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City of Alexandria Compensation Philosophy

The City of Alexandria's Compensation Philosophy was recommended by the Council Committee on the Watson Wyatt Report during the FY 1998 budget deliberations. The final Compensation Philosophy was adopted by City Council on May 27, 1997. The City is currently reviewing the employee compensation philosophy as part of a consultant study of employee classification and pay systems and is likely to revise the current philosophy during FY 2009.

Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect City employee compensation. It is designed to reflect the important role that public employees play in the delivery of services and programs to this community; the fair and equitable treatment of all employees, regardless of race, gender, or disability; and adherence to EEO/AA goals. In addition, this philosophy establishes the commitment and necessity to maintain comparability with jurisdictions who 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 minimum, mid-point and maximum salaries, with emphasis on the mid-point, of comparator organizations in the primary labor market. The primary labor market is currently defined as the Washington Metropolitan area Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- The City Manager 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 and retain specific positions or classification groups.
- The City will use benchmark jobs to obtain information on minimum, mid-point and maximum salary for an assessment of pay competitiveness through reliably published compensation survey data.
- At least every five years, the City Manager will request the Personnel Department to conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any classes or classification series into competitive alignment and/or to address employee retention and turnover as needed. At any time the City Manager determines that any job classification needs to be reviewed more frequently than once every five years, necessary action may be taken to address the market position of such job.
- If a mid-point salary analysis shows that a position falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City Manager will propose action necessary to align the class with the competitive labor market for implementation at the next fiscal year or sooner, if financially feasible.

City of Alexandria Compensation Philosophy

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.
- Cost-of-living changes, as determined by the CPI-U-DC (Consumer Price Index-Urban-for the Washington Metropolitan Area, published bi-monthly by the U.S. Department of Labor, Bureau of Labor Statistics).
- Comparator organizations in the primary labor market.
- Financial affordability.

Pay Scales

The City Manager will promulgate four pay scales that include steps, one for general City employees, and one each for Police, Fire and Sheriff. The pay scales will provide information on salary increases within a particular grade that an employee may expect from year-to-year if performing satisfactorily.

For all employees, the percentage increases in the salary schedule from year-to-year will not be the same amount every year in a particular grade, but will have some variability to reflect length of service and base salaries. To attract and retain employees in the early years of service, while base salaries are still relatively low, the percentage increase may be higher than for more senior employees, who are performing satisfactorily, and gaining more experience and providing even greater value to the City, but have a higher base salary. However, in all cases, employees will know the number of years necessary to reach maximum pay in a particular grade, performance expectations to advance in-grade, and career development opportunities to advance to another grade.

The specific pay scales will be competitive with the minimum, mid-point and maximum salaries for the primary labor market, and will be adjusted whenever necessary to maintain market competitiveness.

Pay Scale Progression

Salary increases from the pay scale are a function of satisfactory performance and are based on merit. All employees should be made aware that such increases are a recognition of performance that meets or exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are **not** automatic.

Career Development Increases

The City Manager will direct the Personnel Department to 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 comparably with those in the primary labor market. Such a structure enables existing employees in career ladder programs 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 to meet increased job responsibilities.

City of Alexandria Compensation Philosophy

Education and Tuition Assistance

An objective in the compensation philosophy is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City Manager will direct the Personnel Department to 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.

Incentives

It is also the intent of the compensation philosophy to provide significant 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 the job expectations. Taxable cash awards in this category may be given to a maximum of \$500, with typical awards being 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.

General Salary Schedule

Effective July 1, 2008 - June 30, 2009

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	****	****	****	****	****	****	27,613	28,580	29,580	30,615	31,320	32,040	32,777	33,531	34,302	35,091	1
2	****	****	****	****	****	27,875	28,850	29,860	30,905	31,987	32,722	33,475	34,245	35,033	35,838	36,663	2
3	****	****	****	****	28,182	29,168	30,189	31,246	32,339	33,471	34,241	35,029	35,834	36,659	37,502	38,364	3
4	****	****	****	28,080	29,484	30,516	31,584	32,689	33,833	35,018	35,823	36,647	37,490	38,352	39,234	40,137	4
5	****	****	27,974	29,373	30,842	31,921	33,038	34,195	35,391	36,630	37,473	38,334	39,216	40,118	41,041	41,985	5
6	****	27,862	29,255	30,718	32,254	33,383	34,551	35,761	37,012	38,308	39,189	40,090	41,012	41,956	42,921	43,908	6
7	27,771	29,159	30,617	32,148	33,756	34,937	36,160	37,426	38,735	40,091	41,013	41,957	42,922	43,909	44,919	45,952	7
8	29,067	30,520	32,046	33,648	35,331	36,567	37,847	39,172	40,543	41,962	42,927	43,914	44,924	45,957	47,014	48,096	8
9	30,524	32,050	33,653	35,335	37,102	38,401	39,745	41,136	42,576	44,066	45,079	46,116	47,177	48,262	49,372	50,507	9
10	31,860	33,453	35,126	36,882	38,726	40,082	41,485	42,937	44,439	45,995	47,053	48,135	49,242	50,375	51,533	52,718	10
11	33,365	35,033	36,784	38,624	40,555	41,974	43,443	44,964	46,538	48,166	49,274	50,408	51,567	52,753	53,966	55,207	11
12	34,937	36,684	38,518	40,444	42,466	43,952	45,491	47,083	48,731	50,436	51,597	52,783	53,997	55,239	56,510	57,809	12
13	36,589	38,418	40,339	42,356	44,474	46,031	47,642	49,309	51,035	52,821	54,036	55,279	56,550	57,851	59,181	60,543	13
14	38,436	40,358	42,376	44,495	46,720	48,355	50,047	51,799	53,612	55,488	56,764	58,070	59,406	60,772	62,170	63,600	14
15	40,353	42,370	44,489	46,713	49,049	50,766	52,542	54,381	56,285	58,255	59,594	60,965	62,367	63,802	65,269	66,770	15
16	42,374	44,493	46,717	49,053	51,506	53,309	55,174	57,105	59,104	61,173	62,580	64,019	65,492	66,998	68,539	70,115	16
17	44,490	46,714	49,050	51,503	54,078	55,971	57,930	59,957	62,056	64,227	65,705	67,216	68,762	70,343	71,961	73,616	17
18	46,718	49,054	51,507	54,082	56,786	58,774	60,831	62,960	65,163	67,444	68,995	70,582	72,206	73,866	75,565	77,303	18
19	49,050	51,502	54,077	56,781	59,620	61,707	63,866	66,102	68,415	70,810	72,438	74,105	75,809	77,553	79,336	81,161	19
20	51,499	54,074	56,778	59,617	62,598	64,789	67,056	69,403	71,832	74,346	76,056	77,806	79,595	81,426	83,299	85,214	20
21	54,075	56,778	59,617	62,598	65,728	68,029	70,410	72,874	75,425	78,064	79,860	81,697	83,576	85,498	87,464	89,476	21
22	56,774	59,613	62,594	65,723	69,009	71,425	73,925	76,512	79,190	81,962	83,847	85,775	87,748	89,766	91,831	93,943	22
23	59,614	62,595	65,725	69,011	72,462	74,998	77,623	80,339	83,151	86,062	88,041	90,066	92,137	94,257	96,424	98,642	23
24	62,592	65,722	69,008	72,458	76,081	78,744	81,500	84,352	87,305	90,360	92,439	94,565	96,740	98,965	101,241	103,569	24
25	65,715	69,001	72,451	76,073	79,877	82,673	85,566	88,561	91,661	94,869	97,051	99,283	101,566	103,902	106,292	108,737	25
26	69,003	72,453	76,076	79,880	83,874	86,809	89,847	92,992	96,247	99,616	101,907	104,251	106,648	109,101	111,611	114,178	26
27	72,254	75,867	79,660	83,643	87,825	90,899	94,080	97,373	100,781	104,309	106,708	109,162	111,673	114,241	116,869	119,557	27
28	75,867	79,660	83,643	87,825	92,216	95,444	98,784	102,242	105,820	109,524	112,043	114,620	117,256	119,953	122,712	125,534	28
29	79,663	83,646	87,828	92,220	96,831	100,220	103,727	107,358	111,115	115,004	117,650	120,355	123,124	125,955	128,852	131,816	29
30	83,642	87,824	92,215	96,826	101,667	105,225	108,908	112,720	116,665	120,748	123,526	126,367	129,273	132,246	135,288	138,400	30
31	87,818	92,209	96,819	101,660	106,743	110,479	114,346	118,348	122,490	126,777	129,693	132,676	135,728	138,849	142,043	145,310	31
32	92,209	96,819	101,660	106,743	112,080	116,003	120,063	124,266	128,615	133,116	136,178	139,310	142,514	145,792	149,145	152,576	32
33	96,819	101,660	106,743	112,080	117,684	121,803	126,066	130,479	135,046	139,772	142,987	146,276	149,640	153,082	156,603	160,204	33
34	101,660	106,743	112,080	117,684	123,569	127,894	132,370	137,003	141,798	146,761	150,136	153,589	157,122	160,736	164,433	168,215	34
35	106,743	112,080	117,684	123,569	129,747	134,288	138,988	143,853	148,888	154,099	157,643	161,269	164,978	168,773	172,654	176,625	35

Living Wage: City Council's Living Wage principles are applied to the General Salary scale for certain eligible positions . The Living Wage rate is adjusted annually and is \$13.13 per hour in FY 2009. The salary scale above notes the minimum salaries where the Living Wage rate has been established for eligible positions.

Police Salary Schedule

Effective July 1, 2008 - June 30, 2009

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
15	58,446	61,368	64,436	67,658	71,040	73,528	76,100	78,764	81,521	84,374	86,314	88,300	90,331	92,408	94,534	96,708	15
16	61,365	64,433	67,655	71,037	74,590	77,200	79,902	82,698	85,593	88,588	90,626	92,711	94,843	97,024	99,256	101,538	16
17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

Please note: The Salary Schedules that are published here are rounded to allow all the information to fit in the space available. For the non-rounded numbers, please refer to the City of Alexandria Classification and Pay Plans published annually by the Classification and Compensation Division the of the Personnel Services Department.

Sheriff Salary Schedule

Effective July 1, 2008 - June 30, 2009

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
15	58,446	61,368	64,436	67,658	71,040	73,528	76,100	78,764	81,521	84,374	86,314	88,300	90,331	92,408	94,534	96,708	15
16	61,365	64,433	67,655	71,037	74,590	77,200	79,902	82,698	85,593	88,588	90,626	92,711	94,843	97,024	99,256	101,538	16
17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

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Fire Salary Schedule

Effective July 1, 2008 - June 30, 2009

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
15	58,446	61,368	64,436	67,658	71,040	73,528	76,100	78,764	81,521	84,374	86,314	88,300	90,331	92,408	94,534	96,708	15
16	61,365	64,433	67,655	71,037	74,590	77,200	79,902	82,698	85,593	88,588	90,626	92,711	94,843	97,024	99,256	101,538	16
17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

Please note: The Salary Schedules that are published here are rounded to allow all the information to fit in the space available. For the non-rounded numbers, please refer to the City of Alexandria Classification and Pay Plans published annually by the Classification and Compensation Division the of the Personnel Services Department.

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

PAY PLAN: Administratively Determined

Admin. Aide/City Council	Administrative, Clerical and Office Services
Assistant Court Administrator	Legal, Paralegal and Kindred
City Attorney	Legal, Paralegal and Kindred
City Clerk and Clerk of Council	Administrative, Clerical and Office Services
City Manager	Policy Determining
Clerk of the Circuit Court	Legal, Paralegal and Kindred
Commonwealth's Attorney	Legal, Paralegal and Kindred
Council Member	Policy Determining
Court Administrator	Legal, Paralegal and Kindred
Deputy City Clerk	Administrative, Clerical and Office Services
Deputy Court Administrator	Legal, Paralegal and Kindred
Director/Public Health	Medical, Dental, Hospital and Public Health
Intern	Miscellaneous Occupations
Mayor	Policy Determining
Special City Architect	Engineering and Architecture
Vice Mayor	Policy Determining
Workshop Participant	Miscellaneous Occupations

GRADE : 01

SALARY: \$27,613 to \$35,091

Clinical Psychologist Trainee	Social Science and Welfare
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GRADE : 02

SALARY: \$27,875 to \$36,663

Clerk I	Administrative, Clerical and Office Services
Custodian	Equipment, Facilities and Services
Laborer I	Equipment, Facilities and Services
Library Page	Library and Archives
Locker Room Attendant	Equipment, Facilities and Services
Messenger	Administrative, Clerical and Office Services

GRADE : 03

SALARY: \$28,182 to \$38,364

Assistant Registrar I	Miscellaneous Occupations
Delivery Clerk	Administrative, Clerical and Office Services
Driver	Equipment, Facilities and Services
Library Aide	Library and Archives
Refuse Collector	Equipment, Facilities and Services

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 04

Apprentice Tree Trimmer
Clerk II
Clerk Typist I
Motor Vehicle Operator
Receptionist/Telephone Operator
Records Center Clerk
Traffic Services Worker I

SALARY: \$26,743 to \$40,137

Equipment, Facilities and Services
Administrative, Clerical and Office Services
Administrative, Clerical and Office Services
Equipment, Facilities and Services
Administrative, Clerical and Office Services
Administrative, Clerical and Office Services
Equipment, Facilities and Services

GRADE : 05

Account Clerk I
Assistant Registrar II
Automotive Parts Driver
Data Entry Operator I
Laborer II
Mail Distribution/Duplication Clerk
Program Aide I
Recreation Leader I
School Crossing Guard
Security Monitor

SALARY: \$26,642 to \$41,985

Accounting, Budget and Finance
Miscellaneous Occupations
Equipment, Facilities and Services
Automatic Data Processing
Equipment, Facilities, and Services
Administrative, Clerical and Office Services
Social Science and Welfare
Recreation
Public Safety and Education
Public Safety and Education

GRADE : 06

Clerk Typist II
Cook
Data Entry Operator II
Medical Records Assistant
Personnel Clerk I
Property Clerk
Rod and Chain Operator

SALARY: \$26,536 to \$43,908

Administrative, Clerical and Office Services
Equipment, Facilities and Services
Automatic Data Processing
Administrative, Clerical and Office Services
Personnel Management and Employee Relations
Public Safety and Enforcement
Engineering and Architecture

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 07

SALARY: \$27,771 to \$45,952

Account Clerk II	Accounting, Budget and Finance
Assistant Food Services Specialist	Equipment, Facilities and Services
Automotive Services Worker	Equipment, Facilities and Services
Automotive Parts Specialist	Equipment, Facilities and Services
Bus Driver	Equipment, Facilities and Services
Case Aide	Social Science and Welfare
Clerk Typist III	Administrative, Clerical and Office Services
Equipment Operator I	Equipment, Facilities and Services
Library Assistant I	Library and Archives
Museum Aide I	Information and Arts
Pharmacy Assistant	Medical, Dental, Hospital and Public Health
Program Aide II	Social Science and Welfare
Records Clerk	Administrative, Clerical and Office Services
Supply Clerk	Procurement & Supply
Traffic Services Worker II	Equipment, Facilities and Services

GRADE : 08

SALARY: \$29,067 to \$48,096

Building Services Assistant	Engineering and Architecture
Client Intake Services Worker	Administrative, Clerical and Office Services
Computer Operator I	Automatic Data Processing
Horticultural Assistant	Biological Sciences
Library Assistant II	Library and Archives
Maintenance Worker	Equipment, Facilities and Services
Personnel Clerk II	Personnel Management and Employee Relations
Parking Enforcement Officer I	Public Safety and Enforcement
Recreation Leader II	Recreation
Residential Detox Counselor I	Social Science and Welfare
Secretary I	Administrative, Clerical & Office Services
X-ray Technician	Medical, Dental, Hospital and Public Health
Youth Advisor	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 09

Assistant Impounding Officer I
 Assistant Registrar III
 Communication Clerk/T &ES
 Coordinator/Fleet Maintenance
 Equipment Operator II
 Lab Aide
 Laborer III
 Mental Health/Mental Retardation Tech I
 Museum Aide II
 Museum Technician
 Planning Assistant I
 Police Services Clerk
 Public Health Nurse Aide
 Sign Fabricator
 Supervisory Custodian

SALARY: \$30,524 to \$50,507

Public Safety and Enforcement
 Miscellaneous Occupations
 Administrative, Clerical and Office Services
 Equipment, Facilities and Services
 Equipment, Facilities and Services
 Medical, Dental, Hospital & Public Health
 Equipment, Facilities and Services
 Social Science and Welfare
 Information and Arts
 Information and Arts
 Planning and Urban Development
 Public Safety and Enforcement
 Medical, Dental, Hospital & Pubic Health
 Equipment, Facilities and Services
 Equipment, Facilities and Services

GRADE : 10

Account Clerk III
 Computer Operator II
 Dental Assistant
 Equipment Maintenance Specialist
 Horticultural Specialist I
 Legal Secretary I
 Library Assistant III
 Licensed Practical Nurse
 Medical Records Technician
 Offset Press Operator I
 Parking Enforcement Officer II
 Recreation Leader III
 Sanitation Inspector
 Secretary II
 Supervisory Bus Driver
 Supervisor/Shelter
 Traffic Services Worker III
 Transit Services Assistant

SALARY: \$31,860 to \$52,718

Accounting, Budget and Finance
 Automatic Data Processing
 Medical, Dental, Hospital & Public Health
 Equipment, Facilities and Services
 Biological Sciences
 Administrative, Clerical and Office Services
 Library and Archives
 Medical, Dental, Hospital and Public Health
 Administrative, Clerical and Office Services
 Equipment, Facilities and Services
 Public Safety and Enforcement
 Recreation
 Public Safety and Enforcement
 Administrative, Clerical and Office Services
 Equipment, Facilities and Services
 Social Science and Welfare
 Equipment, Facilities and Services
 Transportation and Environmental Services

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 11

SALARY: \$33,365 to \$55,207

Administrative Technician	Administrative, Clerical and Office Services
Assistant Impounding Officer II	Public Safety and Enforcement
Carpenter	Equipment, Facilities and Services
Coordinator/Building Services I	Equipment, Facilities and Services
Crime Prevention Technician	Public Safety and Enforcement
Customer Service Technician	Administrative, Clerical and Office Services
Eligibility Worker I	Social Science and Welfare
Engineering Aide I	Engineering and Architecture
Fire Training Assistant	Personnel Management and Employee Relations
Heavy Equipment Operator	Equipment, Facilities and Services
Library Associate I	Library and Archives
Management Information Clerk	Automatic Data Processing
Mental Health/Mental Retardation Tech II	Social Science and Welfare
Personnel Assistant	Personnel Management and Employee Relations
Pharmacy Technician	Medical, Dental, Hospital and Public Health
Planning Assistant II	Planning and Urban Development
Parking Enforcement Officer III	Public Safety and Enforcement
Purchasing Technician	Procurement and Supply
Residential Counselor	Social Science and Welfare
Residential Detox Counselor II	Social Science and Welfare
Revenue Collection Specialist I	Business and Industry
Tree Trimmer	Equipment, Facilities and Services

GRADE : 12

SALARY: \$34,937 to \$57,809

Account Clerk IV	Accounting, Budget and Finance
Apprentice Mechanic	Equipment, Facilities and Services
Assistant Dockmaster	Business and Industry
Computer Operator III	Automatic Data Processing
Community Services Specialist I	Social Science and Welfare
Coordinator/Building Services II	Equipment, Facilities and Services
ITS Scheduler/Operations Librarian	Automatic Data Processing
Offset Press Operator II	Equipment, Facilities and Services
Park Facilities Specialist	Equipment, Facilities and Services
Planning Technician	Planning and Urban Development
Police Driving Instructor	Public Safety and Enforcement

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 12

Rehabilitation Vocational Counselor I
 Secretary III
 Special Police Officer
 Supervisory Account Clerk
 Supervisory/School Crossing Guard
 Therapeutic Recreation Leader
 Traffic Signal Repair Technician

SALARY: \$34,937 to \$57,809

Social Science and Welfare
 Administrative, Clerical and Office Services
 Public Safety and Enforcement
 Accounting, Budget and Finance
 Public Safety and Enforcement
 Medical, Dental, Hospital and Public Health
 Equipment, Facilities and Services

GRADE : 13

Administrative Assistant
 Assessment Records Specialist
 Building Systems Technician
 Caseworker
 Code Enforcement Inspector I
 Coordinator/Family Advocacy Project
 Coordinator/Public Works Services
 Curator I
 Eligibility Worker II
 Employment and Training Specialist
 Engineering Aide II
 Epidemiology Program Representative
 Executive Secretary
 Facilities Maintenance Specialist
 Food Services Specialist
 Impounding Officer
 Legal Secretary II
 Library Associate II
 Personnel Technician
 Real Estate Appraiser I
 Recreation Leader IV
 Relocation Advisor I
 Revenue Collection Specialist II
 Sewer Inspector (TV)
 Supervisory Administrative Technician
 Supervisory/Battered Women Shelter
 Supervisor/Labor

SALARY: \$36,589 to \$60,543

Administrative Clerical and Office Services
 Business and Industry
 Equipment, Facilities and Services
 Social Science and Welfare
 Engineering and Architecture
 Social Science and Welfare
 Equipment, Facilities and Services
 Information and Arts
 Social Science and Welfare
 Social Science and Welfare
 Engineering and Architecture
 Medical, Dental, Hospital and Public Health
 Administrative Clerical and Office Services
 Equipment, Facilities and Services
 Equipment, Facilities and Services
 Public Safety and Enforcement
 Administrative Clerical and Office Services
 Library and Archives
 Personnel Management and Employee Relations
 Business and Industry
 Recreation
 Housing
 Business and Industry
 Equipment, Facilities and Services
 Administrative, Clerical and Office Services
 Social Science and Welfare
 Equipment, Facilities and Services

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 13

Supervisory/Parking Enforcement Officer
 Supervisor/Records
 Supervisor/Recreation Leader I
 Surveillance Officer
 Survey Instrument Operator
 Traffic Survey Technician
 Victim-Witness Specialist I
 Workplace Safety Specialist

SALARY: \$36,589 to \$60,543

Public Safety and Enforcement
 Administrative, Clerical and Office Services
 Recreation
 Engineering and Architecture
 Engineering and Architecture
 Transportation and Environmental Services
 Legal, Paralegal and Kindred
 Business and Industry

GRADE : 14

Accounting Technician
 Assistant Superintendent/Solid Waste
 Automotive Mechanic
 Automotive Services Advisor
 Code Enforcement Inspector II
 Coordinator/Building Services III
 Customer Support Engineer I
 Emergency Communications Technician
 Emergency Mgmt Outreach Specialist
 Fleet Services Technician I
 Horticultural Specialist II
 Law Clerk
 Law Clerk I
 Museum Education Specialist
 Outreach/Prevention Specialist
 Senior Eligibility Worker
 Senior Planning Technician
 Senior Residential Counselor
 Supervisory Cartographer
 Supervisor Detox Center
 Supervisor/Equipment Maintenance
 Supervisor/Facilities Maintenance
 Supervisor/Mail Distribution/Duplication
 Supervisor/Maintenance Project
 Supervisory Secretary III
 Therapist I
 Traffic Signal Repair Technician
 Traffic Operations Technician

SALARY: \$38,436 to \$63,600

Accounting, Budget and Finance
 Equipment, Facilities and Services
 Equipment, Facilities and Services
 Equipment, Facilities and Services
 Engineering and Architecture
 Equipment, Facilities and Services
 Automatic Data Processing
 Public Safety and Enforcement
 Public Safety and Enforcement
 Equipment, Facilities and Services
 Biological Sciences
 Legal, Paralegal and Kindred
 Legal, Paralegal and Kindred
 Information and Arts
 Social Science and Welfare
 Social Science and Welfare
 Planning and Urban Development
 Social Science and Welfare
 Planning and Urban Development
 Social Science and Welfare
 Equipment, Facilities and Services
 Equipment, Facilities and Services
 Administrative, Clerical and Office Services
 Equipment, Facilities and Services
 Administrative, Clerical and Office Services
 Social Science and Welfare
 Equipment, Facilities and Services
 Transportation and Environmental Services

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 14

Victim-Witness Specialist II
 Volunteer Developer
 Zoning Inspector

SALARY: \$38,436 to \$63,600

Legal, Paralegal and Kindred
 Social Science and Welfare
 Planning and Urban Development

GRADE : 15

Accountant I
 Administrative Assistant/Mayor
 Administrative Officer I
 Assistant Director/ADHCC
 Asst Superintendent/Construction & Maint
 Assistant Superintendent/T ransportation
 Buyer I
 Community Services Specialist II
 Consumer & Citizens' Affairs Investigator
 Contract Administrator
 Contract Procurement Specialist
 Coordinator/Employment Services
 Coordinator/Youth Services
 Eligibility Fraud Investigator
 Fire Inspector I
 Fiscal Analyst
 Hack Inspector
 Human Rights Investigator
 Landscape Architect
 Librarian I
 Landlord/Tenant Investigator
 Nutritionist
 Police Personnel Recruiter
 Police Range Officer
 Polygraph Examiner
 Public Information Specialist
 Recycling Program Specialist
 Research Historian
 Safety Officer
 Supervisory Administrative Assistant
 Telecommunications Specialist

SALARY: \$40,353 to \$66,770

Accounting, Budget and Finance
 Administrative, Clerical and Office Services
 Administrative, Clerical and Office Services
 Social Science and Welfare
 Equipment, Facilities and Services
 T ransportation and Environmental Services
 Procurement and Supply
 Social Science and Welfare
 Business and Industry
 Procurement and Supply
 Business and Industry
 Social Science and Welfare
 Public Safety and Enforcement
 Social Science and Welfare
 Engineering and Architecture
 Accounting, Budget and Finance
 Public Safety and Enforcement
 Legal, Paralegal and Kindred
 Engineering and Architecture
 Library and Archives
 Housing
 Medical, Dental, Hospital and Public Health
 Personnel Management and Employee Relations
 Public Safety and Enforcement
 Public Safety and Enforcement
 Information and Arts
 T ransportation and Environmental Services
 Library and Archives
 Business and Industry
 Administrative, Clerical and Office Services
 Equipment Facilities, and Services

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 15

T&ES Inspector I
 Traffic Computer Specialist
 Urban Planner I
 Vocational Services Specialist
 Youth Services Program Specialist

SALARY: \$40,353 to \$66,770

Engineering and Architecture
 Automatic Data Processing
 Planning and Urban Development
 Social Science and Welfare
 Social Science and Welfare

GRADE : 16

Assistant Superintendent/Parks & Facilities
 Assistant Superintendent/Tree Maint
 Automotive Parts Manager
 Behavior Management Specialist
 Coordinator/Employee Development Prgm
 Coordinator/Police Emergency Comm Trng
 Coordinator/Pool Site
 Customer Supporter Engineer II
 Deputy Registrar
 Fleet Services Specialist
 Fleet Services Technician II
 Health & Community Education Specialist
 Infant Development Specialist
 Latent Print Examiner
 Lease Management Assistant
 Management Analyst I
 Park Manager
 Personnel Analyst I
 Public Health Nurse I
 Registered Nurse
 Rehabilitation Vocational Counselor II
 Revenue Collection Specialist III
 Sanitarian I
 Supervisor/Therapeutic Rec Leader I
 Supervisor/Traffic Signal Repair
 Survey Party Chief
 T&ES Inspector II
 Therapeutic Recreation Specialist
 Therapist II
 Transit Specialist

SALARY: \$42,374 to \$70,115

Equipment, Facilities and Services
 Equipment, Facilities and Services
 Equipment, Facilities and Services
 Social Science and Welfare
 Personnel Management & Employee Relations
 Public Safety and Enforcement
 Recreation
 Automatic Data Processing
 Miscellaneous Occupations
 Equipment, Facilities and Services
 Equipment, Facilities and Services
 Information and Arts
 Social Science and Welfare
 Public Safety and Enforcement
 Business and Industry
 Administrative, Clerical & Office Services
 Equipment, Facilities and Services
 Personnel Management and Employee Relations
 Medical, Dental, Hospital and Public Health
 Medical, Dental, Hospital and Public Health
 Social Science and Welfare
 Business and Industry
 Medical, Dental, Hospital and Public Health
 Medical, Dental, Hospital and Public Health
 Equipment, Facilities and Services
 Engineering and Architecture
 Engineering and Architecture
 Medical, Dental, Hospital and Public Health
 Social Science and Welfare
 Transportation and Environmental Services

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 17

SALARY: \$44,490 to \$73,616

Arborist
 Audiologist
 Civil Engineer I
 Code Enforcement Inspector III
 Coordinator/Jury
 Coordinator/Volunteer Services
 Curator II
 Dockmaster
 Fire Inspector II
 Fire Protection System Specialist
 Inmate Classification Counselor
 Internal Auditor I
 Law Clerk II
 Librarian II
 Maintenance and Renovation Specialist
 Master Electrician
 Medical Laboratory Technician
 Naturalist I
 Police Personnel Specialist
 Real Estate Appraiser II
 Relocation Advisor II
 Revenue Collection Specialist IV
 Social Worker I
 Supervisory Administrative Officer I
 Supervisory Emergency Comm Tech
 Supervisor/Employment and Training
 Supervisor/Horticulture
 Supervisory Nutritionist
 Supervisor/Recreation Leader II
 Supervisor/Technical
 Superintendent/Refuse Collection
 Superintendent/Refuse Disp & St Cleaning

Biological Sciences
 Medical, Dental, Hospital and Public Health
 Engineering and Architecture
 Engineering and Architecture
 Legal, Paralegal and Kindred
 Social Science and Welfare
 Information and Arts
 Business and Industry
 Engineering and Architecture
 Engineering and Architecture
 Public Safety and Enforcement
 Accounting, Budget and Finance
 Legal, Paralegal and Kindred
 Library and Archives
 Engineering and Architecture
 Equipment, Facilities and Services
 Medical, Dental, Hospital and Public Health
 Biological Sciences
 Personnel Management and Employee Relations
 Business and Industry
 Housing
 Business and Industry
 Social Science and Welfare
 Administrative, Clerical and Office Services
 Public Safety and Enforcement
 Social Science and Welfare
 Biological Sciences
 Medical, Dental, Hospital and Public Health
 Recreation
 Equipment, Facilities and Services
 Equipment, Facilities and Services
 Equipment, Facilities and Services

GRADE : 18

SALARY: \$46,718 to \$77,303

Assistant Vocational Services Manager
 Buyer II
 Computer Programmer

Social Science and Welfare
 Procurement and Supply
 Automatic Data Processing

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 18

SALARY: \$46,718 to \$77,303

Computer Systems Analyst I	Automatic Data Processing
Construction Field Representative	Engineering and Architecture
Coordinator/ASAP	Legal, Paralegal and Kindred
Coordinator I/Community Svc Programs	Social Science and Welfare
Coordinator I/Rehabilitation Loan	Housing
Coordinator/Special Services	Recreation
Customer Support Engineer III	Automatic Date Processing
Law Librarian	Library and Archives
Network Engineer I	Automatic Data Processing
Pharmacist I	Medical, Dental, Hospital and Public Health
Plans Examiner	Engineering and Architecture
Senior Contract Administrator	Procurement and Supply
Supervisor/Fleet Services	Equipment, Facilities and Services
Supervisory Graphic Artist	Information and Arts
Supervisor/Personal Property Tax	Business and Industry
T&ES Inspector III	Engineering and Architecture
Transportation Information Specialist	Transportation and Environmental Services

GRADE : 19

SALARY: \$49,050 to \$81,161

Accountant II	Accounting, Budget and Finance
Budget/Management Analyst I	Accounting, Budget and Finance
Communications Officer	Information and Arts
Computer Programmer/Analyst I	Automatic Data Processing
Computer Systems Analyst II	Automatic Data Processing
Coordinator/Assisted Residential Services	Social Science and Welfare
Coordinator/Housing Program	Housing
Coordinator/Vocational & Pre-vocational Svc's	Social Science and Welfare
Epidemiologist	Medical, Dental, Hospital and Public Health
Fiscal Officer I	Accounting, Budget and Finance
Housing Analyst	Housing
Land Survey Analyst	Engineering and Architecture
Librarian III	Library and Archives
Personnel Analyst II	Personnel Management and Employee Relations
Program Analyst	Administrative, Clerical and Office Services
Probation Officer	Public Safety and Enforcement
Public Health Nurse II	Medical, Dental, Hospital and Public Health

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 19

SALARY: \$49,050 to \$81,161

Public Safety Information Officer	Information and Arts
Quality Assurance Specialist	Social Science and Welfare
Real Estate Officer	Housing
Records Administrator/Archivist	Administrative, Clerical and Office Services
Records Manager	Administrative, Clerical and Office Services
Retirement Specialist	Personnel Management and Employee Relations
Revenue Collection Specialist V	Business and Industry
Sanitarian II	Medical, Dental, Hospital and Public Health
Supervisor Alex Community Corrections Prgm's	Public Safety and Enforcement
Supervisor/Code Enforcement Field	Information and Arts
Supervisor/Community Affairs	Information and Arts
Supervisor/Eligibility	Social Science and Welfare
Supervisor/Recreation Leader III	Recreation
Supervisory Registered Nurse	Medical, Dental, Hospital and Public Health
Superintendent/Parks & Facilities Maintenance	Equipment, Facilities and Services
Superintendent/T ransportation	T ransportation and Environmental Services
Urban Planner II	Planning and Urban Development

GRADE : 20

SALARY: \$51,499 to \$85,214

Administrative Officer II	Administrative, Clerical and Office Services
Archaeologist	Information and Arts
City Arborist	Biological Sciences
Civil Engineer II	Engineering and Architecture
Computer Systems Analyst III	Automatic Data Processing
Coordinator/Community and Family Advocacy	Social Science and Welfare
Coordinator/Emergency Planning	Public Safety and Enforcement
Coordinator/Grants	Accounting, Budget and Finance
Coordinator/Information Technology Services	Automatic Data Processing
Program Coordinator	Social Science and Welfare
Coordinator II /Rehabilitation Loan	Housing
Coordinator/Site Plan/Administrative Assistant	Planning and Urban Development
Coordinator/T elecommunications	Equipment, Facilities, and Services
Coordinator/Victim-Witness Assistance	Legal, Paralegal and Kindred
Director/Adult Day Services Center	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 20

SALARY: \$51,499 to \$85,214

Early Childhood Dvpmnt Training Specialist	Social Science and Welfare
Emergency Management Planner	Public Safety and Enforcement
Emergency Mgmt/Citizen Corporation Liaison	Public Safety and Enforcement
Fiscal Officer II	Accounting, Budget and Finance
Inmate Records/Classification Manager	Public Safety and Enforcement
Librarian IV	Library and Archives
Naturalist II	Biological Sciences
Network Engineer II	Automatic Data Processing
Nurse Practitioner	Medical, Dental, Hospital and Public Health
Personnel Analyst III	Personnel Management and Employee Relations
Psychiatric Nurse	Medical, Dental, Hospital and Public Health
Public Health Nurse III	Medical, Dental, Hospital and Public Health
Social Worker II	Social Science and Welfare
Space Planner	Planning and Urban Development
Senior Probation Officer	Public Safety and Enforcement
Senior Real Estate Appraiser	Business and Industry
Supervisory Admin Assistant to Counsel	Administrative, Clerical and Office Services
Supervisor/Electronic Publishing Office	Automatic Data Processing
Supervisor/Business and Professional License	Business and Industry
Supervisor/Fire Personnel	Personnel Management and Employee Relations
Supervisor/Identification	Public Safety and Enforcement
Supervisor/Police Personnel and Training	Personnel Management and Employee Relations
Supervisor/Recreation Leader IV	Recreation
Supervisor/Revenue	Business and Industry
Supervisor/Tax Services & Enforcement	Business and Industry
Supervisor/Therapeutic Recreation Leader II	Medical, Dental, Hospital and Public Health
Superintendent/Construction and Maintenance	Equipment, Facilities and Services
Systems Programmer Specialist	Automatic Data Processing
Transportation Planner	Transportation and Environmental Services

GRADE : 21

SALARY: \$54,075 to \$89,476

Air Pollution Control Specialist	Transportation and Environmental Services
Architect	Engineering and Architecture
Assistant City Attorney I	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney I	Legal, Paralegal and Kindred

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 21

SALARY: \$54,075 to \$89,476

Budget/Management Analyst II	Accounting, Budget and Finance
Buyer III	Procurement and Supply
Circuit Court Law Clerk	Legal, Paralegal and Kindred
Code Enforcement Engineer I	Engineering and Architecture
Computer Programmer/Analyst II	Automatic Data Processing
Coordinator II/Community Services Program	Social Science and Welfare
Coordinator/Fire Emergency Comm	Public Safety and Enforcement
Coordinator/Residential Services	Social Science and Welfare
Coordinator/Transportation	Transportation and Environmental Services
Director/Museum	Information and Arts
Division Chief/Communications	Equipment, Facilities and Services
Elections Administrator	Policy Determining
Librarian V	Library and Archives
Mechanical Engineer	Engineering and Architecture
Pharmacist II	Medical, Dental, Hospital and Public Health
Registrar	Policy Determining
Supervisor/Business Tax Audit	Business and Industry
Supervisor/Crime Analysis	Automatic Data Processing
Supervisor/Financial Reporting	Accounting, Budget and Finance
Supervisor/Fire Maintenance	Public Safety and Enforcement
Supervisor/Public Health Nurse	Medical, Dental, Hospital and Public Health
Supervisor/Recreation Leader V	Recreation
Supervisory/Sanitarian	Medical, Dental, Hospital and Public Health
Supervisor/Treasury	Accounting, Budget and Finance
Therapist III	Social Science and Welfare
Urban Designer	Planning and Urban Development
Urban Planner III	Planning and Urban Development
Water Quality Comp Specialist	Transportation and Environmental Services

GRADE : 22

SALARY: \$56,774 to \$93,943

Chief of Surveys	Engineering and Architecture
City Archaeologist	Information and Arts
Civil Engineer III	Engineering and Architecture
Code Enforcement Engineer II	Engineering and Architecture
Computer Systems Analyst IV	Automatic Data Processing

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 22

SALARY: \$56,774 to \$93,943

Consumer Affairs Administrator	Business and Industry
Coordinator/Domestic Violence Program	Social Science and Welfare
Coordinator/Long-Term Care Services	Social Science and Welfare
Director/Alternative Programs	Public Safety and Enforcement
Director/Residential Programs	Social Science and Welfare
Division Chief/ITS Customer Services	Automatic Data Processing
Gang Prevention & Intervention Liaison	Social Science and Welfare
Human Services Program Administrator	Social Science and Welfare
Internal Auditor II	Accounting, Budget and Finance
Lotus Notes Support Engineer	Automatic Data Processing
Network Engineer III	Automatic Data Processing
Risk Manager	Business and Industry
Senior Circuit Court Law Clerk	Legal, Paralegal and Kindred
Supervisory Administrative Officer II	Administrative, Clerical and Office Services
Supervisor/Court Services I	Legal, Paralegal and Kindred
Supervisor/Laboratory	Medical, Dental, Hospital and Public Health
Supervisor/PIE Program	Social Science and Welfare
Supervisory Program Analyst	Administrative, Clerical and Office Services
Supervisory Social Worker	Social Science and Welfare
Supervisory Therapist	Social Science and Welfare
Traffic Signal Systems Engineer	Engineering and Architecture
Watershed Program Administrator	Engineering and Architecture

GRADE : 23

SALARY: \$59,614 to \$98,642

Assistant to the City Manager	Administrative, Clerical and Office Services
Business Facilitator	Business and Industry
Clinical Psychologist I	Social Science and Welfare
Code Enforcement Engineer III	Engineering and Architecture
Computer Programmer/Analyst III	Automatic Data Processing
Day Support Services Coordinator	Social Science and Welfare
Database Administrator I	Automatic Data Processing
Energy Management Engineer	Engineering and Architecture
Radio System Manager	Public Safety and Enforcement
Supervisor/Clinical Substance Abuse Services	Social Science and Welfare
Supervisory Urban Planner	Planning and Urban Development
Web Architect	Automatic Data Processing

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 24

SALARY: \$62,592 to \$103,569

Assistant City Attorney II	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney II	Legal, Paralegal and Kindred
Budget/Management Analyst III	Accounting, Budget and Finance
Civil Engineer IV	Engineering and Architecture
Clinical Psychologist II	Social Science and Welfare
Computer Programmer/Analyst IV	Automatic Data Processing
Coordinator/CJIS	Automatic Data Processing
Coordinator/Emergency Management	Public Safety and Enforcement
Coordinator/Organizational Development	Policy Determining
Coordinator/Special Project/Recreation	Administrative, Clerical and Office Services
Database Administrator II	Automatic Data Processing
Director/Aging and Adult Services	Social Science and Welfare
Director/Alexandria Works!	Social Science and Welfare
Director/Office for Early Childhood Dvlpmnt	Social Science and Welfare
Director/Office of Community Services	Social Science and Welfare
Director/Office of Employment and Training	Social Science and Welfare
Director/Office on Youth	Social Science and Welfare
Division Chief/Administrative Services	Administrative, Clerical and Office Services
Division Chief/Capital Projects	Engineering and Architecture
Division Chief/Facilities Maintenance	Equipment, Facilities and Services
Division Chief/Fleet Services	Equipment, Facilities and Services
Division Chief/GIS	Planning and Urban Development
Division Chief/Housing Prgm Implementation	Housing
Division Chief/Housing Prgm Admin	Housing
Division Chief/Landlord-Tenant Relations	Housing
Division Chief/Maintenance	Equipment, Facilities and Services
Division Chief/Real Estate	Business and Industry
Division Chief/Solid Waste	Equipment, Facilities and Services
Division Chief/Special Events & CA	Recreation
Division Chief/Treasury	Accounting, Budget and Finance
Pension Administrator	Personnel Management and Employee Relations
Principal Planner	Planning and Urban Development
Supervisor/Chief of Eligibility	Social Science and Welfare
Supervisor/Court Services II	Legal, Paralegal and Kindred
Supervisor/Environmental Quality Program	Transportation and Environmental Services
Supervisor/Mental Health Team	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 25

SALARY: \$65,715 to \$108,737

City Architect	Engineering and Architecture
Coordinator/Special Projects/Personnel Svc's	Personnel Management and Employee Relations
Director/Acute Care Emergency Svc's Division	Social Science and Welfare
Director/Community Support Program	Social Science and Welfare
Director/Outpatient Program/Mental Health	Social Science and Welfare
Director/Research and Evaluation	Social Science and Welfare
Division Chief/Construction	Engineering and Architecture
Division Chief/Design	Engineering and Architecture
Division Chief/Park Planning	Engineering and Architecture
Division Chief/Personnel Services	Personnel Management and Employee Relations
Division Chief/Planning & Zoning	Planning and Urban Development
Division Chief/Recreation	Recreation
Division Chief/Revenue Administration	Business and Industry
Division Chief/T ransit Services	Transportation and Environmental Services
Division Chief/T ransportation	Transportation and Environmental Services
Fiscal Officer III	Accounting, Budget and Finance
Supervisor/Engineer	Engineering and Architecture
Supervisor/Extended Care Services	Social Science and Welfare

GRADE : 26

SALARY: \$69,003 to \$114,178

Assistant City Attorney III	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred
Deputy Building Official	Engineering and Architecture
Deputy Director/General Services	Equipment, Facilities and Services
Deputy Director/Library	Library and Archives
Deputy Director/Office of Housing	Housing
Deputy Finance Director/Comptroller	Accounting, Budget and Finance
Director/Dental Services	Medical, Dental, Hospital and Public Health
Director/Nursing	Medical, Dental, Hospital and Public Health
Division Chief/Database Management	Automatic Data Processing
Division Chief/Network Services	Automatic Data Processing
Supervisor/Chief Social Worker	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 27

SALARY: \$72,254 to \$119,557

Associate Director/Acute & Emergency Svc's	Social Science and Welfare
Associate Director/Administrative Services	Administrative, Clerical and Office Services
Associate Director/Child Family & Prv Svc's	Social Science and Welfare
Associate Director/Extended Care Services	Social Science and Welfare
Assistant City Attorney IV	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney IV	Legal, Paralegal and Kindred
Deputy Director/Office of Code Enforcement	Engineering and Architecture
Deputy Director/Personnel Services	Personnel Management and Employee Relations
Deputy Director/Planning and Zoning	Planning and Urban Development
Deputy Director/Public Health	Administrative, Clerical and Office Services
Deputy Director/Real Estate Assessments	Business and Industry
Deputy Director/Recreation Services	Recreation
Dep Dir/Rec & Nat Resources & Cap Projects	Recreation
Deputy Director/Recreation/Prgm Operations	Recreation
Director/Court Services	Legal, Paralegal and Kindred
Director/Office on Human Rights	Legal, Paralegal and Kindred
Director/Office on Women	Social Science and Welfare
Division Chief/Applications	Automatic Data Processing
Division Chief/Environmental Health	Medical, Dental, Hospital and Public Health
Division Chief/Environmental Services	Transportation and Environmental Services
Division Chief/Network and Security Service	Automatic Data Processing
Legislative Director	Policy Determining
Purchasing Agent	Procurement and Supply
Special Assistant/City Manager	Policy Determining
Special Assistant/Parks and Recreation	Recreation

GRADE : 28

SALARY: \$75,867 to \$125,534

Assistant City Attorney V	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney V	Legal, Paralegal and Kindred
Deputy Director/Human Services	Social Science and Welfare
Deputy Director/IT S	Automatic Data Processing
Deputy Director/T &ES Engineering	Engineering and Architecture
Deputy Director/T &ES Operations	Transportation and Environmental Services
Deputy Director/T &ES Transportation & Transit	Transportation and Environmental Services
Director/Division of Job Link	Social Science and Welfare
Director/Juvenile & Domestic Relations Court	Legal, Paralegal and Kindred
Director/Social Services Division	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 29

Clinical Psychiatrist
Deputy Commonwealth's Attorney
Director/Communications
Medical Supervisor

SALARY: \$79,663 to \$131,816

Medical, Dental, Hospital and Public Health
Legal, Paralegal and Kindred
Policy Determining
Medical, Dental, Hospital and Public Health

GRADE : 30

Director/Finance
Director/General Services
Director/Library
Director/Management & Budget
Director/Office of Citizen Assistance
Director/Office of Code Enforcement
Director/Office of Historic Alexandria
Director/Office of Housing
Director/Personnel Services
Director/Real Estate Assessments
Director/Recreation, Parks & Cultural Activities
Senior Clinical Psychiatrist

SALARY: \$83,642 to \$138,400

Accounting, Budget and Finance
Equipment, Facilities, and Services
Library and Archives
Accounting, Budget and Finance
Policy Determining
Engineering and Architecture
Information and Arts
Housing
Personnel Management and Employee Relations
Business and Industry
Recreation
Medical, Dental, Hospital and Public Health

GRADE : 31

Director/Human Services
Director/IT S
Director/MH, MR & SA
Director/Planning and Zoning
Director/T & ES
Fire Chief
Chief of Police
Sheriff

SALARY: \$87,818 to \$145,310

Social Science and Welfare
Automatic Data Processing
Social Science and Welfare
Planning and Urban Development
Transportation and Environmental Services
Public Safety and Enforcement
Public Safety and Enforcement
Public Safety and Enforcement

GRADE : 32

Deputy City Manager

SALARY: \$92,209 to \$152,576

Policy Determining

GRADE : 33

SALARY: \$96,819 to \$160,204

GRADE : 34

SALARY: \$101,660 to \$168,215

GRADE : 35

SALARY: \$106,743 to \$176,625

Police Classification Plan

JOB TITLE

GRADE : 09

Police Officer I

Police Officer II

GRADE : 11

Police Officer III

GRADE : 12

Police Officer IV

GRADE : 13

Police Corporal

GRADE : 14

Police Sergeant

GRADE : 16

Police Lieutenant

GRADE : 19

Police Captain

GRADE : 22

Deputy Chief/Police

OCCUPATIONAL GROUP

SALARY: \$43,617 to \$72,173

Public Safety and Enforcement

Public Safety and Enforcement

SALARY: \$48,088 to \$79,570

Public Safety and Enforcement

SALARY: \$50,489 to \$83,544

Public Safety and Enforcement

SALARY: \$53,015 to \$87,722

Public Safety and Enforcement

SALARY: \$55,661 to \$92,101

Public Safety and Enforcement

SALARY: \$61,365 to \$101,538

Public Safety and Enforcement

SALARY: \$70,837 to \$117,212

Public Safety and Enforcement

SALARY: \$82,002 to \$135,686

Public Safety and Enforcement

NOTE: The Chief of Police position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.

Sheriff Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 09

Deputy Sheriff I

Deputy Sheriff II

SALARY: \$43,617 to \$72,173

Public Safety and Enforcement

Public Safety and Enforcement

GRADE : 11

Deputy Sheriff III

SALARY: \$48,088 to \$79,570

Public Safety and Enforcement

GRADE : 12

Deputy Sheriff IV

SALARY: \$50,489 to \$83,544

Public Safety and Enforcement

GRADE : 14

Deputy Sheriff/Sergeant

SALARY: \$55,661 to \$92,101

Public Safety and Enforcement

GRADE : 16

Deputy Sheriff/Lieutenant

SALARY: \$61,365 to \$101,538

Public Safety and Enforcement

GRADE : 19

Deputy Sheriff/Captain

SALARY: \$70,837 to \$117,212

Public Safety and Enforcement

GRADE : 21

Deputy Sheriff/Chief

SALARY: \$78,101 to \$129,231

Public Safety and Enforcement

GRADE : 22

Undersheriff

SALARY: \$82,002 to \$135,686

Public Safety and Enforcement

NOTE: The Sheriff position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.

Fire Classification Plan

JOB TITLE

OCCUPATIONAL GROUP

GRADE : 08 Medic/Emergency Rescue Technician I	SALARY: \$41,543 to \$68,740 Medical, Dental, Hospital & Public Health
GRADE : 09 Fire Fighter I	SALARY: \$43,617 to \$72,173 Public Safety and Enforcement
GRADE : 10 Fire Fighter II Medic/Emergency Rescue Technician II	SALARY: \$45,802 to \$75,787 Public Safety and Enforcement Medical, Dental, Hospital & Public Health
GRADE : 11 Deputy Fire Marshal I	SALARY: \$48,088 to \$79,570 Public Safety and Enforcement
GRADE : 13 Deputy Fire Marshal II	SALARY: \$53,015 to \$87,722 Public Safety and Enforcement
GRADE : 14 Fire Lieutenant Medic/Emergency Rescue Technician III	SALARY: \$55,661 to \$92,101 Public Safety and Enforcement Medical, Dental, Hospital & Public Health
GRADE : 15 Deputy Fire Marshal III	SALARY: \$58,446 to \$96,708 Public Safety and Enforcement
GRADE : 16 Asst Fire Marshal Fire Captain	SALARY: \$61,365 to \$101,538 Public Safety and Enforcement Public Safety and Enforcement
GRADE : 18 Fire Marshal	SALARY: \$67,650 to \$111,939 Public Safety and Enforcement
GRADE : 20 Fire Battalion Chief	SALARY: \$74,379 to \$123,073 Public Safety and Enforcement
GRADE : 22 Asst Fire Chief	SALARY: \$82,002 to \$135,686 Public Safety and Enforcement

NOTE: The Fire Chief position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.

FY 2009 City Compensated Holidays

July 1, 2008 through June 30, 2009

Independence Day	Friday	July 4, 2008
Labor Day	Monday	September 1, 2008
Columbus Day (observed)	Monday	October 13, 2008
Thanksgiving Day	Thursday	November 27, 2008
Thanksgiving Day (in lieu of Veteran's Day)	Friday	November 28, 2008
Christmas Eve	Wednesday	December 24, 2008
Christmas Day	Thursday	December 25, 2008
New Year's Holiday	Thursday	January 1, 2009
Martin Luther King, Jr., Day (observed)	Monday	January 19, 2009
Inauguration Day	Tuesday	January 20, 2009
Presidents' Day (observed)	Monday	February 16, 2009
Memorial Day (observed)	Monday	May 25, 2009

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City of Alexandria's



Managing for Results Initiative

Alexandria initiated in 2006 a Managing for Results initiative (MFRI) to achieve City Council's vision for results-focused, financially sustainable, and accountable government. Managing for results is both a management philosophy and a process used to focus government on achieving the results the community values.

Managing for results is both a management philosophy and a process used to focus government on achieving the results the community values.

City Council's Mission Statement for the City:

Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for its future

City Council's Strategic Plan Goal #6

The City Government is Financially Sustainable, Efficient, and Community Oriented

What is MFRI?

Identifies community needs

Develops plans for addressing the needs

Establishes policies, programs and services according to plans

Tracks performance and costs

Evaluates and revises plans and services based on performance results

MFRI is a long-term investment and effort

What is the Managing for Results Initiative?

Alexandria joins a growing number of government organizations who are adopting results-focused management systems. According to the Government Accounting Standards Board (GASB):

“the ideas behind (managing for results) are basic: to identify the needs a government is trying to address; to develop an overall plan (mission, goals, objectives, and strategies) for addressing those needs; to come up with policies, programs, and services to meet those needs; to organize and implement budgeting, accounting, and management systems that support the strategies, goals, and objectives laid out in the overall plan; and finally to develop and track cost and performance data that allow the government to gauge its progress in reaching its goals and objectives, and tweaking (or changing) strategies, programs, policies, management systems, or budgets when necessary. Approaching government operations in such terms can have powerful impacts on government decision making and results.”^[1]

Developing a managing for results system is a long term investment where managing for results elements will be brought on line over time, and organizational capacity will increase with experience.

While the overall premise of managing for results is quite simple, execution of the practices will be challenging. The experience of other organizations has demonstrated that a long term commitment to building systems, engaging stakeholders and changing organizational culture is needed in order to achieve sustained success. With this in mind, the City Manager’s Office began the initiative early in 2006 working with a team of consultants highly experienced in managing for results to assess current practices, identify assets in place and establish strategies for success honed by lessons learned from other organizations.

The MFRI is a long term commitment to develop lasting systems that consistently deliver valued results for Alexandria.

^[1] http://www.seagov.org/aboutpmg/mfr_intro.pdf current on 1/09/07. The Governmental Accounting Standards Board (GASB) is the entity responsible for establishing the standards by which government organizations report their financial condition to stakeholders.

How MFRI Works:

Plans for Services

Measures Performance

Uses Results to Inform Budget Decisions

Uses Plans and Performance Data to Manage Programs & Activities

Continuously Improves through Assessment of Results

Provides Accountability to the Community

How Does the System Achieve Results?

Alexandria's system has seven major components illustrated in the model below.

City Council's strategic plan and policy direction provide the overall guidance, and the City Manager's Office will translate that guidance into action by developing "business plans" for major results areas in the government.

The City of Alexandria's Managing for Results Initiative



Development of a performance information and cost data system will provide a fundamental foundation that enables the City to define the major programs and activities it provides; assign and track the costs; and measure the quantity, quality and impact of these services.

Budgeting will be informed by the cost and performance information, and decision makers at all levels can align investment of budget dollars with the results Council wants to achieve for the community.

Managers will use goals, objectives, targets and data systems to manage, monitor and ultimately deliver the planned results.

Performance information will help everyone with a role in achieving results find ways to continuously improve performance and efficiency.

Finally, reports to Council and the public will demonstrate accountability for achieving results. As the model's cyclical pattern illustrates, future strategic direction and plans will be informed and enriched by the lessons learned in prior cycles.

Why MFRI:

Focus on Services Provided to the Community

Identify Levels of Service Provided and Areas for Improvement

Reallocate Resources for Better Services

Modify Programs, Activities & Policies as Needed

Improve Government Effectiveness and Efficiency

Communicate More Clearly

What Benefits are Expected?

Managing for results delivers many benefits to governments adopting the practices. According to GASB,

“the advantages of (managing for results) are straightforward: (managing for results) allows governments to organize around an evaluation of what they are trying to accomplish, and what is working and what is not based on program performance and cost information. Is the government efficiently and effectively achieving its goals and objectives? Reasons that individual governments may consider pursuing (managing for results) include:

- To focus government more clearly on citizens (including citizens as “customers” or “clients”) and the services they need or want, and less on organization and process
- To establish goals and objectives and to track whether those goals and objectives are being achieved
- To answer such questions as: How efficient and effective are the government’s services? What are the services’ quality levels and how can they be improved?
- To allocate resources, set policies, and organize government in as close accord as possible with desired outcomes
- To determine the degree to which programs and services are aligned with the results the government is trying to achieve
- To modify policies, programs, services, or budgets in midstream based on performance data and results as they flow in
- To compare the government’s performance to itself over time, or with that of other governments (or in certain circumstances, the private sector if such a comparison is appropriate)
- To better communicate to the public and legislative bodies what government is accomplishing, the extent to which goals and objectives are being achieved, and how efficiently and effectively government is functioning “[1]

[1] http://72.3.167.245/aboutpmg/mfr_why.pdf current on 1/09/07.

Implementation Steps:

Assessment of Current Practices – Completed in FY 2006

Identification of Programs and Activities with Performance Measures – Completed in FY 2007

Development of Reporting Tools – Began in FY 2007

Development of Business Plans – Underway for FY 2008

Cycle of Re-evaluation and Improvement – Ongoing

How Will the City Move Forward with MFRI?

The City is implementing its results-management system in planned phases so it can reap immediate benefits while the long-term development work of MFRI continues.

Assessment of Current Practices

After an assessment of practices and capacity with the consulting team, the City Manager's Office and the Office of Management and Budget agreed to make the first step in identification of all programs and activities delivered by all departments.

MFRI Implementation Schedule

Calendar Year	Period	Program/Perform Budget	Qtrly Perf Reporting	Business Plans (Selected Areas)	Dept Use of Perform Measures	Annual Rpt to Public/Council	Modify/Refine Strategic Plan	
2006	July - Dec	Develop						
	Jan - June	Use	Develop		Train			
2007	July - Dec	Refine	Use & Refine	Develop	Use & Refine			
	Jan - June	Use				Develop		
2008	July - Dec	Refine		Develop & Use		Use & Refine	Use, Refine & Expand	Change as Approp
	Jan - June	Use						
2009	July - Dec	Refine						
	Jan - June	Use						
2010	July - Dec	Refine						
	Jan - June	Use						

Identification of Programs & Activities with Performance Measures

Following a briefing session for the City's senior management staff, departments embarked on identifying services and developing and/or refining a set of performance measures for each of those services.

As a result of Phase II, the City government and Alexandria Public Schools has been divided into 172 different programs, each with its own goal, budget and performance measures.

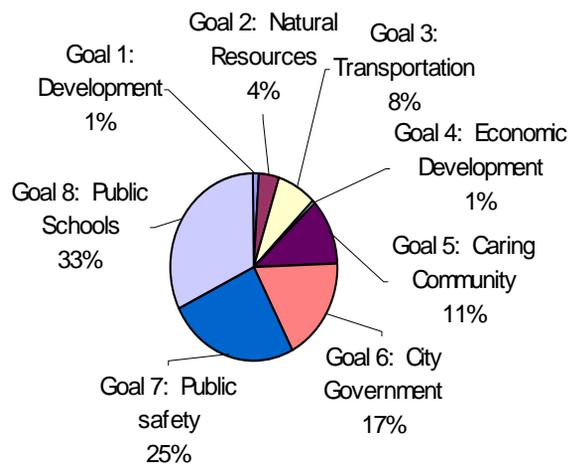
FY 2009 Proposed Program and Activity Budget by Strategic Plan Goal

The 172 programs are subdivided into 520 individual activities, each with its own goal, budget and performance measures.

Connecting Budgets to Results

Once the services and measures were in place, the consultants and the Office of Management and Budget assisted departments in allocating costs to the services (programs and activities). These important steps will provide the initial foundation for the City's performance and cost infrastructure. The first benefit of this information is evident during preparation of the FY 2008 budget, where the services and their costs are presented for the first time. This ability to connect resources to results is the first step in budgeting for results and will enable managers, Council and the public to assess the investment of resources and the intended goals of services. In subsequent budget years when more complete cost and performance data are available, services can be evaluated both for alignment with the City's goals and for the effectiveness and quality they deliver.

The Operating Budget and the Strategic Plan



Building the performance and cost data infrastructure is one of the greatest challenges in results management; this capability requires a number of years and considerable effort to build. In many cases, individual departments have not been requested to detail program input, outcome and service quality data as rigorously or consistently as now required for it to be useful for management and budget purposes. The Office of Management and Budget will work with departments during the first half of calendar year 2007 to assess data availability and develop plans to collect and track data consistently and accurately. In particular, departmental cost data that has been historically budgeted and expended by organization will need to be reallocated and accounted for on a program and activity basis. This will include accounting for payroll data on a program and activity basis, as well as charging vendor payments and other non-personnel costs to appropriate program and activity categories.

During FY 2008, departments began reporting quarterly performance measures data to the City Manager's Office.

Regular Reporting of Performance Information

This is an essential capability for measuring proper performance and managing programs as well as for accountability and continuous improvement. While departments have always reported their performance to the City Manager's Office, the form and usefulness of these reports have varied. The set of measures for each program and activity includes output, efficiency, service quality and outcome measures.

Types of Performance Measures

Type	Definition	Example
Output	Amount of Service Provided	# of lane miles resurfaced
Efficiency	Cost Per Unit of Service	Cost per lane mile resurfaced
Service Quality	Quality of Service Provided	% streets resurfaced on schedule
Outcome	Impact on the Community	% of streets in good to excellent condition

The complete set of measures is intended to measure the volume of service provided to the community (output), the unit cost of the service (efficiency), the quality of the service provided (service quality), and the impact the service has on the community (outcome). Outcome measures focus on the broader impact of the programs and activities on the community as a whole, such as teen pregnancy rates, criminal investigation cases closed, or the percent of the waste stream diverted through recycling. By implementing the full set of measures, staff and the community are able to evaluate programs and activities from multiple perspectives.

Once internal management reporting is well established, attention will be turned to translating relevant performance information into reports that will be useful and informative to Council and ultimately to the public.

Business Plans for City services to be developed beginning in FY 2008

Business Planning Links Strategic Plan Goals to Departmental Service Efforts

Business Planning

When pursuing results of the significance and magnitude reflected in City Council's strategic plan, it is clear that efforts beyond single departments and often beyond the government alone will be required. The role of the City Manager's Office is to integrate and manage strategies, projects and programs so they achieve the results Council and the community want. Beginning in FY 2008, coordinated business plans will be developed for key results areas that support Council's strategic plan and policies. The City Manager's Office and the Office of Management and Budget will develop an approach and timeline and begin this important work during FY 2008. Development of business plans to encompass key results areas will require at least several years to cover the breadth of topics. During their development, the business plans will provide an opportunity for dialogue with Council when validating proposed strategies and objectives. These plans should prove useful when Council updates its own Strategic Plan in future years and will accelerate the cycle of achieving better results.



Managing for results is a philosophy and process rather than a project with a beginning or end. City Council, the City Manager's Office and departments will all play an important role in advancing the MFRI. All share the commitment to implementing lasting systems that deliver the very best results for the community we serve.

Continuous Improvement

Moving from collecting performance information to managing performance requires a combination of improvements in many areas. Advancements to systems, learning and organizational culture must be continually driven by committed leadership.

Continuous improvement requires the setting of goals and measurable objectives, the use of feedback mechanisms that enable organizations to become more proficient and efficient, and the practice of regular, interactive forums to evaluate performance.

The City Manager's Office and the Office of Management and Budget will establish a series of training, knowledge sharing, and development opportunities to help managers at all levels understand and successfully practice results management. As evidenced by the initial assessment, many departments have well functioning, exemplary practices in place in some program areas. This knowledge base can be tapped and extended.

Additionally, the City will continue to work with the International City and County Management Association (ICMA) and other professional organizations to learn and adapt best practices. In particular, the City will continue to participate in ICMA's national performance measurement project where City costs, outputs and other data can be benchmarked with other similar local governments in the United States.

Managing for results is a philosophy and process rather than a project with a beginning or end. City Council, the City Manager's Office and departments will all play an important role in advancing the MFRI. All share the commitment to implementing lasting systems that deliver the very best results for the community we serve.

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