase is due to IDA funds being shifted from AEDP operations to help fund a business recruitment and retention program.	0.00	\$95,918
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,688,093

Economic Development Agencies



SMALL BUSINESS DEVELOPMENT CENTER

Outcomes Supported: Ensure Alexandria supports, retains, and attracts businesses

Lines of Business

Goals

Small Business Center	Increase the number of businesses in Alexandria
Business Assistance, Retention, and Expansion	Ensure Alexandria supports, retains, and attracts businesses

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Non-Personnel	\$279,225	\$273,221	\$295,561
Total Expenditures	\$279,225	\$273,221	\$295,561
% of All Funds Departmental Budget	5.4%	5.1%	5.4%
Total Department FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of businesses in Alexandria (calendar year)</i>	6,034	6,050	6,170
<i>Number of counseling sessions for start-up small businesses</i>	405	500	750
<i>Number of counseling sessions for veteran-owned small businesses</i>	98	300	400
<i>Number of education programs for small businesses</i>	40	40	40

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$273,221
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	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.	0.00	\$12,340
[Continued on the next page]			

Economic Development Agencies



PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service/Line of Business	Impacts	FTE Impact	Cost Modification
Small Business Development Center	One-time funding to SBDC to implement retail training to include service workshops, in-store counsel, and training videos for front-line staff. The training will cover customer service, strategic business practices and local area knowledge. While this proposal originated with the MGM Readiness Task Force, it is universally applicable for City retailers in increasing sales of all their customers.	0.00	\$10,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$295,561

Economic Development Agencies



OTHER ECONOMIC DEVELOPMENT AGENCIES

Outcomes Supported: Increase the economic benefits of tourism to the City

Lines of Business

Goals

First Night Alexandria	Attract visitors who will spend money in Alexandria and enhance the quality of life with a signature New Year's Eve event \$45,000
Holiday Lights	Enhance the appearance of Market Square and King Street during the holiday season and winter \$129,930
Marketing Fund	Foster new, innovative and collaborative marketing projects that generate awareness of Alexandria and additional business sales and City tax revenues that will become self-sustaining projects independent of Marketing Fund support \$100,000

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Non-Personnel	\$224,025	\$274,930	\$299,930
Total Expenditures	\$224,025	\$274,930	\$299,930
% of All Funds Departmental Budget	4.3%	5.2%	5.5%
Total Department FTEs	0.00	0.00	0.00
Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Length of holiday light coverage</i>	1.1 miles	1.1 miles	1.1 miles
<i>Percent of marketing fund applicants received for new initiatives</i>	N/A	15%	25%
<i>First Night ticket sold</i>	5,700	5,000	5,000

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$274,930
Service/Line of Business	Impacts	FTE Impact	Cost Modification
Maintaining current service levels	First Night Alexandria (\$45,000), Holiday Lights (\$129,930), and Marketing Fund (\$100,000) are funded at FY 2016 Approved levels in the FY 2017 Approved budget.	0.00	\$0
[Continued on the next page]			

Economic Development Agencies



PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service/Line of Business	Impacts	FTE Impact	Cost Modification
Business Improvement District (BID) Funding	Through the add/delete process, City Council provided funding of \$25,000 was added for the study of best practices in the structuring and funding of a Business Improvement District (BID) in Old Town.	0.00	\$25,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$299,930

Office of Historic Alexandria



The Office of Historic Alexandria (OHA) is responsible for the stewardship and promotion of the historic City through the preservation of the City's historic and archaeological sites, artifacts and records, and for the use of these resources in accordance with professional standards of scholarship and museum procedures.

Department Contact Info

703.746.4554

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

Department Head

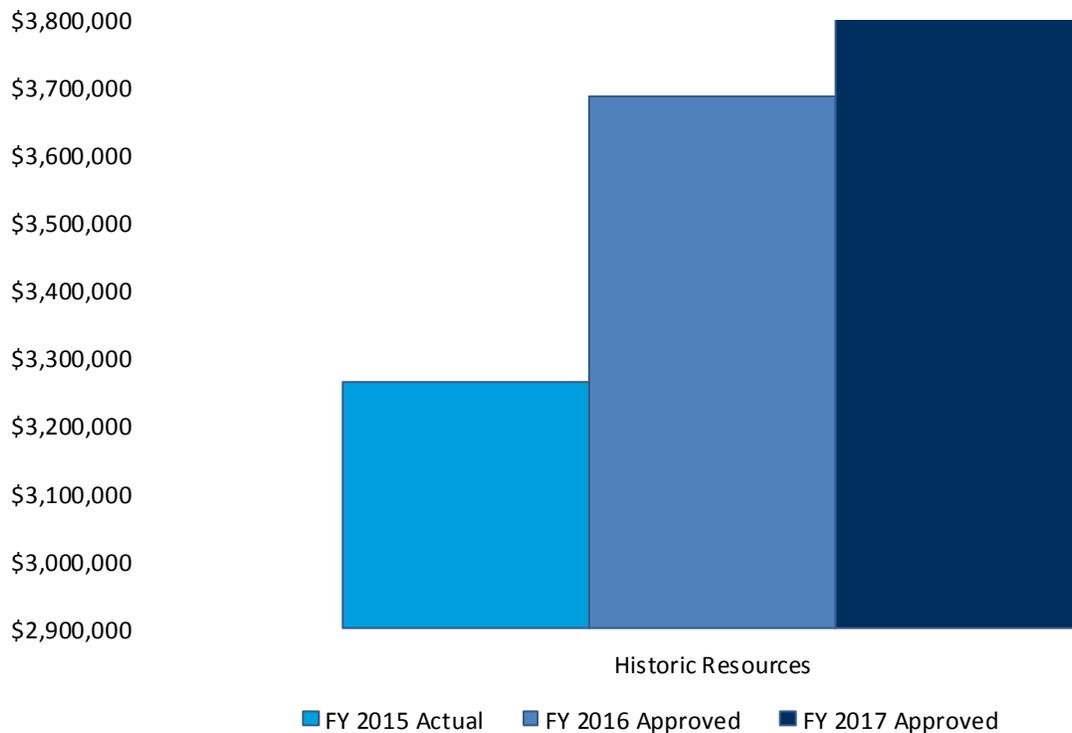
Lance Mallamo

Director

703.746.4554

lance.mallamo@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





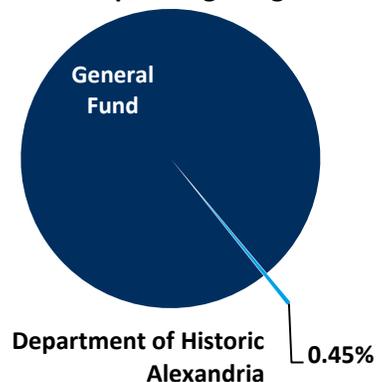
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$2,562,884	\$2,715,914	\$2,907,365	\$191,451	7.0%
Non-Personnel	\$702,075	\$965,804	\$916,178	(\$49,626)	-5.1%
Capital Goods Outlay	\$722	\$4,500	\$0	(\$4,500)	-100.0%
Total Expenditures	\$3,265,681	\$3,686,218	\$3,823,543	\$137,325	3.7%
Expenditures by Fund					
General Fund	\$2,824,603	\$2,836,470	\$3,038,902	\$202,432	7.1%
Non-Fiscal Year Grants	\$0	\$0	\$0	\$0	N/A
Donations	\$248,053	\$531,668	\$480,745	-\$50,923	-9.6%
Other Special Revenue	\$190,260	\$318,080	\$303,896	-\$14,184	-4.5%
Internal Service	\$2,765	\$0	\$0	\$0	N/A
Total Expenditures	\$3,265,681	\$3,686,218	\$3,823,543	\$137,325	3.7%
Total Department FTEs	26.45	25.45	26.45	1.00	3.9%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for the Office of Historic Alexandria increases by 3.7%, or \$137,325, over FY 2016 levels. The FY 2017 budget includes the addition of a 0.50 FTE Records Clerk position to assist with Freedom of Information Act (FOIA) public records requests. Additional expenditures needed to maintain current services are offset by the elimination of the Civil War Sesquicentennial Commemoration Fund and the reduction of personnel and non-personnel expenses at the Archives and Record Center.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Civil War	Elimination of the Civil War Sesquicentennial Commemoration Fund. The Civil War Sesquicentennial concluded in calendar year 2015. This reduction will discontinue funding for future annual or multi-year educational programs, activities and special events associated with specific commemorations and historical anniversaries.	0.00	(\$10,000)
Archives and Public Records Center	Reductions in personnel and non-personnel expenses at Archives and Records Center. This reduction would reduce the hours of a part-time records clerk whose duties include record transfers, destructions and returning records to files after research requests are complete.	0.00	(\$13,346)
Archives and Public Records Center	Addition of part-time records clerk for FOIA. This position responds to Freedom of Information Act (FOIA) public records requests and other requests for information.	0.50	\$16,919
Historic Building and Artifact Preservation	Convert one part-time research historian to full-time. This increase will provide research skills to maintain an ever-increasing workload associated with museum services and preservation planning initiatives.	0.50	\$61,080
Historic Building and Artifact Preservation	Addition of Archaeological Finds funding to respond to archaeological discoveries that require immediate conservation, removal or protection.	0.00	\$50,000



HISTORIC RESOURCES

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure; Ensure the City government is accountable to the community; Increase the economic benefits of tourism to the City

<u>Lines of Business</u>	<u>Goals</u>
Archives and Public Records Center	Public records requests are processed and delivered within required time
Historic Building and Artifact Preservation	Development in Alexandria adheres to regulations protecting archaeological and historic sites of importance
Museums and History Events	Citizens and visitors attend Alexandria's historic museums and events
Office of Historic Alexandria Private Funding and Support	30% of the Office of Historic Alexandria's operating budget is funded through grants and gifts from outside contributions, and value of volunteer labor

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,562,884	\$2,715,914	\$2,907,365
Non-Personnel	\$702,075	\$965,804	\$916,178
Capital Goods Outlay	\$722	\$4,500	\$0
Total Expenditures	\$3,265,681	\$3,686,218	\$3,823,543
% of All Funds Departmental Budget	100%	100%	100%
Total Program FTEs	26.45	25.45	26.45

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of visitors to Alexandria's historic sites, museums and events</i>	210,548	200,000	193,780
<i>Percent of development projects in Alexandria that adhere to regulations protecting archaeological and historic sites of importance</i>	100.0%	100.0%	100.0%
<i>Percent of public records requests delivered within required time</i>	98.0%	98.0%	98.0%
<i>Percent of the Office of Historic Alexandria's operating budget funded through grants and gifts from outside contributions, and value of volunteer labor</i>	31.0%	33.0%	30.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		25.45	\$3,686,218
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements.)	0.00	\$32,672
[Continued on next page]			



HISTORIC RESOURCES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Museums and History Events	Elimination of the Civil War Sesquicentennial Commemoration Fund. The Civil War Sesquicentennial concluded in calendar year 2015. This reduction will discontinue funding for future annual or multi-year educational programs, activities and special events associated with specific commemorations and historical anniversaries.	0.00	(\$10,000)
Archives and Public Records Center	Reductions in personnel and non-personnel expenses at Archives and Records Center. This reduction would reduce the hours of a part-time records clerk whose duties include record transfers, destructions and returning records to files after research requests are complete.	0.00	(\$13,346)
Archives and Public Records Center	Addition of part-time records clerk for FOIA. This position responds to Freedom of Information Act (FOIA) public records requests and other requests for information.	0.50	\$16,919
Historic Building and Artifact Preservation	Convert one part-time research historian to full-time. This increase will provide research skills to maintain an ever-increasing workload associated with museum services and preservation planning initiatives.	0.50	\$61,080
Historic Building and Artifact Preservation	Addition of Archaeological Finds funding to respond to archaeological discoveries that require immediate conservation, removal or protection.	0.00	\$50,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		26.45	\$3,823,543

Office of Housing



The Office of Housing coordinates and administers City housing and housing-related programs and services. The Office makes recommendations to the City Manager and City Council on housing policy and potential affordable housing opportunities and investments. Major programs administered are Homeownership Assistance, Home Rehabilitation, Energy Efficiency, Landlord Tenant Relations, and Affordable Housing Development. The chief policy initiative that the Office of Housing works on is implementation of the City's first Housing Master Plan. Approved in 2013, the Plan sets a goal of developing or preserving new affordability in 2,000 housing units by 2025.

Department Contact Info

703.746.4990

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

Department Head

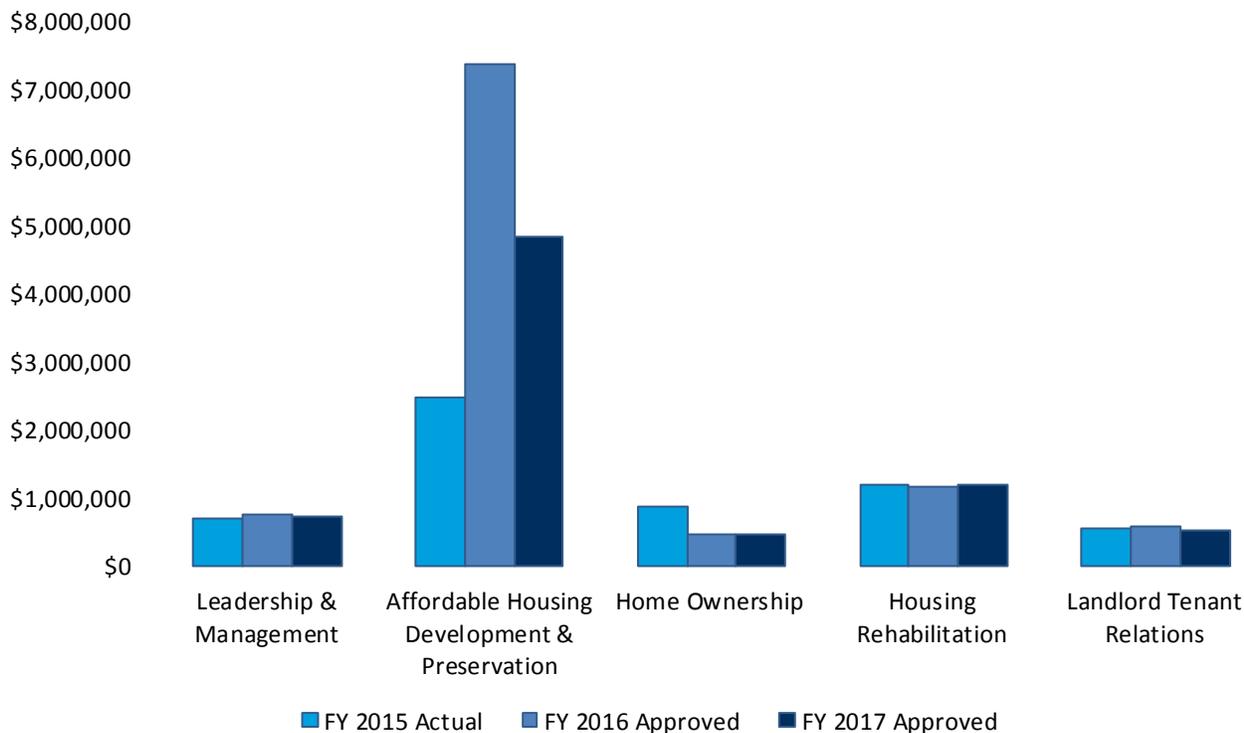
Helen McIlvaine

Director

703.746.4990

helen.mcilvaine@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM



CITY OF ALEXANDRIA, VIRGINIA
Office of Housing



EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$1,708,580	\$1,817,011	\$1,888,205	\$71,194	3.9%
Non-Personnel	\$3,277,558	\$3,215,148	\$1,640,613	(\$1,574,535)	-49.0%
Interfund Transfers	\$0	\$621,494	\$1,323,399	\$701,905	112.9%
Housing Trust Fund	\$306,624	\$4,654,608	\$2,867,699	(\$1,786,909)	-38.4%
Total Expenditures	\$5,292,762	\$10,308,261	\$7,719,916	(\$2,588,345)	-25.1%
Expenditures by Fund					
General Fund	\$1,894,188	\$2,448,606	\$3,114,823	\$666,217	27.2%
<i>General Fund New</i>	\$1,894,188	\$1,749,898	\$2,229,853	\$479,955	27.4%
<i>Dedicated Revenue New (0.6 cent less debt service)</i>	\$0	\$698,708	\$884,970	\$186,262	26.7%
Grants	\$3,091,950	\$1,605,047	\$1,737,394	\$132,347	8.2%
<i>CDBG, NSP and HOME New Revenue</i>	\$283,492	\$1,030,047	\$1,027,394	(\$2,653)	-0.3%
<i>CDBG, NSP and HOME Carryover Revenue</i>	\$2,065,958	\$360,000	\$360,000	\$0	0.0%
<i>CDBG, NSP and HOME Program Income</i>	\$742,500	\$215,000	\$350,000	\$135,000	62.8%
Housing Trust Fund	\$306,624	\$4,654,608	\$2,867,699	(\$1,786,909)	-38.4%
<i>Housing Trust Fund New Revenue - Earmarked</i>	\$0	\$100,000	\$1,615,000	\$1,515,000	1515.0%
<i>Housing Trust Fund New Revenue - Not Earmarked</i>	\$0	\$1,320,000	\$0	(\$1,320,000)	-100.0%
<i>Housing Trust Fund Carryover Revenue - Earmarked</i>	\$306,624	\$3,234,608	\$1,252,699	(\$1,981,909)	-61.3%
<i>Housing Trust Fund Carryover Revenue - Not Earmarked</i>	\$0	\$0	\$0	\$0	N/A
Affordable Housing Bonds - Earmarked	\$0	\$1,600,000	\$0	(\$1,600,000)	-100.0%
Total Expenditures	\$5,292,762	\$10,308,261	\$7,719,916	(\$2,588,345)	-25.1%
Total Department FTEs	16.00	15.00	15.00	0.00	0.0%

Note: Carryover monies are shown 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, Affordable Housing bonds, and dedicated revenue). The Housing Trust Fund has been separated from the non-personnel character to emphasize that this money can only be spent on affordable housing initiatives and projects.

FISCAL YEAR HIGHLIGHTS

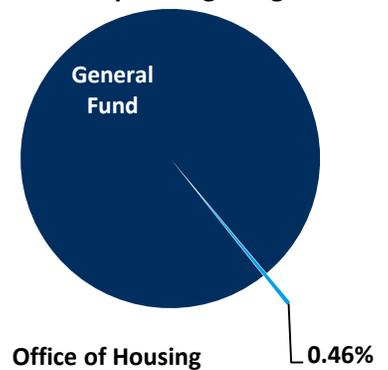
The FY 2017 budget for the Office of Housing decreases by 25.1% from FY 2016 levels. This decrease is largely due to the reduction of Housing Trust Fund (HTF) carryover funding as result of the planned use of these resources for the AHDC King and Beauregard project in FY 2016 and the one-time use of \$1.6 million in Affordable Housing bonds in FY 2016 for the Beauregard Small Area Plan for affordable housing. All budgeted HTF money has been earmarked for projects. General Fund new expenditures increase by 27.4% due to \$0.5 million of one-time of real estate tax revenues generated by the National Science Foundation building dedicated to affordable housing. Dedicated revenue increases 26.7% due to increased value of 0.6 cents of the general real estate tax rate dedicated for affordable housing. The FY 2017 dedicated real estate tax revenue is proposed to be part of a \$7.9 million FY 2018 proposed loan to AHC, Inc. to facilitate construction of an anticipated 132-unit affordable housing project on the Church of the Resurrection property in the Beauregard area. Additional sources identified by the Office of Housing include \$1.5 million in Housing Trust Fund sources and \$0.5 million from NSF real estate taxes as potential sources. The remaining \$5.2 million is proposed to be financed in FY 2018 using a portion of the ongoing dedicated real estate tax stream as its ongoing debt service funding source. Full funding for the project is required to be committed in FY 2017, however the actual loan would not be closed and the cash drawn down until FY 2018. By authorizing bond financing in FY 2017, the City would meet the timing requirements for the commitment of funds without incurring any expenditures until the loan is closed. The Department continues to use federal grant funding and the HTF to make investments in new home ownership, home rehabilitation, and affordable housing. Funds not spent during the 2016 fiscal year will be carried over to FY 2017.



DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Affordable Housing Development & Preservation	Authorization of \$5.2 million in needed affordable housing funding in FY 2017 through bonding an existing affordable housing revenue stream in FY 2018. This funding will support 132 more units of affordable housing development.	0.0	N/A
Affordable Housing Development & Preservation	Reduction of Housing Trust Fund carryover funding as result of the use of these resources for a project in FY 2016. In FY 2016, Housing Trust Fund new and carryover monies were earmarked to provide a portion of the \$5.5 million loan to fund 74 affordable units at AHDC's King and Beauregard Project.	0.00	(\$1,881,909)

Department Share of General Fund Operating Budget





PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	\$677,500	\$745,034	\$708,632	(\$36,402)	-4.9%
Affordable Housing Development & Preservation	\$2,484,030	\$7,375,731	\$4,843,250	(\$2,532,481)	-34.3%
Home Ownership	\$857,266	\$457,639	\$466,620	\$8,981	2.0%
Housing Rehabilitation	\$1,188,618	\$1,151,552	\$1,185,344	\$33,792	2.9%
Landlord Tenant Relations	\$544,793	\$578,305	\$516,070	-\$62,235	\$0
Total Expenditures	\$5,752,207	\$10,308,261	\$7,719,916	(\$2,588,345)	-25.1%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015	FY 2016	FY 2017	FTE Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	5.60	5.10	4.90	(0.20)	-3.9%
Affordable Housing Development & Preservation	3.70	3.20	3.40	0.20	6.3%
Home Ownership	0.80	0.80	1.30	0.50	62.5%
Housing Rehabilitation	1.90	1.90	1.80	(0.10)	-5.3%
Landlord Tenant Relations	4.00	4.00	3.60	(0.40)	-10.0%
Total FTEs	16.00	15.00	15.00	0.00	0.0%



LEADERSHIP & MANAGEMENT

Outcomes Supported: Ensure the fiscal strength of the City Government
Achieve results that the community values

Lines of Business

Goals

Asset Management	Department complies with Federal, State or local funding guidelines
Department Business Processes	Department is well-managed and high performing

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$518,933	\$611,622	\$610,347
Non-Personnel	\$158,567	\$133,412	\$98,285
Total Expenditures	\$677,500	\$745,034	\$708,632
% of All Funds Departmental Budget	11.8%	7.2%	9.2%
Total Program FTEs	5.60	5.10	4.90
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures	<i>None</i>		

PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		5.10	\$745,304
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Maintain current levels of service delivery by reallocating current staffing resources across programs to align with current work requirements along with adjustments to non-personnel resources.	(0.20)	(\$37,990)
CDBG	Increase in new budgeted grant funding	0.00	\$17,381
HOME	Decrease in new budgeted grant funding	0.00	(\$16,063)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.90	\$708,632



Office of Housing

AFFORDABLE HOUSING DEVELOPMENT & PRESERVATION

Outcomes Supported: Promote neighborhoods that are inclusive and diverse

<u>Lines of Business</u>	<u>Goals</u>
Affordable Rental Housing Development & Preservation	The City has committed affordable rental housing to serve households at a variety of income levels at or below 60 percent of Area Median Income (AMI)

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$387,047	\$401,241	\$465,508
Non-Personnel	\$1,468,278	\$401,388	\$389,644
Capital Outlay	\$0	\$1,600,000	\$0
Interfund Transfers	\$628,705	\$621,494	\$1,323,399
Housing Trust Fund	\$0	\$4,351,608	\$2,664,699
Total Expenditures	\$2,484,030	\$7,375,731	\$4,843,250
% of All Funds Departmental Budget	43.2%	71.6%	62.7%
Total Program FTEs	3.70	3.20	3.40
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of assisted rental units in the City</i>	3,685	3,761	4,700

PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		3.20	\$7,375,731
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Maintain current levels of service delivery by reallocating current staffing resources across programs to align with current work requirements along with adjustments to non-personnel resources.	0.20	(\$13,984)
General Fund	Increase in expected dedicated revenue from the 0.6 cent real estate tax designation to be used for AHDC Church of the Resurrection project in FY 2017.	0.00	\$252,319
General Fund	Appropriation from tax revenues generated during the construction and assessment period of the National Science Foundation building.	0.00	\$500,000
[Continued on next page]			



Office of Housing

AFFORDABLE HOUSING DEVELOPMENT & PRESERVATION

PROGRAMMATIC ADJUSTMENTS, CONTINUED

[Continued from previous page]

Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
Housing Trust Fund	Reduction of Housing Trust Fund carryover funding as result of the use of these resources for a project in FY 2016. In FY 2016, Housing Trust Fund new and carryover monies were earmarked to provide a portion of the \$5.5 million loan to fund 74 affordable units at AHDC's King and Beaugard Project.	0.00	(\$1,881,909)
Housing Trust Fund	Increase in new outside contributions to the Housing Trust Fund from developers.	0.00	\$195,000
HOME	Increase in anticipated new budgeted grant funding.	0.00	\$16,093
GO Bonds	Authorization of \$5.2 million in needed affordable housing funding in FY 2017 through bonding an existing affordable housing revenue stream in FY 2018. This funding will support 132 more units of affordable housing development in the Beaugard area.	0.00	None in FY 2017, fiscal impact will be in FY 2018
GO Bonds	Reduction in Affordable Housing bonds as a result of the use of these resources for the Beaugard Small Area Plan for affordable housing in FY 2016.	0.00	(\$1,600,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		3.40	\$4,843,250



HOMEOWNERSHIP

Outcomes Supported: Promote neighborhoods that are inclusive and diverse

Lines of Business

Goals

Home Ownership | Low, moderate and workforce income level Alexandria residents and workers purchase affordable homes in Alexandria with City assistance/involvement

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$96,161	\$98,979	\$152,464
Non-Personnel	\$761,106	\$108,660	\$164,156
Housing Trust Fund	\$0	\$250,000	\$150,000
Total Expenditures	\$857,267	\$457,639	\$466,620
% of All Funds Departmental Budget	14.9%	4.4%	6.0%
Total Program FTEs	0.80	0.80	1.30
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of home purchase or home rehabilitation loans approved</i>	21	18	16

PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.80	\$457,639
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Maintain current levels of service delivery by reallocating current staffing resources across programs to align with current work requirements along with adjustments to non-personnel resources.	0.50	\$48,981
Housing Trust Fund	Decrease budget of projected carryover program funds.	0.00	(\$100,000)
HOME	Increase budget of projected program income funds.	0.00	\$60,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.30	\$466,620



HOME REHABILITATION

Outcomes Supported: Promote neighborhoods that are inclusive and diverse

Lines of Business

Housing Rehabilitation

Goals

Residents' homes are safe and suitable as a result of rehabilitation and accessibility projects

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$234,719	\$229,492	\$221,977
Non-Personnel	\$953,899	\$869,060	\$910,367
Housing Trust Fund	\$0	\$53,000	\$53,000
Total Expenditures	\$1,188,618	\$1,151,552	\$1,185,344
% of All Funds Departmental Budget	20.7%	11.2%	15.4%
Total Program FTEs	1.90	1.90	1.80
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of home purchase or home rehabilitation loans approved</i>	21	18	16

PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		1.90	\$1,151,552
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Maintain current levels of service delivery by reallocating current staffing resources across programs to align with current work requirements along with adjustments to non-personnel resources.	(0.10)	(\$20,568)
CDGB	Increase budget in projected program income.	0.00	\$75,000
CDGB	Decrease in new budgeted grant funding.	0.00	(\$20,640)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.80	\$1,185,344



LANDLORD TENANT RELATIONS

Outcomes Supported: Promote neighborhoods that are inclusive and diverse

<u>Lines of Business</u>	<u>Goals</u>
Fair Housing Testing	Monitor housing discrimination through validated fair housing violations
Housing Relocation Support	The effects of redevelopment, renovation and condominium conversion on displaced tenants are mitigated
Landlord Tenant Counseling Services	Counseling participants successfully resolve their disagreement in compliance with the Virginia Residential Landlord Tenant Act

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$471,720	\$475,677	\$437,910
Non-Personnel	\$73,073	\$102,628	\$78,161
Total Expenditures	\$544,793	\$578,305	\$516,071
% of All Funds Departmental Budget	9.5%	5.6%	6.7%
Total Program FTEs	4.00	4.00	3.60

	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of tested sites found to be in compliance with Fair Housing Laws</i>	100.0%	98.0%	98.0%
<i>Percent of landlords and tenants counseled with a successful outcome</i>	97.0%	95.0%	95.0%

PROGRAMMATIC ADJUSTMENTS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$578,305
Funding Source	Adjustments to Program Funding	FTE Impact	Cost Modification
General Fund	Maintain current levels of service delivery by reallocating current staffing resources across programs to align with current work requirements along with adjustments to non-personnel resources.	(0.40)	(\$62,445)
General Fund	Decrease in expected dedicated revenue funding.	0.00	(\$367)
GDGB	Increase in new budgeted grant funding.	0.00	\$576
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		3.60	\$516,071



FY 2017 HOUSING PROGRAM SOURCES AND USES

Program (Uses)	Affordable Housing					Total All Funds
	Home Ownership	Housing Rehabilitation	Landlord Tenant	Development & Preservation	Leadership & Mgmt Support Services	
Funding (Sources)						
CDBG						
New Grant	\$0	\$495,001	\$21,882	\$0	\$153,223	\$670,106
Program Income	\$50,000	\$200,000	\$0	\$0	\$0	\$250,000
Carryover	\$0	\$360,000	\$0	\$0	\$0	\$360,000
	\$50,000 One Loan	\$1,055,001 Eight HPRLP Loans One RAMP Loan	\$21,882 One Round of Fair Housing Testing	\$0	\$153,223	\$1,280,106
HOME						
New Grant	\$0	\$0	\$0	\$335,938	\$21,350	\$357,288
Program Income	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Carryover	\$0	\$0	\$0	\$0	\$0	\$0
	\$100,000 One Loan	\$0	\$0	\$335,938	\$21,350	\$457,288
GENERAL FUND						
New	\$166,620	\$77,343	\$367,431	\$1,057,600	\$534,059	\$2,203,053
Dedicated Revenue			\$126,757	\$758,213		\$884,970
New HOME Match	\$0	\$0	\$0	\$26,800	\$0	\$26,800
	\$166,620 Admin Support for Homeownership Program	\$77,343	\$494,188	\$1,842,613 Projected 28 Developer Pledged Units & Funding to Support AHDC	\$534,059	\$3,114,823
HOUSING TRUST FUND						
New	\$100,000	\$0	\$0	\$1,515,000	\$0	\$1,615,000
Carryover	\$50,000	\$53,000	\$0	\$1,096,538		\$1,199,538
HOME Match (Carryover)	\$0	\$0	\$0	\$53,161	\$0	\$53,161
	\$150,000 Loans and Housing Counseling	\$53,000 Mini-RAMP Grants & Funding for RTA	\$0	\$2,664,699	\$0	\$2,867,699
ALL FUNDS	\$466,620	\$1,185,344	\$516,070	\$4,843,250	\$708,632	\$7,719,916



MISCELLANEOUS INFORMATION

Housing Trust Fund (HTF) expenditures for FY 2017 include a new allocation of up to \$420,000 in estimated carryover Housing Trust Fund monies for the following programs:

\$370,000	Housing Opportunities Fund (HOF): Alexandria Housing Development Corporation (AHDC), Home Match, and Fees for Professional Services
<u>\$50,000</u>	Rebuilding Together Alexandria
\$420,000	Total

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2017 will be used to supplement the following programs:

<u>\$1,100,000</u>	HOF: Not yet designated
\$1,100,000	Total

Approved HOF allocation to the Alexandria Housing Development Corporation of \$289,500 consisting of both General Fund and Housing Trust Fund HOF monies.

Planning & Zoning



The Department of Planning and Zoning works closely with the community in each area of the City to carry out City Council's Strategic Plan for vibrant, amenity-rich neighborhoods, protected historic resources, and vital local businesses. With the community as our partner in developing neighborhood plans and reviewing proposals for development projects and businesses, we continue to deliver on the vision we have developed together.

Department Contact Info

703.746.4666

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

Department Head

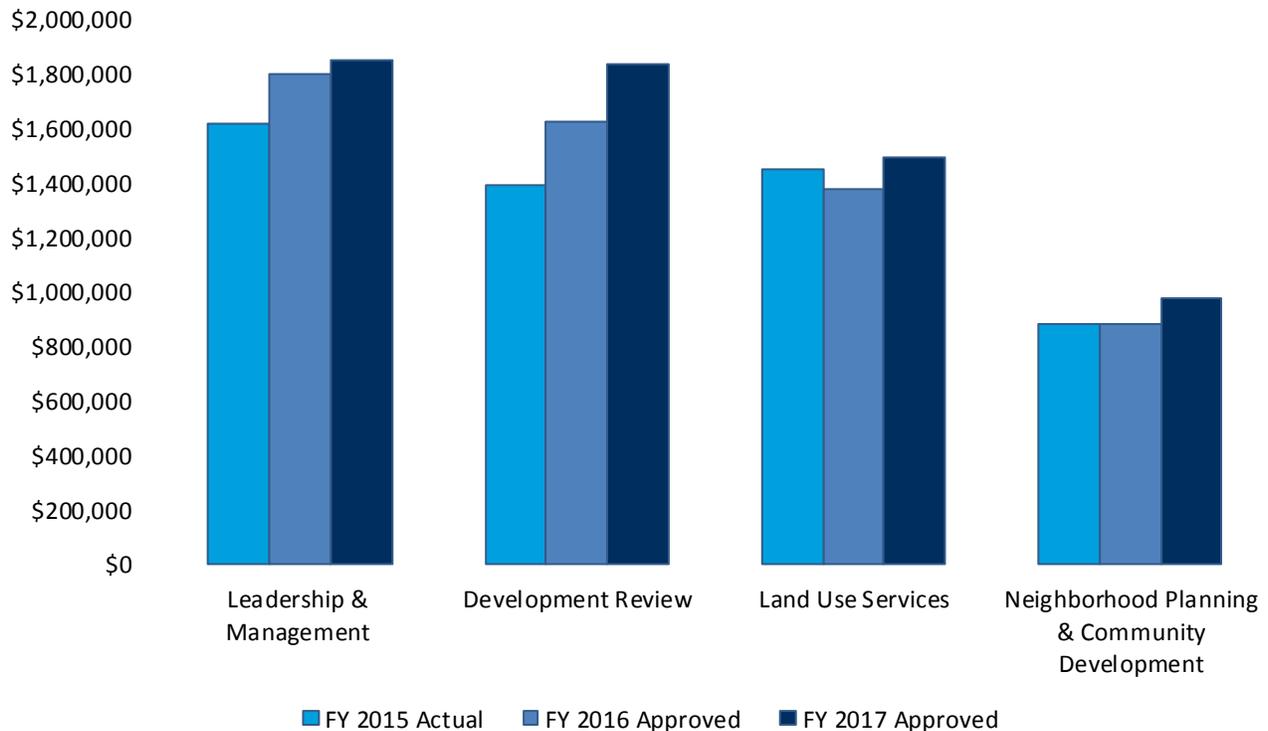
Karl Moritz

Director

703.746.4666

karl.moritz@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





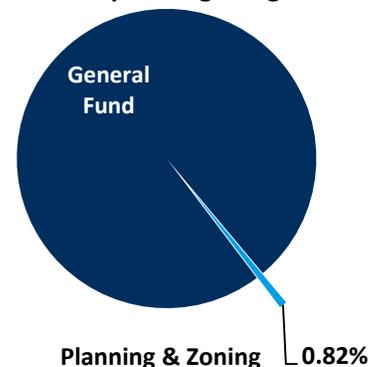
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$5,092,193	\$5,520,323	\$5,624,225	\$103,902	1.9%
Non-Personnel	\$246,728	\$157,305	\$459,551	\$302,246	192.1%
Capital Outlay	(\$663)	\$0	\$73,711	\$73,711	N/A
Depreciation	\$2,755	\$0	\$0	\$0	N/A
Total Expenditures	\$5,341,012	\$5,677,628	\$6,157,487	\$479,859	8.5%
Expenditures by Fund					
General Fund	\$5,099,664	\$5,348,364	\$5,543,691	\$195,327	3.7%
Other Special Revenue	\$239,257	\$329,264	\$580,085	\$250,821	76.2%
Internal Services	\$2,092	\$0	\$33,711	\$33,711	N/A
Total Expenditures	\$5,341,012	\$5,677,628	\$6,157,487	\$479,859	8.5%
Total Department FTEs	44.00	45.50	45.50	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for Planning & Zoning increases by 8.5%, or \$479,859, over FY 2016 levels. This increase is largely due to the appropriation of funding from the City's Trellis Fund, which is restricted for use in the Carlyle community, for the Carlyle Vitality Initiative program. The department also adds \$75,000 to provide funding for plan support in the Interdepartmental Long Range Planning Work Program.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Leadership & Management	<p>Plan Support provides funding for public engagement and technical studies to support the Interdepartmental Long Range Planning Work Program. This builds the department’s capacity to locate planning initiatives in the neighborhoods being planned (such as the Old Town North charrette) and improve outreach to a broader cross-section of the community. It also provides a modest amount of funding for small technical studies such as calculating developer contribution amounts.</p>	0.00	\$75,000
Development Review	<p>The Carlyle Vitality Initiative enhances neighborhood vitality and quality of life for Carlyle residents, employees, and visitors, and improves Carlyle’s competitiveness in the regional office market. The program is fully funded by the City's "Trellis Fund," an account that required Carlyle developer contributions to the City in lieu of fulfilling a requirement to build rooftop trellises.</p>	0.00	\$255,000



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$1,618,978	\$1,799,524	\$1,850,333	\$50,809	2.8%
Development Review	\$1,389,036	\$1,623,140	\$1,839,460	\$216,320	13.3%
Land Use Services	\$1,451,088	\$1,373,216	\$1,495,782	\$122,566	8.9%
Neighborhood Planning & Community Development	\$881,910	\$881,748	\$971,912	\$90,164	10.2%
Total Expenditures	\$5,341,012	\$5,677,628	\$6,157,487	\$479,859	8.5%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	14.00	14.00	13.00	(1.00)	-7.1%
Development Review	10.00	11.00	10.00	(1.00)	-9.1%
Land Use Services	13.50	13.50	14.50	1.00	7.4%
Neighborhood Planning & Community Development	6.50	7.00	8.00	1.00	14.3%
Total FTEs	44.00	45.50	45.50	0.00	0.0%



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
 Ensure the City government is accountable to the community

Lines of Business	Goals
Department Business Processes—Fiscal	Planning and Zoning spends all budgetary resources authorized by City Council within the appropriate fiscal year, without overspending
Department Business Processes—Non-Fiscal	Department meets its goals and strategies
Boards and Commissions	Docket items brought to City Council are ready for final review and all appropriate stakeholders have been engaged

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,482,136	\$1,655,263	\$1,588,191
Non-Personnel	\$134,750	\$144,261	\$228,431
Capital Outlay	-\$663	\$0	\$33,711
Interfund Transfer	\$2,755	\$0	\$0
Total Expenditures	\$1,618,978	\$1,799,524	\$1,850,333
% of All Funds Departmental Budget	30.3%	31.7%	30.1%
Total Program FTEs	14.00	14.00	13.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of high-priority initiatives completed</i>	92.0%	92.0%	100.0%
<i>Percent of docket items brought to City Council approved</i>	99.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		14.00	\$1,799,524
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources, and capital goods outlay. Personnel costs are reduced due to the interdepartmental transfer of one FTE with no service impact.	(1.00)	(\$24,191)
[Continued on next page]			



LEADERSHIP & MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Leadership & Management Services	Plan Support provides funding for public engagement and technical studies to support the Interdepartmental Long Range Planning Work Program. This builds the department's capacity to locate planning initiatives in the neighborhoods being planned (such as the Old Town North charrette) and improve outreach to a broader cross-section of the community. It also provides a modest amount of funding for small technical studies such as calculating developer contribution amounts.	0.00	\$75,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$1,850,333



DEVELOPMENT REVIEW

Outcomes Supported: Increase the value of the City’s real estate tax base

Lines of Business

Development Review

Goals

Construction and redevelopment occurs in Alexandria that is high-quality, consistent with the Master Plan and Zoning Ordinance, and provides an overall public benefit

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,377,680	\$1,620,975	\$1,581,594
Non-Personnel	\$11,356	\$2,165	\$217,866
Capital Outlay	\$0	\$0	\$40,000
Total Expenditures	\$1,389,036	\$1,623,140	\$1,839,460
% of All Funds Departmental Budget	26.0%	28.6%	29.9%
Total Program FTEs	10.00	11.00	10.00
	FY 2015 Actual	FY 2016 Approved	Target
Performance Measures			
<i>Millions of dollars in value of approved new development</i>	\$339.2	\$345.0	-

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		11.00	\$1,623,140
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources and capital goods outlay. Personnel costs are reduced due to the interdepartmental transfer of one FTE with no service impact.	(1.00)	(\$38,680)
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DEVELOPMENT REVIEW

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
Development Review	The Carlyle Vitality Initiative enhances neighborhood vitality and quality of life for Carlyle residents, employees, and visitors, and improves Carlyle’s competitiveness in the regional office market. The program is fully funded by the City's "Trellis Fund," an account that required Carlyle developer contributions to the City in lieu of fulfilling a requirement to build rooftop trellises.	0.00	\$255,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$1,839,460



LAND USE SERVICES

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Goals

Historic Preservation	Properties and businesses in historic zones are in compliance with historic preservation regulations
Special Use Permits	Special use permit holders are in compliance with permit regulations
Zoning	Properties and businesses are in compliance with zoning regulations

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,393,057	\$1,364,637	\$1,484,128
Non-Personnel	\$58,030	\$8,579	\$11,654
Total Expenditures	\$1,451,088	\$1,373,216	\$1,495,782
% of All Funds Departmental Budget	27.2%	24.2%	24.3%
Total Program FTEs	13.50	13.50	14.50
	FY 2015 Actual	FY 2016 Approved	Target
Performance Measures			
<i>Percent of non-complying properties and businesses in historic zones brought into compliance</i>	28.0%	63.0%	100.0%
<i>Percent of special use permits found to be in compliance with permit regulations</i>	60.0%	60.0%	100.0%
<i>Percent of zoning violations resolved within 30 days established timeframes</i>	84.0%	85.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		13.50	\$1,373,216
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources, and capital goods outlay. Personnel costs increase due to the interdepartmental transfer of one FTE.	1.00	\$122,566
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		14.50	\$1,495,782



NEIGHBORHOOD PLANNING & COMMUNITY DEVELOPMENT

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Goals

Neighborhood Planning & Community Development | Public and private investment in Alexandria is guided by the policies of the Planning Commission and City Council

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$839,318	\$879,448	\$970,312
Non-Personnel	\$42,592	\$2,300	\$1,600
Total Expenditures	\$881,910	\$881,748	\$971,912
% of All Funds Departmental Budget	16.5%	15.5%	15.8%
Total Program FTEs	6.50	7.00	8.00
	FY 2015 Actual	FY 2016 Approved	Target
Performance Measures			
<i>Percent of plans approved by the Planning Commission and City Council</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$881,748
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources, and capital goods outlay. Personnel costs increase due to the interdepartmental transfer of one FTE.	1.00	\$90,164
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		8.00	\$971,912

Project Implementation



The Department of Project Implementation focuses on the delivery of the City's growing portfolio of complex capital infrastructure projects, shortening the delivery time of these projects through the application of best-practice project management methods. The department is responsible for the implementation of capital infrastructure projects, as well as coordinating and planning complex, multi-departmental projects such as the Waterfront Small Area Plan Implementation and the Potomac Yard Metrorail Station. Project types include multimodal transportation (roadways, transit, bicycle/pedestrian improvements, and bridges), storm water system and water quality improvements, sanitary sewer improvements, flood mitigation and park design.

Department Contact Info

703.746.4045

<http://alexandriava.gov/dpi>

Department Head

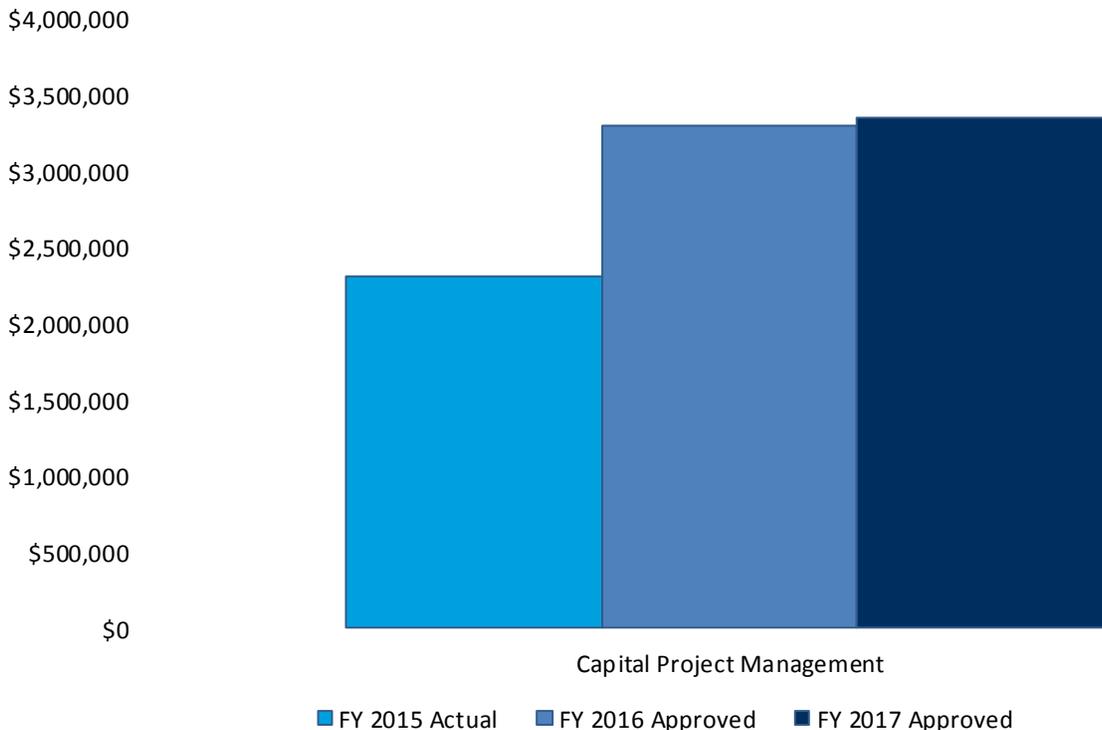
Mitchell Bernstein

Director

703.746.4036

mitchell.bernstein@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM



Project Implementation



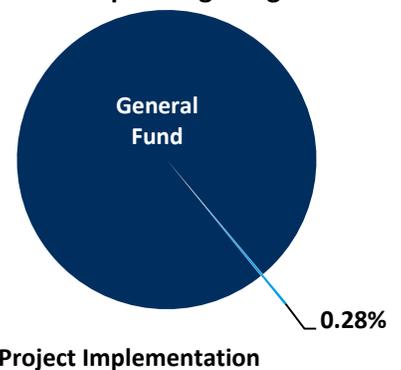
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$2,131,238	\$3,115,669	\$3,059,644	(\$56,025)	-1.8%
Non-Personnel	\$178,776	\$185,286	\$162,822	(\$22,464)	-12.1%
Capital Goods Outlay	\$0	\$2,500	\$127,509	\$125,009	5000.4%
Total Expenditures	\$2,310,015	\$3,303,455	\$3,349,975	\$46,520	1.4%
Expenditures by Fund					
General Fund	\$1,492,015	\$1,994,596	\$1,895,590	(\$99,007)	-5.0%
Sanitary Sewer	\$396,107	\$558,947	\$567,364	\$8,417	1.5%
Storm Sewer	\$411,492	\$556,483	\$584,560	\$28,077	5.0%
Potomac Yard Special Revenue	\$10,400	\$193,428	\$174,953	(\$18,476)	-9.6%
Internal Service	\$0	\$0	\$127,509	\$127,509	N/A
Total Expenditures	\$2,310,015	\$3,303,455	\$3,349,975	\$46,520	1.4%
Total Department FTEs	22.50	24.00	24.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The FY 2017 budget for the Department of Project Implementation (DPI) increases by 1.4% over FY 2016 levels, primarily due to an increase in capital goods outlay, for the scheduled replacement of several vehicles. Personnel costs decrease by 1.8%, as funding for a Civil Engineer II position will be moved from the Operating budget to the Capital budget. Overall, General Fund expenditures are decreasing by 5.0%.

Department Share of General Fund Operating Budget



Project Implementation



CAPITAL PROJECT MANAGEMENT

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Capital Project Management

Goals

Efficiently implement all capital projects assigned to DPI.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,131,238	\$3,115,669	\$3,059,644
Non-Personnel	\$178,776	\$185,286	\$162,822
Capital Goods Outlay	\$0	\$2,500	\$127,509
Total Expenditures	\$2,310,015	\$3,303,455	\$3,349,975
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	22.50	24.00	24.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>The percentage of projects that are completed on schedule and on, or under, budget.</i>	38.0%	50.0%	75.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		24.00	\$3,303,455
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$156,134
[Continued on Next Page]			

Project Implementation



CAPITAL PROJECT MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Capital Project Management	1.0 Civil Engineer II position will be moved from the Operating budget to the Capital budget. This is a technical adjustment and will not impact programmatic service levels; however, transfer of this position into the Capital project budget will decrease funding available for capital projects.	0.00	(\$109,614)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		24.00	\$3,349,975

Recreation, Parks & Cultural Activities



The Department is comprised of six operating Divisions: Recreation Services; Leadership & Management; Cultural Activities; Park Operations & Natural Resources, Park Planning & Capital Development; and Marketing, Special Events & Waterfront Operations. These six Divisions work to offer the full range of programs, facilities and parks.

Department Contact Info

703.746.4343

alexandriava.gov/Recreation

Department Head

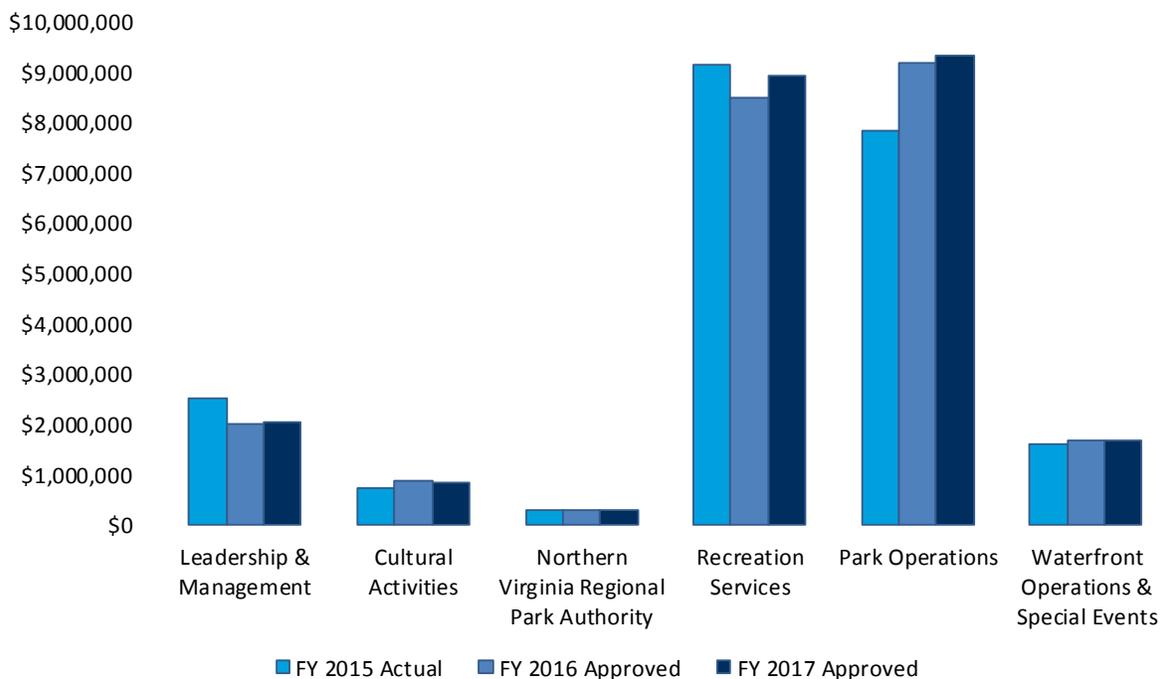
James Spengler

Director

703.746.4343

james.spengler@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM FOR DEPARTMENT



*Livable, Green & Prospering City contains the following programs: Cultural Activities, Park Operations, and Waterfront Operations & Special Events. The remaining programs are in Healthy & Thriving Residents.



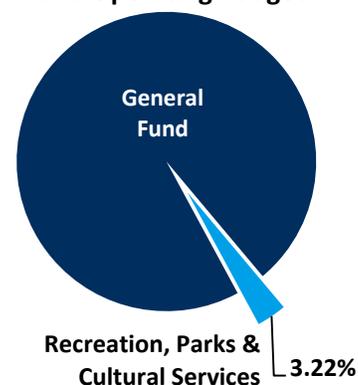
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$14,344,083	\$14,809,443	\$15,157,254	\$347,811	2.3%
Non-Personnel	\$7,042,149	\$7,435,761	\$7,608,308	\$172,547	2.3%
Capital Goods Outlay	\$206,794	\$99,773	\$161,214	\$61,441	61.6%
Interfund Transfers	\$122,371	\$122,371	\$121,663	(\$708)	-0.6%
Depreciation	\$352,162	\$0	\$0	\$0	0.0%
Total Expenditures	\$22,067,558	\$22,467,349	\$23,048,440	\$581,091	2.6%
Expenditures by Fund					
General Fund	\$20,675,208	\$21,327,294	\$21,839,520	\$512,226	2.4%
Donations	\$188,258	\$361,484	\$361,484	\$0	0.0%
Fiscal Year Grants	\$26,613	\$47,000	\$47,000	\$0	0.0%
Non-Fiscal Year Grants	\$221,966	\$280,000	\$280,312	\$312	0.1%
Other Special Revenue	\$405,284	\$367,070	\$367,182	\$112	0.0%
Internal Service	\$550,229	\$84,500	\$152,941	\$68,441	81.0%
Total Expenditures	\$22,067,558	\$22,467,349	\$23,048,440	\$581,091	2.6%
Less Interfund Transfers	\$122,371	\$122,371	\$121,663	-\$708	-0.6%
Net Expenditures	\$21,945,187	\$22,344,978	\$22,926,777	\$581,799	2.6%
Total Department FTEs	156.20	154.20	149.30	(4.90)	-3.2%

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved budget for Recreation, Parks & Cultural Activities (RPCA) increases by 2.6% or \$581,799 over FY 2016 levels. This is primarily due to the additional expenditures needed to maintain current services, the maintenance and operation of five new park areas, and new programs for school aged children. RPCA eliminates 5.10 positions and converts one 0.8 position to a fulltime 1.0 position. Funding is increased for the maintenance of new parks; however, less funding is being committed for existing park, public grounds, and right-of-way maintenance. Internal service expenditures have increased from FY 2016 due to RPCA vehicles scheduled for replacement per the City fleet replacement plan. Continuing the implementation of the department's Cost Recovery model and examining the demand for fee-supported services, RPCA adjusts fees accordingly and collects an estimated additional \$278,163 in General Fund revenue in FY 2017. Through the add/delete process, City Council restored \$22,365 for park maintenance and \$7,280 for drop-in gym time at Nannie J. Lee Memorial Recreational Center.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Leadership & Management	Transfer of 1.0 Urban Planner position from the Operating budget to the Capital budget. This is a technical adjustment that will not impact services.	0.00	(\$97,696)
Leadership & Management	Elimination of 1.0 vacant Division Chief position. These duties will be delegated among remaining planning staff, and there is expected to be no service impact.	(1.00)	(\$136,620)
Cultural Activities	Reduce funding for Cultural Programs. This reduction decreases expenditures for professional services that support programming, workshops, and cultural events at the Durant Center and decreases the number of cultural activities programs provided to the public.	0.00	(\$10,000)
Cultural Activities	Reduce professional services dedicated to the Cultural Planning Program. This reduction may slow implementation of the recommendations and initiatives noted in the Citywide Cultural Plan once approved.	0.00	(\$15,000)
Recreation Services	Eliminate 1.0 vacant Recreation Coordinator and 0.6 vacant part-time Recreation Leader positions at Charles Houston Recreation Center. These reductions will decrease capacity to offer youth and teen enrichment programs at the center. Youth attendance at Charles Houston has declined in recent years. Program duties will be delegated among remaining staff.	(1.60)	(\$122,378)
Recreation Services	Convert an Outreach Leader position assigned to Recreation Services from part-time (0.8 FTE) to full-time (1.0 FTE), allowing the position to more effectively work with at risk youth and collaborate with law enforcement, the community, employment organizations, and human services regarding at risk youth.	0.20	\$20,911
Recreation Services	The Proposed budget eliminated open recreation hours at Nannie J. Lee Memorial Recreation Center, resulting in the Center only being open when there are classes, programs, or rentals. Through the add/delete process, City Council restored \$7,280 of funding which restores drop-in gym time on Tuesday and Wednesday evenings.	0.00	(\$32,334)
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DEPARTMENTAL CHANGES TO CITY SERVICES, CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Recreation Services	Youth Achieving Greatness and Camp Adventure Programs. This adjustment will provide summer camp, three school year sessions, and five temporary Recreation Leader positions for these programs. The expenditures for these items will be partially offset by revenue.	0.00	\$42,306
Recreation Services	Increased funding for staffing to operate and monitor facilities for rentals. This increase will allow the opportunity to recover costs through the implementation of rental fees for parties, family events, wedding receptions, etc. Additional revenue is expected to fully fund this increase.	0.00	\$32,627
Recreation Services	Additional staff for the PowerOn Out of School Time Program. This expenditure is partially offset by revenue and will allow the program to operate at expanded enrollment levels.	0.00	\$115,202
Recreation Services	Learn to Swim classes. Additional water safety instructors will be hired on a temporary basis to increase the quantity of classes offered, enabling the department to align the number of classes with demand. Class revenue is expected to fully fund this expenditure.	0.00	\$18,720
Recreation Services	Summer Program Before Care. This will provide a safe, supervised program starting at 7:00 am before the summer Power-On Out of School Time Program (OSTP) formally begins at 9:00 am at recreation centers and program sites. Program revenue is expected to fully fund this expenditure.	0.00	\$13,588
Recreation Services	Summer Extra Fun Weeks. This program will provide affordable child care, filling the gap between the end of the Summer Power-On Out of School Time Program and the start of the school year. Program revenue is expected to fully fund this expenditure.	0.00	\$11,373
Recreation Services	Out of School Time Program transportation. As the Patrick Henry Recreation Center is scheduled to be closed from January 2017 through summer 2018, this increase will provide transportation for students attending the OSTP from Patrick Henry to Minnie Howard School.	0.00	\$15,000
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DEPARTMENTAL CHANGES TO CITY SERVICES, CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Park Operations	Reduce funding for equipment maintenance. Realignment of equipment maintenance program is expected to net operational efficiency for this cost savings. There is no expected service impact.	0.00	(\$19,848)
Park Operations	Reduce maintenance levels for Brenman Stormwater Retention Pond. Contracted stormwater pond algae treatments and geese management will be reduced from 12 cycles to 5 cycles a year. Provided services will focus on the active algae growth season and geese migration period.	0.00	(\$14,767)
Park Operations	Reduce resources related to Potomac Yard slope maintenance. Instead of annual replenishment of mulch on the entire slope area via contracted services, current staff will replenish mulch on an as needed basis only in areas showing erosion.	0.00	(\$37,955)
Park Operations	Reduce park maintenance. The Proposed budget reduced maintenance of park restrooms, dog park maintenance, and litter pick-up from 7 days a week to 5 days a week for a total reduction of \$23,459. Through the add/delete process, City Council restored \$22,365. The remaining reduction will be absorbed in the program.	0.00	(\$1,094)
Park Operations	Reduce mowing in parks. Mowing cycles in parks will be reduced from 17 to 15 cycles. In addition, "no mow zones" will be established in some park areas; this will not impact athletic fields.	0.00	(\$30,528)
Park Operations	Eliminate environmental education outreach to elementary school children in ACPS classrooms. 56 one-hour education sessions will no longer occur.	0.00	(\$10,000)
Park Operations	Reduce funding for mowing and landscaping for medians, rights-of-way and public grounds. Mowing cycles at medians will be reduced from 12 to 10 cycles. At other public facilities, the mowing cycles will be reduced from 15 to 13 cycles. Additionally, there will be a reduction of two maintenance cycles for landscaped beds.	0.00	(\$25,504)
Park Operations	Reduce the Turf Management Program, including a reduction in application of fertilizer, weed and pest control measures on fields impacting the appearance and the quality of the fields' playing surfaces. In-house staff will provide limited applications to maintain the basic safety requirements of the playing fields.	0.00	(\$46,945)

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DEPARTMENTAL CHANGES TO CITY SERVICES, CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Park Operations	Custodial services reductions. Continued implementation of the findings of the 2015 RPCA Custodial Services Analysis Report with elimination of 1.5 vacant FTE, improving the balance of internal staff versus contracted services to improve operational efficiency, flexibility and cost savings. Contracted services are increased and partially offset this savings; this cost is included as the cost to maintain current services.	(1.50)	(\$70,895)
Park Operations	Restore park maintenance funding to sustain services at new parks. This addition will allow for the full year maintenance of several new parks, including Potomac Yard Park, Potomac Greens Park, Potomac Green Right-of-Way, Custis Linear/Finger Park, and President Gerald Ford Park.	0.0	\$153,999
Park Operations	This funding will allow additional trees to be planted, established, and maintained on street rights-of-way and on public properties in North Old Town, South Old Town, and other areas of greatest need.	0.0	\$72,000
Waterfront Operations & Special Events	Eliminate Waterfront Park Manager position. This position provided management oversight and logistic support to the waterfront along with other City parks. The elimination of this position results in the loss of supervision of other employees and reduces the operation focus on the waterfront parks. Waterfront park maintenance will continue as part of the City's overall park maintenance program.	(1.00)	(\$102,976)
Waterfront Operations & Special Events	Eliminate contracted City marina security services. This reduction eliminates the security patrol services that supplement existing camera video surveillance system utilized in the City Marina.	0.00	(\$24,000)
Waterfront Operations & Special Events	City Marina and Fitzgerald Square update. This funding will provide new welcome signage, ongoing cleaning of waterfront garbage and debris, and enhanced seating.	0.00	\$45,000
Waterfront Operations & Special Events	Waterfront public programming. This funding will allow for a program of performing arts for the waterfront, including paid performers, curated buskers, public art, historical tours, and reenactments.	0.00	\$30,000
Departmental Revenue	Continued implementation of the RPCA Cost Recovery Policy and the increase of appropriate fees to meet market rates or increased demand. The City's fee compendium includes the details of the proposed fee increases.	0.00	\$278,163 Revenue



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	\$2,495,938	\$2,000,448	\$2,033,350	\$32,902	1.6%
Cultural Activities	\$707,901	\$862,881	\$822,599	(\$40,282)	-4.7%
Northern Virginia Regional Park Authority	\$275,950	\$281,406	\$284,587	\$3,181	1.1%
Recreation Services	\$9,143,710	\$8,472,954	\$8,912,626	\$439,672	5.2%
Park Operations	\$7,848,811	\$9,172,111	\$9,321,274	\$149,162	1.6%
Waterfront Operations & Special Events	\$1,595,249	\$1,677,548	\$1,674,004	(\$3,544)	-0.2%
Total Expenditures	\$22,067,558	\$22,467,349	\$23,048,440	\$581,091	2.6%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015	FY 2016	FY 2017	FTE Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	14.80	15.25	14.25	(1.00)	-6.6%
Cultural Activities	4.00	4.00	4.00	0.00	0.0%
Northern Virginia Park Authority	0.00	0.00	0.00	0.00	0.0%
Recreation Services	74.10	63.45	62.05	(1.40)	-2.2%
Park Operations	57.30	64.50	63.00	(1.50)	-2.3%
Waterfront Operations & Special Events	6.00	7.00	6.00	(1.00)	-14.3%
Total FTEs	156.20	154.20	149.30	(4.90)	-3.2%



CULTURAL ACTIVITIES

Outcomes Supported: Improve the quality of residents' leisure time

Lines of Business

Goals

Cultural Activities | The community arts needs of Alexandria households are being met

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$412,059	\$423,310	\$431,836
Non-Personnel	\$288,342	\$439,571	\$390,763
Capital Goods Outlay	\$7,500	\$0	\$0
Total Expenditures	\$707,901	\$862,881	\$822,599
% of All Funds Departmental Budget	3.2%	3.8%	3.6%
Total Program FTEs	4.00	4.00	4.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of Alexandria households responding that their community arts needs are being met</i>	-	75.0%	75.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$862,881
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$9,718
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CULTURAL ACTIVITIES

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
Cultural Activities	Reduce funding for Cultural Programs. This reduction decreases expenditures for professional services that support programming, workshops, and cultural events at the Durant Center and decreases the number of cultural activities programs provided to the public.	0.00	(\$10,000)
Cultural Activities	Reduce professional services dedicated to the Cultural Planning Program. This reduction may slow implementation of the recommendations and initiatives noted in the Citywide Cultural Plan once approved.	0.00	(\$15,000)
Cultural Activities	In FY 2016, these one-time funds were intended to fund Torpedo Factory Business Plan development. Funding will be removed, as the plan will be complete in FY 2016.	0.00	(\$25,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$822,599



PARK OPERATIONS

Outcomes Supported: Improve the quality of residents' leisure time; Sustain the natural quality of land within the City; Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Goals

Park Operations	Alexandria parks and recreation facilities are attractive, functional and safe to support high levels of public uses
Public Lands	Public lands appearance, safety and environmental quality is maintained to meet citizen expectations

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$3,779,765	\$5,112,025	\$5,075,847
Non-Personnel	\$4,067,819	\$4,060,086	\$4,245,426
Capital Goods Outlay	\$1,227	\$0	\$0
Total Expenditures	\$7,848,811	\$9,172,111	\$9,321,274
% of All Funds Departmental Budget	35.6%	40.8%	40.4%
Total Program FTEs	57.30	64.50	63.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of Alexandria households responding that they are very satisfied or satisfied with the quality of their public lands</i>	-	79.0%	88.0%
<i>Percent of households that rate the quality of all the parks visited as excellent or good</i>	-	84.0%	88.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		64.50	\$9,172,111
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$180,700
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PARK OPERATIONS

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
Park Operations	Reduce funding for equipment maintenance. Realignment of equipment maintenance program is expected to net operational efficiency for this cost savings. There is no expected service impact.	0.00	(\$19,848)
Park Operations	Reduce maintenance levels for Brenman Stormwater Retention Pond. Contracted stormwater pond algae treatments and geese management will be reduced from 12 cycles to 5 cycles a year. Provided services will focus on the active algae growth season and geese migration period.	0.00	(\$14,767)
Park Operations	Reduce resources related to Potomac Yard slope maintenance. Instead of annual replenishment of mulch on the entire slope area via contracted services, current staff will replenish mulch on an as needed basis only in areas showing erosion.	0.00	(\$37,955)
Park Operations	Reduce park maintenance. The Proposed budget reduced maintenance of park restrooms, dog park maintenance, and litter pick-up from 7 days a week to 5 days a week for a total reduction of \$23,459. Through the add/delete process, City Council restored \$22,365. The remaining reduction will be absorbed in the program.	0.00	(\$1,094)
Park Operations	Reduce mowing in parks. Mowing cycles in parks will be reduced from 17 to 15 cycles. In addition, "no mow zones" will be established in some park areas; this will not impact athletic fields.	0.00	(\$30,528)
Park Operations	Eliminate environmental education outreach to elementary school children in ACPS classrooms. 56 one-hour education sessions will no longer occur.	0.00	(\$10,000)

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PARK OPERATIONS

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Park Operations	Reduce funding for mowing and landscaping for medians, rights-of-way and public grounds. Mowing cycles at medians will be reduced from 12 to 10 cycles. At other public facilities, the mowing cycles will be reduced from 15 to 13 cycles. Additionally, there will be a reduction of two maintenance cycles for landscaped beds.	0.00	(\$25,504)
Park Operations	Reduce the Turf Management Program, including a reduction in application of fertilizer, weed and pest control measures on fields impacting the appearance and the quality of the fields' playing surfaces. In-house staff will provide limited applications to maintain the basic safety requirements of the playing fields.	0.00	(\$46,945)
Park Operations	Custodial services reductions. Continued implementation of the findings of the 2015 RPCA Custodial Services Analysis Report with elimination of 1.5 vacant FTE, improving the balance of internal staff versus contracted services to improve operational efficiency, flexibility and cost savings. Contracted services are increased and partially offset this savings; this cost is included as the cost to maintain current services.	(1.50)	(\$70,895)
Park Operations	Restore park maintenance funding to sustain services at new parks. This addition will allow for the full year maintenance of several new parks, including Potomac Yard Park, Potomac Greens Park, Potomac Green Right-of-Way, Custis Linear/Finger Park, and President Gerald Ford Park.	0.00	\$153,999
Park Operations	This funding will allow additional trees to be planted, established, and maintained on street rights-of-way and on public properties in North Old Town, South Old Town, and other areas of greatest need.	0.00	\$72,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		63.00	\$9,321,274



WATERFRONT OPERATIONS

Outcomes Supported: Improve the quality of residents' leisure time; Increase the economic benefits of tourism to the City

Lines of Business

Goals

Marina	City marina serves recreational and commercial boating activity
Waterfront Parks	Alexandria households are satisfied with waterfront parks and activities
Special Events	Facilitate and conduct special events that meet or exceed the needs of Alexandria residents and households

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,081,273	\$1,135,687	\$1,148,000
Non-Personnel	\$391,605	\$419,490	\$404,341
Interfund Transfers	\$122,371	\$122,371	\$121,663
Total Expenditures	\$1,595,249	\$1,677,548	\$1,674,004
% of All Funds Departmental Budget	7.2%	7.5%	7.3%
Total Program FTEs	6.00	7.00	6.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of recreational and commercial passengers served by the marina</i>	193,016	200,000	200,000
<i>Percent of Alexandria households satisfied with waterfront parks and activities</i>	-	90.0%	90.0%
<i>Percent Alexandria households responding that their special events needs are being met</i>	-	55.0%	75.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$1,677,548
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$48,432
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WATERFRONT OPERATIONS

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Waterfront Parks	Eliminate Waterfront Park Manager position. This position provided management oversight and logistic support to the waterfront along with other City parks. The elimination of this position results in the loss of supervision of other employees and reduces the operation focus on the waterfront parks. Waterfront park maintenance will continue as part of the City's overall park maintenance program.	(1.00)	(\$102,976)
Marina	Eliminate contracted City marina security services. This reduction eliminates the security patrol services that supplement existing camera video surveillance system utilized in the City Marina.	0.00	(\$24,000)
Marina	City Marina and Fitzgerald Square update. This funding will provide new welcome signage, ongoing cleaning of waterfront garbage and debris, and enhanced seating.	0.00	\$45,000
Waterfront Parks	Waterfront public programming. This funding will allow for a program of performing arts for the waterfront, including paid performers, curated buskers, public art, historical tours, and reenactments.	0.00	\$30,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$1,674,004

Transit Subsidies



Transit Subsidies is a collection of City contributions to regional and local transit agencies that provide services to Alexandria residents, workers, and visitors. The City contributions subsidize the difference between the agencies' cost of services and fare revenues.

Department Contact Info

703.746.4025

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Department Head

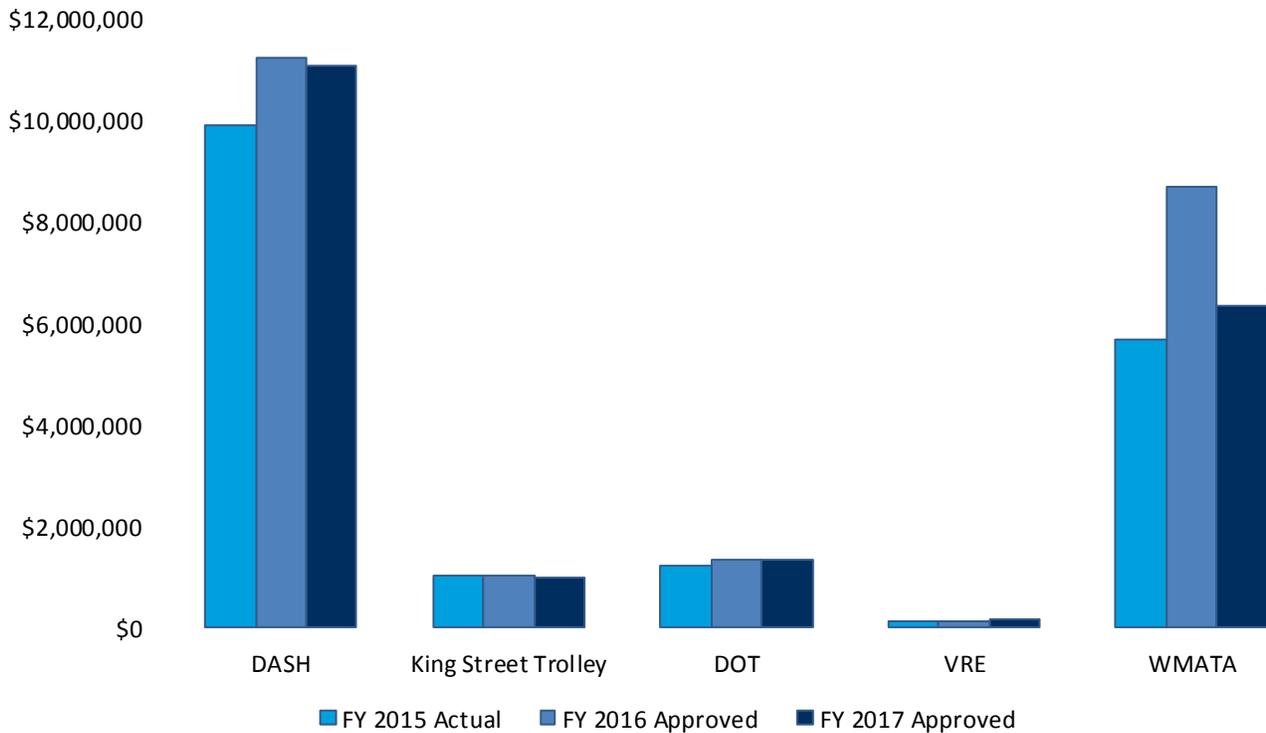
Yon Lambert

Director

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GENERAL FUND TRANSIT SUBSIDY BY PROGRAM



Transit Subsidies



EXPENDITURE & REVENUE SUMMARY

Expenditure Summary

General Fund Subsidy By Agency	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
DASH	\$9,905,569	\$11,230,000	\$11,092,941	(\$137,059)	-1.2%
King Street Trolley	\$1,025,000	\$1,030,850	\$992,363	(\$38,487)	-3.7%
DOT	\$1,230,994	\$1,330,328	\$1,330,328	\$0	0.0%
VRE	\$133,894	\$140,589	\$147,618	\$7,029	5.0%
WMATA	\$5,675,156	\$8,685,156	\$6,343,026	-\$2,342,130	-27.0%
Total Expenditures	\$17,970,613	\$22,416,923	\$19,906,276	-\$2,510,647	-11.2%

Sources of Funds

DASH Operating Revenue	\$4,499,975	\$4,804,000	\$4,804,000	\$0	0.0%
NVTC Pass-Through Revenue	\$5,768,823	\$27,500,000	\$5,800,000	-\$21,700,000	-78.9%
NVTC Prior Year Balance	\$0	\$370,384	\$0	-\$370,384	N/A
NVTA 30% Funds (WMATA Operating Subsidy)	\$1,747,417	\$2,000,000	\$2,683,000	\$683,000	34.2%
General Fund Subsidy	\$17,970,613	\$22,416,923	\$19,906,276	-\$2,510,647	-11.2%
Total Transit Expenditures	\$29,986,828	\$57,091,307	\$33,193,276	-\$23,898,031	-41.9%

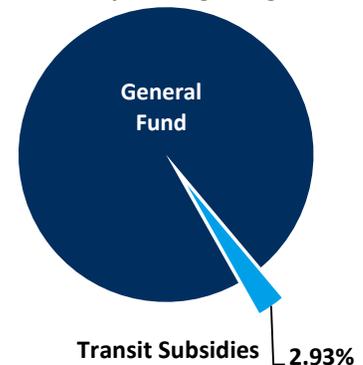
Note:
For FY 2017, funding as a result of Virginia General Assembly action (HB 2313) is available through the Northern Virginia Transportation Commission (NVTC) and the Northern Virginia Transportation Authority (NVTA) for Transit and Transportation purposes. Currently, planned NVTA 30% will be utilized for WMATA's Operating Subsidy, plus \$110,000 for WMATA Metroway maintenance, and has been included here as part of the FY 2017 Approved Budget.

NVTC pass-through revenue represents funding provided to the City by the Virginia Department of Rail and Public Transportation (VDRPT) and transferred from the City to NVTC. The FY 2016 approved budget is \$21.7 million higher than FY 2015 actual and FY 2017 budgeted revenues and expenditures due to a change in State administrative policy in which a portion of the funds will now be contributed directly from VDRPT to NVTC instead of passing through the City.

FISCAL YEAR HIGHLIGHTS

The FY 2017 Transit Subsidies' General Fund budget decreases by 11.2%, primarily due to a decrease in the City's contribution to WMATA. The total WMATA contribution decreases by \$1.46M, from \$34,445,540 in FY 2016 to \$32,984,898 in FY 2017. However, the General Fund (including TIP) portion decreases by \$2,342,130. An additional \$683,000 in NVTA 30% funds and a net of \$568,872 in NVTC funds are contributed for the WMATA Operating Subsidy. Due to a funding re-estimate by WMATA, \$0.6M of TIP funding used for WMATA in the Proposed budget was available in the Approved budget and now most will be used for a new pilot bus service from the Huntington and King Street Metrorail stations to National Harbor and the new MGM Casino adjacent to the National Harbor. DASH General Fund (including Trolley operations) expenditures decrease by \$175,546 and maintain current services, while additional TIP funding of \$319,921 is provided to institute AT1 peak bus frequency improvements. No level of service changes are proposed for VRE or DOT.

Department Share of General Fund Operating Budget



Transit Subsidies



ALEXANDRIA TRANSIT CORPORATION (DASH)

Outcomes Supported: Increase transportation system mobility, connectivity, and accessibility that supports the City’s economy

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Program Totals			
% of General Fund Subsidy	55.1%	50.1%	55.7%
Total Operating Expenditures (Including Trolley Operations)	\$15,430,544	\$17,064,850	\$16,889,304
Less Trolley Subsidy	(\$1,025,000)	(\$1,030,850)	(\$992,363)
Less DASH Operating Revenues	(\$4,499,975)	(\$4,804,000)	(\$4,804,000)
Net General Fund Subsidy	\$9,905,569	\$11,230,000	\$11,092,941

Note: Following adoption of the FY 17 Operating Budget, the Alexandria Transit Corporation adopted their FY 17 Transit Development Program (TDP). The below table illustrates re-estimates for operating expenditures, as well as operating (fare) revenues that will be updated in the City’s financial system. The City’s General Fund subsidy remains unchanged.

	FY 2017 Re-estimate
Program Totals	
Total Operating Expenditures (Including Trolley Operations)	\$16,731,304
Less Trolley Subsidy	(\$992,363)
Less DASH Operating Revenues	(\$4,646,000)
Net General Fund Subsidy	\$11,092,941

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$17,064,850
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources, and capital goods outlay. A reduction in the City’s General Fund subsidy will be achieved by efficiencies, to be identified by DASH, and is offset by an additional \$320K in expenditures for AT1 Peak Improvements funded by the TIP.	0.00	(\$175,546)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$16,889,304

Transit Subsidies



KING STREET TROLLEY

Outcomes Supported: Increase transportation system mobility, connectivity, and accessibility that supports the City’s economy

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Program Totals			
% of General Fund Subsidy	5.7%	4.6%	5.0%
General Fund Subsidy	\$1,025,000	\$1,030,850	\$992,363

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,030,850
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	The cost of trolley service is budgeted to decrease without a reduction in hours, due to efficiencies to be identified by the trolley’s operator, DASH.	0.00	(\$38,487)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$992,363

Transit Subsidies



DOT PARATRANSIT

Outcomes Supported: Increase transportation system mobility, connectivity, and accessibility that supports the City's economy

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Program Totals			
% of General Fund Subsidy	6.9%	5.9%	6.7%
General Fund Subsidy	\$1,230,994	\$1,330,328	\$1,330,328

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,330,328
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	No adjustment to the budgeted amount is needed for FY 2017.	0.00	\$0
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,330,328

Transit Subsidies



VIRGINIA RAILWAY EXPRESS (VRE)

Outcomes Supported: Increase transportation system mobility, connectivity, and accessibility that supports the City’s economy

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Program Totals			
% of General Fund Subsidy	0.7%	0.6%	0.7%
General Fund Subsidy	\$133,894	\$140,589	\$147,618

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$140,589
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	The City’s FY 2017 share of regional costs is expected to increase by 5%.	0.00	\$7,029
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$147,618

Transit Subsidies



WMATA (ALL FUNDS OPERATING BUDGET)

Outcomes Supported: Increase transportation system mobility, connectivity, and accessibility that supports the City’s economy

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Program Totals			
% of General Fund Subsidy	31.6%	38.7%	31.9%
WMATA City Subsidy Expenditures	\$13,191,396	\$34,445,540	\$32,984,898
WMATA City Metroway Maintenance Expenditures	\$0	\$110,000	\$110,000
Total WMATA Expenditures	\$13,191,396	\$34,555,540	\$33,094,898
Use of NVTC Funding	\$5,768,823	\$23,500,000	\$24,068,872
Use of NVTC Prior Year Balance	\$0	\$370,384	\$0
Use of NVTA 30% Funds	\$1,747,417	\$2,000,000	\$2,683,000
General Fund Subsidy	\$5,675,156	\$8,685,156	\$6,343,026
Total Sources of Funds	\$13,191,396	\$34,555,540	\$33,094,898

Note:
For FY 2017, 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 NVTA 30% funds will be utilized for WMATA’s Operating Subsidy, plus \$110,000 for WMATA Metroway maintenance, and has been included here as part of the FY 2017 Approved Budget.

NVTC pass-through revenue represents funding provided to the City by the Virginia Department of Rail and Public Transportation (VDRPT) and transferred from the City to NVTC. Due to a change in State administrative policy in which a portion of the funds are contributed directly from VDRPT to NVTC instead of passing through the City, budgeted amounts differ from total NVTC contributions; total contribution amounts are shown above.

Additionally, the General Fund Subsidy includes \$0.8M in City TIP funding.

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$34,555,540
Current Service Adjustment	Description	FTE Impact	Cost Modification
WMATA Subsidy	The operating budget subsidy submitted to the City by WMATA is \$1.46M below FY 2016 approved levels. This is largely due to a number of WMATA decisions to hold jurisdictional subsidies to the same or reduced levels in FY 2017 while WMATA undergoes major improvements in safety and reliability. These subsidies are likely to increase in FY 2018. The General Fund (including TIP), NVTC and NVTA 30% funds will be used to fund WMATA, as noted in the above table. Due to WMATA re-estimates, \$0.6M of TIP funding is now available and will be utilized to fund a pilot bus WMATA service between the Huntington and King Street Metrorail stations and National Harbor and the new MGM Casino.	0.00	(\$1,460,642)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$33,094,898



Transportation & Environmental Services

The Department of Transportation and Environmental Services (T&ES) strives to improve the overall quality of life within the City of Alexandria through the development of a superior infrastructure. In order to contribute to the physical, social and economic growth of the City of Alexandria, the T&ES employee team provides services of the highest quality in the areas of engineering, environmental quality, traffic control, transit, construction, inspection and surveying, street, sewer and fire hydrant maintenance, and, trash, recycling and yard waste collection.

Department Contact Info

703.746.4025

www.alexandriava.gov/tes

Department Head

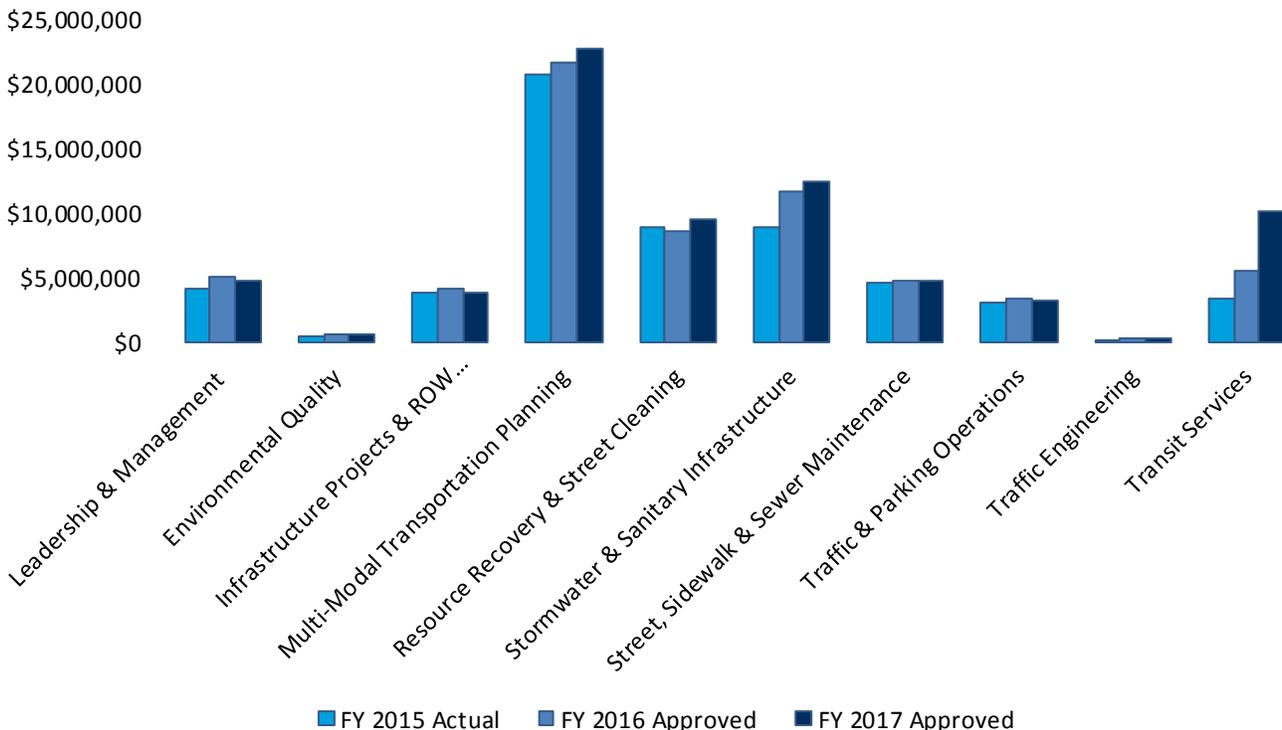
Yon Lambert

Director

703.746.4025

Yon.Lambert@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM



Note: The Multi-Modal Transportation Planning, Stormwater & Sanitary Infrastructure, and Transit Services programs contain interfund transfers that include indirect costs, cash capital, and debt service.



Transportation & Environmental Services

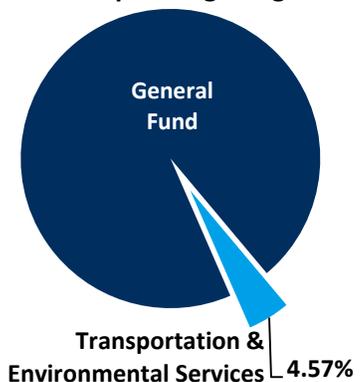
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$18,126,803	\$19,828,001	\$21,729,869	\$1,901,867	9.6%
Non-Personnel	\$15,351,833	\$16,608,008	\$17,048,843	\$440,835	2.7%
Capital Goods Outlay	\$420,005	\$2,253,500	\$1,461,211	(\$792,289)	-35.2%
Interfund Transfers	\$22,781,482	\$26,683,525	\$32,077,478	\$5,393,953	20.2%
Debt Service	\$565,412	\$556,307	\$599,466	\$43,159	7.8%
Depreciation	\$1,261,438	\$0	\$0	\$0	0.0%
Total Expenditures	\$58,506,973	\$65,929,341	\$72,916,867	\$6,987,525	10.6%
Expenditures by Fund					
General Fund	\$29,924,692	\$28,036,911	\$30,977,609	\$2,940,698	10.5%
Internal Services	\$1,681,443	\$2,253,500	\$1,460,961	(\$792,539)	-35.2%
Fiscal Year Grants	\$346,629	\$379,057	\$350,277	(\$28,780)	-7.6%
Non-Fiscal Year Grants	\$1,153,545	\$0	\$0	\$0	N/A
Sanitary Sewer Fund	\$7,574,285	\$10,041,053	\$10,369,035	\$327,982	3.3%
Storm Sewer Fund	\$893,761	\$1,247,964	\$1,323,186	\$75,222	6.0%
Potomac Yard Special Revenue	\$1,500,000	\$4,697,980	\$9,203,005	\$4,505,025	95.9%
HB2313 Transportation Improvements	\$15,042,110	\$18,760,850	\$18,668,304	(\$92,546)	-0.5%
Other Special Revenue Funds	\$390,508	\$512,027	\$564,490	\$52,463	10.2%
Total Expenditures	\$58,506,973	\$65,929,341	\$72,916,867	\$6,987,525	10.6%
Less Interfund Transfers	\$13,641,267	\$18,397,753	\$21,209,236	\$2,811,483	15.3%
	\$44,865,706	\$47,531,589	\$51,707,631	\$4,176,042	8.8%

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved budget for the Department of Transportation and Environmental Services (T&E) increases by 10.6% over FY 2016 levels. General Fund expenditures increase by 10.5%. This is primarily due to a \$1.23M increase in Transportation Improvement Program (TIP) funding for Capital Improvement Program (CIP) projects compared to FY 2016. Additionally, 6.0 FTEs are added: 3.0 FTEs for Stormwater Utility study/implementation, 1.0 Traffic Engineer, 1.0 Parking Planner, and 1.0 Sustainability Coordinator. Potomac Yard (PY) Special Revenue Fund expenditures are increasing by 95.9%, as an additional \$2.8M in revenue collected in Potomac Yard is being transferred to the General Fund to pay for City services in that area. Sanitary Sewer expenditures are increasing by 3.3% to account for an increase in general operating costs, as well as an increase in indirect costs that are transferred into the General Fund to pay for administrative functions in support of sanitary sewer activities. The Residential Refuse Fee is increased to \$363 for full cost recovery, increased recycling costs, to continue food waste composting and TV/CRT recycling services, and to fund trash and recycling cans for the Parks Improvement Plan and public space recycling cans. The Sanitary Sewer rate is proposed to increase from \$1.25 to \$1.40 (\$ per 1,000 gallons) to provide increased CIP funding. Additionally, the Proposed budget included a \$101,000 reduction for preventative fire hydrant maintenance, from \$202,000 to \$101,000. During the add/delete process, City Council restored \$17,720 for fire hydrant maintenance.

Department Share of General Fund Operating Budget





Transportation & Environmental Services

DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Environmental Quality	Through the Add/Delete process, 1.0 Energy and Sustainability Project Manager FTE was added. This position will be charged to specific CIP projects and does not impact the operating budget.	1.00	\$0
Infrastructure Projects & Right-of-Way Permitting	Reduce Lighting Professional Services. This reduction will decrease the capacity to respond to lighting concerns and slow down the ability to remediate issues. Remaining funds will be used to continue the bi-annual lighting survey; however, other studies and designs would not be conducted.	0.00	(\$30,000)
Multi-Modal Transportation Planning	The addition of 1.0 TIP funded Parking Planner entirely dedicated to new comprehensive City-wide implementation of new parking management strategies and initiatives.	1.00	\$140,000
Resource Recovery & Street Cleaning	Reduction of one vacant part-time mulch grinder operator position. Current staff will absorb these duties with no impact to services.	(0.50)	(\$32,258)
Resource Recovery & Street Cleaning	The proposed budget increased the residential Refuse Fee to \$353. During the add/delete process, City Council added \$182,490, to be funded through an additional \$10 on the refuse fee, for trash and recycling cans for the Parks Improvement Plan and public space recycling cans.	0.00	\$182,490
Stormwater & Sanitary Infrastructure	Reduction in contributions to Northern Virginia Regional Commission Clean Water Partners. This reduction will likely result in fewer regional television or radio advertisements.	0.00	(\$2,350)
Stormwater & Sanitary Infrastructure	Addition of 1.0 Civil Engineer IV, 1.0 Management Analyst, and 1.0 Civil Engineer III to study and, subject to City Council action, implement the administration of a stormwater utility fee for financing costly state mandated stormwater infrastructure improvements.	3.00	\$345,000
Street, Sidewalk, & Sewer Maintenance	Reduce Sidewalk Maintenance. This reduction will increase the length of repair time from a current average of 12 months to approximately 18 months. Hazardous sidewalks will continue to be addressed immediately, though permanent repairs and maintenance may take longer.	0.00	(\$100,000)

Transportation & Environmental Services



DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Street, Sidewalk, & Sewer Maintenance	Reduce Hydrant Preventative Maintenance and Painting. The proposed budget reduced preventative hydrant rebuilds from a 5 year cycle to a 10 year cycle. During the add/delete process, City Council restored \$17,720 which will shorten the cycle time to 8 years. Additionally, the Fire Department and Virginia American Water Company will continue to test hydrants periodically, and repairs of faulty hydrants will continue as currently conducted. The hydrant repainting program will be eliminated.	0.00	(\$83,280)
Traffic Engineering	Addition of 1.0 TIP funded Traffic Engineer to implement the City's new Intelligent Transportation Systems (ITS) initiatives, enabling staff to implement infrastructure to incorporate technology, share data regionally, and facilitate incident management.	1.00	\$152,940



Transportation & Environmental Services

PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	\$4,180,969	\$5,050,794	\$4,855,686	(\$195,108)	-3.9%
Environmental Quality	\$490,405	\$693,123	\$693,896	\$773	0.1%
Infrastructure Projects & ROW Permitting	\$3,912,251	\$4,145,698	\$3,915,016	(\$230,682)	-5.6%
Multi-Modal Transportation Planning	\$20,764,361	\$21,665,809	\$22,811,943	\$1,146,134	5.3%
Resource Recovery & Street Cleaning	\$8,948,117	\$8,678,452	\$9,579,518	\$901,066	10.4%
Stormwater & Sanitary Infrastructure	\$8,935,258	\$11,696,931	\$12,505,037	\$808,106	6.9%
Street, Sidewalk & Sewer Maintenance	\$4,644,390	\$4,762,257	\$4,758,268	(\$3,989)	-0.1%
Traffic & Parking Operations	\$3,013,953	\$3,396,064	\$3,271,141	(\$124,922)	-3.7%
Traffic Engineering	\$152,080	\$285,423	\$387,222	\$101,799	35.7%
Transit Services	\$3,465,190	\$5,554,791	\$10,139,140	\$4,584,350	82.5%
Total Expenditures	\$58,506,973	\$65,929,341	\$72,916,867	\$6,987,526	10.6%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015	FY 2016	FY 2017	FTE Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	14.00	13.00	14.00	1.00	7.7%
Environmental Quality	4.00	4.00	5.00	1.00	25.0%
Infrastructure Projects & ROW Permitting	27.00	28.00	27.00	(1.00)	-3.6%
Multi-Modal Transportation Planning	9.00	9.00	10.00	1.00	11.1%
Resource Recovery & Street Cleaning	64.50	61.50	61.00	(0.50)	-0.8%
Stormwater & Sanitary Infrastructure	12.00	13.00	16.00	3.00	23.1%
Street, Sidewalk & Sewer Maintenance	60.00	59.00	59.00	0.00	0.0%
Traffic & Parking Operations	17.50	17.50	17.50	0.00	0.0%
Traffic Engineering	6.00	6.00	7.00	1.00	16.7%
Transit Services	6.00	6.00	6.00	0.00	0.0%
Total FTEs	220.00	217.00	222.50	5.50	2.5%

Note:

Portions of several positions that were originally charged to the General Fund are now being charged to the Sanitary Sewer Fund. This is a technical adjustment and does not impact FTE costs or programmatic service levels.



Transportation & Environmental Services

LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
 Ensure the fiscal strength of the City Government

<u>Lines of Business</u>	<u>Goals</u>
Department Business Processes—Fiscal	Spend all budgetary resources authorized by City Council within the appropriate fiscal year, without overspending
Department Business Processes—Non-Fiscal	Transportation and Environmental Services (T&ES) programs achieve performance goals
Employee Safety	Prevent employee work related accidents, injuries and illnesses

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,867,249	\$1,852,858	\$2,283,489
Non-Personnel	\$632,277	\$944,436	\$1,111,236
Capital Goods Outlay	\$420,005	\$2,253,500	\$1,460,961
Depreciation	\$1,261,438	\$0	\$0
Total Expenditures	\$4,180,969	\$5,050,794	\$4,855,686
% of All Funds Departmental Budget	7.1%	7.7%	6.7%
Total Program FTEs	14.00	13.00	14.00
Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target

None

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$5,050,794
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Capital goods outlay is reduced by \$793K, due to scheduled vehicle replacement. This reduction is partially offset by current services cost increases in personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits) and non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements).	1.00	(\$145,108)
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Transportation & Environmental Services



LEADERSHIP & MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Department Business Processes—Fiscal	The City receives real estate taxes from the Waste-to-Energy plant and distributes a portion to Arlington County as co-owner of the property. The distribution is formula based and historically lower than previously budgeted, so in FY 2017, it could be reduced by \$50,000.	0.00	(\$50,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		14.00	\$4,855,686

Transportation & Environmental Services



ENVIRONMENTAL QUALITY

Outcomes Supported:

- Improve the City's air quality
- Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure
- Sustain the natural quality of land within the City

Lines of Business

Goals

Air Quality	Identify and report air quality issues
Contaminated Land Remediation	Reduce health and safety risks by remediating known contaminated lands
Noise Control	Prevent any noise that annoys or disturbs the comfort, health, welfare, environment, peace, or safety of any person in the City of Alexandria

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$414,686	\$606,554	\$624,977
Non-Personnel	\$75,719	\$86,569	\$68,919
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$490,405	\$693,123	\$693,896
% of All Funds Departmental Budget	0.8%	1.1%	1.0%
Total Program FTEs	4.00	4.00	5.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
	None		

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$693,123
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Through the Add/Delete process, 1.0 Energy and Sustainability Project Manager FTE was added for the Capital Improvement Program (CIP). This position will be charged to specific CIP projects and does not impact the operating budget.	1.00	\$773
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		5.00	\$693,896



Transportation & Environmental Services

INFRASTRUCTURE PROJECTS & RIGHT-OF-WAY PERMITTING

Outcomes Supported: Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

<u>Lines of Business</u>	<u>Goals</u>
Infrastructure & Right-of-Way Management	Promote safety in the City's right-of-way ensuring development occurs within City Codes and Ordinances as well as design and engineering construction standards
Plan Review & Permitting	Construction occurs in the City's Right-of-Way that is consistent with City Codes and Ordinances

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,111,940	\$2,327,040	\$2,150,617
Non-Personnel	\$1,800,310	\$1,818,658	\$1,764,399
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$3,912,251	\$4,145,698	\$3,915,016
% of All Funds Departmental Budget	6.7%	6.3%	5.4%
Total Program FTEs	27.00	28.00	27.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			

None

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		28.00	\$4,145,698
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	(1.00)	\$318
[Continued on next page]			

Transportation & Environmental Services



INFRASTRUCTURE PROJECTS & RIGHT-OF-WAY PERMITTING

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Infrastructure & Right-of-Way Management	Reduce Lighting Professional Services. This reduction will decrease the capacity to respond to lighting concerns and slow down the ability to remediate issues. Remaining funds will be used to continue the bi-annual lighting survey; however, other studies and designs would not be conducted.	0.00	(\$30,000)
Infrastructure & Right-of-Way Management	Restructure Survey Section. A portion of FTE costs of the recently downsized survey section will be transferred from the General Fund to the Sanitary Sewers Fund to concentrate on sanitary sewer projects. This will reduce survey services currently being provided to other departments at no charge.	0.00	(\$201,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		27.00	\$3,915,016



Transportation & Environmental Services

MULTI-MODAL TRANSPORTATION PLANNING

Outcomes Supported: Increase transportation system mobility, connectivity, and accessibility that supports the City’s economy

Lines of Business	Goals
Multi-modal Transportation Support	Reduce the percent of single occupant vehicle trips by providing multi-modal transportation solutions
Parking Management	Provide parking to meet mobility and economic needs, while limiting supply to encourage people to use non-auto modes
Transportation Planning	Transportation investment in Alexandria is guided by the policies of the Transportation Master Plan

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,123,563	\$1,011,852	\$1,179,000
Non-Personnel	\$2,605,477	\$3,076,545	\$3,562,668
Capital Goods Outlay	\$0	\$0	\$250
Interfund Transfers	\$16,469,908	\$17,021,105	\$17,470,559
Debt Service	\$565,412	\$556,307	\$599,466
Total Expenditures	\$20,764,361	\$21,665,809	\$22,811,943
% of All Funds Departmental Budget	35.5%	32.9%	31.3%
Total Program FTEs	9.00	9.00	10.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of capital bike share rides</i>	46,099	57,000	57,000

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		9.00	\$21,665,809
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Due to efficiencies, the cost of maintaining current services decreases from FY 2016 to FY 2017.	0.00	(\$154,838)
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Transportation & Environmental Services



MULTI-MODAL TRANSPORTATION PLANNING

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Transportation Planning	Reduction of 1.0 Intern position. The position's duties will be absorbed by existing staff.	0.00	(\$16,000)
Transportation Planning	Employer Transit Benefit Reduction. The reduction is based on historical analysis of actual program expenditures. The total available funding is reduced; however, it should not impact employee usage.	0.00	(\$40,000)
Transportation Planning	The addition of 1.0 TIP funded Parking Planner entirely dedicated to the comprehensive City-wide implementation of new parking management strategies and initiatives.	1.00	\$131,972
TIP Cash Capital	For FY 2017, TIP funding for WMATA operating expenditures is reduced by \$2.1M from \$2.9M to \$0.8M compared to FY 2016 to fund City transportation operating and capital expenditures; this savings allows for the TIP cash capital increase of \$1.2M noted here.	0.00	\$1,225,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		10.00	\$22,811,943



Transportation & Environmental Services

RESOURCE RECOVERY & STREET CLEANING

Outcomes Supported: Improve the health of City waterways

Promote an attractive urban environment that reflects our history and provides well-functioning infrastructure

Lines of Business

Goals

King Street Cleaning	Remove litter and debris from the King Street commercial corridor to ensure an attractive environment for businesses and tourists
Recycling	Recycling collections occur on schedule without missed collections; Reduce Citywide refuse disposal and achieve a 65% diversion rate by the year 2020
Refuse Collection	Refuse collections occur on schedule without missed collections
Street Cleaning	Remove litter and debris from streets before it enters City waterways

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$4,432,769	\$4,779,083	\$5,139,824
Non-Personnel	\$4,515,348	\$3,899,369	\$4,439,694
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$8,948,117	\$8,678,452	\$9,579,518
% of All Funds Departmental Budget	15.3%	13.2%	13.1%
Total Program FTEs	64.50	61.50	61.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>City diversion rate</i>	50.00%	52.00%	65.00%
<i>Curbside residential recycling rate (calendar year)</i>	26.80%	27.20%	27.70%
<i>Tons of recycling collected at City drop-off centers (calendar year)</i>	600	600	N/A
<i>Cubic yards of litter and debris collected annually by street sweepers</i>	4,000	7,000	8,000
<i>Number of lane miles swept citywide</i>	840	1,680	1,700
<i>Percent of street debris complaints resolved by projected completion date</i>	90.00%	95.00%	95.00%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		61.50	\$8,678,452
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources, and capital goods outlay. Increases in personnel and workers' compensation funding contribute to the increase.	0.00	\$770,834
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Transportation & Environmental Services



RESOURCE RECOVERY & STREET CLEANING

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Refuse Collection	Reduction of one vacant part-time mulch grinder operator position. Current staff will absorb these duties with no impact to services.	(0.50)	(\$32,258)
Refuse Collection	Reduce Costs for Latex Paint Disposal. This reduction will eliminate vendor service and replace it with services provided by existing staff. These services fit within current staff capacity.	0.00	(\$20,000)
Refuse Collection & Recycling	The proposed budget increased the residential Refuse Fee to \$353. During the add/delete process, City Council added \$182,490, to be funded through an additional \$10 on the refuse fee, for trash and recycling cans for the Parks Improvement Plan and public space recycling cans.	0.00	\$182,490
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		61.00	\$9,579,518



Transportation & Environmental Services

STORMWATER & SANITARY INFRASTRUCTURE

Outcomes Supported: Improve the health of City waterways

Lines of Business	Goals
Stormwater & Sanitary Infrastructure	Reduce the risk of flooding, improve water quality, and provide for current and future development by designing and maintaining sanitary sewers and storm sewers in compliance with regulatory requirements; Maintain floodplains to be in compliance with Federal Emergency Management Agency (FEMA) regulations

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$3,365,768	\$3,997,046	\$4,658,919
Non-Personnel	\$757,915	\$2,600,437	\$2,302,157
Capital Goods Outlay	\$0	\$0	\$0
Interfund Transfers	\$4,811,574	\$5,099,448	\$5,543,961
Total Expenditures	\$8,935,258	\$11,696,931	\$12,505,037
% of All Funds Departmental Budget	15.3%	17.7%	17.1%
Total Program FTEs	12.00	13.00	16.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of Chesapeake Bay pollutant-reduction goal met</i>	21.40%	25.27%	20.00%
<i>New acres of City land treated by Best Management Practices</i>	36.7	25.0	N/A

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$11,696,931
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Increases in personnel and workers' compensation funding contributes to the increase.	0.00	\$465,456

[Continued on next page]

Transportation & Environmental Services



STORMWATER & SANITARY INFRASTRUCTURE

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Stormwater & Sanitary Infrastructure	Reduction in contributions to Northern Virginia Regional Commission Clean Water Partners; reduction will likely result in fewer regional television or radio advertisements.	0.00	(\$2,350)
Stormwater & Sanitary Infrastructure	Addition of 1.0 Civil Engineer IV, 1.0 Management Analyst, and 1.0 Civil Engineer III to study and, subject to City Council action, implement the administration of a stormwater utility fee for financing costly state mandated stormwater infrastructure improvements.	3.00	\$345,000
Stormwater & Sanitary Infrastructure	The proposed budget included debt service in the amount of \$537,761 to support capital projects. FY 17 projects will be funded through the Sanitary Sewer rate increase, and the debt service has been removed from the budget accordingly.	0.00	\$0
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		16.00	\$12,505,037



Transportation & Environmental Services

STREET, SIDEWALK & SEWER MAINTENANCE

Outcomes Supported: 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
 Reduce harm to people and property from fire

<u>Lines of Business</u>	<u>Goals</u>
Fire Hydrant Maintenance & Repair	Fire hydrants are in service so Fire Department has water to fight fires
Sanitary Sewer Maintenance & Repair	No sanitary sewer system failures leading to overflows
Storm Sewer Maintenance & Repair	No storm sewer system failures or localized flooding events leading to property damage
Street Maintenance & Repair	Prevent damage to personal vehicles; Roads/streets are smooth, well-maintained, and drivable
Sidewalk Maintenance & Repair	Injury to pedestrians on sidewalks is prevented
Storm & Winter Weather Transportation Support	Roadways are clear and functioning within 24 hours after the end of snowfall for a winter storm with 8 inches or less of snow (Level 1)

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,797,015	\$1,904,655	\$2,238,865
Non-Personnel	\$2,847,375	\$2,857,601	\$2,519,403
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$4,644,390	\$4,762,257	\$4,758,268
% of All Funds Departmental Budget	7.9%	7.2%	6.5%
Total Program FTEs	60.00	59.00	59.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Lane miles repaved</i>	45	56	55
<i>Potholes filled</i>	4,481	4,400	N/A
<i>Square feet of brick sidewalk repaired</i>	5,905	6,495	N/A
<i>Square feet of concrete sidewalk repaired</i>	4,365	4,583	N/A
<i>Square feet of sidewalk averted by alternative repair technology</i>	1,871	2,500	N/A

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		59.00	\$4,762,257
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$179,291
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Transportation & Environmental Services

STREET, SIDEWALK & SEWER MAINTENANCE

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Street Maintenance & Repair	Reduce Sidewalk Maintenance. This reduction will increase the length of repair time from a current average of 12 months to approximately 18 months. Hazardous sidewalks will continue to be addressed immediately, though permanent repairs and maintenance may take longer.	0.00	(\$100,000)
Street, Sidewalk, & Sewer Maintenance	Reduce Hydrant Preventative Maintenance and Painting. The proposed budget reduced preventative hydrant rebuilds from a 5 year cycle to a 10 year cycle. During the add/delete process, City Council restored \$17,720 which will shorten the cycle time to 8 years. Additionally, the Fire Department and Virginia American Water Company will continue to test hydrants periodically, and repairs of faulty hydrants will continue as currently conducted. The hydrant repainting program will be eliminated.	0.00	(\$83,280)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		59.00	\$4,758,268



Transportation & Environmental Services

TRAFFIC & PARKING OPERATIONS

Outcomes Supported: Increase transportation system mobility, connectivity, and accessibility that supports the City’s economy

Lines of Business

Goals

Traffic Operations | Traffic control infrastructure is operational in Alexandria

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,935,891	\$2,213,486	\$2,152,004
Non-Personnel	\$1,078,061	\$1,182,578	\$1,119,137
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$3,013,953	\$3,396,064	\$3,271,141
% of All Funds Departmental Budget	5.2%	5.2%	4.5%
Total Program FTEs	17.50	17.50	17.50
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of traffic signals receiving preventative maintenance</i>	14.00%	25.00%	33.00%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		17.50	\$3,396,064
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$15,077
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Transportation & Environmental Services



TRAFFIC & PARKING OPERATIONS

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Traffic Operations	Capitalize Pavement Markings. There would be no reduction in pavement markings service. The shift in cost to the capital budget will result in a decrease of approximately one lane mile paved.	0.00	(\$100,000)
Traffic Operations	Reduce Traffic Signal Electricity Costs. This is an efficiency due to LED traffic signal vehicle and pedestrian indicators that were installed Citywide in FY2016. There are no service implications.	0.00	(\$40,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		17.50	\$3,271,141

Transportation & Environmental Services



TRAFFIC ENGINEERING

Outcomes Supported: Increase transportation system mobility, connectivity, and accessibility that supports the City's economy

Lines of Business

Traffic Engineering

Goals

Alexandria transportation system is safe; Alexandria transportation system operates in efficient manner

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$143,796	\$252,623	\$354,622
Non-Personnel	\$8,284	\$32,800	\$32,600
Capital Goods Outlay	\$0	\$0	\$0
Interfund Transfers	\$0	\$0	\$0
Total Expenditures	\$152,080	\$285,423	\$387,222
% of All Funds Departmental Budget	0.3%	0.4%	0.5%
Total Program FTEs	6.00	6.00	7.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of traffic crashes</i>	1,471	1,600	N/A

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$285,423
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	(\$51,141)
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Transportation & Environmental Services

TRAFFIC ENGINEERING

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Traffic Engineering	Addition of 1.0 TIP funded Traffic Engineer to implement the City's new Intelligent Transportation Systems (ITS) initiatives, enabling staff to implement infrastructure to incorporate technology, share data regionally, and facilitate incident management.	1.00	\$152,940
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$387,222



Transportation & Environmental Services

TRANSIT SERVICES

Outcomes Supported: Increase self-sufficiency and meaningful quality of life for the City’s most vulnerable adults
 Increase transportation system mobility, connectivity, and accessibility that supports the City’s economy

Lines of Business

Goals

Paratransit	Improve mobility and access for persons with disabilities and the elderly
Transit Development	Regional transit options are affordable, convenient, and reliable for Alexandria residents

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$934,124	\$882,804	\$947,552
Non-Personnel	\$1,031,066	\$109,015	\$128,630
Capital Goods Outlay	\$0	\$0	\$0
Interfund Transfers	\$1,500,000	\$4,562,972	\$9,062,958
Total Expenditures	\$3,465,190	\$5,554,791	\$10,139,140
% of All Funds Departmental Budget	5.9%	8.4%	13.9%
Total Program FTEs	6.00	6.00	6.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of Metrorail trips</i>	11,039,257	11,020,000	11,100,000
<i>Number of DASH trips</i>	4,275,682	4,300,000	4,350,000

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$5,554,791
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$94,362
[Continued on next page]			

Transportation & Environmental Services



TRANSIT SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Transit Development	Reduction in Regional Transportation Temporary Services. Current staff will absorb duties previously performed by contracted temporary employees, resulting in minimal impact.	0.00	(\$10,000)
Transit Development	In FY 2017, the portion of revenues that are collected in the Potomac Yard Special Revenue Fund and transferred into the General Fund for the cost of delivery of City and school services to Potomac Yard residents and business increases to \$5.42M.	0.00	\$3,019,716
Transit Development	Revenues collected in the Potomac Yard Special Revenue Fund and transferred to the CIP to support development of the Potomac Yard Metrorail Station are increasing by \$1.5M in FY 2017.	0.00	\$1,480,271
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$10,139,140

Transportation & Environmental Services



SANITARY SEWER SPECIAL REVENUE FUND

Sanitary Sewer Rate		FY 2017 Approved
FY 2016 Sanitary Sewer Rate (\$ per 1,000 gallons)		\$1.25
Approved Rate Increase		12.00%
New Sanitary Sewer Rate		\$1.40
Revenues		FY 2017 Approved
Sewer Line Maintenance Fee		\$6,770,400
Sewer Connection Fee		\$3,750,000
New Debt Issuance		\$0
Use of Reprogrammed Prior Year Funding		\$0
Fund Balance Carryover		\$415,999
Total Revenues		\$10,936,399
Operating Expenditures		FY 2017 Approved
T&ES Personnel Charges (including Worker's Comp)		\$3,054,707
Debt Service		\$2,563,084
Indirect Costs		\$967,877
*Transfer to Capital Improvement Program		\$1,900,000
DPI Personnel Charges		\$567,364
Sewer Jet Cleaning		\$250,000
Corrective Maintenance		\$106,090
Other Non-Personnel (Training, Utilities, Rentals, etc.)		\$145,583
Equipment Replacement		\$122,462
Sanitary Sewer Capacity Study - Flow Metering and Sewer Modeling		\$400,000
Sewer Billing		\$84,872
Annual CCTV of Sewers		\$424,360
Heavy Cleaning of Sewers		\$350,000
Wet Weather Management Facility Operating		\$0
Total Operating Budget Expenditures		\$10,936,399

Transportation & Environmental Services



STORMWATER SPECIAL REVENUE FUND

Stormwater Management Funding

	FY 2017 Approved
Real Estate Tax Dedication for Stormwater	\$0.005
Revenue from Stormwater Tax Dedication	\$1,907,746

Operating Expenditures

	FY 2017 Approved
Current Personnel (T&ES)	\$995,496
Indirect Costs	\$113,000
Transfer to Capital Improvement Program	\$0
DPI Personnel Charges	\$584,560
BMP Maintenance Materials	\$114,690
Maintenance of Oronoco Bay Remediation System	\$100,000
Heavy Cleaning of Storm Sewers	\$0
Total Operating Expenditures	\$1,907,746

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 transportation and transit capital infrastructure and the associated operating expenses therein. The TIP continues to support programs such as Capital Bikeshare, King Street Trolley service, bus shelter maintenance, and street repair. Additionally, \$0.8M of TIP funding is being used toward WMATA's subsidy for FY 2017.

Transportation Improvement Program Operating Expenditures by Program	FY 2017 Approved
Transportation & Environmental Services (T&ES)	\$3,158,070
<i>Staffing for Planning & Implementation</i>	\$659,866
<i>Indirect Costs</i>	\$473,738
<i>Transfer to Capital Improvement Program</i>	\$1,425,000
<i>Debt Service</i>	\$599,466
Street, Sidewalk, & Sewer Maintenance Program (T&ES)	\$865,390
<i>Streets and Sidewalk Repair</i>	\$721,158
<i>City-wide Bus Shelter Maintenance</i>	\$144,232
Transportation Planning & Support (T&ES)	\$352,850
<i>Capital Bikeshare Operating Costs</i>	\$352,850
Capital Project Management (Dept. of Project Implementation)	\$440,095
<i>Staffing for Planning & Implementation</i>	\$440,095
Transit Subsidies	\$3,533,932
<i>DASH Operation of Routes</i>	\$1,952,041
<i>DASH Trolley Operations</i>	\$203,863
<i>WMATA Operating Subsidy</i>	\$811,926
<i>Transportation Commission Priorities (WMATA Savings)</i>	\$566,102
Transportation Improvement Program (Total Operating Costs)	\$8,350,335

Transportation & Environmental Services



RESIDENTIAL REFUSE FEE RATE

Expenditure By Program	FY 2016 Approved	FY 2017 Approved
Residential Refuse Collection	\$4,036,107	\$3,994,133
Residential Curbside Recycling	\$864,796	\$1,260,318
Old Town Refuse Carts	\$40,500	\$134,500
Residential Food Waste Composting Pilot	\$15,000	\$0
Spring Clean-up	\$67,447	\$62,140
Leaf Collection	\$852,375	\$840,219
TV/CRT Recycling	\$0	\$30,000
Farmers' Market Compost Program	\$0	\$23,000
Workers Compensation Budget	\$260,000	\$400,000
Indirect Costs (City Administrative Support)	\$675,405	\$379,700
Trash & Recycling Cans for the Parks Improvement Plan	\$0	\$163,469
Public Space Recycling Cans	\$0	\$19,021
Total Expenditures	\$6,811,630	\$7,306,500
Residences Served	20,200	20,200
Billable Households	18,249	18,249
Residential Refuse Fee	\$337	\$363

Note: The proposed budget increased the residential Refuse Fee to \$353 for full cost recovery, increased recycling costs, and to continue food waste composting and TV/CRT recycling services. The FY 2017 budget also includes the second phase of a 2 year purchase of refuse carts for Old Town residents, available for distribution in FY 2017.

Through the add/delete process, City Council added an additional \$10 to the fee to provide trash and recycling cans for the Parks Improvement Plan and public space recycling cans. Those residences that are subject to tax relief (elderly, non-profits, etc.) are exempt from paying the refuse fee.



Transportation & Environmental Services

HB2313 TRANSPORTATION IMPROVEMENTS

Program Totals	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Total Expenditures	\$9,616,817	\$18,760,850	\$18,668,304
Personnel	\$0	\$0	\$0
Non-Personnel	\$1,486,817	\$2,000,000	\$2,683,000
Interfund Transfer	\$8,130,000	\$16,760,850	\$15,985,304
Debt Service	\$0	\$0	\$0
Full Time Equivalents (FTEs)	0.00	0.00	0.00

In order to be eligible for Northern Virginia Transportation Authority (NVTA) Regional 30% funds, the City is required to deposit the equivalent of a 12.5 cent commercial and industrial real estate tax in a separate fund for transportation. The HB2313 fund includes NVTA 30% revenue and the City's 12.5 cent equivalent revenue.

MAINTAINING CURRENT SERVICE LEVELS

Service / Line of Business	Description	FTE Impact	Total Cost of Service
Program-wide services	Expenditures include payment for WMATA's operating subsidy, operations of the Route 1 (Corridor A) Transitway which provides Bus Rapid Transit (BRT) along a major transportation route, as well as \$110,000 for metroway maintenance.	0.00	\$2,683,000
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.	0.00	\$11,092,941
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.	0.00	\$992,363
Program-wide services	The Capital Improvement Program (CIP) Funding from NVTA 30% revenues is included here as an interfund transfer to account for those special revenues within a separate account and which will be allocated to the Capital Projects accounts.	0.00	\$3,900,000
TOTAL FY 2017 APPROVED BUDGET			\$18,668,304



Focus Area All Funds Budget - \$168,058,050

Department	All Funds Departmental Budget
18th Circuit Court	\$1,662,220
18th General District Court	\$148,677
Clerk of the Circuit Court	\$1,728,647
Office of the Commonwealth's Attorney	\$3,509,078
Court Service Unit	\$1,734,367
Department of Emergency Communications	\$7,187,117
Fire Department	\$51,991,748
Human Rights	\$835,177
Juvenile and Domestic Relations District Court	\$81,320
Other Public Safety & Justice Services (Adult Probation/Parole, Magistrate, Law Library, Regional Training Academy, Regional Jail, Public Defender, Juvenile Detention Center, ShelterCare, Volunteer Alexandria)	\$4,348,211
Police Department	\$62,672,025
Sheriff's Office	\$32,159,463

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...

- **Reduce harm to people and property from fire**
- **Reduce crime**
- **Increase survivability from medical emergencies and traumatic injuries**
- **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...

- **Ensure all community members are treated justly and protected under the law**

18th Circuit Court



The Circuit Court is a court of general jurisdiction and presides over both civil and criminal cases, for either jury or non-jury trials. The Circuit Court has original jurisdiction for all felony indictments and for presentments, Informations and indictments for misdemeanors. The Circuit Court hears civil and criminal appeals from the General District Court and the Juvenile and Domestic Relations District Court. The goal of the Circuit Court is to conclude proceedings for all civil and criminal cases before the Court within the mandated timeframe.

Department Contact Info

703.746.4123

www.alexandriava.gov/circuitcourt

Department Head

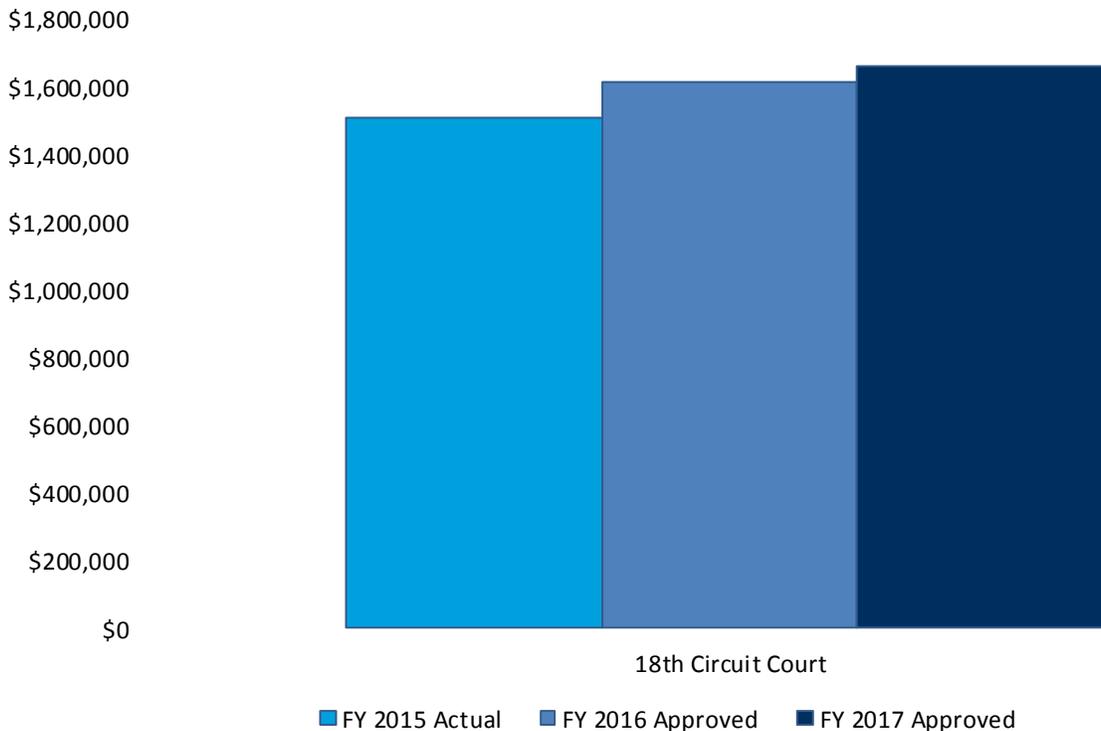
Lisa B. Kemler

Chief Judge

703.746.4123

lisa.kemler@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM



18th Circuit Court



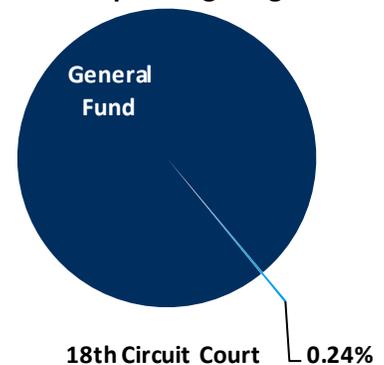
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$1,397,827	\$1,455,840	\$1,493,952	\$38,112	2.6%
Non-Personnel	\$113,017	\$157,558	\$168,268	\$10,710	6.8%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,510,844	\$1,613,398	\$1,662,220	\$48,822	3.0%
Expenditures by Fund					
General Fund	\$1,510,844	\$1,613,398	\$1,662,220	\$48,822	3.0%
Total Expenditures	\$1,510,844	\$1,613,398	\$1,662,220	\$48,822	3.0%
Total Department FTEs	13.00	13.00	13.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

There are no major changes to the 18th Circuit Court’s budget in FY 2017. Overall, The FY 2017 Approved Budget for the 18th Circuit Court increases by 3.0% or \$48,822 over FY 2016 levels. The personnel count remains constant at 13.00 FTE. Personnel expenditures increase by \$38,112 as result of personnel increases for merits and benefits. Non-personnel expenditures increase by \$10,710 to support Alexandria Justice Information System (AJIS).

Department Share of General Fund Operating Budget



18th Circuit Court



18TH CIRCUIT COURT

Outcomes Supported: Ensure all community members are treated justly and protected under the law

Lines of Business

18th Circuit Court

Goals

To ensure a safe, secure and just community, this department provides fiscal management, human resources, IT management, and policy and accreditation management; the mission of the Circuit Court is to conduct proceedings for all criminal and civil cases before the Court in accordance with the Code of Virginia.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,397,827	\$1,455,840	\$1,493,952
Non-Personnel	\$113,017	\$157,558	\$168,268
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,510,844	\$1,613,398	\$1,662,220
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of AJIS satisfied customers</i>	99.7%	100.0%	100.0%
<i>Percent of civil cases closed within required timeframe</i>	96.0%	97.0%	98.0%
<i>Percent of criminal cases closed within required timeframe</i>	96.0%	87.0%	88.0%
<i>Percent of misdemeanor cases closed within required timeframe</i>	82.0%	83.0%	84.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$1,613,398
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$48,822
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		13.00	\$1,662,220

18th General District Court



The General District Court has original jurisdiction in all misdemeanors (fines up to \$2,500 or sentences up to twelve months in jail, or both); original and exclusive jurisdiction in civil cases involving \$4,500 or less; and generally, concurrent jurisdiction with the 18th Circuit Court in claims involving \$4,500 but not exceeding \$25,000. The Court sits without a jury. The Court also handles traffic and criminal cases, and preliminary hearings for any individual charged with a felony to determine if there is "probable cause."

Department Contact Info

703.746.4010

www.alexandriava.gov/districtcourt

Department Head

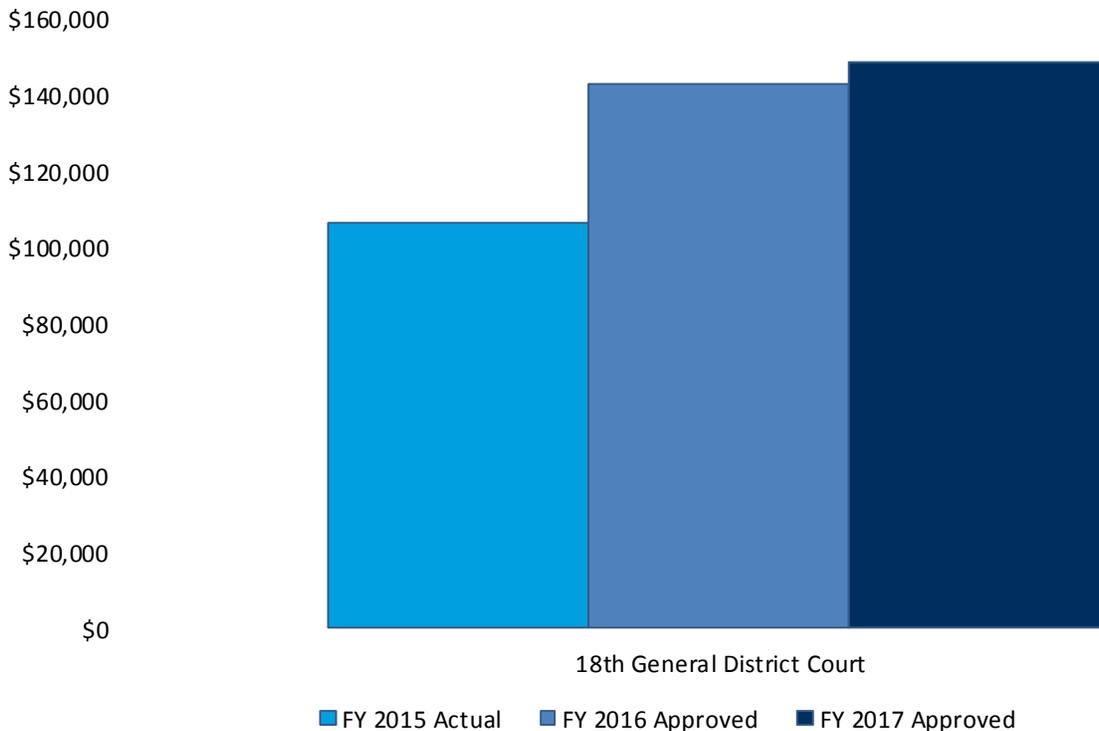
Becky J. Moore

Chief Judge

703.746.4010

becky.moore@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





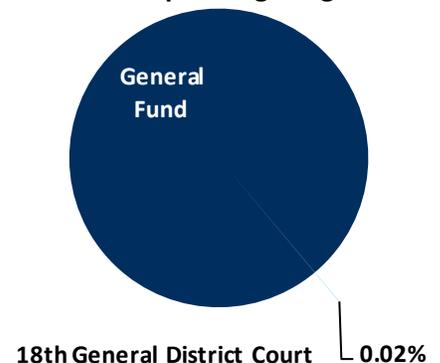
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$42,418	\$83,724	\$89,225	\$5,501	6.6%
Non-Personnel	\$64,184	\$59,452	\$59,452	\$0	0.0%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$106,601	\$143,176	\$148,677	\$5,501	3.8%
Expenditures by Fund					
General Fund	\$106,601	\$143,176	\$148,677	\$5,501	3.8%
Total Expenditures	\$106,601	\$143,176	\$148,677	\$5,501	3.8%
Total Department FTEs	0.00	0.00	0.00	0.00	N/A

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved Budget increases by 3.8% or \$5,501 over FY 2016 levels. Personnel expenditures increase by \$5,501 due to the 15% City pay supplement for state employees, which is calculated off their current state salary amount. Non-personnel expenditures and FTE counts remain unchanged at FY 2016 levels.

Department Share of General Fund Operating Budget



18th General District Court



18TH GENERAL DISTRICT COURT

Outcomes Supported: Ensure all community members are treated justly and protected under the law

Lines of Business

Goals

18th General District Court

The goal of the 18th General District Court is to ensure the effective and efficient adjudication of all Civil, Criminal, Traffic and Mental Hearing Cases.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$42,418	\$83,724	\$89,225
Non-Personnel	\$64,184	\$59,452	\$59,452
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$106,601	\$143,176	\$148,677
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Department FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
<i># of Civil Case Transactions</i>	51,375	-	-
<i># of Criminal Case Transactions</i>	12,731	-	-
<i># of Mental Hearing Transactions</i>	894	-	-
<i># of Traffic Case Transactions</i>	11,600	-	-

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$143,176
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$5,501
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$148,677

Clerk of the Circuit Court



The Clerk of the Circuit Court serves as the keeper of records for all Circuit Court matters, which involves being the “Court of Record” for the City of Alexandria. The department is divided into three divisions, each with their own unique tasks. The Customer Service division handles case intake, issues licenses and permits, processes court related papers and staffs a Customer Service counter. Court Support division processes court orders and criminal case related matters, is the liaison with Circuit Court Judges’ Chambers and performs customer assistance duties. The Land Records division records all City real estate transactions and collects transfer-related taxes as well as the collection of court costs and fines. A staff member of each division serves as a Courtroom Clerk for the Circuit Court and has the responsibility of generating a worksheet used for drafting court orders in Criminal proceedings, which is also used by other City departments. All tasks of this department are mandated and performed in compliance with the Code of Virginia.

Department Contact Info

703.746.4044

www.alexandriava.gov/clerkofcourt

Department Head

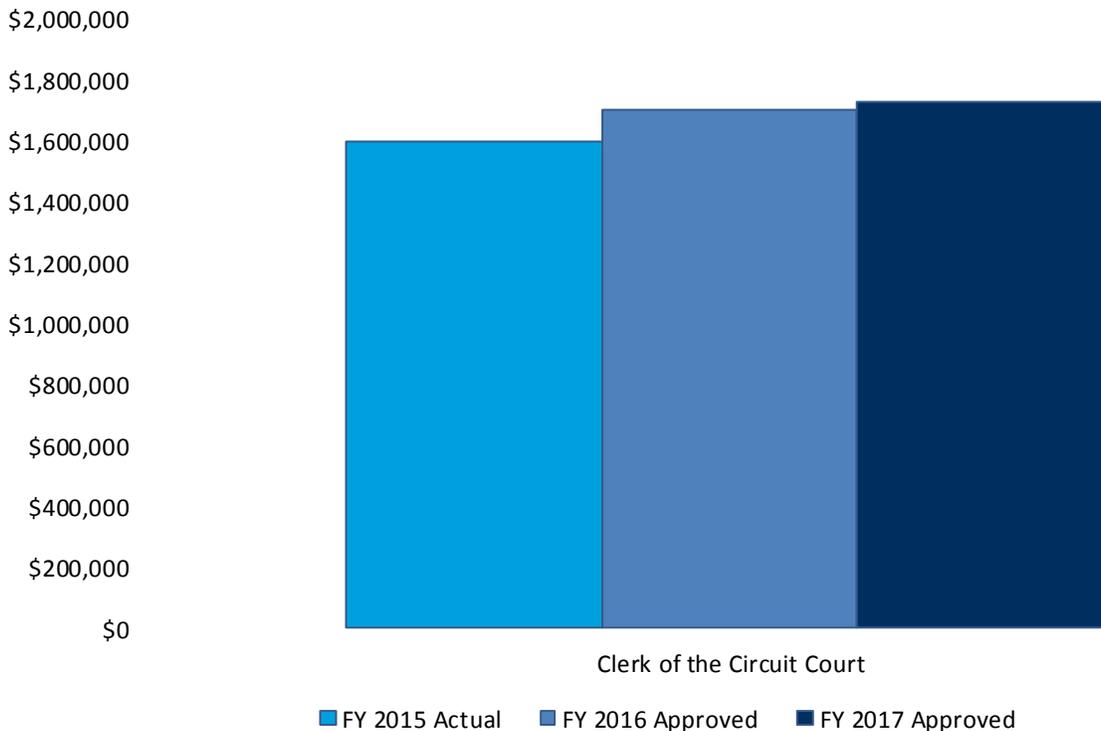
Ed Semonian

Clerk of the Circuit Court

703.746.4044

Edward.Semonian@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$1,508,711	\$1,560,401	\$1,573,256	\$12,855	0.8%
Non-Personnel	\$92,904	\$140,391	\$155,391	\$15,000	10.7%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,601,615	\$1,700,792	\$1,728,647	\$27,855	1.6%
Expenditures by Fund					
General Fund	\$1,557,464	\$1,650,792	\$1,663,647	\$12,855	0.8%
Other Special Revenue	\$44,151	\$50,000	\$65,000	\$15,000	30.0%
Total Expenditures	\$1,601,615	\$1,700,792	\$1,728,647	\$27,855	1.6%
Total Department FTEs	22.00	22.00	22.00	0.00	0.0%

Net City Tax Contribution to Department

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Department Related General Fund Revenues					
General Fund Expenditures	\$1,601,615	\$1,650,792	\$1,663,647	\$12,855	0.8%
Department Related General Fund Revenues					
1) State Revenue ¹	\$842,984	\$993,071	\$946,428	-\$46,643	-4.7%
2) Charges for Services ²	\$252,771	\$300,000	\$300,000	\$0	0.0%
Total	\$1,095,755	\$1,293,071	\$1,246,428	-\$46,643	-3.6%
Net City Tax Contribution	\$505,860	\$357,721	\$417,219	\$59,498	16.6%

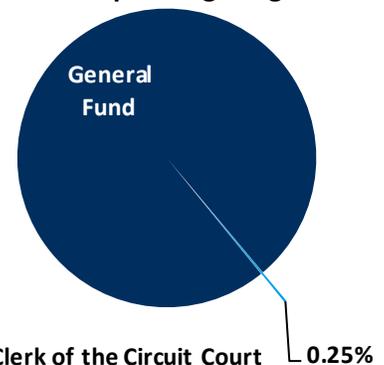
¹ Includes State Compensation Board reimbursements

² Includes excess clerks fees

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved Budget for the Clerk of the Circuit Court increases by 1.6% or \$27,855 over FY 2016 levels, of which \$12,855 is attributable to the General Fund. Personnel growth in salaries and benefits fully accounts for the General Fund expenditure increase. The Special Revenue for the Clerk of the Circuit Court increases by \$15,000 as result of an expected increase in collection of land use record fees. The additional \$15,000 in expenditures will be used to cover maintenance related expenditures for land use records. There are no FTE adjustments for this department.

Department Share of General Fund Operating Budget





CLERK OF THE CIRCUIT COURT

Outcomes Supported: Ensure all community members are treated justly and protected under the law

Lines of Business

Goals

Clerk of the Circuit Court

To efficiently and effectively provide Code of Virginia mandated services related to the Clerk of the Circuit Court for the citizens of Alexandria.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,508,711	\$1,560,401	\$1,573,256
Non-Personnel	\$92,904	\$140,391	\$155,391
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,601,615	\$1,700,792	\$1,728,647
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Department FTEs	22.00	22.00	22.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of Criminal Cases Processed</i>	1,470	1,500	1,750
<i>Number of Civil Filings Processed</i>	4,427	4,500	4,750
<i>Number of Land Documents Processed</i>	21,522	22,000	35,000

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		22.00	\$1,700,792
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$27,855
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		22.00	\$1,728,647

Office of the Commonwealth's Attorney



The mission of the Office of the Commonwealth's Attorney (OCA) is to protect the safety of the community and the rights of its citizens by just enforcement of the law. In protecting the rights of the citizenry and the interests of the community, the office endeavors to exercise prosecutorial discretion in service of the law and not for factional purposes. The Office of Commonwealth's Attorney is established by the Constitution of the Commonwealth of Virginia. The Code of Virginia states that the Commonwealth's Attorney is a member of the department of law enforcement of the City in which he is elected, and that his primary duty is the prosecution of all criminal and traffic offenses committed against the peace and dignity of the Commonwealth.

Department Contact Info

703.746.4100

www.alexandriava.gov/commattorney

Department Head

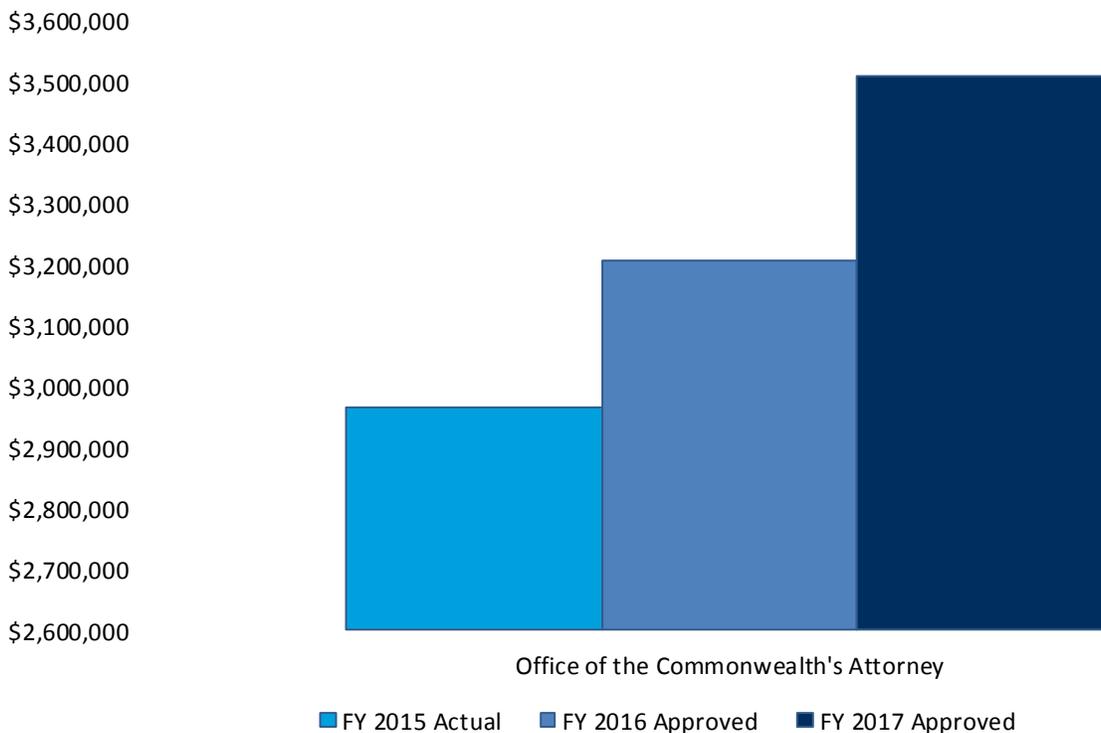
Bryan Porter

Commonwealth's Attorney

703.746.4100

bryan.porter@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM



Office of the Commonwealth's Attorney



EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$2,814,413	\$3,108,761	\$3,382,470	\$273,709	8.8%
Non-Personnel	\$138,242	\$98,245	\$100,283	\$2,038	2.1%
Capital Goods Outlay	\$12,127	\$1,325	\$26,325	\$25,000	1886.8%
Total Expenditures	\$2,964,782	\$3,208,331	\$3,509,078	\$300,747	9.4%
Expenditures by Fund					
General Fund	\$2,651,964	\$2,945,158	\$3,220,905	\$275,747	9.4%
Non-Fiscal Year Grants	\$64,196	\$70,803	\$70,803	\$0	0.0%
Fiscal Year Grants	\$189,790	\$192,370	\$192,370	\$0	0.0%
Donations	\$450	\$0	\$0	\$0	N/A
Other Special Revenue	\$58,383	\$0	\$0	\$0	N/A
Internal Service	\$0	\$0	\$25,000	\$25,000	N/A
Total Expenditures	\$2,964,782	\$3,208,331	\$3,509,078	\$300,747	9.4%
Total Department FTEs¹	28.00	28.00	28.00	0.00	0.0%

¹ Includes one temporary overhire position. Position will help with an increased caseload currently experienced by the office. This position is expected to be eliminated in late FY 2017.

Net City Tax Contribution to Department

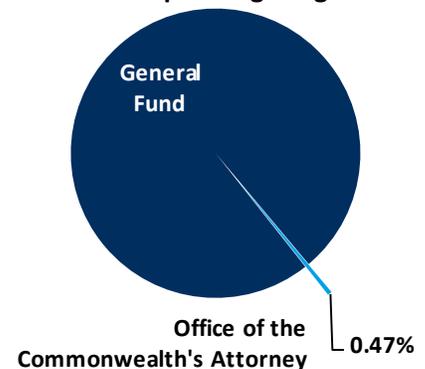
	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Department Related General Fund Revenues					
General Fund Expenditures	\$2,651,964	\$2,945,158	\$3,220,905	\$275,747	9.4%
Department Related General Fund Revenues					
1) State Revenue ¹	\$1,234,197	\$1,172,513	\$1,268,303	\$95,790	8.2%
Total	\$1,234,197	\$1,172,513	\$1,268,303	\$95,790	8.2%
Net City Tax Contribution	\$1,417,767	\$1,772,645	\$1,952,602	\$179,957	10.2%

¹ Includes State Compensation Board reimbursements

FISCAL YEAR HIGHLIGHTS

The FY 2017 Budget for the Office of the Commonwealth's Attorney increases by 9.4% or \$300,747 over FY 2016 levels. Personnel costs increase by \$273,709 due to career ladder elevations and benefit selections for employees, as well as normal merit pay and benefit increases. Internal Service Fund expenditures increase by \$25,000 as result of the scheduled replacement of the department's vehicle according to the City's fleet replacement plan.

Department Share of General Fund Operating Budget





Office of the Commonwealth's Attorney

OFFICE OF THE COMMONWEALTH'S ATTORNEY

Outcomes Supported: Ensure all community members are treated justly and protected under the law

Lines of Business

Goals

Prosecution of Cases | Offenders are convicted of the crimes they commit.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,814,413	\$3,108,761	\$3,382,470
Non-Personnel	\$138,242	\$98,245	\$100,283
Capital Goods Outlay	\$12,127	\$1,325	\$26,325
Total Expenditures	\$2,964,782	\$3,208,331	\$3,509,078
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Program FTEs	28.00	28.00	28.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Conviction rate for felony cases</i>	92.0%	95.0%	95.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		28.00	\$3,208,331
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay (which included the scheduled replacement of a department vehicle). Employee benefit selection in FY 2017 also contributes to the increase in personnel costs. The FY 2017 Approved Budget continues funding for one overhire position included in the FY 2016 Approved Budget. This position will help with the increased workload of the office, and is not expected to be funded beyond this fiscal year.	0.00	\$300,747
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		28.00	\$3,509,078

Court Service Unit



The Alexandria Court Service Unit (CSU) provides services to youth and families involved in the juvenile court system. Functions of the CSU include intake, probation and parole; domestic relations complaints including protective orders, custody, visitation and child support; family mediation and therapy; and crime prevention programs. The main function of the CSU is to handle juvenile delinquency and/or Child in Need of Services/Supervision, such as children who are excessively truant from school or exhibit runaway behavior. Depending on the severity, cases may be diverted at the Intake level or petitioned to the court system. If a juvenile is found guilty, he or she may face a variety of consequences, including Probation, restitution, community service, commitment to Shelter care or detention. The Virginia Department of Juvenile Justice protects the public by preparing court-involved youth to be successful citizens.

Department Contact Info

703.746.4144

www.alexandriava.gov/courtservice/

Department Head

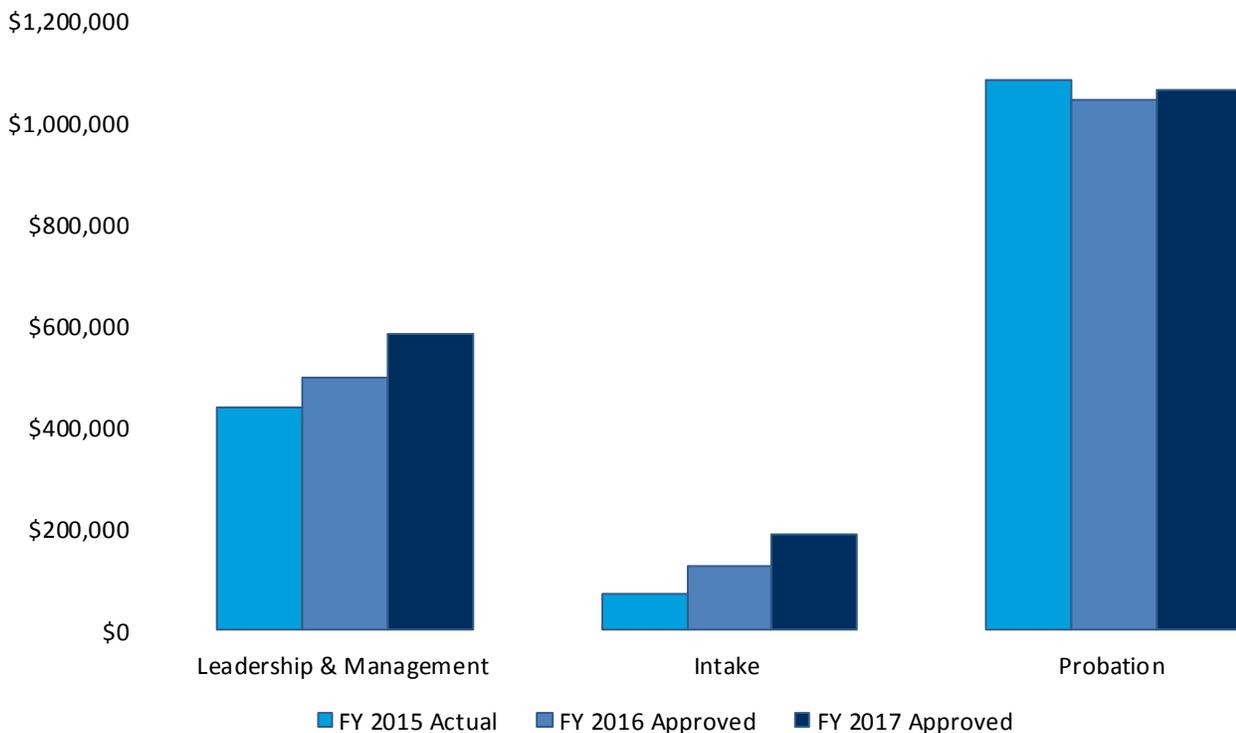
Michael Mackey

Director

703.746.4496

Mike.Mackey@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM



Court Service Unit



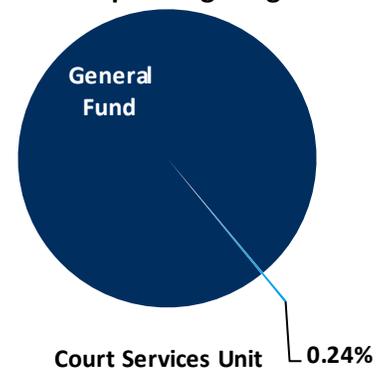
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$1,229,387	\$1,371,675	1,438,713	\$67,038	4.9%
Non-Personnel	\$277,926	\$207,822	295,654	\$87,832	42.3%
Interfund Transfers	\$76,993	\$89,647	101,195	\$11,548	12.9%
Depreciation	\$8,630	\$0	\$0	\$0	N/A
Total Expenditures	\$1,592,936	\$1,669,143	\$1,835,562	\$166,418	10.0%
Expenditures by Fund					
General Fund	\$1,423,427	\$1,454,515	\$1,608,378	\$153,863	10.6%
Fiscal year Grants	\$140,495	\$184,728	\$197,284	\$12,556	6.8%
Non Fiscal Year Grants	\$7,998	\$0	\$0	\$0	N/A
Internal Service	\$8,630	\$0	\$0	\$0	N/A
Donations	\$12,386	\$29,900	\$29,900	\$0	N/A
Total Expenditures	\$1,592,936	\$1,669,143	\$1,835,562	\$166,419	10.0%
Total Department FTEs	7.00	7.00	8.00	1.00	14.3%

FISCAL YEAR HIGHLIGHTS

The Approved FY 2017 budget for the Court Service Unit increases by \$166,418 or 10.0% from FY 2016. The increase in total expenditures is primarily due to addition of 1 Bi-Lingual Probation Officer and funding for a Gang Intervention Counselor provided through Northern Virginia Family Services. The total FTEs are increasing from 7.00 in FY 2016 to 8.00 in FY 2017.

Department Share of General Fund Operating Budget



Court Service Unit



DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Intake	Adding 1 Bilingual FTE in the Intake Unit. Spanish speaking clients will receive services in a more timely and efficient manner.	1.00	\$80,372
Leadership & Management	Additional funding for the Gang Intervention Prevention Education program would allow for 1 additional staff person to be assigned to serve at-risk or gang involved youth through Northern Virginia Family Services (NVFS).	0.00	\$85,000

Court Service Unit



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$439,532	\$497,895	\$582,242	\$84,347	16.9%
Intake	\$70,436	\$124,800	\$189,077	\$64,277	51.5%
Probation	\$1,082,968	\$1,046,448	\$1,064,243	\$17,795	1.7%
Total Expenditures	\$1,592,936	\$1,669,143	\$1,835,562	\$166,419	10.0%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	1.00	1.00	1.00	0.00	0.0%
Intake	0.00	0.00	1.00	1.00	N/A
Probation	6.00	6.00	6.00	0.00	0.0%
Total FTEs	7.00	7.00	8.00	1.00	14.3%

Court Service Unit



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
Reduce crime

Lines of Business

Goals

Gang Prevention & Intervention	Gang-motivated incidents do not occur in Alexandria
Mentor Recruitment	Alexandria Mentoring Partnership programs are provided with mentors

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$289,799	\$351,472	\$347,986
Non-Personnel	\$141,103	\$146,424	\$234,256
Capital Outlay	\$0	\$0	\$0
Interfund Transfer	\$8,630	\$0	\$0
Total Expenditures	\$439,532	\$497,895	\$582,242
% of All Funds Departmental Budget	27.6%	29.8%	31.7%
Total Program FTEs	1.00	1.00	1.00
	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of gang-motivated incidents that occur in Alexandria (calendar year)</i>	5	2	1
<i>Number of mentors referred to Alexandria Mentoring Partnership programs</i>	112	180	180

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$497,895
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	(\$653)
[Continued on next page]			

Court Service Unit



LEADERSHIP & MANAGEMENT

PROGRAMMATIC ADJUSTMENTS

[Continued from Previous Page]

Current Service Adjustment	Description	FTE Impact	Cost Modification
Leadership & Management	Additional funding for the Gang Intervention Prevention Education program would allow for 1 additional staff person to be assigned to serve at-risk or gang involved youth through Northern Virginia Family Services (NVFS) .	0.00	\$85,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$582,242

Court Service Unit



INTAKE

Outcomes Supported: Reduce crime

Lines of Business

Goals

Juvenile and Domestic On-Call Services	Assistance on juvenile and domestic calls and requests from court services is available 24
New Complaint Legal Determination	Appropriate determinations are made for all complaints received by the Court Service Unit
Youth After Hours Supervision	Youth adhere to court-ordered probation conditions
Youth Diversion	Youth are diverted from formal legal action

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$75,204	\$115,342	\$179,619
Non-Personnel	-\$4,769	\$9,458	\$9,458
Interfund Transfer	\$0	\$0	\$0
Total Expenditures	\$70,435	\$124,800	\$189,077
% of All Funds Departmental Budget	4.4%	7.5%	10.3%
Total Program FTEs	0.00	0.00	1.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of complaints received by the Court Service Unit for which appropriate</i>	100.0%	100.0%	100.0%
<i>Percent of served youth that adhere to court-ordered probation conditions</i>	N/A	90.0%	95.0%
<i>Percent of time youth assistance from Court Service Unit is available</i>	100.0%	100.0%	100.0%
<i>Percent of youth receiving diversion services that avoid formal legal action</i>	84.0%	90.0%	95.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$124,800
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	(\$16,095)
[Continue on next page]			

Court Service Unit



INTAKE

PROGRAMMATIC ADJUSTMENTS

[Continued from Previous Page]

Current Service Adjustment	Description	FTE Impact	Cost Modification
Intake	Adding 1 Bilingual FTE in the Intake Unit. Spanish speaking clients will receive services in a more timely and efficient manner.	1.00	\$80,372
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.00	\$189,077

Court Service Unit



PROBATION

Outcomes Supported: Reduce crime

Lines of Business	Goals
Youth Larceny Prevention	Youth that participate in larceny prevention programs do not get re-arrested for larceny
Youth Mentoring Services	Served youth avoid court involvement
Intensive Youth Case Management	Youth that receive intensive case management are not re-arrested
Mental Health Services	Youth and adults improve mental health functioning after receiving mental health services
Youth Probation Services	Youth placed on probation do not reoffend

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$864,384	\$904,861	\$911,108
Non-Personnel	\$141,591	\$51,940	\$51,940
Capital Goods Outlay	\$0	\$0	\$0
Interfund Transfer	\$76,993	\$89,647	\$101,195
Total Expenditures	\$1,082,968	\$1,046,448	\$1,064,243
% of All Funds Departmental Budget	68.0%	62.7%	58.0%
Total Program FTEs	6.00	6.00	6.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of served youth that avoid court involvement</i>	N/A	90.0%	100.0%
<i>Percent of youth and adults with improved mental health functioning after receiving mental health services</i>	98.0%	95.0%	95.0%
<i>Percent of youth participating in a larceny prevention program that do not get re-arrested</i>	N/A	95.0%	95.0%
<i>Percent of youth placed on probation that are re-arrested (1 ½ year lag)</i>	N/A	35.0%	32.0%
<i>Percent of youth receiving intensive case management that are re-arrested</i>	N/A	25.0%	25.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$1,046,448
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$17,795
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$1,064,243



Department of Emergency Communications

The Department of Emergency Communications (DEC) ensures the effective delivery of routine and emergency communications for the City's public safety services. Our mission is to help save lives, protect property and provide assistance to the public by receiving and processing 9-1-1 and Text to 9-1-1 emergency calls and non-emergency calls and dispatching police, fire, and emergency medical service units in a courteous, prompt, efficient, and professional manner. Customer service is essential to our success, so we strive to treat each caller with empathy and respect. We are the true first responders.

Department Contact Info

703.746.1888

www.alexandriava.gov/emergencycommunications

Department Head

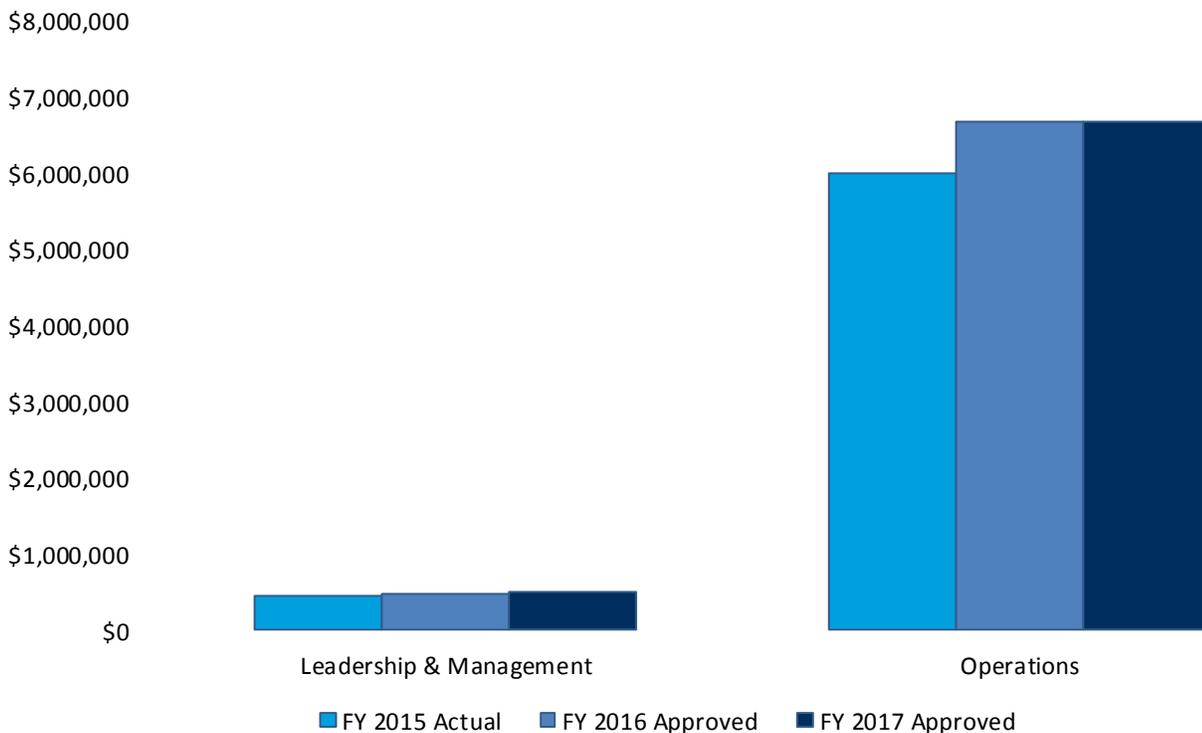
Renee Gordon

Director

703.746.1888

Renee.Gordon@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





Department of Emergency Communications

EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$5,180,024	\$5,266,996	\$5,303,374	\$36,378	0.7%
Non-Personnel	\$1,260,118	\$1,871,894	\$1,831,305	(\$40,589)	-2.2%
Capital Goods Outlay	\$26,123	\$23,911	\$52,438	\$28,527	119.3%
Total Expenditures	\$6,466,266	\$7,162,801	\$7,187,117	\$24,316	0.3%
Expenditures by Fund					
General Fund	\$6,456,671	\$7,162,801	\$7,158,590	(\$4,211)	-0.1%
Internal Service	\$9,595	\$0	\$28,527	\$28,527	N/A
Total Expenditures	\$6,466,266	\$7,162,801	\$7,187,117	\$24,316	0.3%
Total Department FTEs	55.00	55.00	53.00	-2.00	-3.6%

Net City Tax Contribution to Department

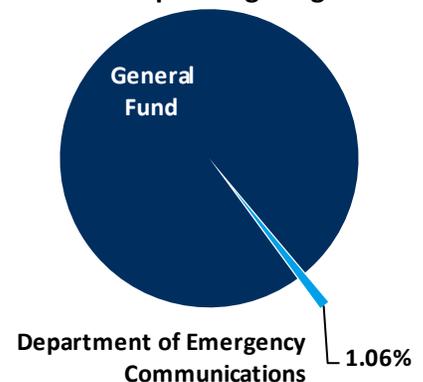
	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Department Related General Fund Revenues					
General Fund Expenditures	\$6,456,671	\$7,162,801	\$7,158,590	-\$4,211	-0.1%
Department Related General Fund Revenues					
1) State Revenue ¹	\$551,010	\$600,000	\$550,000	-\$50,000	-8.3%
Total	\$551,010	\$600,000	\$550,000	-\$50,000	-8.3%
Net City Tax Contribution	\$5,905,661	\$6,562,801	\$6,608,590	\$45,789	0.7%

¹ Includes wireless 911 fee revenue from the State

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved Budget for the Department of Emergency Communications increases by 0.3% or \$24,316 over FY 2016 levels, with none of this increase attributable to the General Fund. Personnel costs increase by \$36,378 or 0.7%. Normal personnel expenditure growth in salaries and benefits is offset by the elimination of two vacant call-taker positions. Non-personnel expenditures decrease by \$40,589 due to lower operating and maintenance costs. Capital Goods Outlay expenditures increase by \$28,527 as result of the scheduled replacement of a department vehicle per the City fleet replacement plan.

Department Share of General Fund Operating Budget





Department of Emergency Communications

DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Operations	Eliminate 2 vacant call taking positions. This may reduce ability for improvement in time to process and dispatch calls to public safety units. This indicator has seen improvement in recent years, as process and dispatch time decreased from 3:09 to 1:33 from FY 2014 to FY 2015. Historical staffing levels suggest that it is appropriate to function without these call-taker positions budgeted. If staffing levels increase, there is possibility to add these positions back in the future.	(2.00)	(\$138,372)



Department of Emergency Communications

PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$449,150	\$482,478	\$507,867	\$25,389	5.3%
Operations	\$6,017,116	\$6,680,323	\$6,679,250	(\$1,073)	0.0%
Total Expenditures	\$6,466,266	\$7,162,801	\$7,187,117	\$24,316	0.3%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	3.00	3.00	3.00	0.00	0.0%
Operations	52.00	52.00	50.00	(2.00)	-3.8%
Total FTEs	55.00	55.00	53.00	(2.00)	-3.6%



Department of Emergency Communications

LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
Ensure the fiscal strength of the City Government

Lines of Business

Goals

Department Business Processes—Fiscal	Spend within or below budgetary resources authorized by City Council within the appropriate fiscal year
Department Business Processes—Non-Fiscal	Department of Emergency Communications meets or exceeds all goal indicator targets

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$418,887	\$433,609	\$459,820
Non-Personnel	\$29,570	\$46,869	\$46,047
Capital Goods Outlay	\$692	\$2,000	\$2,000
Total Expenditures	\$449,150	\$482,478	\$507,867
% of All Funds Departmental Budget	6.9%	6.7%	7.1%
Total Department FTEs	3.00	3.00	3.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of DEC goal indicator targets met or exceeded</i>	40.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$482,478
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$25,389
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		3.00	\$507,867



Department of Emergency Communications

OPERATIONS

- Outcomes Supported:**
- Reduce crime
 - Increase survivability from medical emergencies and traumatic injuries
 - Reduce harm to people and property from fire
 - Reduce harm to people or property from disasters

Lines of Business

Goals

911 Call Processing and Dispatching	Process and dispatch 911 calls to public safety units as quickly as possible
Non-emergency call processing and dispatching	Ensure City units arrive at the scene of requests for non-emergency service
Radio Communications Support	Public safety and non-public safety units have operational radio support at all times
Training, Quality and Assurance	Call takers and dispatchers follow all department policies and procedures

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$4,761,137	\$4,833,387	\$4,843,554
Non-Personnel	\$1,230,548	\$1,825,025	\$1,785,258
Capital Goods Outlay	\$25,431	\$21,911	\$50,438
Total Expenditures	\$6,017,116	\$6,680,323	\$6,679,250
% of All Funds Departmental Budget	93.1%	93.3%	92.9%
Total Department FTEs	52.00	52.00	50.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Average time (minutes) to process and dispatch 911 calls to public safety units</i>	1:33	2:33	4:00
<i>Number of Emergency Calls for Service</i>	77,367	77,367	N/A
<i>Percent of 911 calls answered within 7 seconds</i>	90.0%	96.0%	96.0%
<i>Percent of emergency incidents wherein units are dispatched within their time requirements</i>	86.0%	95.0%	95.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		52.00	\$6,680,323
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$137,299
{Continued on next page}			



Department of Emergency Communications

OPERATIONS

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
911 Call Processing and Dispatching	Eliminate 2 vacant call taking positions. This may reduce ability for improvement in time to process and dispatch calls to public safety units. This indicator has seen improvement in recent years, as process and dispatch time decreased from 3:09 to 1:33 from FY 2014 to FY 2015.	(2.00)	(\$138,372)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		50.00	\$6,679,250

Fire Department



The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service; mitigate emergencies and disasters; prevent the loss of life; protect property; and enforce applicable construction, fire, and building maintenance codes for the City residents and the general public in order to maintain and enhance public safety.

Department Contact Info

703.746.5200

www.alexandriava.gov/fire

Department Head

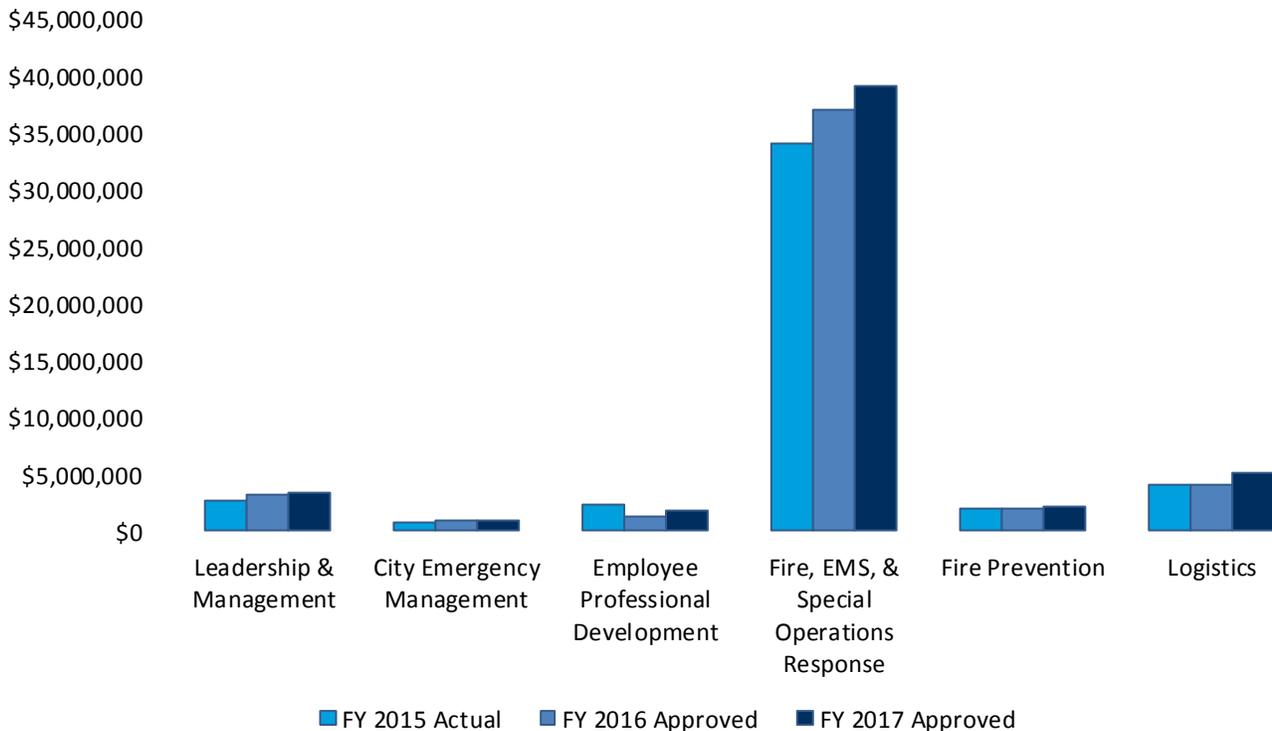
Robert C. Dubé

Fire Chief

703.746.5200

robert.dube@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM



Fire Department



EXPENDITURE & REVENUE SUMMARY

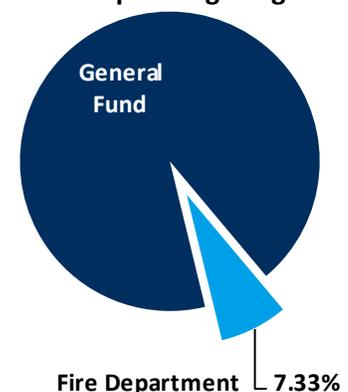
	FY 2015 Actual	FY 2016 Approved ¹	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$38,095,953	\$40,706,887	\$43,683,854	\$2,976,967	7.3%
Non-Personnel	\$5,849,952	\$5,915,619	\$5,443,555	(\$472,064)	-8.0%
Capital Goods Outlay	\$270,761	\$328,284	\$1,141,396	\$813,112	247.7%
Interfund Transfer	\$24,902	\$0	\$507,500	\$507,500	N/A
Debt Service	\$1,211,195	\$1,455,000	\$1,722,943	\$267,943	18.4%
Depreciation	\$712,874	\$0	\$0	\$0	N/A
Total Expenditures	\$46,165,636	\$48,405,790	\$52,499,248	\$4,093,458	8.5%
Expenditures by Fund					
General Fund	\$43,996,400	\$47,033,517	\$49,711,802	\$2,678,284	5.7%
Non Fiscal Year Grants	\$766,226	\$539,904	\$533,050	(\$6,854)	-1.3%
Fiscal Year Grants	\$660,126	\$489,584	\$576,000	\$86,416	17.7%
Donations	\$0	\$2,500	\$2,500	\$0	0.0%
Other Special Revenue	\$0	\$25,000	\$40,000	\$15,000	60.0%
Internal Service	\$742,885	\$315,284	\$1,635,896	\$1,320,612	418.9%
Total Expenditures	\$46,165,636	\$48,405,790	\$52,499,248	\$4,093,458	8.5%
Less Internal Service fund balance to General Fund	\$0	\$0	\$507,500	\$507,500	N/A
Net expenditures	\$46,165,636	\$48,405,790	\$51,991,748	\$3,585,958	7.4%
Total Department FTEs	278.00	278.00	278.00	278.00	0.0%

¹The FY 2016 Approved Budget figures for the Fire Department are different than the FY 2016 Approved Budget Document to reflect the transfer of \$1,295,000 in funds that were originally budgeted in Contingent Reserves for 20 overhire positions. They have been added here for comparison purposes. Funding for these positions continues in FY 2017.

FISCAL YEAR HIGHLIGHTS

The FY 2017 Budget for the Alexandria Fire Department (AFD) increases by \$4,093,458 or 8.5%, over FY 2016 levels, with an increase of \$2,678,284 attributable to General Fund cost increases. Pay adjustments and career ladders are the major drivers contributing to the increase in personnel costs. The FY 2017 Approved Budget includes two pay adjustments related to sworn fire employees to make pay consistent with the City pay philosophy of being mid-market competitive: 1) a 2.5% pay scale increase for all employees on the fire scale and 2) a one grade increase for all fire officers. These adjustments total \$939,000. The FY 2017 Budget also funds the full career ladder for Firefighter III and Medic III, at a cost of approximately \$272,000. Expenditures for capital goods outlay increase by \$813,000 due to the scheduled replacement of duty vehicles per the Fire Fleet Replacement plan, as well as due to the scheduled replacement of all Mobile Data Browsers within the Department. Debt service increases by \$267,943 in order to purchase additional apparatus replacements through bond financing. The interfund transfer of \$507,500 represents the transfer of internal service fund balance back to the General Fund. The anticipated cost of the Mobile Data Browser (i.e. computers in the responding vehicles) replacement is lower than the amount AFD had depreciated for such purpose. As a result, the department returns this amount to the General Fund as a one-time revenue. Other expenditure increases include \$70,000 for annual comprehensive physicals for all uniformed employees and \$39,330 in overtime funding to be used to complete additional fire inspections.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Department Wide	<p>Increase compensation for sworn fire positions. Adjustments related to increasing pay for sworn positions in the Department are as follows:</p> <p>1) \$491,000: 2.5% pay scale adjustment for all positions on the fire scale. This pay scale increase applies to all sworn employees. This adjustment places the fire fighter pay scale at the market average of Alexandria’s five comparator jurisdictions.</p> <p>2) \$448,000: Reclassification of fire officer pay. This adjustment increases pay of all sworn officer positions by one grade, or 5%. Lieutenants, Captains, Battalion Chiefs, and Deputy Chiefs are defined as officers.</p>	0.00	\$939,000
Fire, EMS, & Special Operations Response	<p>Increase funding for Annual Comprehensive Physicals for all uniform employees. This funding will provide all uniform positions with a comprehensive physical annually. Some employees, due to age or risk factors, receive a comprehensive physical annually already, however some employees receive just a basic physical annually and a comprehensive physical every two to three years. This may help identify potential health issues early and reduce worker's compensation costs in the long term.</p>	0.00	\$70,000
Fire, EMS, & Special Operations Response	<p>Enhance training with Battalion Chief position. To help address training needs, a new Battalion Chief position will be created to oversee training. The cost of this new position is eligible to be paid for by the Fire Programs Training Fund, which provides resources from the Commonwealth to aid in training of local firefighters. The budgeted cost for the Battalion Chief is \$187,597, but there is no associated cost increase because the Department is reprioritizing use of Fire Programs funding to cover the cost of this position.</p>	1.00	\$0
Fire, EMS, & Special Operations Response	<p>Eliminate a vacant Fire Captain position. AFD has identified a need for increased training. As a result, a new Battalion Chief position will be created to oversee training, as mentioned above.</p>	(1.00)	(\$143,846)
Fire Prevention	<p>Increase funding for Fire Marshal overtime in order to address outstanding inspections. This adjustment allows Fire Marshals to conduct additional targeted inspections on overtime. It is anticipated that this funding increase would allow for 120 to 150 additional inspections.</p>	0.00	\$39,330

Fire Department



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$2,757,115	\$3,144,312	\$3,324,794	\$180,481	5.7%
City Emergency Management	\$745,071	\$911,383	\$973,791	\$62,407	6.8%
Employee Professional Development	\$2,365,957	\$1,194,134	\$1,719,737	\$525,603	44.0%
Fire, EMS, & Special Operations Response	\$34,157,105	\$37,045,851	\$39,165,841	\$2,119,990	5.7%
Fire Prevention	\$2,039,331	\$2,019,789	\$2,150,852	\$131,064	6.5%
Logistics	\$4,101,058	\$4,090,321	\$5,164,233	\$1,073,912	26.3%
Total Expenditures	\$46,165,636	\$48,405,790	\$52,499,248	\$4,093,458	8.5%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	18.00	18.00	18.00	0.00	0.0%
City Emergency Management ¹	4.00	4.00	4.00	0.00	0.0%
Employee Professional Development	4.00	4.00	6.00	2.00	50.0%
Fire, EMS, & Special Operations Response	230.00	230.00	228.00	(2.00)	-0.9%
Fire Prevention	15.00	15.00	15.00	0.00	0.0%
Logistics	7.00	7.00	7.00	0.00	0.0%
Total FTEs	278.00	278.00	278.00	0.00	0.0%
Uniform Personnel	247.00	247.00	247.00	0.00	0.0%
Civilian Personnel	31.00	31.00	31.00	0.00	0.0%
Total FTEs	278.00	278.00	278.00	0.00	0.0%

¹City Emergency Management program is 2.00 FTEs higher than the figures in the FY 2016 Approved Budget due to the inclusion of grant funded FTE that were not previously included in the totals.

Net City Tax Contribution to Department

Department Related General Fund Revenues	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
General Fund Expenditures	\$43,996,400	\$47,033,517	\$49,711,802	\$2,678,284	5.7%
Department Related General Fund Revenues					
1) Charges for Services ¹	\$2,318,398	\$2,844,773	\$2,844,773	\$0	0.0%
2) Licenses, Permits & Fees ²	\$1,006,468	\$1,147,000	\$1,030,000	-\$117,000	-10.2%
Total	\$3,324,866	\$3,991,773	\$3,874,773	-\$117,000	-2.9%
Net City Tax Contribution	\$40,671,534	\$43,041,744	\$45,837,029	\$2,795,284	6.5%

¹ Includes ambulance transport billing and HAZMAT call charges

² Includes fire systems testing permit fees and fire prevention permit fees

Fire Department



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
 Ensure the fiscal strength of the City Government

Lines of Business

Goals

Department Businesses Processes - Fiscal	Fire Department spends all budgetary resources authorized by City Council within the appropriate fiscal year, without overspending
Department Businesses Processes - Non-Fiscal	Fire Department meets or exceeds all goal indicator targets

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,823,803	\$2,179,554	\$2,288,570
Non-Personnel	\$933,311	\$964,758	\$1,036,224
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$2,757,115	\$3,144,312	\$3,324,794
% of All Funds Departmental Budget	6.0%	6.5%	6.3%
Total Department FTEs	18.00	18.00	18.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of Fire Department goal indicator targets met or exceeded</i>	92.0%	90.0%	100.0%
<i>Percent of Fire Department's fiscal budget expended</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		18.00	\$3,144,312
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$180,482
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		18.00	\$3,324,794



CITY EMERGENCY MANAGEMENT

Outcomes Supported: Reduce harm to people or property from disasters

Lines of Business

Community Outreach and Preparedness

Goals

Community is prepared for natural disaster or similar emergency

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$441,809	\$535,702	\$620,181
Non-Personnel	\$277,904	\$375,681	\$353,610
Capital Goods Outlay	\$25,358	\$0	\$0
Total Expenditures	\$745,071	\$911,383	\$973,791
% of All Funds Departmental Budget	1.6%	1.9%	1.9%
Total Department FTEs	4.00	4.00	4.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of community members that attend an emergency preparedness outreach event</i>	15.0%	20.0%	15.0%
<i>Percent of natural disasters or similar emergencies in which emergency management plans were successfully utilized</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$911,383
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay mostly in grant funds.	0.00	\$62,408
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$973,791

Fire Department



EMPLOYEE PROFESSIONAL DEVELOPMENT

Outcomes Supported: Achieve results that the community values

<u>Lines of Business</u>	<u>Goals</u>
Employee Professional Development	All Fire Department staff are adequately trained to complete emergency services duties

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,985,445	\$915,084	\$1,434,287
Non-Personnel	\$380,512	\$279,050	\$285,450
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$2,365,957	\$1,194,134	\$1,719,737
% of All Funds Departmental Budget	5.1%	2.5%	3.3%
Total Department FTEs	4.00	4.00	6.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of Fire Department staff that are adequately trained to complete emergency services and administrative duties</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$1,194,134
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Additionally, 2.00 FTEs were re-allocated to this program from the Fire, EMS, & Special Operations Response Program.	2.00	\$525,603
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		6.00	\$1,719,737



Fire Department

FIRE, EMS, & SPECIAL OPERATIONS RESPONSE

Outcomes Supported: Achieve results that the community values
 Increase survivability from medical emergencies and traumatic injuries
 Reduce harm to people and property from fire

<u>Lines of Business</u>	<u>Goals</u>
Fire Emergency Services	Structure fires are contained to room of origin
Emergency Medical Services (EMS)	Community members suffering from medical emergencies begin to receive appropriate medical care within 8 minutes 90% of the time
Fire Department Employee Health and Safety	Reduce number of lost and restricted duty days for Fire Department employees

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$31,197,242	\$34,295,925	\$36,188,440
Non-Personnel	\$1,489,289	\$1,281,925	\$1,241,458
Capital Goods Outlay	\$234,477	\$13,000	\$13,000
Interfund Transfer	\$24,902	\$0	\$0
Debt Service	\$1,211,195	\$1,455,000	\$1,722,943
Total Expenditures	\$34,157,105	\$37,045,851	\$39,165,841
% of All Funds Departmental Budget	74.0%	76.5%	74.6%
Total Department FTEs	230.00	230.00	228.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of structure fires that are contained to the room of origin</i>	94.0%	94.0%	94.0%
<i>Percent of ALS emergency medical responses that the first-arriving ALS unit has a travel time of 8 minutes or less after being dispatched</i>	94.0%	94.0%	90.0%
<i>Percent of cardiac emergencies in which appropriate care is provided within 5 minutes of arriving at the patient's side</i>	22.0%	20.0%	25.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		230.00	\$37,045,851
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources, and capital goods outlay. Major drivers in this figure are merit pay, pay adjustments, career ladders, retirement costs, healthcare, worker's compensation and debt service on Fire apparatus as part of the Fire Department Fleet Replacement Plan. Additionally, 2.00 FTEs were re-allocated from this program to Employee Professional Development. No service impact.	(2.00)	\$2,193,836

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Fire Department



FIRE, EMS, & SPECIAL OPERATIONS RESPONSE

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Fire Emergency Services	Eliminate a vacant Fire Captain position. AFD has identified a need for increased training. As result, a new Battalion Chief position will be created to oversee training (see adjustment below). The cost savings to the right represents the General Fund savings of the Fire Captain position.	(1.00)	(\$143,846)
Fire Emergency Services	Enhance training with Battalion Chief position. To help address training, a new Battalion Chief position will be created to oversee training. The cost of this new position is eligible to be paid for by the Fire Programs Training Fund, which provides resources from the Commonwealth to aid in training of local firefighters. The budgeted cost for the Battalion Chief is \$187,597, but there is no associated cost increase because the department is reprioritizing use of Fire Programs funding to cover the cost of this position. This change will assist the Department in the large amount of additional training both for Fire and EMS skills that is expected going forward.	1.00	\$0
Fire Department Employee Health and Safety	Additional funding for Annual Comprehensive Physicals for all uniform employees. This funding will provide all uniform positions with a comprehensive physical annually. Some employees due to age or risk factors receive a comprehensive physical annually already, however some employees receive just a basic physical annually and a comprehensive physical every two to three years. This may help identify potential health issues early and reduce worker's compensation costs in the long term.	0.00	\$70,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		228.00	\$39,165,841

Fire Department



FIRE PREVENTION

Outcomes Supported: Reduce harm to people and property from fire

Lines of Business

Goals

Fire Inspections | Minimize the number of fires that occur in the City

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,991,496	\$1,999,816	\$2,131,332
Non-Personnel	\$47,835	\$19,973	\$19,520
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$2,039,331	\$2,019,789	\$2,150,852
% of All Funds Departmental Budget	4.4%	4.2%	4.1%
Total Department FTEs	15.00	15.00	15.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of fires that occurred in the City</i>	310	350	140

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		15.00	\$2,019,789
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$91,733
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Fire Department



FIRE PREVENTION

PROGRAMMATIC ADJUSTMENTS

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Service / Line of Business	Description	FTE Impact	Cost Modification
Fire Inspections	Increase funding for targeted Fire Marshal overtime in order to address outstanding inspections. This adjustment allows Fire Marshals to conduct additional inspections on overtime. It is anticipated that this funding increase would allow for 120 to 150 additional inspections.	0.00	\$39,330
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		15.00	\$2,150,852

Fire Department



LOGISTICS

Outcomes Supported: Achieve results that the community values
Reduce harm to people and property from fire

<u>Lines of Business</u>	<u>Goals</u>
Facilities Management	Fire Department facilities do not require major repairs (above \$100,000)
Fleet Management and Replacement	All Fire Department frontline apparatus are properly functioning on all days
Supply Management	All Fire Department firefighters are properly equipped
IT Replacement	All Fire Department IT systems are operational

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$656,158	\$780,805	\$1,021,044
Non-Personnel	\$2,721,101	\$2,994,232	\$2,507,293
Capital Goods Outlay	\$10,927	\$315,284	\$1,128,396
Depreciation	\$712,874	\$0	\$0
Interfund Transfers	\$0	\$0	\$507,500
Total Expenditures	\$4,101,058	\$4,090,321	\$5,164,233
% of All Funds Departmental Budget	8.9%	8.5%	9.8%
Total Department FTEs	7.00	7.00	7.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of days that at least one frontline apparatus is out of service for repair</i>	335	200	200
<i>Percent of Fire Department facilities that require more than \$100,000 of repair</i>	85.0%	85.0%	85.0%
<i>Percent of Fire Department firefighters that are properly equipped</i>	100.0%	100.0%	100.0%
<i>Percent of time Fire Department IT systems are operational</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2015 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$4,090,321
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources, and capital goods outlay. Note that capital good outlay expenditures include the scheduled replacement of all department Mobile Data Browsers (i.e. computers in responding vehicles), budgeted at \$700,000.	0.00	\$566,412
[Continued on next page]			

Fire Department



LOGISTICS

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
IT Replacement	Return Internal Services fund balance to General Fund. This adjustment represents a one-time transfer of previously saved funds for Mobile Device Browser (MDB's) replacement back to the General Fund for other uses. AFD has saved funding in excess of what is needed to replace its MDBs in FY 2017. As a result, the Department is returning funding to the General Fund for other purposes. This amount is a one-time source of revenue for the General Fund, and is included in the Revenue section of this document.	0.00	\$507,500
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		7.00	\$5,164,233

Human Rights



The Office of Human Rights is responsible for enforcing the Alexandria Human Rights Code, along with federal and state anti-discrimination laws, and can receive, investigate, mediate, make findings on, and conciliate complaints of discrimination. Through the Enforcement Program and the Community Inclusiveness and Awareness Program, the Office staff strives to enable everyone to share equally in Alexandria’s quality of life, to provide services to make the City more welcoming to all people, and to make City government more reflective of the community. The Director works closely with the Human Rights Commission, and coordinates the staffing of the Commission on Persons with Disabilities. The ADA Program Manager ensures that the City's programs, services, policies, and procedures are in compliance with the Americans with Disabilities Act, as amended, by collaborating with City departments, businesses, and nonprofits.

Department Contact Info

703.746.3140

www.alexandriava.gov/humanrights

Department Head

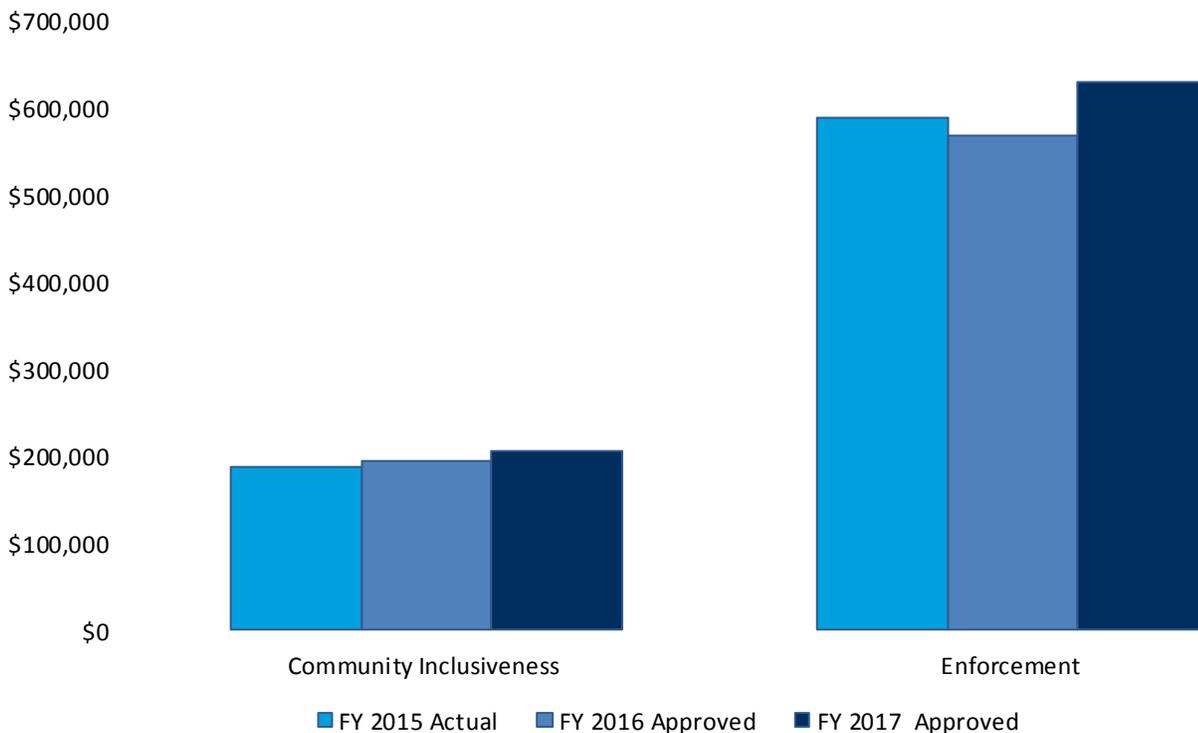
Jean M. Kelleher

Director

703.746.3140

Jean.kelleher@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





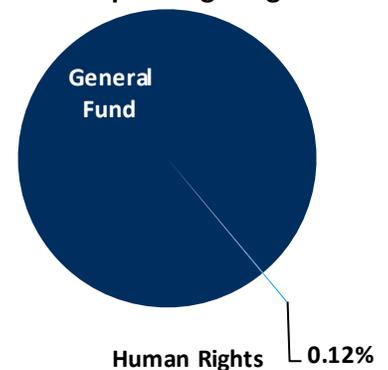
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$686,759	\$673,186	\$708,445	\$35,259	5.2%
Non-Personnel	\$91,736	\$90,060	\$126,732	\$36,672	40.7%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$778,495	\$763,246	\$835,177	\$71,931	9.4%
Expenditures by Fund					
General Fund	\$697,054	\$717,020	\$789,655	\$72,635	10.1%
Non-Fiscal Year Grants	\$81,172	\$42,704	\$42,000	-\$704	-1.6%
Donations	\$269	\$3,522	\$3,522	\$0	0.0%
Total Expenditures	\$778,495	\$763,246	\$835,177	\$71,931	9.4%
Total Department FTEs	6.00	6.00	6.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The FY 2017 approved budget for Office of Human Rights increases by \$71,931 or 9.4%. This is primarily due to the increase in rent expenditures by approximately \$36,000. Personnel spending increases \$35,931 due to pay increases and benefits. FTE counts remain unchanged at FY 2016 levels.

Department Share of General Fund Operating Budget



Human Rights



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Community Inclusiveness	\$188,538	\$193,961	\$205,392	\$11,431	5.9%
Enforcement	\$589,957	\$569,284	\$629,785	\$60,501	10.6%
Total Expenditures	\$778,495	\$763,245	\$835,177	\$71,932	9.4%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Community Inclusiveness	1.60	1.60	1.60	0.00	0.0%
Enforcement	4.40	4.40	4.40	0.00	0.0%
Total FTEs	6.00	6.00	6.00	0.00	0.0%



COMMUNITY INCLUSIVENESS & AWARENESS

Outcomes Supported: Ensure all community members are treated justly and protected under the law

Lines of Business

Goals

Community Awareness | Community is aware of anti-discrimination laws and protections

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$184,552	\$186,627	\$198,027
Non-Personnel	\$3,986	\$7,334	\$7,365
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$188,538	\$193,961	\$205,392
% of All Funds Departmental Budget	24.2%	25.4%	24.6%
Total Program FTEs	1.60	1.60	1.60
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of surveyed community members reporting awareness of anti-discrimination</i>	N/A	N/A	75.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		1.60	\$193,961
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$11,431
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		1.60	\$205,392



ENFORCEMENT

Outcomes Supported: Ensure all community members are treated justly and protected under the law

<u>Lines of Business</u>	<u>Goals</u>
Disability Rights and Compliance	No disability-related discrimination complaints are filed in the City or against the City gov-
Discrimination Complaint Resolution	All filed cases of discrimination are resolved at the City agency level

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditures by Character			
Personnel	\$502,207	\$486,558	\$510,418
Non-Personnel	\$87,749	\$82,726	\$119,367
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$589,956	\$569,284	\$629,785
% of All Funds Departmental Budget	75.8%	74.6%	75.4%
Total Program FTEs	4.40	4.40	4.40
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of disability-related discrimination complaints filed in the City or against the City government</i>	11	10	8
<i>Percent of filed cases that are resolved at the City agency level</i>	96.0%	98.0%	98.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.40	\$569,284
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$60,501
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.40	\$629,785



Juvenile & Domestic Relations District Court

Alexandria Juvenile and Domestic Relations Court provides effective, efficient and quality services, programs and interventions to juveniles, adults and families while addressing public safety, victim impact, offender accountability and competency development in accordance with court orders, provisions of the Code of Virginia and standards set forth by the Department of Juvenile Justice. The Juvenile and Domestic Relations District Court hears all cases of youth under 18 years of age who are charged with, or are the victims of, crimes, traffic or other violations of the law in City of Alexandria. This court also hears petitions for custody and support, as well as family abuse cases, cases where adults have been accused of child abuse or neglect, and criminal cases where the defendant and alleged victim are family or household members.

Department Contact Info

703.746.4141

www.alexandriava.gov/jdrcourt

Department Head

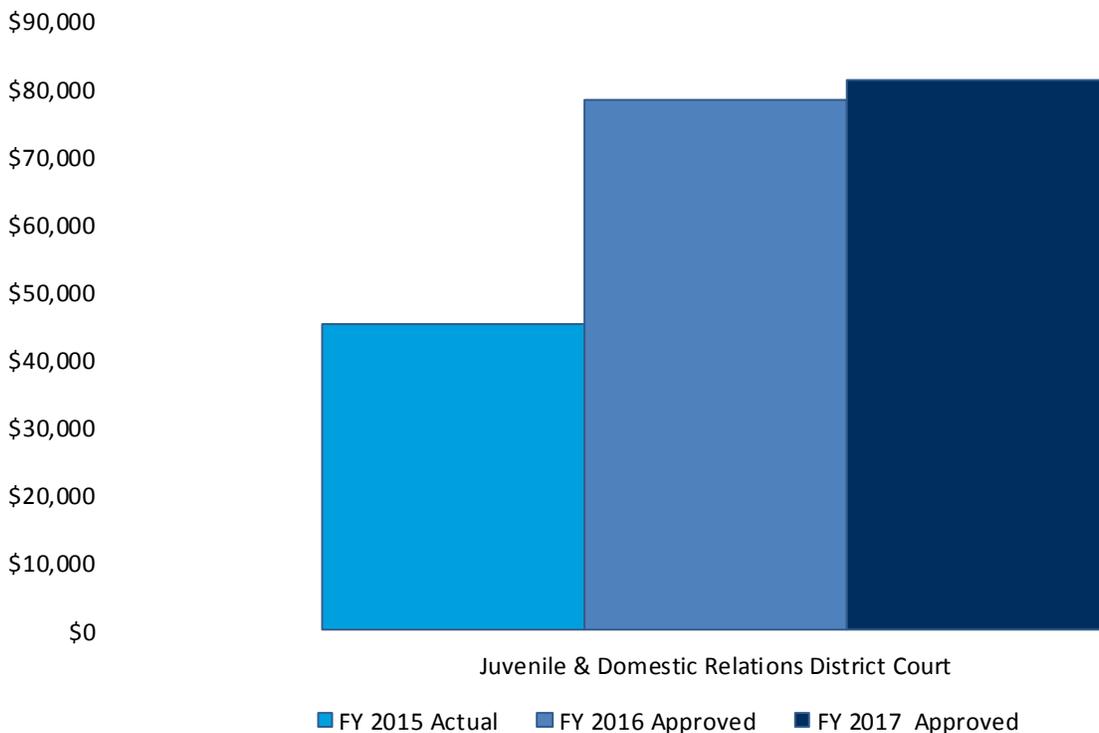
Constance H. Frogale

Chief Judge

703.746.4141

constance.frogale@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





Juvenile & Domestic Relations District Court

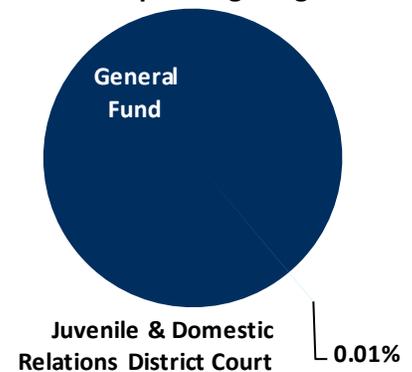
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$22,113	\$43,323	\$46,191	\$2,868	6.6%
Non-Personnel	\$22,999	\$35,129	\$35,129	\$0	0.0%
Capital Goods Outlay	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$45,112	\$78,452	\$81,320	\$2,868	3.7%
Expenditures by Fund					
General Fund	\$45,112	\$78,452	\$81,320	\$2,868	3.7%
Total Expenditures	\$45,112	\$78,452	\$81,320	\$2,868	3.7%
Total Department FTEs	0.00	0.00	0.00	0.00	N/A

FISCAL YEAR HIGHLIGHTS

The FY 2017 Budget for Juvenile & Domestic Relations District Court increases by \$2,868 or 3.7% over FY 2016 levels. Personnel expenditures increase by \$2,868 due to the 15% city pay supplement for state employees, which is calculated off their current state salary amount. Non-personnel expenditures and the FTE count remain constant at FY 2016 levels.

Department Share of General Fund Operating Budget





Juvenile & Domestic Relations District Court

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT

Outcomes Supported: Ensure all community members are treated justly and protected under the law

Lines of Business

Goals

Juvenile & Domestic Relations District Court

To ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$22,113	\$43,323	\$46,191
Non-Personnel	\$22,999	\$35,129	\$35,129
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$45,112	\$78,452	\$81,320
% of All Funds Departmental Budget	100.0%	100.0%	100.0%
Total Department FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i># of juvenile cases transactions</i>	6,400	6,800	6,800
<i># of domestic relations cases transactions</i>	4,990	5,300	5,300

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$78,452
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. adjustment in the City pay supplement for State employees), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$2,868
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$81,320



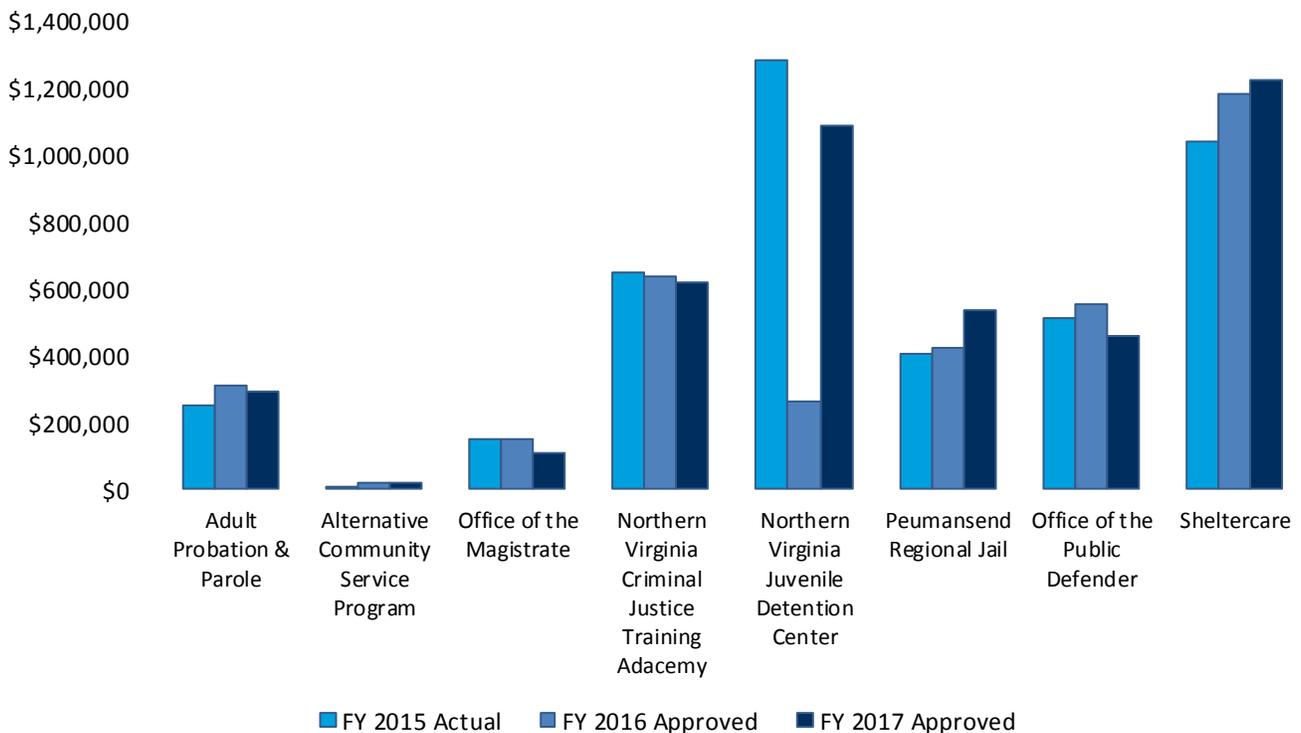
Other Public Safety & Justice Services

The Other Public Safety & Justice Services budget is a collection of contributions to regional and other non-government agencies that deliver public safety and justice services to City residents, including:

- Adult Probation & Parole
- Alternative Community Service Program
- Magistrate's Office
- Northern Virginia Criminal Justice Training Academy
- Northern Virginia Juvenile Detention Center
- Peumansend Regional Jail
- Public Defender
- Sheltercare

Agency contact info is further in this section.

ALL FUNDS SUMMARY BY ORGANIZATION





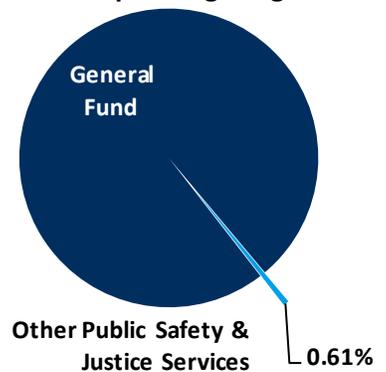
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$586,697	\$680,503	\$583,713	(\$96,790)	-14.2%
Non-Personnel	\$3,724,100	\$2,865,489	\$3,758,798	\$893,309	31.2%
Capital Goods Outlay	\$0	\$0	\$5,700	\$5,700	N/A
Total Expenditures	\$4,310,797	\$3,545,992	\$4,348,211	\$802,219	22.6%
Expenditures by Fund					
General Fund	\$4,243,144	\$3,361,815	\$4,164,034	\$802,219	23.9%
Fiscal Year Grants	\$67,653	\$184,177	\$184,177	\$0	0.0%
Other Special Revenue	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,310,797	\$3,545,992	\$4,348,211	\$802,219	22.6%
Total City FTEs	0.00	0.00	0.00	0.00	N/A

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved Budget for Other Public Safety & Justice Services increases by 22.6% or \$802,219 over FY 2016 levels. This is primarily due to the restoration of funding for the Northern Virginia Juvenile Detention Center (NVJDC). In FY 2016, the contribution decreased on a one-time basis because the Center used prior-year fund balance to offset participating jurisdictions' contributions. There are also increases in City expenditures for the Peumansend Regional Jail resulting from a lower anticipated bed credit. The City receives a credit the year following when other jurisdictions use part of the share of beds allocated to the City of Alexandria. Personnel costs decrease due to turnover within the Magistrate's Office as well as State Salary compensation adjustments in FY 2017. The State no longer allows a City supplement for new Magistrate personnel, so a savings results from the turnover of two personnel who received a supplement, but whose replacement personnel cannot. For both the Office of the Public Defender and Adult Probation and Parole, the City Supplement to State employees is the difference between the position's salary on the State pay scale and the equivalent salary on the City's pay scale. Because State salaries are expected to receive a 3% salary increase effective November 2016, the budgeted City supplement for these two organizations is reduced. The reduction in the City contribution will not result in a salary decrease for impacted employees.

Department Share of General Fund Operating Budget





PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Organization	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Adult Probation & Parole	\$252,596	\$308,610	\$290,948	(\$17,662)	-5.7%
Alternative Community Service Program	\$10,710	\$20,000	\$20,000	\$0	0.0%
Magistrate's Office	\$152,607	\$152,717	\$108,016	(\$44,701)	-29.3%
Northern Virginia Criminal Justice Training Academy	\$650,033	\$638,119	\$621,771	(\$16,348)	-2.6%
Northern Virginia Juvenile Detention Center	\$1,287,435	\$262,843	\$1,086,162	\$823,319	313.2%
Peumansend Regional Jail	\$406,928	\$421,289	\$534,015	\$112,726	26.8%
Public Defender	\$510,536	\$556,738	\$461,643	(\$95,095)	-17.1%
Sheltercare	\$1,039,952	\$1,185,676	\$1,225,656	\$39,980	3.4%
Total Expenditures	\$4,310,797	\$3,545,992	\$4,348,211	\$802,219	22.6%

Staffing Summary

Authorized Positions (FTEs) by Organization	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Adult Probation & Parole	0.00	0.00	0.00	0.00	N/A
Alternative Community Service Program	0.00	0.00	0.00	0.00	N/A
Office of the Magistrate	0.00	0.00	0.00	0.00	N/A
Northern Virginia Criminal Justice Training Adacemy	0.00	0.00	0.00	0.00	N/A
Northern Virginia Juvenile Detention Center	0.00	0.00	0.00	0.00	N/A
Peumansend Regional Jail	0.00	0.00	0.00	0.00	N/A
Office of the Public Defender	0.00	0.00	0.00	0.00	N/A
Sheltercare	0.00	0.00	0.00	0.00	N/A
Total City FTEs	0.00	0.00	0.00	0.00	N/A

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:

Darryl Poston, Executive Director
703-842-2282 dposton@idcnv.org

Office of the Magistrate:

Adam Willard, Chief Magistrate 5th Region
703-746-4515 awillard@courts.state.va.us

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



ADULT PROBATION & PAROLE

Outcomes Supported: Reduce crime

Lines of Business

Goals

Prepare Presentence Investigation Reports on criminal defendants for the Circuit Court	Complete 100% of Presentence Investigation Reports ordered by the Court
Provide evidence-based supervision services to criminal offenders	Increase the number of successful probation completions

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$252,596	\$308,610	\$290,948
Non-Personnel	\$0	\$0	\$0
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$252,596	\$308,610	\$290,948
% of All Funds Departmental Budget	5.9%	8.7%	6.7%
Total City FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of Offenders Served</i>	960	950	950
<i>Number of Presentence Investigation Reports Completed</i>	81	70	75
<i>Percentage of Cases Closed Successfully (on or before Expiration Date)</i>	41.6%	45.0%	60.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$308,610
Current Service Adjustment	Description	FTE	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Personnel decreases are due to State compensation adjustments effective November 2016 that result in a decrease in the City Supplement to Adult Probation & Parole employees. The reduction in City contribution will not result in salary decrease for impacted employees.	0.00	(\$17,662)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$290,948



ALTERNATIVE COMMUNITY SERVICE PROGRAM

Outcomes Supported: Reduce crime

Lines of Business

Alternative Community Service

Goals

Provide Public Defenders, City of Alexandria Courts, Probation Officers, and Attorneys a reliable program to refer clients to complete community service hours.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$10,710	\$20,000	\$20,000
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$10,710	\$20,000	\$20,000
% of All Funds Departmental Budget	0.2%	0.6%	0.5%
Total City FTEs	0.00	0.00	0.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Assigned volunteer client hours</i>	14,512	16,500	16,500
<i>Average hours per client</i>	77	75	75
<i>Number of clients placed with City of Alexandria agencies or nonprofits</i>	108	154	154
<i>Total Clients Served</i>	188	220	220

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$20,000
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$0
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$20,000



OFFICE OF THE MAGISTRATE

Outcomes Supported: Ensure all community members are treated justly and protected under the law

Lines of Business

Goals

Office of the Magistrate | Provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the general public.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$142,487	\$141,942	\$91,166
Non-Personnel	\$10,120	\$10,775	\$11,150
Capital Goods Outlay	\$0	\$0	\$5,700
Total Expenditures	\$152,607	\$152,717	\$108,016
% of All Funds Departmental Budget	3.5%	4.3%	2.5%
Total City FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures	<i>None</i>		

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$152,717
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (turnover savings reduce personnel expenditures because the State no longer allows City to supplement salary of newly hired magistrates), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	(\$44,701)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$108,016

Other Public Safety & Justice Services



NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY

Outcomes Supported: Reduce crime

Lines of Business

Northern Virginia Criminal Justice Training Academy

Goals

Fully committed to our students, our member agencies, and our communities by providing the highest quality of law enforcement training to all law enforcement personnel with the goal of exceeding the public's trust and expectations through high levels of competence and professionalism in all ranks.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$650,033	\$638,119	\$621,771
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$650,033	\$638,119	\$621,771
% of All Funds Departmental Budget	15.1%	18.0%	14.3%
Total City FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of recruits for Alexandria Police Department</i>	33	35	50
<i>Number of recruits for Alexandria Sheriff's Office</i>	13	11	15

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$638,119
Service / Line of Business	Description	FTE Impact	Cost Modification
Maintaining current service levels	The City's funding for the Northern Virginia Criminal Training Academy is reduced because the City of Alexandria's proportion of sworn officers relative to the overall total of sworn officers for all participating jurisdictions has decreased.	0.00	(\$16,348)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$621,771



Other Public Safety & Justice Services

NORTHERN VIRGINIA JUVENILE DETENTION CENTER

Outcomes Supported: Reduce crime

Lines of Business

Goals

Northern Virginia Juvenile Detention Center

It is the mission of the NVJDC to create through example, policy, program and environment, a safe and secure setting that advocates good mental and physical health and successful

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$1,287,435	\$262,843	\$1,086,162
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,287,435	\$262,843	\$1,086,162
% of All Funds Departmental Budget	29.9%	7.4%	25.0%
Total City FTEs	0.00	0.00	0.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of child care days provided</i>	3074	3792	8212
<i>Number of detainees held</i>	146	152	152
<i>Number of detainees held without suicide</i>	146	152	152
<i>Number of Post-Dispositional residents receiving individual treatment plans</i>	5	5	10
<i>Number of staff receiving mandatory Dept of Juvenile Justice training</i>	72	76	76
<i>Number of youth engaged in age appropriate activities & programs</i>	146	152	152
<i>Number of youth receiving medical screenings</i>	146	152	152
<i>Number of youth receiving mental health & suicide screenings</i>	146	152	152

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$262,843
Service / Line of Business	Description	FTE Impact	Cost Modification
Northern Virginia Juvenile Detention Center	Increase the City's contribution to the Northern Virginia Juvenile Detention Center (NVJDC). As a one-time measure in FY 2016, the City contribution was offset by the Center's use of prior year fund balance. This amount restores the one-time reduction in funding and funds inflationary increases to the NVJDC's current level of staffing and operations. NVJDC requested funding for new positions related to the Prison Rape Elimination Act (PREA) mandate, and the Proposed Budget included \$174,806 in Contingent Reserves for this purpose. During the add/delete process, City Council deleted this funding from the budget, as the PREA mandate staffing requirements are not effective until FY 2018.	0.00	\$823,319
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,086,862



PEUMANSEND CREEK REGIONAL JAIL

Outcomes Supported: Reduce crime

Lines of Business

Peumansend Creek Regional Jail

Goals

Provide 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.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$406,928	\$421,289	\$534,015
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$406,928	\$421,289	\$534,015
% of All Funds Departmental Budget	9.4%	11.9%	12.3%
Total City FTEs	0.00	0.00	0.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
	None		

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$421,289
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources and capital goods outlay. Contract costs increased slightly and the City is not anticipating to receive the bed credit it has in the past for when other jurisdictions use beds allocated to the City of Alexandria. The City plans to discontinue participation in the jail when the current contract expires in FY 2018 due to the lack of need for space.	0.00	\$112,726
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$534,015

Other Public Safety & Justice Services



OFFICE OF THE PUBLIC DEFENDER

Outcomes Supported: Ensure all community members are treated justly and protected under the law

Lines of Business	Goals
Office of the Public Defender	Community members who are indigent and charged with criminal offenses will receive high quality legal representation.
Office of the Public Defender	Quality representation of indigent clients will promote justice and fairness in the Alexandria courts for members of the community.
Office of the Public Defender	The Alexandria criminal courts will function most efficiently by having experienced and highly skilled defense attorneys from the Public Defender Office handling at least 85% of the criminal docket.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$191,614	\$229,951	\$201,599
Non-Personnel	\$318,921	\$326,787	\$260,044
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$510,535	\$556,738	\$461,643
% of All Funds Departmental Budget	11.8%	15.7%	10.6%
Total City FTEs	0.00	0.00	0.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Total case load (Juvenile, Misdemeanor, & Felony)</i>	2,284	2,310	2,310
<i>Total charges (Juvenile, Misdemeanor, & Felony)</i>	4,071	4,100	4,100

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$556,738
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Lease savings reduce the City's non-personnel costs for the Public Defender's Office. Personnel expenditures for the City decrease due to State compensation adjustments effective November 2016 that result in a decrease in the City Supplement to Office of the Public Defender employees. The reduction in City contribution will not result in salary decrease for impacted employees.	0.00	(\$95,095)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$461,643

Other Public Safety & Justice Services



SHELTERCARE

Outcomes Supported: Reduce crime

Lines of Business

Goals

Sheltercare | Provide a safe structured environment which offers crucial services for high risk Alexandria youth in crisis at home, school and/or the community.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$1,039,952	\$1,185,676	\$1,225,656
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,039,952	\$1,185,676	\$1,225,656
% of All Funds Departmental Budget	24.1%	33.4%	28.2%
Total City FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percentage of at risk youth for whom individualized services plans were developed with a minimum of two goals</i>	100%	100%	100%
<i>Number of at risk child care days provided</i>	3877	3300	4000
<i>Percentage of at risk youth who improved their school attendance, if applicable</i>	92.0%	85.0%	95.0%
<i>Percentage of at risk youth who received life skills education and training</i>	94.0%	90.0%	95.0%
<i>Percentage of beds utilized</i>	76.0%	76.0%	80.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,185,676
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$39,980
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,225,656

Police Department



The Alexandria Police Department (APD) is one of the most progressive Police Departments in the country. It is dedicated to providing competent, courteous, professional and community oriented police services. APD is committed to maintaining and enhancing a strong and productive partnership with the community to continue to reduce crime and improve the quality of life in all of Alexandria’s neighborhoods.

The Department provides community oriented policing services including: responses to emergencies, alarms, reports of crimes, and all calls for service; provision of traffic enforcement; investigations of crimes; and deployment of specially trained units such as canine, motors, school resource officers, parking enforcement, and school crossing guards.

Through the use of community-oriented policing, modern technology, and crime analysis, the Police Department has been able to achieve and to maintain historic low crime rates. Alexandria maintains a modern, highly trained, technically skilled, energetic, diverse and well-equipped Police Department, with a current authorized strength of 307 sworn and 118 civilian employees.

APD’s technological innovation and applications assist in providing the highest quality service to the communities we serve.

The Alexandria Police Department has been internationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since

Department Contact Info

703.746.4700

www.alexandriava.gov/police

Department Head

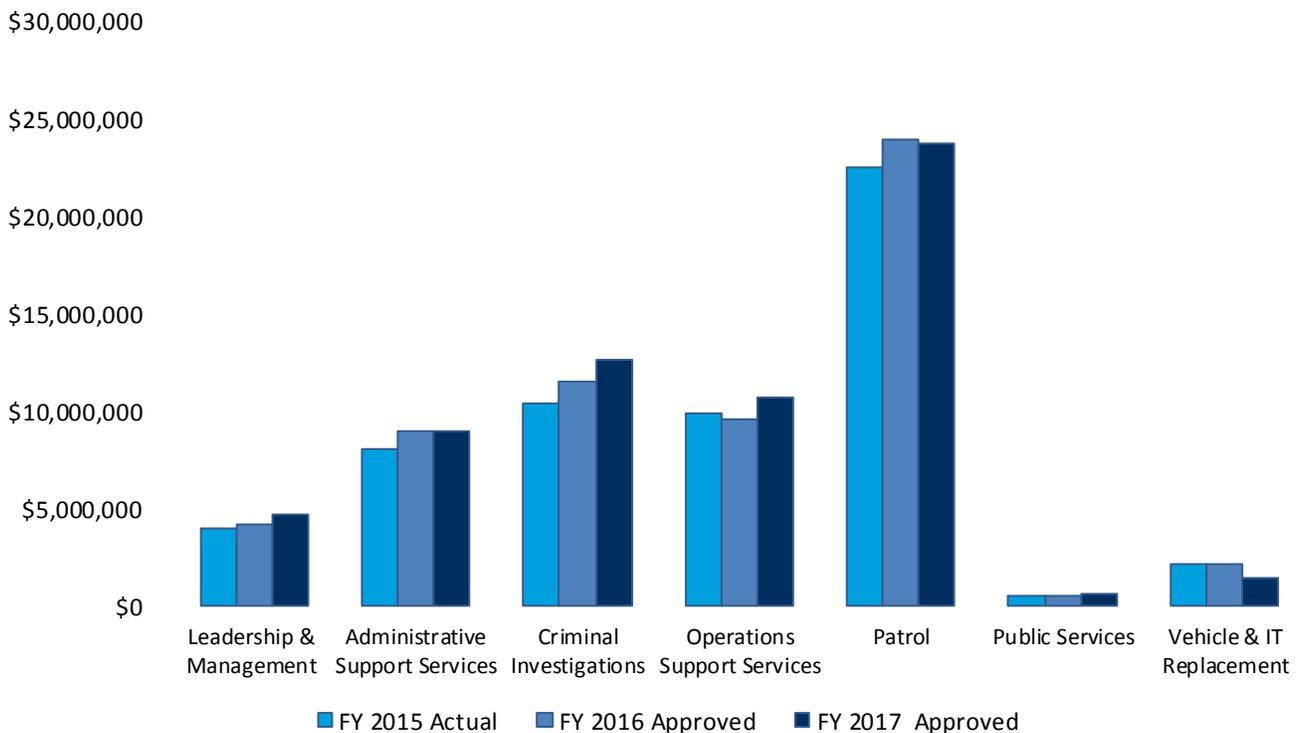
Earl Cook

Chief of Police

703.746.4700

earl.cook@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





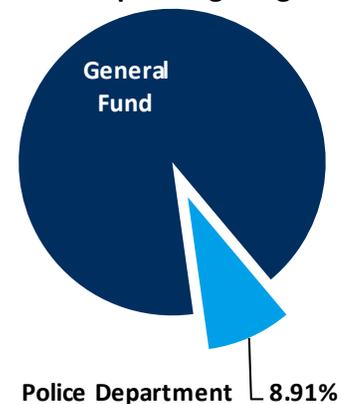
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$47,831,109	\$51,851,331	\$53,924,062	\$2,072,732	4.0%
Non-Personnel	\$7,433,028	\$6,847,552	\$6,808,507	(\$39,046)	-0.6%
Capital Goods Outlay	\$1,014,905	\$2,156,000	\$1,939,456	(\$216,544)	-10.0%
Depreciation	\$1,011,182	\$0	\$0	\$0	N/A
Total Expenditures	\$57,290,223	\$60,854,883	\$62,672,025	\$1,817,142	3.0%
Expenditures by Fund					
General Fund	\$53,891,724	\$58,634,383	\$60,467,761	\$1,833,378	3.1%
Non-Fiscal Year Grants	\$1,220,723	\$0	\$86,812	\$86,812	N/A
Other Special Revenue	\$86,898	\$99,500	\$657,371	\$557,871	560.7%
Internal Service	\$2,090,878	\$2,121,000	\$1,460,081	(\$660,919)	-31.2%
Total Expenditures	\$57,290,223	\$60,854,883	\$62,672,025	\$1,817,142	3.0%
Total Department FTEs	419.00	418.00	425.00	7.00	1.7%

FISCAL YEAR HIGHLIGHTS

The all funds FY 2017 Approved Budget for the Alexandria Police Department (APD) increased by 3.0% or \$1,817,142 over FY 2016 levels, while the General Fund contribution increased by 3.1% or \$1,833,378. In addition to merit pay and benefit increases, personnel expenditures increase due to the inclusion of 5 Parking Enforcement Officers (at no net cost to the City due to parking fines), the addition of 2 Motor Officers and 1 Sergeant to the Motor Unit, and \$165,000 for overtime devoted to residential neighborhood speeding enforcement. The personnel increases allow for improved parking and speeding enforcement in areas of the City that are currently underserved in these functions. To offset increasing costs, APD consolidated two facility maintenance and management positions into one position through the elimination of a vacant Capital Projects Manager position and the reclassification of a Building Coordinator position up to a Facilities Supervisor. The Police Department is able to reduce facility management functions now that the APD Headquarters facility construction is complete. Special Revenue Fund expenditures and revenues for APD increased by \$557,871 over FY 2016 Approved levels largely because seized assets have been budgeted in the FY 2017 Approved Budget, whereas in the past expenditures and revenues from seized assets were budgeted through Reappropriation Ordinances occurring during the fiscal year. Internal Service Fund expenditures decreased by \$660,919 as a result of fewer scheduled vehicle replacements according to the City fleet replacement plan.

Department Share of General Fund Operating Budget





DEPARTMENTAL CHANGES TO CITY SERVICES

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Administrative Support Services	Consolidated workload relating to facilities maintenance and management. Because APD headquarters facility construction is complete and other capital projects for APD are being managed by the Department of General Services, APD proposed to save personnel costs through the elimination of a vacant Capital Projects Manager position. In conjunction with this personnel reduction, APD will also reclassify a Building Coordinator position up to a Facilities Supervisor in order to address the workload needs associated with the maintenance of APD's new facilities.	(1.00)	(\$102,537)
Operations Support Services	Added five Parking Enforcement Officers. Approval for five Parking Enforcement Officer overhires was authorized during FY 2016. The overhire positions, when filled, expand parking enforcement services to underserved areas. This adjustment continues funding for these positions and converts temporary overhire authorized positions to authorized FTEs. This addition is anticipated to reduce the number of parking complaints from residents. These positions are also expected to bring in additional revenue due to an increase in parking violations issued and result in no net cost to the City.	5.00	\$284,067
Multiple	Added two Motor Officers and one Sergeant to the Motor Unit. The FY 2017 Proposed Budget set aside \$500,000 in contingent reserves for traffic enforcement and parking adjudication. This was a result of increasing citizen demand for enhanced levels of traffic enforcement in more areas of the City. The FY 2017 Approved Budget transfers \$400,000 of the previously set aside funds to the Police Department for traffic enforcement efforts. \$285,000 of this funding will be used to increase staffing in the Motor Unit by three positions, two Motor Officers and one additional Motor Unit Sergeant. The remaining \$115,000 has been transferred to Operations Support Services for overtime to increase enforcement until the new Officers have been hired and fully trained. The addition of the Motor Officer positions will allow for the development and assessment of traffic safety programs on a more consistent basis. The additional working Motor Unit Sergeant addresses span of control issues, as currently one Sergeant acts as the sole supervisor for the entire 10-person unit. The new Motor Officer positions will be current staff transferred from the Patrol Unit, but the transfer will not occur until newly hired Police Officers are trained and can backfill the Patrol positions. In the interim, overtime will be used to address traffic enforcement, as detailed in the following adjustment.	3.00	\$285,000

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Police Department



DEPARTMENTAL CHANGES TO CITY SERVICES CONTINUED

Program	City Service Adjustment	FTE Impact	FY 2017 Amount
Operations Support Services	<p>One-time overtime funding for speeding enforcement. This adjustment expands speeding enforcement to additional areas of the City in the interim period in which the new Motor Unit positions are not yet operational. Motor Officer positions would not be immediately operational due to the need to backfill Patrol positions before transferring current staff to the Motor Unit, as well as time needed to train Motor Officers once transferred from Patrol.</p> <p>\$50,000 of the \$165,000 was included in the Police Department's FY 2017 Proposed Budget, and an additional \$115,000 has been added in the FY 2017 Approved Budget as result of transferred funding from contingent reserves. The additional overtime allows APD to tailor its traffic safety practices based on the effectiveness of initial efforts. The Motor Unit would continue to develop and assess traffic safety programs once the new Motor Officers become operational and can offer increased staffing resources and expertise.</p>	0.00	\$165,000

Police Department



PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	\$3,971,799	\$4,187,222	\$4,693,461	\$506,240	12.1%
Administrative Support Services	\$8,036,108	\$8,976,906	\$8,922,298	(\$54,607)	-0.6%
Criminal Investigations	\$10,351,432	\$11,514,927	\$12,600,672	\$1,085,745	9.4%
Operations Support Services	\$9,833,099	\$9,594,413	\$10,647,327	\$1,052,915	11.0%
Patrol	\$22,496,735	\$23,906,182	\$23,787,299	(\$118,883)	-0.5%
Public Services	\$510,172	\$554,234	\$560,886	\$6,652	1.2%
Vehicle & IT Replacement	\$2,090,878	\$2,121,000	\$1,460,081	(\$660,919)	-31.2%
Total Expenditures	\$57,290,223	\$60,854,883	\$62,672,025	\$1,817,142	3.0%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015	FY 2016	FY 2017	FTE Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
Leadership & Management	18.75	18.75	17.75	(1.00)	-5.3%
Administrative Support Services	61.50	60.50	60.50	0.00	0.0%
Criminal Investigations	76.00	76.00	75.00	(1.00)	-1.3%
Operations Support Services	78.75	80.75	89.75	9.00	11.1%
Patrol	180.00	178.00	178.00	0.00	0.0%
Public Services	4.00	4.00	4.00	0.00	0.0%
Vehicle & IT Replacement	0.00	0.00	0.00	0.00	N/A
Total FTEs	419.00	418.00	425.00	7.00	1.7%
Sworn Personnel	304.00	304.00	307.00	3.00	1.0%
Non-Sworn Personnel	115.00	114.00	118.00	4.00	3.5%
Total FTEs	419.00	418.00	425.00	7.00	1.7%

Net City Tax Contribution to Department

Department Related General Fund Revenues	FY 2015	FY 2016	FY 2017	\$ Change	% Change
	Actual	Approved	Approved	2016 - 2017	2016 - 2017
General Fund Expenditures	\$53,891,724	\$58,634,383	\$60,467,761	\$1,833,378	3.1%
Department Related General Fund Revenues					
1) Fines & Forfeitures ¹	\$4,837,834	\$5,935,000	\$6,394,067	\$459,067	7.7%
2) State Revenue ²	\$5,127,086	\$5,380,757	\$5,555,757	\$175,000	3.3%
Total	\$9,964,920	\$11,315,757	\$11,949,824	\$634,067	5.6%
Net City Tax Contribution	\$43,926,804	\$47,318,626	\$48,517,937	\$1,199,311	2.5%

¹ Includes Moving Violations, Parking Fines, Red Light Camera Violations and False Alarms

² Includes HB599 revenue

Police Department



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values

Lines of Business

Leadership and Management

Goals

Police Department meets or exceeds goal indicator targets

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$3,427,650	\$3,570,078	\$3,822,417
Non-Personnel	\$544,149	\$617,144	\$871,044
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$3,971,799	\$4,187,222	\$4,693,461
% of All Funds Departmental Budget	6.9%	6.9%	7.5%
Total Department FTEs	18.75	18.75	17.75
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of Police Department goal indicator targets met or exceeded</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		18.75	\$4,187,222
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Personnel increases are primarily result of an increase of \$198,064 in the amount budgeted for Worker’s Compensation. Non-personnel increases are due to reallocation of telecommunications charges from other programs to Leadership & Management. In addition, 1.0 FTE was reallocated from this program to the Administrative Support Services program, with no service impact.	(1.00)	\$506,239
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		17.75	\$4,693,461



Police Department ADMINISTRATIVE SUPPORT SERVICES

Outcomes Supported: Reduce crime

Lines of Business

Goals

Certification and Training	All Police Department staff overall meet or exceed performance standards captured in per-
Equipment Management	Police Department personnel are safe while executing job duties
Evidence Management	All evidentiary items are available to Police Department staff
Facilities and Security Management	Police Department facilities are secure from unsolicited entry
Fleet Management	Police staff who require vehicles have operable vehicles
Information Technology Management	Police Department staff have consistent access to timely, accurate and actionable infor-
Policy Review and Maintenance	Police Department staff comply with departmental policies

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$5,402,242	\$5,830,986	\$5,943,982
Non-Personnel	\$2,627,064	\$3,125,920	\$2,958,317
Capital Goods Outlay	\$6,802	\$20,000	\$20,000
Total Expenditures	\$8,036,108	\$8,976,906	\$8,922,298
% of All Funds Departmental Budget	14.0%	14.8%	14.2%
Total Department FTEs	61.50	60.50	60.50

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Average daily number of police staff who require vehicles that do not have operable vehicles</i>	0	0	0
<i>Number of preventable injuries to Police Department personnel while executing job duties</i>	2	2	0
<i>Number of security incidents at Police Department facilities in which unsolicited entry occurred</i>	1	0	0
<i>Number of sustained complaints resulting from Police Department staff failure to comply with departmental policy (calendar year)</i>	56	56	45
<i>Percent of evidentiary items located during quarterly inspections</i>	100.0%	100.0%	100.0%
<i>Percent of Police Department staff that overall meet or exceed performance standards captured in performance evaluations</i>	99.0%	99.0%	100.0%
<i>Percent of time core data systems are available to users for strategic, tactical, and administrative analyses of crime and police activity</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		60.50	\$8,976,906
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments, non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, the motorcycle maintenance budget of \$20,000 was transferred from the Department of General Services to APD, with no service impact. 1.0 FTE was reallocated to this program from another program.	1.00	\$40,429
[Continued on next page]			

Police Department



ADMINISTRATIVE SUPPORT SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Facilities and Security Management	Eliminate a 1.0 FTE Capital Projects Manager position and reclassify the Building Coordinator position up to a Facilities Supervisor. Because APD headquarters facility construction is complete and other capital projects for APD are being managed by the Department of General Services, APD is proposing to save personnel costs through consolidation of workload relating to facilities maintenance and management. The Facilities Supervisor will address the workload needs associated with the maintenance of APD's new facilities. There is no expected service impact to this adjustment.	(1.00)	(\$102,537)
Fleet Management	Vehicle maintenance for the 3 motorcycles associated with new Motor Unit positions. Although the motorcycles for the 3 new Motor Unit positions were funded using FY 2016 City-wide General Fund Savings, these vehicles require funding for maintenance in FY 2017. \$7,500 is part of the \$400,000 that was transferred to the Police Department from contingent reserves for traffic enforcement initiatives.	0.00	\$7,500
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		60.50	\$8,922,298



CRIMINAL INVESTIGATIONS

Outcomes Supported: Reduce crime

Lines of Business

Criminal Investigation | Individuals who commit crimes are arrested

Goals

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$9,302,843	\$10,523,109	\$11,021,412
Non-Personnel	\$1,040,279	\$976,818	\$1,119,885
Capital Goods Outlay	\$8,310	\$15,000	\$459,375
Total Expenditures	\$10,351,432	\$11,514,927	\$12,600,672
% of All Funds Departmental Budget	18.1%	18.9%	20.1%
Total Department FTEs	76.00	76.00	75.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of crimes for which an arrest is made</i>	46.0%	45.0%	46.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		76.00	\$11,514,927
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Note that \$513,511 of this increase is a result of budgeting expenditures and offsetting revenues relating to seized assets (within the Special Revenue Fund) during the budget process, whereas in the past these expenditures were appropriated during the fiscal year. In addition, 1.0 FTE was reallocated from this program to the Operation Support Services program, with no service impact.	(1.00)	\$1,085,745
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		75.00	\$12,600,672



Police Department OPERATIONS SUPPORT SERVICES

Outcomes Supported: Reduce crime

Lines of Business

Goals

K-9 Operations	All Police Department K-9 teams are properly trained and certified before engaging in work duties
Parking Enforcement	Reduce parking complaints from citizens
School Resource Officers	Physical assaults do not occur in Alexandria secondary schools
Special Events	Police-involved City special events occur without safety incidents
Tactical Training Unit	Incidents demanding tactical training are safely resolved
Taxi Inspection	All City taxis are authorized to operate in Alexandria
Traffic Enforcement	Residents are safe from traffic accidents.

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$8,054,417	\$8,907,048	\$9,972,097
Non-Personnel	\$1,672,896	\$687,364	\$675,230
Capital Goods Outlay	\$105,786	\$0	\$0
Total Expenditures	\$9,833,099	\$9,594,413	\$10,647,327
% of All Funds Departmental Budget	17.2%	15.8%	17.0%
Total Department FTEs	78.75	80.75	89.75

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of assaults reported in Alexandria secondary schools</i>	91	100	90
<i>Number of parking complaints received from citizens</i>	4,864	4,800	4,350
<i>Number of traffic accidents</i>	4,608	4,600	4,600
<i>Percent of City taxis authorized to operate in Alexandria</i>	100.0%	100.0%	100.0%
<i>Percent of incidents demanding tactical training that are safely resolved</i>	100.0%	100.0%	100.0%
<i>Percent of Police Department K-9 teams that are properly trained and certified before engaging in work duties</i>	100.0%	100.0%	100.0%
<i>Percent of police-involved City special events that occur without safety incidents</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		80.75	\$9,594,413
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, 1.0 FTE was reallocated to this program from the Criminal Investigations program, with no service impact.	1.00	\$393,547

[Continued on next page]

Police Department



OPERATIONS SUPPORT SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Parking Enforcement	Added five Parking Enforcement Officers. The approval of five Parking Enforcement overhires expands parking enforcement services to underserved areas. This adjustment continues funding for these positions and converts temporary authorized overhire positions to authorized FTEs. This addition is anticipated to reduce the number of parking complaints from residents. These positions are also expected to bring in additional revenue due to an increase in parking violations issued and result in no net new cost to the City.	5.00	\$284,067
Traffic Enforcement	Added two Motor Officers and one Sergeant to the Motor Unit. Motor Officer staffing increases from 9.0 to 11.0 FTE and Sergeants supervising the unit increase from 1.0 to 2.0 FTE. The addition of the Motor Officer positions will allow for the development and assessment of traffic safety programs on a consistent basis once these positions are fully trained and operational. The new Sergeant position addresses span of control issues in the Motor Unit, as currently one Sergeant acts as the sole supervisor for the entire 10-person unit. The Motor Officer positions will be current staff transferred from the Patrol Unit, but the transfer will not occur until newly hired Police Officers (that are funded as of July 1, 2016) are trained and can backfill the Patrol positions. Transfer of officers from Patrol to the Motor Unit is not expected to occur until November 2016. \$210,300 is part of the \$400,000 that was transferred to the Police Department from contingent reserves for traffic enforcement initiatives.	3.00	\$210,300
Traffic Enforcement	One-time overtime funding for speeding enforcement. This adjustment expands speeding enforcement to additional areas of the City in the interim period in which the new Motor Unit positions are not yet operational. The additional overtime funds allow APD to tailor its traffic safety practices based on the effectiveness of initial efforts. The Motor Unit would continue to develop and assess traffic safety programs once the new Motor Officers become operational and can offer increased staffing resources and expertise. \$50,000 of this funding was included in the FY 2017 Proposed Budget and \$115,000 is part of the \$400,000 transferred from contingent reserves.	0.00	\$165,000
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		89.75	\$10,647,327



Police Department

PATROL

Outcomes Supported: Reduce crime

Lines of Business

Goals

Police Response	Respond quickly, within 5 minutes, to 80% of Emergency (Priority 1) calls for service
Community Engagement	Police Department officers and community members are engaged with one another
Community Policing	Areas with assigned Community Oriented Policing (COPS) officers see a reduction in Part 1 crime
Evidenced-Based Policing and Crime Analysis	Reduce Part 1 crime
Field and Crisis Intervention Training	Police Department has trained officers required to complete its mission
Impaired Traffic Enforcement	Reduce the number of crashes resulting from intoxicated driving

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$21,162,587	\$22,506,961	\$22,639,728
Non-Personnel	\$1,334,148	\$1,399,220	\$1,147,570
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$22,496,735	\$23,906,182	\$23,787,299
% of All Funds Departmental Budget	39.3%	39.3%	38.0%
Total Department FTEs	180.00	178.00	178.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Average percent of funded officer positions that are staffed with properly trained officers</i>	89.5%	89.5%	100.0%
<i>Number of community meetings attended by Police Department officers</i>	800	800	800
<i>Number of crashes related to intoxicated driving</i>	68	68	68
<i>Percent change in year-to-year Part 1 crime citywide</i>	-2.0%	-1.8%	-1.8%
<i>Percent of areas with assigned COPS officers that see year-to-year reduction in Part 1 crime</i>	50.0%	50.0%	75.0%
<i>Percent of Emergency (Priority 1) calls responded to within 5:00 minutes</i>	80.0%	80.0%	80.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		178.00	\$23,906,182
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, and merit adjustments), non-personnel resources (e.g. contract administration, and fuel costs), and capital goods outlay. Departmental vacancy assumptions aligned with historical actuals have also been budgeted in this program. Reallocation of \$305,700 of budget for uniforms and telecommunications from the Patrol program to other programs drives the decrease in non-personnel expenditures, with no service impact.	0.00	(\$186,083)

[Continued on next page]



Police Department

PATROL

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Traffic Enforcement	Funding for the overlap period in which new entry level Police Officers are hired and in training, but cannot backfill operational Patrol Officer positions. Only once the next new recruit class has completed training and is operational, can current, experienced, Patrol officers be transferred to the Motor Unit. Due to timing of the next recruit academy, this transfer is not expected until partway through fiscal year 2017, and as a result, a portion of the funding for the new positions has been allocated to Patrol program. \$67,200 is part of the \$400,000 that was transferred to the Police Department from contingent reserves for traffic enforcement initiatives.	0.00	\$67,200
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		178.00	\$23,787,299

Police Department



PUBLIC SERVICES

Outcomes Supported: Ensure all community members are treated justly and protected under the law
Reduce crime

<u>Lines of Business</u>	<u>Goals</u>
Professional Standards Management	There are no substantiated complaints against Police Department employees from members of the community
Public Information and Public Relations Management	Community members are engaged with the Police Department

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$481,370	\$513,148	\$524,426
Non-Personnel	\$28,802	\$41,086	\$36,461
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$510,172	\$554,234	\$560,886
% of All Funds Departmental Budget	0.9%	0.9%	0.9%
Total Department FTEs	4.00	4.00	4.00
	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of people following the City's social media accounts</i>	20,500	23,000	25,500
<i>Number of complaints against Police Department employees from members of the community (calendar year)</i>	30	30	0

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$554,234
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$6,652
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		4.00	\$560,886



VEHICLE & IT REPLACEMENT

Outcomes Supported: Reduce crime

Lines of Business

Goals

Mobile Computer Replacement

Provide operational mobile computer system for Police Department personnel

Vehicle Replacement and Maintenance

All on-duty Police Department vehicles are operational

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$0	\$0	\$0
Non-Personnel	\$185,690	\$2,121,000	\$1,460,081
Capital Goods Outlay	\$894,006	\$0	\$0
Depreciation	\$1,011,182	\$0	\$0
Total Expenditures	\$2,090,878	\$2,121,000	\$1,460,081
% of All Funds Departmental Budget	3.6%	3.5%	2.3%
Total Department FTEs	0.00	0.00	0.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Percent of on-duty vehicles that are operational</i>	98.0%	99.0%	100.0%
<i>Percent of time mobile computer system is fully functional</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$2,121,000
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Fewer vehicles are scheduled for replacement in FY 2017 per the City fleet replacement plan.	0.00	(\$660,919)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		0.00	\$1,460,081

Sheriff's Office



The Alexandria Sheriff's Office is responsible for the operation of the Detention Center, courthouse and courtroom security, service of all court legal documents, execution of court orders, transportation of prisoners, execution of arrest warrants, and general public safety and law enforcement.

Department Contact Info

703.746.4114

www.alexandriava.gov/sheriff

Department Head

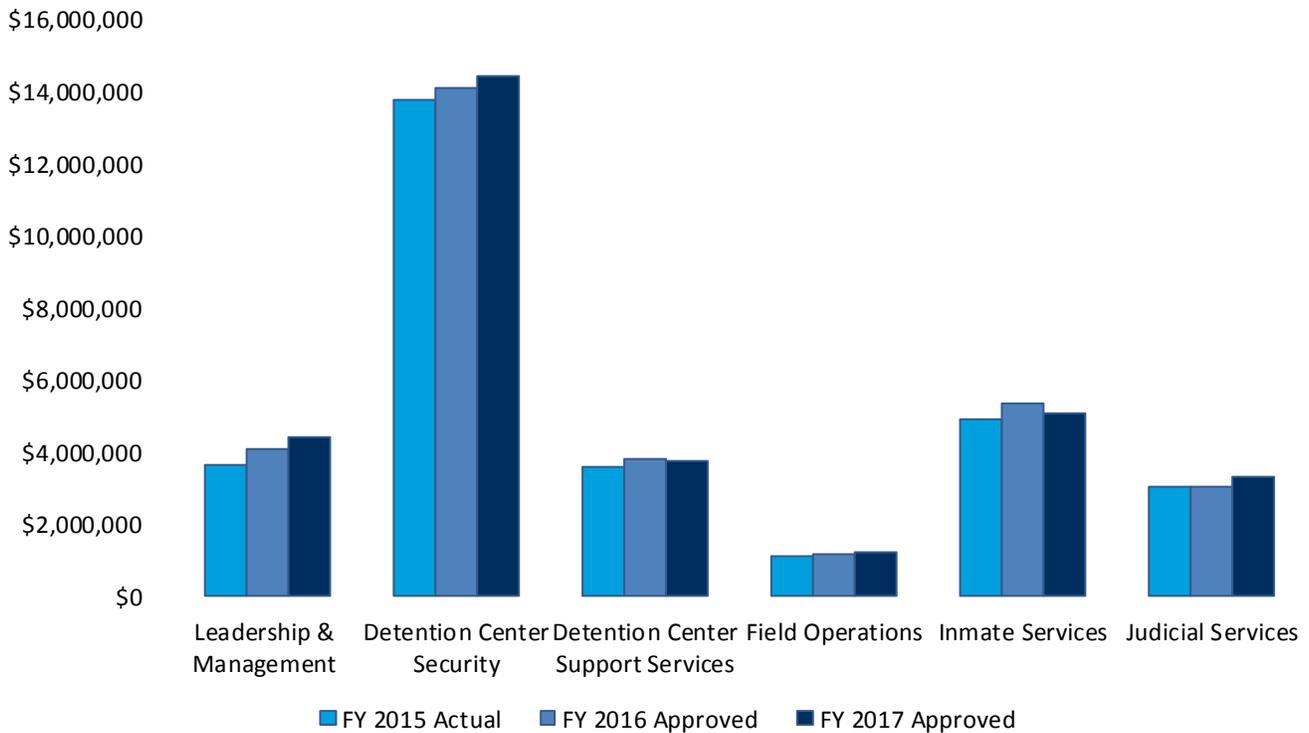
Dana Lawhorne

Sheriff

703.746.4114

dana.lawhorne@alexandriava.gov

ALL FUNDS SUMMARY BY PROGRAM





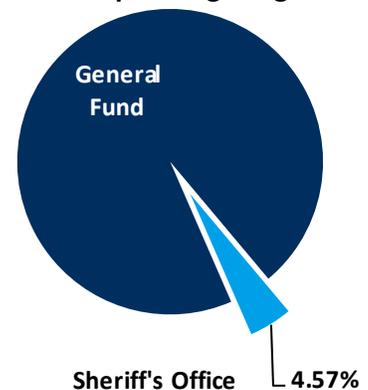
EXPENDITURE & REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Expenditure By Character					
Personnel	\$25,021,981	\$25,896,594	\$26,690,166	\$793,572	3.1%
Non-Personnel	\$4,837,921	\$5,282,034	\$5,071,930	(\$210,104)	-4.0%
Capital Goods Outlay	\$5,100	\$317,500	\$397,367	\$79,867	25.2%
Depreciation	\$108,762	\$0	\$0	\$0	N/A
Total Expenditures	\$29,973,765	\$31,496,128	\$32,159,463	\$663,335	2.1%
Expenditures by Fund					
General Fund	\$29,128,748	\$30,452,584	\$31,014,177	\$561,593	1.8%
Fiscal Year Grants	\$530,711	\$560,224	\$570,565	\$10,341	1.8%
Other Special Revenue	\$170,906	\$175,820	\$187,354	\$11,534	6.6%
Internal Service	\$143,400	\$307,500	\$387,367	\$79,867	26.0%
Total Expenditures	\$29,973,765	\$31,496,128	\$32,159,463	\$663,335	2.1%
Total Department FTEs	210.00	210.00	210.00	0.00	0.0%

FISCAL YEAR HIGHLIGHTS

The FY 2017 Approved Budget for the Sheriff's Office increases by \$663,335 or 2.1% over FY 2016 levels, with \$561,593 attributable to the General Fund. The increase in total expenditures is primarily due to the normal salary and benefit growth of personnel expenditures. A lower contract cost for inmate medical services is the main driver contributing to the \$210,104 decrease in non-personnel expenditures. Capital goods outlay increases by \$79,867 as result of the scheduled replacement of four department vehicles per the City fleet replacement plan. Overall, service levels remain unchanged from FY 2016.

Department Share of General Fund Operating Budget





PROGRAM LEVEL SUMMARY DATA

Expenditure Summary

Expenditures By Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	\$3,657,246	\$4,070,304	\$4,415,153	\$344,849	8.5%
Detention Center Security	\$13,767,122	\$14,078,757	\$14,414,241	\$335,484	2.4%
Detention Center Support Services	\$3,578,214	\$3,792,667	\$3,730,288	(\$62,379)	-1.6%
Field Operations	\$1,074,077	\$1,154,006	\$1,200,627	\$46,621	4.0%
Inmate Services	\$4,871,272	\$5,353,267	\$5,090,078	(\$263,189)	-4.9%
Judicial Services	\$3,025,834	\$3,047,126	\$3,309,076	\$261,950	8.6%
Total Expenditures	\$29,973,765	\$31,496,128	\$32,159,463	\$663,335	2.1%

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	FTE Change 2016 - 2017	% Change 2016 - 2017
Leadership & Management	26.00	24.00	25.00	1.00	4.2%
Detention Center Security	111.00	113.00	113.00	0.00	0.0%
Detention Center Support Services	18.00	18.00	17.00	(1.00)	-5.6%
Field Operations	9.60	9.00	9.00	0.00	0.0%
Inmate Services	22.00	23.00	24.00	1.00	4.3%
Judicial Services	23.40	23.00	22.00	(1.00)	-4.3%
Total FTEs	210.00	210.00	210.00	0.00	0.0%
Sworn Personnel	169.00	169.00	169.00	0.00	0.0%
Non-Sworn Personnel	41.00	41.00	41.00	0.00	0.0%
Total FTEs	210.00	210.00	210.00	0.00	0.0%

Net City Tax Contribution to Department

Department Related General Fund Revenues	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved	\$ Change 2016 - 2017	% Change 2016 - 2017
General Fund Expenditures	\$29,128,748	\$30,452,584	\$31,014,177	\$561,593	1.8%
Department Related General Fund Revenues					
1) Federal Revenue ¹	\$6,649,934	\$6,176,437	\$6,176,437	\$0	0.0%
2) State Revenue ²	\$5,172,985	\$5,608,022	\$5,481,192	(\$126,830)	-2.3%
3) Charges for Services ³	\$21,568	\$183,000	\$128,101	(\$54,899)	-30.0%
Total	\$11,844,487	\$11,967,459	\$11,785,730	(\$181,729)	-1.5%
Net City Tax Contribution	\$17,284,261	\$18,485,125	\$19,228,447	\$743,322	4.0%

¹ Includes Federal prisoner per diem and State Criminal Alien Assistance Program

² Includes State Compensation Board reimbursements and State prisoner per diem

³ Includes Sheriff's fees, weekenders fees, work release fees, medical co-pays and local jurisdiction prisoner per diem



LEADERSHIP & MANAGEMENT

Outcomes Supported: Achieve results that the community values
 Ensure the fiscal strength of the City Government

Lines of Business

Goals

Department Businesses Processes - Fiscal

Sheriff spends all budgetary resources authorized by City Council within the appropriate fiscal year, without overspending

Department Businesses Processes - Non-Fiscal

Sheriff meets or exceeds goal indicator targets

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,932,225	\$3,082,299	\$3,383,578
Non-Personnel	\$611,159	\$680,505	\$644,208
Capital Goods Outlay	\$5,100	\$307,500	\$387,367
Depreciation	\$108,762	\$0	\$0
Total Expenditures	\$3,657,246	\$4,070,304	\$4,415,153
% of All Funds Departmental Budget	12.2%	12.9%	13.7%
Total Program FTEs	26.00	24.00	25.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Percent of authorized budgetary resources spent within the appropriate fiscal year</i>	-	-	100.0%
<i>Percent of Sheriff's goal indicator targets met or exceeded</i>	-	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		24.00	\$4,070,304
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, one position has been re-allocated to Leadership & Management from another program. No service impact.	1.00	\$344,849
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		25.00	\$4,415,153



DETENTION CENTER SECURITY

Outcomes Supported: Reduce crime

Lines of Business

Detention Center Security

Goals

Inmates are not involved in assaults, escapes, or suicides

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$13,752,002	\$14,047,262	\$14,382,746
Non-Personnel	\$15,119	\$21,495	\$21,495
Capital Goods Outlay	\$0	\$10,000	\$10,000
Total Expenditures	\$13,767,121	\$14,078,757	\$14,414,241
% of All Funds Departmental Budget	45.9%	44.7%	44.8%
Total Department FTEs	111.00	113.00	113.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of daily cell searches</i>	25	26	25

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		113.00	\$14,078,757
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$335,484
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		113.00	\$14,414,241



DETENTION CENTER SUPPORT SERVICES

Outcomes Supported: Ensure the fiscal strength of the City Government
 Ensure all community members are treated justly and protected under the law
 Reduce crime

<u>Lines of Business</u>	<u>Goals</u>
Detention Center Facility Maintenance	Staff, inmates, and visitors avoid injuries due to facility conditions
Inmate Food Services	Inmate health is maintained per Federal, State, and Local standards
Inmate Records	Inmates are not improperly detained or erroneously released

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,931,394	\$2,054,429	\$1,977,458
Non-Personnel	\$1,646,819	\$1,738,238	\$1,752,830
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$3,578,214	\$3,792,667	\$3,730,288
% of All Funds Departmental Budget	11.9%	12.0%	11.6%
Total Department FTEs	18.00	18.00	17.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of injuries to staff, inmates, or visitors resulting from facility conditions</i>	10	0	0
<i>Number of inmates that were improperly retained or erroneously released</i>	2	0	0
<i>Thousands of dollars of savings to City Government from volunteer inmate work detail program</i>	\$100.6	\$100.6	\$100.6

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		18.00	\$3,792,667
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, one position has been re-allocated from Detention Center Support Services to another program. No service impact.	(1.00)	(\$62,379)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		17.00	\$3,730,288



FIELD OPERATIONS

Outcomes Supported: Reduce crime

Lines of Business	Goals
Inmate Transportation	All prisoners arrive to their destination without injury to themselves or to Sheriff personnel
K9 Service	Identify weapons, explosives, or other evidence relevant to City crimes
Gang Intelligence and Classification	Inmates avoid physical altercations with staff and/or inmates
Warrant	All arrests are completed without injury to Sheriff personnel or clients

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$1,072,847	\$1,150,726	\$1,197,347
Non-Personnel	\$1,231	\$3,280	\$3,280
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$1,074,077	\$1,154,006	\$1,200,627
% of All Funds Departmental Budget	3.6%	3.7%	3.7%
Total Department FTEs	9.60	9.00	9.00

Performance Measures	FY 2015 Actual	FY 2016 Estimate	Target
<i>Number of K9 searches that result in identification of weapons, explosives, or other evidence relevant to City crimes</i>	0	0	2
<i>Percent of arrests that are completed without injury to Sheriff personnel or clients</i>	100.0%	100.0%	100.0%
<i>Percent of prisoners that arrive to their destination without injury to themselves or Sheriff personnel</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		9.00	\$1,154,006
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay.	0.00	\$46,621
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		9.00	\$1,200,627



INMATE SERVICES

Outcomes Supported: Ensure all community members are treated justly and protected under the law
Reduce crime

<u>Lines of Business</u>	<u>Goals</u>
Inmate Classification and Housing	Inmates avoid physical altercations with staff and/or inmates
Inmate Health	Inmate health is maintained per Federal, State, and Local standards
Inmate Programs	Inmates participate in reentry programs (Sober Living, Educational, Life Skills)

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$2,320,032	\$2,530,751	\$2,455,961
Non-Personnel	\$2,551,241	\$2,822,516	\$2,634,117
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$4,871,272	\$5,353,267	\$5,090,078
% of All Funds Departmental Budget	16.3%	17.0%	15.8%
Total Department FTEs	22.00	23.00	24.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Average daily inmate population</i>	397	390	N/A
<i>Percent of inmates meeting Federal, State, and Local standards of health</i>	100.0%	100.0%	100.0%
<i>Percent of inmates who participate in re-entry programs</i>	22.0%	22.0%	22.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		23.00	\$5,353,267
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders, turnover savings and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. Operation costs for this program slightly decrease without any service implications. In addition, one position has been re-allocated to Inmate Services from another program. No service impact.	1.00	(\$88,189)
[Continued on next page]			



INMATE SERVICES

PROGRAMMATIC ADJUSTMENTS

[Continued from previous page]

Service / Line of Business	Description	FTE Impact	Cost Modification
Inmate Health	Reduce medical contract funding. This adjustment lowers the amount budgeted for contracted medical services for prisoners in the jail. Historically the amount budgeted has not been fully spent each year. This reduction is not anticipated to affect service levels and would align the budget with historical expenditures.	0.00	(\$175,000)
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		24.00	\$5,090,078



JUDICIAL SERVICES

Outcomes Supported: Ensure all community members are treated justly and protected under the law
Reduce crime

Lines of Business

Goals

Courthouse Security	Court proceedings occur without violent incidents
Legal Process	Subpoenas are successfully served to individuals needed for court proceedings

	FY 2015 Actual	FY 2016 Approved	FY 2017 Approved
Expenditure By Character			
Personnel	\$3,013,481	\$3,031,126	\$3,293,076
Non-Personnel	\$12,353	\$16,000	\$16,000
Capital Goods Outlay	\$0	\$0	\$0
Total Expenditures	\$3,025,834	\$3,047,126	\$3,309,076
% of All Funds Departmental Budget	10.1%	9.7%	10.3%
Total Department FTEs	23.40	23.00	22.00
	FY 2015 Actual	FY 2016 Estimate	Target
Performance Measures			
<i>Number of individuals needed for court proceedings to whom subpoenas are successfully served</i>	3,217	3,300	3,300
<i>Percent of court proceedings that occur without violent incidents</i>	100.0%	100.0%	100.0%

MAINTAINING CURRENT SERVICE LEVELS

TOTAL FY 2016 APPROVED ALL FUNDS PROGRAM BUDGET		23.00	\$3,047,126
Current Service Adjustment	Description	FTE Impact	Cost Modification
Maintaining current service levels	Maintain current levels of service delivery with personnel related adjustments (e.g. health coverage, salaries, merit adjustments, career ladders and other fringe benefits), non-personnel resources (e.g. contract administration, fuel costs, rental and lease agreements), and capital goods outlay. In addition, one position has been re-allocated from Judicial Services to another program. No service impact.	(1.00)	\$261,950
TOTAL FY 2017 APPROVED ALL FUNDS PROGRAM BUDGET		22.00	\$3,309,076



Approved FY 2017 – FY 2026 Capital Improvement Program Overview

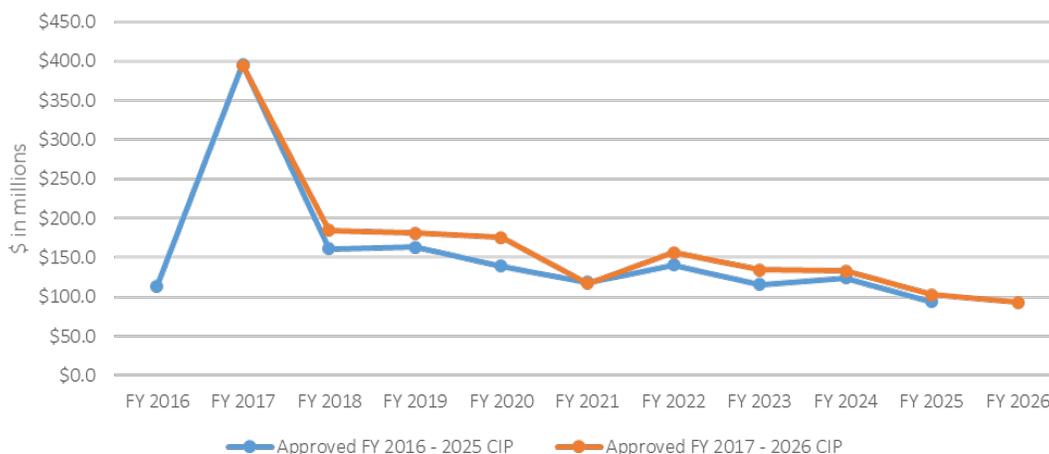
APPROVED CIP OVERVIEW

The City Council’s Approved FY 2017 – 2026 Capital Improvement Program (CIP) totals \$1.672 billion. The Approved CIP maintains 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 to support capital infrastructure needs and new operating costs associated with new transportation capital projects. It also reflects the additional two cents that Council added to the real estate tax rate in CY 2016 to exclusively fund additional facility and infrastructure capital needs. The City Council’s Approved FY 2017 – 2026 CIP is a balanced ten-year plan in that all projects have identified funding sources.

The City Council’s Approved FY 2017 – 2026 CIP also continues planned funding for the Potomac Yard Metrorail Station. The Approved CIP includes a \$50 million low cost, flexible loan from the Virginia Infrastructure Transportation Bank (VTIB) to support the construction of the Potomac Yard Metrorail Station. The loan, awarded through a competitive project review process, was provided to the City at a 2.17% interest rate – this loan, coupled with a proposed Federal TIFIA loan request of up to \$88 million, would reduce the amount of General Obligation Bond borrowing required for station construction, as well as reduce debt service costs. Both the VTIB loan, General Obligation Bonds and TIFIA loans will be repaid with incremental taxes, revenue from Special Tax Districts, real estate property appreciation, as well as planned developer contributions associated with Potomac Yard. Additionally, Northern Virginia Transportation Authority (NVTA) funding is anticipated to be available to offset project costs. General Fund revenues will not be used or needed to fund repayment of debt issued for Potomac Yard.

The Approved FY 2017 – 2026 Capital Improvement Program totals \$1.672 billion, which represents a \$105.3 million, or 6.72%, increase from the Approved FY 2016 - 2025 CIP. The Approved FY 2017 – 2026 CIP represents a continued commitment to the CIP adopted by City Council in May 2015.

Last Year's CIP Compared to Approved CIP





Approved FY 2017 – FY 2026 Capital Improvement Program Overview

Supporting the City Strategic Structure

The City Manager's Approved FY 2017 – 2026 CIP supports City's strategic plan and structure. In the Approved FY 2017 - 2026 Capital Improvement Program document, each individual project provides information on the City Strategic Goal(s) and Long-Term Outcome(s) that the project supports. By supporting these Strategic Goals and Long-Term Outcomes, the City ensures that capital investments are being prioritized and balances the future capital infrastructure needs in the City with available resources.

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 also brings new opportunities), the Approved FY 2017 – 2026 CIP divides revenue sources into three different types as noted below, with the table on the next page providing more detailed information.

- **Unrestricted City funds (\$988.3 million)** - Includes general cash sources and General Obligation Bond revenues for the base CIP program.
- **Restricted City funds (\$255.2 million)** - Includes both cash and General Obligation 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 (\$428.3 million)** generally include State and Federal grants (including NVTA funding), private developer capital contributions, and revenues from the City's telecommunication financial agreement with Comcast. These revenues are also restricted in their use.

The City's financing plan has a 41% cash / 59% borrowing structure in this year's 10-year plan. In the first five years of the plan when outside funding sources are more certain, the City's financing plan has a 43% cash / 57% borrowing structure.

In municipal finance, there are no generally recognized specific mathematical benchmarks for cash capital funding. The bond rating agencies view of cash capital is positive, but the bond rating agencies do not set minimum threshold expectations. In general, the City considers having an overall CIP which is 25% cash capital from all cash sources as very healthy.



Approved FY 2017 – FY 2026 Capital Improvement Program Overview

Revenues	Last Year		Approved	Difference
	FY 2016 - FY 2025	FY 2017 - FY 2026	FY 2017 - FY 2026	FY 2017 - FY 2016
Unrestricted				
Cash Sources (Including G/F Transfer)	\$ 204,862,733	\$ 291,924,060	\$ 291,924,060	\$ 87,061,327
G.O. Bonds	\$ 714,035,279	\$ 696,420,587	\$ 696,420,587	\$ (17,614,692)
<i>Subtotal, Unrestricted City Revenues</i>	<i>\$ 918,898,012</i>	<i>\$ 988,344,647</i>	<i>\$ 988,344,647</i>	<i>\$ 69,446,635</i>
Restricted				
Potomac Yard (Cash Sources)	\$ 3,000,000	\$ -	\$ -	\$ (3,000,000)
Potomac Yard (GO Bonds)*	\$ 154,000,000	\$ 154,000,000	\$ 154,000,000	\$ (0)
Potomac Yard (VTIB Loan)	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ -
Sanitary Sewer (Cash Sources)	\$ 10,300,000	\$ 10,900,000	\$ 10,900,000	\$ 600,000
Sanitary Sewer (GO Bonds)	\$ 78,920,000	\$ 78,420,000	\$ 78,420,000	\$ (500,000)
Transportation Improvement Program (Cash Sources)	\$ 10,200,000	\$ 10,550,000	\$ 10,550,000	\$ 350,000
Transportation Improvement Program (GO Bonds)	\$ 5,400,000	\$ 750,000	\$ 750,000	\$ (4,650,000)
Code Fund	\$ 1,750,000	\$ -	\$ -	\$ (1,750,000)
Pension Administrative Fees	\$ -	\$ 550,000	\$ 550,000	\$ 550,000
<i>Subtotal, Restricted City Revenues</i>	<i>\$ 313,570,001</i>	<i>\$ 305,170,000</i>	<i>\$ 305,170,000</i>	<i>\$ (8,400,001)</i>
Non-City				
NVTA 70%	\$ 157,450,000	\$ 151,050,000	\$ 151,050,000	\$ (6,400,000)
NVTA 30%	\$ 41,825,000	\$ 39,550,000	\$ 39,550,000	\$ (2,275,000)
Other State and Federal Grants	\$ 38,483,977	\$ 97,626,487	\$ 97,626,487	\$ 59,142,510
Private Capital Contributions	\$ 87,335,105	\$ 83,188,605	\$ 83,188,605	\$ (4,146,500)
Comcast Revenues	\$ 8,910,000	\$ 6,860,000	\$ 6,860,000	\$ (2,050,000)
<i>Subtotal, Non-City Revenues</i>	<i>\$ 334,004,082</i>	<i>\$ 378,275,092</i>	<i>\$ 378,275,092</i>	<i>\$ 44,271,010</i>
Total, All Revenue Sources	\$ 1,566,472,095	\$ 1,671,789,739	\$ 1,671,789,739	\$ 105,317,645

*Amount would be reduced if proposed Federal TIFIA load of up to \$88 million is approved by the U.S. Department of Transportation.

Approved FY 2017 – FY 2026 Capital Improvement Program Overview



Project Categorization

The Approved FY 2017 – 2026 CIP addresses three broad areas of expenditure:

- Protection of the City’s investment in existing public facilities or infrastructure (physical assets) through capital maintenance or renovations;
- Planning and construction of major new public facilities and infrastructure, including new or replacement information technology systems; and
- Alexandria City Public Schools capital infrastructure needs.

The Approved FY 2017 – 2026 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 2016 – 2025 CIP.

Project Category	Total FY 2017 - 2026
Category 1 - Asset Maintenance	\$ 387,712,943
Category 2 - Renovations/Existing Assets	\$ 68,895,600
Category 3 - New Facilities	\$ 815,207,818
Alexandria City Public Schools	\$ 273,988,551
Information Technology Plan	\$ 51,924,240
CIP Contingency	\$ 74,060,587
Total, All Categories	\$ 1,671,789,739

Similar to FY 2016, the Office of Management and Budget categorized projects into one of three categories, as well as Alexandria City Public Schools (ACPS) funding and the City’s Information Technology (IT) Plan. The distribution of funding across the different categories, IT, and ACPS is shown to the right. Categories are defined as follows:

- **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;
- **Alexandria City Public Schools (ACPS)** – represents the total of all Approved ACPS funding; and
- **Information Technology Plan** – projects included in the ten-year plan that are Information Technology related.

Beyond basic capital maintenance issues, the Approved FY 2017 – 2026 CIP reflects a vision for the City’s future. The FY 2017 CIP decision making process included an initial effort to integrate the capital plan with City Council’s guidance, the Strategic Plan and budget guidance, and many of these projects are considered new facilities, or Category 3 projects. Of the \$815.2 million in Category 3 projects, \$512.9 million (from both City and non-City sources) is for new and expanded transportation and transit infrastructure projects, including construction of the Potomac Yard Metrorail



Approved FY 2017 – FY 2026 Capital Improvement Program Overview

Station (Strategic Plan Goal 1 – Economic Development) and the Beaugard/West End Transit Corridor (Strategic Plan Goal 3 – Transportation).

Other significant Category 3 projects include:

- Funding is included capital infrastructure improvements associated with the Waterfront Plan Implementation (\$63.6 million)
- Major City Hall infrastructure improvements in FY 2020 – 2023 (\$34.8 million)
- Four fire station rebuilds, and construction of one new fire station in the Beaugard Corridor (paid for primarily through development contributions) in FY 2017 – 2026 (\$61.1 million)
- Chinquapin Aquatics Center improvements in FY 2017 – 2018 (\$22.4 million)

Identified Capital Infrastructure Investments Not Funded

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 limits on 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 FY 2017 -2026 CIP. These costs could reach \$200 million - \$300 million over the next two to three decades.

Additionally, while the Approved FY 2017 -2026 CIP for ACPS is only \$17.2 million less than the School Board FY 2017 – 2026 CIP adopted on December 8, 2015, there is a \$60.0 million difference when comparing the first five years of the plan. The table below shows the difference between the City Approved CIP and the School Board Adopted CIP for FY 2017 – 2021 only.

Capital Improvement Program	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Approved City FY 2017 - 2026 CIP	\$ 44,193,550	\$ 32,500,000	\$ 31,900,000	\$ 14,875,000	\$ 15,000,000
School Board Approved FY 2017 - 2026 CIP	\$ 44,193,550	\$ 51,107,183	\$ 36,450,800	\$ 45,945,960	\$ 20,731,294
Difference: City Approved - School Board	\$ -	\$ (18,607,183)	\$ (4,550,800)	\$ (31,070,960)	\$ (5,731,294)

Adhering to budget guidance and working with limited City resources does not allow for funding all the identified needs. A listing of all unfunded capital infrastructure requests as identified through the FY 2017 budget development process can be found in the Appendices of the full CIP document.



Approved FY 2017 – FY 2026 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 2017) 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 2017 – FY 2026

In developing the Approved FY 2017 – 2026 CIP, there were some general guidelines followed in developing the balanced 10-year plan. These guidelines included:

- Using the City Council Approved FY 2016 – 2025 CIP as the “base” for the City Approved FY 2017 – 2026 CIP;
- Incorporating City Council guidance into the plan;
- Working to align projects with our City’s Strategic Plan and City Manager’s budget priorities;
- Preserving and maintaining our City’s existing physical assets;
- Addressing Washington Metropolitan Area Transportation Authority (WMATA) capital needs; and
- Keeping the self-funded proposed Potomac Yard Metrorail Station a priority capital project.

Approved FY 2017 – FY 2026 Capital Improvement Program Overview



Development of Approved CIP

The development of the Approved FY 2017 – 2026 CIP began in August 2015, with the submission of project requests by departments. Project requests encompass both new projects and already existing projects that had planned funding in Year(s) 2 – 10 of the previously approved FY 2016 – 2025 CIP. Full project submissions were due in mid-September 2015.

During the fall of 2015, two groups began meeting to discuss and make recommendations on the development of the CIP. First, the Peer Technical Review Committee met to discuss the various details of submitted projects. The Peer Technical Review Committee consists of subject matter experts from the more capital project intensive departments in the City (for example, the Department of Transportation & Environmental Services). The committee discussed submitted projects, areas of synergy among submitted projects and the available resources to fund submitted projects. The members of the Peer Technical Review Committee reported back their insights and recommendations to their department’s representative on the CIP Steering Committee.

The CIP Steering Committee is the second body, and recommends the project composition and funding levels of the Proposed CIP to the City Manager. This committee consists of members of the City Manager’s Office and the department heads of the most capital project intensive departments in the City. For the FY 2017 – 2026 CIP Development process, the committee included department heads from the Department of General Services; Recreation, Parks & Cultural Activities; the Department of Transportation & Environmental Services; the Department of Information Technology Services; and the Office of Planning & Zoning.

The CIP Steering Committee met throughout the fall 2015 and winter 2015/2016 to craft a balanced CIP recommendation for the City Manager and to outline major policy issues facing the CIP. The committee presented its recommendation to the City Manager in January 2016. Subsequently, the City Manager worked with OMB to finalize the project composition and funding levels recommended in the Proposed FY 2017 – 2026 CIP.

The City Manager presented the Proposed Operating Budget and CIP on February 23rd to City Council. City Council and City staff held a series of budget worksessions in March, April and May to provide additional detail on the proposed budgets. Council had the opportunity to make changes to the Operating Budget and CIP through two Add/Delete meetings and then approved the budget on May 5th.

CIP Development Timeline

AUGUST 2015	<i>CIP Budget Kick-Off: Departments Develop and Submit Initial Project Requests</i>
SEPTEMBER 2015	<i>Full Project Submissions Due from Departments</i>
OCTOBER 2015	<i>OMB Review of Project Submissions</i>
NOVEMBER 2015	<i>Peer Technical Review Committee and CIP Steering Committee Begin Meeting</i>
DECEMBER 2015	<i>CIP Steering Committee Develops Recommendation to City Manager</i>
JANUARY 2016	<i>CIP Steering Committee Presents Recommendation to City Manager</i>
FEBRUARY 2016	<i>City Manager Finalizes Decisions on Proposed CIP and OMB Prepares CIP Budget Document</i>
MARCH 2016	<i>City Council and City Staff Hold Budget Worksessions</i>
APRIL 2016	<i>City Council and City Staff Hold Budget Worksessions</i>
MAY 2016	<i>City Council Conducts Add/Delete Process CIP Approved on May 5th</i>



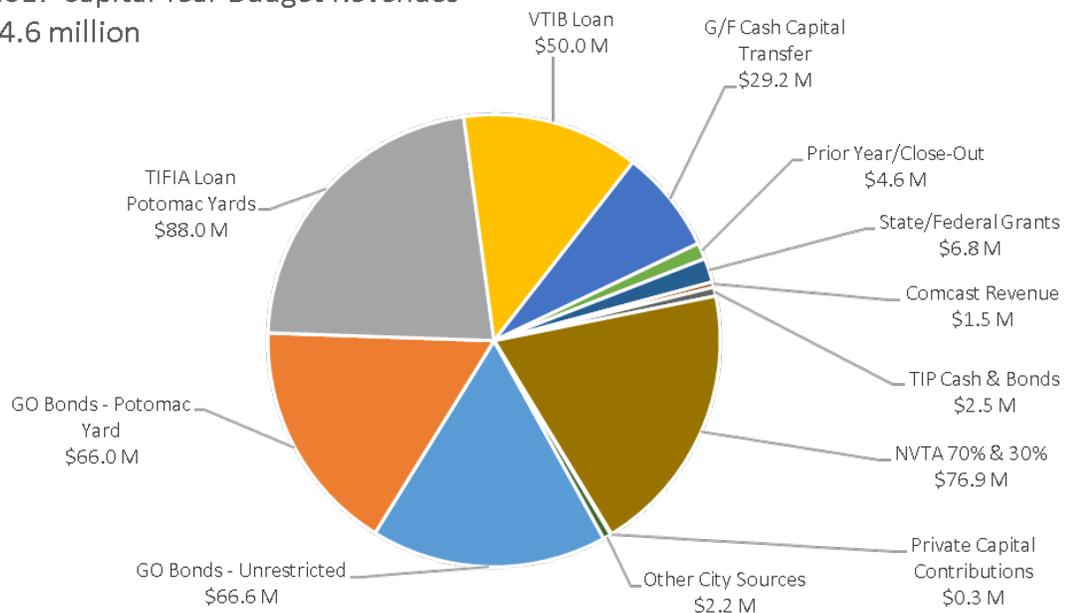
Approved FY 2017 – FY 2026 Capital Improvement Program Overview

FY 2017 APPROVED CIP SOURCES AND USES

FY 2017 Capital Year Budget Revenues (Sources)

The total Approved CIP for FY 2017 is \$394.6 million; a \$1.7 million decrease from FY 2017 in last year’s planned CIP. **A listing of all revenues included in the FY 2017 -2026 CIP including the FY 2017 Capital Year Budget can be found on pages 71-85 of the full CIP document.**

FY 2017 Capital Year Budget Revenues
\$394.6 million



Revenue highlights of the Approved FY 2017 Capital Year Budget expenditures include:

- FY 2017 revenues are split between borrowing (68.9%) and cash sources (31.1%). In municipal finance, there are no generally recognized specific mathematical benchmarks for cash capital funding. In general we consider having an overall CIP which is 25% cash capital from all cash sources very healthy.
- The General Fund Cash Capital Transfer amount is \$23.8 million, or 4.01% of General Fund Expenditures. In January 2015, City Council set a target of 2.5%, and a minimum of 2.0% (which would have been equal to \$13.57 million).
- During the Add/Delete Process, City Council added three cents to the Real Property Tax Rate, increasing the rate to \$1.073 per \$100 of assessed value. Revenue from two cents of the three cent increase will be used to fund priority capital projects. The increased tax rate will generate \$10.2 million in additional revenue for the CIP in FY 2017. Of this \$10.2 million, \$9.9 million will be used to provide additional cash capital funding and \$0.3 million will be used to fund debt service for an additional \$5.2 million in bonds. In total, \$15.1 million in project funding will be added for projects in FY 2017.
- Non-City revenues sources, including Comcast revenues, State/Federal grants and Northern Virginia Transportation Authority (NVTA) revenues total \$135.8 million.

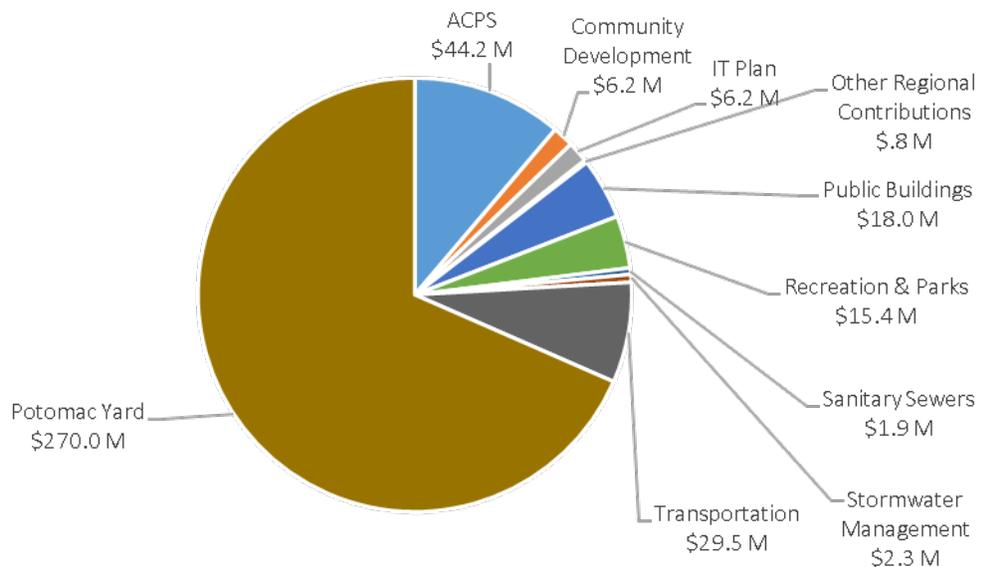
Approved FY 2017 – FY 2026 Capital Improvement Program Overview



FY 2017 Capital Year Budget Expenditures (Uses)

The total Approved CIP expenditures for FY 2017 are \$394.6 million which represents a \$1.7 million decrease from FY 2016 in last year’s planned CIP. If the Potomac Yard Metrorail Station is excluded from the total FY 2017 CIP amount, the balance of the CIP for FY 2017 totals \$124.6 million. FY 2017 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 2017 -2026 CIP including the FY 2017 Capital Year Budget can be found on pages 43-51 of the full CIP document.** The pie chart and the narrative below detail only FY 2017 Capital Year Budget highlights by CIP document section.

FY 2017 Capital Year Budget Expenditures
\$394.6 million



Project highlights of the Approved FY 2017 Capital Year Budget expenditures include:

- **Alexandria City Public Schools (\$44.2 million FY 2017 Capital Year Budget)**
 - A total of \$44.2 million in ACPS projects are funded in FY 2017, which fully funds the amount requested by ACPS for FY 2017 in their Approved FY 2017 – FY 2026. The City Approved CIP funds ACPS at \$12.2 million above the planned level in last year’s CIP.

- **Transportation (\$29.5 million FY 2017 Capital Year Budget, \$299.5 million including Potomac Yard)**
 - \$8.5 million to support the WMATA Capital Improvement Program. City support for WMATA also includes the use of an additional \$4.0 million in Northern Virginia Transportation Commission (NVTC) funds which are not formally appropriated by City Council.



Approved FY 2017 – FY 2026 Capital Improvement Program Overview

- \$6.7 million for Street reconstruction and resurfacing. Resurfacing of lane miles will increase from an estimated 22 miles in FY 2014, to over 55 miles in FY 2017.
- \$270.0 million for funding of the Potomac Yard Metrorail Station, from NVTA 70% and VTIB Loan and GO Bonds paid for by Potomac Yard Special Tax District revenues.
- \$5.3 million for Dash Bus Fleet Replacements

- **Recreation and Parks (\$15.4 million FY 2017 Capital Year Budget)**
 - \$4.5 million to begin construction of Chinquapin Aquatics Center
 - \$2.2 million for renovations of Warwick Pool
 - \$1.3 million for investments in Open Space Acquisition opportunities

- **Public Buildings (\$18.0 million FY 2017 Capital Year Budget)**
 - \$10.9 million for identified maintenance and repair projects, as part of the City's Capital Facilities Maintenance Programs (CFMPs)
 - \$0.8 million to conduct high priority repairs at City Hall
 - \$0.2 million to continue on-going assessment of City facilities

- **Information Technology Plan (\$6.2 million FY 2017 Capital Year Budget)**
 - \$0.8 million to continue studying and potentially implement Municipal Fiber
 - \$2.0 million is budgeted to maintain the City's network, with \$1.5 million of those costs offset by Comcast revenue earmarked for network infrastructure improvements.
 - \$0.2 million to begin implementation of a new Customer Relationship Management system

- **Sanitary Sewers and Stormwater Management (\$4.2 million FY 2017 Capital Year Budget)**
 - \$0.8 million to continue work on Lake Cook Stormwater Management
 - \$0.6 million to continue work at Cameron Station Pond

- **Community Development (\$6.2 million FY 2017 Capital Year Budget)**
 - \$2.5 million to complete the capping and dredging portion of the Oronoco Outfall Remediation project
 - \$1.0 million to continue implementation of the Waterfront Small Area Plan, including funds for the Interim Fitzgerald Square project
 - \$0.6 million to begin infrastructure planning and air quality analysis in the Eisenhower West/Landmark Van Dorn area

- **Other Regional Contributions (\$0.8 million FY 2017 Capital Year Budget)**
 - \$0.39 million in capital improvements for the Northern Virginia Regional Parks Authority (NVRPA) and \$0.35 million in capital improvements at the Northern Virginia Community College (NVCC) are included in the City Manager's Approved CIP.
 - \$0.1 million for the City's final capital payment for Peumansend Creek Regional Jail



Approved FY 2017 – FY 2026 Capital Improvement Program Overview

FY 2017 – 2026 APPROVED CIP SOURCES AND USES

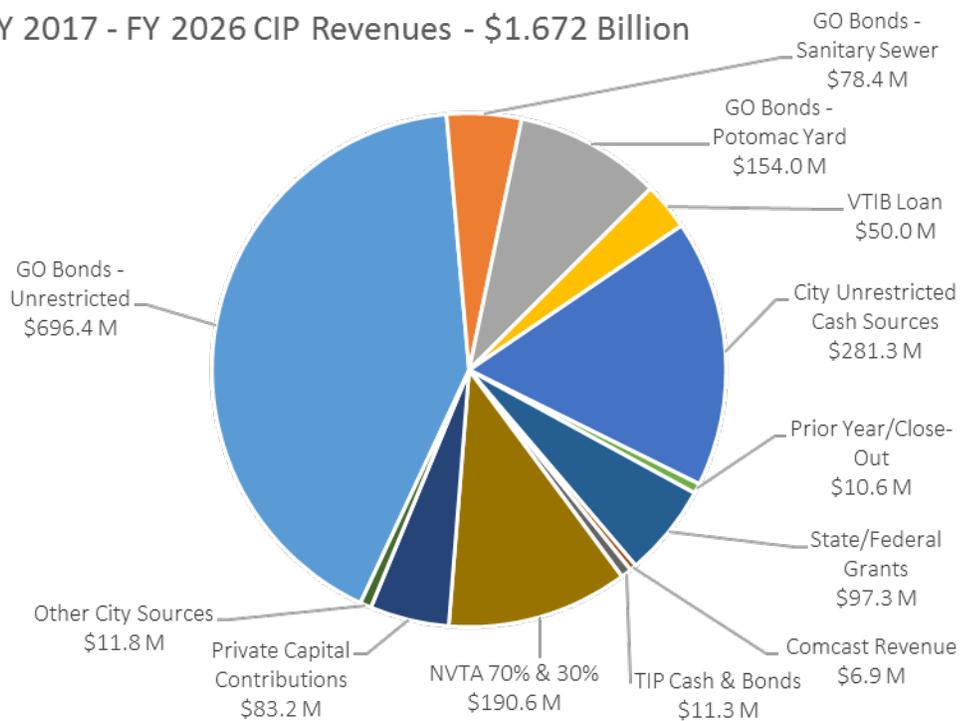
FY 2017 – 2026 Capital Improvement Program – Ten-Year Sources and Uses Overview

The total Approved CIP for FY 2017 – 2026 is \$1.672 billion; a \$105.3 million increase over last year’s approved CIP. This represents 6.72% increase over last year’s plan. **A listing of all funding sources included in the FY 2017 - 2026 CIP can be found on pages 71-85 of the full CIP document.** The narrative below provides only highlights of the 10-year plan revenues and expenditures.

FY 2017 – 2026 CIP Revenue (Sources) highlights include:

- Budgeting \$50.0 million in FY 2017 for a low cost loan awarded to the City from the Virginia Transportation infrastructure Bank (VTIB) for the Potomac Yard Metrorail Station project. The proposed federal TIFIA loan of up to \$88 million for the Potomac Yard Metrorail Station is not yet reflected.
- Continued use of Northern Virginia Transportation Authority (NVTA) for both regional (Potomac Yard Metrorail Station, Transit Corridor “C” – West End Transitway) and local (DASH bus replacements). A total of \$190.6 million is budgeted from NVTA sources in the FY 2017 – 2026 Approved CIP.
- The General Fund Cash Capital Transfer is above the City Council approved target of 2.5% of General Fund expenditures annually, averaging 3.6% over the ten-year plan. The percentage as it relates to total General Fund expenditures in FY 2017 is 4.01%. This is due to the anticipated revenue from the two cent increase on the Real Property Tax Rate that City Council has asked to be used to increase funding to priority capital projects.
- Private development contributions supporting capital infrastructure projects throughout the City totals \$83.2 million.

FY 2017 - FY 2026 CIP Revenues - \$1.672 Billion

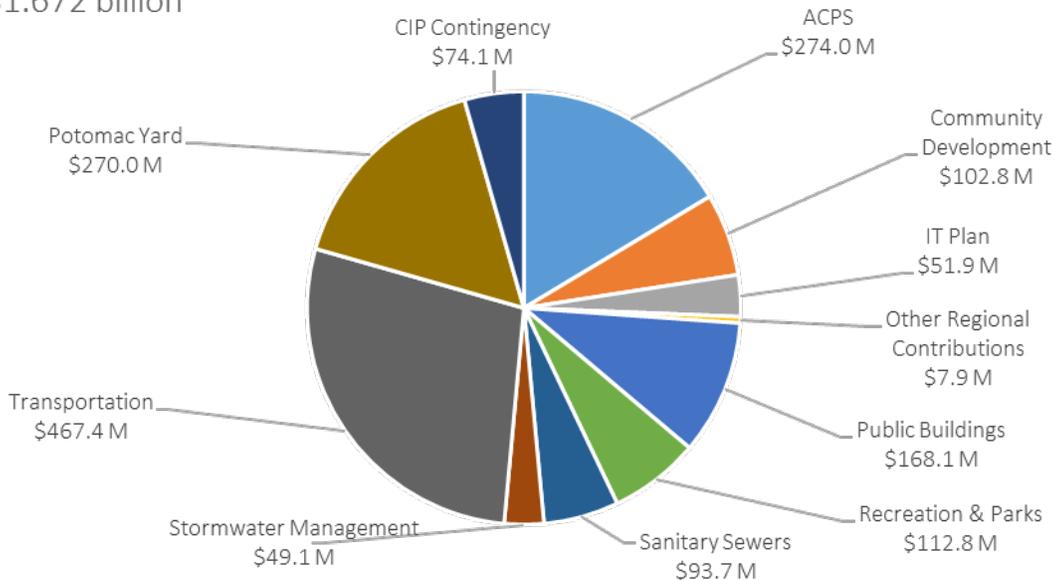


Approved FY 2017 – FY 2026 Capital Improvement Program Overview



FY 2017 – 2026 CIP Project (Uses) highlights include:

FY 2017 - FY 2026 Capital Budget Expenditures
\$1.672 billion



- Continuation of the Potomac Yard Metrorail Station project, with \$270.0 million budgeted in FY 2017 (total estimated project costs including prior year funding are \$285.9 million).
- Funding for Alexandria City Public Schools total \$274.0 million over the life of the 10-year plan.
- Sanitary Sewer and Stormwater funding totals \$142.9 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 two to three decades.
- Funding to begin implementation of the Waterfront Plan totals \$63.6 million in the ten-year plan.
- WMATA capital funding totaling \$110.8 million. This amount does not include \$40.0 million over the ten-year plan from NVTC proceeds from state and gas tax funding which the City will use to offset the increased costs, and also do not include a substantial investment annually made directly to WMATA from the Commonwealth of Virginia. Adoption of new Capital Funding Agreement (CFA) could significantly impact the necessary capital contribution to WMATA in future years.



Approved FY 2017 – FY 2026 Capital Improvement Program Overview

DEBT RATIOS, CASH CAPITAL, & DEBT SERVICE

The Approved FY 2017 – 2026 Capital Improvement Program assumes a substantial amount of borrowing (\$980 million) to fund the capital infrastructure needs identified throughout this document. Included in that amount are \$154.0 million in bonds for the Potomac Yard Metrorail Station backed by Potomac Yard Special Tax District Revenues, \$50.0 million from a Virginia Transportation Infrastructure Bank loan for Potomac Yard (at a 2.17% interest rate) also backed by Potomac Yard Special Tax District Revenues, and \$78.4 million in bonds for Sanitary Sewer projects backed by the Sewer Line Maintenance Fee and Sewer Line Connection Fees.

A total of \$696.4 million in bonds are planned over the ten years for other City projects, including Alexandria City Public Schools capital infrastructure needs (borrowing comprises \$234 million of future ACPS capital costs in the ten-year plan, primarily associated with school capacity and modernization projects). While the ten-year CIP includes additional borrowing, the plan also assumes the re-payment of \$607.0 million in principal payments on prior year and planned bond issuances. The debt service on these bonds is paid back through the City's General Fund. Based on prior reviews by, and discussions with Moody's and Standard & Poor's bond rating agencies, this amount of debt is consistent with debt ratios that support the City's hard-earned AAA/Aaa bond ratings. Additional borrowing will impact the annual operating budget through increased debt service payments.

City Council Approved Debt Ratios

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 as planned to account for the self-funded Potomac Yard Metrorail Station borrowing for the Debt as a Percentage of Fair Market Real Property Value and Debt Service as a Percentage of General Government Expenditure ratios. This plan at this time is not consistent with the Debt as a Percentage of Total Personal Income ratio in FY 2018 – FY 2024, due to significant revisions and changes in methodology by the Bureau of Economic Analysis for the calculation of total personal income. Revisions to the debt ratios guidelines will be proposed during 2016 as a result of the projected debt issuance for the planned Potomac Yard Metrorail Station and revisions by the Federal government in total personal income data calculations.

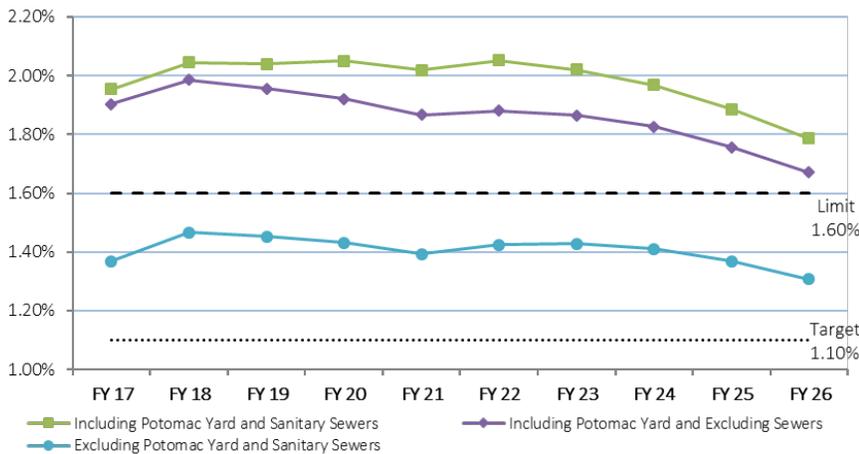


Approved FY 2017 – FY 2026 Capital Improvement Program Overview

City Council Approved Debt Limits

Debt as a Percentage of Fair Market Real Property Value
Target = 1.1 percent; Limit = 1.6 percent; FY 2017 = 1.37 percent

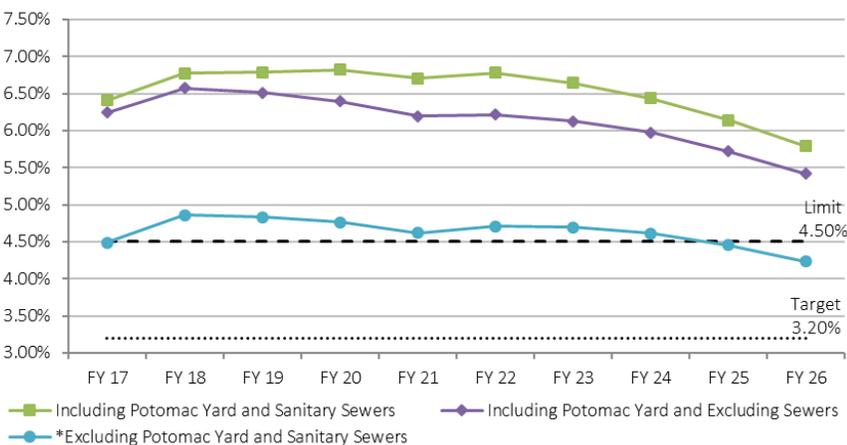
Debt as a Percentage of Fair Market Real Property Value



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 2017 = 4.49 percent

Debt as a Percentage of Total Personal Income



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’s Total Personal Income data comes from analysis conducted by the U.S. Department of Commerce’s Bureau of Economic Analysis (BEA). Starting this year, there has been a significant change in the BEA’s methodology for calculating total personal income, which has resulted in a reduction in Alexandria’s total personal income and

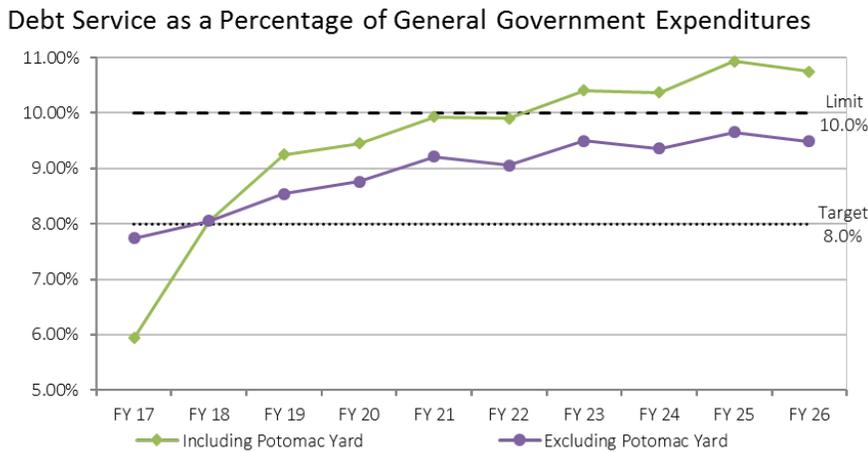
correspondingly increased the City debt as a percentage of total personal income. Factoring in these changes, the Approved CIP is not in compliance for the Debt as a Percentage of Total Personal Income ratio for FY 2018 – FY 2024. The Total Personal Income ratio will need to be part of the City’s discussion on revising debt ratios that will occur this year.

Approved FY 2017 – FY 2026 Capital Improvement Program Overview



City Council Approved Debt Limits (Continued)

Debt Service as a Percentage of General Government Expenditures
Target = 8.0 percent; Limit = 10.0 percent; FY 2017 = 7.74 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 excluding Potomac Yard Metrorail Station debt.



Approved FY 2017 – FY 2026 Capital Improvement Program Overview

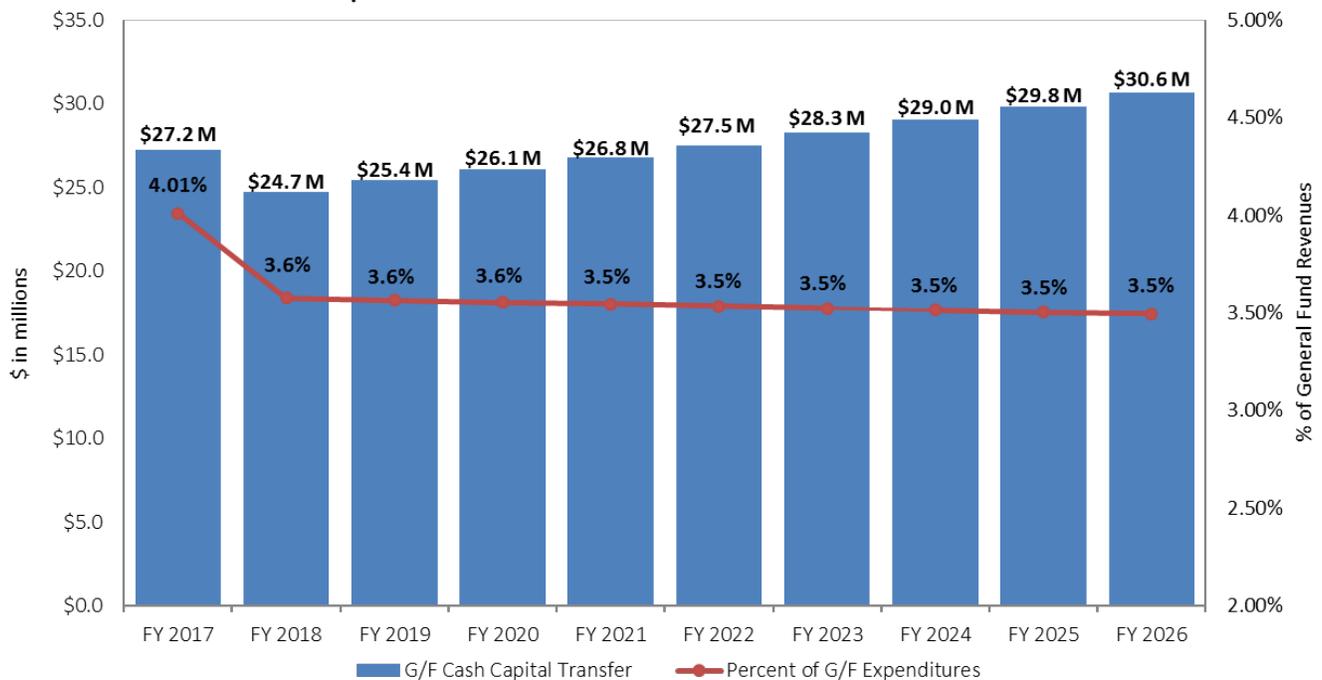
General Fund Cash Capital Transfer

As part of FY 2017 budget guidance, City Council provided City staff with a General Fund Cash Capital Transfer target of 2.5% and a “floor” of 2.0% of General Fund expenditures to support the CIP. Providing a minimum and a target ensures that cash capital will be maintained at an acceptable level, while maintaining flexibility in setting budget priorities between the annual General Fund Operating Budget and annual cash capital transfer from the General Fund to the CIP.

This cash capital policy provides City staff the flexibility to develop sustainable and affordable General Fund support to the CIP through debt service paid on General Obligation Bonds and a recurring cash capital transfer supporting City Council capital infrastructure priorities in the ten-year CIP. Furthermore, this policy ties the cash capital closely to the General Fund, and allow cash capital to grow or decrease proportionally with the General Fund, while still providing the necessary resources to maintain the City's capital infrastructure.

The chart below details the planned level of the General Fund Cash Capital Transfer in each year of the CIP along with the percentage of estimated General Fund expenditures comprised by the General Fund Cash Capital Transfer. It is important to note that the General Fund Cash Capital Transfer is only a small portion of all cash sources used to finance the ten-year plan.

General Fund Cash Capital Transfer - FY 2017 - 2026





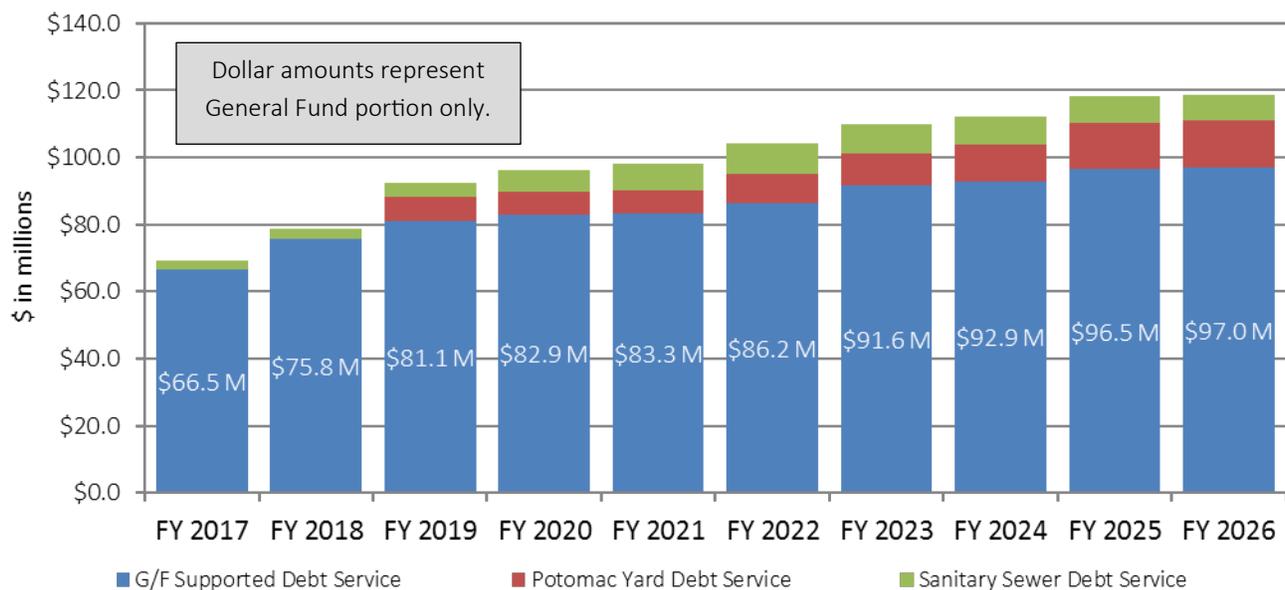
Approved FY 2017 – FY 2026 Capital Improvement Program Overview

Debt Service

While the City stays within the fiscally prudent self-imposed debt guidelines for General Fund supported projects which excludes 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 debt service continues to grow (as evidenced 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 details on the projected debt service payments for both existing debt (issued through FY 2016) and planned debt (FY 2017 through FY 2026).

Debt service is broken down into three categories – General Debt Service, Sanitary Sewer Debt Service, and Potomac Yard Debt Service (which includes debt service on the VTIB loan). In FY 2017, \$69.1 million is estimated for debt service payments, an increase of \$5.5 million over last year’s debt service payments. Of the \$69.1 million total, \$2.6 million will be paid from the Sanitary Sewer Fund. Potomac Yard debt service does not begin until at least FY 2019.

Debt Service - FY 2017 - 2026 General Fund, Sanitary Sewers, Potomac Yard



Debt Service (\$ in millions)	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
G/F Supported Debt Service	\$66.5	\$75.8	\$81.1	\$82.9	\$83.3	\$86.2	\$91.6	\$92.9	\$96.5	\$97.0
Potomac Yard Debt Service	\$0.0	\$0.0	\$7.0	\$7.0	\$7.0	\$8.9	\$9.6	\$10.9	\$13.8	\$13.9
Sanitary Sewer Debt Service	\$2.6	\$3.0	\$4.1	\$6.4	\$7.8	\$9.1	\$8.9	\$8.5	\$8.1	\$7.7
Total Debt Service	\$69.1	\$78.8	\$92.3	\$96.3	\$98.1	\$104.2	\$110.1	\$112.3	\$118.4	\$118.7
Total/\$ Change Over Prior Year	\$5.5	\$9.8	\$13.5	\$4.0	\$1.7	\$6.2	\$5.8	\$2.3	\$6.0	\$0.3
Total/% Change Over Prior Year	8.7%	14.1%	17.1%	4.4%	1.8%	6.3%	5.6%	2.1%	5.4%	0.3%



Approved FY 2017 – FY 2026 Capital Improvement Program Overview

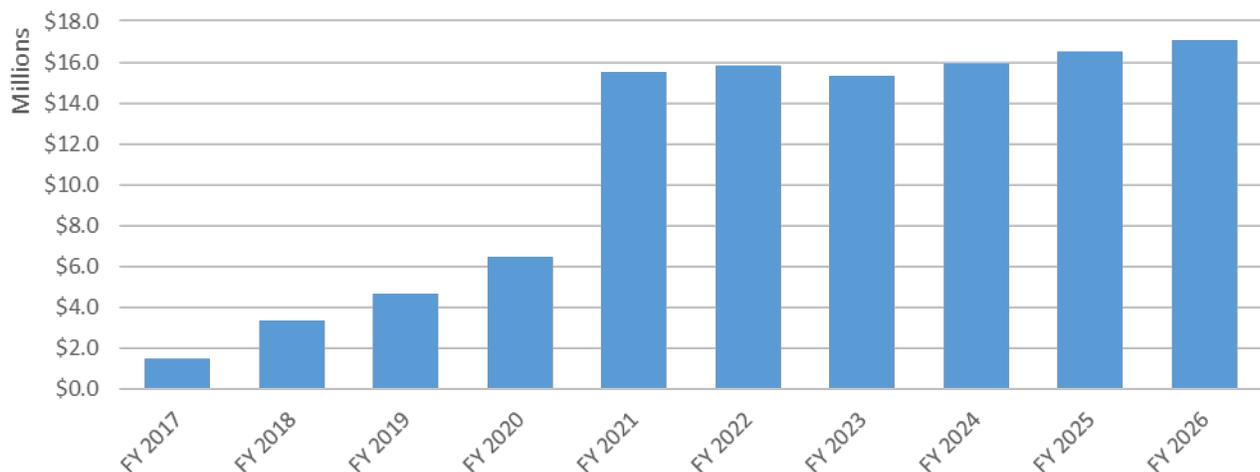
ADDITIONAL OPERATING IMPACT

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 a new park, to additional staffing required to operate a new Computer Aided Dispatch System, to utility costs associated with opening a new City facility.

As part of the Approved FY 2017 – 2026 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 charged against the General Fund, the estimated operating impact could be as much as \$17.1 million in additional resources needed in FY 2026. The chart below indicates a significant increase in operating impacts between FY 2020 and FY 2021. This is predominantly attributed to the anticipated completion of Fire Station 211 (and the associated personnel to staff this station), anticipated operating costs of the completed Transit Corridor “C” – West End Transitway, and the first full-year cost of the City’s increased WMATA operating subsidy due to the opening of the Potomac Yard Metrorail Station

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 chart below indicates the additional operating impact by fiscal year.

FY 2017 - FY 2026 CIP Annual Operating Impact (All Funds)



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.

Glossary



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.

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.

CHARACTER: A category of expenditures that broadly describe its type. Personnel Services, Non-Personnel Services, Capital Project Expenditure, Interfund Transfers and Debt Service are the main expenditure character types.

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.

CIVIC ENGAGEMENT: Process by which the City interacts with residents to gather feedback and/or educate participants on a particular subject. The City's FY 2016 Budget Civic Engagement activities are detailed in the *Civic Engagement* section of this document

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.

Glossary



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.

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.

DEPRECIATION: expenditures that represent the declining value of vehicle and equipment assets that was experienced in the respective fiscal year. Each year equipment is used the total value naturally diminishes and the City is required to account for that depreciated value.

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.

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 2016, for example, begins on July 1, 2015 and ends on June 30, 2016.

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.

Glossary



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; and the Internal Services, 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

GOAL: The primary result a program's line of business is focused on accomplishing, in order to influence a City Long Term Outcome.

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.

ITSC: Information Technology Steering Committee

INDICATOR: Performance measures used to assess the level of achievement by the organization towards a strategy or goal.

INTERFUND TRANSFER: A transfer of resources between funds, in most cases from the general fund to any of the other non-enterprise funds. 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.

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.

Glossary



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).

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), how we organize major routine patterns of work to be completed (strategy), the goals we identify to influence long term outcomes (goal), 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.

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.

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 strategies, goals and long term outcomes.

PERFORMANCE TARGET: A quantified level of measurement of an indicator, that a program plans to achieve in the coming fiscal year.

Glossary



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.

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).

STRATEGY: How a line of business organizes major routine patterns of work to be completed, in order to achieve a goal.

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



STATE CODE AND CITY CHARTER

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)

Legislative References



CITY CHARTER

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.



CITY CHARTER

Sec. 6.04: The general budget shall contain:

- (a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;
- (b) An estimate of receipts from current ad valorem taxes on real estate and personal property, and from all other sources;
- (c) A statement of debt service requirements;
- (d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,
- (e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

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

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

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

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

Responsibility of the City Council for the Budget:

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

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

Legislative References



CITY CHARTER

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.

Legislative References



CITY ORDINANCE: ESTABLISHING THE BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE (BFAAC)

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

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

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

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

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

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

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

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

- (1) seven members, one each of whom shall be designated by the mayor and members of city council;
- (2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;
- (3) one member designated by the Alexandria School Board; and
- (4) two members designated by the Alexandria Chamber of Commerce.

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

¹The 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 ORDINANCE: ESTABLISHING BFAAC

(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 ORDINANCE: ESTABLISHING BFAAC

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 COUNCIL FY 2017 BUDGET GUIDANCE

Resolution 2699

Setting Guidance for FY 2017 General Fund Operating Budget and Capital Improvement Program for FY 2017 – FY 2026

WHEREAS, the City Council of Alexandria passed a resolution 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 2017 budget.

WHEREAS, the City has held a series of public outreach efforts designed to collect community input into the development of the FY 2017 budget; 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 may consider changes to tax rates, tax designations/reservations, fees/fines/service charges that are equitable, fair and administratively feasible provided that these proposals are observant of the constraints imposed by the Code of Virginia. Such changes can only be considered where they advance the priorities of the Council as stipulated in this resolution, through Legislative Sessions, or the Council Retreat.



CITY COUNCIL FY 2017 BUDGET GUIDANCE

(c) Growth-oriented Tax Policy Changes: Informed by the recommendations of the Business Tax Reform Task Force, the work of the Alexandria Economic Development Partnership, and the work of the Finance Department, the City Manager may consider changes to the business tax policy through administrative regulation/procedural changes as well as any tax rate or policy changes, that the City Manager believes will promote in a cost-effective manner the short/medium-term commercial tax revenue growth and that aligns with the City's targeted economic development strategies.

(d) 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.

(e) City Workforce: The City Manager shall ensure that the proposed budget includes employee compensation (salary and benefits) that recognizes strong performance and continues investments in professional growth and development opportunities. The City Manager shall also incorporate into the 5-Year Financial Planning Model a compensation strategy that enables the City to achieve and maintain pay competitiveness for positions throughout the organization, including correcting inequitable pay practices and compensation structures, in an effort to attract and retain top talent. The compensation strategy should be considered within the City's overall priorities and investment obligations.

(f) 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 or manageable ongoing costs that positively impact the expected goals in the Strategic Plan.

- (g) CIP:** The proposed FY 2017-2026 CIP shall incorporate the following:
- Compliance with the City's adopted/proposed Debt Related Financial Policy Guidelines for any debt issuance planned for FY 2017 through FY 2026;
 - An updated proposal for financing the planned Potomac Yard Metrorail station.
 - Consistency with the City's adopted cash capital investment policy of a General Fund cash capital transfer amount of between 2.0% and 2.5% of General Fund revenues;
 - The optional use, as determined by the City Manager, of an additional General Fund operating budget surplus from FY 2016, if any, as commitment for capital projects in FY 2017 and beyond;
 - 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; and,
 - Proposed amendments to the City's Debt Related Financial Policy Guidelines necessary for the proposed Potomac Yard Metrorail station project, and for other priority capital purposes.

(h) ACPS Funding: That the City Manager, (1) recommend for transfer to the Alexandria City Public Schools an appropriation equal to the amount approved by City Council for FY 2016, except that the City Manager may vary from FY 2016 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, and (2) develop options for potential funding of proposed public school capital needs for the FY 2017 through FY 2026 time period.

(i) 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.

(j) 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.



CITY COUNCIL FY 2017 BUDGET GUIDANCE

(k) Disposition of Surplus Property: As detailed in the approved Housing Master Plan, the City Manager shall identify any surplus property that may be appropriate for alternate disposition for social service needs in furtherance of the City's Strategic Plan. Revisions to the Real Estate Disposition Policy shall be proposed as appropriate.

(l) Add/Delete Process: The City Council shall adhere to the following Add/Delete Rules of Engagement for amending and adopting the final budget. These Rules of Engagement were first adopted for use during the FY 2016 budget process:

1. Reinroduce the add/delete spreadsheet that was produced by OMB prior to the FY 2016 budget process.
2. A City Council Budget Proposal form will be required in order to add or delete anything from the City Manager's Proposed Budget. The form will require the following prior to Council consideration:
 - i. Additional information related to how the change advances the Council's goals/priorities.
 - ii. Additional information related to how this change impacts the performance of that program, service or goal.
 - iii. The support of at least 3 of 7 Council members (the original sponsor and two-co sponsors).
 - iv. Must be accompanied by an add/delete spreadsheet in which the sum of the individual Council member's add and deletes are in balance or produce a revenue surplus.
3. The completed City Council Budget Proposal form must be returned to the Office of Management & Budget (OMB), with each of the steps from #2 above completed, at least 14 days prior to the adoption of the budget [for FY 2017, April 21].
4. A combined list of all City Council Budget Proposals that meet the criteria in #2, any technical adjustments from OMB, and any City Manager recommended changes, will be provided and discussed at the 2nd Legislative Meeting in April [for FY 2017, April 26].
5. Council will work with OMB to refine/develop funding figures based on the proposals submitted, to be completed 7 days prior to budget adoption [for FY 2017, April 28].
6. Completed Council Budget Proposals, with funding, will be circulated to Council and the public the Friday prior to budget adoption [for FY 2017, April 29].
7. City Council will be required to keep the budget in balance once all decisions are made.
8. Final decisions will be made 72 hours prior to budget adoption and discussed at a Special City Council work session [for FY 2017, May 2].
9. Final decisions will be made available to the public 48 hours prior to budget adoption [for FY 2017, May 3].
10. Budget Adoption will occur on May 5, 2016 with all City Council Budget Proposals, those approved and those not approved, made public upon adoption of the budget.

Adopted: November 24, 2015


WILLIAM D. EULLE MAYOR

ATTEST:


Jacqueline M. Henderson, MMC City Clerk



CITY RESOLUTION: BUDGET ADPOTION

Resolution No. 2698

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 Council. 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.



CITY RESOLUTION: BUDGET ADPOTION

Section (b) The Budget Submission to City Council by the Alexandria Public Schools (ACPS)

(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 adopt a Capital Improvement Program no later than December 17, 2015 and an Operating Budget no later than March 3, 2016 so that any request may be considered by City Council in parallel with the City Manager's proposed operating budget and Capital Improvement Program. 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 or other public input opportunities.

(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 of City Council Budget Proposals and technical adjustments by the Office of Management and Budget 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 and a summary of decisions made in the Final Add/Delete worksession following the worksession. Those motions and the summary of final decisions shall be released for public review no later than 48 hours prior to the scheduled adoption.

(11) That City Council shall consider these proposals 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 Office of Management and Budget 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 RESOLUTION: BUDGET ADPOTION

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

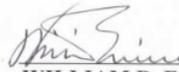
(ii) any such motion or amendment that has the effect of increasing any specific budget expenditures proposed by the City Manager or would have the effect of reducing any specific revenue proposed by the City Manager unless such motion or amendment provides for a specific offset of either expenditure or revenue and ensures the maintenance of the fiscal balance of the proposed budget; and

(iii) such motion or amendment is not provided in the form of a City Council budget proposal submitted to the Office of Management and Budget (OMB) with a majority (4 of 7) of Council's support for the proposal or an OMB technical adjustment at least 14 days prior to the adoption of the budget in accordance with the FY 2016 Rule of Engagement for the Add/Delete Process.

(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.

Section (f) Expiration – The provision of this resolution shall continue unless otherwise amended in the future by City Council.

Adopted: November 24, 2015


WILLIAM D. EULLE MAYOR

ATTEST:


Jacqueline M. Henderson, MMC City Clerk

Legislative References



CITY REDUCTION IN FORCE (RIF) POLICY

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

I. AUTHORITY

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

II. PURPOSE

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

III. POLICY

- A. The City of Alexandria will implement a Reduction-in-Force only when such action is required by an identified service reduction. A service reduction may be the result:
 - 1. A policy decision by the City Council or City Manager,
 - 2. A change in a work program or service within a department,
 - 3. A technological change or advancement that impacts work force needs, or
 - 4. A funding shortfall.
- B. A Reduction-in-Force is to be accomplished in a way which will reduce adverse effects on employees to the greatest extent which is reasonable under the circumstances, and in a manner consistent with the City's commitment to diversity.
- C. Regular full and part-time employees are covered by this procedure. Employees who are temporary, seasonal, state, independent contractors and grant-funded employees whose term or funds have expired are not covered by these procedures.

IV. REDUCTION-IN-FORCE PROCEDURE

- A. A Department Head will recommend to the Human Resources Director the specific positions to be eliminated.
- B. The Human Resources Director, in concert with the Director of Management and Budget, will forward recommendations with appropriate comments to the City Manager.
- C. Upon the approval of the City Manager, the Human Resources Director will be responsible for the implementation of the Reduction-in-Force order.
- D. The following procedures will be followed unless an exception is made by the City Manager:
 - 1. Upon receipt of the determination by the City Manager to implement the Reduction-in-Force, the Human Resources Director will place on hold current advertising and selection for positions or job classes indicated in the RIF order.
 - 2. The Human Resources Director will issue a written separation notice to employees affected by a RIF as soon as practicable upon receipt of the RIF order but at least thirty (30) days prior to separation.
 - 3. Human Resources staff must assist employees subject to a RIF to apply for positions which are vacant and approved for hire by the Office of Management and Budget. The ability of the employee to perform the work assignment will be assessed in the application process.
 - 4. The separation of regular employees will be initiated, if necessary, to complete the Reduction-in-Force.
 - 5. Separated employees will be placed on the Recall List by job classification and seniority for a one-year period.

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 Related Financial Policies—Debt Ratios

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	Limit
1.1%	1.6%

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	Limit
3.2%	4.5%

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	Limit
8.0%	10%

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.



CITY FINANCIAL POLICIES

Unassigned/Uncommitted General Fund Balance as a Percentage of General	
Target	Limit
N/A	10%
Unassigned General Fund Balance as a Percentage of General Fund Revenue	
Target	Limit
5.5%	4.0%
Net Assets as a Percentage of General Revenues	
Target	Limit
5.5%	4.0%

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.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2015 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia Computation of Legal Debt Margin as of January 1, 2015	
Assessed Value of Real property, January 1, 2015	\$37,146,860,126
Debt Limit: 10 Percent of Assessed Value	\$3,714,686,012
Amount of Debt Applicable to Debt Limit:	
General Obligation Bonds	\$540,495,000
Less Total General Obligation Debt	(\$540,495,000)
LEGAL DEBT MARGIN REMAINING	\$3,174,191,012

Legislative References



CITY FINANCIAL POLICIES

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.

General Fund Cash Capital Related Policies

On January 13, 2015 through Resolution #2660, City Council provided specific guidance regarding the amount of recurring General Fund Cash Capital applied to the CIP. City Council set minimum and target amounts for the annual General Fund Cash Capital Transfer.

Recurring General Fund Cash Capital Transfer as a Percentage of General Fund Expenditures	
Target	Minimum
2.5%	2.0%

This percentage provides a minimum and a target to ensure that cash capital will be maintained at an acceptable level, but at same the time providing flexibility in setting budget priorities between the annual General Fund Operating Budget and annual cash capital transfer from the General Fund to the CIP.



CITY FINANCIAL POLICIES

City of Alexandria, Virginia
Investment Policy
Revised December 17, 2014

Policy Statement

It is the policy of the City of Alexandria (City) 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 may consist of obligations of the Commonwealth of Virginia, obligations of the United States and certain Agencies thereof, obligations of Virginia municipalities, "prime quality" commercial paper, Certificate of Deposit Account Registry Service (CDARS), Insured Cash Sweep Service (ICS), the Virginia Local Government Investment Pool (LGIP) and the Virginia Investment Pool (VIP). The portfolio shall have an average maturity of up to three years, 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.

Scope

This investment policy applies to all deposits of cash and cash equivalents, defined in the City's Comprehensive Annual Financial Report (CAFR), excluding retirement 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.

Objective and Strategy

It is the policy of the City 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. 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 realizing a 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, brokers/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 interest rate risk, the risk of realizing a loss due to the market value of securities in the portfolio falling as a result of changes in general interest rates, by:

- 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'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 maintain a cushion of liquid securities with active secondary or resale markets.



CITY FINANCIAL POLICIES

Cash flow forecasting is designed to ensure adequate liquid funds to meet the City's cash flow requirements. Supplemental to the financial and budgetary systems, the Assistant Director/Treasury will maintain a cash flow forecasting process designed to monitor and forecast cash positions for investment purposes.

- c. Yield. The City'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" is defined as the 2-year Treasury constant maturity as reported in H.15 Selected Interest Rates on the Board of Governors of the Federal Reserve Systems' website. 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 may be sold prior to maturity in the following situations:
- A security with declining credit may be sold early to minimize loss of principal.
 - Liquidity needs of the portfolio require that the security be sold.
 - The sale realizes gains that can be reinvested for additional yield.

Legal Authority

The legal authority and limitations for the investment of public funds in Virginia are found in the Investment of Public Funds Act (Code of Virginia § 2.2-4500 et seq. (as amended)) and in the Local Government Investment Pool Act (Code of Virginia § 2.2-4600 et seq. (as amended)).

City's Investment Committee

The Deputy City Manager, Director of Finance and Assistant Director, Treasury are designated as the City's Investment Committee and are responsible for investment management decisions and activities. The Investment Committee is responsible for considering the ability of City staff and brokers/dealers involved with investment management and procedures. All participants in the investment process shall act responsibly as custodians of the public trust. The Investment Committee shall review the City's investment portfolio and cash flow forecast at least monthly.

The Investment Committee shall be responsible for all investment transactions and shall implement sufficient controls to protect City funds. City staff and brokers/dealers shall not engage in any investment transaction except as provided under the terms of this policy and the written procedures.

Standard of Care and Limitation of Liability

Public funds held by the City shall be held in trust for the citizens of Alexandria. Any investment of such funds pursuant to this policy shall be made solely in the interest of the citizens of Alexandria and with the care, skill, prudence and diligence under the circumstances then prevailing that a prudent person acting in like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims. See Code of Virginia § 2.2-4514.

When investments are made in accordance with this policy, the Investment Committee shall not be liable for any loss therefrom in the absence of negligence, malfeasance, or nonfeasance on their part or on the part of City staff performing investment and cash management functions. See Code of Virginia § 2.2-4516.

Ethics and Conflicts of Interest

Investment Committee members and City staff involved in the investment process and brokers/dealers shall refrain from activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Investment Committee members and City staff involved in the investment process and brokers/dealers shall disclose any interests in financial institutions with which they conduct business, and shall refrain from entering into personal investment transactions with the same individual with whom business is conducted on behalf of the City. In addition to the foregoing, Investment Committee members and City staff shall comply with, as applicable, the State and Local Government Conflict of Interests Act (Code of Virginia § 2.2-3100 et seq. (as amended)) and City Code Article I (Ethics in Public Contracting), Chapter 3, Title 3 (as amended).



CITY FINANCIAL POLICIES

Internal Controls

In addition to this Policy, the Investment Committee shall develop written procedures that specifically identify the responsibilities of the City, broker/dealer and custodian for each investment transaction. Annually, the City's independent auditors will review the written procedures, which are designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties or imprudent actions by City staff involved in the investment process. The process shall be structured 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 judgements by management. The procedures shall include separation of transaction authority from accounting and record keeping, independent third party custodial safe keeping, clear delegation of authority and responsibility, written confirmation of purchase/sale approval, written transaction receipts and explicit wire transfer instructions.

Authorized Financial Dealers and Institutions

All investment transactions undertaken on behalf of the City must be restricted to approved brokers/dealers. The Investment Committee shall maintain a list of brokers/dealers, which are approved for investment purposes. Investment Committee members and City staff involved in the investment process 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 Investment Committee must periodically (at least annually) assess the financial strength and integrity of the brokers/dealers and the individual account representatives with whom it does business. 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's broker/dealer questionnaire.

In addition, the supervising officers at the custodial bank and each broker/dealer 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 broker/dealer, custodial bank and the City. Each broker/dealer will implement sufficient controls and procedures to prevent unauthorized investment of City funds.

The supervising officer of the broker/dealer and custodial bank 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 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.

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 Commonwealth of Virginia
Stocks, bonds, notes, and other evidences of indebtedness of the Commonwealth and those unconditionally guaranteed as to the payment of principal and interest by the Commonwealth. See Code of Virginia § 2.2-4501(A)(1).

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP)– Rated AA+ or better by Standard & Poor's Rating Services or Aa1 or better by Moody's Investors Service.



CITY FINANCIAL POLICIES

b. Obligations of the United States and certain Agencies thereof

Bonds, notes and other obligations of the United States, and securities unconditionally guaranteed as to the payment of principal and interest by the United States, or any agency thereof. See Code of Virginia § 2.2-4501(A)(2).

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP) – No asset backed paper. Purely straight forward “vanilla” direct debt from the United States Treasury, Federal Home Loan Bank (FHLB) and Federal Farm Credit Bank (FFCB), which has a liquid market and a readily determinable market value. No investment in Federal National Mortgage Association (FNMA) and Federal Home Loan Mortgage Corporation (FHLMC) until authorized by this Investment Policy.

c. Obligations of Virginia Municipalities

Stocks, bonds, notes and other evidences of indebtedness of any county, city, town, district, authority or other public body in the Commonwealth upon which there is no default; provided, that if the principal and interest be payable from revenues or tolls and the project has not been completed, or if completed, has not established an operating record of net earnings available for payment of principal and interest equal to estimated requirements for that purpose according to the terms of the issue, the standards of judgment and care required in Article 9 (§ 64.2-780 et seq.) of Chapter 7 of Title 64.2, without reference to this section, shall apply. See Code of Virginia § 2.2-4501(A)(4).

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP)– Rated AA+ or better by Standard & Poor’s Rating Services or Aa1 or better by Moody’s Investors Service.

d. "Prime Quality" Commercial Paper

"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. "Prime quality" shall be as rated by at least two of the following: Moody's Investors Service, 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, 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 issuer, or its guarantor, is rated "A" or better or the equivalent rating by at least two of the following: Moody's Investors Service, Inc., Standard & Poor's, Inc., Fitch Investor's Services, Inc., or Duff and Phelps, Inc.

Not more than thirty-five percent of the total funds available for investment may be invested in commercial paper, and not more than five percent of the total funds available for investment may be invested in commercial paper of any one issuing corporation. See Code of Virginia § 2.2-4502(A).

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP) – No asset backed paper. Purely straight forward “vanilla” direct debt of the issuer. Commercial paper must be rated A1/P1 (or better) and on City’s approved list of commercial paper issuers. Committee will discuss approved issuers with negative outlook on debt.

e. CDARS and ICS

For investments in CDARS and ICS, the investment must be made in accordance with the following conditions:



CITY FINANCIAL POLICIES

1. The moneys are initially invested through any federally insured bank or savings institution selected by the public entity that is qualified by the Virginia Treasury Board to accept public deposits;
2. The selected bank or savings institution arranges for the deposit of the moneys in one or more federally insured banks or savings institutions wherever located, for the account of the public entity;
3. The full amount of principal and any accrued interest of each such deposit is covered by federal deposit insurance;
4. The selected bank or savings institution acts as custodian for the public entity with respect to each deposit issued for the public entity's account; and
5. At the same time that the public entity's moneys are deposited, the selected bank or savings institution receives an amount of deposits from customers of other financial institutions wherever located equal to or greater than the amount of moneys invested by the public entity through the selected bank or savings institution.
6. After deposits are made in accordance with the conditions prescribed in subsection e, 1 – 5, such deposits shall not be subject to the provisions of Chapter 44 (§ 2.2-4400 et seq.), § 2.2-4515, or any security or collateral requirements that may otherwise be applicable to the investment or deposit of public moneys by government investors.

See Code of Virginia § 2.2-4518.

Requirement for Direct City Purchases (Not Applicable to LGIP and VIP) – Deposit bank must be rated performing or better by Bankrate.com at time of purchase

- f. LGIP
Established by Code of Virginia § 2.2-4602.
See Code of Virginia § 2.2-4600 et seq.
- g. VIP
Established by Trust Fund Agreement. Authorized by City Council on January 25, 2014.

The Investment Committee must review the portfolio at least monthly to ensure compliance with the City's investment policy and to review the credit ratings of all securities in the investment portfolio. The Investment Committee and dealer/broker will review any investment that no longer meets the original purchase requirements and will discuss available alternatives to arrive at an agreed upon course of action.

Relative Value Requirement. Securities will only be purchased after comparing prices with two similar securities to ensure that the City is receiving fair market value/price for the investment. Records of the comparisons will be kept to justify each investment decision.

Delivery Versus Payment. All security transactions, entered into by, or on behalf of, the City, shall be conducted on a delivery versus payment (DVP) basis. The Assistant Director/Treasury must receive written trade confirmation tickets within three business days of all trades. An Accounting Division reporting manager who is not authorized to buy or sell securities for this portfolio must receive copies 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 the City as owner of the security.

Unauthorized Investments

- a. The City will not "sell short," i.e., sell something it does not own in anticipation 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.
- e. The City will not purchase derivatives.



CITY FINANCIAL POLICIES

- f. The City will not purchase asset-backed securities.
- g. The City will not purchase collateralized mortgage obligations.
- h. The City will not purchase pass-through securities.
- i. The City will not purchase inverse floaters.
- j. The City will not purchase principal only or interest only strips.
- k. The City will not purchase range bonds.

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, CDARS and ICS),
- limiting the number of securities in the portfolio that have a higher risk of credit default,
- investing in securities with varying maturities, and
- continuously investing a portion of the portfolio in the Virginia Local Government Investment Pool (LGIP) or the Insured Cash Sweep Service (ICS) to ensure that appropriate liquidity is maintained in order to meet on-going 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. Obligations of the Commonwealth of Virginia	40%
B. Obligations of the United States and certain Agencies thereof	75%
C. Obligations of Virginia Municipalities	40%
D. "Prime Quality" Commercial Paper (in total)	25%
E. Commercial Paper of any one Issuing Corporation	5%
F. CDARS	75%
G. ICS	40%
H. LGIP	75%
I. VIP	75%

The Assistant Director/Treasury 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 three years. No less than \$15 million will be invested in securities with maturities of 14 days or less. Excluding LGIP and VIP, securities with more than 60 months to maturity are not authorized for the City's investment portfolio.



CITY FINANCIAL POLICIES

Safekeeping (for securities other than LGIP, CDARS, ICS and VIP)

All trades where applicable will be executed by delivery versus payment (DVP) to ensure that all securities are deposited in an independent third party custodial bank prior to the release of funds. Securities will be held by a custodial bank that is not otherwise a counterparty to the investment transaction, in the City's name and subject to the City's order of withdrawal. 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 be commingled with those of other investors. The custodial bank shall deliver securities to the City in the event of default by a counterparty to the investment transaction.

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 Assistant Director/Treasury, listing each specific security, rate, description, maturity and CUSIP number (9-digit alphanumeric code that identifies a North American financial security). Each safekeeping receipt will clearly state that the security is held in the City's name, subject to the City's order of withdrawal.

Perfected Security Interest

To ensure the City has a perfected security interest, the Investment Committee must issue written authorization before selling any security from the City's investment portfolio. Prior to making a purchase on behalf of the City, the broker/dealer must notify the City's Investment Committee of the par value, maturity range and type of security to be purchased.

Performance Evaluation and Reporting

At least quarterly, the Assistant Director/Treasury 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. 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 and reported at least monthly. The reports will summarize investment activity and may include the following information:

Monthly Investment Portfolio Inventory Reports. Securities will be grouped by type, and may include the following information:

- Name of issuer
- Par amount
- Coupon Rate
- Contractual maturity date
- Call date, if applicable
- 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.

Legislative References



CITY FINANCIAL POLICIES

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 two year Treasury reported by the Federal Reserve.

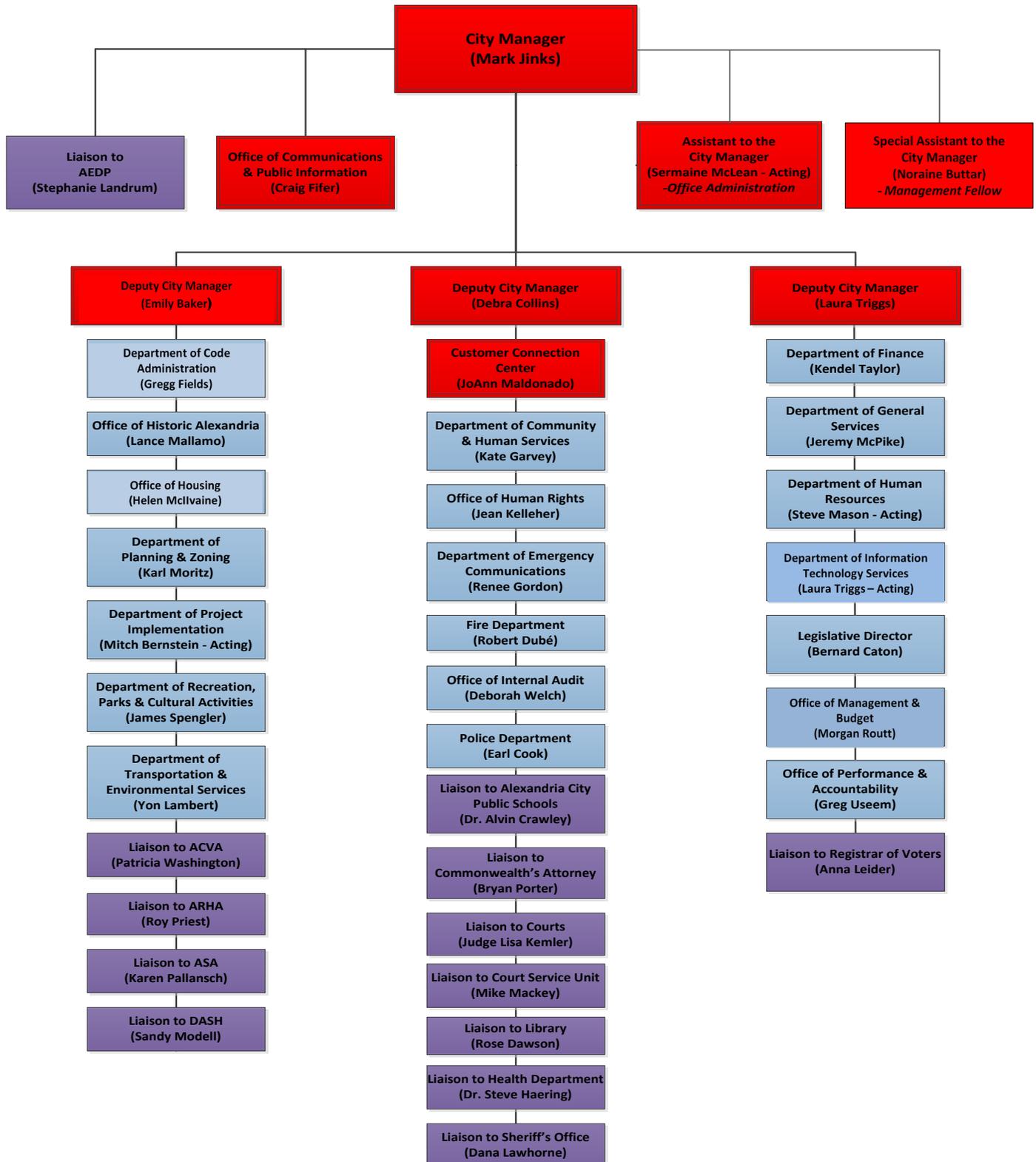
Monthly Investment Policy Compliance Report. Report shows that portfolio meets policy requirements regarding investment types, maturities and diversification.

Policy Considerations

This policy shall be reviewed on an annual basis. The City's Investment Committee must approve any change.



CITY ORGANIZATIONAL CHART





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

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.



City of Alexandria Compensation Philosophy

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.

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 Scales



GENERAL SALARY SCALE (VRS PARTICIPATING)

Effective Pay Period Beginning 6/18/2016

Step Grade	5%		3.50%				2.30%		
	00	01	02	03	04	05	06	07	08
1						30,036.76	31,088.98	32,177.86	32,916.78
2					30,321.72	31,382.52	32,481.80	33,617.48	34,391.24
3			29,618.68	30,656.08	31,729.62	32,839.56	33,988.50	35,178.00	35,987.64
4		29,511.56	30,988.10	32,072.82	33,195.24	34,356.92	35,559.16	36,804.30	37,650.60
5	29,400.28	30,870.32	32,415.50	33,549.10	34,723.52	35,938.76	37,196.64	38,499.50	39,384.54
6	30,748.12	32,284.98	33,898.54	35,085.70	36,313.68	37,584.30	38,900.16	40,261.00	41,188.94
7	32,179.94	33,789.08	35,478.04	36,718.76	38,004.20	39,335.40	40,711.32	42,136.12	43,104.88
8	33,679.88	35,364.16	37,132.42	38,432.68	39,776.62	41,169.70	42,609.58	44,101.20	45,117.02
9	35,368.58	37,138.66	38,994.54	40,359.54	41,771.86	43,233.32	44,746.52	46,313.02	47,377.98
10	36,917.92	38,763.14	40,702.22	42,125.46	43,599.92	45,127.94	46,707.18	48,340.24	49,452.52
11	38,660.18	40,593.02	42,622.84	44,116.28	45,659.38	47,258.12	48,912.24	50,622.52	51,788.36
12	40,483.82	42,506.88	44,633.16	46,195.24	47,810.88	49,484.76	51,216.36	53,009.84	54,229.24
13	42,397.42	44,516.94	46,741.50	48,378.98	50,071.84	51,824.76	53,637.74	55,515.20	56,792.32
14	44,538.52	46,765.16	49,103.08	50,821.94	52,600.60	54,441.40	56,346.68	58,318.26	59,659.86
15	46,758.92	49,096.84	51,550.72	53,355.12	55,221.66	57,154.76	59,155.98	61,226.36	62,634.26
16	49,101.00	51,554.88	54,132.78	56,027.40	57,988.06	60,017.88	62,119.98	64,292.80	65,771.68
17	51,552.80	54,130.70	56,837.56	58,826.04	60,885.50	63,015.94	65,221.00	67,503.02	69,056.78
18	54,134.86	56,841.72	59,683.26	61,770.28	63,932.70	66,172.60	68,486.86	70,884.84	72,515.82
19	56,835.22	59,677.02	62,662.08	64,854.40	67,123.94	69,472.52	71,905.08	74,420.84	76,133.20
20	59,674.68	62,657.92	65,790.92	68,092.44	70,477.94	72,944.30	75,496.72	78,138.84	79,934.92
21	62,657.92	65,790.92	69,080.44	71,497.66	74,000.94	76,591.84	79,272.44	82,045.86	83,933.72
22	65,786.76	69,076.28	72,530.90	75,067.98	77,695.54	80,414.88	83,228.86	86,143.46	88,123.36
23	69,078.36	72,530.90	76,156.60	78,822.64	81,582.80	84,437.34	87,392.76	90,450.88	92,531.66
24	72,528.30	76,154.52	79,962.74	82,761.64	85,656.74	88,654.80	91,758.16	94,970.46	97,154.20
25	76,146.20	79,954.16	83,950.88	86,889.14	89,929.84	93,078.18	96,335.46	99,708.44	102,001.64
26	79,956.24	83,955.30	88,151.18	91,237.12	94,430.18	97,734.78	101,157.16	104,697.58	107,104.14
27	83,723.64	87,909.12	92,304.42	95,536.22	98,879.30	102,340.16	105,921.40	109,628.74	112,151.00
28	87,909.12	92,304.42	96,920.72	100,312.94	103,823.20	107,457.48	111,218.90	115,110.32	117,759.20
29	92,308.58	96,924.88	101,769.98	105,331.72	109,017.74	112,834.54	116,784.20	120,871.14	123,650.54
30	96,918.38	101,763.74	106,853.24	110,593.08	114,463.44	118,470.56	122,615.48	126,907.82	129,826.84
31	101,757.24	106,844.92	112,187.40	116,115.48	120,178.76	124,385.56	128,737.96	133,245.06	136,309.16
32	106,844.92	112,187.40	117,797.94	121,921.02	126,187.88	130,604.50	135,175.56	139,907.56	143,124.28
33	112,187.40	117,797.94	123,686.94	128,015.94	132,497.04	137,134.40	141,934.52	146,902.34	150,279.74
34	117,797.94	123,686.94	129,871.56	134,416.88	139,121.06	143,991.90	149,030.44	154,246.56	157,795.30
35	123,686.94	129,871.56	136,365.06	141,137.62	146,077.10	151,190.52	156,481.78	161,959.20	165,683.96

City of Alexandria Pay Scales



GENERAL SALARY SCALE (VRS PARTICIPATING)

Effective Pay Period Beginning 6/18/2016

Pay Increase

Step Grade	09	10	11	12	13	14	15	16
1	33,673.38	34,449.48	35,242.22	36,052.12	36,881.52	37,728.08	38,595.96	39,485.42
2	35,182.16	35,992.06	36,819.38	37,665.94	38,533.56	39,418.60	40,325.48	41,253.16
3	36,814.96	37,661.52	38,529.40	39,414.44	40,321.06	41,249.00	42,198.52	43,166.76
4	38,516.40	39,401.96	40,308.32	41,236.00	42,183.18	43,154.28	44,146.44	45,162.00
5	40,289.08	41,216.76	42,164.20	43,134.78	44,126.94	45,140.68	46,179.90	47,240.70
6	42,136.12	43,104.88	44,094.96	45,110.52	46,147.92	47,208.72	48,295.26	49,405.20
7	44,097.04	45,110.52	46,147.92	47,210.80	48,295.26	49,407.80	50,543.48	51,704.90
8	46,154.42	47,214.96	48,301.50	49,411.96	50,549.72	51,711.40	52,900.64	54,117.96
9	48,468.68	49,583.30	50,723.40	51,891.32	53,082.90	54,304.12	55,553.42	56,830.80
10	50,590.28	51,754.04	52,943.54	54,162.68	55,407.82	56,680.78	57,985.98	59,319.00
11	52,979.94	54,197.00	55,444.22	56,719.52	58,024.72	59,357.48	60,722.74	62,119.98
12	55,476.72	56,751.50	58,056.70	59,391.80	60,759.14	62,156.12	63,585.86	65,047.32
13	58,099.60	59,434.44	60,802.04	62,201.62	63,630.84	65,094.64	66,592.24	68,122.60
14	61,031.10	62,434.84	63,872.90	65,340.60	66,843.14	68,381.82	69,954.82	71,561.88
15	64,074.40	65,548.60	67,055.30	68,598.14	70,175.56	71,791.46	73,441.42	75,130.12
16	67,284.62	68,831.88	70,415.80	72,035.60	73,692.32	75,387.52	77,121.20	78,893.10
17	70,644.86	72,269.08	73,932.04	75,631.40	77,371.84	79,150.50	80,971.80	82,834.44
18	74,182.94	75,888.80	77,633.40	79,420.38	81,246.36	83,114.98	85,026.76	86,983.00
19	77,884.04	79,675.70	81,507.66	83,383.04	85,300.80	87,261.98	89,269.96	91,322.92
20	81,773.64	83,655.26	85,579.52	87,546.68	89,561.16	91,620.62	93,727.40	95,883.32
21	85,864.74	87,838.40	89,859.12	91,925.08	94,040.18	96,202.60	98,416.24	100,679.28
22	90,150.84	92,225.38	94,344.38	96,515.64	98,735.52	101,005.06	103,328.42	105,705.08
23	94,659.50	96,837.00	99,065.72	101,343.58	103,673.18	106,058.16	108,497.22	110,993.48
24	99,389.16	101,673.78	104,014.04	106,405.52	108,852.64	111,355.92	113,916.92	116,537.72
25	104,348.14	106,746.12	109,202.34	111,713.94	114,283.26	116,912.90	119,600.26	122,351.58
26	109,568.68	112,088.86	114,666.76	117,302.90	120,000.92	122,761.08	125,585.72	128,474.58
27	114,731.24	117,369.46	120,069.56	122,829.72	125,654.10	128,545.04	131,502.54	134,526.34
28	120,465.80	123,236.88	126,072.18	128,971.44	131,937.52	134,971.98	138,077.42	141,253.32
29	126,494.42	129,404.60	132,381.08	135,424.12	138,540.22	141,726.78	144,986.40	148,320.90
30	132,811.64	135,867.68	138,992.36	142,189.58	145,460.12	148,805.28	152,227.40	155,729.34
31	139,444.76	142,650.56	145,931.50	149,287.32	152,722.96	156,235.04	159,829.02	163,504.38
32	146,415.88	149,784.44	153,228.66	156,754.00	160,358.38	164,046.48	167,820.12	171,679.82
33	153,736.44	157,272.44	160,890.08	164,590.92	168,375.48	172,250.00	176,210.58	180,262.94
34	161,423.60	165,137.44	168,934.74	172,819.92	176,795.32	180,860.68	185,020.42	189,276.36
35	169,496.08	173,394.52	177,382.66	181,460.76	185,635.32	189,904.52	194,271.74	198,740.10

City of Alexandria Pay Scales



GENERAL SALARY SCALE (NON-VRS PARTICIPATING)

Effective Pay Period Beginning 6/18/2016

Step Grade	5%			3.50%			2.30%		
	00	01	02	03	04	05	06	07	08
1							30,174.56	31,231.20	31,948.80
2					29,429.92	30,459.52	31,526.56	32,628.96	33,379.84
3				29,754.40	30,796.48	31,873.92	32,988.80	34,143.20	34,929.44
4			30,076.80	31,129.28	32,219.20	33,346.56	34,513.44	35,721.92	36,543.52
5		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	103,954.24
27	81,261.44	85,323.68	89,589.76	92,726.40	95,971.20	99,330.40	102,806.08	106,404.48	108,852.64
28	85,323.68	89,589.76	94,070.08	97,362.72	100,769.76	104,297.44	107,947.84	111,725.12	114,296.00
29	89,593.92	94,074.24	98,777.12	102,234.08	105,811.68	109,516.16	113,349.60	117,316.16	120,013.92
30	94,068.00	98,770.88	103,710.88	107,340.48	111,096.96	114,986.56	119,009.28	123,175.52	126,008.48
31	98,764.64	103,702.56	108,888.00	112,700.64	116,644.32	120,727.36	124,951.84	129,326.08	132,300.48
32	103,702.56	108,888.00	114,333.44	118,335.36	122,476.64	126,763.52	131,200.16	135,792.80	138,914.88
33	108,888.00	114,333.44	120,049.28	124,250.88	128,600.16	133,101.28	137,760.48	142,581.92	145,860.00
34	114,333.44	120,049.28	126,052.16	130,463.84	135,029.44	139,757.28	144,647.36	149,710.08	153,154.56
35	120,049.28	126,052.16	132,354.56	136,986.72	141,781.12	146,744.00	151,879.52	157,196.00	160,811.04

City of Alexandria Pay Scales



GENERAL SALARY SCALE (NON-VRS PARTICIPATING)

Effective Pay Period Beginning 6/18/2016

Pay Increase

Step Grade	09	10	11	12	13	14	15	16
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	100,289.28	102,596.00
23	91,875.68	93,988.96	96,152.16	98,363.20	100,624.16	102,939.20	105,306.24	107,729.44
24	96,466.24	98,683.52	100,954.88	103,276.16	105,651.52	108,080.96	110,566.56	113,110.40
25	101,279.36	103,606.88	105,990.56	108,428.32	110,922.24	113,474.40	116,082.72	118,753.44
26	106,346.24	108,792.32	111,294.56	113,852.96	116,471.68	119,150.72	121,892.16	124,696.00
27	111,356.96	113,917.44	116,538.24	119,217.28	121,958.72	124,764.64	127,635.04	130,569.92
28	116,923.04	119,612.48	122,364.32	125,178.56	128,057.28	131,002.56	134,016.48	137,099.04
29	122,774.08	125,598.72	128,487.84	131,441.44	134,465.76	137,558.72	140,722.40	143,958.88
30	128,905.92	131,872.00	134,904.64	138,008.00	141,182.08	144,428.96	147,750.72	151,149.44
31	135,343.52	138,455.20	141,639.68	144,896.96	148,231.20	151,640.32	155,128.48	158,695.68
32	142,109.76	145,379.52	148,722.08	152,143.68	155,642.24	159,221.92	162,884.80	166,630.88
33	149,215.04	152,647.04	156,158.08	159,750.24	163,423.52	167,184.16	171,028.00	174,961.28
34	156,676.00	160,280.64	163,966.40	167,737.44	171,595.84	175,541.60	179,578.88	183,709.76
35	164,511.36	168,294.88	172,165.76	176,124.00	180,175.84	184,319.20	188,558.24	192,895.04

City of Alexandria Pay Scales



POLICE SALARY SCALE

Effective Pay Period Beginning 6/18/2016

Pay Increase	5%					3.50%				
	00	01	02	03	04	05	06	07	08	
Step										
Grade										
1	31,271.50	32,836.44	34,477.56	36,201.36	38,012.00	39,342.16	40,718.08	42,143.92	43,619.94	
2	32,640.92	34,273.46	35,986.08	37,785.80	39,674.70	41,063.62	42,500.38	43,989.40	45,528.34	
3	34,182.20	35,890.40	37,685.96	39,570.44	41,548.52	43,002.44	44,508.88	46,065.24	47,678.02	
4	35,792.64	37,583.78	39,452.92	41,435.16	43,506.84	45,030.44	46,606.30	48,236.50	49,925.46	
5	37,486.02	39,359.58	41,328.82	43,393.74	45,562.92	47,158.28	48,810.32	50,516.44	52,286.00	
6	39,379.08	41,346.24	43,415.32	45,584.76	47,864.70	49,540.66	51,273.04	53,068.60	54,927.08	
7	41,341.82	43,409.08	45,578.26	47,858.20	50,251.50	52,009.88	53,829.10	55,713.58	57,663.32	
8	43,413.24	45,582.68	47,862.62	50,255.66	52,768.56	54,616.12	56,526.60	58,504.68	60,552.18	
9	45,580.60	47,860.54	50,251.50	52,764.14	55,402.88	57,341.70	59,350.20	61,426.04	63,575.72	
10	47,862.62	50,255.66	52,768.56	55,407.30	58,178.64	60,213.14	62,321.48	64,503.66	66,759.94	
11	50,251.50	52,764.14	55,402.88	58,171.88	61,080.24	63,219.00	65,431.86	67,722.98	70,092.10	
12	52,761.80	55,398.46	58,169.80	61,078.16	64,132.12	66,377.48	68,698.76	71,105.06	73,593.78	
13	55,400.80	58,169.80	61,078.16	64,132.12	67,338.18	69,696.38	72,135.18	74,661.08	77,273.56	
14	58,165.64	61,073.74	64,127.70	67,333.76	70,700.76	73,176.48	75,736.96	78,386.36	81,131.96	
15	61,076.08	64,130.04	67,336.10	70,702.84	74,237.02	76,836.76	79,525.42	82,307.68	85,190.04	
16	64,125.62	67,331.68	70,698.68	74,234.94	77,945.40	80,673.32	83,496.66	86,420.36	89,443.64	
17	67,324.92	70,691.92	74,226.36	77,938.90	81,833.96	84,698.64	87,663.42	90,730.38	93,906.02	
18	70,694.26	74,228.44	77,940.98	81,838.12	85,928.96	88,937.16	92,049.88	95,271.02	98,605.26	
19	74,024.08	77,725.96	81,612.18	85,692.10	89,978.20	93,127.84	96,386.16	99,759.40	103,250.42	
20	77,725.96	81,612.18	85,692.10	89,978.20	94,475.42	97,783.66	101,205.00	104,748.02	108,414.80	
21	81,614.52	85,702.76	89,980.54	94,479.84	99,203.00	102,676.60	106,269.54	109,988.58	113,837.88	
22	85,692.10	89,976.12	94,475.42	99,198.84	104,158.86	107,804.06	111,577.44	115,483.42	119,524.08	

City of Alexandria Pay Scales



POLICE SALARY SCALE

Effective Pay Period Beginning 6/18/2016

Step	2.30%								
Grade	09	10	11	12	13	14	15	16	17
1	45,145.88	46,184.84	47,245.38	48,332.18	49,445.24	50,581.96	51,744.68	52,935.74	54,153.06
2	47,121.62	48,206.08	49,314.72	50,449.36	51,610.00	52,796.90	54,009.80	55,252.86	56,524.52
3	49,347.22	50,481.86	51,642.76	52,831.48	54,046.46	55,290.04	56,561.44	57,861.18	59,191.34
4	51,672.92	52,861.90	54,077.14	55,320.20	56,594.20	57,893.94	59,226.44	60,589.10	61,982.44
5	54,116.14	55,359.46	56,633.20	57,937.36	59,269.86	60,632.52	62,025.86	63,454.04	64,912.38
6	56,848.22	58,154.72	59,493.72	60,860.80	62,304.06	63,692.98	65,158.08	66,657.76	68,190.20
7	59,682.74	61,054.24	62,458.50	63,895.00	65,364.52	66,868.62	68,407.56	69,981.08	71,589.70
8	62,671.44	64,112.36	65,588.38	67,096.90	68,640.26	70,218.20	71,833.32	73,485.10	75,176.14
9	65,801.32	67,314.26	68,864.12	70,446.48	72,067.84	73,724.04	75,356.58	77,156.30	78,930.02
10	69,096.56	70,685.42	72,311.46	73,976.24	75,676.12	77,417.08	79,197.30	81,018.60	82,883.58
11	72,545.98	74,213.10	75,921.56	77,666.94	79,453.66	81,281.72	83,151.12	85,061.60	87,020.18
12	76,169.34	77,921.48	79,712.36	81,546.92	83,420.74	85,339.80	87,302.54	89,311.04	91,365.04
13	79,977.56	81,816.28	83,698.68	85,624.76	87,594.00	89,609.00	91,669.24	93,777.84	95,934.02
14	83,970.38	85,902.70	87,876.36	89,898.12	91,967.20	94,082.04	96,244.98	98,459.66	100,724.52
15	88,169.90	90,197.90	92,273.48	94,395.08	96,566.60	98,788.04	101,059.40	103,385.10	105,763.06
16	92,575.86	94,703.96	96,881.72	99,111.74	101,389.86	103,722.06	106,108.60	108,547.40	111,044.96
17	97,194.76	99,429.20	101,715.64	104,054.60	106,449.72	108,897.36	111,401.16	113,963.98	116,585.56
18	102,057.02	104,404.56	106,806.44	109,262.66	111,775.30	114,346.44	116,976.60	119,667.60	122,419.18
19	106,864.94	109,323.24	111,838.22	114,409.62	117,041.86	119,732.60	122,486.52	125,303.88	128,185.72
20	112,207.68	114,790.00	117,428.74	120,130.66	122,893.16	125,718.84	128,612.12	131,570.14	134,595.76
21	117,822.12	120,532.62	123,306.04	126,140.56	129,042.42	132,011.36	135,045.82	138,152.04	141,329.50
22	123,708.26	126,553.44	129,463.88	132,441.66	135,487.04	138,603.92	141,792.56	145,052.96	148,389.54

City of Alexandria Pay Scales



SHERIFF SALARY SCALE

Effective Pay Period Beginning 6/18/2016

Pay Increase	5%			3.50%			2.30%		
	00	01	02	03	04	05	06	07	08
Step									
Grade									
1	31,451.16	33,023.90	34,676.20	36,409.88	38,229.62	39,568.88	40,953.12	42,387.02	43,869.80
2	32,829.16	34,470.80	36,193.56	38,004.20	39,903.24	41,300.22	42,745.04	44,242.90	45,790.16
3	34,378.24	36,096.84	37,903.58	39,798.20	41,786.68	43,250.48	44,763.68	46,330.18	47,952.58
4	35,998.82	37,798.54	39,689.00	41,673.32	43,756.44	45,288.36	46,874.36	48,513.66	50,213.28
5	37,702.34	39,586.04	41,566.20	43,645.16	45,826.30	47,429.46	49,090.60	50,809.20	52,585.52
6	39,605.28	41,585.70	43,664.14	45,847.88	48,141.08	49,825.36	51,569.70	53,374.36	55,240.90
7	41,578.94	43,657.64	45,841.38	48,132.24	50,539.06	52,309.14	54,139.28	56,033.64	57,996.64
8	43,661.80	45,845.80	48,136.66	50,545.56	53,071.98	54,930.20	56,852.12	58,841.12	60,900.58
9	45,841.38	48,134.58	50,541.14	53,067.56	55,720.60	57,672.94	59,689.50	61,779.38	63,941.80
10	48,138.74	50,545.56	53,071.98	55,727.10	58,513.00	60,559.72	62,679.50	64,873.64	67,145.26
11	50,541.14	53,067.56	55,720.60	58,506.76	61,432.02	63,583.78	65,808.34	68,111.68	70,494.84
12	53,065.48	55,718.52	58,504.68	61,429.94	64,500.80	66,757.34	69,095.26	71,512.74	74,015.76
13	55,718.52	58,504.68	61,429.94	64,500.80	67,726.10	70,096.52	72,549.88	75,089.56	77,716.86
14	58,500.52	61,425.52	64,496.64	67,721.94	71,107.66	73,595.86	76,171.68	78,837.72	81,597.88
15	61,427.60	64,498.72	67,724.02	71,109.74	74,665.24	77,277.46	79,981.98	82,780.62	85,678.06
16	64,494.56	67,719.86	71,105.58	74,661.08	78,394.16	81,137.16	83,976.62	86,916.70	89,960.00
17	67,713.10	71,099.08	74,652.50	78,385.32	82,305.08	85,185.36	88,168.34	91,254.28	94,447.34
18	71,101.16	74,656.92	78,387.40	82,307.16	86,424.00	89,447.80	92,578.72	95,818.84	99,172.84
19	74,451.00	78,173.16	82,082.26	86,186.36	90,495.86	93,662.92	96,939.96	100,334.52	103,844.52
20	78,173.16	82,082.26	86,186.36	90,495.86	95,019.60	98,345.52	101,787.40	105,351.22	109,037.24
21	82,084.34	86,188.44	90,497.94	95,023.76	99,775.00	103,266.28	106,881.32	110,621.16	114,493.34
22	86,184.02	90,493.78	95,017.52	99,768.76	104,757.64	108,424.16	112,219.64	116,147.72	120,213.08

City of Alexandria Pay Scales



SHERIFF SALARY SCALE

Effective Pay Period Beginning 6/18/2016

Pay Increase

Step Grade	09	10	11	12	13	14	15	16	17
1	45,406.40	46,450.04	47,517.08	48,610.12	49,729.16	50,873.42	52,043.42	53,239.16	54,465.32
2	47,393.32	48,483.76	49,598.12	50,738.22	51,906.14	53,100.06	54,321.54	55,570.84	56,847.96
3	49,630.36	50,772.54	51,940.46	53,134.12	54,355.60	55,607.24	56,886.70	58,193.98	59,533.24
4	51,970.36	53,164.28	54,387.84	55,639.22	56,918.68	58,228.04	59,567.56	60,937.24	62,338.38
5	54,426.58	55,677.96	56,959.24	58,268.86	59,610.46	60,979.88	62,383.62	63,817.26	65,285.22
6	57,176.08	58,489.60	59,835.36	61,211.28	62,619.18	64,059.32	65,533.78	67,040.22	68,583.32
7	60,026.20	61,406.28	62,818.60	64,263.16	65,741.52	67,254.46	68,799.64	70,383.30	72,001.28
8	63,032.84	64,481.56	65,964.60	67,481.70	69,035.46	70,623.54	72,247.76	73,908.64	75,608.00
9	66,180.92	67,702.44	69,260.36	70,852.60	72,481.24	74,148.88	75,854.74	77,599.08	79,383.98
10	69,494.10	71,092.84	72,727.98	74,401.86	76,111.88	77,862.46	79,654.12	81,486.34	83,359.64
11	72,963.80	74,641.58	76,358.36	78,113.10	79,911.26	81,747.90	83,629.26	85,551.70	87,519.12
12	76,606.92	78,368.16	80,170.48	82,015.70	83,901.48	85,830.42	87,804.08	89,825.06	91,890.76
13	80,438.54	82,287.92	84,180.20	86,117.72	88,097.88	90,122.76	92,197.30	94,316.82	96,485.48
14	84,452.42	86,396.44	88,382.58	90,416.30	92,495.00	94,623.10	96,798.52	99,025.16	101,302.76
15	88,678.20	90,718.68	92,803.88	94,937.96	97,121.96	99,354.84	101,641.54	103,979.72	106,371.20
16	93,108.08	95,248.92	97,439.16	99,680.62	101,973.56	104,318.24	106,718.56	109,172.18	111,684.04
17	97,751.94	100,001.98	102,301.68	104,654.68	107,061.24	109,523.70	112,041.54	114,619.96	117,255.58
18	102,644.62	105,004.12	107,419.26	109,890.04	112,418.80	115,003.20	117,647.92	120,354.52	123,123.26
19	107,479.06	109,952.44	112,480.94	115,067.42	117,714.22	120,420.82	123,191.90	126,025.12	128,924.38
20	112,854.04	115,448.84	118,104.22	120,821.48	123,599.06	126,442.68	129,350.78	132,325.44	135,368.74
21	118,500.98	121,226.82	124,014.80	126,867.00	129,783.94	132,769.00	135,822.70	138,947.64	142,142.52
22	124,419.88	127,280.92	130,208.26	133,204.24	136,266.52	139,401.86	142,607.66	145,886.52	149,242.60

City of Alexandria Pay Scales



FIRE MARSHAL/MEDIC SALARY SCALE

Effective Pay Period Beginning 6/18/2016

Pay Increase	5%			3.50%			2.30%		
Step	00	01	02	03	04	05	06	07	08
Grade									
1	31,451.16	33,023.90	34,676.20	36,409.88	38,229.62	39,568.88	40,953.12	42,387.02	43,869.80
2	32,829.16	34,470.80	36,193.56	38,004.20	39,903.24	41,300.22	42,745.04	44,242.90	45,790.16
3	34,378.24	36,096.84	37,903.58	39,798.20	41,786.68	43,250.48	44,763.68	46,330.18	47,952.58
4	35,998.82	37,798.54	39,689.00	41,673.32	43,756.44	45,288.36	46,874.36	48,513.66	50,213.28
5	37,702.34	39,586.04	41,566.20	43,645.16	45,826.30	47,429.46	49,090.60	50,809.20	52,585.52
6	39,605.28	41,585.70	43,664.14	45,847.88	48,141.08	49,825.36	51,569.70	53,374.36	55,240.90
7	41,578.94	43,657.64	45,841.38	48,132.24	50,539.06	52,309.14	54,139.28	56,033.64	57,996.64
8	43,661.80	45,845.80	48,136.66	50,545.56	53,071.98	54,930.20	56,852.12	58,841.12	60,900.58
9	45,841.38	48,134.58	50,541.14	53,067.56	55,720.60	57,672.94	59,689.50	61,779.38	63,941.80
10	48,138.74	50,545.56	53,071.98	55,727.10	58,513.00	60,559.72	62,679.50	64,873.64	67,145.26
11	50,541.14	53,067.56	55,720.60	58,506.76	61,432.02	63,583.78	65,808.34	68,111.68	70,494.84
12	53,065.48	55,718.52	58,504.68	61,429.94	64,500.80	66,757.34	69,095.26	71,512.74	74,015.76
13	55,718.52	58,504.68	61,429.94	64,500.80	67,726.10	70,096.52	72,549.88	75,089.56	77,716.86
14	58,500.52	61,425.52	64,496.64	67,721.94	71,107.66	73,595.86	76,171.68	78,837.72	81,597.88
15	61,427.60	64,498.72	67,724.02	71,109.74	74,665.24	77,277.46	79,981.98	82,780.62	85,678.06
16	64,494.56	67,719.86	71,105.58	74,661.08	78,394.16	81,137.16	83,976.62	86,916.70	89,960.00
17	67,713.10	71,099.08	74,652.50	78,385.32	82,305.08	85,185.36	88,168.34	91,254.28	94,447.34
18	71,101.16	74,656.92	78,387.40	82,307.16	86,424.00	89,447.80	92,578.72	95,818.84	99,172.84
19	74,451.00	78,173.16	82,082.26	86,186.36	90,495.86	93,662.92	96,939.96	100,334.52	103,844.52
20	78,173.16	82,082.26	86,186.36	90,495.86	95,019.60	98,345.52	101,787.40	105,351.22	109,037.24
21	82,084.34	86,188.44	90,497.94	95,023.76	99,775.00	103,266.28	106,881.32	110,621.16	114,493.34
22	86,184.02	90,493.78	95,017.52	99,768.76	104,757.64	108,424.16	112,219.64	116,147.72	120,213.08

City of Alexandria Pay Scales



FIRE MARSHAL/MEDIC SALARY SCALE

Effective Pay Period Beginning 6/18/2016

Pay Increase

Step Grade	09	10	11	12	13	14	15	16	17
1	45,406.40	46,450.04	47,517.08	48,610.12	49,729.16	50,873.42	52,043.42	53,239.16	54,465.32
2	47,393.32	48,483.76	49,598.12	50,738.22	51,906.14	53,100.06	54,321.54	55,570.84	56,847.96
3	49,630.36	50,772.54	51,940.46	53,134.12	54,355.60	55,607.24	56,886.70	58,193.98	59,533.24
4	51,970.36	53,164.28	54,387.84	55,639.22	56,918.68	58,228.04	59,567.56	60,937.24	62,338.38
5	54,426.58	55,677.96	56,959.24	58,268.86	59,610.46	60,979.88	62,383.62	63,817.26	65,285.22
6	57,176.08	58,489.60	59,835.36	61,211.28	62,619.18	64,059.32	65,533.78	67,040.22	68,583.32
7	60,026.20	61,406.28	62,818.60	64,263.16	65,741.52	67,254.46	68,799.64	70,383.30	72,001.28
8	63,032.84	64,481.56	65,964.60	67,481.70	69,035.46	70,623.54	72,247.76	73,908.64	75,608.00
9	66,180.92	67,702.44	69,260.36	70,852.60	72,481.24	74,148.88	75,854.74	77,599.08	79,383.98
10	69,494.10	71,092.84	72,727.98	74,401.86	76,111.88	77,862.46	79,654.12	81,486.34	83,359.64
11	72,963.80	74,641.58	76,358.36	78,113.10	79,911.26	81,747.90	83,629.26	85,551.70	87,519.12
12	76,606.92	78,368.16	80,170.48	82,015.70	83,901.48	85,830.42	87,804.08	89,825.06	91,890.76
13	80,438.54	82,287.92	84,180.20	86,117.72	88,097.88	90,122.76	92,197.30	94,316.82	96,485.48
14	84,452.42	86,396.44	88,382.58	90,416.30	92,495.00	94,623.10	96,798.52	99,025.16	101,302.76
15	88,678.20	90,718.68	92,803.88	94,937.96	97,121.96	99,354.84	101,641.54	103,979.72	106,371.20
16	93,108.08	95,248.92	97,439.16	99,680.62	101,973.56	104,318.24	106,718.56	109,172.18	111,684.04
17	97,751.94	100,001.98	102,301.68	104,654.68	107,061.24	109,523.70	112,041.54	114,619.96	117,255.58
18	102,644.62	105,004.12	107,419.26	109,890.04	112,418.80	115,003.20	117,647.92	120,354.52	123,123.26
19	107,479.06	109,952.44	112,480.94	115,067.42	117,714.22	120,420.82	123,191.90	126,025.12	128,924.38
20	112,854.04	115,448.84	118,104.22	120,821.48	123,599.06	126,442.68	129,350.78	132,325.44	135,368.74
21	118,500.98	121,226.82	124,014.80	126,867.00	129,783.94	132,769.00	135,822.70	138,947.64	142,142.52
22	124,419.88	127,280.92	130,208.26	133,204.24	136,266.52	139,401.86	142,607.66	145,886.52	149,242.60

City of Alexandria Pay Scales



FIRE SALARY SCALE

Effective Pay Period Beginning 6/18/2016

Pay Increase	5%					3.50%				
	00	01	02	03	04	05	06	07	08	
Step										
Grade										
1	30,673.24	32,208.28	33,817.94	35,508.46	37,284.52	38,589.20	39,938.60	41,337.40	42,785.08	
2	32,016.14	33,617.48	35,297.34	37,062.74	38,915.24	40,277.64	41,686.84	43,147.52	44,657.08	
3	33,528.04	35,203.48	36,964.72	38,813.06	40,753.18	42,179.54	43,656.86	45,183.32	46,765.42	
4	35,107.80	36,864.36	38,697.88	40,642.42	42,674.06	44,168.54	45,714.50	47,313.24	48,969.96	
5	36,768.68	38,606.36	40,537.90	42,563.30	44,691.14	46,255.82	47,876.14	49,549.76	51,285.26	
6	38,625.34	40,555.06	42,584.62	44,712.20	46,948.72	48,592.44	50,291.80	52,052.78	53,875.64	
7	40,550.64	42,578.12	44,705.96	46,942.48	49,289.76	51,014.60	52,798.98	54,647.32	56,559.88	
8	42,582.28	44,710.12	46,946.64	49,293.92	51,758.46	53,570.92	55,445.00	57,384.86	59,393.36	
9	44,708.04	46,944.56	49,289.76	51,754.30	54,342.60	56,244.24	58,214.26	60,250.32	62,358.92	
10	46,946.64	49,293.92	51,758.46	54,346.76	57,065.32	59,060.82	61,128.60	63,269.18	65,482.30	
11	49,289.76	51,754.30	54,342.60	57,058.82	59,911.28	62,009.22	64,179.70	66,426.62	68,750.76	
12	51,752.22	54,338.44	57,056.74	59,909.20	62,904.66	65,107.12	67,384.20	69,743.96	72,185.36	
13	54,340.52	57,056.74	59,909.20	62,904.66	66,049.36	68,362.58	70,754.84	73,232.12	75,794.68	
14	57,052.32	59,905.04	62,900.50	66,045.20	69,347.72	71,776.12	74,287.46	76,886.42	79,579.24	
15	59,907.12	62,902.58	66,047.28	69,349.80	72,816.38	75,366.20	78,003.64	80,732.60	83,559.32	
16	62,898.42	66,042.86	69,345.64	72,814.04	76,453.52	79,129.18	81,898.70	84,766.24	87,731.80	
17	66,036.62	69,339.14	72,805.72	76,447.02	80,267.72	83,077.80	85,985.64	88,994.10	92,108.90	
18	69,341.22	72,807.80	76,449.36	80,271.88	84,284.20	87,234.94	90,288.12	93,447.64	96,718.18	
19	72,607.34	76,238.24	80,050.36	84,052.02	88,256.22	91,345.54	94,541.46	97,850.22	101,274.42	
20	76,238.24	80,050.36	84,052.02	88,256.22	92,667.38	95,912.44	99,268.00	102,743.16	106,340.00	
21	80,052.44	84,062.68	88,258.30	92,671.80	97,304.48	100,711.52	104,235.56	107,883.62	111,659.08	
22	84,052.02	88,254.14	92,667.38	97,300.32	102,165.44	105,740.70	109,441.80	113,273.16	117,236.60	

City of Alexandria Pay Scales



FIRE SALARY SCALE

Effective Pay Period Beginning 6/18/2016

Pay Increase	2.30%								
Step	09	10	11	12	13	14	15	16	17
Grade									
1	44,281.64	45,300.84	46,341.10	47,407.10	48,498.84	49,613.72	50,754.60	51,922.78	53,116.70
2	46,219.68	47,283.60	48,370.92	49,483.72	50,622.26	51,786.28	52,976.04	54,195.44	55,442.66
3	48,402.90	49,515.70	50,654.24	51,820.60	53,012.18	54,231.58	55,479.06	56,753.84	58,058.52
4	50,683.88	51,850.24	53,042.08	54,261.48	55,510.78	56,785.82	58,092.84	59,429.50	60,796.06
5	53,080.30	54,299.96	55,549.26	56,828.46	58,135.48	59,472.14	60,838.70	62,239.32	63,670.10
6	55,760.38	57,041.66	58,354.92	59,696.00	61,111.70	62,474.10	63,910.86	65,382.20	66,885.00
7	58,540.56	59,885.80	61,263.02	62,672.22	64,113.40	65,588.90	67,098.20	68,641.82	70,219.50
8	61,471.80	62,885.42	64,333.10	65,812.76	67,326.48	68,874.26	70,458.44	72,078.76	73,737.56
9	64,541.88	66,025.96	67,546.18	69,098.12	70,688.54	72,313.28	73,914.36	75,679.50	77,419.16
10	67,774.20	69,332.64	70,927.48	72,560.54	74,227.66	75,935.34	77,681.50	79,468.22	81,297.32
11	71,157.58	72,792.98	74,468.68	76,180.52	77,933.18	79,726.14	81,559.66	83,433.74	85,354.62
12	74,711.78	76,430.12	78,186.68	79,986.14	81,824.08	83,706.74	85,631.78	87,601.80	89,616.54
13	78,446.94	80,250.56	82,097.08	83,985.72	85,917.52	87,894.04	89,915.02	91,983.06	94,097.90
14	82,363.32	84,258.72	86,194.68	88,177.44	90,207.00	92,281.54	94,402.88	96,575.44	98,796.88
15	86,482.50	88,471.50	90,507.56	92,588.60	94,718.52	96,897.32	99,125.26	101,406.50	103,738.96
16	90,803.96	92,891.24	95,027.40	97,215.04	99,449.48	101,736.96	104,077.74	106,470.00	108,919.72
17	95,334.46	97,526.26	99,769.02	102,063.00	104,412.62	106,813.20	109,269.16	111,782.84	114,353.98
18	100,103.64	102,406.20	104,762.32	107,171.48	109,636.02	112,158.28	114,737.74	117,377.26	120,076.32
19	104,819.78	107,231.02	109,697.64	112,219.90	114,801.96	117,441.22	120,142.36	122,905.64	125,732.62
20	110,060.34	112,593.00	115,181.30	117,831.48	120,541.20	123,312.80	126,150.44	129,052.04	132,019.94
21	115,567.40	118,225.64	120,946.28	123,726.20	126,572.68	129,484.94	132,461.16	135,507.84	138,624.72
22	121,340.70	124,131.54	126,986.34	129,906.92	132,893.80	135,951.40	139,078.94	142,276.94	145,549.56

City of Alexandria Pay Scales



PHYSICIAN SALARY SCALE

Effective Pay Period Beginning 6/18/2016

	Band	Certification Level	Minimum	Midpoint	Maximum	70%	82%
Clinical Psychiatrist	01	Board Eligible	\$103,896.64	\$142,778.77	\$181,660.90	\$127,162.63	\$148,961.94
	02	Board Certified	\$111,288.83	\$150,876.57	\$190,464.31	\$133,325.01	\$156,180.73
	03	Specialty Certified	\$116,871.18	\$157,235.03	\$197,598.88	\$138,319.22	\$162,031.09
Senior Clinical Psychiatrist	04	Board Eligible	\$109,091.66	\$149,917.68	\$190,743.71	\$133,520.60	\$156,409.84
	05	Board Certified	\$116,853.32	\$158,420.28	\$199,987.23	\$139,991.06	\$163,989.53
	06	Specialty Certified	\$122,714.82	\$165,097.01	\$207,479.21	\$145,235.45	\$170,132.95

Stipends of \$5,000 will be paid for each ABPN specialty certification in child psychiatry, forensic psychiatry, geriatric psychiatry, clinical psychopharmacology and geriatric medicine.

Calculating Merit Increases for Physician Scale:		
Merit Increase Rate is Based Off of Position in Band:		
If current salary is less than 70% of maximum salary for pay band,	then	Employee Receives 5% increase
If current salary is between 70% and 82% of maximum salary for pay band,	then	Employee Receives 3.5% increase
If current salary is over 82% of maximum salary for pay band,	then	Employee Receives 2.3% increase

City of Alexandria Pay Scales



EXECUTIVE SALARY SCALE

Effective Pay Period Beginning 6/18/2016

		Salary Range		
		<i>Minimum</i>	<i>Midpoint</i>	<i>Maximum</i>
Deputy/Assistant Directors	Band III	\$92,307.80	\$127,906.09	\$163,504.38
Department Heads	Band II	\$101,757.24	\$141,011.00	\$180,264.76
Deputy City Managers	Band I	\$106,846.22	\$148,061.81	\$189,277.40

FY 2017 City Compensated Holidays



JULY 1, 2016 THROUGH JUNE 30, 2017

HOLIDAY	DAY	DATE
Independence Day	Monday	July 4, 2016
Labor Day	Monday	September 5, 2016
Columbus Day	Monday	October 10, 2016
Thanksgiving Day	Thursday	November 24, 2016
Day After Thanksgiving (in lieu of Veteran's Day)	Friday	November 25, 2016
Christmas Eve	Friday	December 23, 2016 (In observance of December 24 on a Saturday)
Christmas Day	Monday	December 26, 2016 (In observance of December 25 on a Sunday)
New Year's Day	Monday	January 2, 2017 (In observance of January 1 on a Sunday)
Martin Luther King Jr. Day	Monday	January 16, 2017
Inauguration Day	Friday	January 20, 2017
Presidents' Day	Monday	February 20, 2017
Memorial Day	Monday	May 29, 2017