

# Operating Agencies

## COMMUNITY DEVELOPMENT

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# Office of Housing

**Mission Statement:** The mission of the Office of Housing is to preserve and expand decent, safe and affordable housing opportunities for City residents, primarily low & moderate-income families; to monitor compliance with fair housing laws and requirements for relocation assistance to tenants displaced by condominium conversions; to facilitate compliance with state and local laws affecting landlord tenant rights & responsibilities; and to encourage residential and commercial revitalization.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Total Expenditures	\$20,558,818	\$23,935,944	\$9,049,212
Less Revenues	\$16,707,515	\$20,303,923	\$5,218,397
Net Gen. Fund Expenditures	\$3,851,303	\$3,632,021	\$3,830,815
Authorized Positions (FTE's)	20.0	18.0	18.5

### Highlights

- In FY 2009 the Approved General Fund budget increased by \$198,794 or 5.5%. This increase was primarily due to \$121,932 in General Fund personnel costs described to the right, and a \$169,579 increase in the net value of one cent of the real estate tax after debt service. These increases were partially offset by a \$100,000 decrease to the General Fund contribution to the Housing Opportunity Fund (HOF).

- FY 2009 total personnel costs increased by \$99,318 or 2.8% (\$121,932 increase in General Fund partially offset by a \$22,614 decrease in Special Revenue); the increase was due to a one-time pay supplement for all employees and a one-time 2.0% longevity pay supplement for employees at the top of their grade, the addition of a 0.5 FTE Urban Planner I approved in the add/delete process, a retirement rate increase, changes to healthcare elections, and a decrease to vacancy savings (thus increase in salaries). Vacancy savings decreased due to eliminating 2 positions in the FY 2008 budget, which also affected FY 2009 special revenue personnel costs.
- Total non-personnel costs decreased \$15.0 million or 67.4%, mostly due to decreasing special revenue carryover (\$1.3 million), Housing Trust Fund carryover (\$1.1 million), Housing Trust Fund (\$0.9 million), Program income (\$0.5 million), and the spend down in FY 2008 of Affordable Housing Bonds and Dedicated revenue carryover (\$11.3 million).

## Office of Housing Programs and Activities

### Leadership & Mgmt Support Services

Leadership & General Management  
Grant & Financial Management

### Home Ownership

Lending & Loan Management  
Counseling & Training  
Sales & Marketing

### Housing Rehabilitation

Financing & Loan/Grant Management  
Counseling & Training  
Sales & Marketing

### Landlord Tenant Relations

Landlord Tenant Mediation & Education  
Fair Housing Enforcement & Education

### Affordable Housing Development & Preservation

Securing & Fostering Affordable Unit  
Development  
Lending

## Dept Info

### Department Contact Info

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### Department Staff

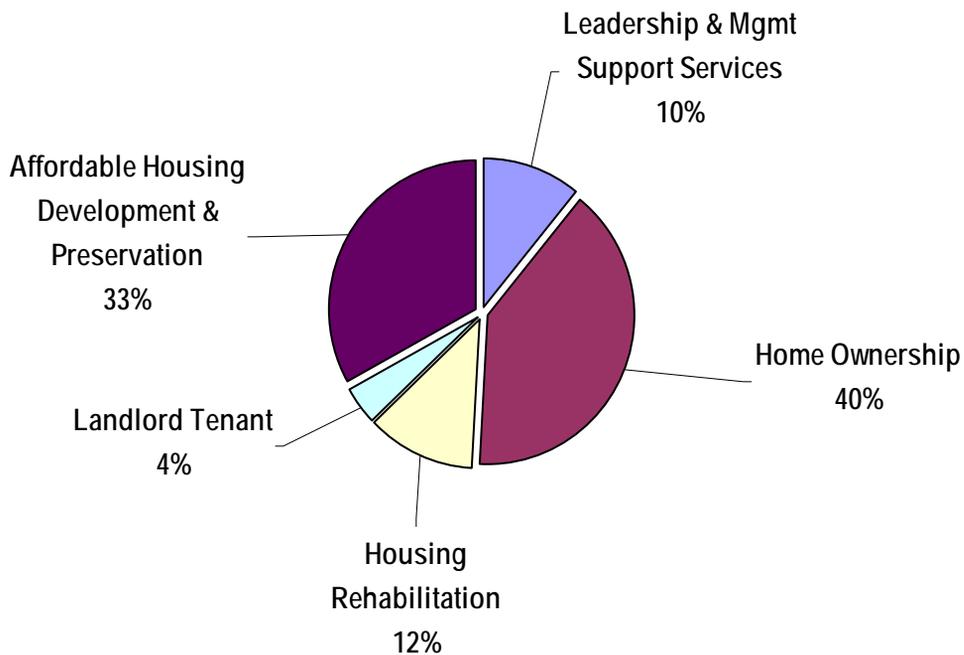
Helen McIlvaine, Deputy Director  
Melodie Baron, Division Chief, Landlord-Tenant Relations  
Shane Cochran, Division Chief, Program Implementation  
Eric Keeler, Division Chief, Program Administration  
David Swartz, Fiscal Officer

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
# of participants served in home buyer training and education opportunities	427	575	575
Total # of households receiving homeownership loans	74	84	78
Total # of home rehabilitation loan or grants obligated	9	13	15
# landlord tenant disputes mediated	1071	750	750
% of tenant issues successfully resolved	98%	95%	95%
# of affordable units pledged by developers	77	615*	TBD
# of Lending projects financed (counted at City loan approval)	5	4	TBD

\* Assumes Hunting Towers proposal is approved.

## FY 2009 Approved Expenditures by Program



# Office of Housing

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved	% Change 2008-2009
Personnel	\$1,946,461	\$1,699,463	\$1,798,781	5.8%
Non-Personnel	18,602,806	22,236,481	7,248,231	-67.4%
Capital Goods Outlay	9,551	0	2,200	0.0%
<b>Total Expenditures</b>	<b><u>\$20,558,818</u></b>	<b><u>\$23,935,944</u></b>	<b><u>\$9,049,212</u></b>	<b>-62.2%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$0	0.0%
Special Revenue Fund	611,249	1,983,506	1,949,923	-1.7%
Special Revenue Carryover**	3,123,435	2,372,091	1,066,176	-55.1%
Special Revenue Program Income	872,857	969,000	450,000	-53.6%
Housing Trust Fund	1,630,233	1,468,771	593,662	-59.6%
Housing Trust Fund Carryover**	696,429	2,226,218	1,158,636	-48.0%
Affordable Housing Bonds & Dedicated Revenue Carryover***	9,773,312	11,284,337	0	-100.0%
<b>Total Designated Funding Sources</b>	<b><u>\$16,707,515</u></b>	<b><u>\$20,303,923</u></b>	<b><u>\$5,218,397</u></b>	<b>-74.3%</b>
<b>Net General Fund Expenditures</b>	<b><u>\$3,851,303</u></b>	<b><u>\$3,632,021</u></b>	<b><u>\$3,830,815</u></b>	<b>5.5%</b>

\* FY2007 actual non-personnel expenditures were higher than budgeted for the following reasons: \$6,315,000 was spent in carryover City bond and federal monies for the acquisition of Lacy Court Apartments; and \$7,750,000 was spent in carryover bond and real estate tax monies, along with new and carryover Housing Opportunities Fund and Housing Trust Fund income for the acquisition of ParcView Apartments.

\*\*Carryover monies have been added to the FY 2008 Approved Budget, and are also shown in the FY 2009 Approved Budget, to provide more accurate information on expenditures from year to year. Carryover monies are included for Special Revenue Fund (CDBG and HOME grants, Homeownership Fair vendor fees), Housing Trust Fund, and Affordable Housing Bonds and Dedicated Revenue. The differences between the Carryover amounts in the Sources and Uses table presented in the FY 2008 Approved Budget and Carryover amounts shown here are the result of more accurate information (as opposed to mid-year estimates) after the close of FY 2007.

\*\*\*The Affordable housing Bond and Dedicated Revenue carryover for FY 2008 includes bond authority remaining from the FY 2006 bond authorization of \$22.1 million. The FY 2009 figure shown is based on the assumption that all monies available in FY 2008 would be spent in FY 2008; however, it is now known that the final \$7.1 million of the FY 2006 authorization will not become available or be expended until FY 2009. It should also be noted that on May 13, 2008, City Council approved the One-Year Action Plan for Housing and Community Development for FY 2009. This plan reflected "the sense of Council that the issuance of an additional \$8 million in general obligation bonds for affordable housing is likely to be authorized." This authorization has not yet occurred.

# Office of Housing

## Program Level Summary Information

### Expenditure Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved	% Change 2008-2009
Leadership & Management Support Services	\$1,085,101	\$1,023,618	\$985,471	-3.7%
Home Ownership	\$3,168,203	\$5,672,514	\$3,603,321	-36.5%
Housing Rehabilitation	\$1,164,145	\$1,945,542	\$1,091,370	-43.9%
Landlord Tenant	\$341,376	\$372,835	\$381,254	2.3%
Affordable Housing Development & Preservation	\$14,799,994	\$14,921,435	\$2,987,796	-80.0%
<b>Total Expenditures</b>	<b>\$20,558,819</b>	<b>\$23,935,944</b>	<b>\$9,049,212</b>	<b>-62.2%</b>

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved	% Change 2008-2009
Leadership & Management Support Services	7.0	5.8	6.2	7.3%
Home Ownership	4.2	4.2	4.2	0.0%
Housing Rehabilitation	3.0	2.2	2.2	0.0%
Landlord Tenant Relations	3.9	3.9	3.9	0.0%
Affordable Housing Development & Preservation	1.9	1.9	2.0	3.9%
<b>Total full time equivalents (FTE's)</b>	<b>20.0</b>	<b>18.0</b>	<b>18.5</b>	<b>2.8%</b>

# Office of Housing

## Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively, and to work effectively with members of the public and with state and regional bodies to heighten awareness of Alexandria's housing goals, in order to advance the realization of the City's affordable housing goals.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	5.3%	4.3%	10.9%
Total Expenditures	\$1,085,101	\$1,023,618	\$985,471
Less Special Revenues	227,393	277,994	281,713
Less Other Revenues, Including Carry over	284,986	181,406	12,875
Net General Fund Expenditures	\$572,722	\$564,218	\$690,883
Program Outcomes			
% of activities achieving target service levels	90.0%	90.0%	100.0%

### Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to ensure the efficient administration of departmental activities, provide support to City-appointed citizen bodies, provide input to regional or statewide housing bodies, and inform the public about housing issues and Office of Housing programs.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$458,863	\$465,258	\$511,888
FTE's	3.0	1.8	2.1
# of departmental FTEs supported	20.0	18.0	18.5
# of activities managed	10	10	10
# educational presentations made	23	20	22

GRANT AND FINANCIAL MANAGEMENT – The goal of the Grant and Financial Management Activity is to secure, monitor, and report on federal, state and local funds for housing and community development activities in order to provide adequate funding for housing programs.			
Expenditures	\$626,238	\$558,360	\$473,583
FTE's	4.0	4.0	4.1
\$ amount of federal grant funds received	\$2,109,242	\$2,109,242	\$2,099,506
# of federal applications and reports produced	10	10	12
% funding sources administered within budget	100%	100%	100%

# Office of Housing

## Home Ownership Program

The goal of the Homeownership Program is to provide financing, training, and counseling in order to make home ownership possible for low and moderate income Alexandria residents and workers.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	15.4%	23.7%	39.8%
Total Expenditures	\$3,168,203	\$5,672,514	\$3,603,321
Less Special Revenues	174,658	624,985	987,227
Less Other Revenues, Including Carry over	2,650,736	4,494,669	2,114,229
Net General Fund Expenditures	\$342,809	\$552,860	\$501,865
Program Outcomes			
% of lender-ready applicants receiving City loan assistance	38.1%	40.0%	25.0%

### Activity Data

LENDING & LOAN MANAGEMENT – The goal of the Lending and Loan Management Activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$2,883,752	\$5,364,378	\$3,275,518
FTE's	3.3	3.3	3.3
Total # of households receiving homeownership loans	74	84	78
Cost per household receiving homeownership loan	\$38,970	\$63,862	\$41,994
% of loans closed within 60 days of receipt of loan package	100%	100%	100%

COUNSELING & TRAINING – The goal of the Counseling and Training Activity is to provide home buyer training and education opportunities to low and moderate income Alexandria workers and residents in order to improve their readiness for home ownership.			
Expenditures	\$130,187	\$142,865	\$174,980
FTE's	0.4	0.4	0.4
# of participants served in home buyer training and education opportunities	427	575	575
Cost per participant served	\$304.89	\$248.46	\$304.31
% of prescreened applicants completing home buyer training curriculum	77.5%	25.0%	25.0%

SALES AND MARKETING – The goal of the Sales and Marketing Activity is to place eligible buyers in committed long term affordable units in order for the community to remain economically diverse.			
Expenditures	\$154,264	\$165,271	\$152,823
FTE's	0.5	0.5	0.5
# of sales units placed under contract (including resale)	10	TBD	TBD
Cost per unit under contract	\$15,426	TBD	TBD
% of units under contract within 6 months of listing	100%	100%	100%

# Office of Housing

## Housing Rehabilitation Program

The goal of the Housing Rehabilitation Program is to provide finance, consulting and project management in order to improve the quality of the City's existing housing stock and maintain accessible, decent, safe and sanitary housing for low income City residents.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	5.7%	8.1%	12.1%
Total Expenditures	\$1,164,144	\$1,945,542	\$1,091,370
Less Special Revenues	131,147	788,023	385,000
Less Other Revenues, Including Carry over	1,032,997	1,157,519	706,370
Net General Fund Expenditures	\$0	\$0	\$0
Program Outcomes			
% of applicants with improved housing conditions	100%	100%	100%

### Activity Data

FINANCING & LOAN/GRANT MANAGEMENT – The goal of Financing and Loan/Grant Management is to provide home rehabilitation loans to low income Alexandria home owners to improve the condition or accessibility of their housing. Accessibility improvements are available to Alexandria renters.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$1,164,144	\$1,945,542	\$1,091,370
FTE's	3.0	2.2	2.2
Total # of home rehabilitation loan or grants obligated	9	13	15
Total # of home rehabilitation loan subordinated	8	15	15
Cost per loan transaction	\$68,479	\$69,484	\$36,379
% of non-lead based projects completed within 6 months of contract execution	100%	100%	100%
% of lead based projects completed within 9 months of contract execution	100%	100%	100%

# Office of Housing

## Landlord Tenant Relations Program

The goal of Landlord Tenant Relations is to mediate disputes, provide counseling, referrals, and information regarding the rights and responsibilities of both landlords and tenants in order to foster positive relations and prevent evictions where appropriate.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	1.7%	1.6%	4.2%
Total Expenditures	\$341,376	\$372,835	\$381,254
Less Special Revenues	42,051	52,504	55,983
Less Other Revenues, Including Carryover	5,279	0	0
Net General Fund Expenditures	\$294,046	\$320,331	\$325,271
Program Outcomes			
% of tenant issues successfully resolved	98.0%	95.0%	95.0%

### Activity Data

LANDLORD TENANT MEDIATION & EDUCATION – The goal of Landlord Tenant Mediation and Education is to provide information and mediation to landlords and tenants based on legal rights and responsibilities, and to provide oversight of condominium conversions in order to enhance the understanding of landlord and tenant rights and responsibilities, resolve disputes satisfactorily, and ensure compliance with state and local laws regarding condominium conversion.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$261,406	\$288,298	\$292,744
FTE's	3.1	3.1	3.1
# landlord tenant disputes mediated	1,071	750	750
# of clients served for information and referral	4,411	4,000	4,000
Program cost per 1,000 Alexandria rental units	\$8,150	\$9,104	\$9,244
FAIR HOUSING ENFORCEMENT & EDUCATION – The goal of Fair Housing Enforcement and Education is to eliminate housing discrimination through testing, training of housing industry professionals and educating consumers regarding their fair housing rights.			
Expenditures	\$79,970	\$84,537	\$88,510
FTE's	0.8	0.8	0.8
# Testing reports completed	1	1	1
Cost per housing unit in the City eligible for testing or training (apartment complex, mortgage lender, real estate firm)	\$509	\$538	\$564
% positive evaluation by participants of training	TBD	90%	TBD

# Office of Housing

## Affordable Housing Development & Preservation Program

The goal of Affordable Housing Development and Preservation is produce and preserve a range of permanent affordable housing types for low and moderate income Alexandria workers and residents in order to promote a diverse and vibrant community.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	72.0%	62.3%	33.0%
Total Expenditures	\$14,799,994	\$14,921,435	\$2,987,796
Less Special Revenues	36,000	240,000	240,000
Less Other Revenues, Including Carryover	12,122,269	12,486,823	435,000
Net General Fund Expenditures	\$2,641,725	\$2,194,612	\$2,312,796
<b>Program Outcomes</b>			
% of all residential/mixed-use development activity resulting in committed affordable units	26.0%	33.0%	33.0%

### Activity Data

SECURING & FOSTERING AFFORDABLE UNIT DEVELOPMENT – The goal of Securing and Fostering Affordable Unit Development is to work with private developers to facilitate commitments of funds for affordable housing and/or commitments of on-site affordable units in new developments, and to provide affordable housing developers technical assistance, project oversight, and construction supervision, as required, to ensure that all available financial resources are leveraged to maximize opportunities for quality affordable housing production.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$102,379	\$365,127	\$281,280
FTE's	1.3	1.3	1.4
# of affordable units pledged by developers	77	615*	TBD
# of units resulting from technical assistance provided by the City**	336	100	100
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	349***	715	TBD
\$ contributed to Housing Trust Fund by developers	\$180,210	\$1,424,077	\$509,208
% of affordable units of total units developed	94%	100%	100%

\* Assumes Hunting Towers proposal is approved

\*\* Counted at loan settlement

\*\*\* Eliminated 64 units to avoid duplication as these units were pledged and also received technical assistance.

LENDING – The goal of Lending is to provide City-secured funds to non profit development organizations and private developers to subsidize the costs of producing and/or preserving affordable rental or special needs housing.			
Expenditures	\$14,697,615	\$14,556,308	\$2,706,515
FTE's	0.7	0.7	0.7
# of projects financed*	5	4	TBD
# of units committed**	316	200	TBD
Average loan amount committed per unit financed	\$78,169	TBD	TBD
% of loans approved or denied within 60 days of application	100%	100%	100%

\* Counted at City loan approval.

\*\* If the \$8 million in general obligation bonds for affordable housing is authorized as noted in the Office of Housing's Revenue and Expenditure Summary, the FY 2009 target is expected to be 124 units.

# Office of Housing

## Summary of Budget Changes

### Expenditure Reductions

Activity	Option	FY 2009 Impact
<b>Lending</b>	<i>Reduction to Housing Opportunities Fund (HOF)</i>	<b>-\$100,000</b>
<p>The City contributes \$300,000 to the HOF from the General Fund, in addition to the HOME grant of \$240,000 and HOME match of \$60,000. The match is required for the grant, however, the additional \$300,000 is not. Therefore, \$100,000 of the City's General Fund contribution towards the HOF will be eliminated.</p>		



## Miscellaneous Information

- Approved Housing Trust Fund expenditures include a new allocation of up to \$1,155,636 in estimated carryover Housing Trust Fund monies for the following ongoing programs:
  - \$929,298 for the Moderate Income Homeownership Program
  - \$120,000 for the Employee Homeownership Incentive Program
  - \$106,338 for Homeownership Counseling Services
- In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2009 will be used to supplement the following ongoing programs:
  - \$400,000 for the Housing Opportunities Fund
  - \$43,662 for Homeownership Counseling Services
  - \$150,000 for the Moderate Income Homeownership Program
- The FY 2009 Housing Opportunities Fund includes monies of up to \$327,880 maximum for the Alexandria Housing Development Corporation (AHDC), with the understanding that any monies remaining in the AHDC's current budget at the end of FY 2008 will be applied to the \$327,880 total.

# Planning & Zoning

**Mission Statement:** The mission of Planning and Zoning is to involve the community in creating a shared vision for Alexandria's future, and to ensure that all new development reflects this vision.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Total Expenditures	\$5,422,763	\$5,737,226	\$6,531,751
Less Revenues	\$413,589	\$667,042	\$608,343
Net Gen. Fund Expenditures	\$5,009,174	\$5,070,184	\$5,923,408
Authorized Positions (FTE's)	47.5	48.5	53.5

### Highlights

- In FY 2009 the approved General Fund budget increased by \$853,224 (16.8%).
- FY 2009 personnel costs increased by \$860,251 (19.7%) due to a one-time \$500 pay supplement for all employees, a one-time 2.0% longevity pay supplement for employees at the top of their grade, step increases, changes in benefit rates, the FY 2008 mid-year addition of a Principal Planner for Eisenhower West development, several job reclassifications/reallocations, and a new position for the new multi-departmental Permit Center. Also, two new positions for Historic Preservation and two new positions for Small Area Plans were approved in the add/delete process.

- Total non-personnel costs decreased \$63,102 or 4.8% due to the elimination of an FY 2008 one time budget amount of \$80,000 for the 100 year old building survey and partly offset by adjustments to base including \$5,028 for increased GIS software support fees, and \$5,699 for computer replacement.
- Capital outlay decreased by \$2,624 or 6.1% due to the elimination of a one time expenditure of \$42,690 for office furniture and offset by a current services adjustment of \$19,957 for vehicle replacement and \$20,109 for office space and computer equipment for the new positions approved during the add/delete process.
- Development fees are increased \$418,868 in order to recover more of the costs related to development.
- Board of Architectural Review (BAR) fees are increased by \$194,000 through the add/delete process.

## Planning & Zoning Programs and Activities

### Leadership & Mgmt Support Services

Leadership & General Management

### Neighborhood and Community Planning

Small Area Plans, Special Studies & Citywide Projects

### Development Review

Plan & Development Permit Review  
Urban Design Review

### Land Use Regulatory Services

Zoning Administration and Enforcement  
Permit and License Review  
Historic Preservation

### Geographic Information

Data Development  
Application Support  
User Support

## Dept Info

### Department Contact Info

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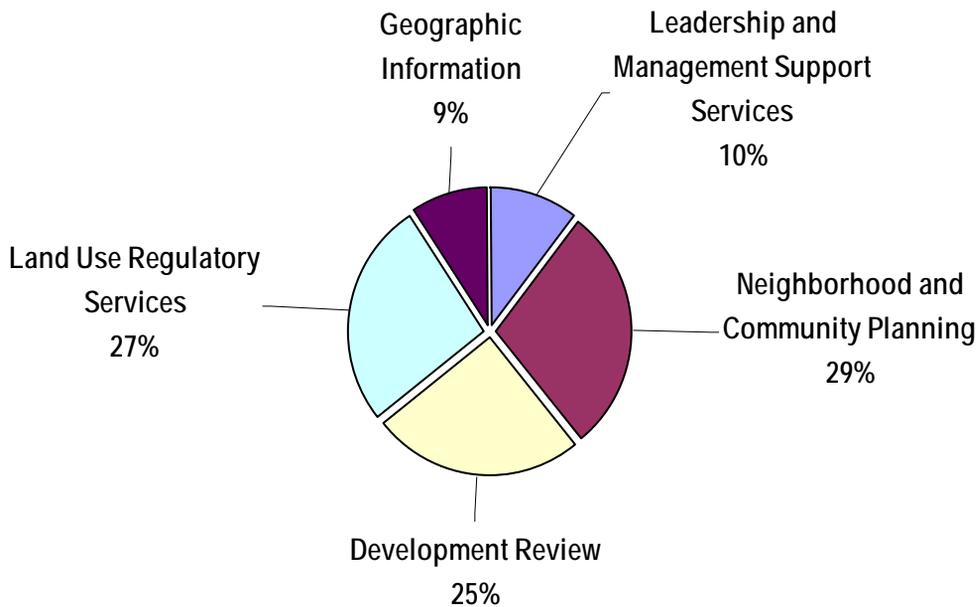
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# Planning & Zoning

## Selected Performance Measures

Selected Performance Measures	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of businesses satisfied with the community planning/neighborhood development process and outcome	NA	85%	85%
# of development plans processed	68	125	125
# of design reviews processed	573	700	700
# of zoning complaints and Special Use Permits (SUP) monitored for compliance	628	600	600
% Zoning complaints and of SUP violations resolved within 30 days	NA	80%	80%
# of permits/licenses/BZA applications/plot plans processed	6,096	5,400	5,675
# of Historic Preservation applications/permits processed	1,242	1,300	1,430
% of GIS custom applications stakeholders satisfied or very satisfied with the application solution	NA	90%	90%

## FY 2009 Approved Expenditures by Program



# Planning & Zoning

## Expenditure and Revenue Summary

Expenditure By Classification	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved	% Change 2008-2009
Personnel	\$4,008,678	\$4,372,680	\$5,232,931	19.7%
Non-Personnel	1,393,051	1,321,856	1,258,754	-4.8%
Capital Goods Outlay	21,034	42,690	40,066	-6.1%
<b>Total Expenditures</b>	<b>\$5,422,763</b>	<b>\$5,737,226</b>	<b>\$6,531,751</b>	<b>13.8%</b>
<b>Less Revenues</b>				
Internal Service	\$0	\$0	\$0	NA
Special Revenue Fund	413,589	667,042	608,343	-8.8%
<b>Total Designated Funding Sources</b>	<b>\$413,589</b>	<b>\$667,042</b>	<b>\$608,343</b>	<b>-8.8%</b>
<b>Net General Fund Expenditures</b>	<b>\$5,009,174</b>	<b>\$5,070,184</b>	<b>\$5,923,408</b>	<b>16.8%</b>
<b>Total Department FTE's</b>	<b>47.5</b>	<b>48.5</b>	<b>53.5</b>	<b>10.3%</b>

## Program Level Summary Information

### Expenditure Summary

Expenditure By Program	FY 2007 Actual	FY 2008 Approved*	FY 2009 Approved	% Change 2008-2009
Leadership and Management Support Services	\$603,527	\$638,525	\$682,963	7.0%
Neighborhood and Community Planning	1,479,357	1,565,144	1,884,079	20.4%
Development Review	1,474,670	1,560,185	1,624,417	4.1%
Land Use Regulatory Services	1,345,692	1,423,728	1,746,828	22.7%
Geographic Information	519,518	549,644	593,464	8.0%
<b>Total Expenditures</b>	<b>\$5,422,763</b>	<b>\$5,737,226</b>	<b>\$6,531,751</b>	<b>13.8%</b>

\* FY 2009 expenditures reflect more accurate allocations of program and activity resources than in FY 2008, which was the first year of establishing program and activity budgets. The FY 2008 Programs and Activities have been adjusted to reflect these base budget adjustments. Specific resource variance due to supplemental increases and expenditure reductions and their impact on a particular activity are fully described.

### Staffing Summary

Authorized Positions (FTE's) by Program	FY 2007 Actual	FY 2008 Approved*	FY 2009 Approved	% Change 2008-2009
Leadership and Management Support Services	5.4	5.5	5.5	0.0%
Neighborhood and Community Planning	8.7	9.6	10.7	11.5%
Development Review	14.1	14.1	14.6	3.5%
Land Use Regulatory Services	13.5	13.5	16.9	25.2%
Geographic Information	5.8	5.8	5.8	0.0%
<b>Total FTE's</b>	<b>47.5</b>	<b>48.5</b>	<b>53.5</b>	<b>2.1%</b>

\* 1.0 FTE increase from FY 2008 Approved document reflects the addition of a full-time Principal Planner position to be utilized for Eisenhower West Development.

# Planning & Zoning

## Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping people informed about important planning activities.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	11.1%	11.1%	10.5%
Total Expenditures	\$603,527	\$638,525	\$682,963
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$603,527	\$638,525	\$682,963
<b>Program Outcomes</b>			
% of effectiveness targets met	NA	TBD	TBD

### Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping them informed about important planning activities	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$603,527	\$638,525	\$682,963
FTE's	5.4	5.5	5.5
# of FTE's supported	47.5	48.5	53.5
% of effectiveness targets met	NA	100%	100%
Council and Freedom Of Information Act (FOIA) requests processed	82	95	95
Leadership and General Management expenditures as % of departmental total	11.1%	11.1%	10.5%

# Planning & Zoning

## Neighborhood and Community Planning Program

The goal of the Neighborhood and Community Planning Program is to work with City residents to create neighborhood plans, and to build consensus on a vision for the future that reflects community goals and expectations.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	27.3%	27.3%	28.8%
Total Expenditures	\$1,479,357	\$1,565,144	\$1,884,079
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,479,357	\$1,565,144	\$1,884,079
Program Outcomes			
% of citizens satisfied with the community planning/neighborhood planning process and outcome	NA	TBD	TBD

### Activity Data

SMALL AREA PLANS, SPECIAL STUDIES & CITYWIDE PROJECTS – The goal of Small Area Plans, Special Studies & Citywide Projects is to create a plan for an identified area that provides a vision and formulate recommendations for implementation to improve the quality of the community.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$1,479,357	\$1,565,144	\$1,884,079
FTE's	8.7	9.6	10.7
# of Small Area Plans and Special Studies and City-wide projects in process	11	11	11
Cost per plan or study	\$134,487	\$142,286	\$171,280
% of plans, special studies or City-wide projects approved by decision making body	NA	30%	30%
% of businesses satisfied with the community planning/neighborhood development process and outcome	NA	85%	85%
% of City Departments satisfied with the community planning/neighborhood planning process and outcome	NA	90%	90%

# Planning & Zoning

## Development Review Program

The goal of the Development Review Program is to retain and enhance Alexandria's quality of life by ensuring that development proposals are consistent with the Master Plan and Zoning Ordinance, consist of quality building design, urban design and site planning, and provide an overall public benefit.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	27.2%	27.2%	24.9%
Total Expenditures	\$1,474,670	\$1,560,185	\$1,624,417
Less Revenues	\$413,589	\$667,042	\$608,343
Net General Fund Expenditures	\$1,061,081	\$893,143	\$1,016,074
Program Outcomes			
TBD	NA	TBD	TBD

## Activity Data

PLAN & DEVELOPMENT PERMIT REVIEW - The goal of Plan and Development Permit Review is to ensure that high quality development meets regulatory obligations and involves the community at the formative stage of each project.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$1,000,692	\$1,058,722	\$1,087,464
FTE's	7.2	7.2	9.1
# of development plans processed	68	125	125
Development plan processed per FTE	9.4	17.4	13.7
# of permits reviewed	664	800	1,000
Permit reviews per FTE	92.2	111.1	109.5
% of permits completed according to scheduled date	NA	84%	84%
% of plans completed according to scheduled date	NA	70%	70%
URBAN DESIGN REVIEW - The goal of Urban Design Review is to ensure that proposed development is compatible and appropriate for its setting, and enhances the quality and livability of the community.			
Expenditures	\$473,978	\$501,463	\$536,953
FTE's	6.9	6.9	5.5
# of design reviews processed	573	700	700
Cost per design review	\$827	\$716	\$767

# Planning & Zoning

## Land Use Regulatory Services Program

The goal of the Land Use Regulatory Services Program is to administer and enforce zoning and subdivision regulations, review and approve construction permits and business licenses for compliance with the Zoning Ordinance, and respond to citizen complaints and inspect property for zoning compliance.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	24.8%	24.8%	26.7%
Total Expenditures	\$1,345,692	\$1,423,728	\$1,746,828
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$1,345,692	\$1,423,728	\$1,746,828
<b>Program Outcomes</b>			
% of schedule targets met	NA	100%	100%

### Activity Data

ZONING ADMINISTRATION AND ENFORCEMENT – The goal of Zoning Administration and Enforcement is to ensure compliance with zoning ordinances and applicable regulations and enforce provisions of special use permits in order to promote safe and orderly development.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$763,720	\$808,008	\$972,188
FTE's	7.7	7.7	9.1
# of customers served	NA	15,000	17,000
Cost per customer served	NA	\$54	\$57
# of zoning complaints and Special Use Permits (SUP) monitored for compliance	628	600	600
% Zoning complaints and of SUP violations resolved within 30 days	NA	80%	80%

PERMIT & LICENSE REVIEW–The goal of Permit & License Review is to assure compliance with zoning regulations through review and approval of permit and license applications.			
Expenditures	\$242,674	\$256,746	\$335,314
FTE's	3.1	3.1	3.5
# of permits/licenses/BZA applications/plot plans processed	6,096	5,400	5,675
Cost per permit/license/BZA applications/plot plans processed	\$40	\$48	\$59
% of permits processed within established schedule	NA	98%	98%

HISTORIC PRESERVATION – The goal of Historic Preservation is to maintain the high quality, reputation and character of the City's historic buildings, and to ensure compliance with historic district requirements through the review and approval of applications for changes to structures in the City's historic districts.			
Expenditures	\$339,298	\$358,974	\$439,326
FTE's	2.7	2.7	4.3
# of Historic Preservation applications/permits processed	1,242	1,300	1,430
Historic Preservation application/permits processed per FTE	460.0	481.5	336.5
# of Historic Preservation special projects in process	6	6	6
% of Historic Preservation applications processed within established schedule	NA	100%	100%

# Planning & Zoning

## Geographic Information Program

The goal of the Geographic Information Program is to enable the City to improve communication and decision-making to ultimately better serve the public through the innovative use of Geographic Information Systems Technology.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
% of All Funds Budget	9.6%	9.6%	9.1%
Total Expenditures	\$519,518	\$549,644	\$593,464
Less Revenues	\$0	\$0	\$0
Net General Fund Expenditures	\$519,518	\$549,644	\$593,464
<b>Program Outcomes</b>			
% of GIS custom applications stakeholders satisfied or very satisfied with the application solution	NA	90%	90%

### Activity Data

DATA DEVELOPMENT – The goal of Data Development is to develop accurate geographic data to model real world features, attributes and relationships.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	\$203,887	\$215,711	\$230,969
FTE's	2.3	2.3	2.3
# of data layers maintained	NA	130	130
Cost per data layer maintained	NA	\$1,659	\$1,777
% of layer updates made within prescribed deadlines.	NA	95%	95%

APPLICATION SUPPORT – The goal of Application Support is to provide applications including internet access which address the specific needs of the City of Alexandria's GIS stakeholders.			
Expenditures	\$170,653	\$180,549	\$198,177
FTE's	1.7	1.7	1.7
# of users served with custom GIS application	NA	160	160
Custom user served per FTE	NA	95.2	95.2
# hits on GIS internet map server application	53,225	60,000	60,000
Cost per internet user served	NA	TBD	TBD
% of GIS custom applications stakeholders satisfied or very satisfied with the application solution	NA	90%	90%

USER SUPPORT – The goal of User Support is to provide departments and agencies with mapping and analysis.			
Expenditures	\$144,977	\$153,385	\$164,318
FTE's	1.8	1.8	1.8
# of requests processed	173	190	190
Cost per request processed	\$838	\$807	\$865
% of requests completed within agreed timeline	NA	95%	95%

# Planning & Zoning

## Summary of Budget Changes

### Adjustments to Maintain Current Services

Activity	Adjustment	FY 2009 Approved
<b>Zoning Administration</b>	<i>Vehicle Replacement</i>	<b>\$24,100</b>
<p>The job function of City Zoning Inspectors requires that they be in the field approximately 90% of each work day. Further, the positions require vehicles with the capacity to hold large signs, forms, some tools and be large enough to be visible when parked on the side of the road or in traffic while taking down illegal signage or performing inspections. The two vehicles currently being used were discarded from another department and are fully depreciated. One of the vehicles is experiencing mechanical difficulties and it is not cost effective to fix. Planning &amp; Zoning does not have a sufficient balance in the Vehicle Replacement fund for a new vehicle. This request covers the purchase price, depreciation and maintenance of one new sedan.</p>		
<b>Application Support</b>	<i>GIS Application Maintenance</i>	<b>\$5,028</b>
<p>This adjustment to base is intended to cover an increase in fees for contracted City software support.</p>		

### Supplemental Adjustments to the Budget

Activity	Supplemental Request	FY 2009 Approved
<b>Zoning Admin &amp; Permit/License Review</b>	<i>Permit Center Staff</i>	<b>1 FTE \$86,849</b>
<p>Planning and Zoning, T&amp;ES and Code Enforcement are working jointly to create a "one-stop-shop" new Permitting Center where residents and light commercial businesses can complete much of their permitting needs in one location. In order to staff the new Permitting Center with appropriate Land Use Zoning Compliance staff, the Administration Section requires the addition of an Urban Planner II. This staff will be responsible for administering the zoning and subdivision regulations to citizens and other members of the public, by reviewing a wide range of proposals from large scale development projects for public hearing to small residential additions filed as construction permits. In order for the division to keep up with the reviews generated by large scale development projects and building permits filed, the department will need to hire staff to cover the new center, as existing staff are fully occupied by the current work program of this division, that has increased in number and complexity during the past three years. This position will be funded through an increase in development related fees (see page 10).</p>		

# Planning & Zoning

## Summary of Budget Changes

Fee Increases in the Approved Budget		
Activity	Fee Adjustment	FY 2009 Approved
<b>All Development Activities</b>	<i>Final Site Plan Fees</i>	<b>\$190,000</b>
<i>Current fee is: \$2,000 + \$8 per 100 square feet, \$20,000 maximum</i>		
<i>Proposed fee: \$3,000 + \$12 per 100 square feet, \$30,000 maximum</i>		
<b>All Development Activities</b>	<i>Preliminary Subdivision Fees</i>	<b>\$42,030</b>
<i>Current fee is: \$500 + \$30 per lot for &lt; 10 lots</i>		
<i>Proposed fee: \$2,000 + \$500 per lot for &lt; 10 lots</i>		
<i>Current fee is: \$1,500 + \$30 per lot for 10 or more lots</i>		
<i>Proposed fee: \$3,000 + \$500 per lot for 10 or more lots</i>		
<b>All Development Activities</b>	<i>Final Subdivision Fees</i>	<b>\$3,300</b>
<i>Current fee is: \$350 for &lt; 10 lots + \$250 per review beyond second</i>		
<i>Proposed fee: \$1,000 for &lt; 10 lots + \$500 per review beyond second</i>		
<i>Current fee is: \$1,000 for 10 or more lots + \$250 per review beyond second</i>		
<i>Proposed fee: \$2,000 for 10 or more lots + \$500 per review beyond second</i>		
<b>All Development Activities</b>	<i>CDD Concept Plan Fees</i>	<b>\$42,160</b>
<i>Current fee is: \$1,000 + \$2.00 per 100 square feet, \$20,000 maximum (or if preliminary application is filed with the concept application, 50% of this amount)</i>		
<i>Proposed fee: \$2,000 + \$10.00 per 100 square feet, \$30,000 maximum</i>		
<b>All Development Activities</b>	<i>Development Site Plan/SUP Fees</i>	<b>\$87,824</b>
<i>Current fee is: \$1,000 + \$2.00 per 100 square feet, max \$20,000+\$1,000 for resubmission beyond first completeness</i>		
<i>Proposed fee: \$2,000 + \$10.00 per 100 square feet, max \$30,000+\$2,000 for resubmission beyond first completeness</i>		
<i>Current fee is: \$150 revised or deferred application</i>		
<i>Proposed fee: \$500 revised or deferred application</i>		
<b>All Development Activities</b>	<i>Development Site Plan/SUP Amendment Fees</i>	<b>\$9,000</b>
<i>Current fee is: \$1,000 + \$2.50 per 100 square feet of additional floor area</i>		
<i>Proposed fee: \$2,000 + \$10.00 per 100 square feet of additional floor area</i>		
<b>All Development Activities</b>	<i>Transportation Management Plan SUP Fees</i>	<b>\$44,554</b>
<i>Current fee is: \$10 per 1,000 square feet</i>		
<i>Proposed fee: \$100 per 1,000 square feet</i>		
<b>Total</b>		<b>\$418,868</b>

# Planning & Zoning

## Summary of Budget Changes

Add/Delete Adjustments			
Activity	Option		FY 2009 Approved
<b>Historic Preservation</b>	<i>Historic Preservation Positions</i>	<b>2 FTE's</b>	<b>\$169,278</b>
<p>The request is for one Urban Planner I to be converted from a part-time temporary position, and one new Urban Planner II. The Historic Preservation activity has approximately 1,000 docket items heard annually by the Parker-Gray Historic District and the Old and Historic District Boards of Architectural Review (BARs). The Historic Preservation section is also taking the lead in implementing a number of new initiatives that are raising the visibility of historic preservation in the City. The new positions would help to mitigate the increasing workload. Due to revenue constraints, this is not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request in the City Manager's alternative budget.</p>			
<b>Small Area Plans</b>	<i>Neighborh'd Planning &amp; Community Development Positions</i>	<b>2 FTE's</b>	<b>\$235,021</b>
<p>The request is for one new Principal Planner and one Urban Planner III to be converted from a part-time temporary position. This division is responsible for work related to large-scale projects such as Small Area Plans (SAPs) for Braddock Road, Landmark/Van Dorn and Wayfinding, as well as smaller plans including the Infill Task Force, Parking Study and King Street Retail. With current staff, the division is able to work on only two major plans and a few select smaller plans at one time. The new positions will be used to create teams with skilled and experienced leaders giving the chief time to manage and plan strategically so the division can manage up to 3 major plans at a time, as well as smaller studies or requests. Due to revenue constraints, this in not included in the City Manager's proposed budget. If additional resources are available, this is a recommended supplemental request in the City Manager's alternative budget.</p>			
Add/Delete Fee Adjustments			
Activity	Fee Adjustment		FY 2009 Approved
	<i>Board of Architectural Review (BAR) Fees</i>		<b>\$194,000</b>
<p>The Approved Budget included an increase to various BAR application fees in order to cover the expense of two Historic Preservation positions. The total General Fund revenue increase from these fee increases is \$194,000.</p>			

# Economic Development Activities

**Mission Statement:** Economic Activities encompasses City contributions to organizations that provide economic development activities that benefit Alexandria residents.

## FY 2009 Budget Summary Table and Highlights

### Summary Table

	FY 2007 Actual	FY 2008 Amended	FY 2009 Approved
Total Expenditures	\$3,328,220	\$3,675,644	\$4,088,324
Less Revenues and Retained Earnings	\$556,722	\$676,635	\$666,142
Net Gen. Fund Expenditures	\$2,771,498	\$2,999,009	\$3,422,182

### Highlights

- In FY 2009 the approved General Fund budget increases by \$423,173 or 14.1%
- ACVA's budget includes National Harbor initiatives marketing money in FY 2009 of \$112,080 and \$300,000 for a Regional Marketing Initiative. As part of that funding, \$100,000 is being transferred from the Holiday Marketing Program to become part of the Regional Marketing Initiative, for a \$385,771, or 19.6% increase in General Funds.

- Total spending at AEDP is increasing approximately \$147,000, or 17.7%, including a 10% increase in the City's General Fund investment. The AEDP budget reflects a 38% increase in the use of IDA funds. The increase in spending will fund a fully staffed organization with several higher level positions than in prior years. City Council also designated \$143,000 in Contingent Reserves for marketing and consulting services through the add/delete process.
- The Small Business Development Center received an additional \$50,000 through the City Council add/delete process.
- All other organizations are receiving level funding compared to FY 2008.
- First Night funding is now identified in Economic Development Activities. The \$50,000 is equal to FY 2008 funding.

## Economic Development Activities

### Economic Development Activities

Alexandria Convention & Visitors Association  
 Alexandria Economic Development Partnership  
 Small Business Development Center  
 Eisenhower Partnership  
 Marketing Fund  
 Holiday Marketing Program  
 Technology Achievement Award

## Contact Information

### Alexandria Convention and Visitors Association

Stephanie Brown, President and CEO  
[www.funside.com](http://www.funside.com)  
[sbrown@alexandria.travel](mailto:sbrown@alexandria.travel)

### Alexandria Economic Development Partnership, Inc.

Stuart Litvin, Executive Director  
[www.alexecon.org](http://www.alexecon.org)  
[litvin@alexecon.org](mailto:litvin@alexecon.org)

### Alexandria Small Business Development Center

Bill Reagan, Executive Director  
[www.alexandriasbdc.org](http://www.alexandriasbdc.org)  
[billr@alexandriasbdc.org](mailto:billr@alexandriasbdc.org)

### Eisenhower Partnership

Executive Director  
[www.eisenhowerpartnership.org](http://www.eisenhowerpartnership.org)  
[info@eisenhowerpartnership.org](mailto:info@eisenhowerpartnership.org)

# Economic Development Activities

## Organization Summary Information

Expenditure By Program*	FY 2007 Actuals	FY 2008 Amended*	FY 2009 Approved	% Change '08 to '09
Alexandria Convention and Visitors Association (ACVA)	\$1,963,141	\$2,210,992	\$2,500,513	13.1%
Alexandria Economic Development Partnership (AEDP)	\$787,979	\$827,342	\$973,896	17.7%
Eisenhower Partnership	\$93,787	\$107,570	\$106,575	-0.9%
Small Business Development Center (SBDC)	\$215,600	\$244,740	\$294,740	20.4%
Marketing Fund	\$112,606	\$135,000	\$135,000	0.0%
Holiday Marketing Program	\$125,000	\$125,000	\$0	-100.0%
Technology Achievement Award Program**	\$5,107	\$0	\$27,600	0.0%
First Night***	\$25,000	\$25,000	\$50,000	100.0%
<b>Total Expenditures</b>	<b>\$3,328,220</b>	<b>\$3,675,644</b>	<b>\$4,088,324</b>	<b>11.2%</b>
<b>Less: Revenues and Retained Earnings</b>	<b>\$556,722</b>	<b>\$676,635</b>	<b>\$666,142</b>	<b>-1.6%</b>
<b>Total General Fund Expenditures</b>	<b>\$2,771,498</b>	<b>\$2,999,009</b>	<b>\$3,422,182</b>	<b>14.1%</b>

The funding above reflects the total investment in Economic Development activities, including City General Fund contributions, membership fees, retained earnings, Industrial Development Authority fees and other income. The City General Fund expenditures includes all general fund support to each agency.

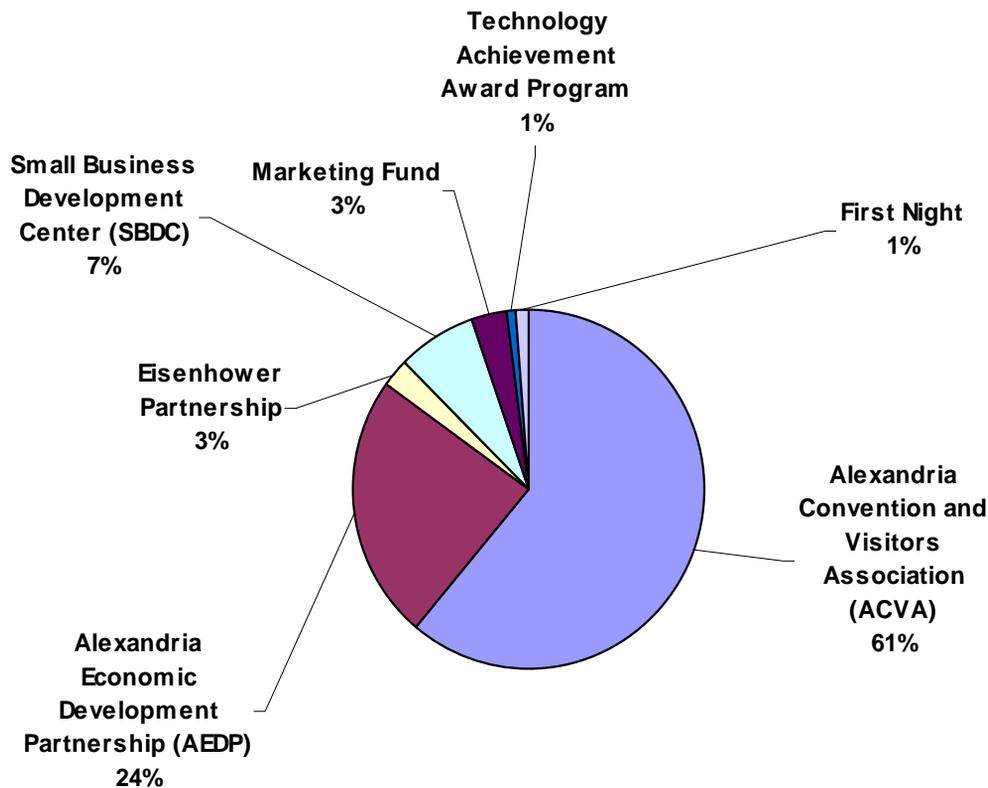
\*FY 2008 has been amended to reflect National Harbor Initiative funds approved by City Council in November to prepare for the opening of National Harbor. ACVA was increased by \$118,865 and SBDC received an additional \$10,000 for this purpose in FY 2008.

\*\*The Technology Achievement Award Program was funded out of AEDP retained earnings in FY 2008. It will be funded in part through City funds and in part through AEDP retained earnings in FY 2009.

\*\*\*The total budget for First Night is unchanged. \$25,000 was previously budgeted as part of the Holiday Marketing Program. The total budget is now combined in Economic Development Activities.

# Economic Development Activities

## FY 2009 Expenditures by Organization



# Economic Development Activities

## ACVA Program

The goal of the Alexandria Convention and Visitors Association is to generate tourism and conventions that increase revenues and promote the City of Alexandria and its assets.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Total Expenditures	\$1,963,141	\$2,210,992	\$2,500,513
Less Revenues and Use of Retained Earnings	\$137,853	\$241,000	\$144,750
Net General Fund Expenditures	\$1,825,288	\$1,969,992	\$2,355,763
Program Outcomes			
% increase in tourism-based revenues	N/A	TBD	TBD

### Activity Data

CONVENTION SALES AND MEETING SUPPORT – The goal of Convention Sales and Meeting Support is to attract conventions, meetings and other large events to the City to generate revenue, thereby reducing the tax burden on residents.	FY 2007 Actual	FY 2008 Amended	FY 2009 Approved
Total Expenditures	\$981,571	\$1,105,496	\$1,250,256
\$ of actualized revenue for hotels	\$2.3M	\$2.5M	\$3.0M
# of phone/mail/electronic communication	52,896	54,000	54,000
% of available conference space booked	N/A	TBD	TBD

DESTINATION MARKETING – The goal of Destination Marketing is to market the City to leisure travelers through paid advertising and earned media to encourage overnight visits to Alexandria.			
Total Expenditures	\$392,628	\$442,198	\$500,103
Lodging Tax Generated	\$6.6M	\$6.7M	\$7.0M
% of hotel rooms occupied	66.7%	67.0%	68.0%
\$ of Gross Retail Sales (City-wide all sales tax categories)	\$25,440,638	\$27,000,000	\$28,500,000

ALEXANDRIA VISITORS CENTER AT RAMSAY HOUSE – The goal of the Visitor Center is to provide visitors to the City with a central location to gather information and plan their visit.			
Total Expenditures	\$392,628	\$442,198	\$500,103
# of visitors	63,774	67,000	80,000
# of sites represented	N/A	TBD	TBD

INFORMATION AND OUTREACH – The goal of Information and Outreach is to prepare and distribute printed and electronic materials about the City's history, attractions, restaurants, shops and hotels to maximize the number of people taking advantage of these opportunities.	FY 2007 Actual	FY 2008 Amended	FY 2009 Approved
Total Expenditures	\$98,157	\$110,550	\$125,026
# of requests for information	26,429	35,370	40,000

TOURISM INDUSTRY SUPPORT – The goal of Tourism Industry Support is to provide networking and professional development opportunities for Alexandria's tourism industry in order to improve their ability to serve visitors to the City.			
Total Expenditures	\$98,157	\$110,550	\$125,026
# of tourism-based jobs	N/A	5,700	5,700
# of members listed in the visitor guide	N/A	TBD	TBD

# Economic Development Activities

## Alexandria Economic Development Partnership, Inc.

The goal of the AEDP Program is to increase economic development activity that will result in an equitable distribution of the real estate tax burden between commercial and residential properties and will ensure a sustainable economic future for Alexandria.

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Total Expenditures	\$787,979	\$827,342	\$973,896
Less Revenues and Use of Retained Earnings	255,482	229,325	316,077
Net General Fund Expenditures	\$532,497	\$598,017	\$657,819
Program Outcomes			
% of tax base representing commercial property	38.2%	41.0%	43.3%

AEDP's request was for a \$456,432 increase, which equals a 76% increase in City support.

### Activity Data

MARKETING – The goal of Marketing is to promote Alexandria as the premiere location for business thereby increasing the commercial tax base and enhancing employment opportunities for citizens.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Total Expenditures	\$354,591	\$372,304	\$438,253
FTE's	1.5	2.5	2.5
% increase in commercial tax base	-5.7%	7.3%	5.6%
% increase in level of employment	N/A	TBD	TBD
# of meetings with site consultants	N/A	TBD	TBD

BUSINESS RETENTION & EXPANSION.- The goal of Business Retention and Expansion is to retain existing businesses in existing or more suitable locations with in the City to maintain and expand the commercial tax base and the City's employment opportunities, and to ensure a diverse quality of life for both the business and residential communities.			
Total Expenditures	\$267,913	\$281,296	\$331,125
FTE's	1.9	1.9	1.9
# of visitation to existing businesses	N/A	TBD	TBD
# of requests for assistance and information	N/A	TBD	TBD

BUSINESS ASSISTANCE – The goal of Business Assistance is to provide Alexandria business with support, in the form of grants, regulatory process expertise and general information, to enable them to function in full compliance and awareness of the requirements and opportunities available to them.			
Total Expenditures	\$86,678	\$91,008	\$107,129
FTE's	0.8	0.8	0.8
# of applications for Façade Improvement grants	N/A	TBD	TBD
# of applications for IDA assistance	N/A	TBD	TBD

COMMUNITY & BUSINESS OUTREACH - The goal of Community and Business Outreach is to provide information to City and regional interested individuals related to indicators, available space and other significant information pertaining to the local economic environment for research, investment, relocation and publication purposes.			
Total Expenditures	\$78,798	\$82,734	\$97,390
FTE's	0.8	0.8	0.8
# of visits through the Mayor's Local Business Outreach Program	N/A	TBD	TBD
# of Quarterly Indicators published	N/A	TBD	TBD

# Economic Development Activities

## Other Economic Development Activities

Program Totals	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Total Expenditures	\$577,100	\$637,310	\$613,915
Less Revenues	\$163,387	\$206,310	\$205,315
Net General Fund Expenditures	\$413,713	\$431,000	\$408,600
<b>Program Outcomes</b>			
No Program Outcomes	NA	NA	NA

### Activity Data

Alexandria Small Business Development Center (SBDC) - The SBDC is part of a Statewide network funded in part by the U.S. Small Business Administration (SBA) and also by local funding partners in each jurisdiction.	FY 2007 Actual	FY 2008 Amended	FY 2009 Approved
Total Expenditures	\$215,600	\$244,740	\$294,740
Non-City funding	\$95,600	\$124,740	\$124,740
City funding (FY 2008 does not reflect \$10,000 in a one-time National Harbor funding)	\$120,000	\$120,000	\$170,000

Eisenhower Partnership - The Eisenhower Partnership is a non-profit organization formed in 1994 to promote the development and redevelopment of the 4.5 mile-long area to the north and south of Eisenhower Avenue between Holland Lane and the western boundary of the City.			
Total Expenditures	\$93,787	\$107,570	\$106,575
Non-City funding	\$67,787	\$81,570	\$80,575
City funding	\$26,000	\$26,000	\$26,000

City funding in FY 2007 does not include \$5,000 from the Marketing Fund. In FY 2008 also does not include \$1,863 in Marketing Fund money and \$1,500 from the Holiday Marketing Program.

Marketing Fund - The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.			
Total Expenditures	\$112,606	\$135,000	\$135,000
Non-City funding	\$0	\$0	\$0
City funding	\$112,606	\$135,000	\$135,000

Balance of unspent FY 2007 funds (\$22,384) carried over to FY 2008

# Economic Development Activities

## Other Economic Development Activities, continued

### Activity Data

Holiday Marketing Program - The Holiday Marketing Program is a program designed to promote Alexandria as a destination for visiting, shopping and dining during the holiday season.	FY 2007 Actual	FY 2008 Amended	FY 2009 Approved
Total Expenditures	\$125,000	\$125,000	\$0
Non-City funding			
City funding	\$125,000	\$125,000	\$0

In FY 2009, \$100,000 has been reallocated to ACVA for a Regional Marketing Initiative, and \$25,000 is allocated to First Night.

Technology Achievement Award - The Technology Achievement Award Program is a joint program between the Alexandria City Council, the Chamber of Commerce and the Alexandria Economic Development Partnership intended to recognize Alexandria businesses for the development of new technology or the innovative application of existing technology.			
Expenditures	\$5,107	\$0	\$27,600

FY 2008 funding will be financed with AEDP funds remaining from prior Tech Week budgets.

First Night Alexandria			
Expenditures	\$25,000	\$25,000	\$50,000

In FY 2007 and FY 2008 First Night also received \$25,000 in funding from the Holiday Marketing Program. For FY 2009, \$25,000 has been allocated from the Holiday Marketing Program so First Night will directly receive the same funding level as in prior years.

# Economic Development Activities

## Summary of Budget Changes

### Adjustments to Maintain Current Service Levels

<b>Agency</b>	<b>Adjustment</b>	<b>FY 2009 Approved</b>
<b>ACVA</b>	<i>Regional Marketing Initiative (Level I)</i>	<b>\$100,000</b>
This reflects the melding of the Holiday Marketing Initiative into the Regional Marketing Initiative.		
<b>AEDP</b>		<b>\$146,554</b>
This reflects increases in AEDP staffing costs (\$131,272) as the result of new hires and promotions over the last year and a 3% increase in salaries for FY 2009. This sizable increase in salary costs reflects the need to hire and to retain persons with greater experience and a high level of skills. Other non-personnel items such as rent have increased \$15,282.		

# Economic Development Activities

## Supplemental Adjustments to the Budget

<b>Agency</b>	<b>Supplemental Request</b>	<b>FY 2009 Approved</b>
<b>ACVA</b>	<i>Regional Marketing Initiative (Level II)</i>	<b>\$100,000</b>
<p>The ACVA was created to generate tourism and convention revenues to the City of Alexandria. Currently, the City does not fund a sustained campaign to market the City's businesses to the Metro Region's residents. Nearby localities have engaged in significant retail development supported by marketing to lure shoppers and diners away from Alexandria. Recognizing this gap and acknowledging the significant potential to increase spending by residents and neighbors, the ACVA recommends adding responsibility and funding to its existing programs. One hundred percent of the requested funding would be allocated to the creation of a media campaign to entice metro area residents to shop and dine in Alexandria. Having this sustained voice in the marketing place would make the existing program event-level of advertising much more effective as it would build upon the awareness generated by the umbrella campaign. This \$100,000 included in the ACVA budget would be added to the Holiday Marketing funds (\$100,000) for a \$200,000 Level II marketing program. The third \$100,000 (Level III) of funding for the Regional Marketing Initiative was approved in the Add/Delete process (see below).</p>		

## Add/Delete Adjustments

<b>Agency</b>	<b>Add/Delete Adjustments</b>	<b>FY 2009 Approved</b>
<b>AEDP</b>	<i>Marketing Initiatives</i>	<b>\$93,000</b>
<p>The Mayor's Economic Development Sustainability Work Group recommended a more aggressive marketing program that should be more targeted, reach out to more potential users in more markets and with an expanded marketing budget for business recruitment. These increases will respond to those recommendations by providing resources to develop a more robust overall marketing program. A portion of the funding will allow AEDP to participate with the Virginia Economic Development Partnership on an increased number of marketing missions, initiate our own missions to targeted businesses and site selection consultants, as well as attend targeted business trade shows and events. The additional resources in the area of marketing research will assist in developing critical intelligence in areas such as trends, emerging companies and in real estate availability. The funds will be held in Contingent Reserves pending the submission of an updated request from AEDP.</p>		
<b>AEDP</b>	<i>Consultant Services - Marketing, Graphic Arts</i>	<b>\$50,000</b>
<p>There is an anticipated need for consulting services in the areas of marketing, graphic arts, as well as business retention and expansion. This will respond to the Mayor's Economic Sustainability Work Group's findings for the need for industry based research that will analyze trends in selected economic sectors, research retail issues such as leakage and specific retail needs within the community. There is also a need to assist in the creation of updated marketing materials, especially in the area of Graphic Art design and production that will correspond to and drive interested parties to the redesigned AEDP website. The funds will be held in Contingent Reserves pending the submission of an updated request from AEDP.</p>		
<b>ACVA</b>	<i>Regional Marketing Initiative (Level III)</i>	<b>\$100,000</b>
<p>An additional \$100,000 was approved by City Council through the add/delete process to bring the total amount available for the Regional Marketing Initiative to \$300,000.</p>		

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