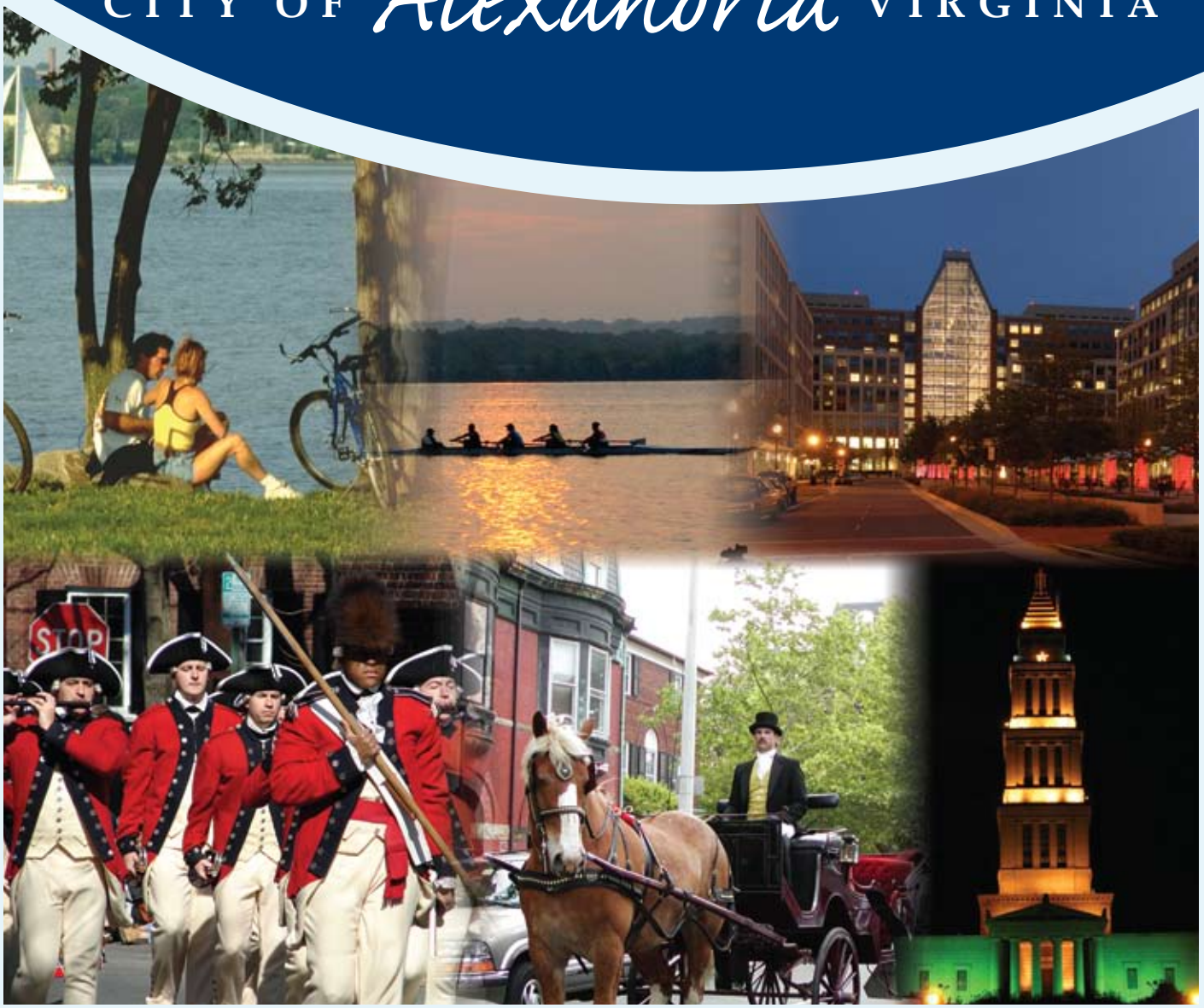
CITY OF *Alexandria* VIRGINIA



MANAGING FOR RESULTS

PROPOSED OPERATING BUDGET

FY 2010

July 1, 2009 ~ June 30, 2010

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City Manager's Message

February 10, 2008

To the Honorable Mayor and Members of City Council:

I am pleased to present City Council with the Proposed Fiscal Year 2010 Operating Budget and the Proposed Fiscal Year 2010-2015 Capital Improvement Program.

FY 2010 General Fund Operating Budget decreases by 3.3% from last year and is 7.7% less than what it would cost to maintain current services.

This Proposed Budget would decrease total General Fund spending by 7.7 percent or $43.6 million below what it would cost to maintain current City and School services. The budget would decrease spending by 3.3% or $17.8 million below the FY 2009 Approved budget. In accordance with City Council guidance, the operating transfer to the Alexandria City Public Schools would decrease by 2.0% or $3.4 million from last year's approved budget and funds managed by the City would decrease 3.85%.

The Alexandria City government faces its most serious fiscal crisis in more than 30 years.

The Alexandria City government faces its most serious fiscal crisis in more than 30 years. We are not alone. These are difficult and uncertain economic times. Our nation is in the midst of a recession and many businesses and state and local governments are unable to continue to operate at levels they have in the past. City residents, businesses and non-profits are struggling as well to maintain their standard of living and services.

The downturn in the national economy has brought with it major changes to the financial world, including falling housing prices, tight credit, significant job losses and overall reductions in consumer spending. As a result there have been major reductions in revenue generated by real estate and other local taxes. This means that the City government has less money available to fund the City budget, and we must find ways to spend less. We began this process last fall when nearly $10 million in budget rescissions were identified and taken to meet a revenue shortfall in the current fiscal year.

Fortunately, Alexandria has had strong fiscal management for many years as a result of adhering to Council-adopted debt policies and financial guidelines, that helped the City earn two triple A bond ratings, the first in 1986 and the second in 1992 and retained those ratings over the years. Now we need to take the actions needed to mitigate the revenue losses and to ensure the long-term viability of the City government.

Working together, we will be able to deal with this situation responsibly and still maintain our quality of life. To do so, we have to focus our remaining resources on our community priorities.

Working together, we will be able to deal with this situation responsibly and still maintain our quality of life. To do so, we have to focus our remaining resources on our community priorities. City Council has provided a roadmap with those priorities in its budget resolution passed last November. The proposed budget respects those priorities, and continues to fund most services provided to our residents, businesses and visitors. The budget will increase the share of the budget devoted to education, public health, safety and assisting the least fortunate. The Capital Improvement Program focuses primarily on maintaining existing infrastructure. The proposed budget, even at its reduced level, can maintain a capable and competent workforce, and continue to promote long term economic sustainability.

As directed by Council in its budget resolution, the average homeowner's real estate tax burden will not change.

As directed by Council in its budget resolution, the average homeowner's real estate tax burden will not change. Therefore, the budget proposes that Council increase the real estate tax rate by 4.2 cents to 88.7 cents per $100 assessed value. Since residential property values have decreased, the net effect is that the amount of the average tax would remain unchanged. The tax rate for commercial property owners will remain significantly lower than surrounding jurisdictions because the budget continues the current policy of no add-on tax on commercial property. Our real estate tax rate for homeowners will likely remain as low as any in the region. Given the economic difficulties facing our taxpayers, I do not propose to change any other tax rates. I do recommend, however, increasing a number of user fees and charges for services to recover more of the costs of providing those services.

Sacrifices are broadly required and shared in this budget.

Sacrifices are broadly required and shared in this budget. It has been difficult to balance the needs for City services with our diminished ability to pay for those needs and desires. Of 42 departmental budgets, 35 will decline compared to last year's approved budget, and all will decline compared to what it would cost to maintain current services. This is a budget of shared sacrifice by everyone, and the pain will be shared by residents, businesses and visitors, a well as by City employees.

The budget reductions being proposed are unprecedented in the last 30 years.

The budget reductions being proposed are unprecedented in the last 30 years. The budget proposes the reduction of 121 funded positions -- about 4 percent of our workforce. Approximately 74 of those positions are vacant. Another 17 of them may require the incumbent to be reassigned or choose retirement. The remaining 30 positions may be subject to an involuntary termination and subject to our Reduction in Force procedures if we cannot find another position for which the incumbent is qualified and for which funding is available. For the first time in almost 20 years City employee pay will be completely frozen for a year. Also, new employee benefits will be reduced. I have proposed many reductions in programs and activities that are unprecedented as well. Delivery of some City services will be affected in this budget, and our ability to remain as responsive as in the past will be compromised.

We are not alone in facing a fiscal crisis.

We are not alone in facing a fiscal crisis. The global economic recession is having a profound effect on individuals, businesses and governments across the nation. Our own federal government is struggling with a deficit approaching a trillion dollars. The Commonwealth of Virginia is measuring its budget gap in billions of dollars. All local governments in the national capital region, including Alexandria, are struggling with budget gaps in the millions of dollars. Every organization and household has been affected to some degree. As a consequence, the economic downtown has reduced most of our revenue sources, not only real estate taxes but taxes on personal property and sales and utility usage, as well as taxes on commerce and business in the City. Aid from the Commonwealth of Virginia is declining. Although there may be some relief to come from a Federal Economic Stimulus package, at this point the budget cannot and does not rely on such relief to avoid difficult budget decisions.

An extraordinary degree of uncertainty remains about our revenue projections.

An extraordinary degree of uncertainty remains about our revenue projections. Unfortunately, the bad economic news is likely to continue for many months, and it may get worse before it gets better. We need to manage the significant downside risks that still exist by being prepared to react quickly to any further negative economic news. The proposed revenue estimates will be reexamined in April before final Council budget action. These estimates are based on information available at the end of January. It is possible that we may have to reduce those estimates further as we discuss the budget this spring. Furthermore, after the fiscal year begins, we must be prepared to make mid-course corrections, like we did earlier this fiscal year. The budget includes a $2 million reserve for meeting possible FY 2010 revenue shortfalls. We are improving our ability to monitor and track both revenues and spending during the year, and to make mid-course corrections by reducing spending should that become necessary.

City staff has left no area of the budget unexamined for possible savings.

City staff has left no area of the budget unexamined for possible savings. The budget review has been extensive. The budget process started last summer with the departments conducting an analysis of the importance and effectiveness of all 500 City government activities. In the fall, staff proposed nearly $10 million in budget reductions to implement in FY 2009 and prepared a baseline current services budget and revenue estimate for use by City Council at its November retreat. Immediately after that retreat, City departments were asked to develop and prioritize saving reduction options for FY 2010. In January, my senior staff and I reviewed over 400 specific operating budget reduction options totaling over $30 million and approximately 200 capital projects totaling $498 million over 6 years.

We have been able to conduct this budget review on a solid organizational foundation.

We have been able to conduct this budget review on a solid organizational foundation. Our Managing for Results Initiative enabled us to analyze our budget options in terms of the impact it would have on 150 programs and 500 activities that serve our residents, businesses and visitors and to review, discuss and quantify the impacts in terms of efficiency and effectiveness. The City Council's strategic plan and departmental business plans guide specific areas of the government. For instance, the Council-adopted detailed plan to promote economic sustainability will provide guideposts for our budget deliberations on those programs and activities with a direct impact on the economic future of our City. Our environmental action plan provides a similar framework for prioritizing our programs and activities in that arena. We have built on partnerships developed with community groups, non-profit organizations, businesses and other governments that promote efficiency and effectiveness through shared and coordinated efforts.

Our focus is not only on FY 2010, but the long range future of Alexandria.

Our focus is not only on FY 2010, but the long range future of Alexandria. We believe that the future holds promise. Working with our dedicated City employees, we believe we can successfully navigate these treacherous financial times. We will not look the same when this crisis is over, and we cannot preserve all of today's services. We believe we can build for the future by reforming how we lead and manage the City. We can make the City more purposeful and goal directed through better focus on our strategic priorities, more coordinated and productive through better organizational structures and policies, and more operationally efficient through continuous improvement in our procedures and systems. In short, we believe the challenges of today will make us not weaker, but stronger and more able to meet the challenges of the future.

The Operating Budget and Capital Improvement Program are scheduled for adoption on April 27, 2009. We have budget work sessions planned on each of the major themes of this budget. Council must act by March 14th to establish the maximum real estate tax rate to be considered. This must be advertised 30 days in advance of a special public hearing. Council 's potential "adds" to the budget of $50,000 or more are due April 6th. The regular public hearing on the budget will be held April 13th, and the effective real estate tax public hearing will be held on April 14th. The preliminary add-delete work session will be held on April 20th.

Sincerely,

James K. Hartmann

Budget Overview

The FY 2010 proposed General Fund Operating Budget totals $524.3 million.

This is a 3.3% decrease from the FY 2009 Approved Budget and 7.7% less than the amount needed to fund the current level of services.

In accordance with City Council budget guidance, there is no increase in the average residential real estate property tax bill.

There are no other tax rate increases proposed for FY 2010.

The average vehicle personal property tax is expected to decrease.

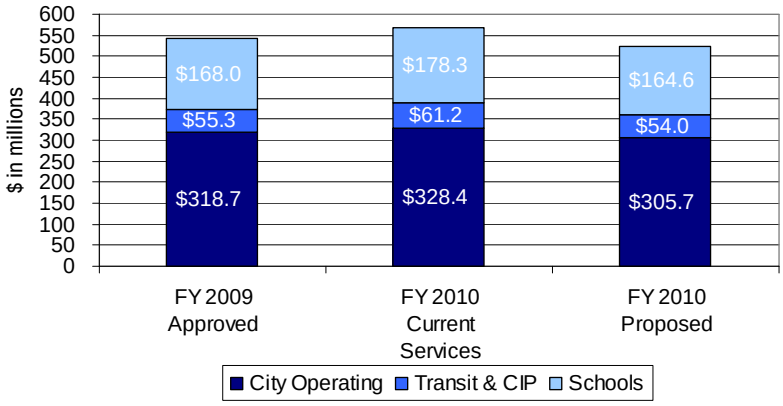
On November 19, 2008, the City Council passed a resolution establishing budget guidance for the City Manager and Schools to meet for FY 2010. The budget guidance given to the City Manager was to prepare a budget that reflects a real estate tax rate that will provide for the average homeowner to pay the same real estate tax amount in calendar year 2009 as in calendar year 2008.

The FY 2010 proposed General Fund operating budget reflects a reduction of $17.7 million, or 3.3%, from the FY 2009 approved budget. This is $43.6 million, or 7.7%, below the amount identified to maintain the FY 2009 level of services. The FY 2010 budget is unprecedented in that it reflects the first time in decades that budgeted expenditures have decreased from the prior year.

City government expenditures are down $14.3 million (3.8%) from FY 2009 approved and $29.9 million (7.7%) below the cost of maintaining current services. City funding for the Schools is down $3.4 million (2.0%) from FY 2009 approved and $13.7 million (7.7%) below the cost of maintaining current services. City government reductions have been achieved through the reduction of 121 positions, a reduction in cash capital to fund the Capital Improvement Program (CIP), and other non-personnel reductions identified by the departments.

The real estate property tax rate is proposed to increase by 4.2 cents, from 84.5 cents to 88.7 cents. Due to decreasing assessments, there is no increase in the average residential tax bill as stipulated by Council guidance.

FY 2009 & 2010 GENERAL FUND BUDGET



Budget Overview

Revenues:

FY 2010 General Fund revenues decrease 3.3% compared to the FY 2009 Approved Budget.

FY 2010 projected revenues have decreased mostly due to declining real estate and personal property values and a slowing of economic activity.

Total real estate assessments are down 2.1%, with commercial assessments increasing 1.2% and residential assessments decreasing 4.4%.

Proposed increases in user fees, fines and charges for services contribute an additional $1.6 million in revenue for FY 2010.

Federal and state revenues are assumed to be relatively flat.

For additional information, see the Revenues section.

Although including the impact of a 4.2 cent increase in the real property tax rate, total FY 2010 General Fund revenues are expected to decrease by 3.3% as compared to the FY 2009 approved budget.

The decrease is due mostly to declining real estate property values and a slowing of economic activity in Alexandria, as part of a larger global and national economic recession.

Federal and State revenue is assumed to be relatively flat in FY 2010. The proposed budget reflects the Governor's budget, which will be amended by the General Assembly, and does not include any potential federal stimulus package revenues.

Millions of Dollars

	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	%Change 09 Approved/ 10 Proposed*
Real Property Taxes	$293.6	$292.8	$291.0	-0.9%
Other taxes	$157.0	$151.4	$149.4	-4.8%
Non-tax revenue	$32.0	$26.8	$28.7	-10.5%
Federal & State Revenue	$52.8	$53.3	$52.6	-0.3%
Prior Year Surplus & Transfers	$6.6	$6.6	$2.6	-60.9%
Total	$542.0	$531.0	$524.3	-3.3%

* The total change from FY 2009 Projected Revenues is -1.3%

Real property taxes are taxes on residential and commercial real estate.

Other taxes include the personal property tax, the 1% sales tax, utility taxes, business license (BPOL) gross receipt taxes, transient lodging taxes, and others.

Non-tax revenue includes fines and forfeitures such as parking fees, and charges for services, such as solid waste fees.

Federal & State revenue is aid from the federal government and the Commonwealth of Virginia which goes into the City's General Fund and is not generally restricted to special activities. Federal and State revenue which is restricted is budgeted in the City's Special Revenue Fund.

Budget Overview

Expenditures:

The FY 2010 proposed budget is reduced from the FY 2009 approved by:

- **$13.0 M in City operating**
- **$ 1.3 M in transit subsidies, debt service, and cash capital**
- **$ 3.4 M in School operating transfer**

Operating budget expenditure reductions are focused on preserving public safety and the social safety net.

121 full- and part-time positions are proposed to be reduced in FY 2010.

The FY 2010 General Fund proposed budget features $13.0 million in expenditure reductions from the FY 2009 approved budget in City operating departments; $1.3 million in transit subsidies, debt service, and cash capital; and $3.4 in the Schools transfer.

The City operating reduction amounts vary by department, with an emphasis placed on preserving public safety and social services to the extent possible.

Only three large departments received funding increases from FY 2009 to FY 2010:

- Police (0.9%)
- Fire (2.2%, 1.4% including Code Administration)
- Human Services (5.7% due to a 34.9% increase in Comprehensive Service Act funding)

Four smaller departments (City Clerk, General District Court, Law Library, and Other Education) received increases which combined total less than $8,000.

No departments received funding greater than the amount needed to maintain current services.

The largest reductions are concentrated in administrative departments, such as the City Manager's Office, Citizens Assistance, Human Resources, Information Technology Services (ITS), General Services, Finance, Communications, and Non-Departmental.

The budget proposes the reduction of 121 funded positions -- about 4 percent of our workforce. Approximately 74 of those positions are vacant. Another 17 of them may require the incumbent to be reassigned or choose retirement. The remaining 30 positions may be subject to an involuntary termination and subject to our Reduction in Force procedures if we cannot find another position for which the incumbent is qualified and for which funding is available. For the first time in almost 20 years City employee pay will be completely frozen for a year. Also, retirement and life insurance benefits will be reduced for employees hired after July 1, 2009.

Expenditures:

General Fund expenditures are proposed to decrease by 3.3% from the FY 2009 Approved Budget.

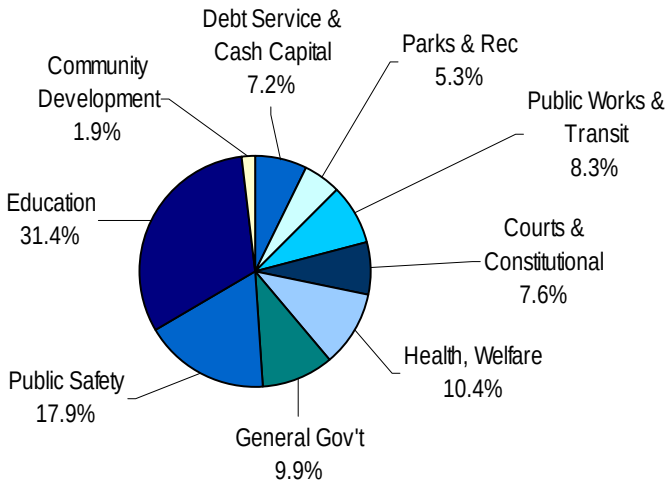
The transfer to the Schools operating budget is proposed to decrease 2.0%; the rest of the City budget would decrease 3.8%.

Millions of dollars	General Fund Budget		
	FY 2009 Approved	FY 2010 Proposed	% Change FY 09-10
Education	$168.0	$164.6	-2.0%
City Managed Budget			
Public Safety	92.6	93.7	1.1%
General Government	57.4	52.0	-9.4%
Health & Welfare	54.7	54.7	0.1%
Public Works and Transit	46.0	43.4	-5.6%
Courts & Constitutional Officers	40.3	39.8	-1.4%
Cash Capital & Debt Service	38.6	38.0	-1.6%
Parks, Recreation & Culture	31.2	27.9	-10.6%
Community Development	13.2	10.2	-22.7%
Subtotal City Managed Budget	374.0	359.7	-3.8%
Total	$542.0	$524.3	-3.3%

Spending on education and public safety (Police and Fire) makes up almost half of the General Fund expenditures (about 49%).

When the Office of Sheriff and other constitutional offices and departments involved in the administration of justice are included, the percentage is almost 54%.

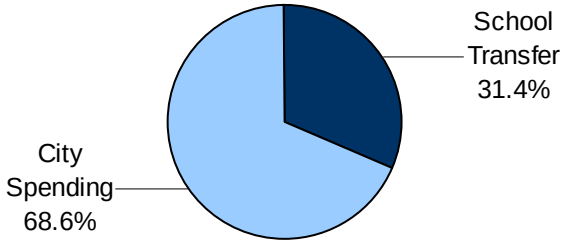
Where the General Fund Money Goes
FY 2010: $524.3 million



General Fund Expenditures by Type:

City Operations account for 69% of General Fund expenditures and the transfer to Schools account for 31%.

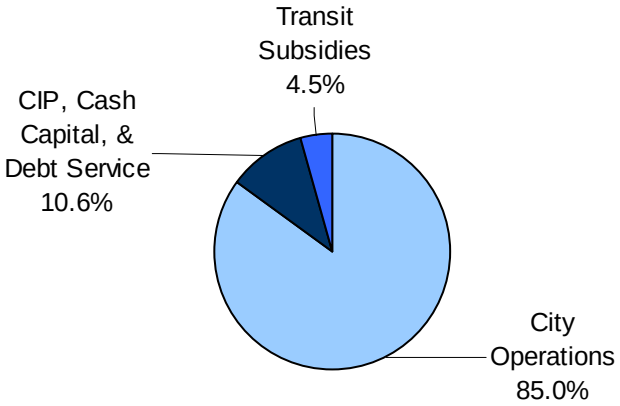
General Fund Expenditures
$524.3 Million



Under the FY 2010 proposed Budget, the City would transfer $164.6 million of its General Fund revenue to the Alexandria School System, not including spending on School capital improvement projects, or for School related debt service. This is $0.9 million less than the amount requested by the School Board.

After transfers to the Alexandria School System, the remaining General Fund expenditures of $359.7 million are divided among City operations, funding for the Capital Improvement Program, Cash Capital and Debt Service, and funding for transit programs such as DASH, Metro buses and rails.

General Fund Expenditures
Excluding School Transfers
$359.7 Million



Cash Capital and Debt Service account for $38 million.

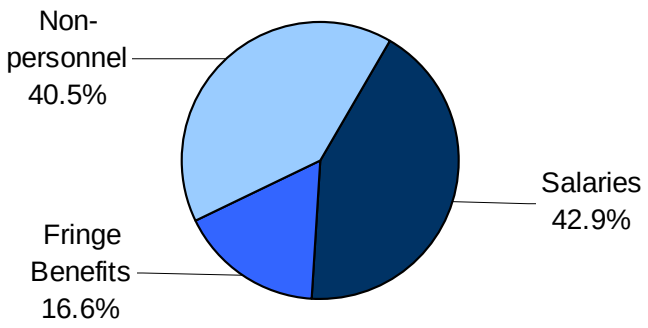
Transit expenditures ($16.1 million) include City funding for DASH (Alexandria's bus service) and for contributions to the Washington Metropolitan Area Transit Authority (WMATA) which runs the Metrobus and Metrorail system.

Once transit subsidies and cash capital & debt service are removed, approximately 60% of the budget is devoted toward salaries and fringe benefits.

General Fund Expenditures

(less Schools, Transit, Cash Capital & Debt Service)

$305.7 million



FY 2010 Budget Overview

Analysis of General Fund Changes: FY 2009 Approved to FY 2010 Proposed

	FY09 Approved	FY10 Proposed	$ Change	% Change
Legislative & Executive				
City Council	524,157	524,157	-	-
City Manager	1,845,208	1,664,664	(180,544)	(9.8%)
City Attorney	3,341,753	3,166,798	(174,955)	(5.2%)
City Clerk & Clerk of Council	415,455	420,585	5,130	1.2%
Total Legislative & Executive	6,126,573	5,776,204	(350,369)	(5.7%)
Courts & Constitutional Officers				
18th Circuit Court	1,368,046	1,353,347	(14,699)	(1.1%)
18th General District Court	78,571	79,228	657	0.8%
Clerk of Court	1,637,190	1,579,460	(57,730)	(3.5%)
Commonwealth Attorney	2,775,506	2,648,168	(127,338)	(4.6%)
Court Services Unit	1,422,273	1,363,877	(58,396)	(4.1%)
Juvenile & Domestic Rel. Court	34,327	34,155	(172)	(0.5%)
Law Library	116,227	117,279	1,052	0.9%
Other Public Safety & Justice	5,284,501	5,212,162	(72,339)	(1.4%)
Registrar of Voters	1,275,383	1,077,368	(198,015)	(15.5%)
Sheriff	26,350,559	26,320,052	(30,507)	(0.1%)
Total Courts & Constitutional	40,342,583	39,785,096	(557,487)	(1.4%)
General Government				
Citizens Assistance	773,273	573,148	(200,125)	(25.9%)
Finance	9,833,109	9,173,730	(659,379)	(6.7%)
General Services	13,125,647	11,449,819	(1,675,828)	(12.8%)
Human Rights	648,845	616,464	(32,381)	(5.0%)
ITS	7,342,566	6,549,136	(793,430)	(10.8%)
Internal Audit	239,606	224,175	(15,431)	(6.4%)
Office of Management & Budget	1,183,001	1,146,834	(36,167)	(3.1%)
Non-Departmental	10,209,749	9,194,033	(1,015,716)	(9.9%)
Cash Capital	4,917,687	700,000	(4,217,687)	(85.8%)
Debt Service	33,640,327	37,252,967	3,612,640	10.7%
Office on Women	1,451,485	1,334,062	(117,423)	(8.1%)
Human Resources	3,421,143	3,114,631	(306,512)	(9.0%)
Real Estate	1,635,473	1,527,794	(107,679)	(6.6%)
Office of Communications	1,389,716	1,313,784	(75,932)	NA
Total General Government	89,811,627	84,170,577	-5,641,050	(6.3%)
Operating Agencies				
Fire	39,142,446	39,704,881	562,435	1.4%
Police	53,502,272	53,997,444	495,172	0.9%
Health	6,921,499	6,870,274	(51,225)	(0.7%)
Other Health Activities	1,038,600	1,038,600	-	-
Human Services	28,610,168	29,688,875	1,078,707	3.8%
MH / MR / SA	18,131,822	17,149,339	(982,483)	(5.4%)
Housing	3,830,815	1,548,152	(2,282,663)	(59.6%)
Economic Development Activities	3,422,182	3,221,153	(201,029)	(5.9%)
Planning & Zoning	5,923,408	5,409,792	(513,616)	(8.7%)
Historic Alexandria	2,913,392	2,554,331	(359,061)	(12.3%)
Library	7,205,135	6,093,498	(1,111,637)	(15.4%)
RPCA	21,044,635	19,207,855	(1,836,780)	(8.7%)
Transit Subsidies	16,747,745	16,054,474	(693,271)	(4.1%)
Transportation & Environ Svc's	29,297,692	27,394,521	(1,903,171)	(6.5%)
Total Operating Agencies	237,731,811	229,933,189	(7,798,622)	(3.3%)
Education				
Schools	167,953,749	164,594,674	(3,359,075)	(2.0%)
Other Educational Activities	12,004	12,304	300	2.5%
Total Education	167,965,753	164,606,978	(3,358,775)	(2.0%)
Grand Total	**541,978,347**	**524,272,044**	**(17,706,303)**	**(3.3%)**

City Personnel & Compensation Overview:

The FY 2010 General Fund proposed salaries and benefits budget decreases by 3.3% from FY 2009.

121 full- and part-time positions are proposed to be reduced.

No merit/step increases or market rate adjustments are included.

Benefits for current employees are not reduced, but new employees will have reduced benefits.

For additional information, see the Personnel Compensation section.

The FY 2010 General Fund proposed personnel budget is reduced by $8.2 million, or 3.3%, from the FY 2009 approved budget.

A total of 121 full- and part-time positions are proposed to be reduced:

- 74 are currently vacant
- 17 are retiring, transferring to vacant positions within their department, or being reduced in hours or grade level.
- 30 are potential layoffs, although the City will attempt to place in other positions within the organization, if they meet the required minimum qualifications.

No funding for merit/step increases or a market rate adjustment is included in the FY 2010 proposed budget.

There are no reductions in benefits proposed for current employees, however newly hired employees will receive reduced life insurance benefits and will be required to contribute two percent of salary to the City supplemental retirement plan.

FTE Summary

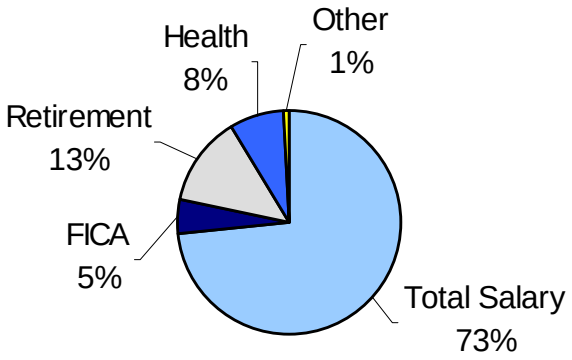
	FY 2009 Approved	New	Deleted	FY 2010 Proposed	Change #	Change %
Full-time Permanent	2,405.0	12.0	(78.0)	2,339.0	(66.0)	(2.7%)
Part-time (FTE)	203.3	3.1	(11.6)	194.8	(8.5)	(4.2%)
Approved Overhire	57.0	0.0	(17.0)	40.0	(17.0)	(29.8%)
Total (FTE)	2,665.3	15.1	(106.6)	2,573.8	(91.5)	(3.4%)

City Personnel & Compensation Overview

Total salaries include a 6.6% reduction in the budget for seasonal employees and a 22.5% reduction in the budget for temporary employees.

Title	FY 2009 Approved	FY 2010 Proposed	$Change FY09/10	%Change FY09/10
Total Salary	$184.2	$178.2	($6.0)	-3.3%
Fringes				
FICA	13.0	12.8	(0.2)	-1.5%
Retirement	32.9	31.4	(1.5)	-4.6%
Health	19.7	19.3	(0.4)	-2.0%
Other*	1.8	1.7	(0.1)	-5.6%
Total Fringes	67.4	65.2	(2.2)	-3.3%
Total Personnel	$251.6	$243.4	($8.2)	-3.3%

FY 2010 City All Funds Personnel Budget
$243.4 M

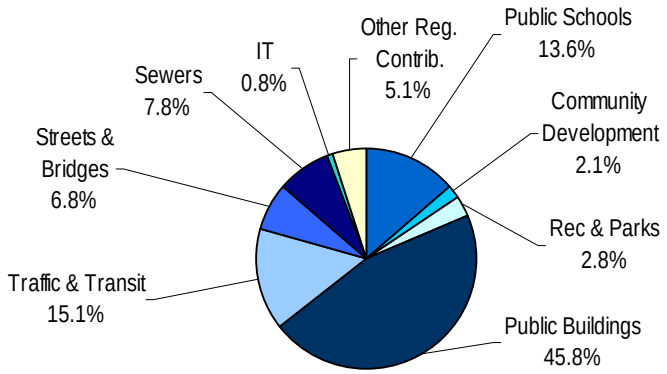


For additional information, see the Personnel Compensation section.

Capital Improvement Program Overview:

The total CIP proposed for FY 2010 is $78.1 million, which includes $6.7 million in grants and other cash revenues. The locally funded CIP is for $71.4 million, a $0.9 million (1.2%) decrease from what was previously planned for FY 2010 in last year's approved CIP.

FY 2010 CIP by Share
$78.1 million

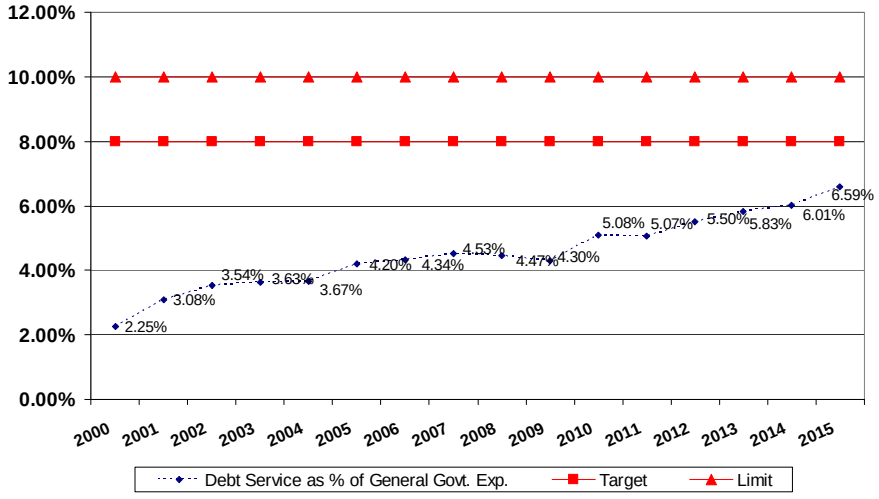


This proposed capital program, while accommodating many needs, does not address all of the requests from City agencies and the community. A total of $54.9 million over three years remains unfunded. In addition to these unfunded requests, $72.6 million in expenditure reductions need to be determined in the out-years in order to fall within the City's ability to fund the Capital Improvement Program. That equals a total of $127.5 million over six years in project requests that the City cannot anticipate funding at this time.

The City will not exceed the guideline set by Council that debt service as a percent of General Governmental expenditures not exceed 10% as a limit and be below 8% as a target. However, the proportion of the budget being devoted to debt service is steadily increasing.

Approved CIP FY 2010-2015

Debt Service as Percent of General Government Expenditures



General Fund pay-as-you-go support for the CIP decreases by $4.2 million in FY 2010, while debt service increases $3.6 million.

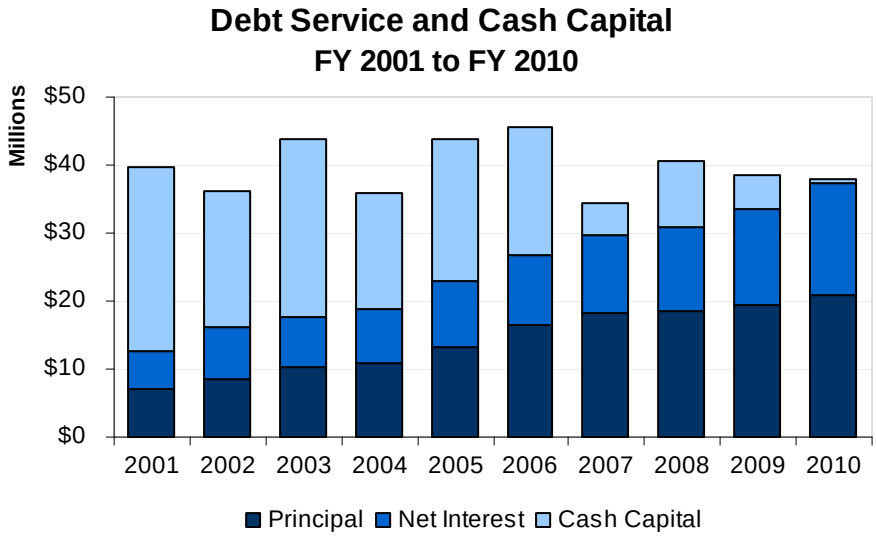
The FY 2010 General Fund proposed budget includes a $4.2 million reduction from FY 2009 in cash capital funding to support the Capital Improvement Program (CIP).

CIP focus is on maintaining existing assets, not expanding them.

According to City Council budget guidance, CIP planned expenditures are concentrated on maintenance of existing facilities and infrastructure instead of improvement projects with the exception of public safety facilities. Funding for the new Police headquarters and several new Fire stations is included in the CIP.

Debt service increases $3.6 million as compared to the FY 2009 approved budget.

Significant Police and Fire facility needs including a new Police headquarters and new and/or improved Fire stations are included in the CIP.



- Cash capital payments are made to the Capital Improvement Program fund out of the General Fund on a pay-as-you-go basis.
- Debt service payments are composed of principal and interest payments on past bonds issued to finance capital projects.

For additional information, see the Capital Improvement Program section and Capital Improvement Program budget document.

The Strategic Plan Overview

In 2004, the City Council developed a Strategic Plan for 2004-2015 as a road map for fulfilling its vision of Alexandria.

The City's Council's vision of Alexandria is as follows:

Alexandria 2015 is a vibrant, diverse, historic and beautiful City with unique neighborhoods and multiple urban villages where we take pride in our great community.

The City Manager's proposals for the Capital Improvement Program (CIP) funding and for expansions in the budget are directly related to the City's strategic goals as outlined below:

Goal 1: Quality development and redevelopment that is well planned and consistent with Alexandria's vision.

The pace of growth and change to the physical landscape of the City has increased in recent years, presenting both challenges and opportunities for the City budget.

Goal 2: A City that respects, protects, preserves and enhances the natural environment and history resources.

Alexandria is a beautiful and historic city, and the City budget must ensure that the qualities that make Alexandria a special place remain intact.

Goal 3: An integrated multimodal transportation system that efficiently and effectively gets people from Point "A" to Point "B."

As increases in City and metro area population cause more traffic snarls, it is vital for the budget to maintain and improve the road system. The City's budget must also support public transportation, including buses and rails, and expand opportunities for walking and bicycling.

Goal 4: A Strong local economy that is growing in varied small business and job opportunities.

A strong local economy also will diversify the City's revenue sources and help to achieve a financially sustainable future.

Goal 5: A caring community that is diverse and affordable.

The budget should help enable families and individuals of all ages, incomes, and backgrounds to have access to excellent job and learning opportunities, affordable housing, and a healthy environment.

Goal 6: A city government that is financially sustainable, efficient, and community oriented.

An efficient and community oriented City budget will continue to expand and diversify its revenue base, deliver services in a cost effective manner, and be responsive to the changing needs of the community.

Goal 7: A city that ensures the safety, security, emergency preparedness and well being of the community.

Providing for public safety, including police and fire protection, emergency medical services, and maintenance of the jail and operation of the courts is an essential function of our budget.

Goal 8: Public schools that are among the best in Northern Virginia (in partnership with Alexandria Schools).

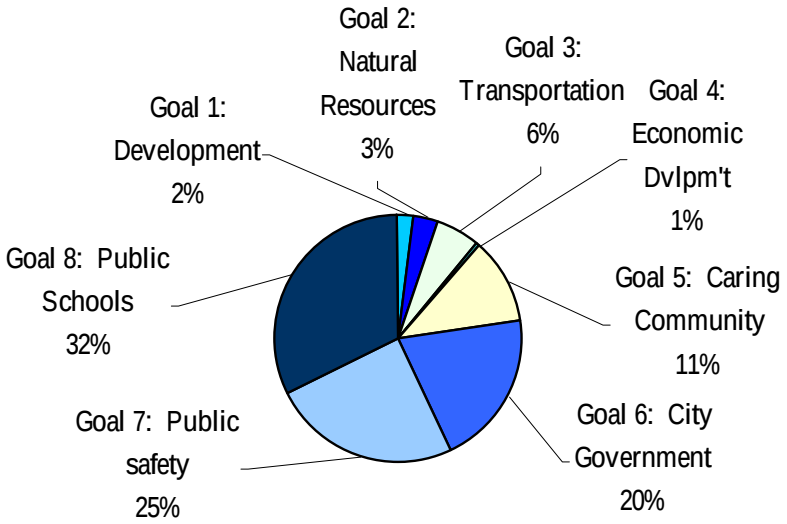
The budget should provide Alexandria's young people with a high quality public education system.

When measured by the goals of the Strategic Plan, the largest share of the proposed Operating Budget is dedicated to Education.

More information regarding the Strategic Plan and Alexandria's future can be found on the City's web site.

http://www.alexandriava.gov/council/info/default.aspx?id=4538

The Operating Budget & the Strategic Plan



This chart attempts to allocate the FY 2010 Proposed Operating Budget by the City Council's strategic goals. There is overlap in how expenditure activities apply to the strategic goals. (For example, street maintenance included under goal 3 is also important to Goal 4, maintaining a strong local economy.) However, the chart shows generally the strategic alignment of operating budget expenditures.

Budget Schedule:

Citizens are invited to participate in a public hearing on the budget scheduled for Tuesday, April 13 at 4:00 pm and a public hearing on the tax rate on Saturday, April 18 at 9:30 am. City Council will also hold twelve public work sessions denoted to the right. All work sessions are held in City Hall, Sister Cities Conference Room #1101, unless otherwise noted.

- February 10, 2009 – Introduction and Presentation of Budget (7:00 pm City Council Chambers, City Hall)
- February 11, 2009 – Work Session on Revenues (6:30 pm)
- February 18, 2009 – Work Session on Employee Compensation (6:30 pm)
- February 23, 2009 – Work Session on CIP (6:30 pm)
- March 3, 2009 – Work Session on Transportation/Transit (6:30 pm)
- March 5, 2009 – Work Session on Social Safety Net Programs and Activities (6:30 pm)
- March 9, 2009 – Joint Work Session with School Board on ACPS Budget (6:30 pm TBD)
- March 16, 2009 – Work Session on CIP Follow-Up Issues, Parks and Rec., Historic Alexandria, and Library. (6:30 pm)
- March 23, 2009 – Work Session on Public Safety and Administration of Justice and Other Economic Sustainability Programs and Activities. (6:30 pm)
- March 24, 2009 – Work Session on Fire Department Activities (5:30 pm, City Council Work Room on, 2nd Floor, City Hall)
- March 31, 2009 – Work Session on City Administration and Management Programs and Activates. (6:30 pm)
- April 6, 2009 – Work Session on Budget and Fiscal Affairs Advisory Committee Report (6:30 pm)
- April 13, 2009 – Budget Public Hearing (4:00 pm City Council Chambers, City Hall)
- April 14, 2009 – Alexandria Convention and Visitors Association (ACVA) and Alexandria Economic Development Partnership (AEDP) Work Session (5:30 pm, City Council Work Room, 2nd Floor, City Hall)
- April 14, 2009 – Introduction of Tax Ordinances (7:00 pm City Council Chambers, City Hall)
- April 18, 2009 – Public Hearing on effective tax rate increase (9:30 am, City Council Chambers, City Hall)
- April 20, 2009 – Work Session on Preliminary Adds/Deletes (6:30 pm)
- April 27, 2009 – Work Session on Final Adds/Deletes (6:00 pm City Council Work Room, 2nd Floor, City Hall)

FY 2010 Budget Overview

A brief guide to the departments and page references to detailed descriptions of the departments in the Proposed Operating Budget is included below:

Section IX (Also see the School Board's Proposed Operating Budget)

- Education includes the Alexandria City Public Schools.

Section VIII

- Public Safety includes the Fire and Police Departments.

Section VII

- General Government includes, among other departments, Office of Communications, General Services, Finance, Personnel Services, and Real Estate Assessments.

Section VIII

- Public Works includes the Department of Transportation and Environmental Services, which maintains City streets and the City sanitary and sewer system. Transit subsidies to WMATA (METRO rail and METRO bus system), DASH, the City's bus system, and Virginia Rail Express (VRE) are also included in "Public Works."

Section VI

- Courts and Constitutional Officers includes departments with elected officials such as the Office of Sheriff, which manages the Alexandria Detention Center, the Commonwealth's Attorney, the Clerk of Courts, and the Registrar of Voters.

Section VIII

- Parks & Recreation include the Office of Historic Alexandria, the Alexandria Library system, and the Department of Recreation, Parks, and Cultural Activities, which manages the City's parks and manages youth programs.

Section VII (Non-Departmental)

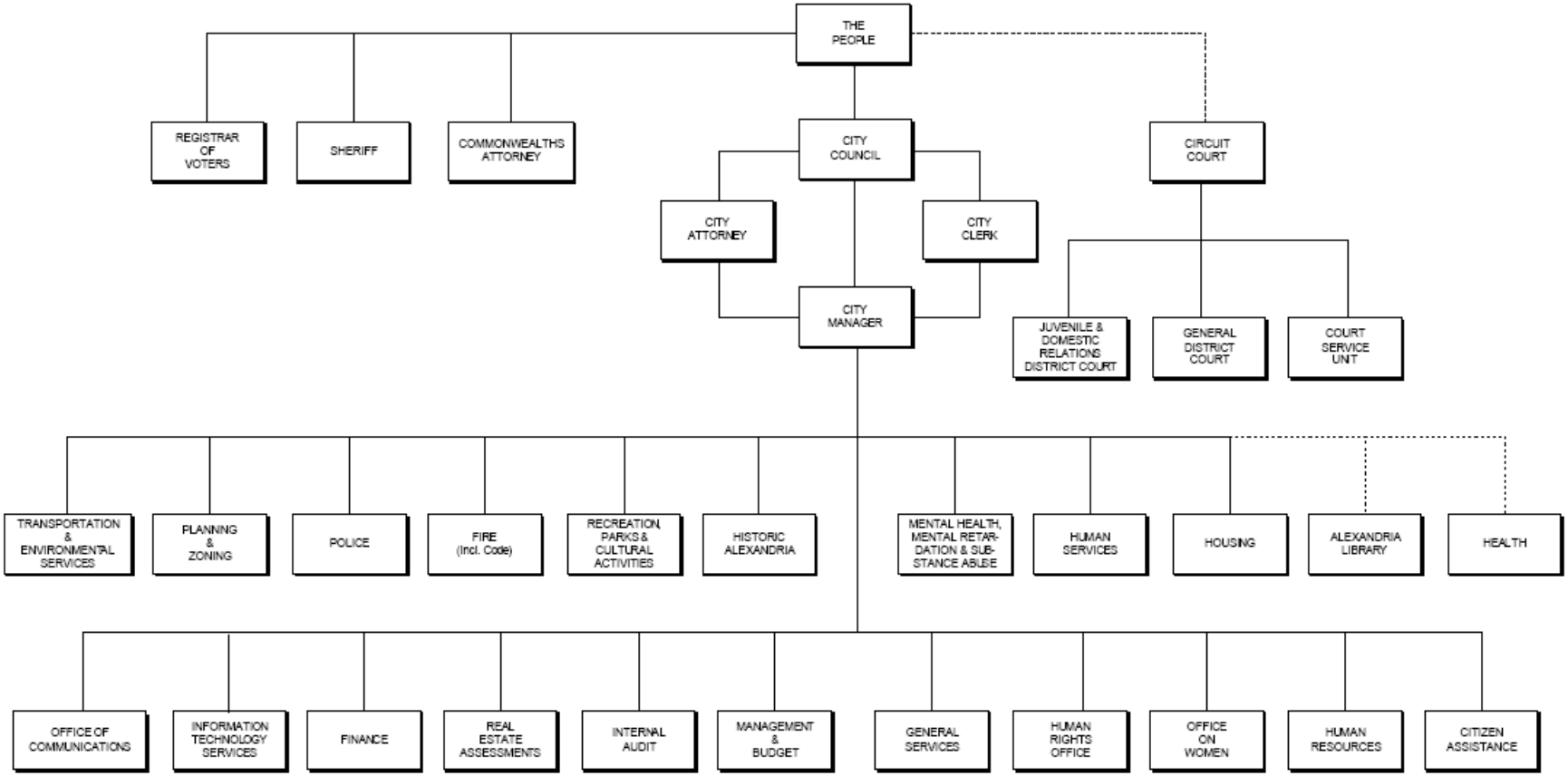
- Debt Service & Cash Capital. Debt Service is the amount the City repays in principal and interest on outstanding bonds issued for infrastructure improvements. Cash Capital represents funds in the current operating budget designated for capital improvements.

Section VIII

- Health & Welfare includes the Health Department, the Department of Human Services, and the Department of Mental Health, Mental Retardation, and Substances Abuse.

Section VIII

- Community Development includes the Departments of Housing, Economic Development, and Planning and Zoning, as well as the City's economic development agencies.


THE PEOPLE
REGISTRAR OF VOTERS
SHERIFF
COMMONWEALTHS ATTORNEY
CITY COUNCIL
CIRCUIT COURT
CITY ATTORNEY
CITY CLERK
CITY MANAGER
JUVENILE & DOMESTIC RELATIONS DISTRICT COURT
GENERAL DISTRICT COURT
COURT SERVICE UNIT
TRANSPORTATION & ENVIRONMENTAL SERVICES
PLANNING & ZONING
POLICE
FIRE (Incl. Code)
RECREATION, PARKS & CULTURAL ACTIVITIES
HISTORIC ALEXANDRIA
MENTAL HEALTH, MENTAL RETAR-DATION & SUB-STANCE ABUSE
HUMAN SERVICES
HOUSING
ALEXANDRIA LIBRARY
HEALTH
OFFICE OF COMMUNICATIONS
INFORMATION TECHNOLOGY SERVICES
FINANCE
REAL ESTATE ASSESSMENTS
INTERNAL AUDIT
MANAGEMENT & BUDGET
GENERAL SERVICES
HUMAN RIGHTS OFFICE
OFFICE ON WOMEN
HUMAN RESOURCES
CITIZEN ASSISTANCE

Understanding the Budget

The City's budget serves as the blueprint for the financial and policy decisions that City Council will implement during the fiscal year. Budgeting is necessary for several reasons.

FISCAL PLAN

First, the budget is a fiscal plan. Budgeting provides estimates of the costs that will be incurred if activities are carried out as planned; the revenues necessary to finance these activities; and the rates of taxation necessary to generate these revenues. The appropriation ordinance adopted by the City Council establishes the legal authorization for the expenditure of public monies and becomes the approved financial plan for the upcoming fiscal year.

POLICY DOCUMENT

Second, the budget is a policy and management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to prioritize and provide effective and efficient services. As a management tool, the budget serves to establish accountability for the effective and efficient operation of programs and activities and to locate responsibility for the delivery of City services. Beginning with City Council's establishment of a long-term vision and a set of major goals for the City of Alexandria, combined with the economic outlook of the City presented by staff and a public hearing to gather citizen input in October, and continuing through the adoption of the FY 2010 budget on April 27, 2009, the budget process weighs short and long term objectives of stakeholders against the available financial resources.

OPERATIONS GUIDE

The budget describes the activities, services and functions carried out within each organizational unit. Every Department within in the City is characterized by Programs and Activities and includes both financial and personnel resources necessary to carry out the functions of the government. Programs and activities within each department provide a map detailing what each department does with their resources, for whom these activities are undertaken and why. Performance data are associated with each activity and help to the measure each activity in terms of output, effectiveness and quality.

FY 2010 Budget Planning

On November 19, 2008, City Council passed a resolution establishing the budget guidance for the entire General Fund budget. The guidance allowed for a City operating budget to be built based on a real estate tax rate that would keep the average residential tax bill equal in 2008 and 2009. The budget was also to incorporate a transfer to the Schools budget of $164.6 million. The guidance was based on preliminary forecasts of revenues, expenditures, and capital needs presented at the City Council Retreat on October 25, 2008. City Council also directed that the City Manager consider other taxes, fines, fees and charges, as well as reductions in programs and activities through efficiencies and reduced service levels, as necessary in order to propose a balanced budget.

Given the overall budget reduction, very few programs or initiatives are funded at the same level in the FY 2010 budget as they were in the FY 2009 operating budget. The allocation of all resources are based on the following eight Strategic Plan goals:

- Quality development and redevelopment that is well planned and consistent with Alexandria's vision.
- A City that respects, protects and, enhances the natural environment and historic resources.
- An integrated, multi-modal transportation system that efficiently and effectively gets people from point "A" to point "B."
- A strong local economy that is growing in varied small businesses and job opportunities.
- A caring community that is diverse and affordable.
- A City government that is financially sustainable, efficient and community oriented.
- A City that ensures the safety, security, emergency preparedness, and well-being of the community.
- Public schools that are among the best in Northern Virginia (in partnership with the Alexandria Schools).

These objectives were coupled with existing policies and guidelines for developing the budget, including the City's Compensation Philosophy and the Debt-related Financial Policies. These other policies are described below.

Other Continuing Policy Guidance and Planning

Debt-Related Financial Policies: The City Council's debt-related financial policies, which guide decision-making throughout the annual operating and capital budget development cycle, are printed in the Capital Improvement Program (CIP) Related Information section of this document, and the City's Proposed FY 2010 to FY 2015 Capital Improvement Program (CIP) is consistent with these policies.

Compensation Philosophy: On May 27, 1997, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help City Council, management, employees and the citizens understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2008 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

Youth Policy: The Youth Policy Commission was established by City Council in 1997 to emphasize delinquency prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community. Initiatives that require new or reallocated funding are proposed in the annual budget process, and the Commission monitors success in achieving goals for youth through a biennial Community Report Card.

The chart on the following page identifies the budget process as it relates to the various stakeholders in the City.

City of Alexandria
FY 2010 Budget Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
JUNE			**Budget Guidelines** OMB issues budget guidelines and instructions to Departments for the FY 2009 budget process
JULY AUGUST SEPTEMBER			**Budget Requests** Departments develop their FY 2009 budget requests for submission to OMB.
OCTOBER NOVEMBER	**Budget Hearing** The fall budget hearing officially kicks off the budget process for members of the public. City Council communicates overall goals and objectives for the upcoming budget process. Members of the public communicate thoughts and feelings on the budget.	**City Council Retreat** City Council holds its annual planning retreat. The upcoming budget process is discussed in detail. City staff presents information on the overall budget situation, including revenues, planned expenditures, and economic conditions. **Budget Target** City Council gives City staff guidance on overall expenditure and revenue limits. This guidance drives the decisions of the City Manager.	**Budget Request Analysis** OMB reviews Departmental budget requests and develops initial recommendations to the City Manager.
DECEMBER JANUARY			**Proposed Budget Development** OMB works with the CMO to begin developing the Proposed Budget that fits within the City Council budget guidance. This involves prioritizing Department requests and developing expenditure reduction options.
FEBRUARY MARCH APRIL	**BFAAC Review** Resident advisory committee holds weekly meetings to review the budget and provide City Council with feedback. **Budget Public Hearings** Members of the public are welcomed to comment on the Proposed Budget and offer suggestions to City Council for the Approved Budget through the Spring public hearing or the City web site.	**Budget Work Sessions** City staff meets with City Council to provide background information on the Proposed Budget. City Council requests additional information on specific budget issues from staff though Budget Memos.	**PROPOSED BUDGET PRESENTATION** The City Manager presents the Proposed Budget to City Council. **Budget Memos** OMB and other City staff respond to inquiries from City Council through Budget Memos.
MAY JUNE		**FINAL BUDGET ADOPTION** City Council makes final decisions and adopts the official City of Alexandria Budget for the upcoming fiscal year.	**Approved Budget** OMB produces the Approved Budget document and begins to develop Budget Guidelines for the next fiscal year.

Understanding the Budget

Organization of the Budget Document

In addition to presenting the City's financial plan, the budget document is intended to be a resource and reference guide, providing information on City programs and services. The budget document has been divided into two volumes: one containing the Operating Budget document and the other containing the Capital Improvement Program document.

- The Operating Budget document groups City operating departments together by general government program areas, using the program categories defined by the Auditor of Public Accounts for the Commonwealth of Virginia (APA) as a guide. This organization is offered to assist the public in gaining an understanding of the total resources provided in a particular program area.

Section I contains the Table of Contents. Section II includes the City Manager's Message. Section III contains a budget overview that provides general budget information including summaries of the proposed changes in expenditures, and revenues and the process by which the City achieved the budget. Section IV provides the reader with a guide to understanding the budget. Section V contains combined sources and uses tables. Section VI has expenditure summaries, various charts and schedules that provide overall information on the City's finances. Section VII has various revenue summaries. Section VIII has personnel summaries. Section IX has fund balance information. Section X has multi-year revenue and expenditure forecast scenarios.

Sections XI through XIX present budget information for each department. The major elements in these sections are described at the end of this section.

Section XX provides an overview of the Capital Improvement Program (CIP), it's impact upon the operating budget, and an explanation of the City's debt ratio policies. Section XXI is the "Community Profile," which provides a description and basic statistical information on the City.

Section XXII provides a glossary of relevant budget terms. Section XXIII includes the legislative references and charter provisions relating to the budget. Section XXIV is comprised of Appendices, which include the salary schedules and classification structures applicable to the City government as well as the Alexandria Compensation Philosophy and a Managing for Results Initiative Overview.

- The Capital Improvement Program document describes each capital project that the City plans to undertake over the next six years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2010-2015 Capital Budget, available from the Office of the Assistant Superintendent for Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

- The Information Technology Plan describes the City's commitment to building and maintaining an essential information and technology infrastructure. The plan will enhance information technology services and build on existing City hardware, networks and software that have been implemented over the past decade.

Budget Amendments

During the fiscal year, the approved budget can be amended by either the reappropriation ordinance (generally in November) or the supplemental appropriation ordinances (generally two or three times during the fiscal year). A reappropriation ordinance allows encumbered monies from the previous fiscal year to be recognized in the current fiscal year. These encumbered monies are specifically identified within the previous fiscal year's Comprehensive Annual Financial Report (CAFR). A supplemental appropriation ordinance amends the budget for grant programs to reflect actual revenue received and to make corresponding balancing adjustments in grant program expenditures. A supplemental appropriation also amends the budget for duly docketed City Council items during the fiscal year that increase or reduce the current fiscal year appropriation. A supplemental appropriation ordinance may, therefore, either increase or reduce the City's total budget from the original approved budget appropriation.

The approved budget may also be amended by City Council at the end of the fiscal year via a resolution to transfer appropriations to adjust the various departmental accounts according to projected final expenditure patterns. The transfer of appropriations has no net impact on the aggregate approved budget amount, but rather enables the Council to adjust the budget of a given department for unanticipated expenditures.

Budget transfers within a department may be approved by the City Manager, as discussed in the following section on Budgetary Accounting.

Budgetary Accounting

The City's financial operations are budgeted and accounted for in a number of "funds." A fund is an independent fiscal and separate accounting entity, with a self-balancing set of accounts including revenues and expenditures, assets and liabilities. Separate funds that have been established by the City include the following: General Fund, Special Revenue Fund, Capital Projects Fund, Internal Services Fund, and the Sanitary Sewers Enterprise Fund. The Funds are described in detail in the Fund Balance Section.

All tax revenues and most other revenues -- with the notable exception of State and federal grants -- are budgeted and accounted for in the General Fund. Likewise, all expenditures funded by General Fund revenues are budgeted as direct General Fund expenditures.

This "direct" treatment of expenditures is a concession to a more informative budget presentation. Technically, certain expenditures funded by General Fund revenues -- specifically, grant matches and the City appropriation to the Alexandria City Public Schools -- are accounted for as "transfers out" of the General Fund, "transfers in" to Special Revenue Funds and "expenditures" of Special Revenue Funds. Conceptually, however, these are expenditures of General Fund revenues.

In contrast with the accounting for private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations -- expenditure authorizations adopted by City Council. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds.

Budgets are prepared for the Capital Projects Funds on a project basis that cover the life of the project. The Internal Services Fund is controlled at the total Net Assets level.

Appropriations are administratively controlled at the "character" level of expenditure -- personnel, non-personnel and capital outlays -- reflected in the budget document. The City Manager may, at any time, transfer any unencumbered appropriation within the budget of an office, department or agency. Transfers of appropriations between expenditure characters within the same department or agency budget must be approved by the City Manager (or his designee). Budget detail pages, showing the budget at the "sub-object" level are available for inspection during business hours in the Office of Management and Budget.

The City's budget follows the same basis of accounting used in preparation of the City's audited Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). The budgets of the General, Special Revenue and Capital Projects Funds are prepared on the "modified accrual" basis of accounting. Under this method of accounting, revenues are recognized in the period that they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. The budget and financial statements of the Proprietary Funds are presented on the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

Department of Huma

The MFRI process requires every department to have an overall Mission Statement. This appears at the top of the first page of each department section.

Mission Statement: The mission of the Department of Human Serv
function successfully in our society and improve the quality of their li
individual, family and community needs; to expedite and advocate access
amilies, services and resources; and
to serve Alexandrians with special needs.

FY 2010 Budget Summary Table and Highlights

The expenditure and revenue summary table breaks down total expenditures by personnel, non-personnel, and capital outlay costs. Revenues are also described by type. The bottom expenditure line show the net result on the General Fund for each department. This table also displays the total department FTE's by year.

Expenditure By Classification				% Change 2009-2010
Personnel				-3.5%
Non-Personnel				2.4%
Capital Goods Outlay				-14.6%
Total Expenditures				0.2%
Less Revenues				
Internal Services	$0	$218,000	$186,180	-14.6%
Special Revenue Funds	26,426,421	$27,849,510	26,927,924	-3.3%
Total Designated Funding Sources	$26,426,421	$28,067,510	$27,114,104	-3.4%
Net General Fund Expenditures	$30,064,187	$28,610,169	$29,688,874	3.8%
Total Department FTE's	242.7	242.4	233.5	-3.7%

Highlights

•The General Fund budget for the Department of Human Services is increasing $1,074,374, or 3.8%. The General Fund costs associated with the Comprehensive Services Act (CSA) for foster care and special education are increasing $1,834,951. Without this increase, the DHS General Fund budget is decreasing $760,577.

•Personnel costs are decreasing by $725,473, or 3.5%, as a result of the reduction of 9.4 positions from the General Fund.

•Non-personnel costs are increasing by $878,258, or 2.4%. Total CSA program costs are expected to increase $2,595,299 compared to the budgeted amount for FY 2009. S venues will fund $760,348 of these program increases. The increase for the City's foster care and special educ ses is based on prior and current year experience.

•Reductions to DHS and the Alexandria Fund for Human Serv in detail at the end of this section.

The department highlight section contains a brief overview of overall changes to a department's budget.

City of Alexandria – FY 2010 Proposed Budget 5-1

Department of Human Services

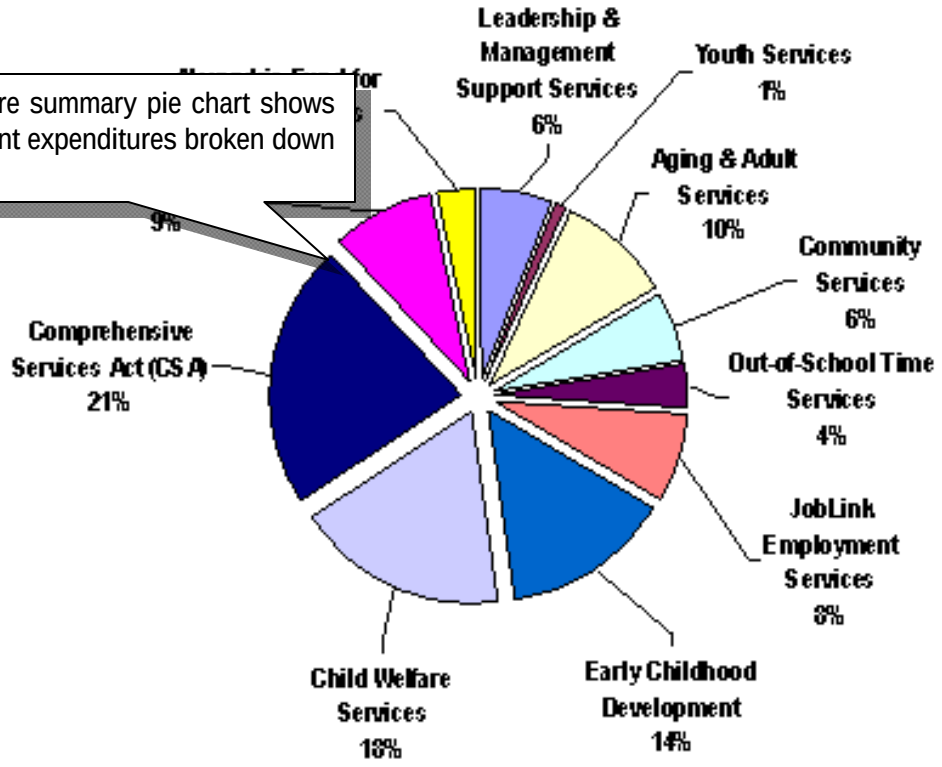
Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of Human Services clients served (unduplicated)	15,746	15,000	16,000
# of meals served	62,989	64,200	66,300
# of adult clients served through Adult Employment	2,455	3,230	2,456
Of children in foster care < 12 months, % that have had no more than 2 placements	92%	87%	87%
# of ESL participants served			415
% of objectives metas reported by grantees			90%

The Selected Performance Measures table displays a collection of departmental measures deemed most relevant or interesting.

FY 2010 Proposed Expenditures by Program

The expenditure summary pie chart shows total department expenditures broken down by program.



City of Alexandria – FY 2010 Proposed Budget 5-2

Information Technology Services

Program Level Summary Information

Expenditure Summary

Expenditure B	FY 2008	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership and	1	$992,896	$933,387	-6.0%
IT Security Oper	2	287,057	266,197	-7.3%
IT Project Mana	9	393,851	611,673	55.3%
Customer Services	1,330,870	1,323,543	514,307	-61.1%
Network Operations	98,764	1,730,210	1,653,960	-4.4%
Applications Support	2,390,314	2,364,531	1,546,243	-34.6%
Communications Support	843,987	1,015,478	1,023,369	0.8%
Total Expenditures	$8,219,157	$8,107,566	$6,549,136	-19.2%

The expenditure summary table shows total department expenditures broken down by program.

The increase to the IT Project Management program in FY 2010 is primarily attributable to a reallocation of existing staff time to be more heavily focused on managing major IT projects.

Staffing Summar

Authorized Positions (FTE's) by Program	FY 2008 Actual			% Change 2009-2010
Leadership and Management Services	7.2			3.5%
IT Security Operations	1.3			0.0%
IT Project Management	3.5	3.5	4.6	30.0%
Customer Services	6.1	6.1	4.3	-28.9%
Network Operations	11.2	9.2	9.2	-0.5%
Applications Support	14.9	14.9	11.8	-20.8%
Communications Support	6.5	6.5	4.6	-30.0%
Total full time equivalents	50.5	48.5	43.0	-11.3%

The staffing summary table presents each department's FTE count by program.

ITS Programs and Activities

Leadership and General Management
- Leadership and General Management
- Financial Management

Citywide IT Security
- Security Operations

IT Project Management
- Project Management

Customer Service
- Help Desk
- Equipment Replacement
- Training

Network Operations
- Wide Area Network (WAN) Supp
- Server Maintenance & Suppo
- Data Center

Applications Programming
- Programming Support
- Data Management & Support

Telecom Management
- Data & Email Communications
- Voice Communications

Each departmental section contains a complete listing of programs and activities.

Dept Info

Department Contact Info
703.746.3001
www.alexandriava.gov/its

Department Head
Mike Herway, Director of ITS
703.746.3001
mike.herway@alexandriava.gov

Department
Tom Trob ep. Director
Judy M ision Chief
Sh ivision Chief
ision Chief
Planning &

The department information area provides the name and contact information for the department head as well as the names of key department staff

City of Alexandria – FY 2010 Proposed Budget 3

Each individual Program section starts with the goal statement.

Department of Hu

Aging and Adult Services

The goal of Aging and Adult Services is to provide resources and services to seniors and adults with disabilities in order to help them maintain their highest level of independence and remain safely in the community.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	9.0%	9.6%	9.6%
Total Expenditures	$5,071,307	$5,449,422	$5,431,078
Less Revenues	$1,510,770	$1,341,879	$1,348,975
General Fund Expenditures	$3,560,537	$4,107,543	$4,082,103
Program Outcomes			
% effectiveness ... ins as measured by effectiveness goals	94%	97%	96%

The table immediately following the program goal contains total Program expenditures and revenues, as well as a program outcome performance measure.

Data

ADULT ... is to investigate reports and then pr... ts with disabilities from abuse, ...	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expend...	$625,799	$610,865	$594,253
FTE's	5.3	5.5	5.5
# of reports investigated			
Monthly average # of cases managed			
Cost per case			
% of investigations initiated within 24 hours of report			
% of cases without further incidence of abuse, exploitation, or neglect within 12 months			

Each Activity within a Program has its own table that contains total expenditures, FTE counts, and Activity performance measures for output, efficiency, and service quality. These tables also include the Activity goal statement.

COMPANION SERVICES – The goal of Companion Services is to provide assessment of non-medical in home services, such as light housekeeping, personal care, etc. in or... and adults with disabilities to remain safely in their homes.			
Total Expenditures	$2,004,168	$2,155,818	$2,057,210
$ of Direct Service for Companion Aide salaries	$1,223,596	$1,386,639	$1,310,711
FTE's	6.7	6.9	6.9
Monthly average # of cases managed	295	285	285
Cost per case	$6,794	$7,564	$7,218
% of clients stay safely in home	100%	100%	100%

COMMUNITY-BASED LONG TERM CARE – The goal of Community Based Long Term Care Services is to provide resources and services to seniors aged 60 and over in order for them to maintain their highest level of independence and remain safely in the community.			
Expenditures	$1,362,182	$1,474,728	$1,549,117
FTE's	10.6	10.2	10.7
# of meals served	62,989	64,200	66,300
# of adult day care hours provided	19,942	24,000	20,000
% of home meals delivered on schedule	100%	98%	98%
% of day care capacity utilized	77%	93%	90%

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Information Technology Services

Summary of Budget Changes

Mandatory Adjustments to the Base Budget

The Summary of Budget Changes section contains descriptions of any base budget adjustments to maintain current services, supplemental adjustments, expenditure reductions, and fee increases.

		FY 2010 Proposed
	net Protocol (VoIP)	$196,066

d software associated with the new VoIP system in FY 2010 is both data and voice on the City's I-Net and will result in an overall

IT Security	*Network Security Tools*	$56,000

In order to improve overall IT security, three new security tools are being implemented in FY 2010 through the IT Plan. One of these tools will enable ITS to log activity on the network, which will lead to faster detection of threats and vulnerabilities. The other two tools will enable ITS to better control network access. This $56,000 is the cost of the annual maintenance contract for these tools.

Server Maintenance	*Network Management Tools*	$32,560

Two systems have been implemented through the City's IT Plan to help manage the ever-increasing amount of data on the City's network. The annual maintenance costs for these systems is $32,560. The first tool is Symantec Enterprise Vault and will quickly and automatically store, manage, an This tool allows for quick data retrieval while reducing data storage co tool will allow ITS to more efficiently identify anomalies, allocate resou expansion, even as the I-Net becomes busier and more complex.

Each adjustment to the budget contains a brief description and explanation. These tables also display the total value and the Activity to which the adjustment applied.

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Server Mgmt / WAN	*Network Support & Maintenance*		($92,786)

Efficiency savings related to network support and maintenance have been identified for FY 2010. This $92,786 in efficiencies includes the following items: firewall maintenance ($8,000); Nortel wireless equipment maintenance ($4,500); ScriptLogic maintenance ($19,000); virus protection licensing ($37,000); and I-Net maintenance reduction ($24,286). Due to investment in newer, more effective IT tools and systems, these support/maintenance items are no longer necessary to maintain the City's network. Overall service levels should not be impacted.

Leadership & Mgmt	*Office Supplies*		($115)

ITS will reduce the office supply budget by $115 in FY 2010. This reduction will not impact service levels.

Wide Area Network	*Decommission VITA DS3 Line*		($70,800)

In conjunction with the migration a Voice over Internet Protocol (VoIP) phone system, the City will be purchasing a new line for connectivity to the internet that will carry both voice and data traffic. This new connection will render the existing connection (VITA DS3 line) unnecessary. This option will save the City $70,800 without impacting services.

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FY 2010

Summary Tables

(includes General Fund, Special Revenue Fund, Capital Projects Fund and All Component Unit Funds)

Revenue and Expenditure Summary Tables

Multi-Year Statement of Total Revenues and Expenditures by Source and Use

Description	FY 2009 Approved	FY 2010 Proposed	% Change
Source of Revenue			
General Property Tax	$329,070,498	$323,967,725	-1.6%
Other Local Taxes	121,493,000	116,430,000	-4.2%
Permits, Fees and Licenses	9,706,232	11,734,159	20.9%
Fines and Forfeitures	4,755,300	4,552,050	-4.3%
Intergovernmental Revenue	163,026,284	135,048,936	-17.2%
Charges for Services	36,613,565	36,503,296	-0.3%
Revenue from Use of Money and Property	8,506,436	7,609,773	-10.5%
Miscellaneous Revenue	7,152,851	328,742	-95.4%
Bond Proceeds - Future Sale	47,081,311	56,510,000	20.0%
Unreserved Fund Balance - General Fund: Subsequent Year's Budget as Designated	11,950,000	2,312,305	-80.7%
Unreserved Fund Balance - Capital Projects Fund: Subsequent Year's Budget as Designated	1,074,500	4,774,268	344.3%
Sewer Fund Balance	144,222	135,261	-6.2%
Schools' Fund Balance	1,009,222	4,355,938	331.6%
Retained Earnings - Internal Services	4,130,162	3,031,592	-26.6%
Total Estimated Revenue	$745,713,583	$707,294,045	-5.2%
Object of Expenditures			
Personnel Services	$237,201,665	$229,365,322	-3.3%
Non-Personnel Services	169,041,028	165,404,397	-2.2%
Capital Outlay	354,982	367,052	3.4%
Component Unit - Library	7,610,690	6,752,368	-11.3%
Component Unit - Schools	215,658,423	211,019,067	-2.2%
Component Unit - Alexandria Transit Company	11,488,000	11,377,789	-1.0%
Equipment Replacement	6,097,326	4,916,340	-19.4%
Capital Projects	98,261,469	78,091,710	-20.5%
Total Appropriations	$745,713,583	$707,294,045	-5.2%

Revenue and Expenditure Summary Tables

Multi-Year Statement of Total Revenues and Expenditures by Source and Use

Description	FY 2009 Approved	FY 2010 Proposed	% Change
Revenues			
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Schools' Fund Balance	1,009,222	4,355,938	331.6%
Retained Earnings - Internal Services	4,130,162	3,031,592	-26.6%
Total Estimated Revenue	$745,713,583	$707,294,045	-5.2%
Expenditures			
Current Operating			
General Government	$61,140,104	$55,054,634	-10.0%
Judicial Administration	7,847,395	7,669,230	-2.3%
Public Safety	131,336,504	130,558,563	-0.6%
Public Works	33,503,337	30,505,988	-8.9%
Library	7,610,690	6,752,368	-11.3%
Health and Welfare	95,502,457	95,386,902	-0.1%
Transit	20,168,745	19,764,474	-2.0%
Culture and Recreation	25,297,457	23,100,351	-8.7%
Community Development	15,734,671	12,125,487	-22.9%
Education	215,670,427	211,031,371	-2.2%
Debt Service			
Principal	19,356,070	20,921,070	8.1%
Interest and Other Charges	14,284,257	16,331,897	14.3%
Capital Outlay	98,261,469	78,091,710	-20.5%
Total Expenditures	$745,713,583	$707,294,045	-5.2%

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Expenditure Summary

Expenditure Summary

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2008	Approved FY 2009	Proposed FY 2010	Share FY 2010	Proposed FY 2010	Share FY 2010
LEGISLATIVE & EXECUTIVE						
City Council	522,608	524,157	524,157	0.1%	524,157	0.1%
City Manager/1	1,613,887	1,845,208	1,664,664	0.4%	1,664,664	0.3%
City Attorney	3,777,192	3,341,753	3,166,798	0.6%	3,166,798	0.5%
City Clerk	391,734	415,455	420,585	0.1%	420,585	0.1%
TOTAL - LEGISLATIVE & EXECITIVE	6,305,421	6,126,573	5,776,204	1.1%	5,776,204	0.9%
COURTS AND CONSTITUTIONAL OFFICERS						
18th Circuit Court	1,307,764	1,368,046	1,353,347	0.3%	1,353,347	0.2%
Court Service Unit	1,193,875	1,422,273	1,363,877	0.3%	1,670,751	0.3%
Juvenile & Domestic Relations Court	29,898	34,327	34,155	0.0%	34,155	0.0%
18th General District Court	94,896	78,571	79,228	0.0%	79,228	0.0%
Clerk of the Courts	1,555,525	1,637,190	1,579,460	0.3%	1,579,460	0.2%
Commonwealth's Attorney	2,616,170	2,775,506	2,648,168	0.5%	2,887,722	0.5%
Law Library	95,502	116,227	117,279	0.0%	164,065	0.0%
Registrar of Voters	1,121,029	1,275,383	1,077,368	0.2%	1,077,368	0.2%
Other Public Safety/Judicial Activities	4,912,090	5,284,501	5,212,162	1.0%	5,405,520	0.8%
Office of Sheriff	25,183,944	26,350,559	26,320,052	5.0%	27,298,347	4.3%
TOTAL - COURTS AND CONSTITUTIONAL OFFICERS	38,110,693	40,342,583	39,785,096	7.6%	41,549,963	6.5%
GENERAL GOVERNMENT						
Citizen Assistance	736,683	773,273	573,148	0.1%	578,646	0.1%
Finance	10,003,150	9,833,109	9,173,730	1.7%	9,402,323	1.5%
Internal Audit	228,461	239,606	224,175	0.0%	224,175	0.0%
General Services	14,291,242	13,125,647	11,449,819	2.2%	11,665,220	1.8%
Office on Women	1,328,071	1,451,485	1,334,062	0.3%	1,826,922	0.3%
Human Rights Office	616,254	648,845	616,464	0.1%	651,564	0.1%
Management and Budget	1,121,523	1,183,001	1,146,834	0.2%	1,146,834	0.2%
Information Technology Services/1	7,479,161	7,342,566	6,549,136	1.2%	6,549,136	1.0%
Personnel Services	3,315,720	3,421,143	3,114,631	0.6%	3,120,631	0.5%
Real Estate Assessments	1,608,461	1,635,473	1,527,794	0.3%	1,527,794	0.2%
Office of Communications/1	1,246,628	1,389,716	1,313,784	0.3%	1,313,784	0.2%
TOTAL - GENERAL GOVERNMENT	41,975,354	41,043,864	37,023,577	7.1%	38,007,029	6.0%

Expenditure Summary

Classification Department/Agency	General Fund				All Funds	
	Actual FY 2008	Approved FY 2009	Proposed FY 2010	Share FY 2010	Proposed FY 2010	Share FY 2010
NON-DEPARTMENTAL						
General Debt Service	30,519,320	33,640,327	36,996,897	7.1%	36,996,897	5.8%
Insurance, City Memberships, Etc.	8,113,958	9,393,531	9,450,103	1.8%	10,450,103	1.6%
Contingent Reserves	6,386	816,218	0	0.0%	0	0.0%
Cash Capital	14,261,518	4,917,687	700,000	0.1%	700,000	0.1%
TOTAL NON-DEPARTMENTAL	52,901,182	48,767,763	47,147,000	9.0%	48,147,000	7.6%
OPERATING AGENCIES						
Fire	30,958,279	31,997,278	32,709,142	6.2%	34,616,472	5.4%
Code Administration	6,566,541	7,145,168	6,995,739		7,564,944	
Police	50,849,238	53,502,272	53,997,444	10.3%	55,673,280	8.8%
Health	6,726,452	6,921,499	6,870,274	1.3%	6,870,274	1.1%
Other Health	998,600	1,038,600	1,038,600	0.2%	1,038,600	0.2%
Human Services	27,767,728	26,285,288	27,773,777	5.3%	54,887,881	8.6%
Human Services Contributions						
Children's Fund	1,037,318	1,037,317	854,480	0.2%	854,480	0.1%
Youth Fund	311,661	316,897	261,041	0.0%	261,041	0.0%
Community Partnership Fund	947,480	970,666	799,577	0.2%	799,577	0.1%
Housing	3,334,906	3,830,815	1,548,152	0.3%	3,494,542	0.5%
Planning and Zoning	6,362,549	5,923,408	5,409,792	1.0%	5,409,792	0.9%
Economic Development Activities	2,895,518	3,422,182	3,221,153	0.6%	3,221,153	0.5%
Historic Alexandria	3,021,259	2,913,392	2,554,331	0.5%	3,062,238	0.5%
Mental Health, Mental Retardation and Substance Abuse	17,949,107	18,131,822	17,149,339	3.3%	30,675,049	4.8%
Rec, Parks & Cultural Activities	20,492,940	20,762,112	18,919,041	4.0%	19,749,299	3.1%
Other Recreation Activities	279,055	282,523	288,814	0.1%	288,814	0.0%
Library	6,920,124	7,205,135	6,093,498	1.2%	6,752,368	1.1%
Transit Subsidies	14,136,261	16,747,745	16,054,474	3.1%	19,764,474	3.1%
Trans. & Environmental Services	28,255,944	29,297,692	27,394,521	5.2%	36,584,859	5.8%
TOTAL - OPERATING AGENCIES	229,810,960	237,731,811	229,933,189	43.9%	291,569,137	45.8%
EDUCATION						
Schools	160,239,697	167,953,749	164,594,674	31.4%	211,019,067	33.2%
Other Educational Activities	12,399	12,004	12,304	0.0%	12,304	0.0%
TOTAL - EDUCATION	160,252,096	167,965,753	164,606,978	31.4%	211,031,371	33.2%
GRAND TOTAL	529,355,706	541,978,347	524,272,044	100%	636,080,704	100%

Budget and Fiscal Affairs Advisory Committee
FY 2010 Proposed All Funds Expenditures by Category

The following tables were developed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) to summarize total City expenditures (all funds) using more specific categorical detail than is presented in the departmental budget sections. The specific categories of the BFAAC table are as follows:

Salaries – Full-time, part-time, overhire and seasonal employee salaries and overtime
Fringe Benefits – Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits
Contractual Services – Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.
Internal Services – City vehicular maintenance and in-house print services
Commodities – Office, janitorial, and other operating supplies
Office Furniture & Equipment – Purchases and lease charges for furniture and equipment
Vehicular Equipment – Purchases and lease charges for vehicles
Operational Equipment – Purchase and lease charges for other operating equipment
Utilities – Payment for electricity, gas, water and fuel oil at City facilities
Travel and Education – Conference registrations and regional and long distance travel
Leases and Rentals – Leased office space and vehicle and equipment rental costs
Subsidies and Contributions – City contributions to non-profit public service providers, community partnerships, and public administration professional associations
Other Charges – Waste-to-Energy Trust Fund expenditures, postal and messenger services, telecommunications, memberships and subscriptions, insurance, workers compensation, group health for retired employees, claims and liability insurance, pension supplements, bus discounts, day care, special events, legal expenses, client assistance payments, computer hardware and software, and other non-personnel expenditures
Contingent Reserves – Funding set aside for unforeseen contingencies
Cash Capital – General Fund transfers to support the CIP
Debt Service – Principal and interest payments on City debt obligations
Enterprise Fund – General Fund subsidy transfer to support DASH bus operations

Expenditure Summary

FY 2009 Approved BFAAC Table – All Departments (All Funds)

Expense Category	Legislative & Executive	Courts & Constitutional Officers	General Government	Non-Departmental	Operating Agencies	Education	Total
Salaries	3,365,061	22,759,625	20,229,767	129,615	137,724,033	177,516,175	361,724,276
Fringe Benefits	1,056,424	8,423,153	7,580,533	977,213	49,351,578	3,391,742	70,780,643
Contractual Services	1,348,703	3,181,460	7,632,096	763,986	33,481,397	1,032,698	47,440,340
Internal Services	64,531	277,087	405,650	7,872	5,118,794	0	5,873,934
Commodities	35,714	1,044,023	2,792,614	4,000	9,376,929	2,595,069	15,848,349
Office Furniture & Equipment	0	10,000	25,059	0	75,297	741,114	851,470
Vehicular Equipment	0	164,664	66,493	0	4,782,726	0	5,013,883
EDP Equipment	0	0	767,009	0	742,737	0	1,509,746
Operational Equipment	0	0	0	0	0	98,800	98,800
Utilities	0	0	1,529,917	0	3,913,140	0	5,443,057
Travel & Education	54,107	132,901	375,132	7,000	865,884	0	1,435,024
Leases & Rentals	61,557	646,884	1,491,303	57,063	5,062,705	0	7,319,512
Subsidies & Contributions	0	4,341,916	12,503	239,372	32,977,886	12,004	37,583,681
EDP Software Development	0	0	0	0	3,323	0	3,323
Other Charges	140,476	967,651	-379,677	8,207,410	12,849,446	30,282,825	52,068,131
Contingent Reserves	0	0	0	816,218	0	0	816,218
Grant Match	0	99,498	0	0	58,460	0	157,958
Other Special Revenue Funds	0	0	0	0	5,954,910	0	5,954,910
Bond Interest General	0	0	0	14,284,257	0	0	14,284,257
Bond Interest Principal	0	0	0	19,356,070	0	0	19,356,070
Capital Projects	0	0	0	4,917,687	0	0	4,917,687
Total	6,126,573	42,048,862	42,528,399	49,767,763	302,339,245	215,670,427	658,481,269

Expenditure Summary

FY 2010 Proposed BFAAC Table – All Departments (All Funds)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Non-Departmental	Operating Agencies	Education	Total
Salaries	3,223,221	22,306,610	18,788,517	402,348	133,487,952	127,846,549	306,055,197
Fringe Benefits	1,078,396	8,456,702	6,643,396	26,193	49,024,629	48,728,943	113,958,259
Contractual Services	1,198,703	3,228,882	7,359,869	601,250	28,998,919	12,039,947	53,427,570
Internal Services	54,305	335,565	393,578	(762,971)	5,878,139	0	5,898,616
Commodities	30,663	1,087,575	2,925,444	(173,097)	8,759,843	9,240,769	21,871,197
Office Furniture & Equipment	0	10,000	25,059	0	31,459	3,627,269	3,693,787
Vehicular Equipment	0	166,193	66,543	0	4,380,016	0	4,612,752
EDP Equipment	0	0	2,009	0	809,235	0	811,244
Operational equipment	0	0	0	0	5,000	176,412	181,412
Utilities	0	0	1,553,237	0	3,984,884	0	5,538,121
Travel & Education	39,655	125,027	337,293	12,000	872,569	0	1,386,544
Leases & Rentals	62,536	644,485	1,332,446	59,403	5,243,451	0	7,342,321
Subsidies & Contributions	0	4,224,583	13,043	225,954	34,273,246	12,304	38,749,130
EDP Software Development	0	0	0	0	7,323	0	7,323
Other Charges	88,725	864,843	(1,433,405)	9,802,953	9,733,601	9,359,178	28,415,895
Grant Match	0	99,498	0	0	59,472	0	158,970
Other Special Revenue Funds	0	0	0	0	6,019,399	0	6,019,399
Bond Interest General	0	0	0	16,331,897	0	0	16,331,897
Bond Principal General	0	0	0	20,921,070	0	0	20,921,070
Capital Projects	0	0	0	700,000	0	0	700,000
Total	5,776,204	41,549,963	38,007,029	48,147,000	291,569,137	211,031,371	636,080,704

Expenditure Summary

FY 2009 Approved BFAAC Table – Operating Agencies (All Funds)

Expense Category	Fire	Police	Health	Human Services	Housing	Planning & Zoning	Economic Development Activities	Historic Alexandria	Mental Health, Mental Retardation & Substance Abuse	Recreation, Parks & Cultural Activies	Library	Transportation & Environmental Services	Total
Salaries	25,917,818	32,930,711	1,181,277	14,809,987	1,314,904	3,856,401	0	1,939,486	18,748,397	11,781,527	4,511,201	20,732,324	137,724,033
Fringe Benefits	10,110,657	13,599,643	631,427	5,647,723	483,877	1,376,530	0	555,449	6,852,970	3,803,304	1,402,386	4,887,612	49,351,578
Contractual Services	1,606,615	1,066,466	4,854,759	1,633,968	207,683	1,049,263	27,600	346,659	2,204,910	2,514,597	373,440	17,595,437	33,481,397
Internal Services	1,535,545	1,567,202	23,562	237,494	16,467	63,539	0	31,706	164,737	374,027	6,536	1,097,979	5,118,794
Commodities	1,500,560	881,849	56,746	364,054	4,150	36,003	0	187,562	968,088	1,317,889	77,092	3,982,936	9,376,929
Office Furniture & Equipment	0	0	0	0	0	15,709	0	4,500	0	6,500	0	48,588	75,297
Vehicular Equipment	1,037,500	1,385,107	0	218,000	0	19,957	0	0	119,124	413,016	0	1,590,022	4,782,726
EDP Equipment	49,571	649,766	0	0	2,200	4,400	0	0	1,830	20,450	0	14,520	742,737
Utilities	199,640	8,646	130,055	108,985	0	0	0	311,781	379,053	705,591	256,402	1,812,987	3,913,140
Travel & Education	278,148	126,265	13,673	112,053	4,871	26,102	0	5,915	193,374	56,923	300	48,260	865,884
Leases & Rentals	174,655	2,129,664	2,620	1,517,699	208,758	41,773	0	13,440	786,613	61,083	0	126,400	5,062,705
Subsidies & Contributions	0	0	1,038,600	26,221,336	1,580,541	0	3,394,582	6,000	228,867	504,460	0	3,500	32,977,886
EDP Software Development	0	0	0	0	0	0	0	0	0	3,323	0	0	3,323
Other Charges	606,830	1,147,060	27,380	5,806,379	1,957,287	42,074	0	-77,446	216,717	409,715	983,333	1,730,117	12,849,446
Grant Match	0	0	0	0	0	0	0	0	0	0	0	58,460	58,460
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	0	5,954,910	5,954,910
Total	43,017,539	55,492,379	7,960,099	56,677,678	5,780,738	6,531,751	3,422,182	3,325,052	30,864,680	21,972,405	7,610,690	59,684,052	302,339,245

Expenditure Summary

FY 2010 Proposed BFAAC Table – Operating Agencies (All Funds)

Expense Category	Fire	Police	Health	Human Services	Housing	Planning & Zoning	Economic Devlpmnt Activities	Historic Alexandria	MHMRSA	Recreation, Park, & Cultural Activities	Library	T & E S	Total
Salaries	25,301,551	32,225,499	1,133,397	14,248,873	1,221,626	3,576,688	0	1,780,848	18,696,992	10,672,196	4,143,146	20,487,136	133,487,952
Fringe Benefits	10,086,293	14,067,851	586,570	5,487,200	449,803	1,275,418	0	531,036	6,980,296	3,638,462	1,311,496	4,610,204	49,024,629
Contractual Services	1,450,179	1,124,729	4,872,722	1,445,186	98,999	317,162	0	263,567	1,933,951	2,019,080	122,905	15,350,439	28,998,919
Internal Services	1,468,490	2,100,242	26,311	226,071	19,185	65,815	0	30,529	212,393	337,927	8,412	1,382,764	5,878,139
Commodities	1,463,496	885,622	73,696	371,649	7,580	41,096	0	189,762	951,274	1,102,403	39,508	3,633,757	8,759,843
Office Furniture & Equipment	0	0	0	0	0	15,709	0	4,500	0	11,250	0	0	31,459
Vehicular Equipment	1,398,360	1,093,541	0	186,180	0	19,957	0	0	118,500	516,518	0	1,046,960	4,380,016
EDP Equipment	74,571	699,766	0	0	2,200	4,400	0	0	1,830	26,450	0	18	809,235
Operational equipment	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
Utilities	199,640	18,766	130,055	108,985	0	0	0	311,781	379,053	730,927	297,779	1,807,898	3,984,884
Travel & Education	268,565	94,965	17,523	165,952	5,371	26,102	0	5,915	195,619	49,608	300	42,649	872,569
Leases & Rentals	110,056	2,313,459	2,620	1,560,142	219,764	42,775	0	16,616	779,057	57,725	0	141,237	5,243,451
Subsidies & Contributions	0	0	1,038,600	27,872,841	1,440,154	0	3,221,153	5,130	208,867	482,001	0	4,500	34,273,246
EDP Software Development	0	0	0	0	0	0	0	0	0	7,323	0	0	7,323
Other Charges	355,215	1,048,840	27,380	5,129,900	29,860	24,670	0	(77,446)	217,217	386,243	828,822	1,762,900	9,733,601
Grant Match	0	0	0	0	0	0	0	0	0	0	0	59,472	59,472
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	0	6,019,399	6,019,399
Total	42,181,416	55,673,280	7,908,874	56,802,979	3,494,542	5,409,792	3,221,153	3,062,238	30,675,049	20,038,113	6,752,368	56,349,333	291,569,137

Revenues overview

Revenues

Total FY 2010 General Fund revenues are expected to decrease 3.3% compared to FY 2009 even when including the impact of a 4.2 cent increase in the real property tax rate.

Millions of Dollars

	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	%Change 09 Approved/ 10 Proposed*
Real Property Taxes	$293.6	$292.8	$291.0	-0.9%
Other taxes	157.0	151.4	149.4	-4.8%
Non-tax revenue	32.0	26.8	28.7	-10.5%
Federal & State Revenue	52.8	53.3	52.6	-0.3%
Prior Year Surplus & Transfers	6.6	6.6	2.6	-60.6%
Total	$542.0	$531.0	$524.3	-3.3%

* The total change from FY 2009 Projected Revenues is -1.3%.

FY 2009 projected revenues at this time have decreased from the FY 2009 Approved Budget, mostly due to declining real property values and a slowing of economic activity in Alexandria as part of a larger global, national, and regional economic recession.

Real property taxes are taxes on residential and commercial real estate.

Other taxes include the personal property tax, the 1% sales tax, utility taxes, business license (BPOL) gross receipt taxes, transient lodging taxes, and others.

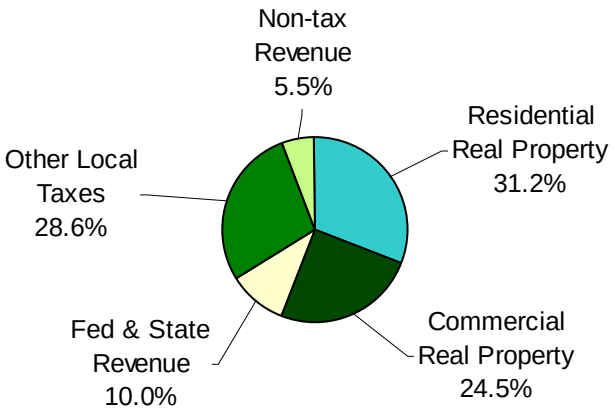
Non-tax revenue includes fines and forfeitures such as parking fees, and charges for services, such as solid waste fees.

Federal & State revenue is aid from the federal government and the Commonwealth of Virginia which goes into the City's General Fund and is not generally restricted to special activities. Federal and state revenue which is restricted is budgeted in the City's Special Revenue Fund.

FY 2010 Revenues Overview

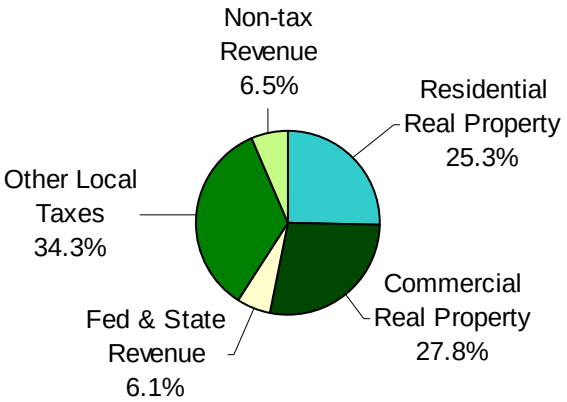
In Fiscal Year 2010, about 56% of total General Fund revenues are expected to come from real estate taxes. 31% of total revenues come from residential real estate taxes. Revenue from residential property taxes peaked at 34% in FY 2007.

FY 2010 Proposed General Fund Revenue
$521.7 million*



In Fiscal Year 1991, about 53% of General Fund revenue came from real estate taxes, but the amount of total revenues from residential real estate taxes was 25%. Commercial property provided proportionally more in real estate tax revenues at that time.

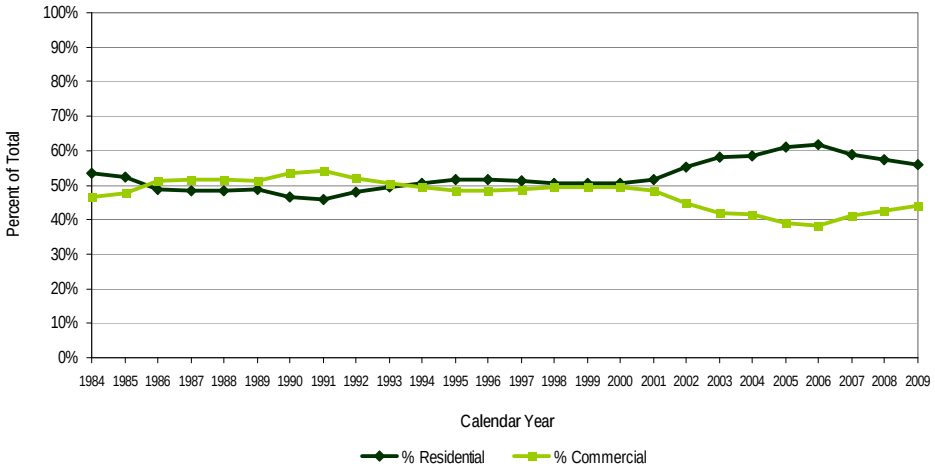
FY 1991 General Fund Revenue
$221.7 million*



A comparison of the sources of General Fund Revenue in FY 1991 and FY 2010 reveals two major changes. Rapidly increasing residential real estate assessments, the increasing population, and the increased number of homes have increased the share that residential real property taxes contribute toward total City revenues. Federal and state revenue have also increased as a percentage of revenues in part because the Commonwealth of Virginia now picks up a large portion of the Car Tax. Last year, the State paid 69% of eligible car taxes.

*Does not include prior-year surplus & transfers.

After several years above the long-term average, residential real estate as a share of the City's tax base is reverting toward the long-term average.

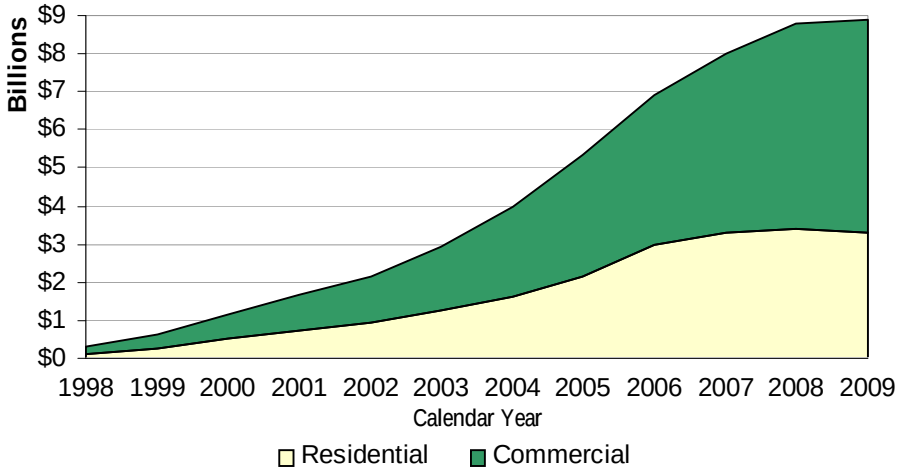


The graph above displays the change in the City's real property tax base since 1984. The darker line represents the share of the residential property (single family and condominiums" as a percentage of the City's total assessed tax base and the lighter line represents the share of commercial property. Between 1984 and 2000, residential and commercial assessments each accounted for approximately 50 percent of the City's tax base. After 2000, residential assessments began to significantly increase as a share of the tax base. Since 2006, that trend has begun to reverse itself and the share of residential property has fallen by 5.8 percentage points from 61.8% of the City's tax base in 2006 to 56.0% in 2009. The commercial tax base has thus commensurately increased by 5.8 percentage points from 38.2% of the City's tax base to 44.0% in 2009.

The total overall value of real property decreased by 2.07% from last year's equalized assessments.

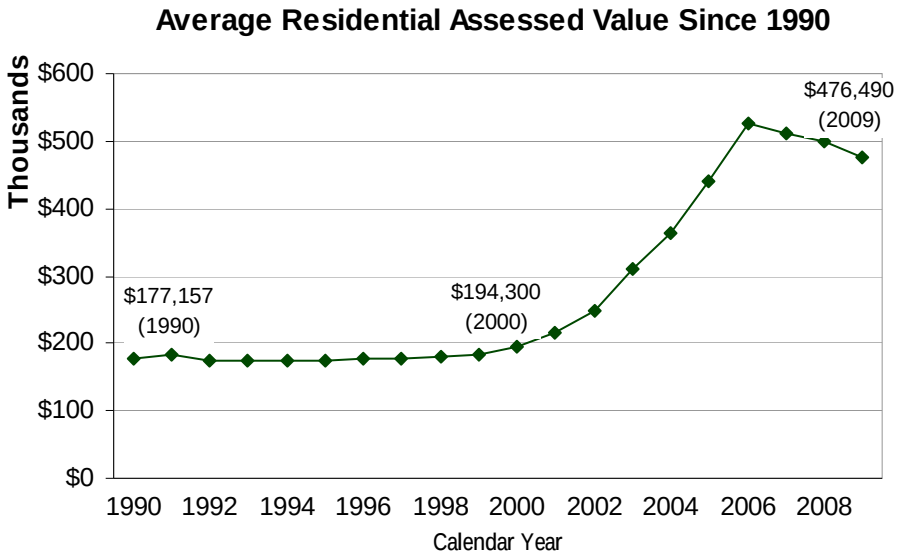
New construction has slowed in recent years as the residential and commercial real estate markets have cooled, but without $268.4 million in new construction, the tax base would have decreased by 2.86%.

Cumulative Increase in Real Property Tax Base Attributable to New Construction Since 1998

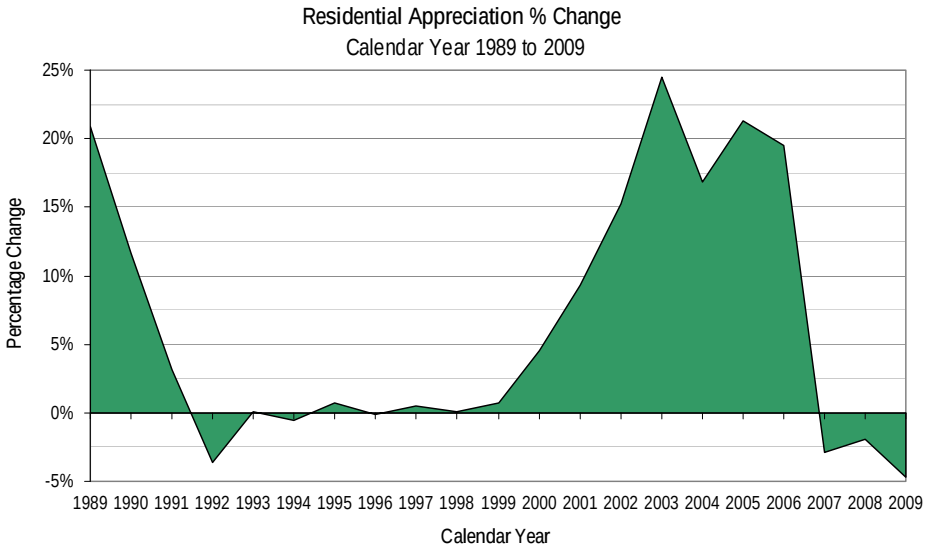


As of 2009, the value of the tax base contributed by new construction each year since 1998 totals $8.8 billion or 25.9% out of a real property tax base of $34.4 billion.

After remaining mostly flat during the 1990's, between 2000 and 2006 the average assessed value of a home in Alexandria increased by over two and one half times. Since 2006, the average assessed value has declined 11.4%, including a decline of 4.75% in CY 2009.



The City is currently in the downward leg of the residential real estate cycle.



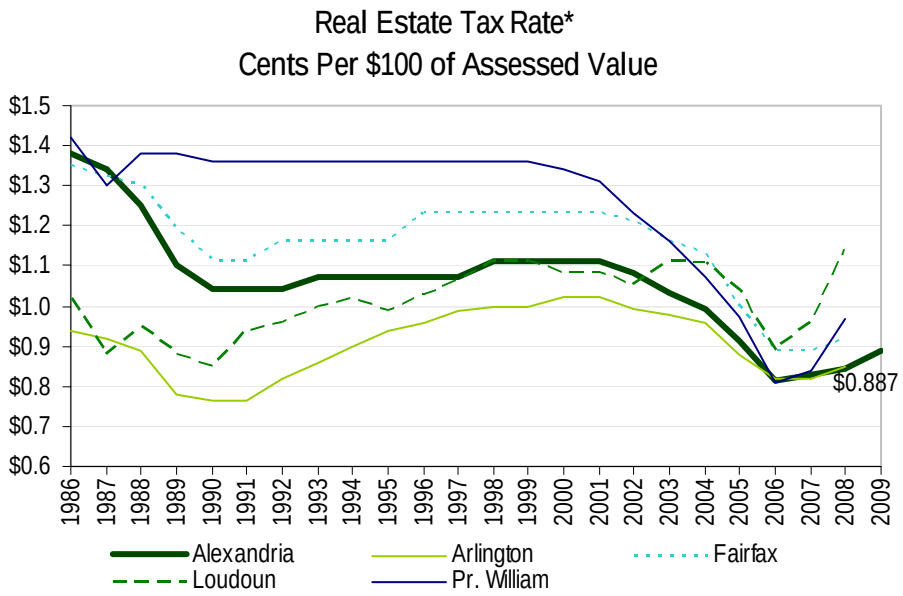
The chart above reflects the percentage change in appreciation of existing residential properties. Due to demand for housing in the City, driven by strong regional job growth and low mortgage interest rates, from 2001 until 2006, appreciation exceeded the historic norm. In 2006, the residential real estate market slowed dramatically, and residential assessments decreased by 2.9% in 2007, 1.9% in 2008, and by an additional 4.75% in 2009. If the pattern of the early 1990's and earlier real estate cycles repeat themselves, the slowdown in the real estate market will likely last several more years.

FY 2010 Revenues Overview

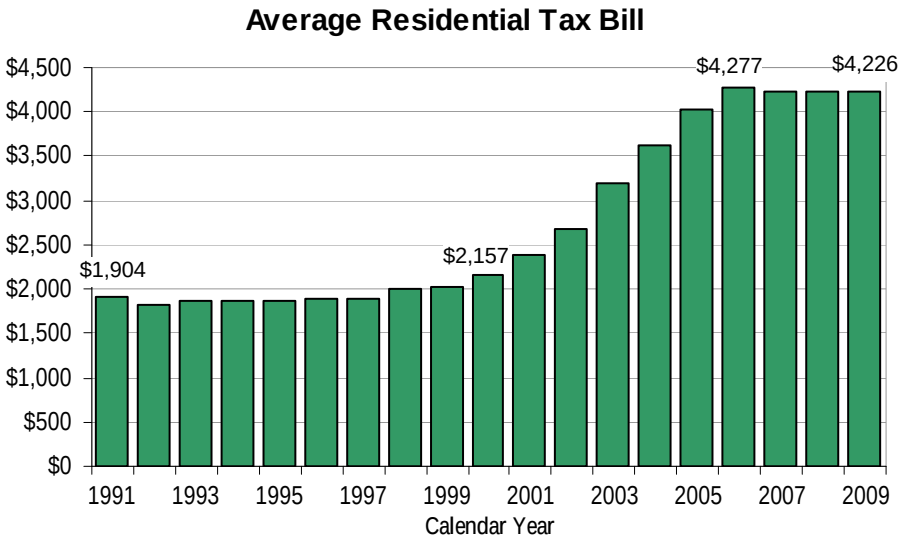
In 1986, Alexandria had the second highest real estate tax rate in Northern Virginia. Even after a 1.5 cent real estate tax increase for Calendar Year 2008 to $0.845 per $100 of assessed value, when compared to other major jurisdictions, Alexandria achieved the lowest tax rate in Northern Virginia among major jurisdictions.

The Proposed FY 2010 budget includes a tax rate of $0.887 per $100 of assessed value, an increase of 4.2 cents. Staff expects this to remain the lowest among major jurisdictions in the region.

In its budget guidance this fall, City Council directed staff to formulate a budget based on the average homeowner paying the same amount of real estate tax in CY 2009 as in CY 2008. A tax rate increase of 4.2 cents per $100 will leave the average homeowner with a tax bill of $4,226 in CY 2009 compared to a tax bill of $4,227 in CY 2008. This will be the fourth year in a row of no increase in the average real estate tax bill.



*Excludes special tax district levies, as well as the add-on commercial real estate tax rate in place in Arlington and Fairfax counties.



The City of Alexandria has a variety of programs to provide tax relief to seniors and citizens with low and moderate income and to provide affordable housing assistance.

These programs served over 2,000 homeowners or about 6% of Alexandria homeowners last year. In FY 2010, it is anticipated that approximately 400 fewer AHOP homeowners will participate.

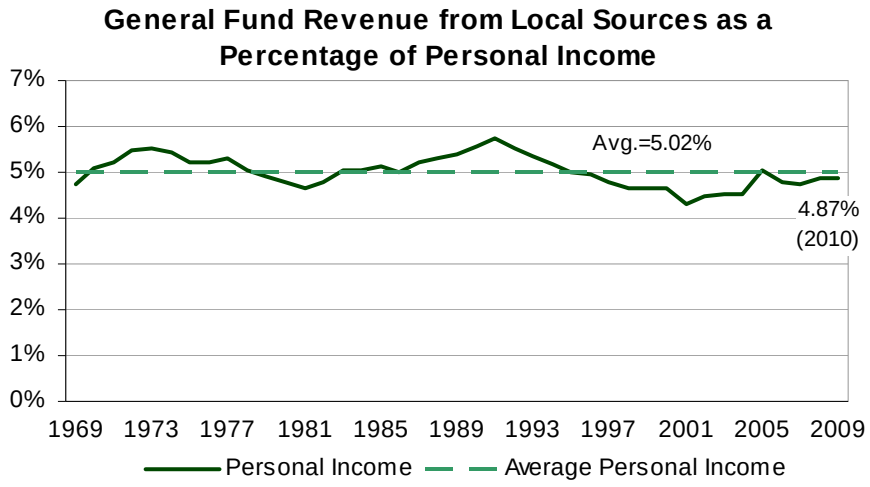
Affordable Home Ownership Preservation Grant Program (AHOP). To help low and moderate income homeowners keep up with rising real estate taxes, in the FY 2005 budget the City established the Affordable Home Ownership Preservation Grant Program (AHOP). Residents meeting the program's income and wealth qualifications may apply for grants of up to $800 to defray the cost of real estate assessments. In 2008, an average of over $700 was provided to over 800 AHOP grantees for a total of about $600,000 in grants. This program is proposed to be reduced in scope in CY 2009 by lowering the maximum household income level to $55,000 and restricting the program to those who participated in CY 2008.

Real Estate Tax Relief Program for the Elderly or Disabled. To counter the cost of real estate taxes for people with fixed incomes, the City has established a program to fully or partly exempt elderly or disabled homeowners in Alexandria, based on an income limit and age. In FY 2010, an estimated $3.4 million is set aside for this program.

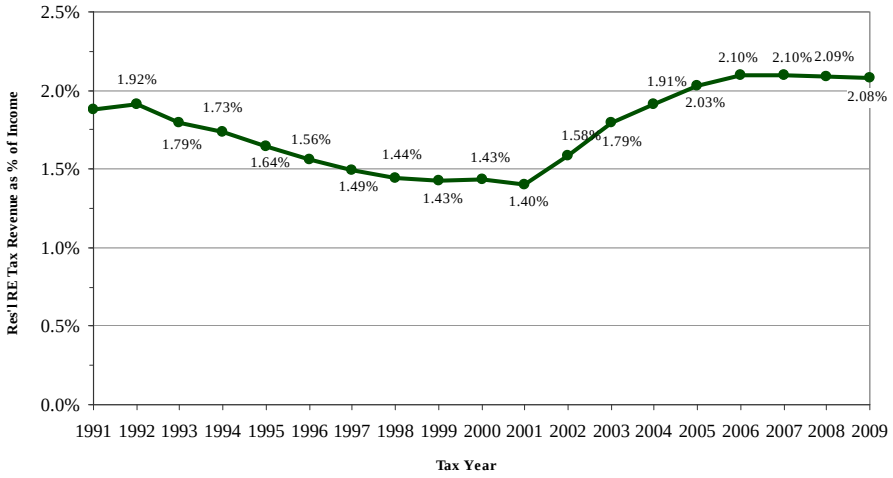
Other Affordable Housing Programs. Beginning in FY 2006, the City set aside 1 cent of total real estate tax revenues for new affordable housing initiatives. This set aside would be equal to about $3.3 million in FY 2010. The budget continues to pay $2.25 million debt service on bonds issued (or to be issued for affordable housing purposes.) The remainder is no longer being set aside for this purpose so the dedicated 1 cent can be reduced to 0.7 of a cent.

One way to measure the relative local tax capacity and tax burden of a community is to measure the ratio of local personal income to local taxes and other revenue sources.

The FY 2010 Proposed Budget is slightly below the long-term historical average of 5.02% of local personal income.



Another way to measure tax burden is to compare the proportion of City residential personal income that goes to pay the real property tax.

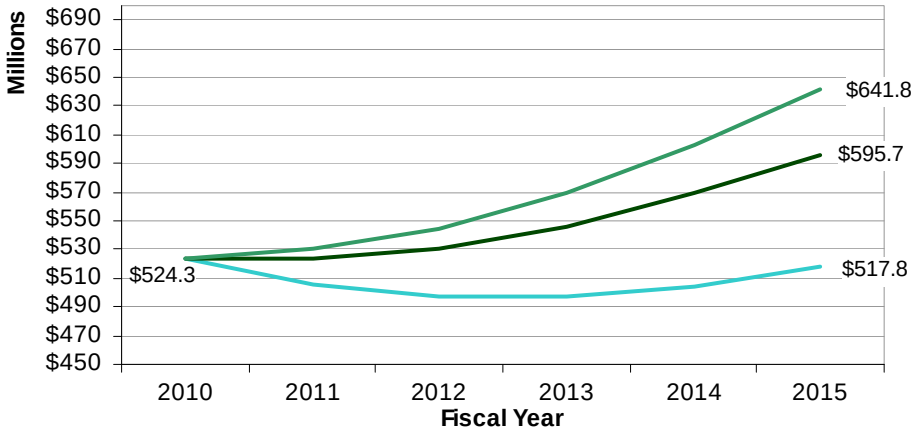


For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums, and apartments (multi-family housing). As shown in the graph, the real property tax burden declined through the nineties as appreciation of properties failed to keep up with rising personal income. However, beginning in 2001, the effect of a strong real estate tax market is evidenced by an increasing portion of personal income that goes to pay the personal property tax. For the last four years, the real estate tax paid by the average homeowner has been constant or declined, and with per capita income expected to be flat in 2008 and 2009, the ratio has remained relatively constant.

General Fund Revenue Outlook

Without changes in the real estate tax rate and because of general economic conditions, General Fund revenue is projected to grow slowly – approximately between -0.2% and 4.1% per year, with 2.6% per year in the mid range scenario.

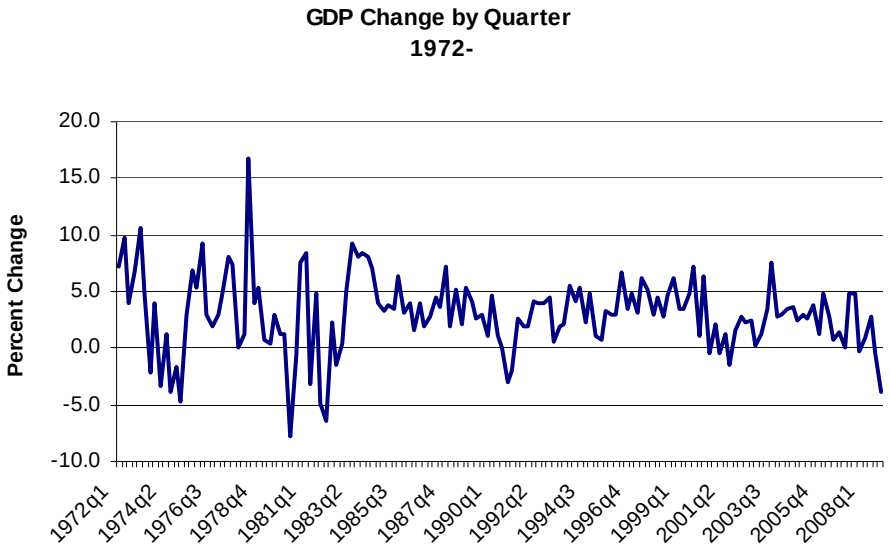
Projected Revenue Growth Under Low, Medium, and High Forecasts



Due to Virginia laws which limit the City's ability to expand its revenue base, for the foreseeable future the City will need to continue to rely on real property tax revenues for the majority of General Fund revenue. Details on these projections can be found in the Multi-year Revenues and Expenditure Projections chapter of the text.

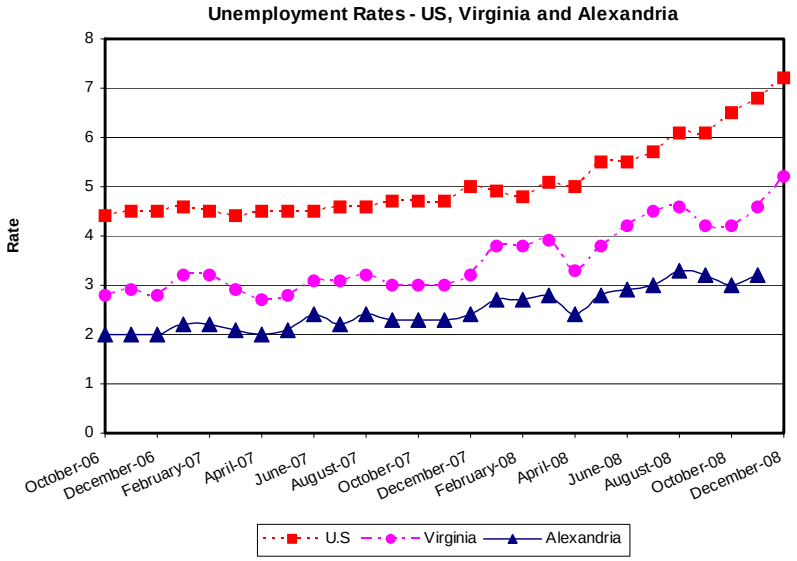
Projecting Revenues in an Economic Downturn

Economically sensitive revenues such as sales tax, transient lodging, and meals tax have all been affected by the economic downturn, already the most severe since the early 1980's. The situation could get worse.



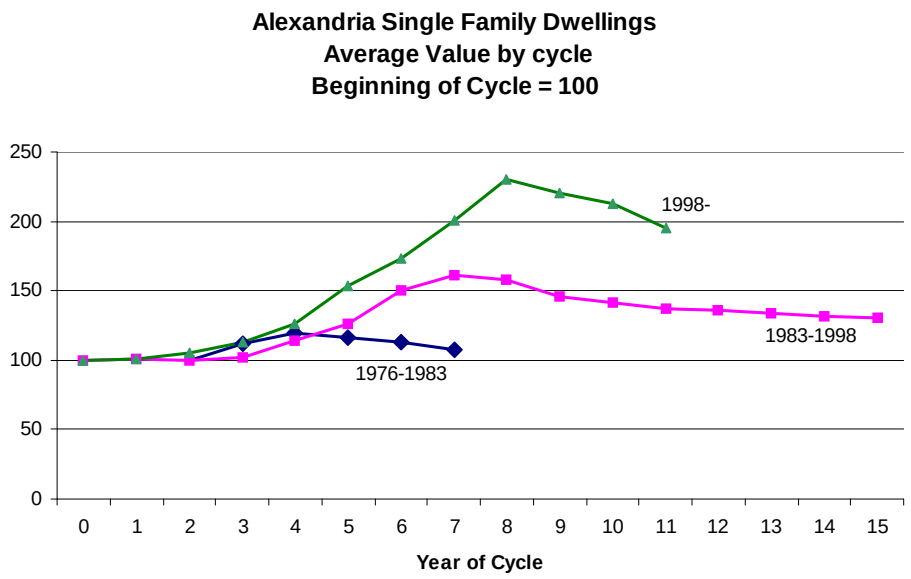
Nationally, the U.S. economy is experiencing its worst recession since at least the early 1980's. The recession, which officially began in December 2007, is already longer than the post-World War II average of eleven months. The consensus of economic opinion is that, as the Federal Reserve Open Market Committee stated in its January minutes, "The Committee anticipates a gradually recovery in economic activity will begin later this year, but the downside risks to that outlook are significant." In its revenue forecasts, the City assumes the economic downturn will continue through the rest of FY 2009 but that economic recovery will begin during the first half of FY 2010. If economic activity slows further or if recovery is delayed, revenue projections may have to be reduced.

While Alexandria is relatively well positioned to ride out the downturn because of its location and mix of jobs in relatively recession proof fields such as public administration and health care, the City is not immune to deteriorating economic conditions.

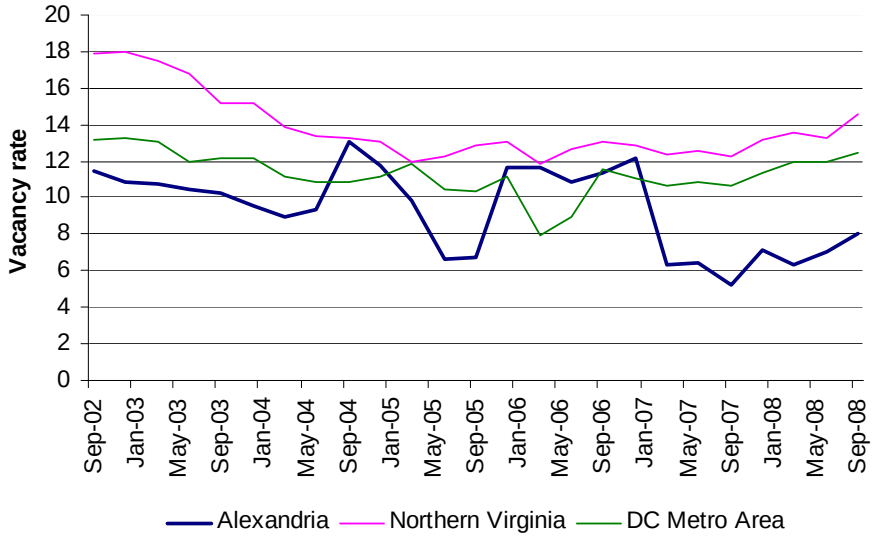


Real Estate Assessments Under Pressure

This chart which compares the previous two residential real estate cycles with the current residential real estate cycle, implies that the bottom of the current cycle may yet be several years away.



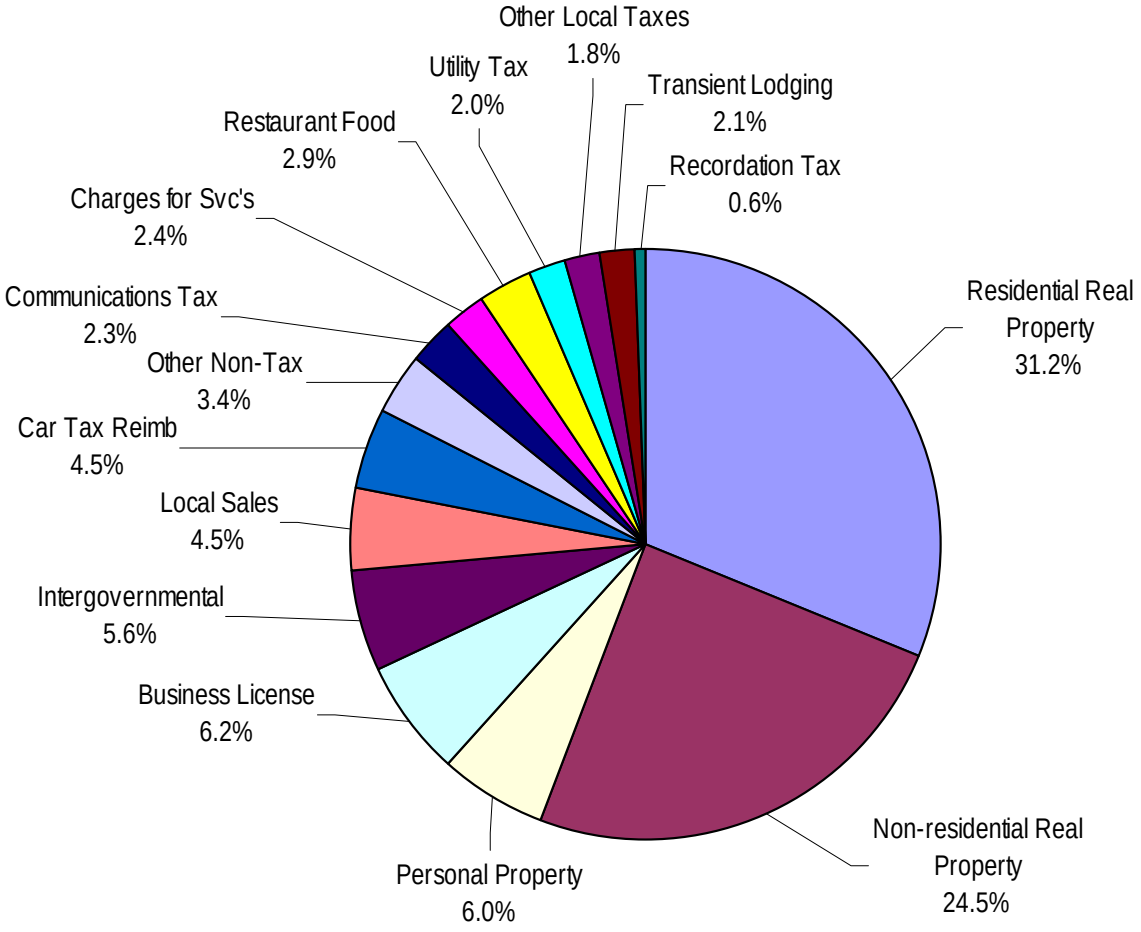
Even in the relatively minor recession earlier this decade, Office vacancy rates in the City and the area were much higher than today. If vacancy rates rise to comparable levels, capitalization rates will also rise, putting downward pressure on commercial real estate values. Capitalization rates are also likely to rise as investors and lenders expect a higher rate of return.



General Fund Revenue Distribution

Proposed FY 2010

The pie chart below shows the distribution of estimated General Fund revenues for FY 2010 ($521.7 million), excluding the $2,586,907 appropriation from fund balance.



Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2008 Actuals	FY 2009 Approved	FY 2009 Revised	FY 2010 Proposed	FY 2010 Approved
General Fund					
General Property Tax Revenue					
Real property tax	287,344,299	293,600,499	292,800,722	290,997,724	
Personal property tax	34,883,037	33,700,000	35,100,000	31,100,000	
Penaties and Interest	1,885,682	1,770,000	1,870,000	1,870,000	
Total general property tax revenue	*324,113,019*	*329,070,499*	*329,770,722*	*323,967,724*	
Other local tax revenue					
Local sales tax	24,256,803	24,000,000	22,000,000	23,400,000	
Utility tax	10,019,854	10,700,000	10,400,000	10,600,000	
Business licenses	31,993,444	33,513,000	32,300,000	32,300,000	
Motor vehicle licenses	3,197,576	3,200,000	3,200,000	3,200,000	
Recordation	4,947,208	4,800,000	2,900,000	2,900,000	
Cigarette	2,681,573	2,700,000	2,800,000	2,800,000	
Transient Lodging	8,506,762	11,500,000	10,700,000	10,700,000	
Restaurant food	10,972,048	15,000,000	15,250,000	15,300,000	
Admissions	1,090,067	1,000,000	1,000,000	1,000,000	
Communications service	12,402,256	13,000,000	11,700,000	12,000,000	
Other miscellaneous	2,196,349	2,080,000	2,180,000	2,230,000	
Total other local tax revenues	*112,263,940*	*121,493,000*	*114,430,000*	*116,430,000*	
Non-tax revenue					
Licenses, permits, and fees	4,761,484	6,157,000	5,322,000	5,727,760	
Fines forfeitures	3,903,807	4,755,300	4,071,550	4,552,050	
Use of money and property	9,044,947	6,000,000	4,837,876	4,959,476	
Charges for services	11,302,001	14,473,877	11,837,149	12,640,834	
Intergovernmental revenues (PPTRA)	23,578,531	23,578,531	23,578,531	23,578,531	
Intergovernmental revenues	30,874,434	29,209,481	29,715,231	29,056,611	
Miscellaneous	616,887	616,749	756,749	772,151	
Total non-tax revenue	*84,082,091*	*84,790,938*	*80,119,086*	*81,287,413*	
Total General Fund Revenues	520,459,050	535,354,437	524,319,808	521,685,137	
Other financing sources (uses)					
Approprations from Fund Balances					
City Fund Balance	-	4,600,000	4,600,000	1,285,347	
Sewer Fund	1,311,109	1,323,910	1,323,910	1,301,560	
Transfer from IT Equipment Replacement Fund		700,000	721,000	-	
Total Fund Balance Appropriations	*1,311,109*	*6,623,910*	*6,644,910*	*2,586,907*	
Total General Fund Revenues and Other Sources	521,770,159	541,978,347	530,964,718	524,272,044	

Fee and Fine Changes

FY 2009 - FY 2010

Department	Tax Rate/ Fee	Estimated Revenue
Code Enforcement	Estimated revenue increase from increased fees	$333,000
	Special Event Cost Recovery	$7,000
Finance	Parking ticket administration fee	$40,000
	Garnishment administration fee	$12,000
General Services	Parking Garage fees	$21,600
Health	Miscellaneous fee increases	$63,760
Historic Alexandria	New membership fee structure	$10,725
Police	Cry Wolf Revenue	$37,200
	Fine increase for illegally parking in HOV& Handicapped spots	$40,300
Recreation	Activity fee for after school and summer programs	$58,181
Transportation & Environmental Services	ROW Permit Fees	$44,970
	Increase in residential refuse fee	$287,970
		$374,652
Total		$1,331,358

For more details, see the departmental text.

The following departments reviewed their fees for possible changes during FY 2010 budget cycle: Code, Finance, Historic Alexandria, Health, Library, Mental Health, Recreation.

1/ This total does not include inceases in revenue expected from increased enforcement efforts or increased efficiency in collecting fees and fines. The budget assumes a total of $1.6 million in increased revenue from fines, fees, and user charges.

Real Property Tax Revenues

FY 2010 Proposed $291.0 million
55.8% of General Fund Revenues

FY 2008 Actuals	FY 2009 Budget	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$287,344,299	$293,600,499	$292,800,722	$290,997,724	-0.6%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	9.0%	8.8%	6.2%
Inflation Adjusted Increase	5.3%	5.6%	3.3%

Background

The budget reflects a CY 2009 and CY 2010 Real Property Tax Rate of 88.7 cents per $100, an increase of 4.2 cents compared to CY 2008. As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value. One cent of real estate tax revenue applied to the current estimated tax in the last half of FY 2009 equals $1.693 million and the 12 months of FY 2010 equals $3.30 million.

The chart below shows the tax rate and other real property tax revenues since 2005.

Calendar Year	Tax Rate Per $100	Changes
2005	.915	One cent of real estate tax dedicated for affordable housing. One cent of real estate tax for Open Space dedication continues.
2006	.815	One cent of real estate tax for affordable housing continues. Open Space Fund dedication changed from one cent to one percent of real estate tax revenues.
2007	.830	One cent of real estate tax for affordable housing continues. One percent of real estate tax for Open Space dedication continues.
2008	.845	One cent of real estate tax for affordable housing continues. One percent of real estate tax for Open Space dedication continues.
2009	.887 proposed	Affordable housing dedication reduced to 0.7 cents. Open Space dedication reduced to 0.3 cents.

Revenues

As detailed in the Calendar Year 2009 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2009 (calendar year) locally assessed tax base is approximately $33.5 billion, a decrease of $0.7 billion , or 2.1% , as compared to the CY 2008 equalized tax base. Including Public Service Corporations and railroad real property which are assessed by the State, the total real property tax base has decreased to approximately $34.4 billion, a decrease of $0.7 billion , or 2.1%, as compared to the 2008 equalized tax base. The total decrease of $0.7 billion was offset by $268.4 million in new growth, including $64.5 million in new residential growth and $204.0 million in new commercial growth. The reassessments of existing properties decreased $992.1 million. Existing commercial real property decreased $43.9 million; the value of existing residential real property decreased by $948.2 million.

Real Property tax revenues for the first half of FY 2010 (the second half of calendar year 2009) are based on the 2009 real property assessment, an increase in the tax rate by 4.2 cents to $0.887 and a 49.25 percent collection rate for the second half of the 2009 tax levy. Real property tax revenues for the second half of FY 2010 (the first half of calendar year 2010) assume a decrease of 5% in real property assessments in 2010 and no change in the tax rate or collection rate. This projection is a best mid-point estimate based on the uncertainties of a modestly declining residential real estate market, a more significantly declining commercial real estate market, and limited new construction (See the Statement of Estimated Real Property Tax Revenues following this summary for calculations.)

The real property tax estimate for FY 2009 has been reduced by an approximately $1.6 million refund to PEPCO for the parcel on which the Mirant plant was located. The parcel was assessed locally from 2002 to 2008 and was also included in the total tax assessments issued by the State Corporation Commission during that period. Also, assessments and real estate taxes paid in FY 2009 were reduced $1.8 million by the sale of property to the federal government for Base Realignment and Closure purposes and the settlement of the assessment disputes with Mirant and the owners of the Patent and Trademark Office.

The real property tax estimate for FY 2010 has been reduced by approximately $3.4 million to reflect the costs of the senior citizen and disabled persons tax relief program. The table below reflects tax relief extended to qualified taxpayers for the last six calendar years. CY/FY 2010 Senior and Disabled Tax Relief is expected to decrease slightly after three years of gradually decreasing real estate values.

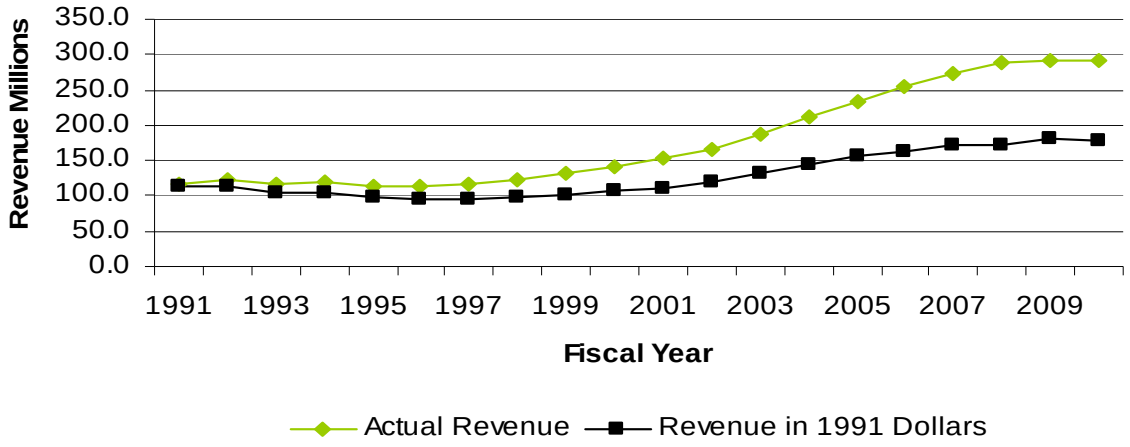
Senior Citizens and Disabled Tax Relief, CY 2004 – CY 2010 (estimated)

2004	2005	2006	2007	2008	2009(est)	2010(est)
$2,229,949	$2,273,857	$3,317,005	$3,375,000	$3,444,095	$3,400,000	$3,400,000

Legislative Authority

Virginia Code §58.1-3200 City Code Section §3-2-181

Real Property Tax Revenue FY 1991-FY 2010



City of Alexandria, Virginia

STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES

For the fiscal years ending June 30, 2009 and June 30, 2010

	Due Date	Assessed Value (thousands)	Tax rate (per $100)	Tax Year Gross Levy	Estimated Collection rate	Net Tax revenue	Value of 1 cent
Fiscal Year 2009							
Second half tax year 2008							
Locally assessed real property	11/15/2008	34,210,764	0.845	289,080,956	49.25%	142,372,371	1,684,880
Non-locally assessed property	11/15/2008	892,054	0.845	7,537,856	49.90%	3,761,390	44,513
Total second half tax year 2008		*35,102,818*		*296,618,812*		*146,133,761*	*1,729,394*
First half tax year 2009							
Locally assessed real property	6/15/2009	33,502,178	0.887	297,164,319	49.25%	146,353,427	1,649,982
Non-locally assessed property	6/15/2009	876,985	0.887	7,778,857	49.50%	3,850,534	43,411
Total first half tax year 2009		*34,379,163*		*304,943,176*		*150,203,961*	*1,693,393*
Total fiscal year 2009 revenue						296,337,722	3,422,787
Less projected senior citizen and disability tax relief						-3,400,000	
Less refund to PEPCO						-1,637,000	
Plus delinquent FY 2008 and prior year real estate tax revenues collected in FY 2009						1,500,000	
Total FY 2008 revenue after adjustments						292,800,722	
Fiscal Year 2010							
Second half tax year 2009							
Locally assessed real property	11/15/2009	33,502,178	0.887	297,164,319	49.25%	146,353,427	1,649,982
Non-locally assessed property	11/15/2009	876,985	0.887	7,778,857	49.50%	3,850,534	43,411
Total second half tax year 2009		*34,379,163*		*304,943,176*		*150,203,961*	*1,693,393*
First half tax year 2010							
Locally assessed real property	6/15/2010	31,827,069	0.887	282,306,102	49.25%	139,035,755	1,567,483
Non-locally assessed property	6/15/2010	833,136	0.887	7,389,916	49.50%	3,658,009	41,240
Total first half tax year 2010		*32,660,205*		*289,696,018*		*142,693,764*	*1,608,723*
Total fiscal year 2010 revenue						292,897,725	3,302,116
Less projected senior citizen and disability tax relief						-3,400,000	
Plus delinquent FY 2009 and prior year real estate tax revenues collected in FY 2010						1,500,000	
Total FY 2010 revenue after adjustments						290,997,724	

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1998	1999	2000	2001	2002	2003
Residential Single Family	4,387,491	4,657,845	5,119,264	5,830,209	6,791,096	8,361,631
Residential Condominium	1,495,305	1,511,210	1,597,678	1,743,688	2,098,194	2,830,219
Commercial Multi-Family	1,376,604	1,500,100	1,584,496	1,734,225	2,004,540	2,264,921
Office/Retail Property	3,094,323	3,318,516	3,744,874	4,061,051	4,155,509	4,623,100
Other Commercial	630,872	553,705	608,320	598,139	421,220	464,500
Public Service Corporation	620,694	646,144	640,676	665,038	662,430	681,555
Total	11,605,289	12,187,520	13,295,308	14,632,350	16,132,989	19,225,926
Residential Single Family	37.8%	38.2%	38.5%	39.8%	42.1%	43.5%
Residential Condominium	12.9%	12.4%	12.0%	11.9%	13.0%	14.7%
Commercial Multi-Family	11.9%	12.3%	11.9%	11.9%	12.4%	11.8%
Office/Retail Property	26.7%	27.2%	28.2%	27.8%	25.8%	24.0%
Other Commercial	5.4%	4.5%	4.6%	4.1%	2.6%	2.4%
Public Service Corporation	5.3%	5.3%	4.8%	4.5%	4.1%	3.5%
Total	100%	100%	100%	100%	100%	100%
Residential	50.7%	50.6%	50.5%	51.8%	55.1%	58.2%
Commercial	49.3%	49.4%	49.5%	48.2%	44.9%	41.8%

Sources: Assessment Values are from the 1998-2009 Real Property Assessment Reports.

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	2004	2005	2006	2007	2008	2009
Residential Single Family	9,727,249	11,604,207	13,840,915	13,810,784	13,770,377	13,331,171
Residential Condominium	3,518,100	4,668,117	6,490,841	6,394,580	6,252,379	5,803,247
Vacant Residential*					116,858	121,488
Commercial Multi-Family	2,570,652	3,088,102	3,378,614	4,102,178	4,383,780	4,416,807
Office/Retail Property	5,447,070	6,499,398	7,565,870	8,386,548	9,165,161	9,299,034
Other Commercial	549,565	726,886	850,487	694,879	522,208	530,431
Public Service Corporation	76,860	772,941	779,992	854,062	892,054	876,985
Total	21,889,496	27,359,651	32,906,719	34,243,031	35,102,817	34,379,163
Residential Single Family	44.4%	42.4%	42.1%	40.3%	39.2%	38.8%
Residential Condominium	16.1%	17.1%	19.7%	18.7%	17.8%	16.9%
Vacant Residential					0.3%	0.4%
Commercial Multi-Family	11.7%	11.3%	10.3%	12.0%	12.5%	12.8%
Office/Retail Property	24.9%	23.8%	23.0%	24.5%	26.1%	27.0%
Other Commercial	2.5%	2.7%	2.6%	2.0%	1.5%	1.5%
Public Service Corporation	0.4%	2.8%	2.4%	2.5%	2.5%	2.6%
Total	100%	100%	100%	100%	100%	100%
Residential	60.5%	59.5%	61.8%	59.0%	57.4%	56.0%
Commercial	39.5%	40.5%	38.2%	41.0%	42.6%	44.0%

*Prior to CY 2008, "Vacant Residential" was included in "Other Commercial."

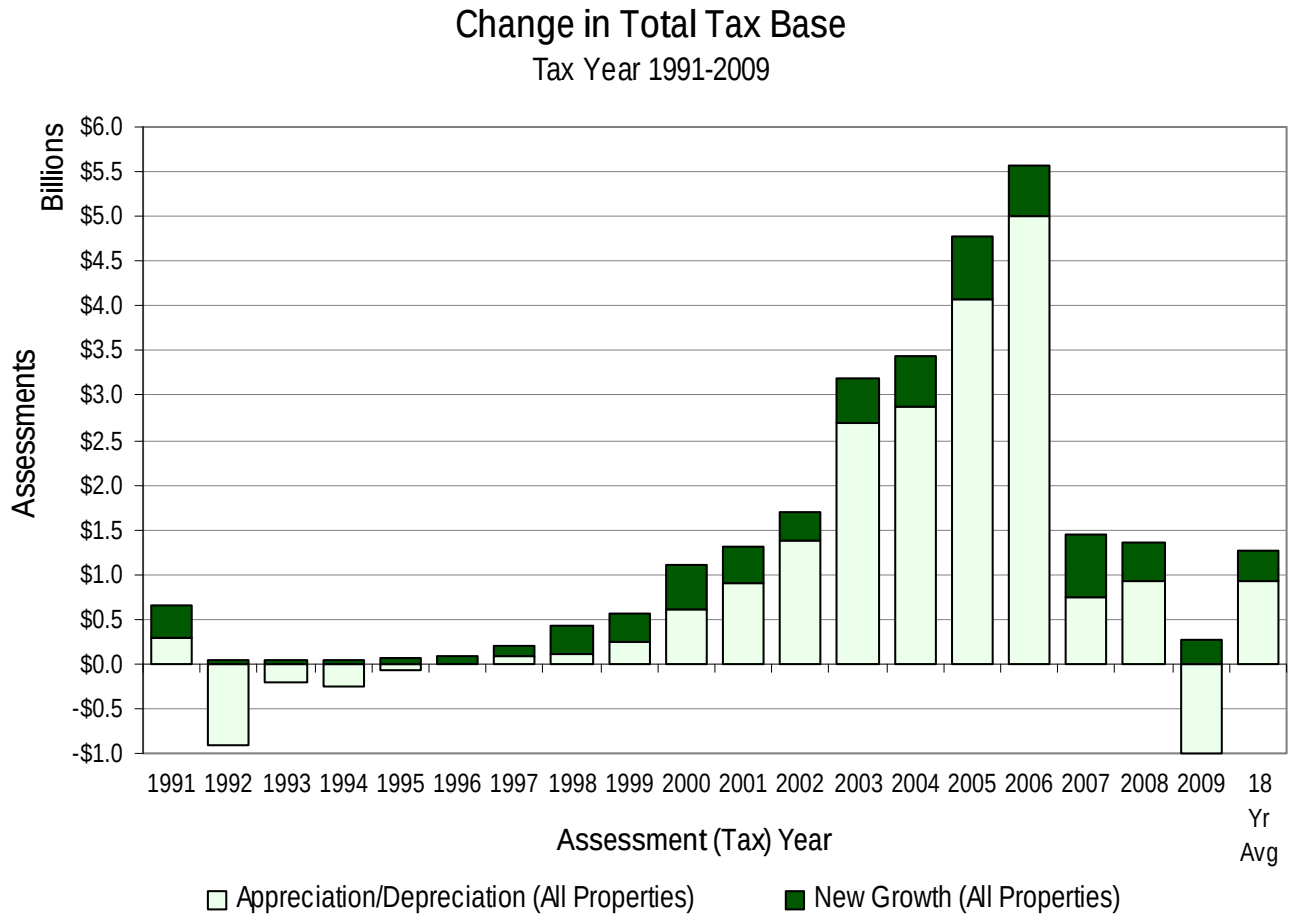
Sources: Assessment Values are from the 1987-2009 Real Property Assessment Reports.

2008 data has been revised from the FY 2009 document and reflects equalized data as of 12/31/2008.
2009 figures are estimated.

Real Property Tax Base

Change in Total Tax Base Years 1991-2009

The following chart compares the total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of appreciation. From tax year 2001 to 2006, appreciation significantly exceeded the value of new construction. The real estate market has slowed, and for the first time since 1994, the total value of the tax base decreased as the decline in values of existing properties exceeded the increase from new construction. Even so, as a result of significant increases in appreciation from 2001-2006, the average value of appreciation for the eighteen year period shown is over three times the average value of new construction. During this eighteen years new construction totaled some $6.4 billion or some 18.6% of the current City real property tax base.



Real Estate Tax Rates

Regional Tax Rates Tax Years 1986-2009 (Proposed)

Shown below is a comparison of real estate tax rates from selected major Northern Virginia jurisdictions over the past twenty-four calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per $100 of assessed value.

Tax Year	Alexandria	Arlington***	Fairfax	Loudoun	Pr. William *
1986	1.380	0.940	1.35	1.02	1.420
1987	1.340	0.920	1.32	0.88	1.300
1988	1.250	0.890	1.30	0.95	1.380
1989	1.100	0.780	1.19	0.88	1.380
1990	1.045	0.765	1.11	0.85	1.360
1991	1.045	0.765	1.11	0.94	1.360
1992	1.045	0.820	1.16	0.96	1.360
1993	1.070	0.860	1.16	1.00	1.360
1994	1.070	0.897	1.16	1.02	1.360
1995	1.070	0.940	1.16	0.99	1.360
1996	1.070	0.960	1.23	1.03	1.360
1997	1.070	0.986	1.23	1.06	1.360
1998	1.110	0.998	1.23	1.11	1.360
1999	1.110	0.998	1.23	1.11	1.360
2000	1.110	1.023	1.23	1.08	1.340
2001	1.110	1.023	1.23	1.08	1.310
2002	1.080	0.993	1.21	1.05	1.230
2003	1.035	0.978	1.16	1.11	1.160
2004	0.995	0.958	1.13	1.1075	1.070
2005	0.915	0.878	1.00	1.04	0.974
2006	0.815	0.818	0.89	0.89	0.8071
2007	0.830	0.818	0.89	0.96	0.8379
		Res/Comm**	Res/Comm		
2008	0.845	0.848/0.973	0.92/1.03	1.14	0.97
2009	0.887				

* Prince William includes a general tax levy and two special levies that are levied throughout the County.

** Beginning in calendar year 2008, Arlington County levied an additional tax rate of 12.5 on most commercial real property. Fairfax levied an additional 11 cents on most commercial real property.

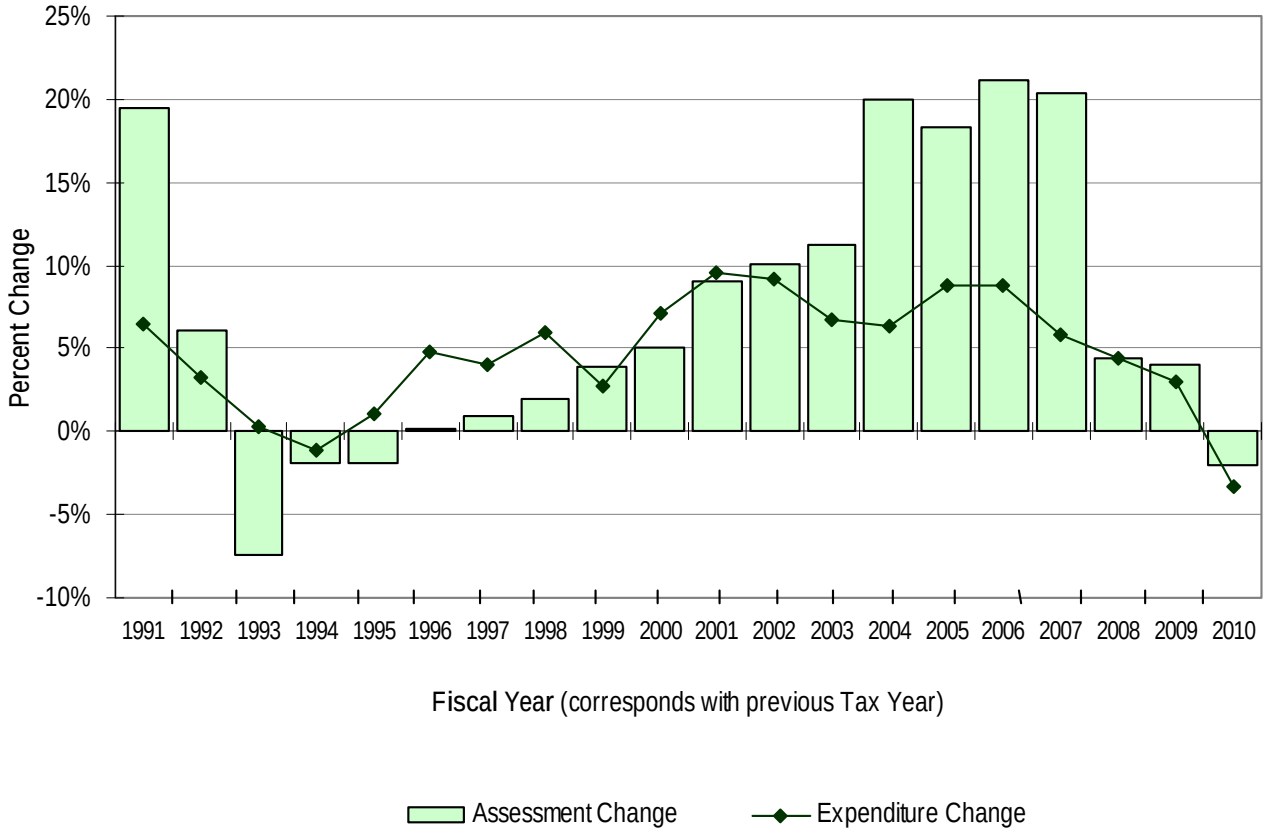
*** The 2008 rate includes an Arlington County-wide add-on tax of $0.01 for stormwater management initiatives.

Information is not yet available from surrounding jurisdictions as of January 31, 2009.

Real Property Assessments Compared to General Fund Expenditures

Fiscal Years 1991-2010

The following graph compares the growth in the City's Real Property Tax Base (all sources) with the growth of the overall General Fund budget (including the appropriation to the Schools and cash capital funding of the Capital Improvement Program budget.) As noted below, from 1991 to 1993, as the City's tax base declined, overall spending declined as well. Since the time the City's tax base started significantly appreciating in Tax Year (TY) 2000, the average annual compounded appreciation of the tax base (TY 2000 – TY 2009) is 11.7%. This is compared to an average annual compounded increase in the City's General Fund amended operating budget (FY 2001 – FY 2010) of 5.6%. The City's Proposed General Fund Operating budget including the School transfer is expected to decrease 3.3% in FY 2010.



Personal Property Tax

FY 2010 Proposed $54.7 million ($31.1 million local/$23.6 million Virginia car tax reimbursement)

10.5% of General Fund Revenues (6.0% local/4.5% Virginia reimbursement)

FY 2008 Actuals	FY 2009 Budgeted	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$58,461,568	$57,278,531	$58,678,531	$54,678,531	-6.8%

Personal Property Tax revenues can be divided into two categories – vehicular personal property tax, paid on vehicles in the City and business personal property tax, consisting of tax paid on business tangible equipment. For calendar year 2008, the assessed value of personal property in the City is approximately $1.4 billion, of which $900 million is individual personal property.

Vehicular Personal Property Tax

	FY 2008 Actuals	FY 2009 Budgeted	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
Personal Property Tax	$17,235,189	$16,900,000	$17,900,000	$13,800,000	-22.9%
State Reimbursement	*$23,578,531*	*$23,578,531*	*$23,578,531*	*$23,578,531*	*0.0%*
Total	$40,813,720	$40,478,531	$41,478,531	$37,378,531	-9.9%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	3.2%	NA	NA
Inflation Adjusted Increase	-0.2%	NA	NA

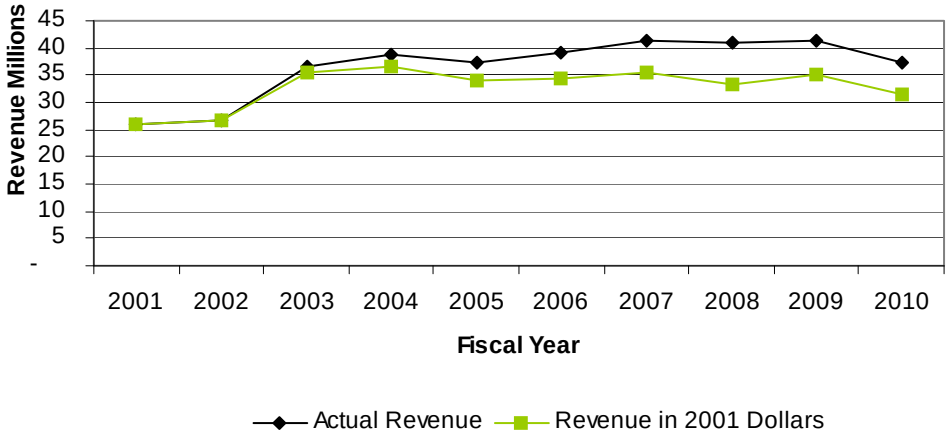
Alexandria's vehicle tax rate is $4.75 per $100. The City computes the value of vehicles using trade-in-value, which equals 86% of the National Automobile Dealers Association (N.A.D.A.) retail value. Thus, the effective rate on vehicles if $4.09 per $100 retail value. The tax is paid yearly. Personal Property tax bills are mailed in August; payment is due by October 5. If taxes are not paid on time, a 10% penalty and interest are applied. Since 1999, the Commonwealth of Virginia has reimbursed all localities in Virginia for the vehicle portion of the personal property tax as part of the Personal Property Tax Relief Act (PPTRA). (See italicized line above.) From CY 2002 to CY 2005, the reimbursement amount was 70% of the first $20,000 of a vehicle's assessed tax bill. From CY 2006 to CY 2008, the reimbursement amount was 69%. In CY 2009, while the percentage is yet-to-be determined, it is likely to increase substantially. Beginning in CY 2006, the State began to reimburse localities a fixed amount based on the CY 2004 level of State reimbursement. For Alexandria, this totals $23,578,531. Unless the General Assembly determines otherwise, that reimbursement from the State is not expected to change.

For CY 2008, the State reimbursement to the City covered 69% of the tax bill, the highest percentage of all local jurisdictions in Northern Virginia. For CY 2009, the reimbursement rate will be calculated in August and is likely to rise substantially if the total assessed value of vehicles declines.

Revenues projected for FY 2009 are based on actual revenues through December 2008. For FY 2010, revenues from vehicular personal property are expected to fall 22.9%, based on decreasing sales of new automobiles and the drop in trade-in value of many larger vehicles such as SUV's and pickup trucks.

Vehicular Personal Property Tax Revenue including PPTRA

FY 2001 – FY 2010 Proposed



Business Personal Property Tax

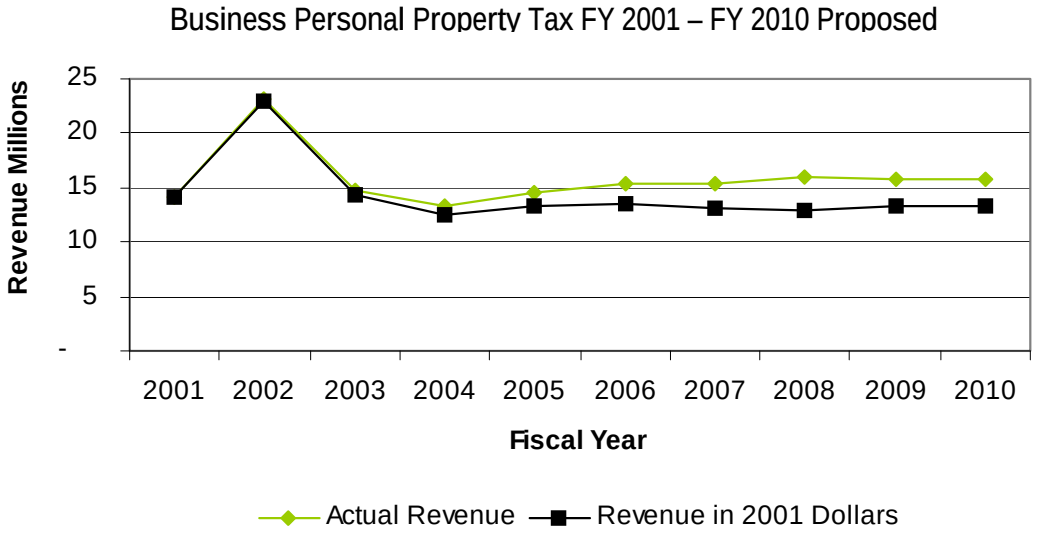
FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$15,888,276	$15,700,000	$15,700,000	$15,800,000	+0.6%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	1.4%	NA	NA
Inflation Adjusted Increase	-2.1%	NA	NA

Business tangible equipment is valued using established depreciation tables based on original cost. Business personal property consists of motor vehicles, machinery, computers, and furniture. The self-assessing tax return is due to the City on May 1. As with vehicular personal property, the tax on business property is due by October 5.

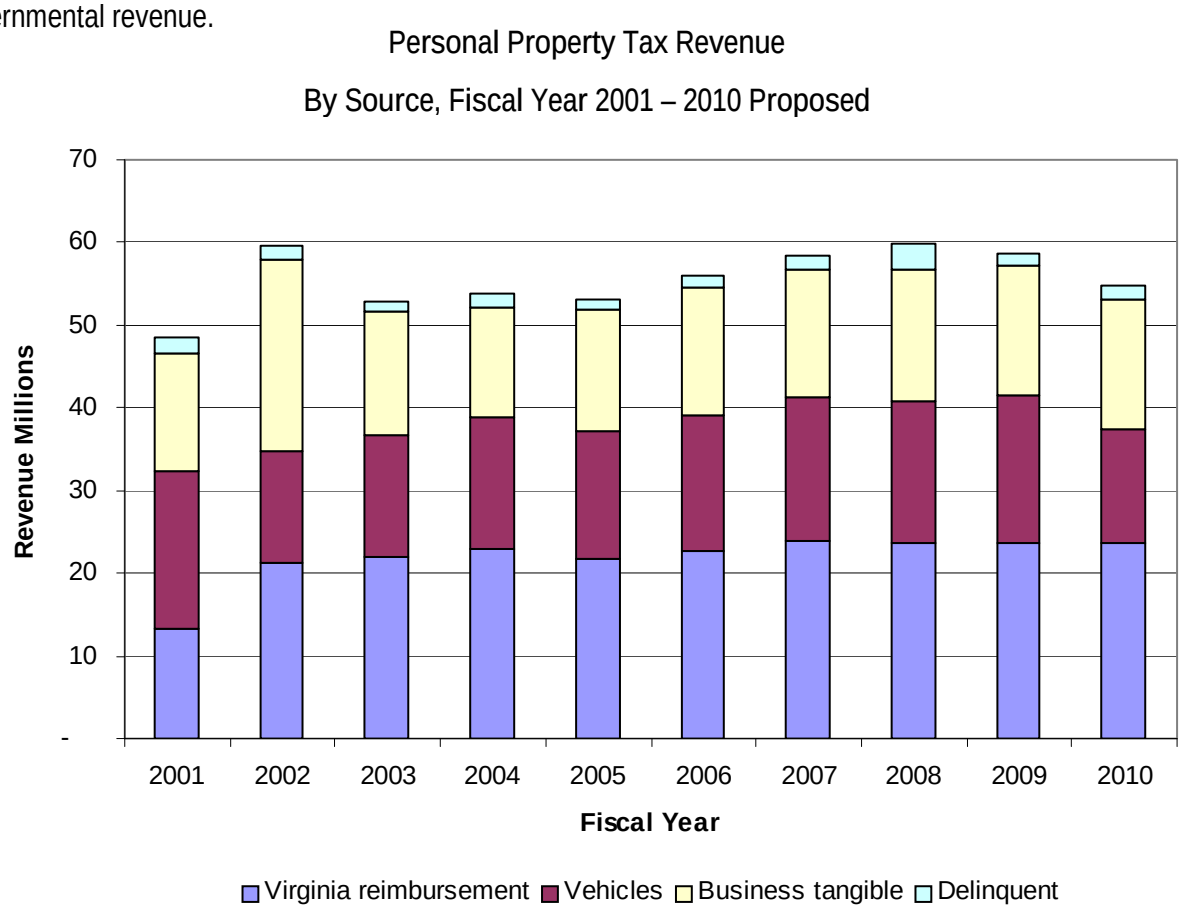
Revenues for FY 2009 are based on collections through the first six months of the fiscal year. Business personal property tax collections are expected to increase only modestly in FY 2010 compared to FY 2009 projections due to the weakening economy.



Legislative Authority

Virginia Code §58.1-3507 City Code §3-2-324

The chart below shows the share of Personal Property Tax from each source. Projected revenues in FY 2009 of $54,678,531 include the PPTRA reimbursement from the State (43%), vehicular personal property (25%), business personal property (29%), and delinquencies (3%). For budgeting purposes, the PPTRA reimbursement is considered an intergovernmental revenue.



Intergovernmental Revenues

FY 2010 Proposed $52.6 million

10.1% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$54,452,965	$52,788,012	$53,293,862	$52,635,142	-1.2%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	3.1%	14.2%	9.8%
Inflation Adjusted Increase	-0.4%	10.9%	6.8%

Background

General Fund Intergovernmental Revenues include state and federal aid that are generally not legally restricted to a specific program use. This excludes grant funding from the state and federal government which is accounted for in the City's Special Revenue Fund. General Fund Intergovernmental Revenues projected for FY 2010 are based on actual revenues through the first six months of FY 2009 as well as the State biennium budget as proposed by the Governor of Virginia. The largest sources of intergovernmental revenue are the Personal Property Tax (Car Tax) reimbursement discussed in the previous section (44.8%), Compensation Board Revenue (14.8%), HB599 revenue (11.3%), and State Aid for Road Maintenance (12.6%). It is projected that intergovernmental revenues in the General Fund will decrease due to changes in the Governor's budget which include a reduction of Compensation Board Revenues of 7% for Public Safety agencies and 10% for other agencies, and a 5% reduction in HB599 revenue. These revenue estimates assume that the $1.0 million loss in federal per diem revenues that the State planned for in the FY 2010 portion of its biennium budget will be reversed by the General Assembly as recommended by the Governor in his revised budget. As the Commonwealth of Virginia does revenue reestimates in the increasingly harsh economic environment and the General Assembly looks at the Governor's proposals during the 2009 legislative session, it is possible further decreases may be forthcoming.

Intergovernmental Revenues

	FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed
STATE AID				
HB 599 (law enforcement aid)	6,397,009	6,397,010	6,156,548	5,951,112
Personal Property Tax Reimbursement	23,778,360	23,578,531	23,578,531	23,578,531
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	7,444,359	7,583,151	7,713,241	7,152,336
Compensation Board Reimbursements for Treasury & Revenue Administration	643,726	702,820	690,034	632,538
State Prisoner Per Diem	907,854	1,000,000	1,000,000	1,000,000
Wine Taxes and Alchoholic Beverage Control (ABC) Taxes	154,033	0	0	0
State Aid for Road Maintenance	6,234,184	6,400,000	6,421,944	6,614,602
Other State Aid	1,143,175	953,500	1,263,500	1,291,500
Less Other Reduction in State Aid	0	-1,050,000	-1,050,000	-1,050,000
TOTAL STATE AID	46,702,700	45,565,012	45,773,798	45,170,619
FEDERAL AID				
Federal Prisoner Per Diem	6,710,845	6,363,000	6,501,000	6,448,523
State Criminal Alien Assistance Program	181,666	245,000	197,909	195,000
Other Federal Aid (Including indirect costs recovered from federal grants)	857,754	615,000	821,055	821,000
TOTAL FEDERAL AID	7,750,265	7,223,000	7,519,964	7,464,523
TOTAL INTERGOVERNMENTAL AID	54,452,965	52,788,012	53,293,762	52,635,142

Sources of General Fund Intergovernmental Revenues – State Aid

HB599 Aid. The City receives funding from the Commonwealth of Virginia to help defray the costs of the Police Department.

Personal Property Tax Reimbursement. Since 1999, the Commonwealth of Virginia has paid a portion of Alexandria's personal property tax on vehicles in Alexandria, the "car tax." For additional information about the reimbursement, see the previous description of the personal property tax.

Compensation Board Reimbursement. The City receives assistance from the Virginia Compensation Board to help defray part of the cost of office operations for Constitutional Officers, including the Sheriff, the Commonwealth's Attorney, the Clerk of Court, and the Registrar. The City also receives assistance to fund part of the cost of the Finance Department.

State Prisoner Per Diem. The City receives per diem compensation from the Commonwealth of Virginia for State prisoners maintained in the Alexandria Detention Center.

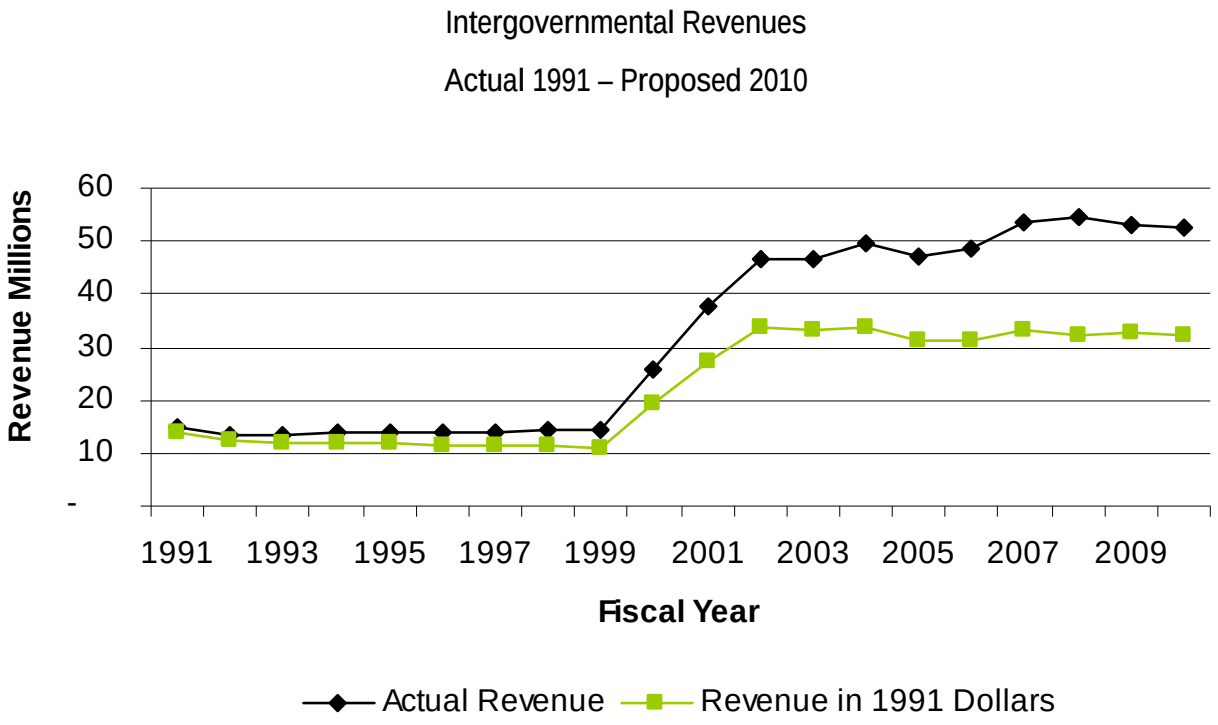
State Aid for Road Maintenance. The City receives State aid for local maintenance of its primary and secondary roads based on a formula including reimbursement rate and locally maintained lane miles.

Other Reduction in State Aid. The General Assembly reduced aid to localities by $100 million in the FY 2009 budget. The City of Alexandria's share of the reduction was approximately $1.05 million in its FY 2009 budget. The City was allowed to choose the revenue categories in which the reductions were applied. The City chose to allocate its reduction across all categories of State aid except HB599 Aid. The reduction will continue into FY 2010.

Sources of General Fund Intergovernmental Revenues – Federal Aid

Federal Prisoner Per Diem. The City receives per diem compensation from the Federal Government for federal prisoners held in custody in the Alexandria Detention Center. The Sheriff has agreed to hold 18 additional prisoners above its contractual guarantee to hold 150 federal prisoners in order to generate approximately $0.5 million in additional revenue for the City.

State Criminal Alien Assistance Program. The City receives aid from the Federal Government to help defray the cost of incarceration for undocumented criminal aliens.



Business License Taxes

FY 2010 Proposed $32.3 million

6.2% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$31,993,444	$33,513,000	$32,300,000	$32,300,000	0.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	6.2%	7.3%	6.7%
Inflation Adjusted Increase	2.6%	4.2%	3.8%

Background

The Business License (BPOL) tax is levied on those doing business in the City and is a fixed fee of $50 for businesses with gross receipts ranging from $10,000 to $100,000. For business with gross receipts of $100,000 or more, the Business License tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (building contractors) to .0058 (professionals, such as doctors and lawyers). The progressively increasing rates by class of business make the BPOL tax function much like a value added tax (VAT). In May 1996, Council approved the following changes to the City's business license tax ordinance: an increase from $50,000 to $100,000 in minimum gross receipts collected by a licensable business before a tax based on the amount of gross receipts is imposed, and an increase from $40 to $50 in the fee on businesses below the $100,000 cap.

In FY 2003, reductions in late filing penalties were approved. In FY 2006, Council approved major business license tax relief, reform, and simplification for small and medium sized businesses in their first two years of operation by eliminating the estimating process and related tax payments. Alexandria was the first jurisdiction on the state to reform the BPOL tax in this manner.

In 2008, the biggest single category contributors to the Business License Tax were Business Services (27%), Financial Services (23%) and Retail Merchants (17%).

The tax is paid annually. License renewal applications and taxes are due March 1 of each year.

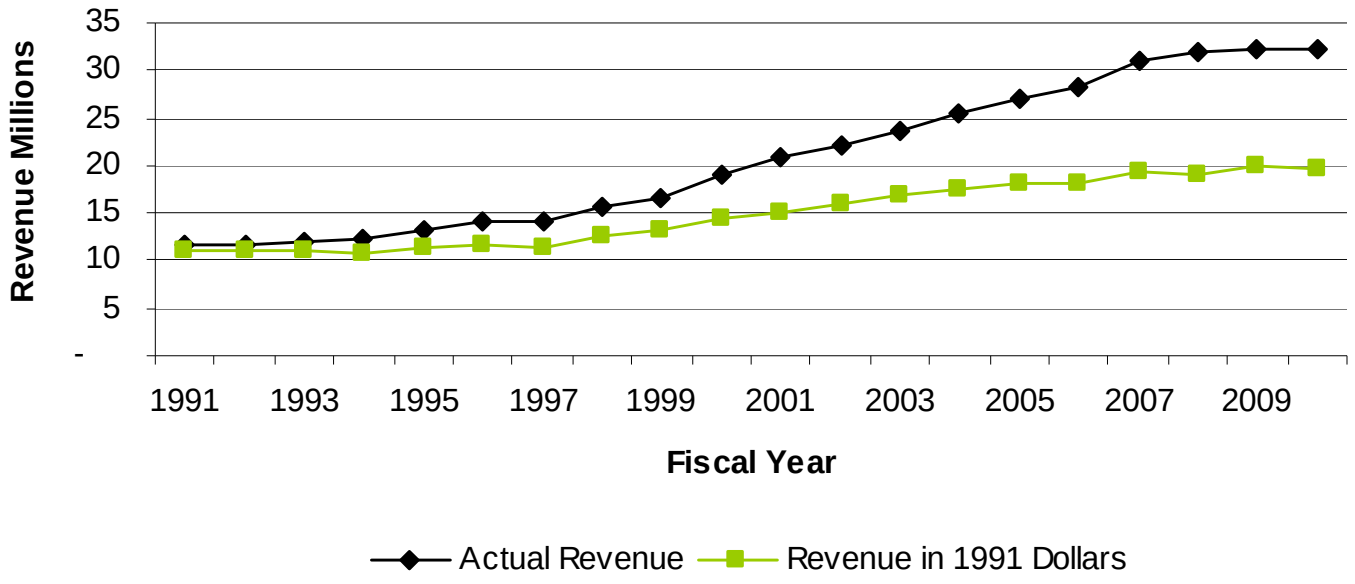
Revenues projected for FY 2009 are based on actual collections through December 2008. For FY 2010, due to economic conditions, it is expected that this revenue will be flat, well below the average increase of 6.2% in recent years.

Legislative Authority

Virginia Code §58.1-3703 and §58.1-3706 City Code §3-2-372 - §3-2-379

Business License Tax Revenue

Actual FY 1991 – Proposed FY 2010



Sales Tax Revenues

FY 2010 Proposed $23.4 million

4.5% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$24,256,803	$24,000,000	$22,000,000	$23,400,000	6.4%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	2.7%	3.7%	4.1%
Inflation Adjusted Increase	-0.8%	0.7%	1.3%

Background

The total sales tax in Alexandria and in all Virginia localities is generally 5.0% (grocery store food is 2.5%), which includes the locally levied sales tax of 1.0% and the State sales tax of 4.0%. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 4.0% State sales tax remitted by businesses which collect tax for the State, 1.0% is allocated to education statewide, 0.5% is allocated to transportation projects statewide, and the balance finances other State funded programs and services.

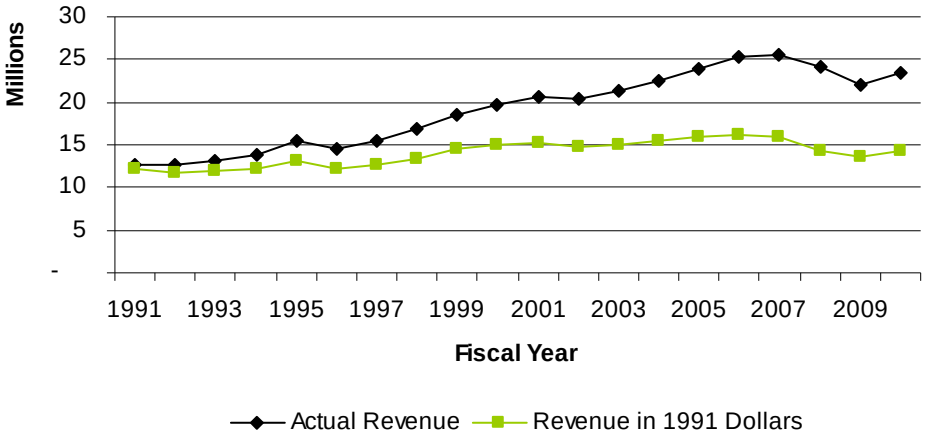
Revenues projected for FY 2009 are based on actual revenues through the first five months of FY 2009. The FY 2009 projected number reflects a one-time $1.5 million transfer to Fairfax County for revenues that were reported erroneously by merchants as Alexandria sales tax revenue over the last three years. Excluding the transfer, sales tax revenues are down by an estimated 3.3% for the first five months of FY 2009. It is expected that sales tax revenues will be flat from this reduced level in FY 2010.

Legislative Authority

Virginia Code §58.1-605 City Code §3-2-91

Sales Tax Revenue

Actual FY 1991 – Proposed FY 2010



Restaurant Meals Tax Revenues

FY 2010 Proposed $15.3 million

2.9% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Projected	% Change Proj. '08 to '09
$10,972,048	$15,000,000	$15,250,000	$15,300,000	0.3%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	4.5%	5.9%	6.5%
Inflation Adjusted Increase	0.9%	2.8%	3.6%

Background

Alexandria's restaurant meals tax was increased from 3% to 4% as part of the FY 2009 Approved Budget. The tax is in addition to a 4% sales tax and a 1% local option sales tax. In FY 2008, approximately 80% of the meals tax came from the sale of food within a restaurant or bar; 20% came from sales of alcohol.

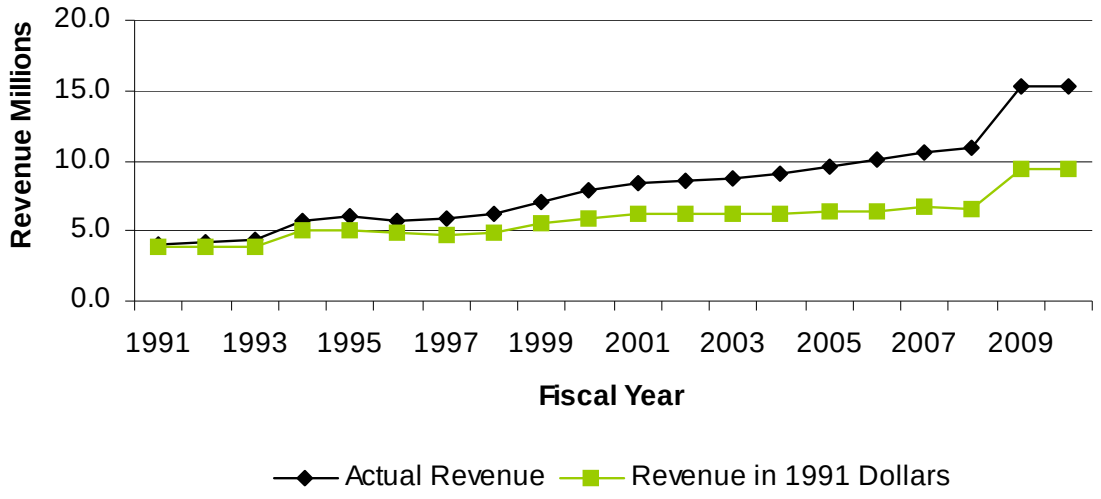
Revenues projected for FY 2009 are based on actual revenues through the first five months of FY 2009. For FY 2010, it is expected that collections will remain flat.

Legislative Authority

Virginia Code §58.1-3833 City Code §3-2-242

Restaurant Meals Tax Revenue

Actual FY 1991 – Proposed FY 2010



Transient Lodging Tax Revenues

FY 2010 Proposed $10.7 million

2.1% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Approved	% Change Proj. '09 to '10
$8,506,762	$11,500,000	$10,700,000	$10,700,000	0.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	10.2%	9.4%	7.3%
Inflation Adjusted Increase	6.4%	6.2%	4.3%

Background

The amount of local tax levied on the amount paid for hotel and motel rooms is 6.5% of the room charge plus a $1 per night lodging fee. The rate was increased by 1% from 5.5% plus $1 as part of the Approved FY 2009 Budget. Prior to FY 2000, the City levied a tax of 5.65% on the room charge and assessed no per night room charge.

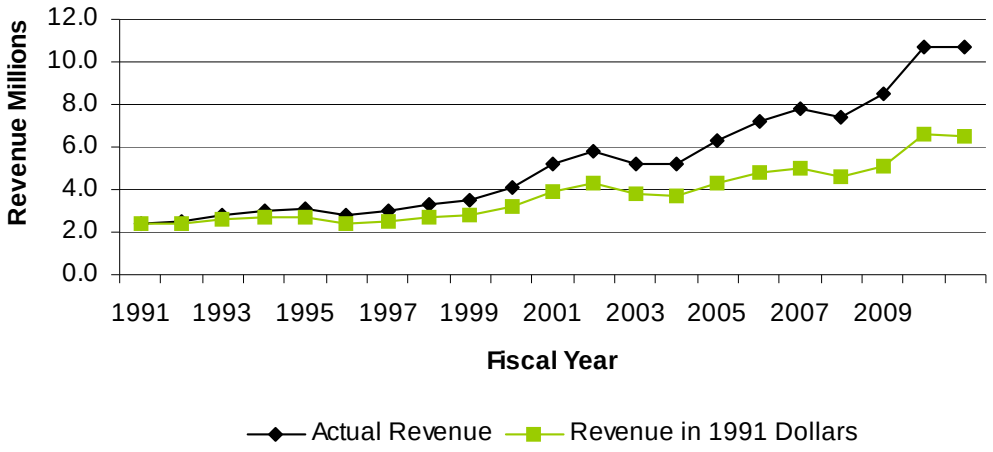
Revenues projected for FY 2009 are based on actual revenues through the first five months of FY 2009. While the City's hotel vacancy rates have not yet significantly decreased compared to FY 2008, it is anticipated that revenues will fall by approximately 5% from their current levels through the end of the fiscal year due to economic weakness. During FY 2009, several new hotels have opened or will open, increasing the City's high end hotel room capacity. It is expected that in FY 2010 there will be no increase in revenues from the reduced FY 2009 estimate due to continuing economic weakness.

Legislative Authority

Virginia Code §58.1-3840 City Code §3-2-141 to 3-2-151

Transient Lodging Tax Revenue

Actual FY 1991 – Proposed FY 2010



Communications Sales and Use Tax

FY 2010 Proposed $12.0 million

2.3% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$12,402,256	$13,000,000	$11,700,000	$12,000,000	2.6%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	NA	NA	NA
Inflation Adjusted Increase	NA	NA	NA

Background

Virginia HB 568 replaced many of the telephone and cable television taxes previously collected by the City with a State administered Communications Sales and Use Tax and a uniform statewide E-911 tax on landline telephone service. Taxes previously collected by the City such as the utility tax on phone service, the E-911 service tax, the cable franchise fee, and part of the gross receipts tax on telecommunications companies are now collected by Virginia and remitted to Alexandria. The tax of 5% on all communications services including landline phones, cell phones, cable television, and satellite television service went into effect on January 1, 2007. The E-911 fee rose from $0.50 per line per month to $0.75 per line per month.

The implementation of the new State collected tax was designed to be initially revenue neutral for local governments. Based on information provided to Virginia about Alexandria's collection of existing taxes in FY 2006 which equate to 2.6% of taxes collected statewide, the City will receive approximately 2.6% of the State's total Communication Sales and Use tax revenues going forward. As total Communications Tax increases statewide, the City will receive 2.6% of these new tax revenues. Revenues projected in FY 2009 are based on revenues collected through the first five months of FY 2009. The 2.6% increase for FY 2010 is based on projected state population increases.

Utility Tax Revenues

FY 2010 Proposed $10.6 million

2.0% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$10,019,854	$10,700,000	$10,400,000	$10,600,000	1.9%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	-10.1%	-3.3%	-1.5%
Inflation Adjusted Increase	-13.2%	-6.1%	-4.2%

Background

The consumer utility tax is levied on all residential and commercial users of water, natural gas, and electricity. The utility tax rates are detailed in the table titled "FY 2010 Proposed Tax Rates for Major Revenue Sources" at the end of this section. Until the end of calendar year 2006, the tax on landline telephone service was also included in this category. Effective on January 1, 2007, state law was changed and the state assumed responsibility for collecting a flat 5% tax on landline telephone service. For additional information, see the section on the Communication Sales and Use tax.

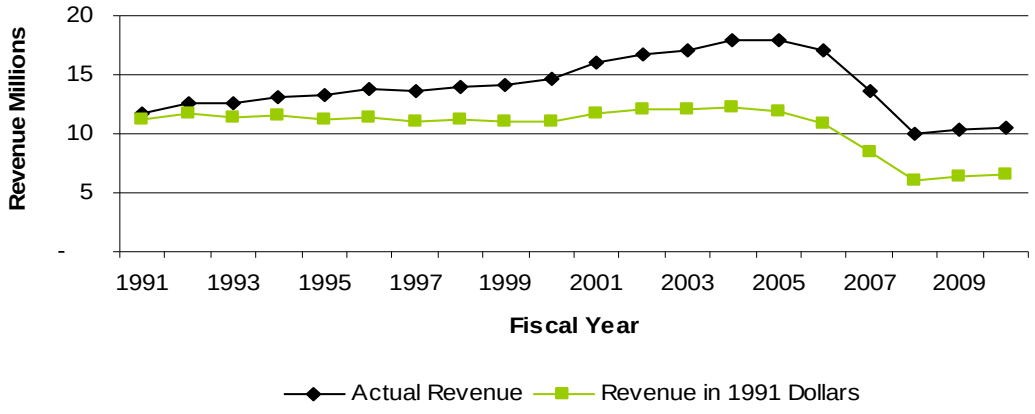
Revenues projected for FY 2009 are based on actual revenues from water, natural gas, and electricity through the first six months of FY 2009. The decrease in utility revenues reflected in the "Average Annual Increases" table is due to the exclusion of landline telephone service in FY 2008, now included in the Communications Sales and Use tax. This revenue category is relatively unaffected by the economy and is expected to increase at its long-term average of about 2% annually.

Legislative Authority

Virginia Code §58.1-605 City Code §3-2-372 - §3-2-379

Consumer Utility Tax Revenue

Actual FY 1991 – Proposed FY 2010



Motor Vehicle License Revenues

FY 2010 Proposed $3.2 million

0.6% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$3,197,576	$3,200,000	$3,200,000	$3,200,000	0.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	6.7%	4.6%	3.3%
Inflation Adjusted Increase	3.0%	1.6%	0.5%

Background

The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that the license tax has been paid. In 2007, Virginia HB 3202 was signed into law, giving localities the ability to increase the license tax to fund transportation needs. In May 2007, City Council passed an ordinance increasing the City's license tax from $25 to $33 for passenger vehicles and from $15 to $21 for motorcycles. This license tax increase raises $700,000 per year with these funds dedicated to transportation capital purchases.

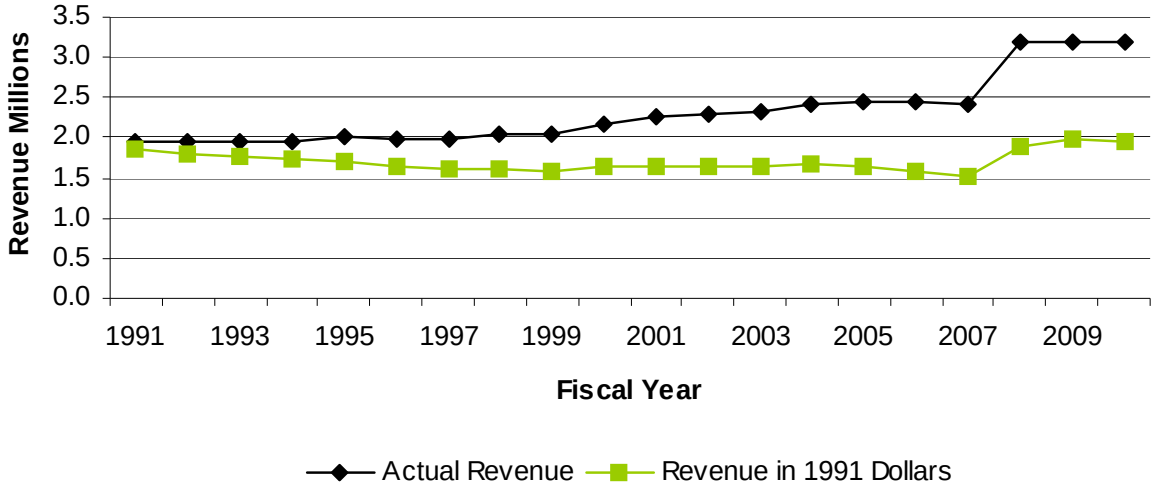
Revenues projected for FY 2009 are based on actual collections through December 2008. For FY 2009, it is expected that this revenue will remain flat as the number of vehicles in the City is not expected to change.

Legislative Authority

Virginia Code §46.2-752 to §46.2-753 City Code §3-2-321 to §3-2-337

Motor Vehicle License Revenue

Actual FY 1991 – Proposed FY 2010



Recordation Tax Revenues

FY 2010 Proposed $2.9 million

0.6% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$4,987,208	$4,800,000	$2,900,000	$2,900,000	0.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	8.7%	14.2%	11.5%
Inflation Adjusted Increase	4.9%	10.9%	8.5%

Background

Alexandria's recordation tax rate is assessed at a rate of $0.083 per $100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. The City's recordation tax rate was increased from $0.050 to $0.083, effective September 1, 2004, as a result of General Assembly action increasing the State's rate. By law, Alexandria and other Virginia cities may impose a recordation tax of up to 1/3 of the State's tax rate, which is currently $0.25 per $100.

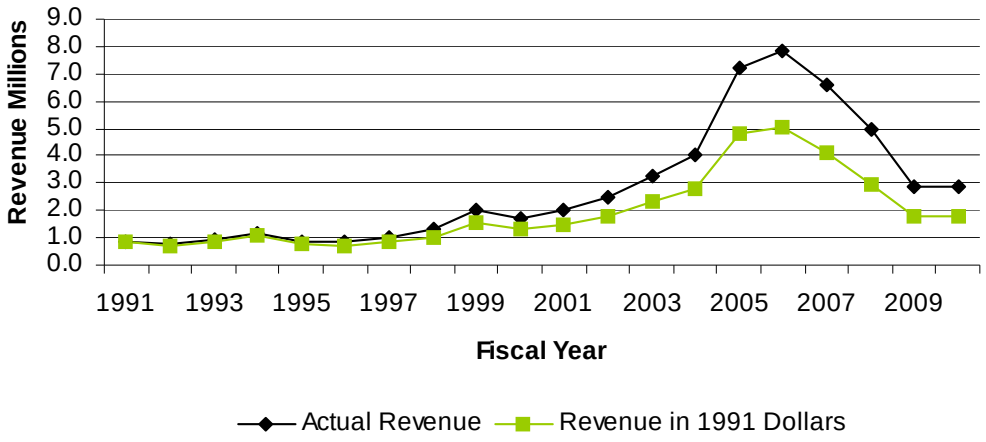
Revenues projected for FY 2009 are based on actual revenues through the first six months of FY 2009. For FY 2010, it is expected that this revenue will not increase due to continuing weakness in the total sales volume of the Alexandria real estate market. This estimate is also affected by refinancing activity to a lesser extent. It will be monitored closely.

Legislative Authority

Virginia Code §58.1-814 City Code §3-2-41

Recordation Tax Revenue

Actual FY 1991 – Proposed FY 2010



Cigarette Tax Revenues

FY 2010 Proposed $2.8 million

0.5% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$2,681,573	$2,700,000	$2,800,000	$2,800,000	0.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	5.2%	4.6%	4.3%
Inflation Adjusted Increase	1.6%	1.6%	1.5%

Background

The local cigarette tax is levied at a rate of $0.70 per pack of 20 cigarettes sold in the City. The rate was increased from $0.50 in FY 2006.

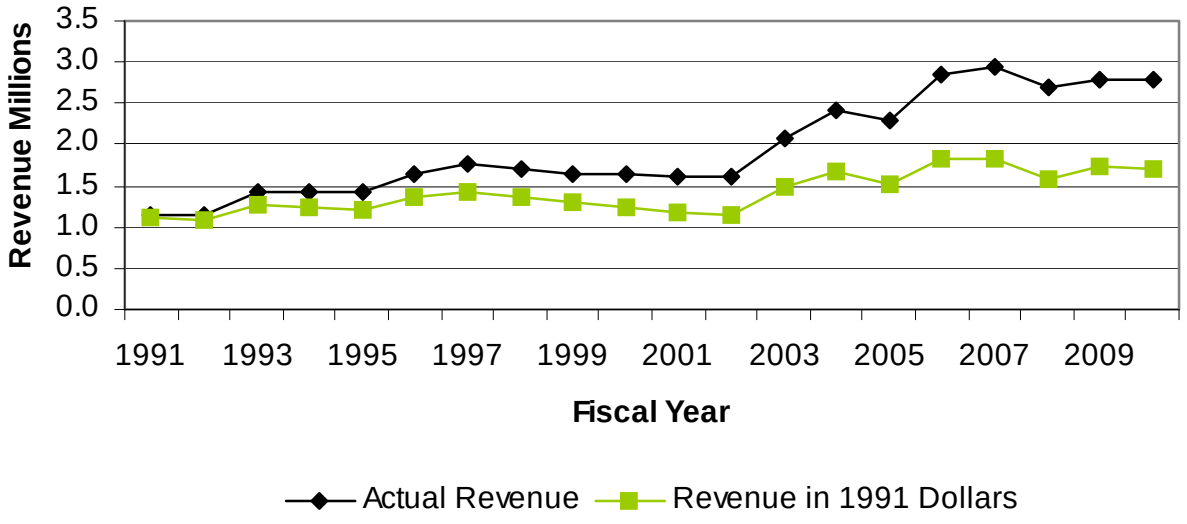
Revenues projected for FY 2009 are based on actual revenues through the first six months of FY 2009 which are up slightly. For FY 2010, it is expected that this revenue will remain steady, based on stable cigarette purchases.

Legislative Authority

Virginia Code §58.1-3840 City Code §3-2-102

Cigarette Tax Revenue

Actual FY 1991 – Proposed FY 2010



Charges for Services

FY 2010 Proposed $12.6 million
2.4% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$11,302,001	$14,473,877	$11,837,149	$12,640,834	6.8%

This category includes the refuse user charge ($5.7 million in FY 2010) and parking meter receipts ($1.4 million in FY 2010). The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. There are several new charges and increases to existing charges in the Proposed Budget. See "Tax Rates and Fee Changes" and the departmental text section for more details.

Licenses, Permits, and Fees

FY 2010 Proposed $5.7 million
1.1% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$4,761,484	$6,157,000	$5,322,000	$5,727,760	7.6%

This category includes Building Permits (budgeted in FY 2010 at $2.6 million), Fire Protection Systems (budgeted in FY 2010 at $0.5 million), and Electrical Permits ($0.3 million). The FY 2009 budget estimate for all licenses, permits, and fees is based generally on the trend in actual revenues received through December 2009. Beginning in FY 2010, departments are required to review all of their fees no more than once every three years. In FY 2010, this revenue category is expected to increase primarily due to forthcoming proposed adjustments to Building Permit fees.

Revenues from the Use of Money and Property

FY 2010 Proposed $5.0 million
1.1% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$9,044,947	$6,000,000	$4,387,876	$4,959,476	2.5%

This category includes interest on General Fund investments (budgeted at $2.0 million in FY 2010), and Parking Garage revenues (budgeted at $2.1 million in FY 2010). Much of the decrease in this revenue category over the last few years is the result of the economic downturn and reductions in short-term interest rates to near zero, which affects the City's interest income on invested short-term cash balances. With continuing economic weakness, this category of revenues is expected to remain flat.

Fines and Forfeitures

FY 2010 Proposed $4.6 million
0.8% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$3,903,807	$4,755,300	$4,071,550	$4,552,050	11.8%

This category includes parking fines (budgeted in FY 2010 at $3.2 million), and court fines (budgeted in FY 2010 at $1.0 million). This category is expected to increase as the Red Light Camera Program is expected to begin in the first quarter of 2009 and also due to increased parking enforcement.

Other Miscellaneous Tax Revenues

FY 2010 Proposed $2.2 million
0.4% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$2,196,348	$2,080,000	$2,180,000	$2,230,000	2.3%

This category includes the State's telecommunications tax, bank and other franchise taxes, and the daily rental tax. Alexandria receives a fixed percentage of the total collections by the state. Revenues in this category are expected to show a minimal increase based on state population growth.

Admissions Tax

FY 2010 Proposed $1.0 million
0.2% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$1,090,067	$1,000,000	$1,000,000	$1,000,000	0.0%

The Admissions Tax, equal to 10% of the admissions fee up to 50 cents, is levied on the sale of movie and live theatre tickets. It was first levied by the City during FY 2006. The sluggish economy and competition from theaters in neighboring jurisdictions is expected to result in relatively flat collections in FY 2010.

Miscellaneous Non-Tax Revenues

FY 2010 Proposed $0.8 million
0.1% of General Fund Revenues

FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed	% Change Proj. '09 to '10
$616,887	$616,749	$756,749	$772,151	2.0%

This category includes revenue sources such as payment in lieu of taxes, insurance and damage recoveries, offsets to expenditures, impound lot revenues, and Freedom of Information Act fees.

Other Financing Sources

FY 2010 Proposed $2.6 million

	FY 2008 Actuals	FY 2009 Approved	FY 2009 Projected	FY 2010 Proposed
City General Fund Fund Balance	$2,576,550	$4,600,000	$4,600,000	$1,285,347
Sewer Fund (transfer in)	$1,311,109	$1,323,910	$1,323,910	$1,301,560
IT Equipment Replacement Fund (transfer in)	NA	$700,000	$721,000	NA
Total	$3,887,659	$6,623,910	$6,644,910	$2,586,907

This category reflects other non-revenue financing sources used to help finance the $2.6 million difference between the $521.7 million revenue projection and the $524.3 million projected General Fund Expenditure budget. The elements of these financing sources include:

(a) $1.3 million in FY 2008 General Fund surplus funds designated for use in FY 2010,

(b) $1.3 million in a FY 2009 transfer into the General Fund from the City's Sanitary Sewer Fund in order to pay sanitary sewer debt service.

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FY 2010 Proposed Tax Rates for Major Revenue Sources

	City Approved Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	$0.887 per $100 assessed value	58.1-3200	None
Personal Property Tax	$4.50 per $100 assessed value (machinery and tools)	58.1-3507	None
	$4.75 per $100 assessed value (tangible personal property)	58.1-3506-b	None
	$3.55 per $100 assessed value (handicap vehicles)	58.1-3506.1	None
Utility Tax	15% of water service charge	58.1-3814	20% on 1st $15
(for residential users)	$1.12 plus $.012075 for each KWh ($2.40 max)	58.1-3814	$3.00
	$1.28 plus $0.124444 of each CCF of gas delivered ($2.40 max)	58.1-3814	$3.00
	$1.28 plus $0.050909 of each CCF of gas delivered to group meter customers ($2.40 max)	58.1-3814	$3.00
	$1.28 plus $0.023267 of each CCF of gas delivered to group meter interruptible consumers ($2.40 max)	58.1-3814	$3.00
Utility Tax	15% of first $150 of water service charge		20%
(for commercial users)			
(Commercial consumer)	$0.97 plus $0.004610 of each KWh delivered	58.1-3814	20%
(Industrial consumer)	$0.97 plus $0.003755 of each kWh delivered	58.1-3814	Various
(Commercial or industrial)	$1.42 plus $0.050213 of each CCF of gas delivered	58.1-3814	Various
(Non-residential interruptible gas consumer)	$4.50 plus $0.00367 of each CCF of gas delivered	58.1-3814	Various
Business and Professional Licenses		58.1-3700	
Gross Receipts Greater than $10,000	$50.00	58.1-3703	$50.00
And less than $100,000		through	
Amusement and Entertainment	$0.36 per $100 gross receipts	58.1-3735	$0.36
Professional	$0.58 per $100 gross receipts		$0.58
Renting of Residential Property	$0.50 per $100 gross receipts		**
Renting of Commercial Property	$0.35 per $100 gross receipts		**
Finance Services	$0.35 per $100 gross receipts ($0.58 per $100 gross receipts for Payday & Car Title lending)		$0.58
Personal, Business,& Repair Services	$0.35 per $100 gross receipts		$0.36
Retail Merchants and Restaurants	$0.20 per $100 gross receipts		$0.20
Filling Stations	$0.20 per $100 gross receipts		$0.20
Contractors	$0.16 per $100 gross receipts		$0.16
Wholesale Merchants	$0.05 per $100 gross receipts		$0.05
Alcoholic Beverages	$5-$1,500 (flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233	Various
Public Utilities:			
Telephone Company	$0.50 per $100 gross receipts	58.1-2960	**
Water	$0.50 per $100 gross receipts	58.1-3731	$0.50
Telecommunications Right of Way Tax	$0.61 per line per month	56-468.1	Minimum of $0.50 per line per month; annual rate calculated by VDOT
Electric Consumption Tax	$0.0038/kWh	58.1-2900	
Natural Gas Consumption Tax	$0.004/CCF	58.1-2904	
Communications Sales and Use Tax	5% of all communications services including landline phones and cell phones	58.1-648	
	E-911 tax of $0.75 per landline per month	58.1-1730	
Admissions Tax	10% of gross admissions, not to exceed $0.50 per admission		
Cigarette Tax	$0.70 on each package of 20 cigarettes	58.1-3830	None
Daily Rental Tax	1.0% of gross receipts	58.1-3510.1	1%
Local Sales Tax	1.0% added to the rate of the State tax imposed	58.1-605	1%
Transient Lodging Tax	6.5% of total amount paid for room rental, plus $1 per night lodging fee	58.1-3840	None
Restaurant Meals Tax	4.0% on all food and drink sold in the City	58.1-3840	
Recordation Tax:			
Deed of Bargain and Sale		58.1-3800	
Grantor	$0.83 per $1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Grantee	$0.83 per $1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Deed of Trust	$0.83 per $1,000 of loan amount (equals State max)	58.1-3916	1/3 of State Chrgs
Tax Penalty	10% or $10, whichever is greater	58.1-3916	10% or $10
Tax Interest	10% per annum until January 1, 2000; after January 1, 2999 10% per annum for 1st year, 5% per annum thereafter. Equals refund rates.		10%

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

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Summary of Major Revenue Sources

Total All Funds Revenues

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change FY 09 - FY 10
General Fund	$521,770,063	$541,978,347	$524,272,044	-3.3%
Non-general fund				
State	$46,619,741	$50,015,847	$49,563,246	-0.9%
Federal	$30,852,744	$32,738,075	$28,675,848	-12.4%
Charges, Donations and Other Sources	$36,640,304	$26,642,452	$24,297,288	-8.8%
Total Special Revenue Funds	$114,112,789	$109,396,374	$102,536,382	-6.3%
Schools Fund Balance	$0	$1,009,222	$4,355,938	331.6%
Equipment Replacement Fund	$4,717,991	$6,097,326	$4,916,340	-19.4%
Total All Funds	$640,600,843	$658,481,269	$636,080,704	-3.4%

Special Revenue Funds account for all non-General Fund revenue. The majority of this revenue is derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. In addition to revenue received from outside sources, the City also accounts for donations and charges or fees for services in these funds.

The City receives funding from several different types of sources with a variety of requirements. Basic categories and types of grants are presented below. An example of funding currently received by the City is included.

Types of Funding (examples of City programs)

- Competitive grants (Federal or State)
  - One-year funding - Victim Witness Program (Commonwealth's Attorney
  - Multi-year funding – Virginia Tobacco Settlement Grant - MHMRSA
- Non-competitive of formula-based grants (federal or state)
  - Allocations for general programs – Community Development Block Grant - Housing
  - Allocations for defined programs – Substance Abuse Prevention and Treatment – HIV/AIDS
- State General Fund Revenues – Mental Health/Mental Retardation/Substance Abuse
- Federal Earmarks/Grants – King Street Metro Platform Extension
- State Earmarks/Grants – Gadsby's Tavern Improvements

Grant Funding and Special Revenue Funds

Special Revenue Funds can rarely be used to replace or supplant City funds and the amount of funding received varies. In addition, the City's requirement to contribute funding for the program varies based on the program requirements. The City Department grants described in pages 9 and beyond reflect the revenue the city receives from the grant agency, mandatory cash match amounts, as well as voluntary general fund support to provide an enhanced program or to cover program costs that exceed revenue.

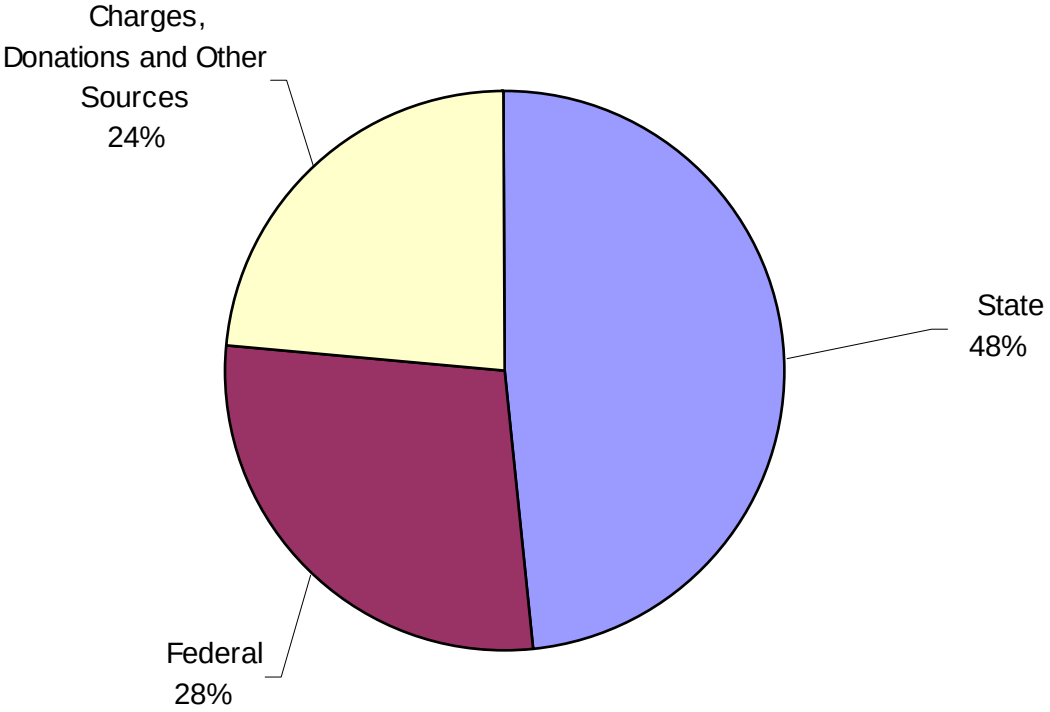
Program funding is described below.

•Fully-funded or partially funded – There is no expectation of City funding.
•Level effort/minimum level spending – The City is expected to continue to provide the same level of funding it did prior to receiving special revenue.
•Mandatory city match – There is a percentage share of program costs that the city is required to contribute.
•Voluntary city match – There is no requirement by the funding agency, but the City contributes general funds in order to enhance the program.
•In-kind contribution – There is no expectation of cash from the City, but the City is expected to provide support. This is often done in the form of administrative support, lease costs or other quantifiable programmatic support.
•Reimbursement – The City incurs costs and applies for full or partial reimbursement from the funding agency.

The Special Revenue described in this section do not include funding from the State and federal government that is accounted for within the City's General Fund, such as HB599 law enforcement aid and funding for street maintenance. State Compensation Board funding is also accounted for in the General Fund and is received from the Commonwealth to compensate the City for constitutional officers or positions related to them, such as the Clerk of the Court and the Sheriff. Grant funds received by the City from the State and federal government are accounted for and audited as per State and federal requirements.

As shown in the pie chart on the following page the City's Special Revenue Fund budget of $102.5 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants ($78.2 million) and charges for fees, donations and other sources ($24.3 million). This compares to the FY 2009 approved Special Revenue Fund budget of $109.4 million. The 6.3%, or $6.9 million, decrease is primarily attributable to $4.0 million in anticipated federal revenue decreases, primarily for the Schools ($1.0 million), DHS ($3.3 million), offset by an increase at MHMRSA ($0.2 million). In addition to declines in State and federal revenues, other special revenues, such as developer fee supported initiatives have been reduced or eliminated ($2.8 million) to reflect more realistic estimates of revenue generation.

FY 2010 Estimated Special Revenue Funds
$102.5 million



Summary of Major Special Revenue Sources by Department

Total Special Revenues

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change FY 08 - FY 09
Schools	$44,627,655	$46,695,452	$42,068,455	-9.9%
DHS	$26,281,797	$27,849,510	$26,927,924	-3.3%
MHMRSA	$13,022,130	$12,613,734	$13,407,210	6.3%
Housing	$12,160,206	$1,949,923	$1,946,390	-0.2%
Other City Agencies	$18,021,001	$20,287,755	$18,186,403	-10.4%
Total Special Revenue Funds	$114,112,789	$109,396,374	$102,536,382	-6.3%

Total State and Federal Funds

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change FY 08 - FY 09
Schools	$38,730,504	$42,207,342	$38,005,320	-10.0%
DHS	$25,578,408	$27,443,283	$26,481,702	-3.5%
MHMRSA	$6,968,215	$7,254,911	$7,849,221	8.2%
Housing	$1,939,372	$1,941,923	$1,941,890	0.0%
Other City Agencies	$4,255,986	$3,906,463	$3,960,961	1.4%
Charges, Donations and Other Sources	$77,472,485	$82,753,922	$78,239,094	-5.5%

Total Donations, Fees and Charges for Services

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change FY 08 - FY 09
Schools	$5,897,151	$4,488,110	$4,063,135	-9.5%
DHS	$703,389	$406,227	$446,222	9.8%
MHMRSA	$6,053,915	$5,358,823	$5,557,989	3.7%
Fire and Code Administration	$965,002	$2,301,318	$571,705	-75.2%
TES	$7,870,634	$8,557,753	$8,039,178	-6.1%
Transit Subsidies	$3,133,927	$3,421,000	$3,710,000	8.4%
Housing	$10,220,834	$8,000	$4,500	-43.8%
Other City Agencies	$1,795,452	$2,101,221	$1,904,559	-9.4%
Total Donations, Fees and Charges for Services	$36,640,304	$26,642,452	$24,297,288	-8.8%

Summary of Major Special Revenue Sources by Department

On the subsequent pages, the Special Revenue Funds received from the State and federal government for each Department are described. Donations, fees and charges for services are not included. The budget estimates reflect the most current information available from grant agencies. Adjustments to grant budgets are made through the supplemental appropriations ordinances once the grant award is received and accepted.

Addendum Table I
Department of Mental Health/Mental Retardation/Substance Abuse
Federally Funded Programs

	Federal Funds	FY 2009 Approved Budget Estimate	FY 2010 Proposed Budget Estimate	% Change FY09 - FY 10
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	$256,654	$256,654	0.0%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	$336,203	$336,203	0.0%
	Projects for Assistance in Transition from Homelessness	$35,575	$35,575	0.0%
	Welfare TANF Foster Care (Title IV-E)	$143,000	$143,000	0.0%
MH and SA Programs	U.S. Department of Housing and Urban Development	$282,359	$322,359	14.2%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	$137,284	$137,284	0.0%
	Substance Abuse Federal Block Grant - Alcohol & Drug Treatment	$555,831	$555,831	0.0%
	Substance Abuse Federal Block Grant - Primary Prevention	$205,768	$205,768	0.0%
	Substance Abuse Prevention and Treatment - HIV/AIDS	$0	$0	0.0%
	High Intensity Drug Trafficking Area Treatment Grant - Residential	$109,069	$229,655	110.6%
Mental Retardation Programs	Grants for Infants and Toddlers with Disabilities	$93,698	$93,698	0.0%
	Total Federal Funds	$2,155,441	$2,316,027	7.5%

Summary of Major Special Revenue Sources by Department

Addendum Table II Department of Mental Health/Mental Retardation/Substance Abuse State Funded Programs				
	State Funds	**FY 2009 Approved Budget Estimate**	**FY 2010 Proposed Budget Estimate**	**% Change FY09 - FY 10**
Mental Health Programs	MH Law Reform	$0	$285,194	0.0%
	DAP - Discharge Assistance	$183,085	$183,085	0.0%
	MH Initiative - SED Children State	$77,033	$77,033	0.0%
	MH DAD/Wintex	$113,229	$113,229	
	Other State Aid	$2,987,792	$3,116,717	4.3%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	$29,645	$29,645	0.0%
	MH Law Reform	$0	$55,000	0.0%
	Other State Aid	$1,356,686	$1,320,948	-2.6%
Mental Retardation Programs	Other State Aid	$352,000	$352,343	0.1%
	Total State Funds	$5,099,470	$5,533,194	8.5%

Grant Funding and Special Revenue

Addendum Table III
Department of Human Services Federally Funded Programs

Federal Funds	FY 2009 Approved Budget Estimate	FY 2010 Proposed Budget Estimate	% Change FY09 to FY10
Welfare Administrative Cost Pool	$135,475	$79,061	-41.6%
Welfare Income Maintenance Eligibility	$2,253,157	$1,934,987	-14.1%
Welfare Clerical Cost Pool	$259,999	$306,438	17.9%
Child Welfare Administration	$3,299,395	$1,647,373	-50.1%
Adult Services Administration	$372,883	$305,588	-18.0%
Child Care Administration	$786,041	$433,624	-44.8%
Foster Care IV - E	$1,514,805	$874,547	-42.3%
Welfare Adoption Subsidy	$526,930	$526,930	0.0%
TANF/View Child Care	$709,802	$742,676	4.6%
Child Care Fee System	$1,866,862	$1,990,100	6.6%
Older Americans Act	$169,990	$165,341	-2.7%
Home Delivered Meals	$106,877	$80,888	-24.3%
In-Home Services to Companion	$337,000	$379,642	12.7%
Head Start	$1,752,313	$1,774,545	1.3%
Transitional Apartment Planning & Eviction Storage (CDBG)	$122,000	$122,000	0.0%
Community Services Block Grant (CSBG\BASIC)	$155,292	$161,017	3.7%
Virginia Refugee Resettlement Program (VRRP)	$108,000	$108,000	0.0%
WIA Adult Training	$103,095	$70,479	-31.6%
WIA Dislocated Worker	$108,773	$106,946	-1.7%
VIEW	$461,746	$373,084	-19.2%
Employment Advancement Project	$192,184	$168,487	-12.3%
Program Improvement	$111,090	$0	-100.0%
General Relief - Eligibility	$140,237	$92,574	0.0%
Childcare - Eligibility	$202,407	$166,826	0.0%
All other Federal grants (includes individual program grants under $100,000)	$758,401	$670,310	-11.6%
Total Federal Funds	$16,554,754	$13,281,463	-19.8%

Grant Funding and Special Revenue

Addendum Table IV
Department of Human Services State Funded Programs

State Funds	FY 2009 Approved Budget Estimate	FY 2010 Proposed Budget Estimate	% Change FY09 to FY10
Auxiliary Grants - Aged	$110,000	$110,000	0.0%
Auxiliary Grants - Disabled	$157,194	$157,194	0.0%
Foster Care IV - E	$1,514,805	$1,514,805	0.0%
Welfare Adoption Subsidy	$526,930	$526,930	0.0%
Welfare Special Needs	$552,496	$552,496	0.0%
TANF/VIEW Child Care	$567,842	$594,141	4.6%
Welfare Clerical Cost Pool	$103,000	$148,998	44.7%
Welfare Income Eligibility	$711,781	$1,178,213	65.5%
Child Welfare Administration	$90,000	$652,122	624.6%
Child Care Administration	$0	$182,531	0.0%
General Relief - Public Assistance	$117,600	$87,500	-25.6%
General Relief - Emergency Services	$117,600	$0	-100.0%
Comprehensive Services Act	$4,664,390	$5,424,738	16.3%
Childcare Fee System	$463,910	$521,728	12.5%
Community Services Block Grant - Supplemental	$79,263	$106,179	34.0%
Homeless Intervention	$215,001	$269,182	25.2%
VIEW	$248,633	$248,557	0.0%
Virginina Preschool Initiative	$208,440	$229,320	10.0%
All other Federal grants (includes individual program grants under $100,000)	$439,644	$695,605	58.2%
Total State Funds	$10,888,529	$13,200,239	21.2%

Addendum Table V
Office of Housing Federally Funded Programs

State Funds	FY 2009 Approved Budget Estimate	FY 2010 Proposed Budget Estimate	% Change FY09 to FY10
CDBG Program Administration	$175,749	$208,457	18.6%
HOME HAP Loans	$509,038	$428,083	-15.9%
CDBG Hap Loans	$357,416	$125,000	-65.0%
CDBG Rehabilitation Loans	$242,122	$312,692	29.1%
CDBG HAP Administration	$112,773	$153,068	35.7%
CDBG Rehabbilitation Administration	$142,878	$235,089	64.5%
HOME Housing Opportunities Fund/Housing Development Assistance	$240,000	$320,000	33.3%
All other Federal grants (includes individual program grants under $100,000)	$161,947	$159,501	-1.5%
Total State Funds	$1,941,923	$1,941,890	0.0%

City Agency FY 2010 Estimated Special Revenue Funds

The attached chart reflects Special Revenue Funds for the remaining City departments. Revenue reflects the amount the City receives from the grant agency. General Fund reflects our voluntary contribution to the program. Cash match reflects the amount required based on the grant award, and the final column reflects the total funds for the program.

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Commonwealth's Attorney						
Victim Witness Assistance Program	**VA Department of Criminal Justice Services**	4.0	$177,138	$116,020	$0	$293,158
Funds are provided by the VA Department of Criminal Justice Services to achieve three goals: assisting prosecutors in gaining and maintaining the cooperation of victims and witnesses to better ensure their cooperation throughout the criminal justice process; to ensure the rights of Alexandria's crime victims; and to provide community education and establish coordinated services.						
Violence Against Women Act Funds (V-Stop)	**VA Department of Criminal Justice Services**	1	$62,416	$0	$0	$62,416
Funds are provided by the Department of Criminal Justice Services to provide services to victims of domestice violence cases, including court advocacy, follow-up services and data collection and to encourage victims to participate in the prosecution.						
Office on Women						
Sexual Assault Response and Awareness (SARA) - Violence Against Women Act Funds	**Virginia Department of Criminal Justice Services**	1.0	$35,940	$42,307	$0	$78,247
Funds are provided through the Violence Against Women Act for comprehensive services to Spanish speaking victims of sexual assault in Alexandria and educational outreach.						
Rape Victims Companion Program - Sexual Assault Response and Awareness	**Virginia Department of Criminal Justice Services**	3	$163,088	$34,764	$0	$197,852
Funds are provided through the federal Victims of Crime Act for rape crisis centers to provide direct services for victims of sexual violence.						

City Agency FY 2010 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Office on Women (continued)						
Domestic Violence	**Virginia Department of Social Services**	3.0	$183,662	$31,852	$0	$215,514
Funds are provided through the Federal Family Violence Prevention Act and Victims of Crime Act for services to victims of domestic violence, including a 24-hour hotline, emergency shelter, emergency transportation and other services.						
Sexual Assualt Response and Awareness - Prevention Education	**Virgina Department of Health**	0.6	$36,000	$0	$0	$36,000
Funds are provided through the Violence Against Women Act to develop specific programs addressing prevention and education efforts to reduce the incidence of sexual assault.						
Federal Shelter	**State Department of Housing and Community Development**		$9,917	$0	$0	$9,917
Funds are provided to pay for utilities at the battered women's shelter.						
Stepout/Manhood		4.0	$8,500	$0	$0	$8,500
Funds are provided to education at-risk youth about available opportunities and the impact of their choices on their adult lives.						
Shelter Support	**State Department of Housing and Community Development**		$19,075	$0	$0	$19,075
Funds are provided for program support and facility operations for the Battered Women's Shelter.						
Sheriff						
CCCA (Pre-trial and Local Services)	**State Department of Criminal Justice**	6	$459,209	$152,033	$0	$611,242
Funds are provided through the Comprehensive Community Corrections Act to enhance public and community safety by providing supervision services through a variety of intermediate sanctions and punishments regarding local probation and the Pretrial Services Act which provides defendant background information and recommendations that assist judicial officers in determining or reconsidering bail decisions and conditions.						

City Agency FY 2010 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
CSU and Other Public Safety						
VJCCCA Sheltercare	**State Department of Juvenile Justice**		$193,358	$740,378	$0	$933,736
The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter.						
VJCCCA Court Service Unit	**State Department of Juvenile Justice**	4	$58,085	$166,659	$95,575	$320,319
The State Department of Juvenile Justice provides funds for caseworkers as well as daily meals, supplies and expenses for youths in the Juvenile Justice program for the Youth Shelter.						
Juvenile Accountability Block Grant	**Federal Department of Criminal Justice**	1.7	$35,251	$52,997	$3,923	$92,171
JABG is a high level accountability program that provides after hours supervision to youth released on Court ordered conditions and are awaiting final disposition.						
Gang Prevention Intervention	**Federal Department of Justice - State Department of Juvenile Justice**	1	$45,000	$89,479		$134,479
The City participates in regional gang prevention/intervention activities. Federal funds allocated to the City of Alexandria are used to fund a Gang Prevention/Intervention Coordinator who serves on a regional gang task force and coordinates gang resistance efforts in the City.						
Human Rights						
Fair Employment Practices Agency Program - EEOC	**Federal Equal Employment Opportunity Commission**	0.5	$35,100	$0	$0	$35,100
Funds are provided for investigating and closing EEOC cases. The City receives $550 per closed case approved by the Equal Employment Opportunity Commission						

City Agency FY 2010 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
TES						
Ridesharing Administration	**Virginia Department of Transportation**	2	$230,975	$0	$58,072	$289,047
Funds are provided for outreach and staff to manage the City's Rideshare Program.						
Public Transportation Intern	**Virginia Department of Rail and Public Transportation**		$26,600	$0	$1,400	$28,000
Funds are provided for one intern annually to assist with public transportation projects.						
Employer Outreach	**Federal Highway Administration (FHWA) - Regional Surface Transportation Program Projects**		$66,625	$0	$0	$66,625
Funds are provided through a contract with the Metropolitan Council of Governments to complete outreach and encourage employers to participate in programs that decrease the number of single occupancy vehicles.						

City Agency FY 2010 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Fire						
Emergency Management Assistance	**Federal Homeland Security - State Homeland Security Program**		$32,943	$0	$0	$32,943
Funds are provided through the Emergency Management Program Grant to enhnace local emergency management programs. Funds support salaries, operating costs, equipment and outreach efforts.						
Fire Programs Public Education	**Virginia Department of Fire Programs**		$15,000	$0	$0	$15,000
These funds, which are part of the Fire Training Fund allocation, are set aside by the Fire Department to provide information to the public, in roder to prevent fires and reduce injuries, fatalities and property damage.						
EMS Four for Life	**Virginia Department of Health**		$127,166	$0	$0	$127,166
The State collects $4.00 each year for all registered vehicles and returns 26% of the revenue to localities to be used for training of Emergency Medical Services (EMS) personnel and for the purchase of equipment and supplies used by EMS personnel.						
Fire Training Fund	**Virginia Department of Fire Programs**		$323,166	$0	$0	$323,166
Funds are provided through the Aid to Localities Fire Programs Fund for Emergency Services to support training, equipment, supplies and overtime for fire training exercises and public education activities.						
Hazmat Calls Answered	**Virginia Department of Emergency Management**		$7,000	$0	$0	$7,000
Funds are provided through a contractual agreement with the Virginia Department of Emergency Management (VDEM) for salaries, equipment and physicals for fire fighters responding to state-approved hazardous materials calls.						
Hazmat Agreement	**Virginia Department of Emergency Management**		$31,000	$0	$0	$31,000
Funds are provided through a contractual agreement with the Virginia Department of Emergency Management (VDEM) for a team to respond to incidents in Northern Virginia jurisdictions when directed by the VDEM.						

City Agency FY 2010 Estimated Special Revenue Funds

TITLE/DESCRIPTION	GRANTOR AGENCY	FTE	Revenue	General Fund	Cash Match	Total Program Funding
Recreation						
USDA After School Snack	**United States Department of Agriculture**		$142,447	$0	$0	$142,447
The USDA provides reimbursement to the City for after school snacks to the seven full time recreation centers, six part-time after school centers and the two therapeutic recreation after school programs during the school year.						
USDA Summer Food	**United States Department of Agriculture**		$112,000	$0	$0	$112,000
The USDA provides reimbursement to the City for up to two meals per day at 26 summer program sites that are located in a geographical area served by a school in which 50 percent or more of the enrolled children are eligible for free or reduce priced meals.						
Litter Control	**Virginia Department of Environmental Quality, Litter Prevention and Recycling Program**		$30,000	$0	$0	$30,000
The Virginia Department of Environmental Quality provides non-competitive grant funding to support the Adopt-a-Park Litter Control program						
Local Government Challenge	**Virginia Commission for the Arts**		$5,000	$0	$0	$5,000
The Virginia Commission for the Arts provides matching funds, up to $5,000, to be allocated to arts organizations and artists who have submitted requests for funding to the Alexandria Commission for the Arts.						
Total Special Revenue Funds			**$2,671,661**	**$1,426,489**	**$158,970**	**$4,257,120**

Personnel & Compensation Summary

Personnel & Compensation Highlights

Compensation down 3.2% overall

No MRA or merit/step increase

A reduction in the City workforce of 121 positions

Net staffing levels decrease by 91.6 full time equivalents (FTE's).

Depending on the type of plan, health insurance premiums will increase by 4% and 10%.

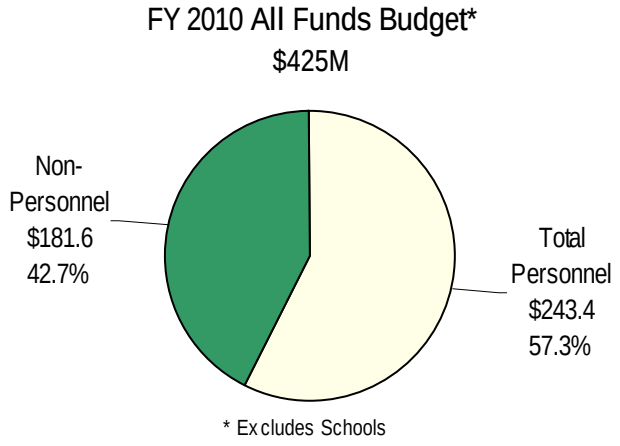
$2.5 million is provided to address unfunded retiree healthcare and life insurance liabilities (OPEB).

Study of employee pay for performance, position classification and compensation continues.

- Total compensation for City staff decreased by 3.2%. The main driver of this decrease is a freeze on employee pay, the zeroing out of the FY 2009 one-time pay supplement, as well as the reduction in staffing. For the first time since the early 1990s no market rate adjustment (MRA) or merit/step increases will be paid to employees.
- The City workforce will be reduced by approximately 4% of City staff or 121 funded full and part-time staff positions. Of these 121 positions, 74 are vacant; 17 employees will be transferred in the City, or will retire. The remaining 30 positions will be eliminated. The 121 position reductions result in a decline in City Staff levels of 106.6 full time equivalents (FTEs). This decline is partially offset by the addition of 15.1 FTE's, of which 11.3 are new full-time or part-time FTE's. The net FTE decrease for FY 2010 is 91.6.
- Health care cost sharing for employees will not change; however premiums will increase by 4% for plans under Kaiser Permanente and 10% for plans under Mamsi/United Healthcare.
- A reduction of $515,000 in health insurance costs were taken to reflect savings attributable to the lower than expected premium increase for the Kaiser Permanente health benefit program offered to City employees.
- The establishment of a self-funded healthcare plan with Mamsi/United Healthcare in FY 2009, which resulted in an initial savings of $0.3 million, is expected to produce $1.1 million in savings annually once sufficient reserves are accrued.
- The budget continues to fund the multi-year plan to address unfunded liabilities for future benefits to City employees after retirement. The budget provides for $2.5 million in FY 2010 for the City's obligation. The funding represents the second year in a four-year plan to gradually increase the annual funding to $11.4 million per year to address the total City unfunded liability.
- The living wage rate will be frozen at the FY 2009 level of $13.13 per hour.
- The retiree health insurance subsidy annual maximum of $3,120 is proposed to remain unchanged in FY 2010.
- The City continues its study of employee pay for performance, position classification and compensation philosophy. A multi-year implementation of the study results is expected.

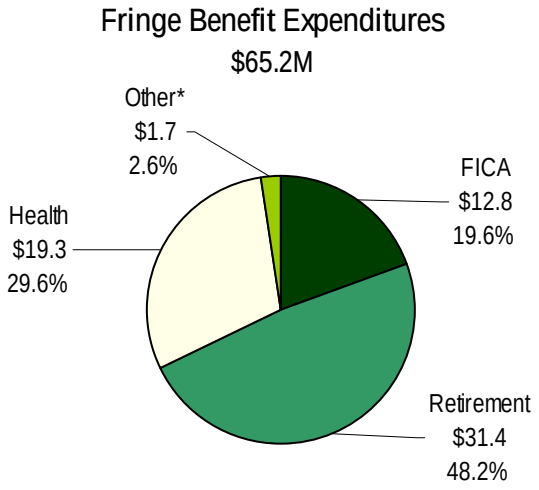
Personnel Budget

Personnel expenditures account for about 57% of the All Funds budget.



Of the $243.4 million personnel budget, about 73% is for salaries. And about $65.4 million, or 26%, is for fringe benefits.

Retirement and Healthcare are the biggest drivers of the fringe benefit costs. Retirement accounts for almost half of the fringe benefit costs, and healthcare almost 30%.



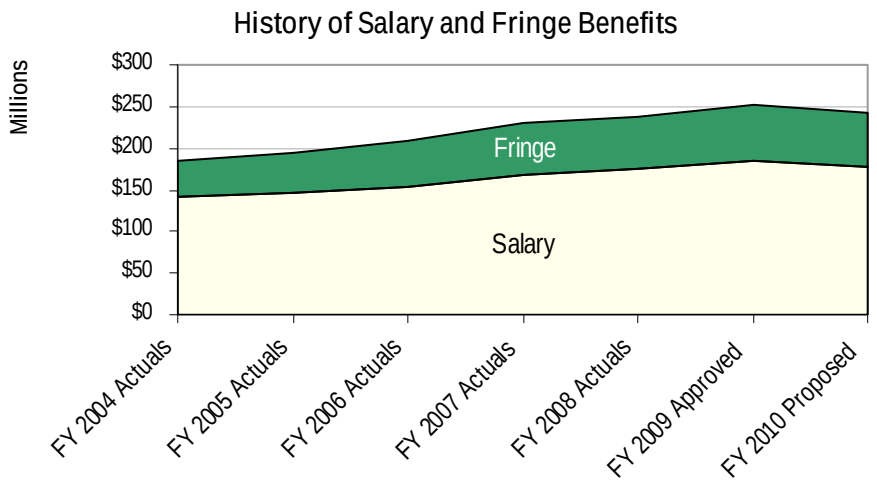
Personnel & Compensation Summary

Total compensation declined by 3.2%. The total budget for salaries declined by $6.0 million and total fringe benefits declined by $2.2 million.

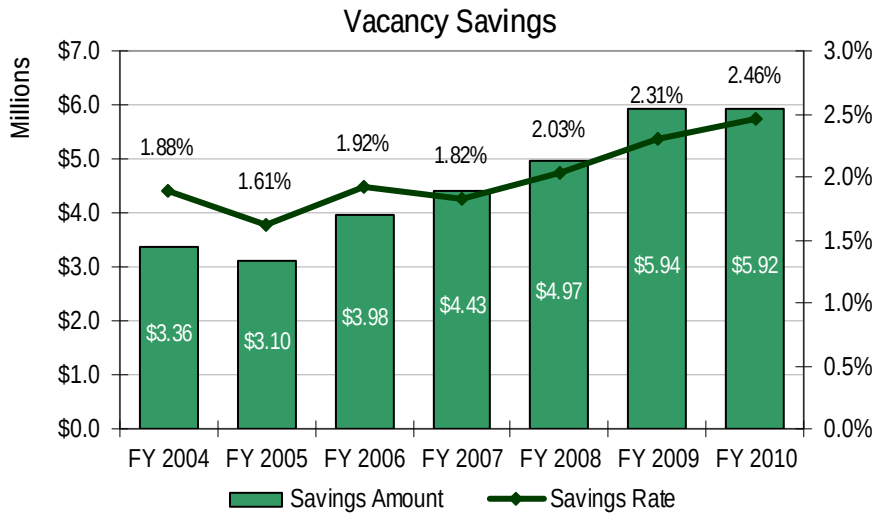
Title	FY 2009 Approved	FY 2010 Proposed	$Change FY09/10	%Change FY09/10
Total Salary	$184.2	$178.2	($6.0)	(3.3%)
Fringe				
FICA	13.0	12.8	(0.2)	(1.8%)
Retirement	32.9	31.4	(1.4)	(4.4%)
Health	19.7	19.3	(0.4)	(1.8%)
Other*	1.8	1.7	(0.1)	(7.3%)
Total Fringe	67.4	65.2	(2.2)	(3.2%)
Total Personnel	$251.6	$243.4	($8.2)	(3.2%)

*Includes Group Life; Workers Compensation; Clothing/Car Allowances; Unemployment; Recruitment ;LT Disability

Since a large portion of fringe benefits is proportional to salary, they have been increasing at a relatively similar rate prior to FY 2009. Starting in FY 2010 salary and fringe benefits begin a slight downward trend.



The City's total budget for personnel compensation includes a vacancy savings amount of $5.92 million or 2.46%, $0.02 million less than in FY 2009.



Personnel & Compensation Summary

City Full-time Equivalent (FTE) Position Count

FTE's decreased by a net of 91.6 FTE's in the FY 2010 Proposed Budget when compared to the FY 2009 Approved position count.

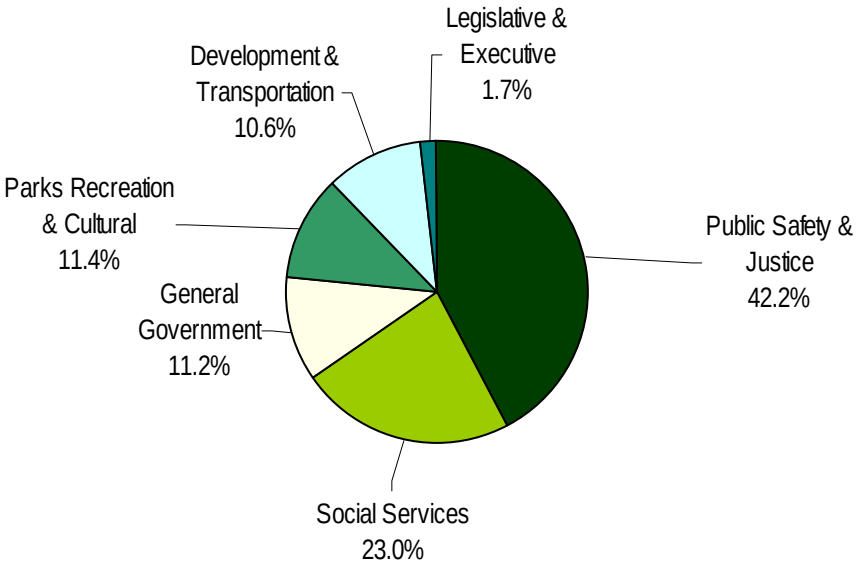
The decrease in FTE's is the result of the City workforce being reduced by 121 funded full and part-time positions.

Public Safety & Justice comprises over 42% of the City's workforce and Social Services is 23%.

FTE Summary

	FY 2009 Approved	New	Deleted	FY 2010 Proposed	Change #	Change %
Full-time Permanent	2,405.0	12.0	(78.0)	2,339.0	(66.0)	(2.7%)
Part-time (FTE)	203.3	3.1	(11.6)	194.7	(8.6)	(4.2%)
Approved Overhire	57.0	0.0	(17.0)	40.0	(17.0)	(29.8%)
Total (FTE)	2,665.3	15.1	(106.6)	2,573.7	(91.6)	(3.4%)

FY 2010 Employees by Line of Business



Lines of Business Summary

Public Safety & Justice
- Police Department
- Fire Department
- Sheriff
- 18th Circuit Court
- Clerk of the Circuit Court
- Commonwealth Attorney
- Court Services Unit
- Law Library
- Registrar of Voters

Social Services
- Health Department
- Human Services Department
- Mental Health/ Mental Ret/ Substance Abuse

General Government
- Citizen's Assistance
- Finance
- General Services
- Human Rights
- Information Technology
- Internal Audit
- Management & Budget
- Office on Women
- Human Resources
- Real Estate Assessments
- Office of Communications

Parks Recreation & Cultural
- Historic Alexandria
- Library
- Rec, Parks & Cultural Activities

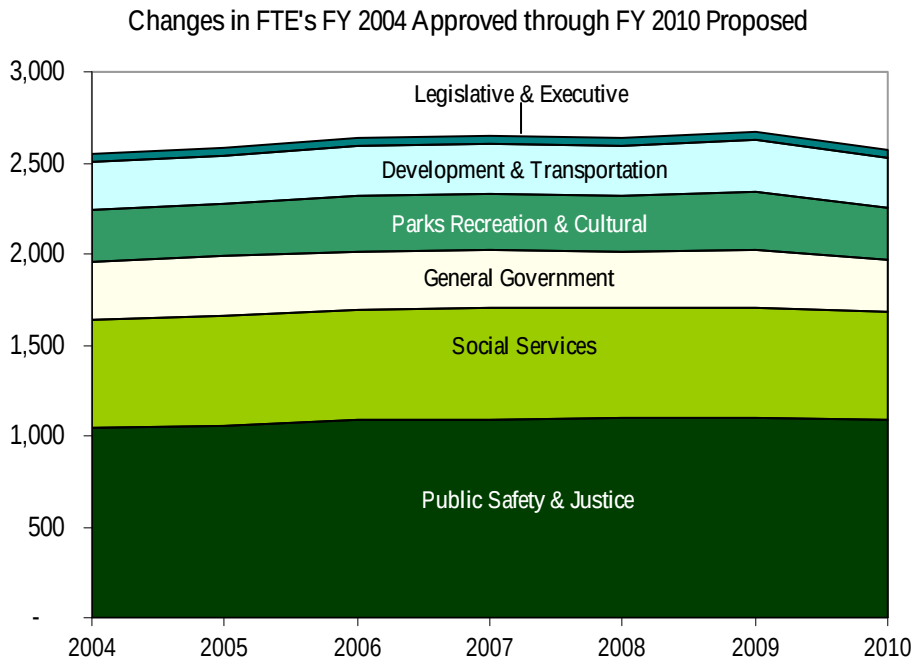
Development & Transportation
- Office on Housing
- Planning & Zoning
- Transportation & Environmental Services

Legislative & Executive
- City Council
- City Manager
- Office of Communications
- City Attorney
- City Clerk & Clerk of Council

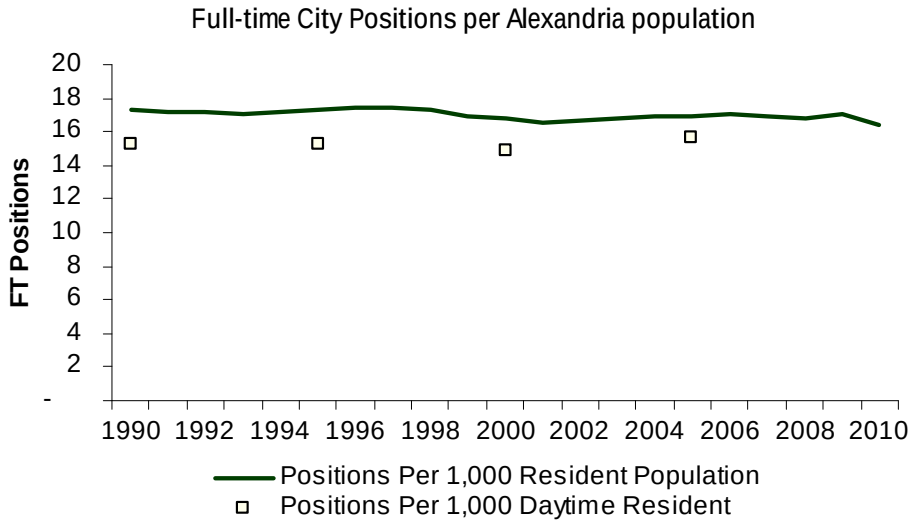
Personnel & Compensation Summary

FTE levels remained relatively flat from FY 2005 through FY 2009. The decline in FTE levels starting in FY 2010 illustrates the proposed reduction in the City's workforce.

It should be noted that FTE levels in the Social Services and Public Safety & Justice lines of business do not decrease as much as others. By not reducing positions in these areas, the City can maintain the public's safety and the health and welfare of the City's most vulnerable residents.



The FY 2010 ratio of full-time positions to City population declines slightly to 16.4 full-time positions for every 1,000 residents.



* Current City population is approximately 142,588.

Personnel & Compensation Summary

From the FY 2004 - FY 2009 Approved Budgets, 111.7 net FTE's have been added to City employment. Most of these positions were added during FY 2005 and FY 2006.

When the proposed FTE reductions for FY 2010 are accounted for, the City will only have added 20.1 FTE's from FY 2004 – FY 2010. Put another way, the FTE level for FY 2010 will be more similar to levels in FY 2004 then FY 2009.

	Total FTE's						
	Approved FY 2004	Approved FY 2005	Amended FY 2006	Amended FY 2007	Approved FY 2008	Approved FY 2009	Proposed FY 2010
Legislative & Executive							
City Council	14.0	14.0	14.0	14.0	14.0	14.0	14.0
City Manager	16.0	16.0	16.0	16.0	15.0	11.0	10.0
City Attorney	15.0	15.0	15.0	15.0	15.0	15.0	15.0
City Clk & Clk of Council	3.8	3.8	4.0	4.0	4.0	4.0	4.0
Subtotal	48.8	48.8	49.0	49.0	48.0	44.0	43.0
Courts & Constitutional Officers							
18th Circuit Court	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Clerk of Court	23.0	24.0	24.0	24.0	23.0	23.0	23.0
Commonwealth's Attorney	32.8	30.8	30.6	29.6	29.4	29.4	29.4
Court Services Unit	8.0	8.0	11.8	10.2	10.2	10.2	10.2
Law Library	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Registrar of Voters	5.4	5.4	6.6	6.6	6.6	6.6	6.6
Sheriff	211.0	212.0	212.0	215.0	216.0	219.0	217.0
Subtotal	294.2	294.2	299.0	299.4	299.2	302.2	300.2
General Government							
Citizens Assistance	7.8	7.8	7.8	7.8	6.8	6.8	4.8
Finance	97.5	98.5	99.8	98.0	96.3	96.3	87.5
General Services	81.5	81.5	81.5	79.5	74.0	73.0	67.0
Human Rights	6.0	6.0	6.0	6.0	6.0	6.0	5.5
ITS	57.5	57.5	59.5	58.5	57.5	48.5	43.0
Internal Audit	2.0	2.0	2.0	2.0	2.0	2.0	2.0
OMB	10.0	10.0	11.0	11.0	11.0	11.0	11.0
Office on Women	19.5	19.5	19.5	19.5	19.3	20.9	19.6
Human Resources	24.3	24.3	24.6	24.6	24.6	24.6	21.6
Real Estate	12.8	13.0	14.0	15.0	15.0	16.0	15.0
Office of Communications	-	-	-	-	-	11.0	10.0
Subtotal	318.8	320.1	325.6	321.8	312.5	315.9	286.9
Operating Agencies							
Fire	297.5	308.5	323.5	326.0	244.0	247.0	252.0
Code	----Included in the Fire Department---				84.0	84.0	72.5
Police	452.6	457.6	466.6	466.1	468.1	466.1	461.1
Health	14.0	17.0	18.6	19.6	19.6	18.2	17.3
Human Services	247.8	248.8	235.8	235.8	233.8	242.9	233.5
MH / MR / SA	327.9	337.7	346.6	353.1	354.1	347.9	339.7
Housing	20.0	20.0	20.0	20.0	18.0	18.5	17.0
Planning & Zoning	37.5	41.0	47.5	47.5	47.5	53.5	49.5
Historic Alexandria	29.4	29.4	30.4	29.4	29.4	29.4	26.8
Library	80.3	81.3	81.5	81.5	82.0	81.9	79.0
Rec Parks & Cltrl Actvt's	180.8	183.8	193.4	193.9	194.3	200.8	189.2
Transp & Envir Svc's	204.0	194.0	205.0	206.0	203.0	213.0	206.0
Subtotal	1,891.7	1,919.2	1,968.8	1,978.8	1,977.8	2,003.2	1,943.6
Grand Total	2,553.6	2,582.2	2,642.4	2,649.1	2,637.5	2,665.3	2,573.7

Personnel & Compensation Summary

Personnel Changes: FY 2009 Approved to FY 2010 Proposed

This table shows FTE changes from the FY 2009 Approved Budget to the FY 2010 Proposed.

The FY 2010 Proposed Budget includes a net decrease of 91.6 FTE's.

The reason for the decrease in FTE's is due to the reduction of 121 positions from the City workforce.

A list of the reduced positions can be found on the following pages.

Additional details on each reduced position can be found in individual department's budget text.

	FY 2009 Approved FTE's	FY 2010 Proposed Positions FT Perm.	Over-hire	PT (FTE)	Total (FTE)	Change in FTE's FY 09 to FY 10 #	%
Legislative & Executive							
City Council	14.0	-	-	14.0	14.0	-	-
City Manager	11.0	10	-	-	10.0	(1.0)	(9.1%)
City Attorney	15.0	15	-	-	15.0	-	-
City Clk & Clk of Council	4.0	4	-	-	4.0	-	-
Subtotal	44.0	29	-	14.0	43.0	(1.0)	(2.3%)
Courts & Constitutional Officers							
18th Circuit Court	13.0	13	-	-	13.0	-	-
Clerk of Court	23.0	23	-	-	23.0	-	-
Commonwealth's Attorney	29.4	28	-	1.4	29.4	-	-
Court Services Unit	10.2	9	-	1.2	10.2	-	-
Law Library	1.0	1	-	-	1.0	-	-
Registrar of Voters	6.6	6	-	0.6	6.6	-	-
Sheriff	219.0	217	-	-	217.0	(2.0)	(0.9%)
Subtotal	302.2	297	-	3.2	300.2	(2.0)	(0.7%)
General Government							
Citizens Assistance	6.8	4	-	0.8	4.8	(2.0)	(0.3)
Finance	96.3	83	-	4.5	87.5	(8.8)	(0.1)
General Services	73.0	67	-	-	67.0	(6.0)	(8.2%)
Human Rights	6.0	4	1	1	5.5	(0.5)	(0.1)
ITS	48.5	43	-	-	43.0	(5.5)	(11.3%)
Internal Audit	2.0	2	-	-	2.0	-	-
OMB	11.0	11	-	-	11.0	-	-
Office on Women	20.9	17	-	2.6	19.6	(1.3)	(0.1)
Human Resources	24.6	20	1	0.6	21.6	(3.0)	(0.1)
Real Estate	16.0	15	-	-	15.0	(1.0)	(6.3%)
Office of Communications	11.0	10	-	-	10.0	(1.0)	(9.1%)
Subtotal	315.9	276.0	2.0	8.9	286.9	(29.0)	(9.2%)
Operating Agencies							
Fire	247.0	252	-	-	252.0	5.0	2.0%
Code	84.0	55	17	0.5	72.5	(11.5)	(13.7%)
Police	466.1	453	6	2.1	461.1	(5.0)	(1.1%)
Health	18.2	10	-	7.3	17.3	(0.9)	(5.1%)
Human Services	242.9	228	-	5.5	233.5	(9.4)	(3.9%)
MH / MR / SA	347.9	271	-	68.7	339.7	(8.2)	(2.4%)
Housing	18.5	17	-	-	17.0	(1.5)	(8.1%)
Planning & Zoning	53.5	42	7	0.5	49.5	(4.0)	(7.5%)
Historic Alexandria	29.4	16	-	10.8	26.8	(2.6)	(0.1)
Library	81.9	56	-	23.0	79.0	(2.9)	(0.0)
Rec Parks & Cltrl Actvt's	200.8	139	-	50.2	189.2	(11.6)	(5.8%)
Transp & Envir Svc's	213.0	198	8	-	206.0	(7.0)	(3.3%)
Subtotal	2,003.2	1,737	38	168.6	1,943.6	(59.6)	(3.0%)
Grand Total	2,665.3	2,339	40	194.7	2,573.7	(91.6)	(3.4%)

Personnel Changes: FY 2009 Approved to FY 2010 Proposed

FY 2010 POSITION REDUCTIONS

Department	Position	FTEs
CMO	Grants Administrator	(1.00)
Sheriff	Chief deputy	(1.00)
Sheriff	Deputy	(1.00)
Citizen Assistance	Secretary I	(1.00)
Citizen Assistance	Admin Tech	(1.00)
Finance	Personal Property Clerk	(0.75)
Finance	Secretary	(1.00)
Finance	Supervisory Account Clerk	(1.00)
Finance	Contract administrator	(1.00)
Finance	Accountant	(1.00)
Finance	Accountant	(1.00)
Finance	ITS coordinator	(1.00)
Finance	Revenue Collections Specialist II	(1.00)
Finance	Accountant II	(1.00)
General Services	Maint. Renovation Inspection Specialist	(1.00)
General Services	Account clerk III	(1.00)
General Services	Fleet Services Technician	(1.00)
General Services	Auto Services Advisor	(1.00)
General Services	Building Services Coordinator II	0.00
General Services	Administrative Officer	(1.00)
General Services	Administrative Technician	(1.00)
Human Rights	Investigator	(0.50)
ITS	Computer Operator	(1.00)
ITS	Computer Operator	(0.50)
ITS	Administrative Technician	(1.00)
ITS	Computer Support Engineer II	(1.00)
ITS	Database Administrator	(1.00)
ITS	Project Manager	(1.00)
Office on Women	Outreach Specialist	(0.25)
Office on Women	Community Education Specialist	(1.00)
Human Resources	Kronos Administrator	(1.00)
Human Resources	Human Resource Analyst	(1.00)
Human Resources	Division Chief	(1.00)
Real Estate	Account Clerk III	(1.00)
Communications	Graphic Artist	(1.00)

Personnel Changes: FY 2009 Approved to FY 2010 Proposed

FY 2010 POSITION REDUCTIONS

Department	Position	FTEs
Code Administration	Building Inspector I	(1.00)
Code Administration	Plan Review Engineer	(1.00)
Code Administration	New Construction Supervisor	(1.00)
Code Administration	Records Clerk	(0.50)
Code Administration	Engineer Aide II	(1.00)
Code Administration	Plan Review Engineer	(1.00)
Code Administration	Site Plan Examiner	(1.00)
Code Administration	Inspector I	(1.00)
Code Administration	Inspector I	(1.00)
Code Administration	Inspector I	(1.00)
Code Administration	Inspector I	(1.00)
Code Administration	City Architect	(1.00)
Police	SRU patrol officer	(1.00)
Police	Hack inspector	(1.00)
Police	DVU Officer	(1.00)
Police	Court liaison officer	(1.00)
Police	Crime Prevention Tech	(1.00)
DHS	Clerk Typist III	(0.40)
DHS	Employment Training Specialist	(1.00)
DHS	Joblink Fraud Investigator	(1.00)
DHS	Youth Services Coordinator	(1.00)
DHS	Bus Driver	(1.00)
DHS	Client Intake Service Worker	(1.00)
DHS	DSS Chief of Services	(1.00)
DHS	Eligibility Worker II	(1.00)
DHS	Eligibility Worker I	(1.00)
DHS	Eligibility Worker I	(1.00)
DHS	Social Work Supervisor	0.00
MHMRSA	Clerk Typist I	(1.00)
MHMRSA	Account Clerk III	(1.00)
MHMRSA	Fiscal Analyst	(1.00)
MHMRSA	Secretary I	(1.00)
MHMRSA	Therapist III	(1.00)
MHMRSA	Therapist III	(1.00)
MHMRSA	MH Case Management Therapist	(1.00)

Personnel Changes: FY 2009 Approved to FY 2010 Proposed

FY 2010 POSITION REDUCTIONS

Department	Position	FTEs
MHMRSA	SA Residential Case Mngt.Therapist	(1.00)
MHMRSA	PIE Infant Development Specialist	(1.00)
MHMRSA	Senior Resident Counselor	(1.00)
MHMRSA	SA Prevention Therapist I	(0.50)
MHMRSA	Management Analyst	(1.00)
MHMRSA	Therapist I	(0.50)
MHMRSA	Therapist I	(1.00)
MHMRSA	Therapist II	(1.00)
MHMRSA	Therapist III	(0.50)
Health	Nurse Practioner	(0.35)
Health	Mental Health Therapist III	(0.58)
Housing	Urban planner I	(0.50)
Housing	Secretary II	(1.00)
P&Z	Urban Planner III	(1.00)
P&Z	Urban planner II	(1.00)
P&Z	Principal planner	(1.00)
P&Z	Urban planner I	(1.00)
OHA	Secretary I	(0.50)
OHA	Research Historian	(1.00)
OHA	Records Center Clerk	(0.63)
OHA	Curator I	(0.50)
Library	Librarian III	0.00
Library	Librarian II	0.00
Library	Librarian I	(0.50)
Library	Library Assistant II	(0.63)
Library	Library Assistant II	(0.75)
Library	Librarian I	(0.62)
Library	Librarian I	(0.37)
RPCA	Division Chief Park Planning	(1.00)
RPCA	Laborer III	(1.00)
RPCA	Equipment Operator I	(1.00)
RPCA	Equipment Maintenance Specialist	(1.00)
RPCA	Recreation Leader III	(0.75)
RPCA	Recreation Supervisor III	(1.00)

Personnel Changes: FY 2009 Approved to FY 2010 Proposed

The 121 position reductions result in a full-time equivalent (FTE) reduction of 103.88.

(1.00 FTE represents a position working full-time at 80 hours per pay period. FTE's that are less than 1.00 represent a position that works less than full-time hours.)

After accounting for the addition of new FTE's and changes in the full-time or part-time status of others, the net FTE decrease for FY 2010 is 91.6.

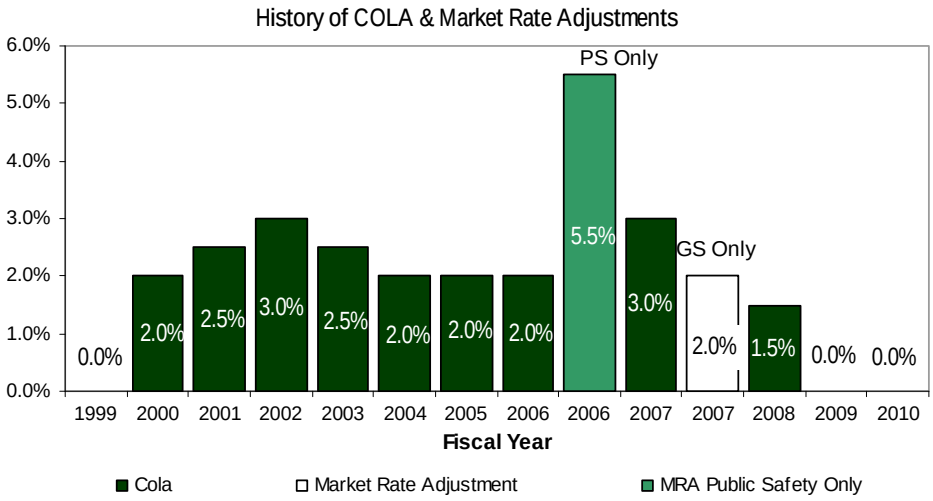
FY 2010 POSITION REDUCTIONS

Department	Position	FTEs
RPCA	Recreation Leader II	(0.30)
RPCA	Recreation Leader II	(0.50)
RPCA	Secretary II	(1.00)
RPCA	Maintenance Supervisor	(1.00)
RPCA	Equipment Operator	(1.00)
RPCA	Laborer II	(1.00)
RPCA	Urban Planner II	(1.00)
T&ES	Traffic Calming Coordinator	(1.00)
T&ES	Transportation Coordinator	0.00
T&ES	Engineer III	0.00
T&ES	Laborer II	(1.00)
T&ES	Wilson bridge Engineer	(1.00)
T&ES	Engineer	(1.00)
T&ES	Wilson Bridge Administrative Technician	(1.00)
T&ES	Potomac Yard Engineer Aide	(1.00)
T&ES	Potomac Yard Inspector	(1.00)
T&ES	Potomac Yard Inspector	(1.00)
	Total FTE Reduction	(103.88)

Employee Compensation-Salary Adjustments

The chart to the right shows the recent history of cost of living adjustments (COLA) and market rate adjustments (MRA) given to City employees since 1999.

The chart shows that FY 1999 was the last time no COLA or MRA was given to employees. In FY 2009 a one-time pay supplement and 2% longevity step for employees at the top of their grade was given in lieu of a COLA or MRA.



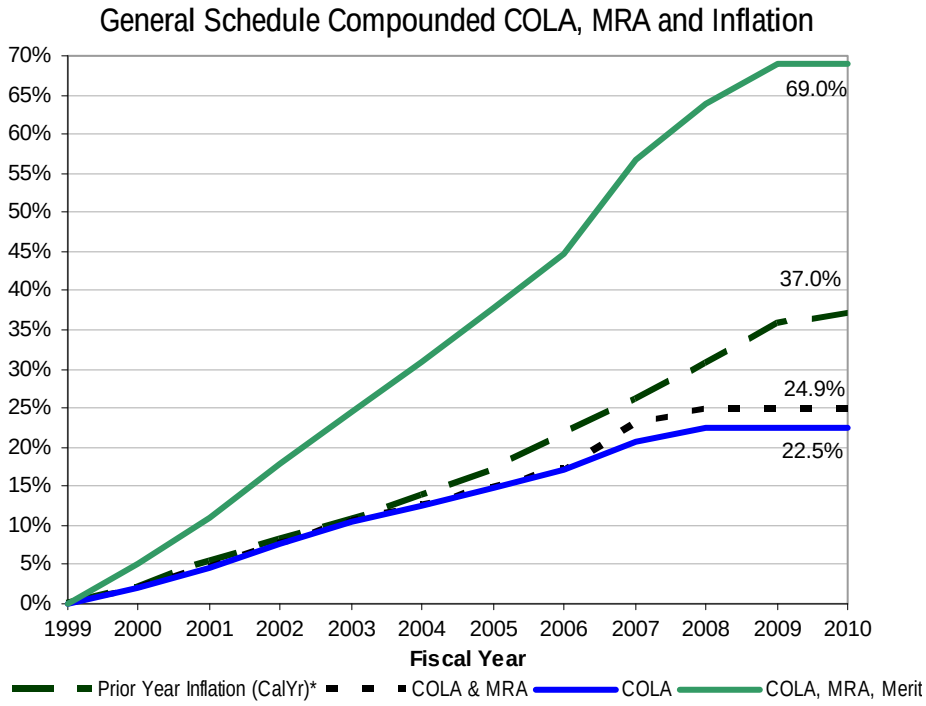
During FY 2006, all sworn Public Safety employees received a 5.5% market rate adjustment based on the results of a consultant survey. These employees did not receive the 2% market rate adjustment given to General Schedule employees in FY 2007.

In FY 2009 a one-time $500 pay supplement and one-time 2% longevity pay supplement for top-of-grade employees was given in lieu of an MRA.

The inflation rate for the Washington D.C. metro area compounded over the past 10 years is 37%.

This cost of living increase surpasses the compounded COLA and MRA given to General Schedule City employees during the same time period (24.9%).

Including the effects of the average merit increase of about 3.1% per year, salary being paid has increased 69.0% since FY 1999.



* CY 2009 CPI is estimated to be 1.0%.

Employee Compensation-Salary

The table to the right shows General Salary Adjustments granted to City employees from FY 1986 through FY 2010, along with the previous calendar years' inflation rates.

General Salary Adjustments include cost of living adjustments (COLA) and market rate adjustments (MRA) given to City employees. The salary adjustments below do not include step adjustments, which are based on employee performance and longevity.

In FY 2010, employee pay will be frozen for the first time since the early 1990's, meaning no merit/step increase will be paid. Additionally, the budget does not provide for an MRA.

Fiscal Year	General Salary Adjustments	Inflation Rate[/A] (for previous calendar year)	
1986	4.0	4.2	(1985)
1987	4.0	2.9	(1986)
1988	4.0	3.6	(1987)
1989	4.0	4.1	(1988)
1990	3.0	5.8	(1989)
1991	3.0 (July 1, 1990)	5.9	(1990)
	0.5 (Jan. 1, 1991)/[B]		
1992	2.0	4.1	(1991)
1993	0.0	2.5	(1992)
1994	2.5	3.2	(1993)
1995	2.0	1.9	(1994)
1996	3.0	2.0	(1995)
1997	2.0	2.8	(1996)
1998	2.0 (July 1, 1997)	1.7	(1997)
	3.0 (Jan. 1, 1998)/[C]		
1999	0.0	1.3	(1998)
2000	2.0	2.1	(1999)
2001	2.5	3.3	(2000)
2002	3.0	2.6	(2001)
2003	2.5	2.4	(2002)
2004	2.0	2.8	(2003)
2005	2.0	2.8	(2004)
2006	2.0	4.0	(2005)
	5.5 (Sworn Public Safety only)		
2007	3.0 (July 1, 2006)	3.6	(2006)
	2.0 (July 1, 2006)/[D]		
2008	1.5	3.6	(2007)
2009	0.0 Approved[/E]	3.8	(2008)
2010	0.0		

/A Source: Consumer Price Index, all Urban Consumers for the Washington-Baltimore, DC-MD-VA-WV region (CPI-U-DC) 1996=100, Bureau of Labor Statistics (BLS), U.S. Department of Labor, average to average annual rate.

/B In FY 1991, City Council approved a 3% COLA effective from July 1, 1990, and an additional one-half of one percent general salary adjustment effective on January 1, 1991. The effective general salary adjustment for FY 1991 was 3.25% .

/C In FY 1998, City Council approved a 2% COLA effective July 1, 1997, plus a 3% MRA effective on January 1, 1998. City Council approved the MRA based on the results of a consultant survey that found some City classifications were below market comparators.

/D City Council approved a 3% COLA and a 2% MRA both effective July 1, 2006. The MRA was only given to General Schedule employees.

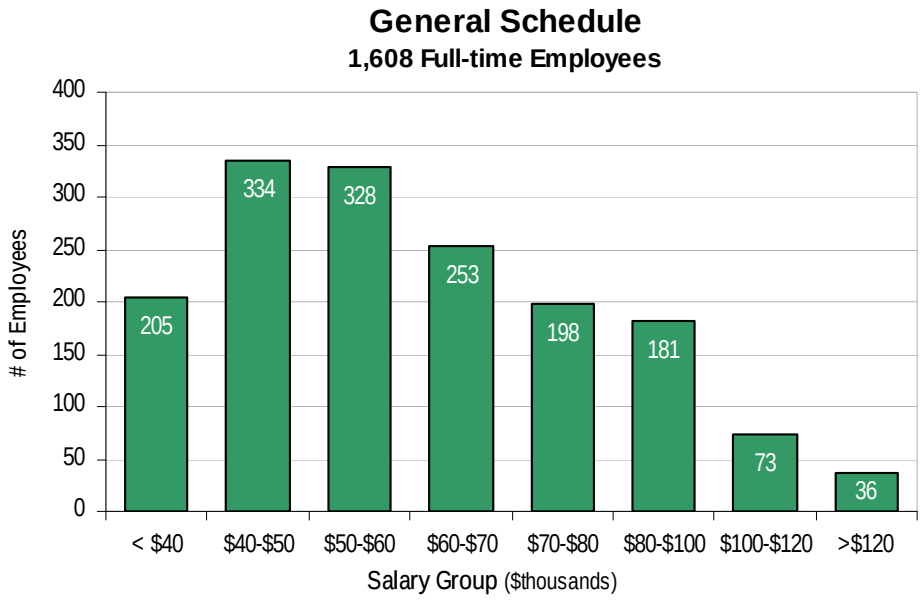
/E The FY 2009 Approved Budget includes a one-time $500 pay supplement for all full-time employees and a one-time 2% longevity pay supplement for employees at top-of-grade (both prorated for part-time employees).

Personnel & Compensation Summary

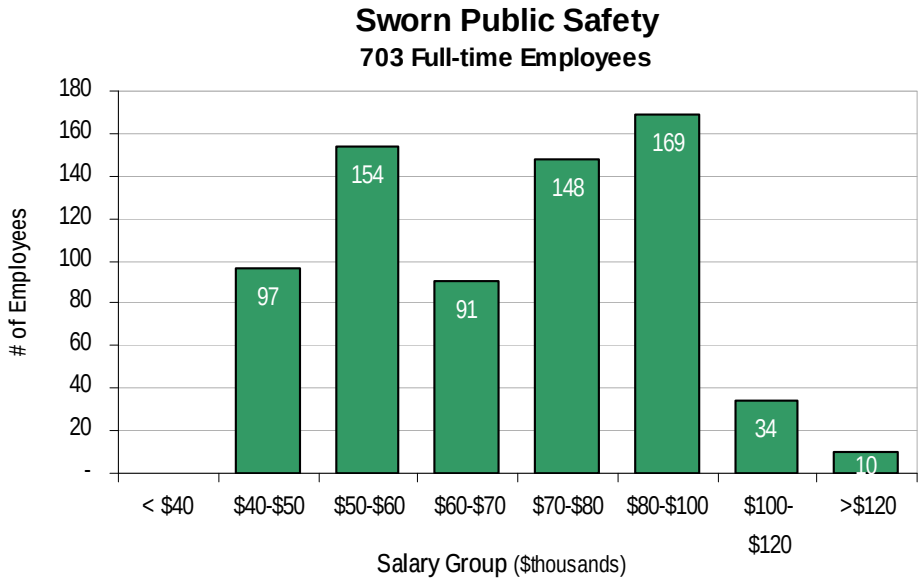
The table to the right shows the average salary (as of January 1, 2009) of City employees.

	Total Current Employees	Average Salary as of 1/1/2009
General Schedule (FT)	1,608	$62,069
Public Safety (FT)	703	$70,308
General Schedule (PT)	295	$23,045

About 54% of General Schedule employees earn less than the average salary of all General Schedule employees.



A little less than half of all sworn Public Safety employees earn less than the average salary of that group.



Employee Compensation-Benefits

FICA payments by the City will decrease 0.2% to $12.8 million.

Retirement contribution percentages by the City vary by the retirement plan.

Retirement costs for the City are now at $31.4 million in FY 2010, which is $1.4 million decrease from the prior year.

A large VRS rate increase in FY 2007 added dramatically to the City's cost for retirement in that year. A VRS rate increase in FY 2011 is likely.

Federal Insurance Contributions Act (FICA)

This represents the City share of Social Security and Medicare tax. The $12.8 million budgeted in FY 2010 is equivalent to the share that employees also pay. The CY 2009 maximum earnings cap is $106,800, so earnings above this amount will not be taxed for Social Security, but are still subject to Medicare.

Retirement

The FY 2010 retirement budget represents the contribution that the City pays towards employee retirement plans. The chart below details the planned contribution rates the City and employees pay. Due to major stock market declines it is expected that retirement contribution rate will rise in FY 2011.

Contribution Rates for Current City Employees

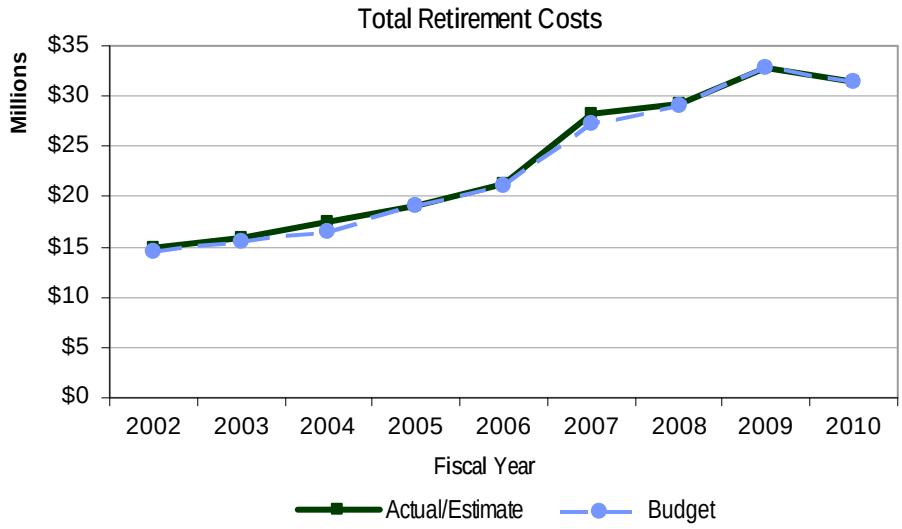
	FY 2009		FY 2010	
Plan	City	Emp'e	City	Emp'e
VRS	12.06%	-	12.07%	-
City Supplemental Plan	5.64%	-	5.60%	-
VRS & City Supplement Total [1]	*17.70%*	-	*17.67%*	-
Sworn Fire & Police[2]	26.41%	8.0%	26.79%	8.0%
Deputy Sheriffs, Fire Marshals & ERT[3]	22.35%	-	22.35%	-

1 VRS includes only full-time GS employees; City Supplemental includes those working 20 hours or more.

2 Employer contribution includes 2.35% for Disability Income Plan. Of the 8.0% employee contribution, 7.5% is for the Defined Benefit plan and 0.5% is for the Disability component.

3 This contribution includes VRS and the City Supplemental Plan plus a defined contribution amount of 1.79% to equal the Sworn Fire & Police FY 2008 contribution rate of 22.35%.

4 As of FY 2010 new employees will pay 2% into the supplemental retirement system.



Health care budgeted costs also decline in FY 2010. The proposed budget includes $19.3 million for health care costs, a decrease of 1.8%.

The City continues its use of a self-funded health care plan with Mamsi/United Healthcare. This model is expected to generate $1.1 million in savings annually, once an adequate reserve fund is built up.

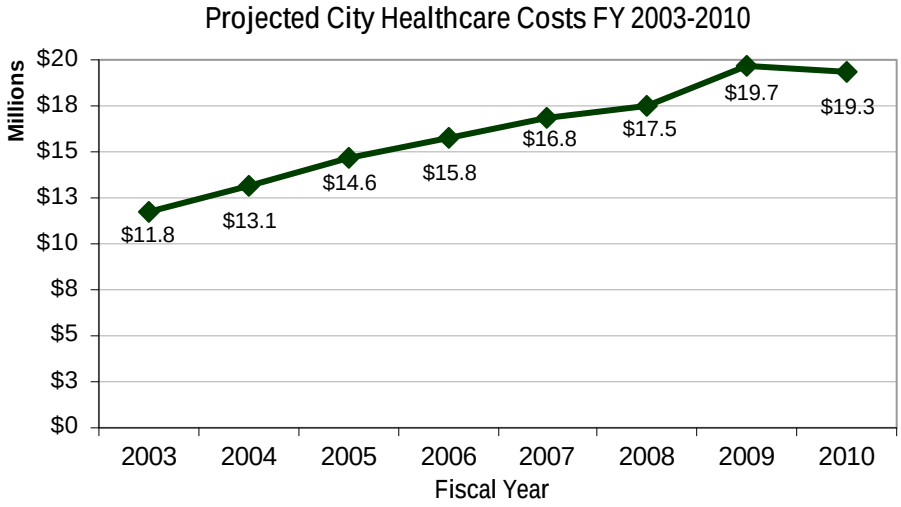
City employees pay at least 10% of healthcare premium costs, and some pay as much as 31%. City employees also have additional co-pays that vary by plan.

In FY 2010 cost sharing levels will not increase.

Premiums are expected to rise 4% for Kaiser Permanente Plans and 10% for plans under Mamsi/United Healthcare.

Healthcare

Healthcare represents the share that the City pays for employee healthcare benefits. In prior years, the City paid 100% of the HMO premiums for employees. In FY 2007 it was decided that employees should share at least 10% of the premium costs, by phasing in increases over 3 years. FY 2009 was the final year of this phase in and all employees now pay at least 10% of their healthcare premium. The chart below shows total City healthcare costs over time. FY 2010 City costs decline because 121 full-time and part-time positions are being eliminated



The chart below shows the projected FY 2010 monthly healthcare premium rates and percentage paid by the City and the employee*.

		Monthly Employee Share		Monthly City Share		Total Monthly Premium
	Kaiser					
HMO	Single	$40.8	10%	$367.3	90%	$408
HMO	Family	$96.3	10%	$866.5	90%	$963
POS	Single	$165.7	31%	$367.3	69%	$533
POS	Family	$380.3	31%	$866.5	69%	$1,247
	Optimum Choice (United Healthcare)					
HMO	Single	$43.3	10%	$389.8	90%	$433
HMO	Family	$102.2	10%	$919.7	90%	$1,022
PPO	Single	$127.5	25%	$389.8	75%	$517
PPO	Family	$290.3	24%	$919.7	76%	$1,210

*It should also be noted that although basic dental coverage is included in the HMO plans, employees may also elect and pay 100% of the premium for full Dental coverage from Dominion Dental.

New GASB accounting standards mandate accounting for long term unfunded obligations for other post employment benefits (OPEB).

The City is in the second year of a four-year plan to gradually increase its annual funding for OPEB obligations to $11.4 million.

The FY 2010 Proposed Budget provides $2.5 million new funding for the City's OPEB obligations.

Other Post-Employment Benefits (OPEB)

The Governmental Accounting Standards Board (GASB) has created new rules for SEC disclosure and reporting mandates for post retirement benefits, which include retiree healthcare and retiree life insurance. Historically, the City like almost all states and localities, used the near universal practice of pay-as-you-go cash accounting. However, the GASB mandates require reporting, recording and accounting for the long-term unfunded obligations for health and life insurance benefits for retirees. These new requirements and the City's response will influence the bond rating agency expectations of the City.

millions

	Estimated Unfunded Liability	Annual Required Contribution (ARC)
City[1,2,3]	$84.5	$10.9

[1] As of December 31, 2007. An additional estimated $0.5 million is needed to fund the ARC through June 30, 2008.

[2] Assumes no change in $260 monthly healthcare rate and does not reflect eliminating retiree life insurance for new hires.

[3] City's liability calculated by actuaries using the trust fund model with a 7.5% annual return assumption.

[4] In a 2006 study the Schools had an Estimated Unfunded Liability of $39.0 million and an Annual Required Contribution (ARC) of $4.9 million

CASH FLOW PROJECTIONS

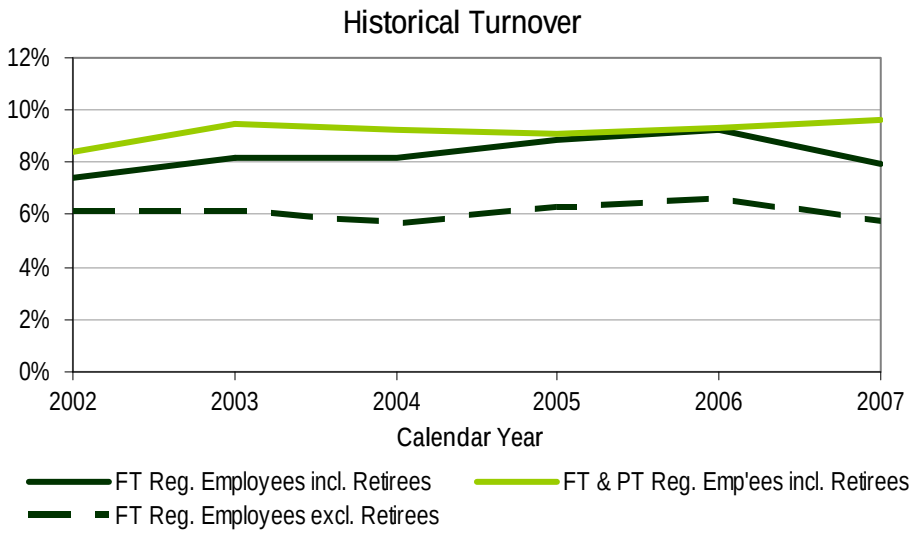
Other Post Employment Benefits

Plan for Funding

	2009	2010	2011	2012	2013	2014	2015
Cash Flow	$ 5.0	$ 5.8	$ 6.5	$ 6.9	$ 7.5	$ 8.1	$ 8.7
Medical Subsidy	$ 1.9	$ 2.2	$ 2.5	$ 2.7	$ 3.0	$ 3.3	$ 3.6
Reimbursement	$ 2.5	$ 2.7	$ 3.0	$ 3.1	$ 3.3	$ 3.5	$ 3.6
Life Insurance	$ 0.8	$ 0.9	$ 1.0	$ 1.1	$ 1.2	$ 1.4	$ 1.5
Fund Balance Draw Down	$ 4.2	$ 3.1	$ 2.0	$ 1.4	$ -	$ -	$ -
New Funding	$ 1.4	$ 2.5	$ 2.9	$ 3.1	$ 3.9	$ 3.3	$ 2.7
Total Annual Contributions	$ 10.6	$ 11.4	$ 11.4	$ 11.4	$ 11.4	$ 11.4	$ 11.4
Investible Funds	$ 5.6	$ 5.6	$ 4.9	$ 4.5	$ 3.9	$ 3.3	$ 2.7
Fund Balance	$ 6.0	$ 12.5	$ 18.8	$ 25.0	$ 31.0	$ 36.9	$ 42.5
Investment Assumption:	7.5%						
% of Annual Required Contribution Funded	94%	100%	100%	100%	100%	100%	100%

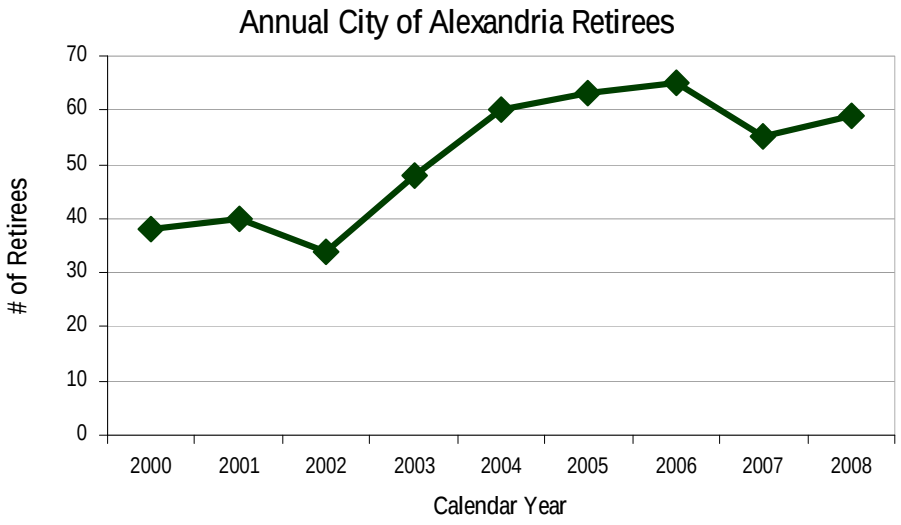
Attracting and Keeping a Competent Workforce

Turnover among full-time employees is relatively stable from CY 2002 – 2007.

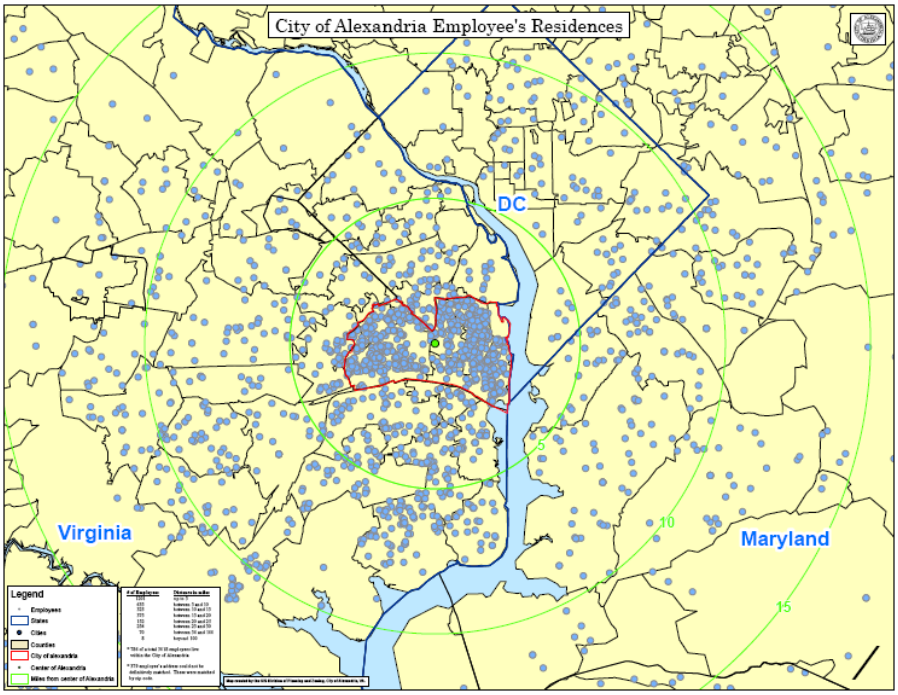


*Note: Data for CY 2008 is not yet included.

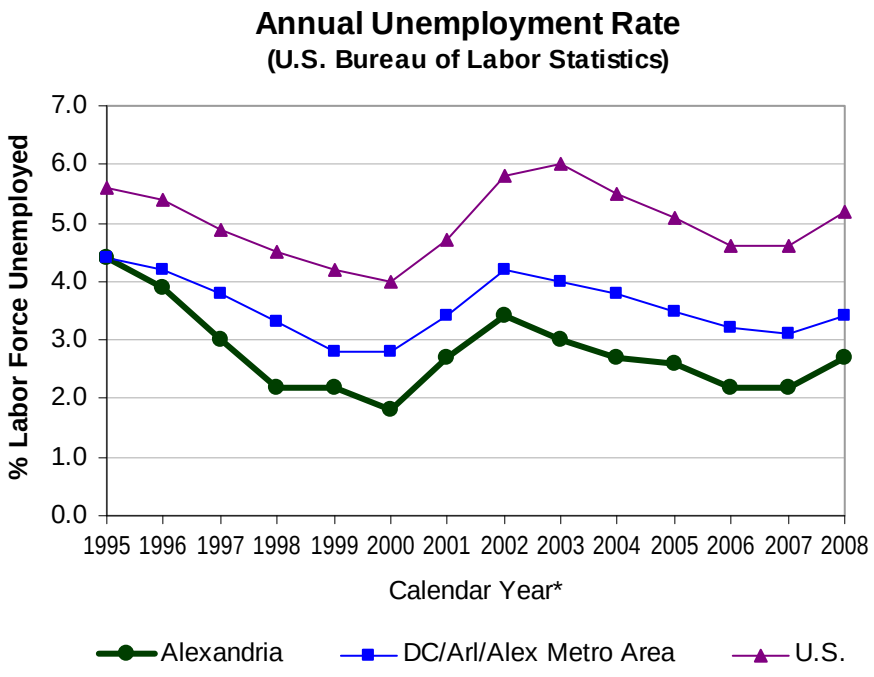
Calendar Year 2008 realized a small increase in the number of retirees. The total number of retirees in coming years is expected to increase dramatically because of the number of employees who are retirement eligible.



The map to the right shows the dispersion of City employee residences. The vast majority of Alexandria City employees live outside the City. As a consequence, Alexandria competes in the regional labor market for workers.



The unemployment rates in the United States, the D.C. metro area and Alexandria rose in CY 2008, the first time since prior to CY 2002.



*Data for CY 2008 is preliminary at this time

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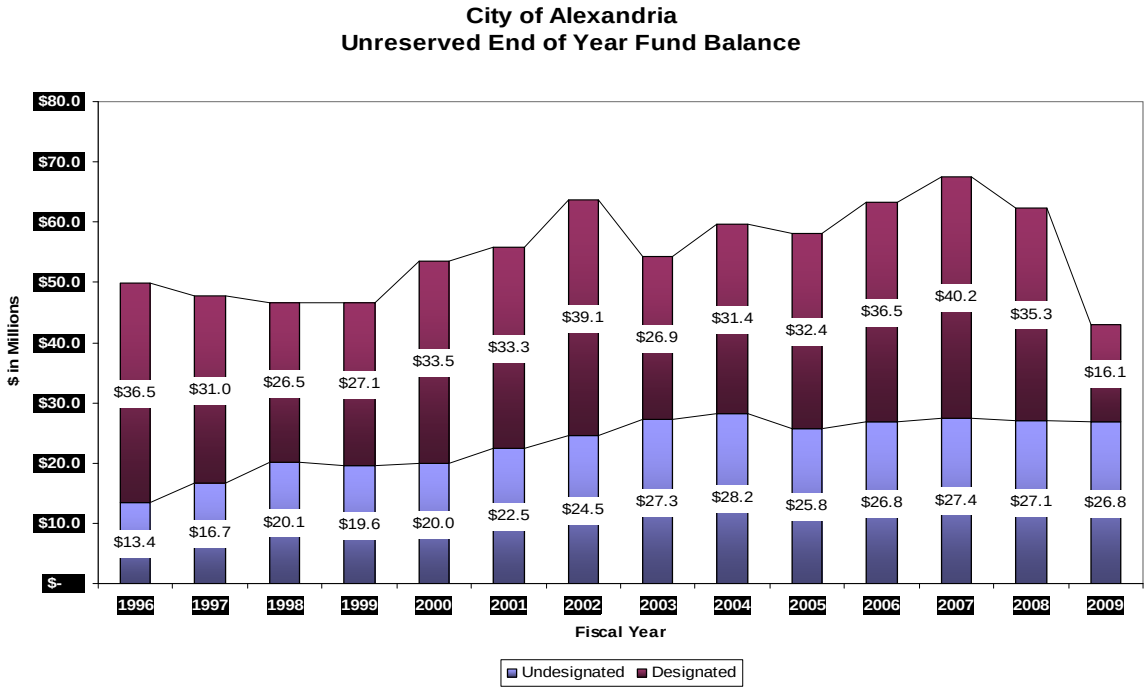
Statement of Estimated General Fund Balance

Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance that represents monies that have been reserved to pay for legal obligations of the City such as for purchase order encumbrances. Maintaining a prudent level of unreserved General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. Unreserved General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. A portion of the unreserved fund balance is designated for future specific uses on a contingency basis. In order to be available, the funds still must be appropriated by City Council in a future appropriations ordinance. Following this section is an Appendix entitled "Layperson's Guide to Fund Balance" written by the City's Budget and Fiscal Affairs Advisory Committee to explain these financial terms for those not involved regularly in local government finance.

Designated fund balances are reserve funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Undesignated fund balance is the amount of money considered to be the available City's reserve fund. As with all monies in fund balance, if used, it is a one-time source of revenue.

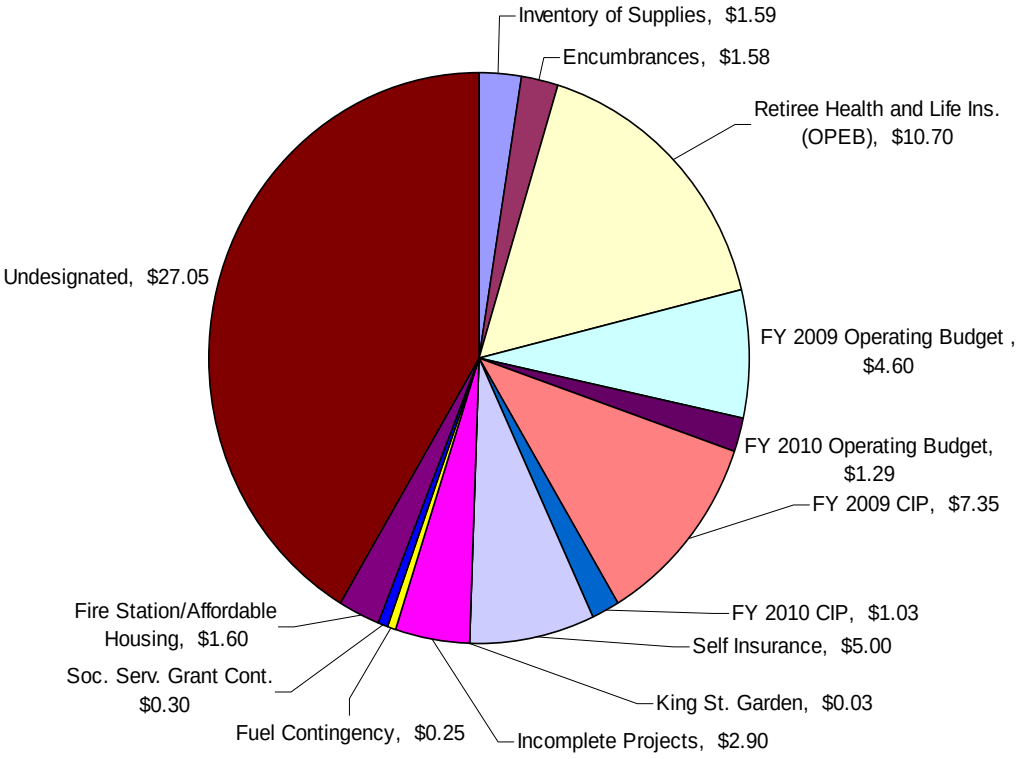
The graph below shows total actual unreserved and undesignated General Fund balance – available reserves -- from FY 1996 through FY 2008, and projected fund balance at the close of FY 2009. As proposed, the FY 2010 budget recommends use of a certain portion of estimated General Fund balances for capital projects, in addition to pay-as-you-go capital funding from current revenues. Unreserved fund balance (the total amount available for appropriation, regardless of designations) is projected to be $42.9 million as of June 30, 2009, which represents 8.1 percent of FY 2008 projected General Fund revenues.



Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance –as of June 30, 2008.

Fund Balance Estimated as of June 30, 2008
$63.4 million



Statement of Estimated General Fund Balance

Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, the General Fund balance of June 30, 2008 included the following designations (shown in light blue above) in the Consolidated Annual Financial Report (CAFR):

•$4,600,000 appropriated to fund the fiscal year 2009 budget as approved by City Council;

•$1,285,347 to help fund the FY 2009 proposed operating budget;

•$7,350,000 for capital expenditures, designated for capital projects contained in the adopted FY 2009 - FY 2014 Capital Improvement Program budgets (CIP);

•$1,026,958 from FY 2007 surpluses for capital expenditures, designated for capital projects contained in the adopted FY 2009 – FY 2014 Capital Improvement5 Program budgets (CIP);

• $5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program);

• $10,700,000 to cover post-employment health and life insurance benefits (OPEB);

• $25,000 for King St. Garden;

•$530,000 as a contingency for Social Service programs;

•$250,000 as a contingency for possible increased fuel costs; and

• $2,902,820 for operating fund projects that were incomplete as of June 30, 2008.

After accounting for these designations, the undesignated General Fund balance at June 30, 2008 was $27.1 million. The $27.1 million in the undesignated fund balance was equal to 5.2 percent of FY 2008 actual General Fund revenues. The unreserved fund balance as of June 30, 2008, of $65.5 million was equal to 12.0 percent of FY 2006 actual General Fund revenues.

City Council's debt related financial policies, (originally adopted in June 1987, and subsequently reaffirmed and updated on December 9, 1997, and amended on October 26, 1999 and June 24, 2008) established a lower limit of 4 percent and a target of 5.5 percent for undesignated General Fund balance as a percentage of General Fund revenue, and established a lower limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue. *

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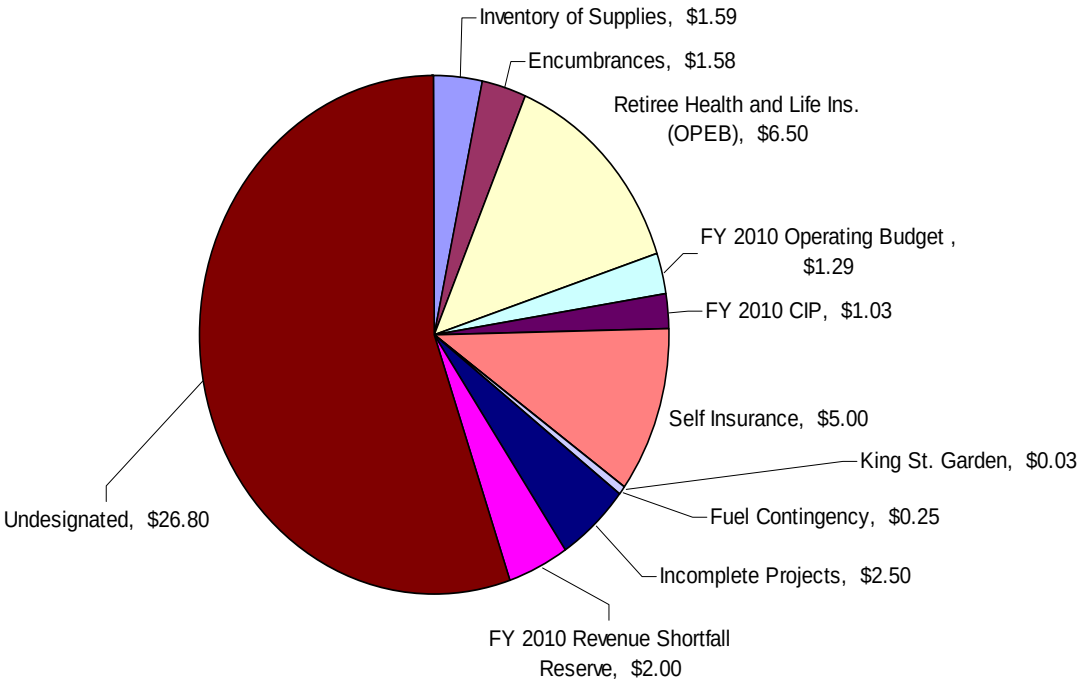
* The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document.

Statement of Estimated General Fund Balance

The following pie chart shows all of the components of General Fund balance estimated as of June 30, 2009.

Est. Fund Balance as of June 30, 2009
$48.6 million



Designations in the Proposed Fiscal Year 2010 Budget

The fiscal year 2009 Proposed Operating Budget contains the following designations of fund balances estimated to be available as of June 30, 2009:

•$1,285,347 to fund the FY 2010 Operating Budget;

•$6,500,000 for partially off-setting the City's liability for post-employment retiree health and life insurance benefits in response to new national accounting standards. This amount will be supplemented by $1.1 million in additional funds in the FY 2010 budget and the entire balance used to establish a trust fund for post-employment retiree and life insurance benefits;

•$1,026,958 to fund capital projects contained in FY 2010 of the FY 2010 to 2015 Capital Improvement Program budget;

•$5,000,000 for the City's self-insurance reserve;

•$25,000 for King St. Garden;

•$250,000 as a contingency for possible fuel cost increases;

•$2,500,000 for incomplete projects (estimated base on prior years' experience); and

•$2,000,000 as a Fiscal Year 2010 Revenue Shortfall Reserve available in case actual revenues do not meet projections.

Based on projected revenues and expenditures and designations in fiscal year 2009, the undesignated General Fund balance at June 30, 2009 is currently estimated to be $26.8 million or 5.0 percent of projected FY 2009 General Fund revenues; and the unreserved General Fund balance is estimated to be $45.4 million or 8.5 percent of projected General Fund revenues. The undesignated General Fund balance ratio is in accord with the minimum limits established by the debt policy guidelines. The unreserved General Fund balance is below the 10% minimum established by the City's debt policy guidelines. This is caused in large part by the spend-down of $7.4 million in prior year surpluses for one-time expenditures such as cash capital contributions, and a $4.2 million initial down payment to the new post-retirement benefits trust fund (OPEB). The FY 2009 budget will also draw on $4.6 million in prior year surpluses, but this will be followed only by a $1.3 million draw on fund balances in FY 2010. Staff believes that going below this ratio, while of long-term concern, is an appropriate financial management response to the current recession caused revenue shortfall, and will not put the City's triple A bond ratings at risk given the City's overall financial health, the strength of our undesignated fund balance ratio, and overall economic conditions.

The table on the next page shows a history of fund balances, reservations and designations from FY 2004 through FY 2009 (estimated).

Statement of Estimated General Fund Balance

HISTORY OF END OF YEAR FUND BALANCE
ACTUAL 2004 THROUGH 2008 AND ESTIMATED AS OF JUNE 30, 2009

	2004	2005	2006	2007	2008	2009
Unreserved Fund Balance End of Year	**$ 59,589,075**	**$ 58,216,836**	**$ 63,343,040**	**$ 67,560,766**	**$ 62,320,401**	**$ 45,387,581**
Designations						
FY 2005 Operating Budget	$ 4,334,000					
FY 2006 Operating Budget	$ 4,330,000	$ 4,330,000				
FY 2007 Operating Budget		$ 3,800,000	$ 3,354,819			
FY 2008 Operating Budget			$ 3,300,000	$ 1,999,550		
FY 2009 Operating Budget				$ 4,000,000	$ 4,600,000	
FY 2010 Operating Budget					$ 1,285,347	$ 1,285,347
Compensated Absences	$ 7,208,635	$ 7,208,635				
Retiree Health and Life (OPEB)			$ 8,700,000	$ 10,700,000	$ 10,700,000	$ 6,500,000
Subsequent CIP (FY 2006)	$ 7,536,116					
Subsequent CIP (FY 2007)	$ 258,000	$ 258,000				
Subsequent CIP (FY 2008)		$ 4,474,890	$ 7,353,288	$ 3,643,211		
Subsequent CIP (FY 2009)				$ 7,350,000	$ 7,350,000	
Subsequent CIP (FY 2010)					$ 1,026,958	$ 1,026,958
Self Insurance	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000
Incomplete Projects	$ 1,922,038	$ 2,824,000	$ 2,649,421	$ 2,345,870	$ 2,902,820	$ 2,500,000
Recycling Fund						
Open Space Fund			$ 275,703			
King St. Garden				$ 25,000	$ 25,000	$ 25,000
Affordable Housing Programs	$ 751,000		$ 275,703			
Affordable Home Ownership Protection Grants			$ 300,000			
Efficiency Reductions Fund	$ 72,489	$ 52,592				
Increased Fuel Costs		$ 1,027,000		$ 500,000	$ 250,000	$ 250,000
Federal Budget Reductions		$ 143,000				
Federal or State Intergovernmental Revenue or Grant Reductions			$ 1,000,000			
Comprehensive Services Act Contingency				$ 230,000		
Social Service Grant Contingency (Pass Through Fed. Funding)				$ 300,000		
Social Service Contingency (incl. CSA)					$ 530,000	
Medical Services for Jail Inmates		$ 250,000				
Sworn Public Safety Compensation		$ 3,000,000				
Employee Compensation			$ 4,000,000			
Monroe Avenue Bridge Pedestrian Structure Design			$ 300,000			
Fire Station/Affordable Housing Project					$ 1,600,000	
National Harbor Initiatives				$ 700,000		
Projects Under Discussion				$ 3,368,000		
Fiscal Year 2010 Revenue Shortfall Reserve						$ 2,000,000
Total Designations	$ 31,412,278	$ 32,368,117	$ 36,508,934	$ 40,161,631	$ 35,270,125	$ 18,587,305
Undesignated Fund Balance EOY	$ 28,176,797	$ 25,848,719	$ 26,834,106	$ 27,399,135	$ 27,050,276	$ 26,800,276
Reserved Fund Balance EOY	$ 3,207,535	$ 4,058,347	$ 4,035,005	$ 4,692,962	$ 3,167,640	$ 3,167,640
Total Fund Balance EOY	$ 62,796,610	$ 62,275,183	$ 67,378,045	$ 72,253,728	$ 65,488,041	$ 48,555,221
General Fund Revenues	$ 408,341,063	$ 438,949,718	$ 478,562,230	$ 505,572,861	$ 520,459,051	$ 530,964,718
Estimated Undesignated Fund Balance as % of General Fund Revenues Target = 5.5%; Limit = 4.0%	**6.9%**	**5.9%**	**5.6%**	**5.4%**	**5.2%**	**5.0%**
Estimated Unreserved Fund Balance as % of General Fund Revenues Limit = 10%	**14.6%**	**13.3%**	**13.2%**	**13.4%**	**12.0%**	**8.5%**

Statement of General Fund Balance

Governmental Funds			Proprietary Funds		
	Special Revenue Fund	**Capital Projects Fund/3**		**Internal Services Fund (Equipment Replacement Fund)**	**Sanitary Sewer Enterprise Fund**
Beginning Fund Balance 7/1/08/1	$27,272,340	$56,903,732	Beginning Net Assets 7/1/07	$21,558,455	$7,936,971
Plus FY 2009 Budgeted Revenues	$101,763,799	$98,261,469	Plus FY 2009 Budgeted Revenues/4	$4,912,562	$7,632,575
Less FY 2009 Budgeted Expenditures	$101,763,799	$98,261,469	Less FY 2009 Budgeted Expenses	$6,097,326	$7,632,575
Projected Fund Balance 6/30/09	$27,272,340	$56,903,732	Projected Net Assets 6/30/08	$20,373,691	$7,936,971
Plus FY 2010 Budgeted Revenues/2	$95,315,037	$77,641,710	Plus FY 2010 Budgeted Revenues	$3,864,318	$7,654,514
Less FY 2010/2 Budgeted Expenditures	$95,315,037	$77,641,710	Less FY 2010 Budgeted Expenses	$4,916,340	$7,654,514
Projected Fund Balance 6/30/10	$27,272,340	$56,903,732	Projected Net Assets 6/30/10	$19,321,669	$7,936,971

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2008.

/2 City of Alexandria, Virginia, Proposed Operating Budget and Capital Improvement Program, Fiscal Year 2010.

/3 In all likelihood a large portion of Capital Projects, including Sanitary Sewers, will not be expended in FY 2009 and FY 2010, as many capital projects are multi-year in execution.

/4 FY 2009 Budgeted Revenues are based on current estimates, which are subject to change.

•The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2008, the Special Revenue Fund unreserved fund balance was $27,232,340. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2009 is $27,232,340

•The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2007, the Capital Projects Fund had a total fund balance of $56,903,732. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected Capital Projects Fund fund balance as of June 30, 2009, would be $0 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2008.

•The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance depreciation charges and associated expenditures to replace capital equipment. As of June 30, 2008, the Equipment Replacement Internal Services Fund had Total Net Assets of $21,558,455. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2009, is $20,373,691. It should be noted that the bulk of the Net Assets represents the value of equipment (such as refuse collection vehicles and police cars) currently in use within the City government.

• The Sanitary Sewers Enterprise Fund accounts for sanitary sewer revenues and expenditures apart from the General Fund. This fund, established in mid FY 2006, was created for the purpose of achieving revenue self-sufficiency for sanitary sewer maintenance and construction and to be supported by sewer line maintenance fee and sewer connection fee revenues. As of June 30, 2008, the Sanitary Sewers Enterprise Fund had Total Net Assets of $7,936,971. It includes Transportation and Environmental Services (T&ES) operating expenditures for maintenance as well as cash capital and debt service expenditures associated with CIP reconstruction, rehabilitation and expansion projects. The total projected Sanitary Sewer Enterprise Fund balance as of June 30, 2009, would be $7,936,971 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2008.

Appendix

Layperson's Guide to Fund Balance

The following information is based on the November 18, 1997 BFAAC report to City Council. City Council received the BFAAC report on December 9, 1997.

The Importance of Explaining the General Fund Balance

The presentation and explanation of the general fund balance to the City Council, the citizens of Alexandria and representatives of the media is a difficult task. As the Government Financial Officers Association (GFOA) has said in its Elected Official's Guide to Fund Balance:

> In our system of government, crucial decisions involving the lives of citizens are placed in the hands of elected officials. Many of these decisions involve the allocation of scarce financial resources. Arguments for and against proposed allocations of financial resources often focus on "fund balance." Unfortunately, published discussions of fund balance, as a rule, are directed toward the professional accountant rather than toward the elected official or others who may not have background or experience in governmental accounting and financial reporting. Accordingly, elected officials often find themselves in the difficult position of having to weigh arguments involving fund balance with only a vague, or even erroneous understanding of its true nature and significance.

In Alexandria, because we have benefited from sound financial management by City staff, wise decisions by City Council and good fortune, we have fund balances. For that reason, it is particularly important that the nature of the general fund balance and its necessity to the fiscal health of the City be clearly articulated in terms and with language that can be widely understood. This non-technical discussion of the general fund balance, especially as it has been maintained in Alexandria, is offered with this purpose in mind.

This document is an explanation of how the name, concept and meaning of the general fund balance will change due to the new rules governing the reporting of municipal government finances. The City has implemented GASB Statement No.34, Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments. GASB Statement No. 34, labeled by GASB as "the most significant change in the history of government financial reporting," mandated that by FY 2002, governments comparable to the City of Alexandria, amend their financial reporting to provide additional information about their fiscal health including information about the status of public infrastructure. In order to take a leading position in this area, utilize City accounting data and professional resources, as well as to get hands-on experience with the new reporting requirements, the City fully implemented the standard with the FY 2000 Comprehensive Annual Financial Report, two years ahead of the GASB mandate. As a result, the City of Alexandria was the first government in Virginia, the largest local government, and among the first governments in the United States to fully adopt the new reporting standards.

Use and Protection of the Fund Balance Under the City's Fiscal and Debt Related Financial Policies

The fiscal policies of the City of Alexandria and mandatory accounting rules have established a wise and prudent set of checks and balances to help ensure the City's fiscal stability. Neither the City's total fund balance, its unreserved General Fund balance, or its designated fund balance, should be referred to as a "rainy day fund" or seen as a "savings" easily available for meeting emergency needs. As will be explained

below, reservations of some portion of the General Fund balance are required by accounting rules that cannot be ignored. Designations of some of the unreserved balances represent decisions of the City Council and Manager that financial resources need to be set aside now to meet future needs. Only the remaining undesignated fund balance is available for meeting other unknown future financial needs. And this undesignated fund balance is not available for expenditure as would be recurring revenues. The City Council has imposed on itself a rule that it cannot appropriate undesignated fund balances beyond that proposed in the City Manager's budget except by an affirmative vote by at least five members of the Council. This appropriately balances the need to make such monies available if truly necessary in the judgment of the elected City leaders, and the need to protect against the temptation to use this balance to meet recurring operating needs when recurring operating revenues are not sufficient.

Indeed, the City Council has stated its policy to "not establish a trend of using General Fund equity to finance current operations." Specifically, its debt related financial policies declare "the City will not finance operations from the General Fund equity balance for periods longer than two years."

It is prudent to maintain some sort of balance. A portion of the balance is required to provide the City with adequate cash flow. For example, the real estate tax, which is the City's largest single revenue source, is collected in November and June, but payroll expenditures occur every two weeks. The City has adopted a debt related financial policy that it will not issue tax or revenue anticipation notes to fund governmental operations, so it must manage its cash flow in a way that provides funds to meet all working capital needs at all times. The balance also helps to protect against unanticipated expenditures or lower than expected revenues.

The General Fund "Checkbook" Balance Under Current Municipal Government Accounting Methods

Under current municipal government financial reporting methods, the general fund is one of several types of "governmental funds". As the GFOA says, "Governmental funds are designed to measure the current financial resources on hand at the end of a period that are available to be spent or appropriated in future periods." The GFOA continues:

> The focus of a governmental fund (e.g. general fund) is similar to that of an individual wishing to know what his or her checkbook balance will be after the last paycheck for the month has been deposited, and after all of the checks written to pay this month's bills have been cashed. This balance is significant because it represents the financial resources available to help pay next month's bills.

Under these current accounting methods, the general fund balance therefore can be considered to be the checkbook balance of Alexandria. It represents the best estimate of the current financial resources available at the end of the accounting period for spending in future periods.

Statement of Estimated General Fund Balance

To determine the checkbook balance of the City, decisions have to be made about whether or not a "check" has been written by the City. In most cases, this is obvious. The obligation of City funds for payroll and the purchase of goods and services is easily measured and reported. There are some other instances in which it is not so clear whether the City has incurred or faces a certain future obligation. The touchstone to deciding these questions is whether the City has financial resources that are readily available for spending in future periods.

Changing from the Checkbook Analogy to the Taxpayers' Equity Analogy With the Changes in Accounting Methods

Under GASB Statement No. 34, state and local governments are required to report their financial condition using government-wide financial statements and fund financial statements. The government-wide financial statements use an approach that is most similar to the approach used in the financial statements of all publicly traded companies in the U.S. The fund financial statement will retain the traditional method of accounting (modified accrual accounting) for governmental funds. Under the fund financial statements, the differences between fund assets and liabilities would continue to be reported as the reserved and unreserved fund balances.

Government-wide financial statements require a single statement that consolidates governmental activities and business-type activities. These government-wide statements are to be prepared on the full accrual basis of accounting. All revenues and expenses connected with the fiscal year will be taken into account even if the cash involved has not actually been received or paid. All capital assets, including infrastructure assets, are to be reported on the balance sheet and depreciation is to be reported as a charge to operations each period. All long-term liabilities, including debt are to be reported on the balance sheet and accrued interest is to be reported as a charge to operations each period.

With these changes, the government-wide financial statement now reports "net assets" at the bottom line. These net assets represent available financial resources, but with a longer time horizon to measure availability for future spending. The analogy of the checking account balance will be replaced by the analogy of stockholders equity, or more appropriately for municipal government finances, "taxpayers' equity". The taxpayers' equity is equal to the net asset value of the City of Alexandria.

Under GASB Statement No. 34, the general governmental fund (which contains 80 percent of City revenues and expenditures) will continue under modified accrual accounting rules in the fund financial statements. Accordingly, the current budget practices in regard to reorganizing revenues and expenditures that parallel modified accrual accounting rules also will not change.

Statement of Estimated General Fund Balance

Understanding the Difference Between the General Fund Balance, Net Assets and Cash Balance

One common misconception is that the fund balance or net assets of the City is the same as the cash balance of the City. Cash itself is a financial resource, but it is not necessarily the only financial resource available to the City. The City may have available to it other financial resources (such as tax revenues collected by the State but not yet distributed to the City) that represent real financial resources available for spending in future periods, but not reflected yet in the cash balance. Similarly, the City holds cash that is needed to pay bills already incurred but not yet paid for. Under the longer term view of the taxpayers' equity analogy, the cash balance concept is even further distanced from truly representing the financial health of the City.

To focus only on the cash balance of the City is comparable to focusing only on the account balance you have at the bank, without recognizing the checks that you have already written and dispersed that have not yet been cashed by their recipients. These checks have not yet been deducted from your account, but they reduce your checkbook balance. Furthermore, the cash balance does not recognize the value of the assets held by the City or the eventual long term cost of such obligations, such as the need to eventually pay employees for their leave balances.

Reserved General Fund Balance

Sometimes the checkbook balance of the City is limited by commonly used accounting restrictions or other legal restrictions that make certain funds unavailable for future spending by the City. Under current Generally Accepted Accounting Principles (GAAP) for the fund financial statements, the City must reserve funds to equal its inventory of supplies and its encumbrances. The inventory of supplies includes supplies that are to be used within the year. Encumbrances include undelivered orders (contracts under which goods or services have been ordered but not yet delivered and paid for). The accounting rationale for these reserves is that the inventory of supplies, notes receivable and encumbrances are not financial resources available for future spending by the City.

Designated Fund Balance

Current accounting rules for municipal governments also recognize what are termed "designations" of fund balances. Sometimes governments wish to specifically segregate or "earmark" financial resources for specified purposes. Such "earmarking" is reflected in financial statements by means of "designations." For example, a government may wish to "designate" resources to help meet obligations expected to arise in connection with claims and judgments.

Only the chief executive officer or the legislative body of a government may create a designation. Also from GFOA:

> It is very important to distinguish between "reserves" (i.e., "reserved fund balance") and "designations." The former are an indication that financial resources are not available for appropriation, whereas the latter only indicate that management would prefer to use available financial resources for a specified purpose. Accordingly, although earmarked, designations remain an integral part of a government's spendable or appropriable resources (i.e., "unreserved fund balance").

The Power to Designate and the Effects of a Designation

Although the City Manager proposes the amounts to be designated for several items as noted above, only the City Council has the power to approve designations of fund balances. Only the City Council can make appropriations from the unreserved fund balance for expenditure. As provided for in a resolution initially adopted by City Council in 1997, and readopted by every Council since then, any appropriations from the undesignated fund balance beyond that proposed in the City Manager's proposed budget requires the affirmative vote of five members of the City Council.

The effect of a designation, therefore, is to remove certain funds from availability for future appropriation outside the purpose of the designation. Council can, by simple majority, approve the City Manager's estimate of a reduction in a designation.

From the fund accounting perspective described above, this undesignated General Fund balance is the equivalent of the checkbook balance of the City of Alexandria. The required reservations and designations made as policy choices by the City Council and generally recommended by the City Manager are analogous in the checkbook example to checks written and presented for payment but not yet cleared through the bank. It is entirely reasonable for the City Council and the City Manager to debate how much should be set aside in designations as described above. These decisions are the equivalent of making real spending decisions in the annual budget, even if cash is not immediately exchanged for goods or services.

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Multi-Year Revenue and Expenditure Forecast Scenarios

Forecast Scenarios

Multi-Year Revenue and Expenditure Projections

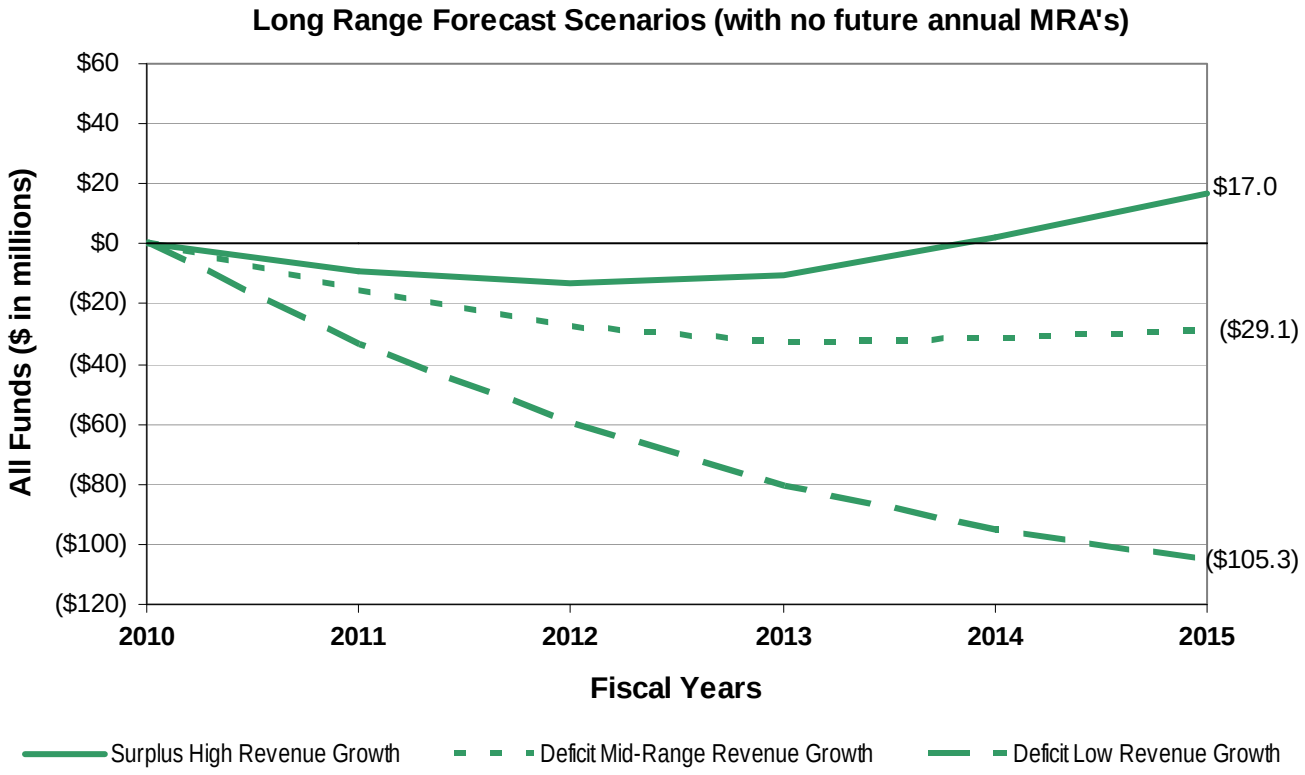
Multi-year revenue and expenditure projections have been developed as estimates of future City surpluses and shortfalls in order to examine how decisions made in the current budget could affect the City's future financial situation in a variety of potential revenue scenarios.

The tables on the following pages show the budget surpluses or shortfalls that would occur over the next six fiscal years as a result of low, medium and high revenue growth scenarios relative to projected expenditures.

The projected surplus or shortfall for the final year of the forecast, FY 2015, ranges from a $105.3 million shortfall in the low growth scenario to over a $17.0 million surplus in the high growth scenario. This represents over a 16% band in comparison to the total FY 2015 expenditure budget estimate of $752 million. The mid range scenario shows a $29.1 million shortfall in FY 2015. As a result, the conclusion one can reach is that the City's budget, based upon current services and policies , tax rates, tax structure, and planned CIP funding, is in long-term structural balance only in the high revenue growth scenario. This situation will require careful financial management and sound financial policy decision making. Also, alternatives to promote sustainable economic development will be critical to keeping the City's finances sound over the long term.

It should be noted that the City is required to adopt a balanced budget annually, and that none of the shortfalls projected for the out-years would actually occur. The shortfalls will be eliminated through expenditure reductions, revenue increases (through increased taxes or fees), or a combination of the two. The same is true for any future surplus, in which case taxes would be reduced, the surplus would be budgeted to fund increased services, or both.

The following chart illustrates the estimated surpluses or shortfalls in each of the two scenarios and three revenue change scenarios.



Revenue Growth Scenarios

Three different scenarios of revenue growth have been developed for the period of FY 2010 through FY 2015 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on FY 2010 tax and fee rates. All projected increases over the next six years are generated by economic growth or the impact of inflation on goods or services that are taxed. In the low growth scenario, steeper declines are assumed in the real estate market and it is assumed to recover very slowly; in the high growth scenario, the real estate downturn is shallower and real estate is expected to recover more quickly.

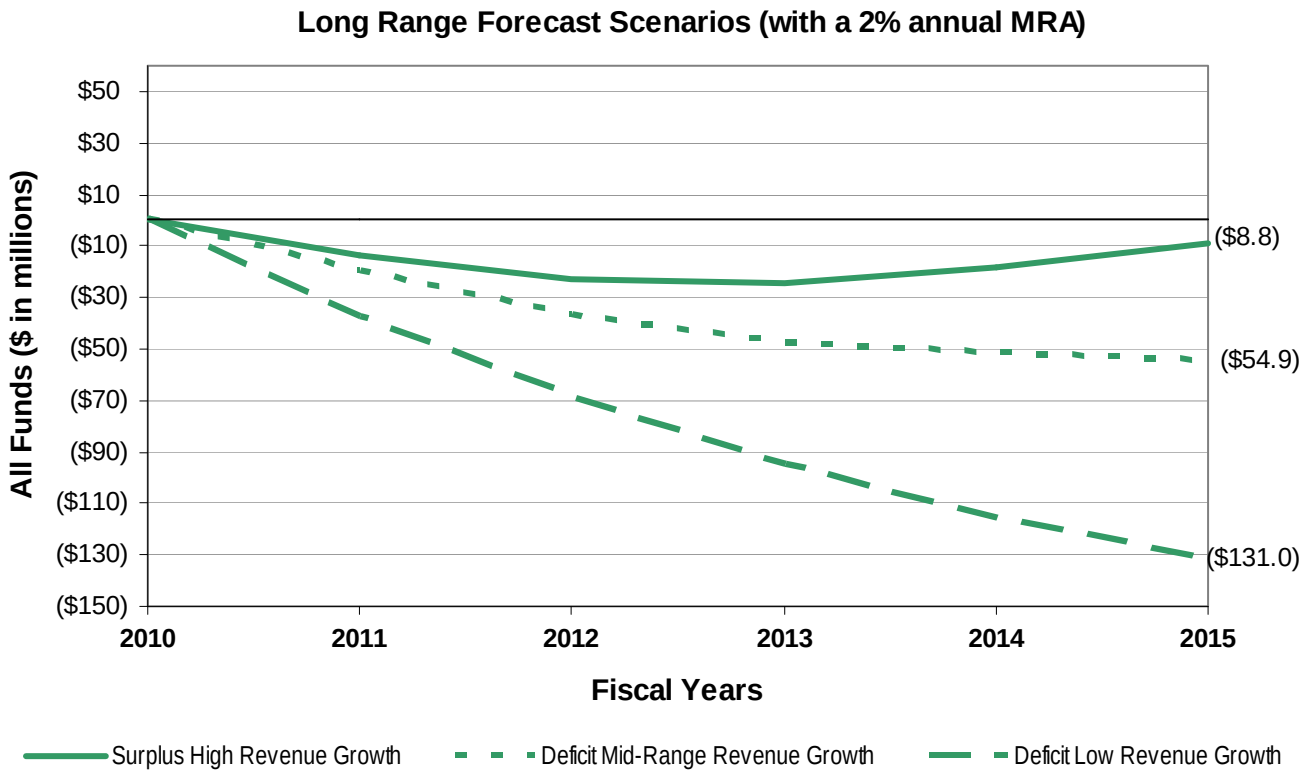
General Fund Revenue Category	Low Growth	Medium Growth	High Growth
Total Weighted Growth Rate	-0.2%	2.6%	4.1%
Real Estate Property	*	*	*
Personal Property	0.7%	1.4%	3.4%
Penalties & Interest	0%	1%	2%
Local Sales	1%	3%	4%
Utility	2%	3%	4%
Communications Sales & Use	1%	3%	5%
Business License	2%	4%	6%
Motor Vehicle License	1%	2%	3%
Recordation*	1%	3%	6%
Tobacco	1%	2%	3%
Transient Lodging	2%	3%	5%
Restaurant Food	3%	4%	5%
Other Miscellaneous Taxes	1%	2%	3%
Licenses, Permits and Fees	3%	4%	5%
Fines and Forfeitures	0%	1%	2%
Use of Money and Property	0%	1%	2%
Charges for Services	3%	4%	5%
Intergovernmental	0%	3%	5%
Miscellaneous Non-Tax	0%	1%	2%

*Real Estate Property tax growth by fiscal year	Low Growth	Medium Growth	High Growth
FY 2011	-7.50%	-2.75%	-1.25%
FY 2012	-3.75%	0.00%	1.25%
FY 2013	-1.25%	3.00%	4.25%
FY 2014	1.25%	5.25%	7.00%
FY 2015	4.25%	6.00%	8.00%

Expenditure Growth Scenarios

The graph on page 2 assumed future expenditures remain constant in each of the three revenue scenarios and assumes that City personnel expenditures will increase by 2.0% annually including no market rate adjustment. School personnel expenditures will increase by 3.0% including no market rate adjustment, non-personnel expenditures will be flat through FY 2010 then will increase annually for both the City and Schools at 3%, and transit subsidy expenditures will increase by 8.0% annually. Cash capital and debt service to fund the Capital Improvements Program (CIP) reflect the amounts planned in the CIP funding summary for all years. Using these assumptions, the overall rate of growth in expenditures is 3.4%.

The graph below is similar to the graph on page 2 in every way except that a 2% annual market rate adjustment is included. Under this scenario, the budget out of long-term balance in all growth forecasts. The average rate of growth if market rate adjustments are included is 4.1%.



Forecast Scenarios

Low Growth Scenario

	FY 2010 Proposed	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast
General Fund						
General property tax revenue						
Real property tax	290,997,724	269,173,000	259,079,000	255,840,000	259,038,000	270,048,000
Personal property tax	31,100,000	31,318,000	31,537,000	31,758,000	31,980,000	32,204,000
Penalties and interest	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000	1,870,000
Total general property tax revenue	323,967,724	302,361,000	292,486,000	289,468,000	292,888,000	304,122,000
Other Local Tax Revenue	116,430,000	118,407,000	120,453,000	122,540,000	124,669,000	126,840,000
Other Non-Tax Revenue	81,287,413	81,838,000	82,406,000	82,991,000	83,593,000	84,213,000
Total General Fund Revenues	521,685,137	502,606,000	495,345,000	494,999,000	501,150,000	515,175,000
Other Financing Sources (Uses)						
Appropriation from Fund Balance for Op. Budget	2,586,907	2,587,000	2,587,000	2,587,000	2,587,000	2,587,000
Total General Fund Revenue & Other Sources	524,272,044	505,193,000	497,932,000	497,586,000	503,737,000	517,762,000
Special Revenues & Other Funds						
Appropriation from Schools Fund Balance	4,355,938	4,356,000	4,356,000	4,356,000	4,356,000	4,356,000
Other Special Revenue (donations/charges)	95,315,037	98,174,000	101,120,000	104,153,000	107,278,000	110,496,000
Sanitary Sewer Fund	7,654,514	7,884,000	8,121,000	8,364,000	8,615,000	8,874,000
Equipment Replacement Fund	4,916,340	5,064,000	5,216,000	5,372,000	5,533,000	5,699,000
Total Special Revenue & Other Funds	112,241,829	115,478,000	118,813,000	122,245,000	125,782,000	129,425,000
Total Revenues, All Funds	636,513,873	620,671,000	616,745,000	619,831,000	629,519,000	647,187,000
Expenditures & Other Uses						
City Personnel						
Salaries	178,208,648	178,209,000	182,678,000	187,237,000	191,886,000	196,629,000
Step Increase (includes effects on fringes)	0	4,469,000	4,559,000	4,650,000	4,743,000	4,838,000
MRA (includes effects on fringes)	0	0	0	0	0	0
Social Security (excludes Step and MRA)	12,759,140	12,759,000	12,759,000	12,759,000	12,759,000	12,759,000
Health Care	19,326,181	20,872,000	22,542,000	24,345,000	26,293,000	28,397,000
Retirement (excludes Step and MRA)	31,436,926	31,437,000	31,437,000	31,437,000	31,437,000	31,437,000
LT Disability & Life Ins. (excludes Step & MRA)	1,057,729	1,058,000	1,058,000	1,058,000	1,058,000	1,058,000
Other Fringe Benefits	649,340	669,000	689,000	710,000	731,000	753,000
Total City Personnel	243,437,964	249,473,000	255,722,000	262,196,000	268,907,000	275,871,000
City Non-personnel	143,670,706	144,562,000	149,501,000	154,636,000	159,977,000	165,535,000
Debt service	37,252,967	38,524,000	43,084,000	47,096,000	48,772,000	54,372,000
Cash capital	700,000	4,700,000	4,700,000	6,700,000	10,700,000	12,700,000
Schools Personnel	176,843,133	182,148,000	187,613,000	193,241,000	199,039,000	205,010,000
Schools Non-personnel	34,609,103	34,609,000	35,647,000	36,717,000	37,818,000	38,953,000
Total Expenditures	636,513,873	654,016,000	676,267,000	700,586,000	725,213,000	752,441,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(33,345,000)	(59,522,000)	(80,755,000)	(95,694,000)	(105,254,000)

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

Forecast Scenarios

Medium Growth Scenario

	FY 2010 Proposed	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast
General Fund						
General property tax revenue						
Real property tax	290,997,724	282,995,000	282,995,000	291,485,000	306,788,000	325,195,000
Personal property tax	31,100,000	31,846,000	32,611,000	33,393,000	34,195,000	35,015,000
Penalties and interest	1,870,000	1,889,000	1,908,000	1,927,000	1,946,000	1,965,000
Total general property tax revenue	323,967,724	316,730,000	317,514,000	326,805,000	342,929,000	362,175,000
Other Local Tax Revenue	116,430,000	120,236,000	124,172,000	128,242,000	132,451,000	136,803,000
Other Non-Tax Revenue	81,287,413	83,704,000	86,198,000	88,773,000	91,431,000	94,175,000
Total General Fund Revenues	521,685,137	520,670,000	527,884,000	543,820,000	566,811,000	593,153,000
Other Financing Sources (Uses)						
Appropriation from Fund Balance for Op. Budget	2,586,907	2,587,000	2,587,000	2,587,000	2,587,000	2,587,000
Total General Fund Revenue & Other Sources	524,272,044	523,257,000	530,471,000	546,407,000	569,398,000	595,740,000
Special Revenues & Other Funds						
Appropriation from Schools Fund Balance	4,355,938	4,356,000	4,356,000	4,356,000	4,356,000	4,356,000
Other Special Revenue (donations/charges)	95,315,037	98,063,000	100,894,000	103,809,000	106,812,000	109,905,000
Sanitary Sewer Fund	7,654,514	7,655,000	7,655,000	7,655,000	7,655,000	7,655,000
Equipment Replacement Fund	4,916,340	5,064,000	5,216,000	5,372,000	5,533,000	5,699,000
Total Special Revenue & Other Funds	112,241,829	115,138,000	118,121,000	121,192,000	124,356,000	127,615,000
Total Revenues, All Funds	636,513,873	638,395,000	648,592,000	667,599,000	693,754,000	723,355,000
Expenditures & Other Uses						
City Personnel						
Salaries	178,208,648	178,209,000	182,678,000	187,237,000	191,886,000	196,629,000
Step Increase (includes effects on fringes)	0	4,469,000	4,559,000	4,650,000	4,743,000	4,838,000
MRA (includes effects on fringes)	0	0	0	0	0	0
Social Security (excludes Step and MRA)	12,759,140	12,759,000	12,759,000	12,759,000	12,759,000	12,759,000
Health Care	19,326,181	20,872,000	22,542,000	24,345,000	26,293,000	28,397,000
Retirement (excludes Step and MRA)	31,436,926	31,437,000	31,437,000	31,437,000	31,437,000	31,437,000
LT Disability & Life Ins. (excludes Step & MRA)	1,057,729	1,058,000	1,058,000	1,058,000	1,058,000	1,058,000
Other Fringe Benefits	649,340	669,000	689,000	710,000	731,000	753,000
Total City Personnel	243,437,964	249,473,000	255,722,000	262,196,000	268,907,000	275,871,000
City Non-personnel	143,670,706	144,562,000	149,501,000	154,636,000	159,977,000	165,535,000
Debt service	37,252,967	38,524,000	43,084,000	47,096,000	48,772,000	54,372,000
Cash capital	700,000	4,700,000	4,700,000	6,700,000	10,700,000	12,700,000
Schools Personnel	176,843,133	182,148,000	187,613,000	193,241,000	199,039,000	205,010,000
Schools Non-personnel	34,609,103	34,609,000	35,647,000	36,717,000	37,818,000	38,953,000
Total Expenditures	636,513,873	654,016,000	676,267,000	700,586,000	725,213,000	752,441,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(15,621,000)	(27,675,000)	(32,987,000)	(31,459,000)	(29,086,000)

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

PERFORMANCE AGAINST SELECTED DEBT POLICY GUIDELINES						
Debt as a % of Real Property Assessed Value	1.08%	1.14%	1.29%	1.27%	1.26%	1.19%
Debt as a % of Total Personal Income	3.41%	3.38%	3.60%	3.43%	3.38%	3.18%

Forecast Scenarios

High Growth Scenario

	FY 2010 Proposed	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast	FY 2014 Forecast	FY 2015 Forecast
General Fund						
General property tax revenue						
Real property tax	290,997,724	285,905,000	289,479,000	301,782,000	322,907,000	348,739,000
Personal property tax	31,100,000	32,500,000	33,962,000	35,490,000	37,087,000	38,756,000
Penalties and interest	1,870,000	1,907,000	1,946,000	1,984,000	2,024,000	2,065,000
Total general property tax revenue	323,967,724	320,312,000	325,387,000	339,256,000	362,018,000	389,560,000
Other Local Tax Revenue	116,430,000	122,079,000	128,012,000	134,245,000	140,792,000	147,671,000
Other Non-Tax Revenue	81,287,413	85,043,000	88,981,000	93,109,000	97,437,000	101,975,000
Total General Fund Revenues	521,685,137	527,434,000	542,380,000	566,610,000	600,247,000	639,206,000
Other Financing Sources (Uses)						
Appropriation from Fund Balance for Op. Budget	2,586,907	2,587,000	2,587,000	2,587,000	2,587,000	2,587,000
Total General Fund Revenue & Other Sources	524,272,044	530,021,000	544,967,000	569,197,000	602,834,000	641,793,000
Special Revenues & Other Funds						
Appropriation from Schools Fund Balance	4,355,938	4,356,000	4,356,000	4,356,000	4,356,000	4,356,000
Other Special Revenue (donations/charges)	95,315,037	98,063,000	100,894,000	103,809,000	106,812,000	109,905,000
Sanitary Sewer Fund	7,654,514	7,655,000	7,655,000	7,655,000	7,655,000	7,655,000
Equipment Replacement Fund	4,916,340	5,064,000	5,216,000	5,372,000	5,533,000	5,699,000
Total Special Revenue & Other Funds	112,241,829	115,138,000	118,121,000	121,192,000	124,356,000	127,615,000
Total Revenues, All Funds	636,513,873	645,159,000	663,088,000	690,389,000	727,190,000	769,408,000
Expenditures & Other Uses						
City Personnel						
Salaries	178,208,648	178,209,000	182,678,000	187,237,000	191,886,000	196,629,000
Step Increase (includes effects on fringes)	0	4,469,000	4,559,000	4,650,000	4,743,000	4,838,000
MRA (includes effects on fringes)	0	0	0	0	0	0
Social Security (excludes Step and MRA)	12,759,140	12,759,000	12,759,000	12,759,000	12,759,000	12,759,000
Health Care	19,326,181	20,872,000	22,542,000	24,345,000	26,293,000	28,397,000
Retirement (excludes Step and MRA)	31,436,926	31,437,000	31,437,000	31,437,000	31,437,000	31,437,000
LT Disability & Life Ins. (excludes Step & MRA)	1,057,729	1,058,000	1,058,000	1,058,000	1,058,000	1,058,000
Other Fringe Benefits	649,340	669,000	689,000	710,000	731,000	753,000
Total City Personnel	243,437,964	249,473,000	255,722,000	262,196,000	268,907,000	275,871,000
City Non-personnel	143,670,706	144,562,000	149,501,000	154,636,000	159,977,000	165,535,000
Debt service	37,252,967	38,524,000	43,084,000	47,096,000	48,772,000	54,372,000
Cash capital	700,000	4,700,000	4,700,000	6,700,000	10,700,000	12,700,000
Schools Personnel	176,843,133	182,148,000	187,613,000	193,241,000	199,039,000	205,010,000
Schools Non-personnel	34,609,103	34,609,000	35,647,000	36,717,000	37,818,000	38,953,000
Total Expenditures	636,513,873	654,016,000	676,267,000	700,586,000	725,213,000	752,441,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(8,857,000)	(13,179,000)	(10,197,000)	1,977,000	16,967,000

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

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Legislative and Executive

City Council…… 11-2
City Manager…… 11-5
City Attorney…….. 11-14
City Clerk and Clerk of Council…… 11-21

City Council

Mission Statement: To provide strategic and policy direction so that the Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$432,098	$441,852	$464,120	5.0%
Non-Personnel	90,510	82,305	60,037	-27.1%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$522,608	$524,157	$524,157	0.0%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$522,608	$524,157	$524,157	0.0%
Total Department FTE's	14.0	14.0	14.0	0.0%

Highlights

• In FY 2010, the General Fund budget for the City Council stays flat at $524,157.

• Salaries decrease by $3,485 due to the consolidation of the Mayor's aide position from two part-time employees to one full-time.

• Benefits increase by $25,753 due to increased contribution rate for participation in the City's retirement program and increase participation in available health insurance programs.

• Non-personnel costs decrease by $22,268 or 27.1% due to budget reductions for travel, conferences, photo-copying, and office supplies.

City Council

Program Level Summary Information

Expenditure Summary

Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
City Council	$522,608	$524,157	$524,157	0.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
City Council*	14.0	14.0	14.0	0.0%

City Council Programs and Activities

City Council
City Council Operation

Dept Info

Department Contact Info
703.838.4550
www.alexandriava.gov/council

City Council Members
William Euille, Mayor
Redella Pepper, Vice Mayor
Ludwig Gaines, Councilman
Rob Krupicka, Councilman
Timothy Lovain, Councilmember
Paul Smedberg, Councilman
Justin Wilson, Councilman

City Council

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction	FTE's	FY 2010 Proposed
City Council	*Various Non-Personnel*	**(0 FTE)**	**($22,268)**
City Council will reduce numerous non-personnel expenditures which include: travel, conference registrations, photocopying, and office supplies.			

City Manager

Mission Statement: The mission of the City Manager's Office is to perform executive duties of the city government, which includes: advising Council on matters pertaining to policy and proper administration, submitting an annual budget, preparing Comprehensive Annual Finance Reports (CAFRs) and providing monthly financial and activity reports.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$1,486,688	$1,692,670	$1,570,925	-7.2%
Non-Personnel	$127,464	$152,538	$93,739	-38.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,614,152	$1,845,208	$1,664,664	-9.8%
Less Revenues				
Internal Services	$265	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$265	$0	$0	0.0%
Net General Fund Expenditures	$1,613,887	$1,845,208	$1,664,664	-9.8%

Highlights

• FY 2010 personnel costs decreased by $121,745 (7.2%) due to the elimination of the vacant Grants Coordinator position and the reassignment of its duties.

•Total non-personnel costs decreases by $58,799 (38.5%) due to various non-personnel budget reductions. For more detail on these reductions please see the City Manager's summary of budget changes page.

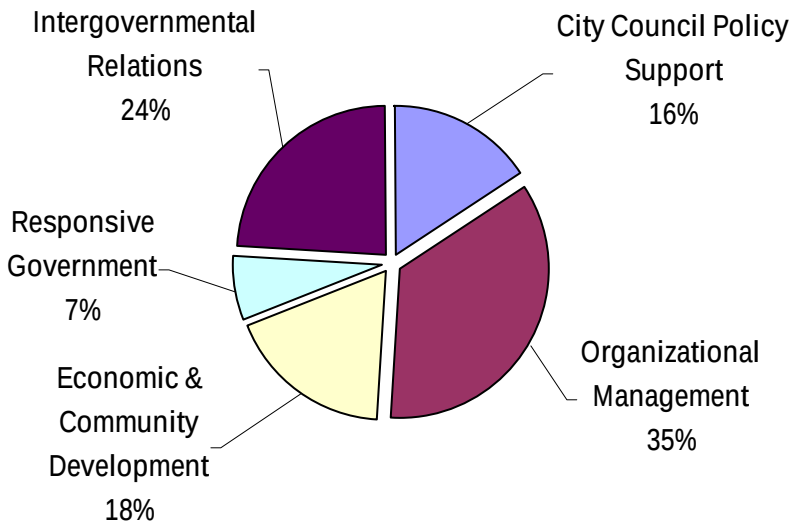
• The FY 2010 budget includes organizational changes made in FY 2009.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of community rating overall quality of life as very good or good*	97.3%	97.3%	98.0%
% of community rating services in relationship to taxes paid as very good or good*	84.9%	84.9%	85.0%
% of community responding the City meets their service expectations always or most of the time*	79.3%	79.3%	80.0%
% change in # of jobs in Alexandria	0.9%	N/A	0.0%
% change in retail sales	10.0%	N/A	0.0%

*Data from 2006 Community Survey. Survey is completed every three years. Next Community Survey will be completed in 2009.

FY 2010 Proposed Expenditures by Program



City Manager

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
City Council Policy Support	$257,097	$250,116	$263,144	5.2%
Organizational Management	529,138	830,357	581,917	-29.9%
Economic & Community Development	232,221	157,337	302,689	92.4%
Responsive Government	112,457	119,587	115,335	-3.6%
Intergovernmental Relations	483,239	487,811	401,579	-17.7%
Total Expenditures	$1,614,152	$1,845,208	$1,664,664	-9.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
City Council Policy Support	1.4	1.4	1.5	7.1%
Organizational Management	4.2	4.0	3.3	-16.5%
Economic & Community Development*	1.8	1.0	1.8	84.2%
Responsive Government	1.0	1.1	0.6	-42.9%
Intergovernmental Relations	3.7	3.7	2.9	-21.9%
Total FTE's	12.0	11.0	10.0	-9.1%

*New Assistant City Manager Position allocated to Economic and Community Development

City Manager Programs and Activities

City Council Support
- City Council Support

Organizational Management
- Organizational Management

Economic & Community Development
- Economic & Community Development

Responsive Government
- Responsive Government

Intergovernmental Relations
- Grants Coordination, Administration & Compliance
- Legislative Coordination
- Regional Coordination

Dept Info

Department Contact Info
703.838.4300
www.alexandriava.gov/manager

Department Head
James K. Hartmann, City Manager
703.838.4300

Department Staff
Michele Evans, Deputy City Manager
Mark Jinks, Deputy City Manager

City Council Policy Support Program

The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas for Council meetings, reviewing and approving docket items, and producing memos and managing work sessions during budget season.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$257,097	$250,116	$263,144
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$257,097	$250,116	$263,144
Program Outcomes*			
% of community rating overall quality of life as very good or good	97.3%	97.3%	98.0%
% of community rating services in relationship to taxes paid as very good or good	84.9%	84.9%	85.0%

*Data from 2006 Community Survey. Survey is completed every three years. Next Community Survey will be completed in 2009.

Activity Data

CITY COUNCIL POLICY SUPPORT - The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas, reviewing and approving docket items, and producing memos and managing work sessions during budget season.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$257,097	$250,116	$263,144
FTE's	1.4	1.4	1.5

Organizational Management Program

The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$529,138	$830,357	$581,917
Less Revenues	$775	$0	$0
Net General Fund Expenditures	$528,363	$830,357	$581,917
Program Outcomes*			
% of community responding the City meets their service expectations always or most of the time	79.3%	79.3%	80.0%
% of community rating overall quality of life as very good or good	97.3%	97.3%	98.0%
% of community rating services in relationship to taxes paid as very good or good	84.9%	84.9%	85.0%

*Data from 2006 Community Survey. Survey is completed every three years. Next Community Survey will be completed in 2009.

Activity Data

ORGANIZATIONAL MANAGEMENT – The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$529,138	$830,357	$581,917
FTE's	4.2	4.0	3.3
# of City FTEs managed	2,654.3	2,656.3	2,648.4
$ value of City budget managed (in millions)	$629.9	$629.9	$658.5
# of organizational development projects completed	3	3	4
% of City effectiveness measure targets met	100%	100%	100%

Economic & Community Development Program

The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic and development growth and provide economic sustainability through the appropriate growth of the local economy.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$232,221	$157,337	$302,689
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$232,221	$157,337	$302,689
Program Outcomes			
% change in # of jobs in Alexandria	0.9%	N/A	0.0%
% change in retail sales	10.0%	N/A	0.0%

Activity Data

ECONOMIC & COMMUNITY DEVELOPMENT – The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic development and provide economic sustainability through the appropriate growth of the local economy.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$232,221	$157,337	$302,689
FTE's	1.8	1.0	1.8
# of business associations in the City	9	9	9
# of Economic Sustainability recommendations implemented	34	N/A	34
$ amount of City General Fund support to economic development organizations	$2,895,518	$2,855,144	$3,422,182

Responsive Government Program

The goal of Responsive Government is to coordinate committees, task forces and other community-oriented organizations to address special issues, respond to citizen inquiries and engage stakeholders in public policy development.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$112,457	$119,587	$115,335
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$112,457	$119,587	$115,335
Program Outcomes			
% of community rating overall quality of life as very good or good*	97.3%	97.3%	98.0%

Activity Data

RESPONSIVE GOVERNMENT – The goal of Responsive Government is to coordinate committees, task forces and other community-oriented organizations to address special issues, respond to citizen inquiries and engage stakeholders in public policy development.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures*	$112,457	$119,587	$115,335
FTE's	1.0	0.6	0.6
# of City Sponsored Boards and Commissions	75	N/A	77
% of City Population that have visited City website*	46%	N/A	46%

*Data from 2006 Community Survey. Survey is completed every three years. Next Community Survey will be completed in 2009.

Intergovernmental Relations Program

The goal of Intergovernmental Relations is to work with state and federal partners, on behalf of the City, to ensure the City is connected to and represented by other levels of government.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$483,239	$487,811	$401,579
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$483,239	$487,811	$401,579
Program Outcomes			
$ value of grant awards received (in millions)	$37.8	$42.5	$38.0
# of legislative positions adopted	92	90	90

Activity Data

GRANTS COORDINATION, ADMINISTRATION & COMPLIANCE - The goal of Grants Coordination, Administration and Compliance is to locate and assist city agencies in acquiring alternative funding sources, provide technical assistance for grants management, improve grant acquisition and management procedure citywide, and ensure fiscal accountability and compliance with funding conditions.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$129,674	$161,955	$42,618
FTE's	1.3	1.3	0.3
# of grant applications submitted	79	88	79
# of grant awards received	75	81	70
$ value of grant awards received (in millions)	$37.8	$42.5	$40.5

LEGISLATIVE COORDINATION (STATE & FEDERAL) - The goal of Legislative Coordination is to prepare the City's annual legislative package for consideration by the City Council and to monitor legislative items before the General Assembly and Congress, and advocate for issues on behalf of the City.			
Expenditures	$326,775	$308,276	$306,366
FTE's	2.3	2.3	2.3
# of legislative positions adopted	92	90	90

REGIONAL COORDINATION - The goal of Regional Coordination is to coordinate Alexandria city government activities with the regional bodies and to provide a point of contact for communications.			
Expenditures	$26,790	$17,580	$52,595
FTE's	0.1	0.1	0.3
# of regional organizations and initiatives staffed	7	N/A	7

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction	FTE's	FY 2010 Proposed
Grants Coordination	*Eliminate Grants Administrator Position*	**(1.0 FTE)**	**($107,421)**
The position is currently vacant. This position facilitated the coordination of grants approval between departments and City Council. With the elimination of this position, Departments will continue to administer their grants with management oversight duties provided by the Office of Management & Budget, Finance, and Internal Audit.			
All	*Various Non-Personnel*	**(0 FTE)**	**($57,744)**
The City Manager's Office will reduce numerous non-personnel expenditures which include: travel, conference registrations, memberships, office supplies, and internal-special events. As a result, the City Manager's Office will no longer be able to attend certain trainings and conferences, will need to limit the purchase of memberships and office supplies, and will no longer be able to support certain internal-special events			

City Attorney

Mission Statement: The mission of the City Attorney's Office is to protect the legal interests of the City as a municipal corporation, and of its officers and entities, and to ensure that the City's programs and activities are executed in compliance with applicable laws and regulations.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$1,770,601	$1,896,012	$1,866,341	-1.6%
Non-Personnel	2,006,591	1,445,741	1,300,457	-10.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$3,777,192	$3,341,753	$3,166,798	-5.2%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$3,777,192	$3,341,753	$3,166,798	-5.2%
Total Department FTEs	15.0	15.0	15.0	0.0%

Highlights

• In FY 2010 the proposed General Fund budget decreased $174,955, or 5.2%.

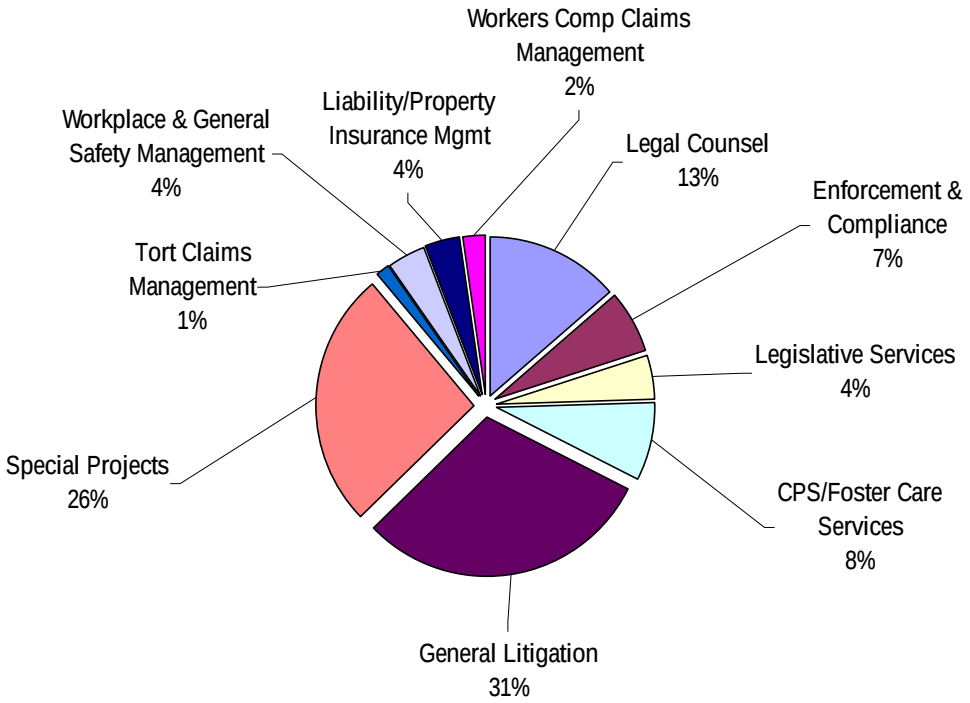
•FY 2010 personnel costs decreased $29,671, partially attributable to the replacement of senior staff attorney (Assistant City Attorney IV) with a junior staff Attorney (Assistant City Attorney I); partially offset by the reclassification of a Law Clerk I position to a junior staff attorney position (Assistant City Attorney I).

•Total FY 2010 non-personnel costs decreased $145,284, or 10.0%, mostly attributable to a reduction in outside legal costs described on the following pages.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of formal and informal legal opinions issued and advice rendered	275	280	280
Attorney hours expended per request for legal counsel	73	75	75
% of enforcement & compliance cases satisfactorily resolved within 12 months	95.0%	95.0%	95.0%
Attorney hours expended per request for drafted or reviewed legislation	30	25	25
Cost per request for workplace/general safety management consultation	$441	$1,601	$1,500
% of liability exposure reduced through insurance/reinsurance	40.0%	50.0%	50.0%

FY 2010 Proposed Expenditures by Activity



City Attorney

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Office of the City Attorney	$3,459,374	$2,996,745	$2,815,991	-6.0%
Risk Management	317,818	345,008	350,807	1.7%
Total Expenditures	$3,777,192	$3,341,753	$3,166,798	-5.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Office of the City Attorney	12.0	12.0	12.0	0.0%
Risk Management	3.0	3.0	3.0	0.0%
Total full time employees	15.0	15.0	15.0	0.0%

City Attorney Programs and Activities

Office of the City Attorney
- Legal Counsel
- Enforcement & Compliance
- Legislative Services
- CPS/Foster Care Services
- General Litigation
- Special Projects

Risk Management
- Torts Claim Management
- Workplace & General Safety Management
- Liability/Property Insurance Management
- Workers Comp Claims Management

Dept Info

Department Contact Info
703.838.4433
http://alexandriava.gov/cityattorney/

Department Head
Christopher Spera, Acting City Attorney
703.838.4433
christopher.spera@alexandriava.gov

Office of the City Attorney

The goal of the Office of the City Attorney is to provide timely and effective legal counsel to the City Council, the City Manager, and all departments, agencies, boards and commissions of the City; to represent the City and its officers and employees in general civil litigation; to prosecute successfully civil violations of City ordinances, nuisance abatement actions, and delinquent tax collection cases; and to represent effectively the governmental interest in civil proceedings arising from child abuse and neglect incidents and foster care placements.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$3,459,374	$2,996,745	$2,815,991
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$3,459,374	$2,996,745	$2,815,991
Program Outcomes			
% of requests responded to within required time frame	90%	90%	90%

Activity Data

LEGAL COUNSEL – The goal of Legal Counsel is to provide advice and legal counsel to City officers and employees.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$400,906	$430,095	$427,437
FTE's	2.8	2.8	2.8
# of formal and informal opinions issued and advice rendered	275	280	280
Attorney hours expended per request	75	75	75
% of requests responded to within required time frame	90%	90%	90%

ENFORCEMENT & COMPLIANCE – The goal of Enforcement and Compliance is to enforce compliance with City ordinances, regulations and revenue collections.			
Expenditures	$205,860	$215,278	$208,497
FTE's	1.9	1.9	1.9
# of enforcement cases handled administratively or through litigation	200	250	250
Attorney hours expended per request	80	80	80
% of cases satisfactorily resolved within 12 months	95%	95%	95%
LEGISLATIVE SERVICES – The goal of Legislative Services is to draft legislation for consideration by City Council, and review proposed state and federal legislation and regulations.			
Expenditures	$139,093	$147,069	$140,241
FTE's	0.9	0.9	0.9
# legislation drafted/reviewed	75	60	60
Attorney hours expended per request	30	25	25
% of requests responded to within required time frame	100%	100%	100%

Office of the City Attorney, continued

CPS/FOSTER CARE SERVICES – The goal of CPS/Foster Care Services is to seek and enforce civil protections against child abuse and neglect, and initiate foster care placements.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$246,352	$249,418	$249,752
FTE's	2.0	2.0	2.0
# of CPS/foster care cases handled	205	181	200
Attorney hours expended per request	50	50	50
% of cases satisfactorily resolved within required statutory period	100%	100%	100%

GENERAL LITIGATION – The goal of Litigation is to defend civil actions brought against the City, its officers and employees.			
Expenditures	$1,469,363	$1,014,956	$957,829
FTE's	2.9	2.9	2.9
# of cases defended	50	50	50
Attorney hours expended per case	40	40	40
% of cases satisfactorily resolved within 12 months	90%	90%	90%

SPECIAL PROJECTS – The goal of Special Projects is to provide specialized legal and related services in connection with specific City initiatives and undertakings.			
Expenditures	$997,800	$939,929	$832,235
FTE's	1.6	1.6	1.6
# of projects handled	50	50	50
Attorney hours expended per project	30	30	30
% of projects satisfactorily resolved within required time frame	100	100%	100%

Risk Management

The goal of Risk Management is to review safety, handle claims, manage cases, manage the City's insurance policies, and provide loss control for the City and the public in order to preserve City assets.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$317,818	$345,008	$350,807
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$317,818	$345,008	$350,807
Program Outcomes			
% reduction in number in annual claim expenses	NA	3.0%	3.0%

Risk Management, continued

Activity Data

TORT CLAIMS MANAGEMENT – The goal of Tort Claims Management is to provide courteous, expeditious and fair handling of routine claims by residents and others against the City.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$43,548	$44,812	$45,238
FTE's	0.4	0.4	0.4
# of claims handled	85	140	140
Administrative cost per claim	$213	$320	$323
% of claims settled within 6 months	72%	90%	90%
WORKPLACE & GENERAL SAFETY MANAGEMENT – The goal of Workplace and General Safety Management is to assist City operating departments in maintaining a safe, and OSHA and CDL compliant, work environment, and in identifying and reducing liability exposure from City operations and properties.			
Expenditures	$101,569	$123,257	$124,395
FTE's	0.9	0.9	0.9
# of safety consultations	196	60	100
Cost per request	$411	$1,601	$1,500
% of requests resolved within 7 work days	72%	80%	80%
LIABILITY/PROPERTY INSURANCE MANAGEMENT – The goal of Liability/Property Insurance Management is to efficiently procure and administer the City's casualty insurance and liability reinsurance policies and programs.			
Expenditures	$108,352	$111,108	$111,786
FTE's	1.1	1.1	1.1
# of policies obtained	28	15	15
Administrative cost per policy	$1,964	$7,407	$7,000
% of exposure reduced through insurance/reinsurance		50%	
WORKERS COMP CLAIMS MANAGEMENT – The goal of Workers Comp Claims Management is to efficiently administer the City's Workers Compensation program.			
Expenditures	$64,349	$65,831	$69,388
FTE's	0.8	0.8	0.8
# of claims handled	256	250	250
Administrative cost per claim	$71	$263	$263
% of claims closed within 12 months	75%	80%	80%

Summary of Budget Changes

Expenditure Reductions			
Activity	**Reduction Option**	**FTEs**	**FY 2010 Proposed**
Personnel & Non-Personnel Costs	*Various*	(0 FTE)	($193,474)
These efficiency reductions ($193,474) will reduce personnel costs ($43,474) by the replacement of one senior staff attorney (Assistant City Attorney IV) with a junior staff attorney (Assistant City Attorney I); and the reclassfication of a Law Clerk I position to a junior staff attorney position (Assistant City Attorney I). These staff changes and the reassigment of duties within the department will help reduce outside legal costs ($150,000).			

City Clerk

Mission Statement: The mission of the City Clerk and Clerk of Council is to accurately record the proceedings of all Council meetings, preserve the legislative history, and prepare and assemble the Council docket material prepared by the City Manager's Office and other City departments.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$372,942	$390,951	$400,231	2.4%
Non-Personnel	18,792	24,504	20,354	-16.9%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$391,734	$415,455	$420,585	1.2%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$391,734	$415,455	$420,585	1.2%
Total Department FTE's	4.0	4.0	4.0	0.0%

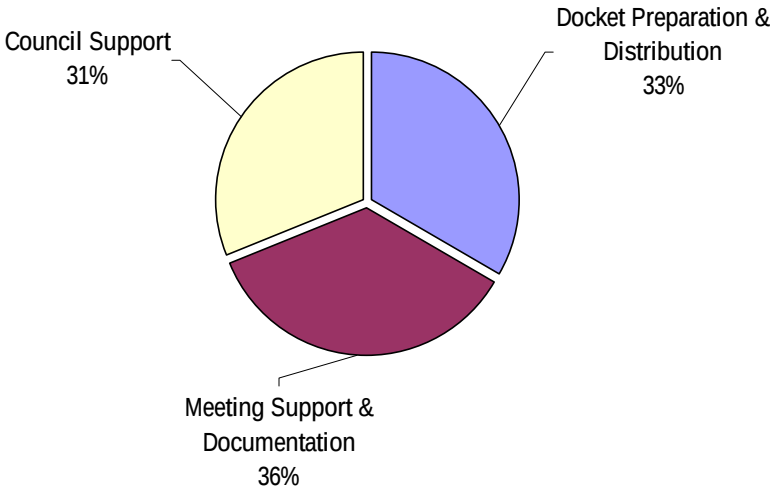
Highlights

- In FY 2010 City Clerk's proposed General Fund budget increases by $5,130 (1.2%).
- FY 2010 personnel costs increased by $9,280 or 2.4%; the increase was due to increased health care and retirement costs.
- Total non-personnel costs decreased $4,150 or 16.9% partially due to various expenditure reductions ($4,150) that are detailed in the summary of budget changes section.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of docket items processed	686	650	670
Cost per docket item processed	$153	$209	$209
Cost per Council meeting supported	$4,487	$5,014	$4,985
% of meeting minutes completed within 2 weeks of Council meeting	100%	100%	100%

FY 2010 Proposed Expenditures by Activity



City Clerk

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
City Clerk & Clerk of Council	$391,734	$415,455	$420,585	1.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
City Clerk & Clerk of Council	4.0	4.0	4.0	0.0%

City Clerk Programs and Activities

City Clerk and Clerk of Council
- Docket Preparation and Distribution
- Meeting Support and Documentation
- Council Support

Department Information

Department Contact Info
703.838.4550
www.alexandriava.gov/city/cityclerk.cityclerk.html

Department Head
Jackie Henderson, City Clerk
703.838.4550
jackie.henderson@alexandriava.gov

Department Staff
Gloria Sitton, Deputy City Clerk

City Clerk & Clerk of Council Program

The goal of City Clerk and Clerk of Council is to maintain the official record of the activities of City Council and to preserve and distribute this information in a timely and accurate manner.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	100%	100%	100%
Total Expenditures	$391,734	$415,455	$420,585
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$391,734	$415,455	$420,585
Program Outcomes			
% of meeting minutes completed within two weeks of Council meeting	100%	100%	100%

Activity Data

DOCKET PREPARATION & DISTRIBUTION – The goal of Docket Preparation is to prepare and distribute items for Council consideration to members of Council and the public, and to notify the public of items scheduled before Council in accordance with state and local laws.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$105,060	$136,110	$139,843
FTE's	1.3	1.3	1.3
# of docket items processed	686	650	670
Cost per docket item processed	$153	$209	$209
% of docket items sent to Council four or more days in advance of meeting	100%	100%	100%

MEETING SUPPORT & DOCUMENTATION – The goal of Meeting Support and Documentation is to maintain a permanent record of official City Council actions in a prompt and accurate manner.			
Expenditures	$143,598	$150,409	$149,556
FTE's	1.1	1.1	1.1
# of City Council meetings supported	32	30	30
Cost per City Council meeting supported	$4,487	$5,014	$4,985
% of meeting minutes completed within two weeks of Council meeting	100%	100%	100%

COUNCIL SUPPORT – The goal of Council Support is to provide reception, records research, general office support and budget administration services in order to support Council's effective operation.			
Expenditures	$143,076	$128,936	$131,186
FTE's	1.6	1.6	1.6
# of hours of administrative support provided	N/A	3,328	8,328
# of record research requests filled	80	80	75
Cost per hour of administrative support	N/A	$39	$16
% of record research requests filled within one day	100%	100%	100%

City Clerk

Summary of Budget Changes

Expenditure Reductions			
Activity	**Reduction**	**FTE's**	**FY 2010 Proposed**
All	*Various Non-Personnel*	**(0 FTE)**	**($4,150)**
City Clerk will reduce numerous non-personnel expenditures which include: travel, conference registrations, telecommunications, office supplies, and professional services. As a result, the City Clerk will no longer be able to attend certain trainings and conferences, will no longer carry a City-owned Blackberry and will need to limit the purchase of office supplies.			

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Courts and Constitutional Officers

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Juvenile and Domestic Relations District Court 12-34
Law Library 12-38
Other Public Safety and Justice 12-41
Office of Voter Registration and Elections 12-47
Sheriff's Office 12-54

18th Circuit Court

Mission Statement: The mission of the Circuit Court is to conduct proceedings for all criminal and civil cases before the 18th Circuit Court in accordance with the Code of Virginia.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$1,219,188	$1,262,282	$1,253,445	-0.7%
Non-Personnel	88,576	105,764	99,902	-5.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,307,764	$1,368,046	$1,353,347	-1.1%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$1,307,764	$1,368,046	$1,353,347	-1.1%
Total Department FTEs	13.0	13.0	13.0	0.0%

Highlights

•In FY 2010 the proposed General Fund budget decreased by $14,699, or 1.1%.

•Personnel costs decreased by $8,837, or 0.7%.

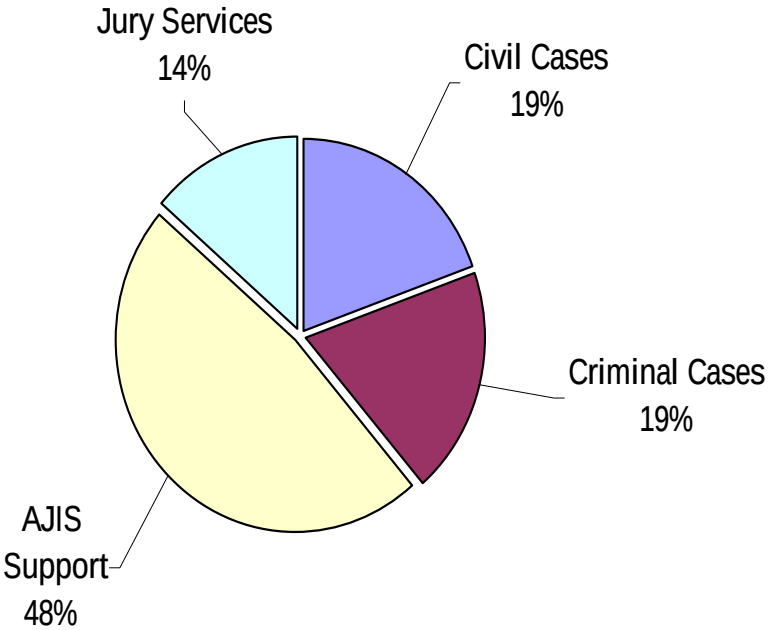
•Total non-personnel costs decreased by $5,862, or 5.5%, partially attributable to expenditure reductions ($6,952) described on the following pages, including: long distance travel ($1,500), telecommunications ($1,248), education and training ($1,000), office supplies ($1,000) and various other non-personnel costs ($2,204).

18th Circuit Court

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Number of civil cases closed	3,378	3,094	3,188
City cost per civil case closed	$73	$89	$86
Number of criminal cases closed	1,739	1,960	2,020
City cost per criminal case closed	$146	$134	$135

FY 2010 Approved Expenditures by Activity



18th Circuit Court

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Civil Cases	$250,247	$268,598	$261,764	-2.5%
Criminal Cases	$258,494	$268,597	$261,513	-2.6%
AJIS Support	$628,842	$645,247	$647,131	0.3%
Jury Services	$170,181	$185,604	$182,939	-1.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Civil Cases	3.0	2.9	2.9	0.0%
Criminal Cases	3.0	2.9	2.9	0.0%
AJIS Support	6.0	6.0	6.0	0.0%
Jury Services	1.0	1.2	1.2	0.0%

18th Circuit Court Programs and Activities

Justice Program
- Civil Cases
- Criminal Cases
- AJIS Support
- Jury Services

Dept Info

Department Contact Info
703.838.4123
http://alexandriava.gov/circuitcourt/

Department Head
Donald M. Haddock, Chief Judge
703.838.4123
donald.haddock@alexandriava.gov

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Lori A. Knoernschild, Deputy Court Administrator
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lori.knoernschild@alexandriava.gov

Justice Program

The goal of Justice is to adjudicate Alexandria civil and criminal cases in a timely manner.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$1,307,764	$1,368,046	$1,353,437
Less Revenues		$0	$0
Net General Fund Expenditures	$1,307,764	$1,368,046	$1,353,437
Program Outcomes			
% of cases closed within timeframes	99%	100%	100%

Activity Data

CIVIL CASES – The goal of Civil Cases is to close Alexandria civil cases within one year of filing.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$250,247	$268,598	$261,764
FTE's	3	2.9	2.9
# of civil cases closed	3,378	3,125	3,188
City cost per civil case closed	$73	$89	$86
% of civil cases closed within one year of initial filing date	97%	98%	94%

CRIMINAL CASES – The goal of Criminal Cases is to close Alexandria criminal cases within 120 days of indictment.	FY 2008 actual	FY 2009 Approved	FY 2010 Projected
Expenditures	$258,494	$268,597	$261,513
FTE's	3	2.9	2.9
# of criminal cases closed	1,739	1,980	2,020
City cost per criminal case closed	$146	$136	$135
% of criminal cases closed within 120 days of indictment	98%	95%	86%

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS) SUPPORT – The goal of AJIS Support is to provide computer-related hardware, software and database support to the Circuit Court and other Alexandria justice agencies in a timely and accurate manner.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$628,842	$645,247	$647,131
FTE's	6	6	6
# of hours AJIS available	8,752	8,729	8,729
City cost per hour AJIS available	$71.85	$73.92	$74.14
% of customers satisfied with AJIS	100%	100%	100%

JURY SERVICES – The goal of Jury Services is to provide qualified jurors on a timely basis for Circuit Court civil and criminal trials.			
Expenditures	$170,181	$185,604	$182,939
FTE's	1	1.2	1.2
# of qualified jurors identified	7,205	8,283	8,366
City cost per qualified juror identified	$23.62	$17.34	$22.00
% of juries that begin on schedule	100%	100%	100%

Summary of Budget Changes

Expenditure Reductions		
Activity	**Reduction Option**	**FY 2010 Proposed**
Non-Personnel Costs	*Various*	**$6,952**
Several non-personnel costs in the 18th Circuit budget were identified as being able to be reduced due to actual expenditure trends. These costs include long distance travel ($1,500), telecommunications ($1,248), education and training ($1,000), office supplies ($1,000) and various other non-personnel costs ($2,204).		

18th General District Court

Mission Statement: The mission of the 18th General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$0	$0	$0	0.0%
Non-Personnel	94,896	78,571	79,228	0.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$94,896	$78,571	$79,228	0.8%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$94,896	$78,571	$79,228	0.8%

Highlights

•In FY 2010 proposed General Fund budget increased $657, or 0.8%. Small reallocations in existing resources of $398 were necessary to cover other necessary increases. These reductions are described on the following pages.

•City funding is provided for non-personnel costs including professional services, office supplies, telecommunications and other miscellaneous non-personnel costs.

18th General District Court

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of traffic cases filed	25,657	22,000	22,000
# of civil cases filed	11,031	10,000	11,000
# of criminal cases filed	7,854	8,400	8,400

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
General District Court	$94,896	$78,571	$79,228	0.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
General District Court	0.0	0.0	0.0	0.0%

18th General District Court Programs and Activities

18th General District Court
18th General District Court

Dept Info

Department Contact Info
703.838.4010
www.alexandriava.gov/districtcourt/

Department Head
Becky J. Moore, Chief Judge
703.838.4010
becky.moore@alexandriava.gov

Department Staff
JeAnne Rosson, Clerk

General District Court

The goal of the General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$94,896	$78,571	$79,228
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$94,896	$78,571	$79,228
Program Outcomes			

Activity Data

18th General District Court Activity – The goal of the 18th General District Court activity is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$94,896	$78,571	$79,228
FTE's	0.0	0.0	0.0
# of traffic cases filed	25,657	22,000	22,000
# of civil cases filed	11,031	10,000	11,000
# of criminal cases filed	7,854	8,400	8,400

18th General District Court

Summary of Budget Changes

Expenditure Reductions		
Activity	**Reduction Option**	**FY 2010 Proposed**
General District Court	*Various*	**$398**
The reductions are taken in uniforms and apparel ($300) and telecommunications ($98) and reflect actual expenditures in prior years.		

Clerk of the Court

Mission Statement: The mission of the Clerk of the Court is to serve as the recorder of all deeds, wills and other legal documents filed in the City; the office provides clerical assistance to the Circuit Court judges in courtroom proceedings and processes all civil and criminal cases filed with the court.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$1,479,589	$1,541,712	$1,483,982	-3.7%
Non-Personnel	182,075	95,478	95,478	0.0%
Capital Goods Outlay	9,886	0	0	0.0%
Total Expenditures	$1,671,550	$1,637,190	$1,579,460	-3.5%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	116,025	0	0	0.0%
Total Designated Funding Sources	$116,025	$0	$0	0.0%
Net General Fund Expenditures	$1,555,525	$1,637,190	$1,579,460	-3.5%
Total Department FTE's	23.0	23.0	23.0	0.0%

Highlights

•In FY 2010 the approved General Fund budget decreased $57,730 ($3.5%).

•FY 2010 personnel costs decreased by $57,730, or $3.7%; the decrease was due to the hiring of employees at a lower than previously budgeted level and expenditure reductions described on the following pages.

•Total non-personnel costs are budgeted at the same level as FY 2009.

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed [1]	% Change 2008-2009
Court Support	$815,780	$786,130	$692,708	-11.9%
Land Records	$444,985	461,555	457,769	-0.8%
Public Services	$410,785	389,505	428,983	10.1%
Total Expenditures	$1,671,550	$1,637,190	$1,579,460	-3.5%

[1] FY 2010 expenditures reflect the planned replacement for a full-time Administrative Officer II position at a lower than previously budgeted level and the reallocation of expenditures between Court Support and the Public Services Program.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Court Support	8.6	8.6	8.6	0.0%
Land Records	7.2	7.2	7.2	0.0%
Public Services	7.2	7.2	7.2	0.0%
Total full time equivalents (FTE's)	23.0	23.0	23.0	0.0%

Clerk of the Court Programs and Activities

Court Support
- Criminal Case Process
- Civil and Criminal Case Support
- Public Inquiries
- Wills and Probate
- Leadership and Management

Land Records
- Recordation of Land Documents
- Public Inquiries
- Recordation of Judgments & Financing Statements

Public Services
- Civil Case Filings
- License, Permit & Certificate Processing
- Public Inquiries

Dept Info

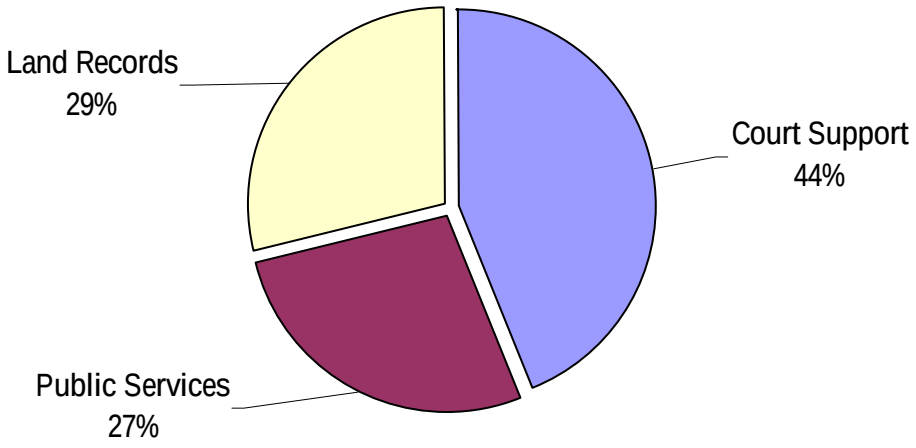
Department Contact Info
703.838.4044
http://www.alexandriava.gov/clerkofcourt/

Department Head
Ed Semonian, Clerk of the Court
703.838.4044
Ed.Semonian@alexandriava.gov

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of criminal cases processed	1,863	2,000	1,740
Cost per criminal case processed	$19.23	$24.38	$9.01
# of land document transactions processed (total)	25,195	29,000	19,052
Cost per recordation of land document transaction	$12.50	$8.94	$16.07
# civil case filings processed	3,627	3,700	3,710
Cost per civil case filing processed	$25.89	$26.29	$32.15

FY 2010 Proposed Expenditures by Program



Court Support Program

The goal of the Court Support Program is to provide assistance at court proceedings, process criminal cases, process all civil and criminal pleadings and orders, and issue and process probate related qualifications to support the effective operation of the Circuit Court.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$815,780	$786,130	$692,708
Less Revenues	$116,025	$0	$0
Net General Fund Expenditures	$699,755	$786,130	$692,708
Program Outcomes			
% of cases and transactions processed within targeted timeframes	100%	100%	100%

Activity Data

CRIMINAL CASE PROCESS – The goal of Criminal Case Processing is to process all criminal cases in a timely manner to enable contributing agencies to access files via the Alexandria Judicial Information System (AJIS).	FY 2008 Actual	FY 2009 Approved	
Expenditures	$35,825	$48,765	$15,685
FTE's	0.8	0.8	0.8
# of criminal cases processed	1,863	2,000	1,740
Cost per criminal case processed	$19.23	$24.38	$9.01
% of cases processed within two business days	100%	100%	100%

CIVIL AND CRIMINAL CASE SUPPORT – The goal of Civil and Criminal Case Support is to prepare criminal court orders and scan and index all pleadings and court orders in a timely manner in order for the public and contributing agencies to access this information.			
Expenditures	$164,401	$186,631	$179,147
FTE's	3.1	3.1	3.1
# transactions processed (total)	88,270	93,700	85,208
Cost per transaction	$1.86	$1.73	$2.10
% of transactions processed within two business days	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$57,412	$79,842	$66,876
FTE's	1.3	1.3	1.3
# of inquiries handled	16,968	15,200	17,699
Cost per inquiry	$3.38	$5.25	$3.78
% of inquiries handled in a satisfactory manner	N/A	100%	100%

Court Support Program, continued

Activity Data

WILLS AND PROBATE – The goal of Wills and Probate is to meet with and qualify executors, administrators, trustees and guardians and process and maintain wills and associated documents.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$50,899	$58,236	$35,734
FTE's	0.6	0.6	0.6
# of transactions processed (probates, qualifications, and related documents)	6,885	6,800	7,244
Cost per transaction	$7.39	$7.49	$4.93
% of transactions issued, indexed, and scanned within two business days	N/A	98%	100%

LEADERSHIP AND MANAGEMENT – The goal of Leadership and Management is to plan, organize, direct and coordinate all activities of the department in order to achieve its goals effectively and efficiently.			
Expenditures	$507,243	$412,656	$395,266
FTE's	4.0	4.0	4.0
# of activities managed	11	11	11
Cost per activity	$46,113	$37,514	$35,933
% of department activities achieving effectiveness objectives	100%	100%	100%

Land Records Program

The goal of the Land Records Program is to calculate, receipt, scan, index, verify indexing and maintain all land record documents in order to maintain a permanent legal record for the City including but not limited to: deeds, deeds of trust, assignments, certificates of satisfaction, power of attorneys, financing statements, judgments and plats and easements.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$444,985	$461,555	$457,769
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$444,985	$461,555	$457,769
Program Outcomes			
% of transactions processed within targeted timeframes	100%	100%	100%

Activity Data

RECORDATION OF LAND DOCUMENTS – The goal of Recordation of Land Documents is to record and process land transactions in a timely manner to facilitate settlements and the return of the original documentation to the owner.	FY 2008 Actual	FY 2009 Approved	FY 2009 Proposed
Expenditures	$314,848	$309,313	$306,128
FTE's	4.7	4.7	4.7
# of land document transactions processed (total)	25,195	29,000	19,052
Cost per recordation of land document transaction	$12.50	$8.94	$16.07
% of transactions processed within three business days (excluding time to return documents)	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$97,715	$113,852	$112,755
FTE's	1.7	1.7	1.7
# of inquiries handled	27,132	24,500	22,205
Cost per inquiry	$3.60	$4.65	$5.08
% of inquiries handled in a satisfactory manner	100%	100%	100%

RECORDATION OF JUDGMENTS & FINANCING STATEMENTS – The goal of Recordation of Judgments and Financing Statements is to record, docket and process these items in a timely manner in order to effectuate a lien on real estate.			
Expenditures	$32,422	$38,390	$38,886
FTE's	0.6	0.6	0.6
# of transactions processed (total)	6,592	5,300	6,482
Cost per transaction	$4.92	$7.24	$6.00
% of transactions processed within one business day	N/A	100%	100%

Public Services Program

The goal of the Public Services Program is to process all civil case filings, issue licenses, certificates and permits to the general public as mandated by the Code of Virginia.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$410,785	$389,505	$428,983
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$410,785	$389,505	$428,983
Program Outcomes			
% of transactions processed within targeted timeframes	100%	100%	100%

Activity Data

CIVIL CASE FILINGS – The goal of Civil Case Filings is to scan, receipt, index and issue process in all divorce and law cases for attorneys and the general public in a timely manner.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$93,898	$97,291	$119,260
FTE's	1.6	1.6	1.6
# civil case filings processed	3,627	3,700	3,710
Cost per civil case filing processed	$25.89	$26.29	$32.15
% of filings processed within two business days	100%	100%	100%

LICENSE, PERMIT, & CERTIFICATE PROCESSING – The goal of License, Permit and Certificate Processing is to issue and process marriage licenses, concealed handgun permits, notarial certificates; register business names; qualify notaries; record military discharge certificates; and administer oaths to elected and appointed officials.			
Expenditures	$156,201	$144,502	$155,236
FTE's	2.5	2.5	2.5
# of transactions processed (total)	15,718	16,400	16,060
Cost per transaction	$9.94	$8.81	$9.67
% of licenses, permits, and certificates issued, scanned, and indexed within two business days	100%	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$160,686	$147,712	$154,487
FTE's	2.1	2.1	2.1
# of inquiries handled	75,124	52,900	44,064
Cost per inquiry	$2.14	$2.79	$3.51
% of inquiries handled in a satisfactory manner	100%	100%	100%

Clerk of the Court

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Various	*Personnel*	**(0 FTE)**	**($34,000)**
This reduction will reduce the department's personnel budget by $34,000. It is achieved through the planned replacement for a full-time Administrative Officer II position at a lower than budgeted level. The incumbent will retire in FY 2010.			

Miscellaneous

"Net City Share" of Clerk of Court Operations	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
General Fund Expenditures			
Personnel	$ 1,479,589	$ 1,541,712	$ 1,483,982
Non-Personnel	75,936	95,478	95,478
Capital Goods	-	-	-
Total General Fund Expenditures	*$ 1,555,525*	*$ 1,637,190*	*$ 1,579,460*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 942,591	$ 983,724	$ 867,887
Excess Clerks' Fees Collected	540,764	500,000	150,000
Total General Fund Revenues	*$ 1,483,355*	*$ 1,483,724*	*$ 1,017,887*
Net City Share (General Fund Expenditures less General Fund Revenues)	$ 72,170	$ 153,466	$ 561,573

[1] In addition to the General Fund revenues reflected here, The Clerk of Courts collects Real Estate Recordation taxes, which as of September 1, 2004, are generally assessed at a total rate of $0.3333 per $100 of value of the deed or documentation being recorded. Of the total $0.3333 per $100 of value of the deed, $0.08333 per $100 is remitted to the City (budgeted as General Fund revenue) and $0.25 per $100 is remitted to the State. In FY 2010, it is estimated that the City will receive $3.3 million for this tax. A portion of the recordation taxes returned to the State from Northern Virginia jurisdictions is pledged as the debt service payment for the State transportation bonds that have been previously issued for a series of high priority Northern Virginia transportation projects.

The office also collects court fines and forfeitures and remits these to the City or the State as appropriate under applicable laws.

Office of the Commonwealth's Attorney

Mission Statement: The mission of the Office of the Commonwealth's Attorney is to protect the safety of the community and the rights of its citizens by just enforcement of the law.

Expenditure and Revenue Summary

Expenditures By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$2,610,289	$2,779,998	$2,797,095	0.6%
Non-Personnel	268,507	250,465	90,627	-63.8%
Capital Goods Outlay	3,163	0	0	0.0%
Total Expenditures	$2,881,959	$3,030,463	$2,887,722	-4.7%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	286,143	254,957	239,554	-6.0%
Total Designated Funding Sources	$286,143	$254,957	$239,554	-6.0%
Net General Fund Expenditures	$2,595,816	$2,775,506	$2,648,168	-4.6%
Total Department FTE's	29.4	29.4	29.4	0.0%

Highlights

•In FY 2010 the proposed General Fund budget decreased by $127,338, or 4.6%.

•Personnel costs increased by $17,097, or 0.6%.

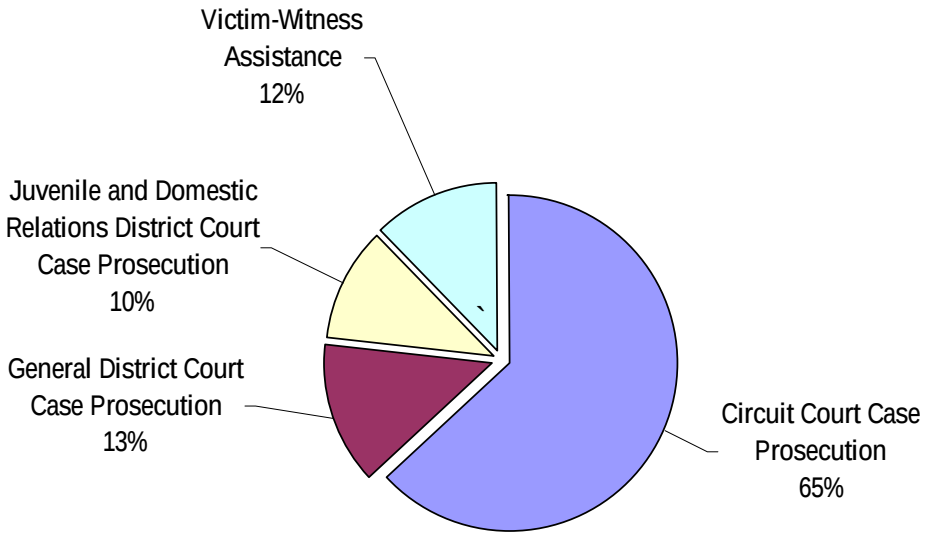
•Total non-personnel costs decreased by $159,838, or 63.8%; the decrease was attributable to the transfer of the parking adjudication office from the Office of the Commonwealth's Attorney to the Finance Department.

•The 6% decrease in Special Revenue Funding is attributable to a decrease in funding for the Victim-Witness Program. Personnel expenditures decreased by an equal amount when an experienced Victim-Witness Advocate resigned and a new Advocate was hired.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Conviction Rate	93%	92%	92%
% of cases concluded within time guidelines	95%	94%	94%
Conviction rate for DWI cases	98%	98%	98%

FY 2010 Proposed Expenditures by Activity



Office of the Commonwealth's Attorney

Activity Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Circuit Court Case Prosecution	$1,747,878	$1,822,807	$1,824,157	0.1%
General District Court Case Prosecution	$348,303	$382,599	$387,407	1.3%
Juvenile and Domestic Relations Court Case Prosecution	$253,632	$290,754	$320,584	10.3%
Parking Case Adjudication	$179,462	$159,126	$0	-100.0%
Victim-Witness Assistance	$352,684	$375,177	$355,574	-5.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Circuit Court Case Prosecution	15.1	15.1	15.1	0.0%
General District Court Case Prosecution	5.5	5.5	5.5	0.0%
Juvenile and Domestic Relations Court Case Prosecution	3.4	3.4	3.4	0.0%
Parking Case Adjudication	0.0	0.0	0.0	NA
Victim-Witness Assistance	5.4	5.4	5.4	0.0%

Commonwealth's Attorney Programs and Activities

Prosecution of Cases
- Circuit Court Case Prosecution
- General District Court Case Prosecution
- Juvenile and Domestic Relations District Court Case Prosecution
- Parking Case Adjudication
- Victim Witness Assistance

Dept Info

Department Contact Info
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Prosecution of Cases

The goal of Prosecution of Cases is to achieve a just and timely outcome in the prosecution of criminal cases on behalf of the citizens of Alexandria.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$2,881,959	$3,030,463	$2,887,722
Less Revenues	$286,143	$254,957	$239,554
Net General Fund Expenditures	$2,595,816	$2,775,506	$2,648,168
Program Outcomes			
Conviction rate for felony cases	93%	92%	92%
Anticipated percentile ranking within the state of VA for concluding cases within prescribed time guidelines	1	1	1

Activity Data

CIRCUIT COURT CASE PROSECUTION – The goal of Circuit Court Case Prosecution is to prosecute all felony and misdemeanor appeal cases to assure offenders are quickly brought to justice and held accountable.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,747,878	$1,822,807	$1,824,157
FTE's	15.1	15.1	15.1
# of cases concluded	1,872	2,000	2,000
Conviction rate for felony cases	93%	92%	92%
% of cases concluded within prescribed time guidelines	95%	94%	94%

GENERAL DISTRICT COURT CASE PROSECUTION – The goal of General District Court Case Prosecution is to carry out discretionary prosecution of selected misdemeanor offenses to assure targeted offenders are quickly brought to justice and held accountable.			
Expenditures	$348,303	$382,599	$387,407
FTE's	5.5	5.5	5.5
# of cases concluded	8,728	8,400	8,401
% of cases concluded within prescribed time guidelines	86%	85%	85%
Conviction rate for DWI cases	98%	98%	98%

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT CASE PROSECUTION – The goal of J&DR District Court Case Prosecution is to prosecute all felony cases and selected misdemeanors to assure offenders are quickly brought to justice and held accountable.			
Expenditures	$253,632	$290,754	$320,584
FTE's	3.4	3.4	3.4
# of cases concluded	2,051	2,200	2,200
% of cases concluded within prescribed time guidelines	88%	86%	86%
Conviction rate for juvenile felony cases	92%	89%	89%

Prosecution of Cases, continued

Activity Data

PARKING CASE ADJUDICATION – The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed [1]
Expenditures	$179,462	$159,126	NA
FTE's	0	0	NA
# of cases concluded	5,397	4,300	NA
% of cases adjudicated without appeal	99.4%	99.7%	NA

VICTIM-WITNESS ASSISTANCE – The goal of Victim-Witness Assistance is to help victims and witnesses of crime by providing them with support, guidance, and information concerning the criminal justice system, including assistance with restitution and support services.			
Expenditures	$352,684	$375,177	$355,574
FTE's	5.4	5.4	5.4
# of victims and witnesses served	4,027	4,000	4,000
% of cases in which prosecutors rate the services provided as favorable	97%	96%	96%

[1] FY 2010 expenditures for the parking adjucation office were transferred to the Finance Department.

Miscellaneous Information

Summary Table of Additional Revenues			
	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$2,881,959	$3,030,463	$2,887,722
Less Revenues	$286,143	$254,957	$239,554
Gen. Fund Expenditures	$2,595,816	$2,775,506	$2,648,168
State Revenues	$1,122,175	$1,301,373	$1,220,761
General Fund Expenditures Net State Revenues	$1,473,641	$1,474,133	$1,427,407

Court Service Unit Department

Mission Statement: The mission of the Court Service Unit is to provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$1,276,845	$1,447,227	$1,387,332	-4.1%
Non-Personnel	202,385	88,558	114,881	29.7%
Capital Goods Outlay	420	0	69,040	NA
Interfund Transfer*	100,799	99,498	99,498	0.0%
Total Expenditures**	$1,580,449	$1,635,283	$1,670,751	2.2%
Less Revenues				
Internal Service	$0	$0	$69,040	NA
Special Revenue Fund	285,775	113,512	138,336	21.9%
Interfund Transfer	100,799	99,498	99,498	0.0%
Total Designated Funding Sources	$386,574	$213,010	$306,874	44.1%
Net General Fund Expenditures	$1,193,875	$1,422,273	$1,363,877	-4.1%
Total Department FTE's	10.2	10.2	10.2	0.0%

*The interfund transfer reflects required City general fund support for special revenue funded grants, or grant match. The programs and activities with grants include the entire grant budget and the special revenue, as well as the interfund transfer from the General Fund.

** Includes City expenditures only. The Court Service Unit is also funded by the Commonwealth of Virginia. The Commonwealth contributed $1,606,160 in FY 2008, $1,639,725 in FY 2009 and approximately the same in FY 2010.

Highlights

•In FY 2010 the proposed general fund budget decreased by $58,396, or 4.1%.

•FY 2010 personnel costs decreased by $59,895, or 4.1%; the decrease was partially due to employee turnover and the hiring of new employees at a lower than previously budgeted level. The decrease in personnel costs was also due to efficiency reductions described on the following pages.

•Total non-personnel costs increased $26,323, or 29.7% primarily in the Gang Prevention activity, attributable to anticipated increases in various areas of the non-personnel budget; including, professional services, food supplies, telecommunications. Revenue anticipated from the State for the Gang Prevention is greater than the amount budgeted in FY 2009. The State revenue must be used entirely for salaries, but existing General Fund monies were able to be reallocated to establish a non-personnel budget for gang prevention related activities that reflects actual spending.

•Capital expenditures increased $69,040 to fund the replacement of four vehicles.

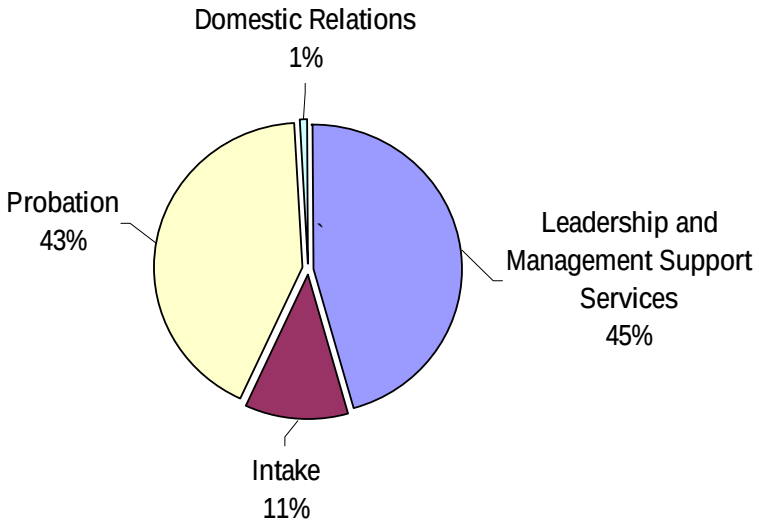
•Special revenue fund increased, $24,824, 21.9%, attributable to the receipt of higher than previously budgeted State Gang Prevention and Intervention funds.

Court Service Unit Department

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of Pre-trial cases served	26	45	45
% of cases successfully completing conditions	80%	80%	90%
Number of petitions filed	1,330	886	1,000
% of probable cause determinations not appealed	100%	99%	100%

FY 2010 Proposed Expenditures by Program



Court Service Unit

Activity Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed [1]	% Change 2009-2010
Leadership and Management Support Services	$784,741	$706,855	$762,372	7.9%
Intake	$135,895	$179,644	182,227	1.4%
Probation	$651,301	$735,158	712,520	-3.1%
Domestic Relations	$8,512	$13,626	13,632	0.0%
Total Expenditures	$1,580,449	$1,635,283	$1,670,751	2.2%

[1] FY 2010 expenditures reflects the reallocation of expenditures from the Probation Program to Leadership and Management Support Services.

Staffing Summary [1]

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership and Management Support Services	1.1	1.1	1.1	0.0%
Intake	2.1	2.1	2.1	2.4%
Probation	7.0	7.0	7.0	0.7%
Domestic Relations	0.1	0.1	0.1	0.0%
Total full time equivalents	10.2	10.2	10.3	1.0%

[1] The Court Services Unit is comprised of 9 full time City employees, 1.2 part-time FTEs. Additionally, there are 22 state employees working in the Court Services Unit. State funds and state-funded employees are not reflected in the City's operating budget.

Court Service Unit Programs and Activities

Intake
- Pre Trial Services
- New Complaint Legal Determination
- Diversion
- On-Call Services
- Attendance Review Panel

Probation
- Probation/Parole
- Investigation, Screen and Report Writing
- Mental Health Services
- Skills Development
- Day Reporting
- Adult Supervision

Domestic Relations
- Domestic Relations

Leadership and Management Support
- Leadership and General Management
- Gang Prevention and Intervention

Dept Info

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Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide management support for the Court Service Unit in order to meet the agency's goals in providing effective services to the public and to provide gang prevention services.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	49.7%	10.8%	0.0%
Total Expenditures	$784,741	$706,855	$762,372
Less Revenues	$183,424	$18,623	$45,000
Net General Fund Expenditures	$601,317	$688,232	$717,372
Program Outcomes			
% of activity goals achieved	100%	100%	100%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, planning, analysis and support services in order to facilitate the operations of the Court Service Unit.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$572,800	$586,062	$627,893
FTE's	0.1	0.1	0.1
# of activities managed	18	18	18
# of FTE's managed	10.2	10.2	10.2
$ value of budget managed	$1,580,449	$1,635,283	$1,670,751
Leadership and General Management as % of Total Expenditures	36.2%	35.8%	37.6%
% of activity goals achieved	100%	100%	100%

GANG PREVENTION & INTERVENTION – The goal of Gang Prevention and Intervention is to coordinate City agencies and provide information to the public in order to deter at-risk youth from joining or remaining in a gang.			
Expenditures	$211,941	$120,793	$134,479
FTE's	1.0	1.0	1.0
# of gang prevention/intervention initiatives managed	6	6	6
# of outreach cases served	58	48	60
# of outreach contacts	2,013	1,200	1,200
# of mentors recruited	62	100	100
Cost per initiative managed	$35,324	$20,132	$22,413
% increase in mentors recruited (annually)	55%	67%	67%
% of outreach cases connected to positive youth activities (annually)	100%	100%	100%

Intake Program

The goal of the Intake Program is to provide a first point of contact for law enforcement, the public and other agencies in order to process matters through the juvenile and domestic court system.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$135,895	$179,644	$182,227
Less Revenues	$16,984	$39,238	$39,174
Net General Fund Expenditures	$118,911	$140,406	$143,053
Program Outcomes			
% of actions completed within 30 days	80%	80%	90%

Activity Data

PRE TRIAL SERVICES – The goal of Pre Trial Services is to provide after hours supervision for juveniles awaiting Court action in order to prevent further delinquent behavior.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$25,609	$49,535	$50,868
FTE's	1.3	1.3	1.3
# of pre-trial cases served	26	45	45
Cost per case served	$985	$1,101	$1,130
% of cases successfully completing conditions	80%	80%	90%

NEW COMPLAINT LEGAL DETERMINATION – The goal of New Complaint Legal Determination is to determine probable cause and whether there are sufficient facts to support the complaint in order to submit the petition to the court.			
Expenditures	$54,044	$62,535	$64,390
FTE's	0.4	0.4	0
# of petitions filed	1,330	886	1,000
Cost per petition filed	$41	$71	$64
% of probable cause determinations not appealed	100%	99%	100%

DIVERSION – The goal of Diversion is to provide appropriate services to juveniles, to the extent possible, to minimize the number of juveniles appearing in court.			
Expenditures	$27,447	$31,265	$31,019
FTE's	0.2	0.2	0.2
# of diversion cases served	184	200	175
Cost per case served	$149	$156	$177
% of juveniles who successfully complete the diversion plan	99%	70%	85%

Intake Program, Continued

Activity Data

ON CALL SERVICES – The goal of On Call Services is to provide information to the public, agencies and law enforcement officials and make probable cause and detention decisions.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$28,234	$34,884	$34,422
FTE's	0.2	0.2	0.2
# of police inquiries responded to	422	300	300
Cost per inquiry responded to	$67	$116	$115
% of inquiries responded to within one hour	99%	100%	100%

ATTENDANCE REVIEW PANEL - The goal of the Attendance Review Panel is to meet with parents and truant children in order to improve attendance.			
Expenditures	$561	$1,425	$1,528
FTE's	0	0	0
# of Plans developed	228	150	125
Cost per plan developed	$2.46	$9.50	$12.22
% of juveniles who successfully completed the attendance plan	80%	80%	75%

Domestic Relations Program

The goal of the Domestic Relations Program is to provide domestic relations services to families and individuals in order to promote healthy family development.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$8,512	$13,626	$13,632
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$8,512	$13,626	$13,632
Program Outcomes			
% of customers satisfied with Domestic Relations	100%	100%	100%

Activity Data

DOMESTIC RELATIONS – The goal of Domestic Relations is to investigate custody cases for the Court in order to provide a written report and with comprehensive information to make recommendations in custody matters and provide information for parents to educate them concerning custody issues and co-parenting skills.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$8,512	$13,626	$13,632
FTE's	0.19	0.19	1.9
# of custody and visitation petitions taken	743	1,800	1,000
# of custody reports written	7	10	10
# of parenting education participants served (FOCUS)	291	300	310
Cost per report written	$1,216	$1,363	$1,363
% of cases served within court ordered timeframes	100%	100%	100%

Probation Program

The goal of the Probation Program is to provide counseling and supervision for juveniles on probation and/or parole, and adults ensuring public safety and reducing delinquency.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$651,301	$735,158	$712,520
Less Revenues	$186,166	$155,149	$153,660
Net General Fund Expenditures	$465,135	$580,009	$558,860
Program Outcomes			
Re-conviction rate	NA	25%	25%

Activity Data

PROBATION/PAROLE – The goal of Probation/Parole is to provide supervision and treatment monitoring for juveniles in order to improve their community functioning.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$162,017	$206,054	$193,306
FTE's	0.6	0.6	0.6
# of cases served (average)	226	255	265
Cost per case served	$717	$808	$729
% of cases served with no new offenses	98%	96%	95%

INVESTIGATION SCREENING & REPORT WRITING – The goal of Investigation, Screening and Report Writing is to complete a thorough investigation for the court in order to provide written recommendations for supervision and services.			
Expenditures	$90,147	$106,005	$99,013
FTE's	0.3	0.3	0.3
# of reports written	141	160	170
Cost per report written	$639	$663	$582
% of reports written within court ordered timeframe	94%	95%	95%

MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide therapy and education programs for juveniles and adults in order to improve their functioning.			
Expenditures	$178,722	$221,863	$220,200
FTE's	1.9	1.9	1.9
# of cases served (average)	25	25	27
Cost per case served	$7,149	$8,875	$8,156
% of cases closed successfully	90%	80%	80%

Probation Program, continued

Activity Data

SKILLS DEVELOPMENT – The goal of Skills Development is to provide educational programs for juveniles in order to improve their competency.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$52,206	$37,021	$37,243
FTE's	1.5	1.5	1.5
# of participants served (actual)	310	210	210
Cost per participant served	$168	$176	$177
% of participants successfully completing program	99%	95%	95%

DAY REPORTING CENTER – The goal of Day Reporting Center is to provide a structured environment for juveniles in order to improve their social and academic functioning.			
Expenditures	$168,209	$164,215	$162,758
FTE's	4.0	4.0	4.0
# of participants enrolled (average)	41	30	30
Cost per participant	$4,103	$5,474	$5,425
% of participants successfully completing program	78%	73%	73%

ADULT SUPERVISION - The goal of adult supervision is to prevent further domestic assaults and provide supervision for individuals who commit offenses against children.*			
# of cases (average)	80	NA*	NA*
% of cases closed successfully	70%	NA*	NA*

*Adult Supervision is funded by a grant managed by the Sheriff's Office but is run by the Court Service Unit. The activity was transferred to be properly reflected in the Sheriff Office as of May 2008.

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2010 Proposed
Gang Prevention and Intervention	*Personnel*	**(0 FTE)**	**($12,000)**
This reduction reflects an efficiency reduction in General Fund expenditures, due to the receipt of a higher than previously budgeted grant for State Gang Prevention and Intervention.			

Juvenile & Domestic Relations Court

Mission Statement: The mission of the Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$0	$0	$0	0.0%
Non-Personnel	29,896	34,327	34,155	-0.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$29,896	$34,327	$34,155	-0.5%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$29,896	$34,327	$34,155	-0.5%

Highlights

•In FY 2010 proposed General Fund budget decreased $172, or 0.5%, attributable to a reduction in the amount of $172 described on the following pages.

•City funding is provided for non-personnel costs including professional services, office supplies, telecommunications and other miscellaneous non-personnel costs.

Juvenile & Domestic Relations Court

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of juvenile cases docketed	3,790	3,500	3,500
# of juvenile cases concluded	3,787	3,500	3,500
# of domestic relations cases docketed	2,215	2,000	2,000
# of domestic relations cases concluded	2,223	2,100	2,100

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Juvenile and Domestic Relations Court	$29,896	$34,327	$34,155	-0.5%

Staffing Summary

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Juvenile and Domestic Relations Court	0.0	0.0	0.0	0.0%

Juvenile and Domestic Relations Programs & Activities		Dept Info
Juvenile and Domestic Relations Court Juvenile and Domestic Relations Court		Department Contact Info 703.838.4141 www.alexandriava.gov/jdrcourt/ Department Head Constance H. Frogale, Chief Judge 703.838.4141 constance.frogale@alexandriava.gov Department Staff Eric Barr, Clerk of Court 703-838-4141 eric.barr@alexandriava.gov

Juvenile & Domestic Relations Court

The goal of the Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$29,896	$34,327	$34,155
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$29,896	$34,327	$34,155

Activity Data

JUVENILE AND DOMESTICS RELATIONS COURT – The goal of Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$29,896	$34,327	$34,155
FTE's	0.0	0.0	0.0
# of juvenile cases docketed	3,790	3,500	3,500
# of juvenile cases concluded	3,787	3,500	3,500
# of domestic relations cases docketed	2,215	2,000	2,000
# of domestic relations cases concluded	2,223	2,100	2,100

Summary of Budget Changes

Expenditure Reductions		
Activity	**Reduction Option**	**FY 2010 Proposed**
Juvenile and Domestic Relations Court	*Office Supplies*	**($172)**
This reduction will reduce office supplies by $172, to $4,828. The department will partially fund office supplies using State funds.		

Law Library

Mission Statement: The mission of the Law Library is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$82,459	$86,238	$87,290	1.2%
Non-Personnel	63,821	76,775	76,775	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$146,280	$163,013	$164,065	0.6%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Other Special Revenue (Law Library Fees)	50,778	46,786	46,786	0.0%
Total Designated Funding Sources	$50,778	$46,786	$46,786	0.0%
Net General Fund Expenditures	$95,502	$116,227	$117,279	0.9%
Total Department FTEs	1.0	1.0	1.0	0.0%

Highlights

- In FY 2010 the proposed General Fund budget increased 0.9%, or $1,052.
- FY 2010 personnel budget increased by $1,052, or 1.2%.
- FY 2010 non-personnel costs are budgeted at the same level as FY 2009.

Law Library

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Law Library	$146,280	$163,013	$164,065	0.6%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Law Library	1.0	1.0	1.0	0.0%

Law Library Programs and Activities

Law Library
- Law Library

Dept Info

Department Contact Info
703.838.4077

Department Head
Christine Hall, Law Librarian
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alexlaw@erols.com

Law Library

The goal of the Law Library Program is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$146,280	$163,013	$164,065
Less Revenues	$50,778	$46,786	$46,786
Net General Fund Expenditures	$95,502	$116,227	$117,279
Program Outcomes			

Activity Data

LAW LIBRARY – The goal of the Law Library activity is to provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.	FY 2008 Actual	FY 2009 Proposed	FY 2010 Proposed
Expenditures	$146,280	$163,013	$164,065
FTE's	1.0	1.0	1.0
# of assists provided	4,742	4,750	4,750
City costs per assist	$30.85	$34.32	$34.54

Other Public Safety and Justice

Mission Statement: The mission of Other Public Safety and Justice is to provide legal, correctional, or animal welfare services for the citizens of Alexandria.

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Personnel *	$281,573	$372,793	$365,781	-1.9%
Non-Personnel	4,826,565	5,110,041	5,039,739	-1.4%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$5,108,138	$5,482,834	$5,405,520	-1.4%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	196,048	198,333	193,358	-2.5%
Total Designated Funding Sources	$196,048	$198,333	$193,358	0.0%
Net General Fund Expenditures	$4,912,090	$5,284,501	$5,212,162	-1.4%

* Personnel expenditures are salary supplements, plus Social Security benefits, provided to employees in the Adult Probation and Parole Office and the Office of the Magistrate.

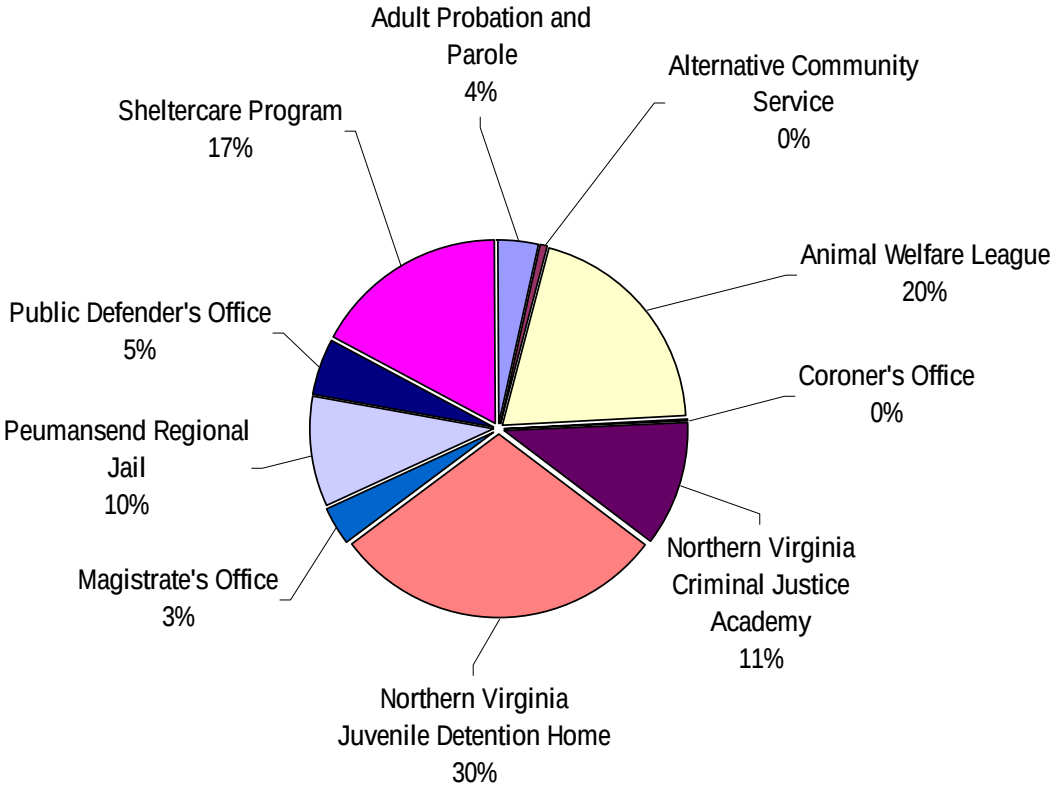
Highlights

In FY 2010, the Proposed General Fund budget increased decreased by $72,339, or 1.4%.

• Personnel costs decreased by $7,012, or 1.9%.

•Non-personnel costs decreased by $70,302, or 1.4%, due to efficiency reductions for the City's contribution to the Northern Virginia Criminal Justice Training Academy ($44,536); Peumansend Creek Regional Jail ($57,348); the Alternative Community Service program ($5,000); and Public Defender's Office ($4,500). These efficiency reductions are partially offset by an anticipated increased contract costs of $36,589, or 3.5%, for the Animal Welfare League of Alexandria.

FY 2010 Proposed Expenditures by Activity



Other Public Safety and Justice

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Other Public Safety and Justice	$5,108,138	$5,482,834	$5,405,520	-1.4%

Other Public Safety and Justice Programs

- Adult Probation and Parole
- Alternative Community Service Program
- Animal Welfare League of Alexandria
- Coroner's Office
- Northern Virginia Criminal Justice Training Academy
- Northern Virginia Juvenile Detention Home
- Office of the Magistrate
- Peumansend Creek Regional Jail
- Public Defender's Office
- Sheltercare Program

Other Public Safety and Justice

The goal of Other Public Safety and Justice is to provide legal, correctional or animal welfare services for the citizens of Alexandria.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$5,108,138	$5,482,834	$5,405,520
Less Revenues	$196,048	$198,999	$198,333
Net General Fund Expenditures	$4,912,090	$5,283,835	$5,207,187

Activity Data

ADULT PROBATION AND PAROLE – The goal of Adult Probation and Parole is to provide supervision of, and assistance and counseling to, parolees and persons on probation who live within the City.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$160,423	$206,081	$199,069
FTE's	0	0	0

ALTERNATIVE COMMUNITY SERVICE PROGRAM – The goal of the Alternative Community Service Program is to assist individuals with performing court-mandated community service within the City.			
Expenditures	$20,310	$30,000	$25,000
FTE's	0	0	0

ANIMAL WELFARE LEAGUE OF ALEXANDRIA – The goal of the Animal Welfare League of Alexandria is to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program.			
Expenditures	$1,012,863	$1,045,405	$1,088,674
FTE's	0	0	0

CORONER'S OFFICE – The goal of the Coroner's Office is to investigate all accidental or unattended deaths within the City.			
Expenditures	$0	$4,500	$4,500
FTE's	0	0	0

NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY – The goal of the Northern Virginia Criminal Justice Training Academy is to provide certified training for sworn Police and Sheriff personnel and other law enforcement staff in 14 local governments and government-sanctioned organizations.			
Expenditures	$554,220	$635,034	$590,498
FTE's	0	0	0

Other Public Safety and Justice, continued

Activity Data

NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY – The goal of the Northern Virginia Criminal Justice Training Academy is to provide certified training for sworn Police and Sheriff personnel and other law enforcement staff in 14 local governments and government-sanctioned organizations.			
Expenditures	$554,220	$635,034	$590,498
FTE's	0	0	0

NORTHERN VIRGINIA JUVENILE DETENTION HOME – The goal of the Northern Virginia Juvenile Detention Home is to confine juveniles who are awaiting dispoition of their cases by the Juvenile and Domestic Relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work program.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,568,305	$1,593,355	$1,593,355
FTE's	0	0	0

OFFICE OF THE MAGISTRATE – The goal of the Office of the Magistrate is to issue arrest warrants, summonses, subpoenas, and civil warrants and conduct bond hearings to set bail for individuals charged with a criminal offense.			
Expenditures	$138,715	$183,541	$183,541
FTE's	0	0	0

PEUMANSEND CREEK REGIONAL JAIL – The goal of the Peumansend Creek Regional Jail is to house low-risk, non-violent inmates in a minimum security setting so local jail space can house higher-risk inmates.			
Expenditures	$548,632	$573,475	$516,127
FTE's	0	0	0

PUBLIC DEFENDER – The goal of the Public Defender is to serve as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses.			
Expenditures	$210,670	$272,732	$271,020
FTE's	0	0	0

SHELTERCARE PROGRAM – The goal of the Sheltercare Program is to provide counseling services for troubled youth, runaways and abused children from Alexandria and Arlington.			
Expenditures	$894,000	$938,711	$933,736
FTE's	0	0	0
Number of Alexandria clients served	55	60	60
Number of Alexandria childcare days utilized	3,384	3,400	3,400
% age of Alexandria bed space utilzed	84%	85%	85%

Other Public Safety and Justice

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
Animal Welfare League	*Contract Cost*	**$36,589**
This adjustment reflects an anticipated 3.5% increased contract costs for the Animal Welfare League.		

Expenditure Reductions

Activity	Reductions Option	FY 2010 Proposed
Peumansend Creek Regional Jail	*City Contribution*	**($57,348)**
This reduction reflects an efficiency reduction of 10%, or $57,348, in the City's contribution to the Peusmansend Creek Regional Jail.		
Northern Virginia Criminal Justice Training	*City Contribution*	**($44,536)**
This reduction reflects an efficiency reduction of 7%, or $44,536, in the City's contribution to the Northern Virginia Criminal Justice Academy; including, a reduction in operational ($40,096) and debt service ($4,440) costs.		
Alternative Community Service Program	*City Contribution*	**($5,000)**
This reduction reflects an efficiency reduction of 16.7%, or $5,000, in the City's contribution to the Alternative Community Service Program. The proposed budget for this entity ($25,000), represents average actual spending for the past three years.		
Public Defender	*Non-Personnel*	**($4,500)**
This reduction reflects an efficiency reduction of 1.6%, or $4,500, in various non-personnel costs; including, reductions in professional services ($2,000) and telecommunications ($2,500).		

Office of Voter Registration and Elections

Mission Statement: The mission of the Office of Voter Registration and Elections is to administer elections in accordance with federal, state, and local policies to ensure the legitimate and orderly transfer of power.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$754,968	$862,753	$732,401	-15.1%
Non-Personnel	366,061	412,630	344,967	-16.4%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,121,029	$1,275,383	$1,077,368	-15.5%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$1,121,029	$1,275,383	$1,077,368	-15.5%
Total Department FTE's	6.6	6.6	6.6	0.0%

Highlights

• In FY 2010 the proposed General Fund budget decreases by $198,015 (15.5%) reflecting reduced costs related to an anticipated decrease in election activity and a lower number of scheduled elections compared to the previous fiscal year (FY 2009).

• FY 2010 personnel costs decrease by $130,352, or 15.1%; the decrease is due to a reduced need for seasonal personnel, lower overtime costs associated with fewer scheduled elections, and staff attrition. Please see the Registrar budget adjustments page for more detail.

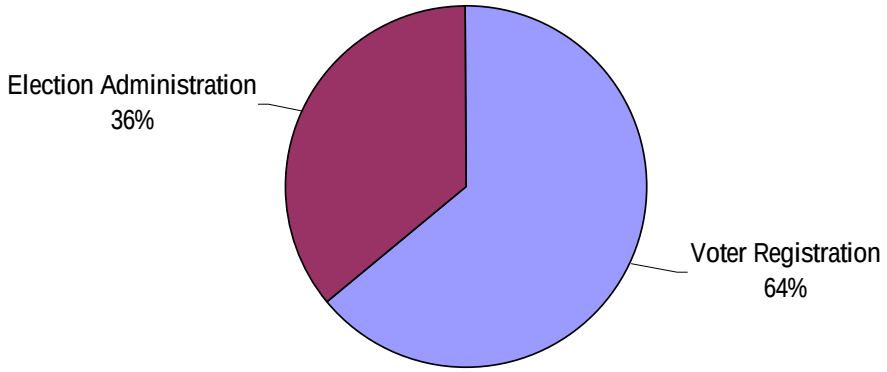
• Total non-personnel costs decrease by $67,663, or 16.4%, due to lower costs associated with the reduction in elections activity and fewer number of scheduled elections. These costs include printing and binding, mail preparation, postage and operating supplies. Please see the Registrar budget adjustments page for more detail.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of registered voters	86,208	90,000	85,000
# of voter registration transactions [1]	95,600	156,000	100,000
Cost of Voter Registration per registered voter	$8.35	$8.82	$8.11
# of elections administered	4	3	2
Cost of Election Administration per registered voter served (precincts and absentee voting)	$6.16	$6.02	$9.69

[1] Increased # of registration transactions in FY 2009 is the result of a previously anticipated increase in activity associated with the Presidential election.

FY 2010 Proposed Expenditures by Activity



Office of Voter Registration and Elections

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Voter Registration and Elections	$1,121,029	$1,275,383	$1,077,368	-15.5%
Total Expenditures	$1,121,029	$1,275,383	$1,077,368	-15.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Voter Registration and Elections	6.6	6.6	6.6	0.0%
Total Full-time Equivalents	6.6	6.6	6.6	0.0%

Voter Registration & Elections Programs and Activities

Voter Registration & Elections
- Voter Registration
- Election Administration

Dept Info

Department Contact Info
703.838.4050
http://alexandriava.gov/elections/

General Registrar
Tom Parkins
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Elections Administrator
Eric Spicer
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eric.spicer@alexandriava.gov

Voter Registration & Elections Program

The goal of the Voter Registration & Elections Program is to administer election programs relative to voter eligibility, voter information/education, and candidate eligibility; and to administer the electoral process for the voters, candidates, and the community in order to ensure that every voter has a fair and equal opportunity to participate in the election process.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$1,121,029	$1,275,383	$1,077,368
Less Revenues	0	0	0
Net General Fund Expenditures	$1,121,029	$1,275,383	$1,077,368
Program Outcomes			
% of Voter Registration & Election Administration activities in compliance with Election Board, state and federal laws and regulations.	99.99%	99.99%	99.99%

Activity Data

VOTER REGISTRATION – The goal of the Voter Registration activity is to maintain an accurate list of City of Alexandria Voters, verify voters who present themselves to vote either at the polling place or by absentee application, and to educate and inform voters on a range of electoral issues through direct contact, via the world wide web, and by mail.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$720,014	$793,733	$689,717
FTE's	4.6	4.6	4.6
# of voter registration transactions	95,600	156,000	100,000
# of registered voters	86,208	90,000	85,000
Cost of Voter Registration per registered voter	$8.35	$8.82	$8.11
% of voter registration records accurate	94%	84%	90%

ELECTION ADMINISTRATION – The goal of Elections Administration is to conduct the election for citizens of Alexandria; to fairly elect leadership for our government; and to ensure that all candidates file accurate finance reports, comply with filing deadlines, and provide full disclosure of the campaign's financial activities to the public.			
Expenditures	$401,015	$481,650	$387,651
FTE's	2.0	2.0	2.0
# of elections administered	4	2	2
# of absentee voters (in-person, ballots mailed and emailed) served	3,691	10,000	5,000
# of registered voters served (precincts and absentee voting)	65,129	80,000	40,000
Cost of Election Administration per registered voter served (precincts and absentee voting)	$6.16	$6.02	$9.69
# of finance reports filed	57	130	65
% of results reported within 2 hours of poll closing	100%	100%	100%

Office of Voter Registration and Elections

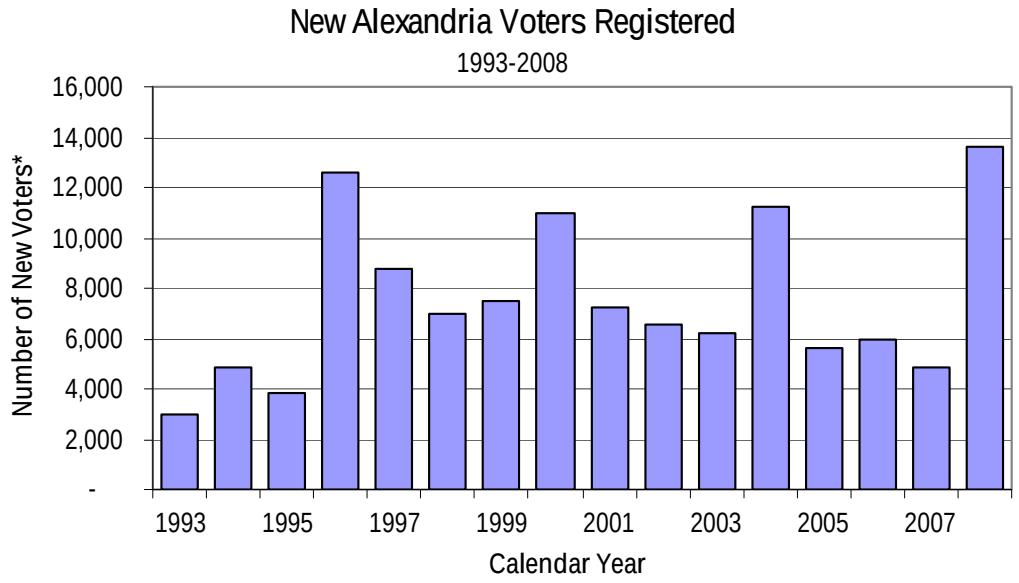
Summary of Budget Changes

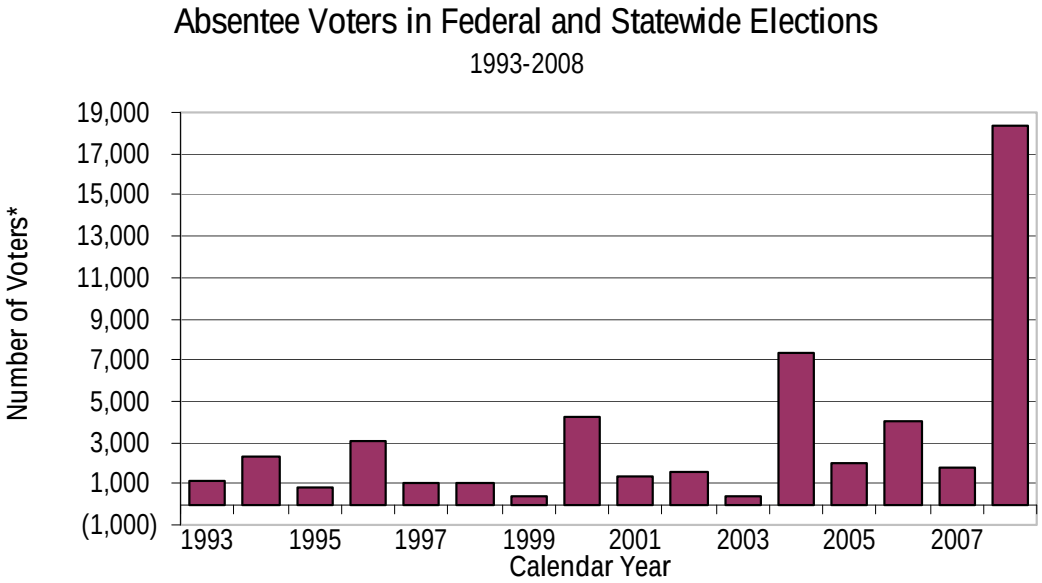
Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE	FY 2010 Proposed
Voter Reg. & Elections	*Decreased personnel costs for Election Day activity*	**(0 FTE)**	**($70,555)**
This adjustment is due to an anticipated decrease in voter activity and number of scheduled elections in FY 2010 compared to the FY 2009 presidential election-year. Fewer election officials and other support staff need to be trained and are required for the FY 2010 scheduled elections. This has no FTE impact because election officers are classified as seasonal staff.			
Voter Reg. & Elections	*Decreased non-personnel costs for voter registration, absentee ballot and voter information programs*	**(0 FTE)**	**($96,100)**
The adjustment assumes decreased costs for printing, postage, mailing preparation and operating supplies, due to a decrease in voter activity and number of scheduled elections in FY 2010 compared to the FY 2009 presidential-year increase in voter registration, absentee ballots and other voter information programs.			

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2010 Proposed
Voter Registration & Elections	*Advertising for Elections*	**(0 FTE)**	**($3,109)**
The City is required to post an advertisement in at least one local newspaper prior to each election to notify the public about the election. The Electoral Board has posted advertisements in two newspapers per election to better inform the public about the election, absentee voting hours and other information. The reduction would result in the posting of one advertisement per election which is the legal requirement.			
Voter Registration & Elections	*Election Officers*	**(0 FTE)**	**($7,800)**
This action would reduce 2 election officers per polling place for each general election in the fall and would reduce 1 election officer per polling place for primary election. A total of 78 election officers per year would be reduced for a savings of $7,800. This could result in longer lines and delays for voters. This has no FTE impact because election officers are classified as seasonal staff.			





*Voter registration follows a cyclical pattern, with the largest increase in new voters registered occurring in Presidential election years (1992, 1996, 2000, 2004 and 2008).

"Net City Share" of Registrar's Office

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
General Fund Expenditures			
Personnel	$ 754,968	$ 862,753	$ 732,401
Non-Personnel	366,061	412,630	344,967
Capital Goods	-	-	-
Total General Fund Expenditures	*$ 1,121,029*	*$ 1,275,383*	*$ 1,077,368*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 77,259	$ 74,385	$ 74,385
Net City Share (General Fund Expenditures less General Fund Revenues)	$ 1,043,770	$ 1,200,998	$ 1,002,983

[1] These revenues are not reflected in the Registrar's budget. This revenue from the Commonwealth is for the Registrar's and Electoral Board's salaries. The Registrar's salary is supplemented by the City.

Sheriff's Office

Mission Statement: The mission of the Sheriff's Office is to maintain the safety and security of City residents and those committed to the care of the Sheriff's Office; to discharge all duties and obligations mandated by the Constitution of the United States, the Constitution of the Commonwealth of Virginia, and the Alexandria City Charter.

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$22,340,258	$22,829,775	$22,655,986	-0.8%
Non-Personnel	4,233,183	4,339,313	4,535,208	4.5%
Capital Goods Outlay	4,400	174,664	107,153	-38.7%
Interfund Transfers	36,554	0	0	0.0%
Total Expenditures	$26,614,395	$27,343,752	$27,298,347	-0.2%
Less Revenues				
Internal Service	$25,838	$164,664	$97,153	-41.0%
Special Revenue Fund	1,404,613	828,529	881,142	6.4%
Total Designated Funding Sources	$1,430,451	$993,193	$978,295	-1.5%
Net General Fund Expenditures	$25,183,944	$26,350,559	$26,320,052	-0.1%
Total Department FTE's	217	219	217	-1.0%

Highlights

•In FY 2010, the proposed General Fund budget decreased by $30,507 or 0.1%.

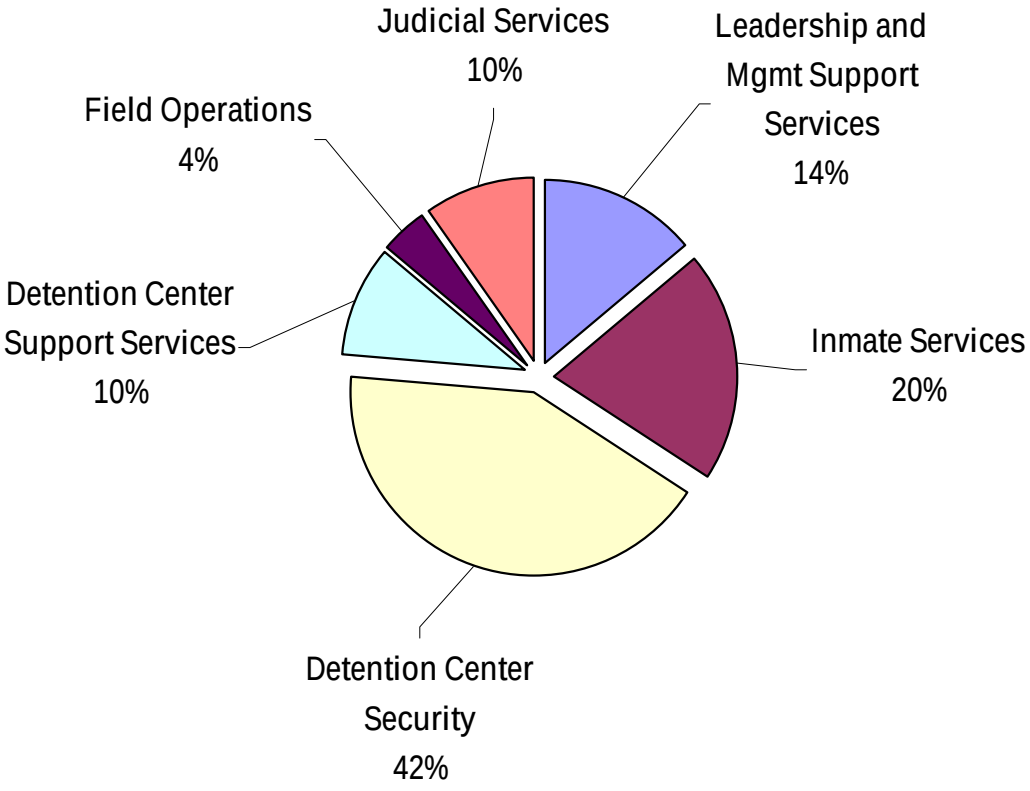
• FY 2010 personnel costs decreased by 0.7%; the decrease is primarily due to the reduction of two positions.

•Total non-personnel costs increased by 4.5% due to inflationary adjustments for various contracts including computer maintenance, food, medical, mental health, and janitorial services.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Average daily population served	496	500	500
% of inmates held without escape	100%	100%	100%
Security operations -cost per inmate served per day	$66.41	$66.65	$63.24
# of meals served per day	1,412	1,500	1,500
Food service-cost per meal served	$1.14	$1.17	$1.23
Facility support-cost per inmate served per day	$6.46	$4.25	$6.17
# of Courthouse users screened annually	311,299	323,560	315,000

FY 2010 Proposed Expenditures by Program



Sheriff's Office

Program Level Summary Information

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership and Management Support Services	$3,770,199	$3,827,013	$3,776,573	-1.3%
Inmate Services	5,038,750	5,226,045	5,551,764	6.2%
Detention Center Security	12,022,116	12,164,041	11,540,662	-5.1%
Detention Center Support Services	$2,454,951	2,206,929	2,671,544	21.1%
Field Operations	$887,869	1,180,609	1,117,484	-5.3%
Judicial Services	$2,440,510	2,739,115	2,665,320	-2.7%
Total Expenditures	$26,614,395	$27,343,752	$27,323,347	-0.1%

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership and Management Support Services	30.7	30.7	27.2	-11.4%
Inmate Services	24.0	26.0	28.2	8.3%
Detention Center Security	113.6	113.6	109.1	-3.9%
Detention Center Support Services	14.9	14.9	19.0	27.6%
Field Operations	9.7	9.7	9.5	-2.5%
Judicial Services	24.3	24.3	24.1	-0.7%
Total Full-time Equivalents	217	219	217.0	-1.0%

*FY 2009 position count increased by 1.0 FTE due to the addition of an Inmate Classification Counselor. This position is offset with monies previously used to fund inmate re-entry services provided by the Offender Aid and Restoration (OAR) contract.

Sheriff Programs and Activities

Leadership and General Management
- Information Tech Management
- Training
- Planning and Project Mgmt.
- Leadership and General Mgmt.
- Fleet & Uniform Management

Detention Center Security
- Security Operations

Field Operations
- Transportation
- Warrant Service
- Gang Intelligence

Inmate Services
- Inmate Programs
- Inmate Alternative Programs
- Inmate Classification
- Medical Services
- Mental Health Services

Detention Center Support Services
- Records
- Facility Support
- Food Services
- Community Work Detail

Judicial Services
- Courthouse/Courtroom Security
- Legal Process Service

Department Information

Department Contact Info
703.838.4114
http://alexandriava.gov/sheriff/

Department Head
Dana Lawhorne, Sheriff
703.838.4114
Dana.Lawhorne@alexandriava.gov

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel and planning support services to facilitate the operation of the Sheriff's Office.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	14.2%	14.0%	13.7%
Total Expenditures	$3,770,198	$3,827,013	$3,751,573
Less Revenues	$25,838	$164,664	$97,153
Net General Fund Expenditures	$3,744,360	$3,662,349	$3,654,420
Program Outcomes			
% of effectiveness targets achieved	100%	100%	100%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, planning and support services to facilitate the operations of the Sheriff's Office.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,865,900	$1,800,064	$1,771,148
FTE's	16.9	16.9	13.2
# of departmental FTE's managed	217	219	217
# of citizen complaints relating to Internal Affairs	24	14	15
# of litigation management hours	57	80	120
# of background investigations	176	150	185
Leadership & General Management support services cost as a % of dept. expend.	14.2%	14.0%	13.8%
% of dept. effectiveness targets met in all programs	100%	100%	100%

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide computer (hardware/software) support for Sheriff's Office staff to ensure effective and efficient Sheriff's Office operations.			
Expenditures	$487,213	$598,676	$466,292
FTE's	3.8	3.8	3.5
# of requests responded to for computer and technical issues	833	600	800
Cost per system user	$2,266	$2,759	$2,149
% of requests responded to	100%	100%	100%

TRAINING – The goal of Training is to coordinate training for all staff, meet state mandated standards, and provide the City and Sheriff's Office with the most highly trained and professional work force			
Expenditures	$716,337	$696,667	$713,077
FTE's	6.0	6.0	5.6
# of training hours provided	18,683	20,000	18,000
Cost per training hour	$38.34	$34.83	$39.62
% of sworn staff receiving a minimum of 40 hours of training annually	100%	100%	100%

Leadership and Management Support Services Program, continued

Activity Data

PLANNING AND PROJECT MANAGEMENT – The goal of Planning and Project Management is to provide for on going assessment of Office strengths and weaknesses, defend lawsuits, improve staff morale, and provide for a safe productive work environment.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$260,180	$313,396	$332,938
FTE's	2.4	2.4	3.3
# of Accreditations maintained	4	4	4
# of community events/activities	83	75	85
Cost for daily management of accreditation standards	$178.21	$214.65	$228.04
% of community requests for attendance accommodated	100%	100%	100%
% of successful audits	100%	100%	100%

FLEET AND UNIFORM MANAGEMENT – The goal of Fleet and Uniform Management is to manage the fleet, uniforms, and equipment for the Sheriff's Office.*			
Expenditures	$440,568	$418,210	$468,118
FTE's	1.6	1.6	1.6
# of Sworn FTE's	173	173	171
# of office vehicles maintained	37	37	37
% of staff adequately equipped	100%	100%	100%
Daily cost per FTE to equip and maintain in a ready status vehicles and equipment	$7.02	$6.64	$7.50

Inmate Services Program

The goal of Inmate Services is to coordinate and deliver services to inmates within the Detention Center.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	18.9%	19.1%	20.3%
Total Expenditures	$5,038,750	$5,226,045	$5,551,764
Less Revenues	$809,941	$828,529	$881,142
Net General Fund Expenditures	$4,228,809	$4,397,516	$4,670,622
Program Outcomes			
% of programs utilized (regular and alternative)	100%	100%	100%

Activity Data

INMATE PROGRAMS – The goal of Inmate Programs is to recruit, coordinate, and oversee volunteers and programs for the purpose of inmate rehabilitation.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$667,922	$602,015	$393,205
FTE's	4.0	5.0	3.3
# programs maintained	5	5	5
Daily Cost to maintain program opportunities for inmate population per inmate	$3.66	$3.30	$2.15
% of programs utilized	100%	100%	100%

INMATE ALTERNATIVE PROGRAMS – The goal of Alternative Programs is to provide sentencing alternatives to the local judiciary for individuals who meet local and state requirements such as local probation, community service and work release. This includes the Alcohol Safety Action Program (ASAP).			
Expenditures	$1,170,023	$1,338,876	$1,633,000
FTE's	11.0	12.0	15.3
# of alternative programs maintained	5.0	5.0	5.0
# of participant days for all programs	518,014	517,940	517,940
Cost to provide program per participant day	$2.26	$2.59	$3.15
% of alternative programs utilized	100%	100%	100%

INMATE CLASSIFICATION – The goal of Inmate Classification is to evaluate inmates to determine appropriate housing and services in order to manage inmates within the Detention Center.			
Expenditures	$808,514	$850,061	$919,203
FTE's	8.8	8.8	9.3
# of intake interviews	4,089	4,000	4,000
Cost per inmate served (ADP) per day	$4.47	$4.66	$5.04
% of inmates who do not commit suicide during incarceration	100%	100%	100%

Inmate Services Program, continued

MEDICAL SERVICES – The goal of Medical Services is to provide medical care and treatment to the inmate population.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,976,864	$1,993,993	$2,091,102
FTE's	0.1	0.1	0.1
Cost per inmate per day	$10.92	$10.93	$11.46
% of mandatory medical standards met	100%	100%	100%

MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide mental health care and treatment to the inmate population.			
Expenditures	$415,427	$441,100	$515,254
FTE's	0.1	0.1	0.1
Cost per inmate per day	$2.29	$2.42	$2.82
% of inmates no suicide	100%	100%	100%

Detention Center Security Program

The goal of Detention Center Security is to provide staff and procedures to ensure the safety and security of inmates, staff, and the public within the confines of the Public Safety Complex and the Detention Center.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	45.2%	44.5%	42.3%
Total Expenditures	$12,022,116	$12,164,041	$11,540,662
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$12,022,116	$12,164,041	$11,540,662
Program Outcomes			
% of inmates held without escape from the Detention Center Population	100%	100%	100%

Activity Data

SECURITY OPERATIONS – The goal of security operations is to coordinate the management/supervision of all inmates (high and medium security); to minimize risk to staff, visitors, other inmates, themselves, and the general public.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$12,022,116	$12,164,041	$11,540,662
FTE's	113.6	113.6	109.1
# of intakes	10,847	11,000	11,000
% of inmates held without escape	100%	100%	100%
Cost per inmate served (ADP) per day	$66.41	$66.65	$63.24

Detention Center Support Services Program

The goal of Detention Center Support Services is to provide daily operational support to all divisions of the Sheriff's Office through safety and health inspections, procurement services, general maintenance, telephone services and custodial services.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	9.2%	8.1%	9.8%
Total Expenditures	$2,454,951	$2,206,929	$2,671,544
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,454,951	$2,206,929	$2,671,544
Program Outcomes			
% effectiveness of targets achieved	100%	100%	100%

Activity Data

RECORDS – The goal of Records is to process and maintain all required information on inmates committed to the custody of the Sheriff's Office in accordance with State of Virginia Code.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$609,488	$601,754	$671,301
FTE's	7.3	7.3	9.3
# of inmate records processed annually	30,086	26,000	30,000
Cost per inmate record	$20.26	$23.14	$22.38
% of successful LIDS audits (Local Inmate Data System)	100%	100%	100%
% of incarcerations without improper detentions or erroneous releases	100%	100%	100%

FACILITY SUPPORT – The goal of Facility Support is to maintain detention center building components, provide maintenance, logistical support, supervise and coordinate inmate work details.			
Expenditures	$1,169,390	$776,127	$1,126,899
FTE's	5.1	5.1	7.3
Square footage supported	143,604	143,604	143,604
Cost per inmate served (ADP) per day to maintain upkeep of PSC	$6.46	$4.25	$6.17
% of DOC Standards met	100%	100%	100%
% of ACA Standards met	95%	96%	95%

Detention Center Support Services Program, continued

FOOD SERVICES – The goal of Food Services is to provide meals for inmates within the Detention Center.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$588,964	$638,815	$674,831
FTE's	0.3	0.3	0.3
# of meals served per day	1,412	1,500	1,500
Cost per meal served	$1.14	$1.17	$1.23
% of ACA Standards met	100%	100%	100%
% of DOC Standards met	100%	100%	100%

COMMUNITY WORK DETAIL – The goal of the Community Work Detail activity is to provide community service through the use of inmate labor to the City of Alexandria.			
Expenditures	$87,109	$190,233	$198,513
FTE's	2.2	2.2	2.1
# of inmate participants	8	8	8
# of service hours provided	5,961	5,000	9,000
$ value of inmate hours provided	$109,402	$75,000	$100,000
Cost per inmate hours	$14.61	$38.05	$22.06
% of Community Requests responded to	100%	100%	100%

Field Operations Program

The goal of Field Operations is to provide for prisoner transportation for all inmates requiring transportation to required proceedings and/or services; to conduct field investigations to effect arrests of known offenders based on criminal capias' and warrants; and to coordinate intelligence gathering on inmates connected to gangs or gang affiliation.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	3.3%	4.3%	4.1%
Total Expenditures	$887,869	$1,180,609	$1,117,484
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$887,869	$1,180,609	$1,117,484
Program Outcomes			
% of prisoner transports completed without incident	100%	100%	100%

Activity Data

TRANSPORTATION – The goal of Transportation is to safely transport prisoners to and from other jails, prison facilities, hospitals, mental institutions, and per Court order.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$386,325	$450,140	$452,085
FTE's	3.9	3.9	3.9
# of transports completed	2,313	2,500	2,500
Cost per transport	$167.02	$180.06	$180.83
% of prisoner transports completed without incident	100%	100%	100%

WARRANT SERVICE – The goal of Warrant Service is to investigate and apprehend offenders on arrest warrants (capiases) issued by the courts.			
Expenditures	$332,709	$493,449	$516,485
FTE's	3.9	3.9	3.9
# of arrest warrants processed	3,345	2,500	3,000
# of arrest warrants executed	1,221	1,500	1,100
Cost per arrest warrant processed	$99.46	$197.38	$172.16
# of individuals arrested	915	1,000	915

GANG INTELLIGENCE – The goal of Gang Intelligence is to gather information and maintain information necessary to effectively classify and house inmates with gang affiliations in a safe and secure manner.			
Expenditures	$168,835	$237,020	$148,914
FTE's	1.9	1.9	1.6
# of inmate investigations related to gang activity conducted	7,312	7,300	7,300
Cost per inmate served (ADP) per day	$0.99	$1.30	$0.82
% of Gang related incidents in the Facility	0.0%	0.0%	0.0%

Judicial Services Program

The goal of Judicial Services is to provide Courthouse and Courtroom security for all activities and proceedings taking place in the Alexandria Courthouse; to ensure the safe and secure transport of all prisoners whose presence is required at Courthouse proceedings; and to provide effective service of all legal documents.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	9.2%	10.0%	9.8%
Total Expenditures	$2,440,511	$2,739,115	$2,665,320
Less Revenues	$594,672	$0	$0
Net General Fund Expenditures	$1,845,839	$2,739,115	$2,665,320
Program Outcomes			
% of prisoners in custody in the courthouse without escape or security incident	100%	100%	100%

Activity Data

COURTHOUSE SECURITY – The goal of Courthouse Security is to screen all entrants and deliveries, maintain prisoner lockup and provide security surveillance and response in order to ensure the safety of all personnel, visitors, and prisoners in the Alexandria Courthouse.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,732,453	$1,875,667	$1,950,363
FTE's	17.4	17.4	18.1
# of screenings conducted	311,299	323,560	315,000
# of prisoners secured in the Courthouse	2,546	2,700	2,500
# of court proceedings held	70,757	77,261	70,000
Cost of Security per Courthouse user and inmate held	$4.50	$4.65	$5.03
% of prisoners in custody in the courthouse held without escape	100%	100%	100%
% of proceedings held without security incident	100%	100%	100%

LEGAL PROCESS SERVICE – The goal of Legal Process Service is to properly execute or serve all legal documents.			
Expenditures	$708,058	$863,448	$714,957
FTE's	6.9	6.9	6.1
# of valid documents received	20,744	20,000	21,000
# of attempted services	7,135	7,000	7,000
# of documents served including attempted services	27,879	27,000	27,500
Cost per document received	$34.13	$43.17	$34.05
% of documents served	100%	100%	100%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Leadership and General Management	*Chief Deputy Sheriff Position*	**(1.00)**	**($178,707)**
This reduction will eliminate a Chief Deputy position. This position was originally approved as an over-hire. The employee retired in FY 2009, allowing for the elimination of this position. This is an efficiency reduction and is not expected to impact service.			
Security Operations	*Deputy Sheriff Position*	**(1.00)**	**($68,795)**
This reduction will eliminate a Deputy Sheriff position in the Sheriff's Office. The loss of this position prevents the Sheriff's Office from fully staffing the Detention Center. This reduces effectiveness and may result in the use of overtime on an as needed basis, or otherwise raise safety issues,.			

Fees for Services

Activity	Fee Adjustment	FY 2010 Proposed
Security Operations	*Federal Prisoner Per Diem Increase*	**$539,948**
The Sheriff's contract with the Federal Government guarantees housing for 150 federal prisoners. If the Detention Center holds more than 150 federal prisoners, the City receives an additional $83 per prisoner per day per prisoner. In FY 2009, the Sheriff's Office agreed to house an additional 15 prisoners, increasing the number of federal prisoners from 150 to 165. In FY 2010, the Sheriff's Office is proposing to further increase the number of federal prisoners housed from 165 to approximately 168. In the first 6 months of FY 2009, the Detention Center held an average of 168 federal prisoners. This increase will result in an increase in duties and responsibilities for existing staff assigned to the Security Operations Division.		

Miscellaneous Department Information

Net City Share of Sheriff's Office Operations

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
General Fund Expenditures	$25,183,944	$26,350,559	$26,320,052
Sheriff Related General Fund Revenues			
Federal Prisoner Per Diem	$6,710,845	$6,363,000	$6,448,523
State Compensation Board	$5,106,622	$5,363,164	$4,987,742
State Prisoner Per Diem	$907,854	$1,000,000	$1,000,000
State Criminal Alien Assistance Program	$181,666	$245,000	$195,000
Sheriff's Fees	$14,991	$12,000	$14,000
Work Release Fees	$14,902	$10,000	$10,000
Total	$12,936,880	$12,993,164	$12,655,265
Net City Share (General Fund Exp Less Related Revenues)	$12,247,064	$13,357,395	$13,664,787

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Office of Citizen Assistance

Mission Statement: The mission of the Office of Citizen Assistance is to provide citizens with an easily accessible point of contact within City government by responding to individual citizen requests for information or complaints about City services, consumer education and advocacy, regulating cable television services in the City, franchise compliance, and processing all requests for materials under the VA Freedom of Information Act (FOIA).

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Amended [1]	FY 2010 Proposed	% Change 2009-2010
Personnel	$629,975	$555,030	$479,141	-13.7%
Non-Personnel	129,297	108,505	99,505	-8.3%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$759,272	$663,535	$578,646	-12.8%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund [2]	22,589	5,498	5,498	0.0%
Total Designated Funding Sources	$22,589	$5,498	$5,498	0.0%
Net General Fund Expenditures	$736,683	$658,037	$573,148	-12.9%
Total Department FTE's	7.8	6.8	4.8	-29.4%

[1] The FY 2009 Amended budget reflects the transfer of a Consumer Affairs Administrator's position ($115,236) from the Office of Citizen Assistance to the Office of Communications.

[2] Sister City Program Donations.

Highlights

•In FY 2010 the proposed General Fund budget decreased $89,283, or $13.5%, partially attributable to the elimination of two full-time positions and the reassignment of duties within the department.

•FY 2010 expenditures reflect the elimination of the consumer complaints function and the elimination of one full-time position. Duties for one remaining position has been reassigned to focus on financial education literacy, staffing the Consumer Affairs Commission, the Dollar Wi$e Program and the Do Not Deliver (Washington Examiner) Initiative.

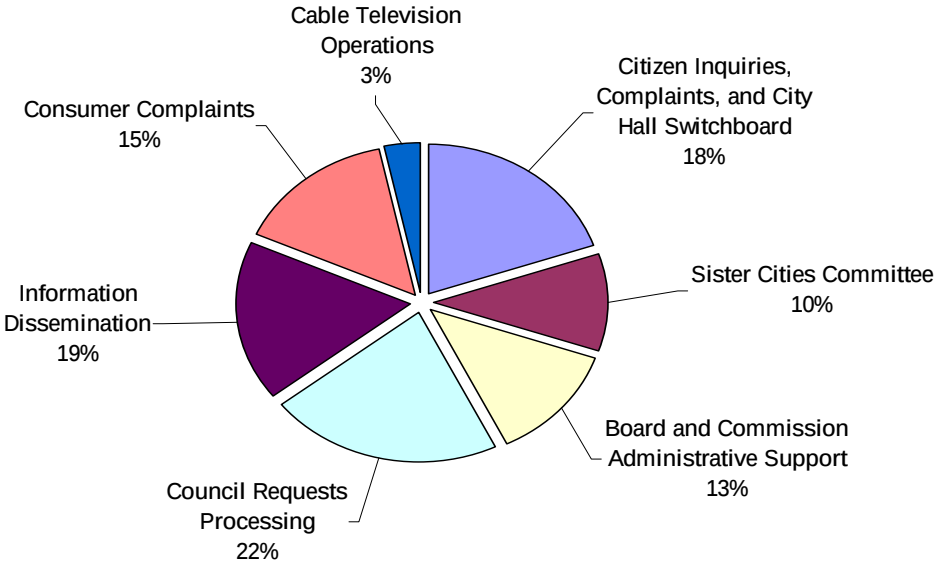
•Total non-personnel costs decreased $9,000, or 8.3%, due to an efficiency reduction in printing costs for the Know Your City publication ($4,000) and a service reduction services ($5,000) related to the Sister Cities program.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed
Total # of citizens assisted (transactions)	59,203	69,002	60,000
# of Freedom of Information Act (FOIA) requests filed	547	550	550
# of formal Council requests processed	74	250	100
# of informal Council requests processed	521	600	600
# of consumer complaints received	390	500	NA*
% of consumer complaints responded to within 10 working days	100%	100%	NA*

*The consumer complaints function was eliminated in FY2010.

FY 2010 Proposed Expenditures by Activity



Office of Citizen Assistance

Activity Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed	% Change 2009-2010
Citizen Assistance	$502,630	$501,443	$473,070	-5.7%
Consumer Affairs	$256,642	$162,092	$105,576	-34.9%
Total Expenditures	$759,272	$663,535	$578,646	-12.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Amended [1]	FY 2010 Proposed [2]	% Change 2009-2010
Citizen Assistance	5.0	5.0	4.0	-20.2%
Consumer Affairs	2.8	1.9	0.9	-54.1%
Total full time employees	7.8	6.8	4.8	-29.4%

[1] Reflects the transfer of a Consumer Affairs Administrator position from the Office of Citizen Assistance to the Office of Communications.

[2] Reflects the elimination of one full-time position in Citizen Assistance and one full-time position in Consumer Affairs.

Citizen Assistance Programs and Activities

Citizen Assistance

- Citizen Inquiries, Complaints and City Hall Switchboard
- Board and Commission Administrative Support
- Council Requests Processing
- Information Dissemination
- Sister Cities Committee

Consumer Affairs

- Consumer Complaints
- Cable Television Operations

Dept Info

Department Contact Info
703.838.4800
http://alexandriava.gov/citizen/

Department Head
Rose Boyd, Director
703.838.4800
rose.boyd@alexandriava.gov

Citizen Assistance

The goal of Citizen Assistance is to assist the public in obtaining information and resolving problems related to the City of Alexandria to ensure City government is responsive to citizens and visitors.

Program Totals	FY 2008 Actual	FY 2009 Amended	FY 2010 Approved
Total Expenditures	$502,630	$501,443	$473,070
Less Revenues	22,589	5,498	5,498
Net General Fund Expenditures	$480,041	$495,945	$467,572
Program Outcomes			
% of timeliness standards met	100%	100%	100%

Activity Data

CITIZEN INQUIRIES, COMPLAINTS, & CITY HALL SWITCHBOARD – The goal of Citizen Inquiries, Complaints and City Hall Switchboard is to respond to inquiries and complaints regarding City operations, inform citizens, answer incoming calls, greet all visitors to City Hall and direct them to the proper office.	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed
Expenditures [1]	$87,381	$122,562	$101,190
FTE's	1.9	1.9	0.9
Total # of citizens assisted (transactions)	59,203	69,002	60,000
# of calls processed	35,734	35,474	35,000
Cost per citizen assisted	$1.48	$1.78	$1.69
% of complaints and inquiries resolved within 10 days	90%	90%	90%
% of complaints and inquiries processed within 2 working days	100%	100%	100%

BOARD & COMMISSION ADMINISTRATIVE SUPPORT – The goal of Board and Commission Administrative Support is to provide advice and support to Council appointed boards.			
Expenditures	$76,579	$73,646	$73,567
FTE's	0.9	0.9	0.9
# of commissions and boards supported	83	72	72
% of public meetings announced at least 3 working days in advance	90%	90%	90%
# of applications processed	368	400	400
# of vacancies filled	276	300	300
Cost per application processed	$208	$184	$184

COUNCIL REQUESTS PROCESSING – The goal of Council Requests Processing is to take requests from Council and coordinate with City departments to ensure a complete and timely response.			
Expenditures	$123,759	$125,080	$124,478
FTE's	0.9	0.9	0.9
# formal Council requests processed	74	250	100
# informal Council requests processed	521	600	600
Cost per request processed (total)	$208	$147	$178
% of formal requests processed within 10 days	100%	100%	100%
% of informal requests processed within 5 days	100%	100%	100%

Citizen Assistance, continued

Activity Data

INFORMATION DISSEMINATION – The goal of Information Dissemination is to distribute informational items to ensure the public is informed about City government and its services, public meetings and City-wide activities and process citizens' requests for copies of City records and provide the information within the time frame allotted by the Freedom of Information Act.	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed
Expenditures	$140,846	$113,746	$112,700
FTE's	0.9	0.9	0.9
# of FOIA requests filed	547	550	500
Cost per resident for information dissemination	$1.02	$0.82	$0.80
% of FOIA requests processed within state mandated timeframes	95%	95%	95%

SISTER CITIES COMMITEE – The goal of the Sister Cities Committee is to promote and encourage good relations between the City of Alexandria and its four sister cities. These cities include: Caen, France; Gyumri,			
Expenditures [2]	$74,065	$66,409	$61,135
FTE's	0.3	0.3	0.3
# of exchange programs planned	2	2	2
# of official delegates hosted	6	48	8
% of programs planned and implemented	100%	100%	100%

[1] FY 2010 expenditures reflect the elimination of one full-time position in the Citizen Assistance program. The cost of the position ($52,294) was reduced by $17,000, and the remaining costs were transferred to fund seasonal employee expenditures. FY 2010 expenditures also reflect an efficiency reduction in printing costs for the Know your City publication.

[2] The reduction in FY 2010 expenditures reflect a service reduction ($5,000) related to the Sister Cities program.

Consumer Affairs

The focus of Consumer Affairs is primarily on financial literacy, staffing the Consumer Affairs Commission, the Dollar Wi$e Progarm, the Do Not Deliver (Washington Examiner) Initiative and to ensure compliance with cable television subscriber agreements in order to ensure consumers are treated fairly.

Program Totals	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed
Total Expenditures	$256,642	$162,092	$105,576
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$256,642	$162,092	$105,576
Program Outcomes			
% of citizens rating Citizen Assistance as good	NA	100%	100%

Activity Data

CONSUMER-COMPLAINTS - The goal of Consumer Complaints is to resolve citizen complaints alleging unfair, fraudulent or dangerous business practices and to prevent unfair trade practices through community education and information programs	FY 2008 Actual	FY 2009 Amended [1]	FY 2010 Proposed [2]
Expenditures	$227,336	$141,938	$85,588
FTE's	2.8	1.9	0.9
# complaints received	390	500	NA
Total # consumers assisted	14,634	18,400	NA
Cost per consumer assisted	$16	$8	NA
$ value of goods and services recovered for consumers	$65,557	$100,000	NA
% of consumer complaints responded to within 10 days	100%	100%	NA

CABLE TELEVISION OPERATIONS – The goal of Cable Television Operations is to monitor the activities of the cable franchisee, process complaints that cannot be resolved by the franchisee, schedule the local government programming and post information on the local government channel to ensure good customer service to subscribers.			
Expenditures	$29,306	$20,154	$19,988
FTE's	0.1	0.1	0.1
# public meetings scheduled for taping	142	142	142

[1] FY 2009 expenditures reflect the transfer of a Consumer Affairs Administrator position from from the Office of Citizen Assistance to the Office of Communications.

[2] FY 2010 expenditures reflect the elimination of the consumer complaints function and the elimination of one full-time position. Duties for one remaining position has been reassigned to focus on financial education literacy, staffing the Consumer Affairs Commission, the Dollar Wi$e Program and the Do Not Deliver (Washington Examiner) Initiative.

Summary of Budget Changes

Expenditure Reductions			
Activity	**Reduction Option**	**FTEs**	**FY 2010 Proposed**
All	*Various*	**(2.0 FTE)**	**($82,253)**
These reductions reflect the elimination of two full-time positions. Duties for these positions will be reassigned within the department. FY 2010 expenditures reflect the elimination of the consumer complaints function and the elimination of one full-time position. Duties for one remaining position has been reassigned to focus on financial education literacy, staffing the Consumer Affairs Commission, the Dollar Wi$e Program and the Do Not Deliver (Washington Examiner) Initiative. The reductions also reflect changes in non-personnel costs; including, an efficiency reduction in printing costs for the Know Your City publication ($4,000) and a service reduction related to the Sister Cities program ($5,000).			

Finance Department

Mission Statement: The mission of the Finance Department is to provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Personnel	$6,851,301	$7,332,399	$6,504,736	-11.3%
Non-Personnel	3,163,026	2,497,042	2,870,519	15.0%
Capital Goods Outlay	5,963	27,068	27,068	0.0%
Total Expenditures	$10,020,290	$9,856,509	$9,402,323	-4.6%
Less Revenues				
Internal Service	$9,048	$23,400	$23,400	0.0%
Special Revenue Fund	8,092	0	205,193	0.0%
Total Designated Funding Sources	$17,140	$23,400	$228,593	876.9%
Net General Fund Expenditures	$10,003,150	$9,833,109	$9,173,730	-6.7%
Total Department FTE's	96.3	96.3	87.5	-9.1%

Highlights

•In FY 2010, the proposed General Fund budget decreased by $659,379 (-6.7%)

•In FY 2010 personnel costs decreased by 11.3%; the decrease was due to the elimination of eight full-time positions and one part-time position. Personnel costs include a vacancy factor reduction of $383,459.

•In FY 2010 non-personnel costs increased by 15.0%; the increase was due to adjustments to the base budget related to increases in contract costs and other costs described later in this section ($223,750) and the transfer of the parking adjudication function budget from the Commonwealth Attorney's Office to the Finance Department ($190,448).

•For FY 2010, the Finance Department proposed General Fund revenue increases of $52,000 consisting of an administrative fee on parking tickets and an administrative fee on garnishments.

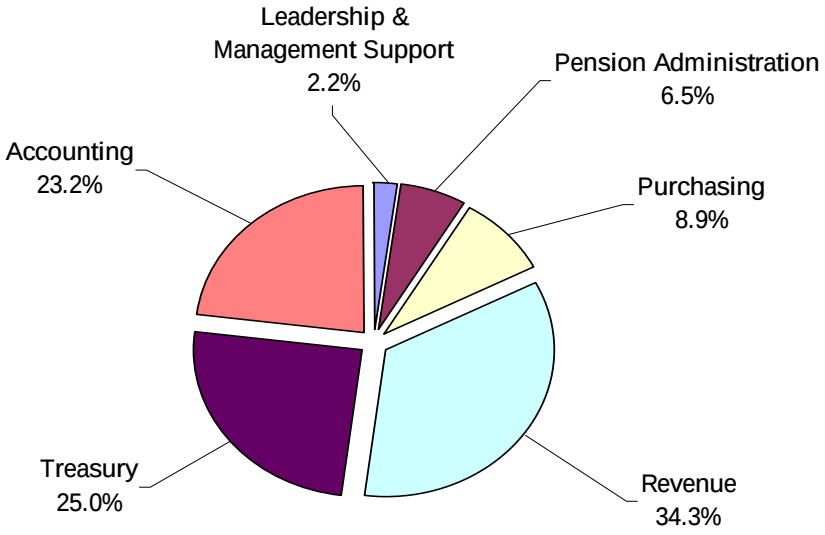
•The $205,193 increase in special revenue is the result of Finance allocating expenses for pension plan management to the City's various pension funds. These costs will eventually be allocated to departmental budgets (although in this proposed budget the costs have been temporarily put in the Non-departmental budget until they can be properly allocated through an increase in the employer contribution rate.

Finance Department

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
% of compliance with City adopted debt policies in last fiscal year	100%	100%	100%
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes
% of GFOA standards met without comment on financial reporting	100%	100%	100%

FY 2010 Proposed Expenditures by Program



Finance Department

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Leadership and Management Support	$413,224	$439,150	$204,705	-53.4%
Pension Administration	$621,301	613,677	608,782	-0.8%
Purchasing	1,096,143	989,004	836,215	-15.4%
Revenue	3,132,208	3,352,865	3,223,433	-3.9%
Treasury	2,166,275	2,147,719	2,352,523	9.5%
Accounting	2,591,139	2,314,094	2,176,665	-5.9%
Total Expenditures	$10,020,290	$9,856,509	$9,402,323	-4.6%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed*	% Change 2008-2009
Leadership and Management Support	4.0	4.0	1.0	-75.0%
Pension Administration	3.0	3.0	3.0	0.0%
Purchasing	9.0	9.0	8.0	-11.1%
Revenue	40.8	40.8	38.0	-6.9%
Treasury	19.5	19.5	18.5	-5.1%
Accounting	20.0	20.0	19.0	-5.0%
Total full time employees	96.3	96.3	87.5	-9.1%

In the budget document, the FY 2009 FTE's are based off the FY2008 distribution rather than FY 2009 actuals. The FY 2009 budgeted amounts are actuals. For FY 2010, both FTE's and budgeted amounts are actuals. Therefore, in some cases, the changes from FY 2009 to FY 2010 in the budgeted amounts by activity do not correspond with the changes in FTE's.

Finance Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Mgmt

Pension Administration
- Pension Investment
- Retirement Plan Admin.

Purchasing
- Contracting & Contract Administration

Revenue
- Business & Personal
- Property Tax Assessment
- Delinquent Tax Collections
- Tax Audit, Research & Analysis
- Taxpayer Assistance/ Customer Relations

Treasury
- Payment Processing
- Tax Billing
- Cash Management/ Investment

Accounting
- Financial Reporting
- Paying & Billing
  - Vendors/Employees
- Reconciliations

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Steven Bland, Pension Administrator
Steve Gordon, Director of Procurement
Debbie Kidd, JD, Division Chief, Revenue
David Clark, CPA, Division Chief, Treasury

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$413,224	$439,150	$204,750
Less Revenues	$9,048	$23,400	$23,400
Net General Fund Expenditures	$404,176	$415,750	$181,350
Program Outcomes			
Demonstrate long-term financial stability by maintaining AAA ratings from bond rating agencies	Yes	Yes	yes

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$413,224	$439,150	$204,750
FTE	4.0	4.0	1.0
$ amount of revenue collected and funds disbursed	$2,142,238,038	$1,813,719,179	$2,100,000,000
$ amount of funds disbursed (all funds)	$979,632,256	$945,945,304	$985,000,000
Ratio of Finance Department costs to City budget	1.0%	2.0%	2.0%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

Pension Administration Program

The goal of the Pension Administration Program is to provide retirement income for retired City employees at a controlled cost to the City.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$621,301	$613,677	$608,782
Less Revenues	$8,092	$0	$205,193
Net General Fund Expenditures	$613,209	$613,677	$403,589
Program Outcomes			
Ratio of annual pension administration program costs to City employer annual contributions	9.0%	10.0%	10.0%

Activity Data

PENSION INVESTMENT – The goal of Pension Investment is to provide investment earnings for each of the five pension plans in order to meet actuarial assumptions.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$264,938	$421,067	$341,529
FTE's	1.7	1.7	1.1
Funds invested at fiscal year end in millions of dollars [1]	$282.5	$313.0	$280.0

[1] Assumes actuarial rate of returns for FY2010

RETIREMENT PLAN ADMINISTRATION – The goal of Retirement Plan Administration is to provide suggestions for plan improvements and to manage the outside pension administrator, investment consultant, actuarial, legal counsel and other consultants for the City in order to control pension costs.			
Expenditures	$356,363	$192,610	$267,253
FTE's	1.3	1.3	2.0
# of plans administered	9	9	9
# of employee/retirees consulting sessions	1,300	1,300	1,300
Cost per employee/retiree served	$107.64	$135.00	$108.00
Ratio of annual pension administration costs to fund assets	0.09%	0.06%	0.09%

Purchasing Program

The goal of the Purchasing Program is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$1,096,143	$989,004	$836,215
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,096,143	$989,004	$836,215
Program Outcomes			
% overall satisfaction on customer survey	NA	75.0%	75.0%

Activity Data

CONTRACTING & CONTRACT ADMINISTRATION – The goal of Contracting and Contract Administration is to award contracts at best value, and to assist City Departments with post award oversight of contracts and purchase orders in order to ensure timely renewals, change orders and solution of vendor performance issues.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,096,143	$989,004	$836,215
FTE's	9.0	9.0	8.0
# of contracts administered	487	500	450
Staff cost per total contracts administered	$560	$525	$560
% of contracts renewed or re-bid prior to expiration	70.0%	80.0%	80.0%
% satisfied on customer survey of Solutions and Quality of Goods	81.5%	81.5%	85.0%

Revenue Program

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$3,132,208	$3,352,865	$3,223,433
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$3,132,208	$3,352,865	$3,223,433
Program Outcomes			
Total tax revenue generated for the City in compliance with City regulations	$421,800,991	$431,864,367	$420,000,000

Revenue Program, continued

Activity Data

BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business and Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,248,199	$1,227,104	$1,208,069
FTE's	18.3	18.3	15.7
# of business tax accounts processed	44,046	31,307	45,000
# of vehicle accounts assessed/changes or actions processed	1,044,691	1,056,957	1,044,691
Cost per business tax account processed	$9.45	$13.94	$14.00
Cost per vehicle account processed	$0.40	$0.74	$0.50
Cost per miscellaneous tax account processed	$208	$110.00	$200.00
% of tax assessments processed by due date	100%	100%	100%

DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.			
Expenditures	$548,914	$582,726	$575,746
FTE's	5.4	5.4	5.8
# of demands for payment action sent	214,246	354,921	215,000
Cost per demand for payment action	$2.56	$1.64	$2.68
% of delinquent tax collected annually	73.0%	73.0%	73.0%

TAX AUDIT, RESEARCH & ANALYSIS – The goal of Tax Audit, Research and Analysis is to ensure that business tax returns are filed accurately and to identify unregistered businesses and vehicles in order to maximize City revenues and taxpayer compliance.			
Expenditures	$460,554	$508,166	$458,903
FTE's	4.6	4.6	4.6
# of tax accounts reviewed/audited	90,726	92,763	90,000
costs of tax accounts reviewed/audited	$5.08	$5.48	$5.10
$ amount of revenue generated from audits and compliance activity	$1,758,662	$1,176,542	$1,200,000
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	26.2%	43.2%	38.2%

TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes.			
Expenditures	$874,541	$1,034,869	$980,715
FTE's	12.5	12.5	12.0
# of applications processed for tax relief programs	4,476	3,359	2,855
# of taxpayers assisted on State tax issues	2,236	1,778	1,200
Cost per application processed	$19.54	$40.90	$20.00
% of applications approved for tax relief	94.0%	93.0%	95.0%
% of survey participants reporting satisfaction with customer service	100%	100%	90%

Treasury Program

The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$2,166,275	$2,147,719	$2,352,523
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,166,275	$2,147,719	$2,352,523
Program Outcomes			
Maintain an overall collection rate for current year taxes greater than 95%	Yes	Yes	Yes

Activity Data

PAYMENT PROCESSING – The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high quality customer service.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,245,558	$1,305,652	$1,223,458
FTE's	14.6	14.6	13.6
# of tax payments processed	278,504	263,600	278,000
# of electronic payments	147,607	139,700	166,200
# of manual payments	130,897	123,900	111,800
# of tax payments processed per FTE	19,076	18,055	20,517
% of tax payments processed electronically	53.0%	53.0%	59.8%

TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills.			
Expenditures	$603,911	$579,251	$587,556
FTE's	4.5	4.5	4.7
% of current year personal property tax collected	96.0%	96.0%	96.0%
% of current year real estate tax collected	99.0%	99.0%	99.0%
% of current year business property tax collected (including statutory assessments)	95.0%	95.0%	95.0%

CASH MANAGEMENT/INVESTMENT – The goal of Cash Management and Investment is to invest City funds in a manner that safeguards principal, ensures liquidity and earns a reasonable rate of return. This function is largely contracted out.			
Expenditures	$316,806	$262,816	$342,906
FTE's	0.4	0.4	0.3
Average month end portfolio dollar balance	$148,532,298	$133,000,000	$118,000,000
City's rate of return	4.4%	3.0%	2.0%

PARKING ADJUDICATION-The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.			
Expenditures*	NA	NA	$198,603
FTE's	NA	NA	0.0
# of cases concluded	NA	NA	4,300
% of cases adjudicated without appeal	NA	NA	99.7%

*Beginning in FY 2010 Parking Adjudication functions will move from the Office of Commonwealth's Attorney to the Finance Department.

Accounting Program

The goal of the Accounting Program is to provide the City Manager, City Council, employees, departments and the public with internal controls and financial information to support effective financial management decisions.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$2,591,139	$2,325,487	$2,176,665
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,591,139	$2,325,487	$2,176,665
Program Outcomes			
% GFOA standards met without comment on Financial Reporting	100%	100%	100%

Activity Data

FINANCIAL REPORTING – The goal of Financial Reporting is to provide financial information for City stakeholders in order to make financial decisions and comply with laws and reporting requirements.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,362,365	$932,296	$867,616
FTE's	7.0	6.0	3.7
# of audit reports issued	3	3	3
% of audit reports issued by due date	100%	100%	100%

PAYING & BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances.			
Expenditures	$912,852	$852,973	$900,640
FTE's	9.5	9.5	11.6
# of transactions processed	473,199	304,500	475,000
Cost per transaction	$1.93	$2.80	$1.90
# of payrolls processed within required time frame	100%	100%	100%
% of vendors paid within required time frame	95.0%	95.0%	90.0%

RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.			
Expenditures	$315,922	$528,825	$408,409
FTE's	3.5	4.5	3.8
# of capital, debt, bank, health and workers comp reconciliations produced	2,469	2,500	4,360
Cost per reconciliation produced	$127.96	$211.53	$93.67
% of reconciliations issued within a desired timeframe	100%	99.0%	99.0%

Finance Department

Summary of Budget Changes

Adjustment to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
Cash Management/Investments	*Banking contract for services*	**$120,000**
The renegotiated contract reflects increased costs for armored truck services and increased use of electronic submissions.		
Tax Assessments	*Maintenance for Tax System*	**$50,000**
This is the increased cost of maintenance for the City's business tax systems designed to replace the 20 year old Clipper based system.		
Purchasing	*Auction fee for surplus property*	**$18,750**
This fee increase for an external auctioneer will allow the City to increase General Fund revenue from the sale of surplus property by an estimated $85,000. The City's revenue estimates have been adjusted accordingly.		
Payment processing	*Increased credit card fees*	**$10,000**
As more City departments accept credit card payments and credit card use increases, the fees for credit card processing will increase.		
Tax billing	*Increased postage for bills*	**$5,000**
The will cover the increased cost of postage for mailing bills to taxpayers.		

Expenditure Reductions to the Budget

Activity	Reduction Option	FY 2010 Proposed
Cash Management and Investment	*Local Government Pools*	**$40,000**
This reduction option reflects a reduction in fees paid for City investment services for using a State Local Government investment pool instead of an investment advisor.		
Various	*DROP Payment savings*	**$200,000**
This represents the annual actuarial savings associated with retirement contributions not required for Deferred Retirement Option Program		
Tax Assessment	*Eliminate Personal Property Tax Clerk position*	**$31,535**
With the move to automatic registration, some of the elimination will be an efficiency. The elimination of the part-time position will affect peak time registration and remaining Saturday hours will be dropped.		
Taxpayer Assistance	*Eliminate Revenue Collection Specialist position*	**$45,042**
The gradual reduction of the Affordable Home Ownership Program (AHOP) reduces the need for the position. Some funds will remain available for a temporary employee for the first three months of the fiscal year to process applications.		
Payment Processing	*Eliminate Supervisory Account Clerk position*	**$85,015**
The responsibilties of the position include collection of non-sufficient funds payments and reconciliation of credit card payments and other electronic payments. These tasks will have to be covered by existing personnel as time permits. It is expected that the position elimination will increase the average number of payments processed by around 7% among remaining staff.		
Contract Administration	*Eliminate Contract Administrator position*	**$102,297**
Routine contract administration is increasingly a function of the staff person responsible for the contract where this function will be added to existing duties.		
Paying and Billing	*Eliminate Accountant position*	**$61,831**
The elimination of the position will impact quality control on payments to vendors. The position's responsibilities will be shared among existing staff, reducing the time and attention of staff to other responsibilities and may reduce the percentage of vendors paid within the required time frame.		
Leadership & Management	*Eliminate Administrative Assistant position*	**$50,204**
This position is the central location for inquiries to Finance. The position's responsibilities will be shared among existing staff, reducing the time and attention of staff to other responsibilities.		
Financial Reporting	*Eliminate Accountant position*	**$64,924**
The elimination of the position will reduce the amount of time spent reconciling accounts and increase the risk of errors. It will lengthen the amount of time needed to complete routine reporting including workers' compensation, state funds received, and transactions related to the schools, library, and DASH.		
Leadership & Management	*Eliminate ITS Coordinator position*	**$112,567**
The position's responsibilities would be shifted to the Revenue Systems Engineer, reducing other tasks with which the engineer could assist, including department wide training.		
Tax Audit, Research & Analysis	*Eliminate Accountant position*	**$64,924**
The elimination of the position would lengthen the amount of time needed to complete audits for business tax accounts and may reduce the number that can be completed.		

Finance Department

Summary of Budget Changes

Revenue/Fee Increases

Activity	Adjustment	FY 2010
Payment Processing	*Admin Fee on Parking Tickets*	**$40,000**
Unpaid parking tickets are expensive to collect. Increasing the administration fees on parking tickets will enable the City to recover some of the cost to recover these fees. Virginia code section 58.1-3958 authorizes an administration fee not to exceed 20 percent of the balance.		
Billing & Paying Vendors/Employees	*Garnishment Admin Recovery fee*	**$12,000**
State code allows cost recovery fees to be charged for a limited number of garnishment payments. Since all employees are currently bearing the cost to process such payments for a limited number of employees, a garnishment fee matches the cost to produce the garnishment with the person receiving the benefit. The fees are roughly $5 per pay period per order in addition to a one time set up fee of $10 for garnishment orders and $10 for court fees and fines.		

General Services Department

Mission Statement: The mission of the General Services Department is to provide services to City departments and agencies that facilitate their ability to carry out their individual missions, programs, and activities.

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$6,275,745	$6,198,172	$5,890,712	-5.0%
Non-Personnel	8,168,060	7,069,656	5,707,965	-19.3%
Capital Goods Outlay	39	66,493	66,543	0.1%
Total Expenditures [1]	$14,443,844	$13,334,321	$11,665,220	-12.5%
Less Revenues				
Internal Service	$16,104	$66,493	$66,493	0.0%
Special Revenue Fund	136,498	$142,181	$148,908	4.7%
Total Designated Funding Sources	$152,602	$208,674	$215,401	3.2%
Net General Fund Expenditures	$14,291,242	$13,125,647	$11,449,819	-12.8%
Total Department FTE's	79.5	73.0	67.0	-8.2%

[1] Total expenditures do not include a negative allowance for recovered printing and copying costs from departments in the amount of $332,891 in FY 2008, $324,665 in FY 2009 and $350,000 in FY 2010.

Highlights

•In FY 2010, the proposed General Fund budget decreased by $1,675,828 or 12.8%.

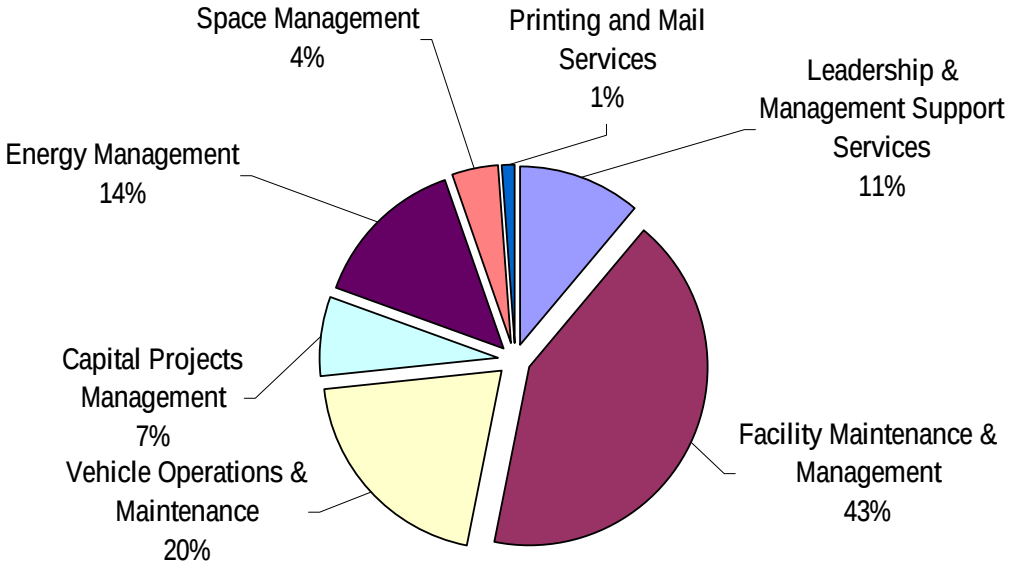
• FY 2010 personnel costs decreased by 5.0%; the decrease is primarily due to the reduction of 7 positions. Of these positions, 6 will be eliminated and 1 will be held vacant for FY 2010.

•Total non-personnel costs decreased by 19.3% due to various expenditure reductions for copying services, performance awards, recruitment, travel and conferences, vehicle depreciation, and supplies. In addition, fuel expenditures have been shifted from General Services to the various departments responsible for fuel usage.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of square feet of leased space (managed by General Services; City as tenant)	403,564	403,564	403,564
Total square feet of City owned space	1,831,200	1,831,200	1,845,279
# of vehicle preventive maintenance requests completed	3,182	3,100	3,200
# of gallons of fuel purchased	767,614	779,194	750,000
Cost per gallon of fuel	$2.69	$2.30	$2.00
% of customers who rate facilities maintenance service provision satisfactory or better	NA	90.0%	100.0%

FY 2010 Proposed Expenditures by Program



General Services Department

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	$1,786,530	$1,611,590	$1,305,225	-19.0%
Facility Maintenance & Management	4,962,446	4,948,787	4,874,081	-1.5%
Vehicle Operations & Maintenance	3,866,949	3,382,172	2,368,493	-30.0%
Capital Projects Management	907,202	865,273	836,510	-3.3%
Energy Management	2,066,462	1,728,131	1,675,784	-3.0%
Space Management	596,033	514,408	469,463	-8.7%
Printing and Mail Services [1]	$591,113	608,625	485,664	-20.2%
Less Recovered Costs For Printing Services	-$332,891	-324,665	-350,000	NA
Total Expenditures	$14,443,844	$13,334,321	$11,665,220	-12.5%

[1] Total expenditures do not include a negative allowance for recovered printing and copying costs from departments in the amount of $332,891 in FY 2008, $324,665 in FY 2009 and $350,000 in FY 2010.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	10.0	10.0	9.1	-9.0%
Facility Maintenance & Management	24.3	24.3	22.4	-7.8%
Vehicle Operations & Maintenance	24.0	24.0	20.2	-16.0%
Capital Projects Management	6.9	6.9	7.2	3.6%
Energy Management	1.6	1.6	1.3	-18.8%
Space Management	2.6	2.6	2.2	-17.3%
Printing and Mail Services	4.6	3.6	4.8	31.9%
Total full time employees	74.0	73.0	67.0	-8.2%

General Services Programs and Activities

Leadership & Mgmt Supp Services
- Leadership and General Management
- Contracts Management

Vehicle Operations & Maintenance
- Scheduled Routine Maintenance
- Repairs
- Parts
- Emergency Support Services
- VA Safety & Emissions Inspections
- Fuel Acquisition and Provisioning
- Fleet Administrative Support
- Specification and Acquisition
- Preparation/Outfitting
- Surplus Vehicle Disposal

Energy Management
- Utility Bill Payment & Energy & Consumption Management

Facility Maintenance & Mgmt
- Facilities Maint., Life Safety/Security & Core and Shell
- Snow and Ice Removal
- Custodial Services Management
- Special Event Support
- Parking Management

Capital Projects Management
- CIP Development
- Project Planning
- Construction Administration

Space Management
- Real Estate Management
- Space Planning

Printing & Mail Services
- Binding
- Graphics, Printing & Typesetting
- High-Speed Copying
- Self-Service Copy Management
- Mail Distribution

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Warren Leach, Division Chief, Fleet Services
Kevin Quander, Supervisor, Mail Room Services

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide for clear direction in administrative program support functions to line divisions in support of their programs and activities.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds budget	12.4%	12.1%	11.2%
Total Expenditures	$1,786,530	$1,611,590	$1,305,225
Less Revenues	$16,104	$66,493	$66,493
Net General Fund Expenditures	$1,770,426	$1,545,097	$1,238,732
Program Outcomes			
% of activities that meet effectiveness targets	N/A	100.0%	100.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the General Services Department.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,364,007	$1,356,569	$1,070,865
FTE's	7.0	7.0	6.6
# of personnel managed	74.0	74.0	67.0
Cost per FTE managed	$18,433	$18,332	$15,983
% of departmental service delivery programs within approved budget	67%	85%	85%

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City policies, practices and Code.			
Expenditures	$422,523	$255,021	$234,360
FTE's	3.0	3.0	2.5
$ value of contracts managed	$2,197,321	$2,094,813	$1,976,917
Cost per contract dollar managed	$0.19	$0.12	$0.12
% of contracts awarded and maintained without dispute or lapse	90.0%	90.0%	90.0%

Facility Maintenance and Management Program

The goal of Facility Maintenance and Management is to provide facility maintenance and repair services to all City Departments and agencies housed in City owned or leased facilities assuring continual operation of those facilities from which the departments and agencies can carry out their missions, programs and activities, as well as provide for secure, controlled parking for users of the City of Alexandria's business and government facilities in the Old Town area.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	34.4%	37.1%	41.8%
Total Expenditures	$4,962,446	$4,948,787	$4,874,081
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,962,446	$4,948,787	$4,874,081
Program Outcomes			
% of customers who rate service provision satisfactory or better	NA	90%	100%

Activity Data

FACILTIES MAINTENANCE, LIFE SAFETY/SECURITY AND CORE AND SHELL – The goal of Facilities Core and Systems Maintenance, Life Safety/Security is to maintain and repair facility elevator systems, heating, ventilation and cooling (HVAC) systems, electrical systems. Core and Shell includes roofs, walls, doors, windows, locks, and entranceways to ensure safe and reliable conditions for users.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,844,569	$2,816,908	$2,845,092
FTE's	17.8	17.8	16.5
# of square feet of building space serviced (managed by General Services)	1,765,545	1,765,545	1,779,624
# of systems serviced	1,500	1,500	1,500
Total cost per square foot of building serviced	$0.62	$0.63	$0.63
% of work orders that are repair versus preventative	44%	50%	53%

*Beginning in FY 2010, the Facilities Maintenance, Elevators, and Life Safety/Security and Core and Shell activities have been combined into one activity.

SNOW AND ICE REMOVAL – The goal of Snow and Ice Removal is to provide for the safe access and egress of facility occupants and users during events of snow and ice accumulation.			
Expenditures	$71,804	$61,485	$68,042
FTE's	0.5	0.5	0.5
# of linear feet of sidewalks and surface areas serviced during snow and ice events	35,000	35,000	35,000
# of snow and ice events handled	8	3	8
% of facilities maintained accessible during snow and ice events	100.0%	100.0%	100.0%

Facility Maintenance and Management Program, continued

Activity Data

CUSTODIAL SERVICES MANAGEMENT – The goal of Custodial Services Management is to provide contracting and oversight of custodial services at City facilities assuring a clean environment for users and occupants.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$798,578	$809,725	$675,065
FTE's	3.2	3.2	3.3
# of square feet of buildings cleaned (General Services responsibility)	400,000	400,000	400,000
Cost per square foot of building cleaned	$2.00	$2.02	$1.69
% custodial services rated satisfactory or better	NA	95.0%	99.0%

SPECIAL EVENT SUPPORT – The goal of Special Event Support is to provide needed support services to City Departments and agencies for conferencing, public meetings, presentations, and other scheduled and non scheduled events.			
Expenditures	$249,380	$237,414	$248,407
FTE's	2.6	2.6	2.1
# of events managed	163	200	165
Cost per event managed	$1,530	$1,187	$1,505
% of events satisfactorily executed	100.0%	100.0%	100.0%

PARKING MANAGEMENT – The goal of Parking Management is to provide reasonably priced management services and safe and accessible parking spaces for the operation of surface and garage lots assuring maximum parking availability to prospective users.			
Expenditures	$998,115	$1,023,255	$1,037,475
FTE's	0.2	0.2	0.1
# of spaces managed and maintained	1,022	1,022	1,022
Cost per space (based on parking management contract)	$976.63	$1,001.23	$1,015.14
% of spaces utilized and maintained	100.0%	100.0%	100.0%

Vehicle Operations and Maintenance Program

The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner in order to keep all vehicles operating safely and efficiently. (Excludes Fire & EMS vehicles and apparatus)

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Fund Budget	26.8%	25.4%	20.3%
Total Expenditures	$3,866,949	$3,382,172	$2,368,493
Less Revenues	$103,847	$66,493	$0
Net General Fund Expenditures	$3,763,102	$3,315,679	$2,368,493
Program Outcomes			
Average maintenance cost per mile	$0.40	$0.40	$0.40

Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	$443,126	$644,477	$441,025
FTE's	5.2	5.2	5.5
# of vehicle preventative maintenance requests completed	3,182	3,100	3,200
Work requests per FTE	75	75	75
Average cost per work order	$5,908.35	$8,593.03	$5,880.33
% of work orders completed within one day	96.3%	95.0%	96.0%
% of preventiive maintenance completed on schedule	92.0%	95.0%	95.0%

REPAIRS – The goal of Repairs is to address the broken or non functioning systems or parts on City vehicles that are preventing that vehicle from operating in a safe and efficient manner and restore the vehicle to full operating condition.			
Expenditures	$916,808	$727,118	$880,976
FTE's	4.9	4.9	5.3
# of repair requests completed	4,953	5,105	5,000
# of service hours provided	18,457	15,800	18,500
Cost per repair request	$185.10	$142.43	$176.20
Cost per service hour	$49.67	$46.02	$47.62
% of work orders completed in one day	93.3%	95.0%	95.0%

PARTS – The goal of Parts is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and have them available for staff when needed.			
Expenditures	$445,646	$276,725	$441,163
FTE's	3.2	3.2	3.4
# of parts maintained	17,805	24,000	18,000
Parts requests per day	24	20	24
Average cost per request	$73.10	$54.47	$72.37
Fill rate for parts (%)	99.0%	95.0%	99.0%

Vehicle Operations and Maintenance Program, continued

Activity Data

SPECIAL OPERATIONS SUPPORT SERVICES – The goal of Special Operations Support Services is to provide mechanic support to vehicles responding to City-wide emergencies, including snow and debris removal.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$127,176	$203,697	$89,053
FTE's	2.0	2.0	1.6
# of special operations requiring support	0	3	3
Cost per emergency	0	$67,899	$29,684
% of vehicles restored to service during events within 4 hours	NA	100%	100%

VIRGINIA SAFETY & EMISSIONS INSPECTIONS – The goal of Virginia Safety and Emissions Inspections is to ensure applicable vehicles comply with State standards for mechanical and electrical systems, as well as exhaust output.			
Expenditures	$112,613	$100,813	$108,447
FTE's	1.2	1.2	1.1
# of vehicles inspected/tested	931	972	940
Cost per inspection	$120.96	$103.72	$115.37
% of vehicles in full compliance with State standards	94.3%	95.0%	95.0%

FUEL ACQUISITION & PROVISIONING – The goal of Fuel Acquisition is to acquire and have gasoline and diesel fuel delivered, via a contractor, to the City's fueling sites in the most cost and time efficient manner possible and distribute the fuel to City users for use in City vehicles via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.			
Expenditures (Net to General Services)*	$1,393,536	$887,263	$57,269
FTE's	0.8	0.8	0.6
# of gallons purchased	767,614	779,194	750,000
Total cost per gallon of fuel	$2.69	$2.30	$2.00
% of fuel islands available	100.0%	100.0%	100.0%

*The significant decrease in FY 2010 expenditures for fuel acquisition reflect the allocation of these funds to individual departments.

FLEET ADMINISTRATIVE SUPPORT – The goal of the fleet administrative support activity is to provide clerical, procurement and fiscal management support to ensure the effective and efficient operation and maintenance of vehicles.			
Expenditures	$354,614	$448,139	$292,459
FTE's	5.9	5.9	2.4
# of vehicles supported (does not include Fire/EMS vehicles)	824	827	825
Cost per vehicle supported	$430.36	$541.89	$354.50
% of invoices paid timely	100.0%	100.0%	100.0%

Vehicle Operations and Maintenance Program, continued

Activity Data

SPECIFICATION AND ACQUISITION – The goal of Specification and Acquisition is to develop and determine the specifications in order to purchase new or replacement vehicles for City agencies through processes defined in the City Purchasing regulations.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$26,698	$26,280	$25,974
FTE's	0.3	0.3	0.3
# of new specifications written	6	5	5
Administrative cost per vehicle specification and acquisition	$4,450	$5,256	$5,195
% of vehicles within the recommended replacement schedule	88.0%	85.0%	88.0%

PREPARATION/OUTFITTING – The goal of Preparation/Outfitting is to provide and install all ancillary equipment, lettering and decals on newly acquired City vehicles as required by the user agency and the City.			
Expenditures	$25,407	$39,792	$24,461
FTE's	0.1	0.1	0.1
# of vehicles prepared and outfitted	42	56	45
Average staff Cost per Vehicle	$605	$711	$544
# of service hours delivered on time	100.0%	100.0%	100.0%
% of customers rating services as satisfactory or better	100.0%	100.0%	100.0%

SURPLUS VEHICLE DISPOSAL – The goal of Surplus Vehicle Disposal is to provide for the disposition of City vehicles determined to be surplus and beyond their useful life primarily via auction.			
Expenditures	$21,325	$27,868	$7,666
FTE's	0.4	0.4	0.05
# of vehicles disposed	41	60	50
Average Administrative/Staff cost per Vehicle Disposed	$520	$464	$153
% of sales price to Blue Book value	80.0%	80.0%	80.0%

Capital Projects Management Program

The goal of Capital Projects Management is to provide administrative oversight in the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	6.3%	6.5%	7.2%
Total Expenditures	$907,202	$865,273	$836,510
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$907,202	$865,273	$836,510
Program Outcomes			
% of approved projects that are completed on schedule and on budget	NA	78%	78%

Activity Data

CIP DEVELOPMENT – The goal of CIP Development is to develop clear, detailed, Programs of Requirements for prospective capital improvement projects as submitted from City Departments and agencies, and to justify and recommend facility projects for consideration by the Capital Projects Review Committee and the City Manager.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$102,524	$93,302	$84,898
FTE's	0.3	0.3	0.7
# of projects for consideration in the Capital Improvement Program	43	46	50
$ per project submitted for review	$4,700,000	$2,845,000	$3,421,000
% of projects developed on schedule for the CIP planning process	100.00%	100.00%	100.00%

PROJECT PLANNING – The goal of Project Planning is to work with prospective users to develop the desired architectural and engineering concepts for the construction, remodeling, or renovation of City facilities, and to manage those concepts through the budgeting, scheduling and construction document and permitting phases of project management.			
Expenditures	$199,498	$230,036	$213,143
FTE's	2.0	2.0	1.9
# of projects planned through Design and Construction Documents	23	14	8
$ per project planned	$4,700,000	$5,500,000	$9,100,000
% of projects designed on schedule	78%	90%	90%
% of estimates within 5% of bid	85%	90%	90%

CONSTRUCTION ADMINISTRATION – The goal of Construction Administration is to provide management oversight to facility projects through completion within monetary, schedule, and building specifications to provide City occupants and users of the facility project with a finished facility that maintains or enhances their experience in the use and occupancy of City Facilities.			
Expenditures	$605,180	$541,935	$538,469
FTE's	4.6	4.6	4.6
# of projects managed	14	16	12
Cost per project managed	$31,000	$33,900	$44,872
% of projects completed on schedule	88%	90%	90%
% of projects completed on budget	88%	90%	90%

Energy Management Program

The goal of Energy Management is to provide reliable, cost-effective utilities to City agencies to support their service delivery programs.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
	14.3%	13.0%	14.4%
Total Expenditures	$2,066,462	$1,728,131	$1,675,784
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,066,462	$1,728,131	$1,675,784
Program Outcomes			
% reduction in energy units consumed	6.6%	3.0%	3.0%

UTILITY BILL PAYMENT & ENERGY CONSUMPTION MANAGEMENT – The goal of Utility Bill Payment and Energy Consumption Management is to audit and remit for Electric, Natural Gas, and Water/Sewer services used by City facilities to ensure uninterrupted utilities, and to provide engineering services to reduce utility usage.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,066,462	$1,728,131	$1,675,784
FTE's	1.6	1.6	1.3
# of accounts on which payments are made	363	358	369
Cost per account managed	$389	$124	$428
% of accounts remitted on time	99%	100%	100%
Electricity: kilowatt-hours consumed	30,724,087	26,366,020	29,802,364
Natural Gas: therms consumed	585,014	599,398	567,464
Water: Gallons consumed	79,250,000	66,971,380	76,872,500
% reduction in kilowatt-hours consumed	2.5%	3.0%	3.0%
% reduction in therms consumed	8.5%	3.0%	3.0%
% reduction in gallons consumed	8.8%	3.0%	3.0%

Space Management Program

The goal of Space Management is to provide adequate facility space for departments and agencies from which they can carry out their missions, programs, and activities.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	4.1%	3.9%	4.0%
Total Expenditures	$596,033	$514,408	$469,463
Less Revenues	$136,498	$142,181	$148,908
Net General Fund Expenditures	$459,535	$372,227	$320,555
Program Outcomes			
% of City square footage space needs met through City owned space.	80.0%	80.0%	80.0%

Activity Data

REAL ESTATE MANAGEMENT – The goal of the real estate management activity is to provide for leased space to departments and agencies that require such space in support of their missions, programs, and activities.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$489,796	$409,825	$364,506
FTE's	2.6	2.6	1.1
Square feet of leased space (managed by General Services; City as tenant)	403,564	403,564	403,564
# of lease agreements maintained (as landlord or tenant)	98	98	98
Average Cost per square foot of leased space managed by City*	23.06	23.99	25.41
Average Lease Cost per square foot for Leased Space in Alexandria (private and public occupancy)	$25.30	26.01	26.16
% of leases maintained in compliance with lease terms and conditions	100.0%	100.0%	100.0%

*This measure represents the average square foot cost for all property types and classes of office space.

SPACE PLANNING – The goal of the space planning activity is to maximize the efficient use of City occupied space while at the same time providing users and occupants with a quality service environment.			
Expenditures	$106,237	$104,583	$104,957
FTE's	1.5	1.5	1.1
Square feet of space owned by the City	1,831,200	1,831,200	1,845,279
Total space planning cost per square foot of City-owned space	$0.26	$0.26	$0.26
Total space planning cost per square foot of leased space	$0.06	$0.06	$0.06
% of space owned by City vs leased by the City	81.9%	81.9%	82.1%

Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality graphic arts, printing and binding services; professional high speed duplicating services; mail collection, processing and distribution services; and to maintain self-service photocopy machines for City departments and agencies.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures [1]	$591,113	$608,625	$485,664
Less Revenues	0	0	0
Net General Fund Expenditures	$591,113	$608,625	$485,664
Program Outcomes			
% of customers rating printing services as satisfactory or better	NA	100%	100%

[1] Total expenditures do not include a negative allowance for actual recovered printing and copying costs from departments in FY 2008 ($332,891) and expected recovered costs in FY 2009 ($3524,665) and FY 2010 ($350,000).

Activity Data

BINDING – The goal of Binding is to provide quality laminating, shrink wrapping, folding and cutting for City departments in order to meet their binding needs in a timely manner.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$40,131	$41,844	$37,462
FTE's	0.5	0.5	0.5
# of service hours provided	141.3	140	140
Work requests per FTE	210	200	210
Average cost per binding job	$191.10	$209.22	$178.39
% of jobs completed without re-work	100.0%	100.0%	100.0%

GRAPHICS AND PRINTING – The goal of Graphics and Printing is to provide graphic arts and printing services to City departments and agencies.			
Expenditures [1]	$184,770	$107,368	$125,084
FTE's	0.9	0.9	1.35
# of jobs produced	266	250	250
# of service hours provided	266	250	250
Cost per service hour	$695	$429	$500

HIGH-SPEED COPYING – The goal of High-Speed Copying is to provide professional, high quality, high-speed duplicating services to City agencies.			
Expenditures [1]	$178,582	$251,480	$140,616
FTE's	1.3	1.3	1.3
# of copies made	3,105,860	3,300,000	3,100,000
# of staff hours to complete job (daily)	8	8	8
# of work requests per FTE	7	10	7
Cost per copy (black & white)	$0.04	$0.03	$0.03
Cost per copy (color)	$0.23	$0.23	$0.23
Cost per service hour	$30.12	$31.40	$31.40

[1] Total expenditures do not include actual recovered costs in FY 2008 ($332,891) and expected recovered costs in FY 2009 ($324,665) and FY 2010 ($350,000).

Printing and Mail Services Program, continued

Activity Data

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the satellite copiers located in City Hall and to ensure that all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$40,482	$76,982	$34,296
FTE's	0.5	0.5	0.4
# of copies made	144,522	240,000	145,000
# of copy machines operated	3	3	3
Cost per copy (black & white)	$0.06	$0.07	$0.07
Cost per copy (color)	$0.30	$0.30	$0.31

MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.			
Expenditures	$147,148	$130,951	$148,206
FTE's	1.4	1.4	1.3
# of pieces processed and delivered (U.S. Post Office & Inter-Office mail)	488,141	460,000	490,000
Processing and Delivery Cost per Piece of Mail (U.S. Post Office & Inter-Office mail)	$0.30	$0.28	$0.30

RECOVERED COSTS FROM DEPARTMENTS	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Graphics and Printing	$0	$0	$0
High Speed Copying	$332,891	$324,665	$350,000
Total Recovered Costs from Departments	$332,891	$324,665	$350,000

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
Repairs	*Accident Reserves*	**$46,814**
General Services is currently responsible for costs to repair City vehicles due to accidents or damage determined no-fault by Risk Management. Prior year actuals indicate a significant increase in accident costs over the last three years. This increase represents the difference between the three year average ($92,814) and the FY09 Approved budget ($46,000).		
Special Event Support	*Part-time Seasonal Employees*	**$25,836**
This adjustment will provide funding for a part-time seasonal employee to serve as market master at the Farmer's Market. During the FY07 budget process, funds for this position were eliminated. However, there is still a great need for this 10-hour per week position.		

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
High Speed Copying	*Mailroom Copy Machine*		(70,000)
This reduction will result from the replacement of the current mail room copy machine with a smaller copy machine. An analysis revealed that a machine with the capacity and speed of the existing machine was no longer required. This determination was based on the average impressions, or copies made per month . The new, smaller machine will provide the capacity and speed required for the mailroom but at a much lower cost. This is an efficiency reduction and will not adversely impact service.			
Various	*Performance Awards*		(6,214)
This reduction will eliminate the budget for annual employee awards given to employees who have provided outstanding service to the Department and the City. This reduction will not impact service.			
Various	*Travel and Conferences*		(13,800)
This reduction will eliminate funds for travel, conference, and training for employees. This reduction will not impact service.			
Leadership & General Management	*Recruitment*		(2,000)
This reduction will eliminate the Department's recruitment budget. This reduction will not impact service.			
Various	*Vehicle Depreciation*		(66,493)
This reduction will reduce funds for vehicle depreciation in FY 2010. General Services conducted an analysis of their five year vehicle plan and determined that there were sufficient funds to purchase planned vehicles. Therefore, depreciation could reduced. This reduction will not impact service levels.			
Facilities Maintenance, Elevators, Life Safety/Security, and Core and Shell	*Temporary Employee*		(35,000)
This reduction will eliminate one temporary employee. This temporary employee assists Facilities Maintenance Division staff with daily ongoing administrative duties and support required in that division. Responsibilities will be shifted to permanent staff.			
Custodial Services Management	*Custodial Services*		(50,000)
This reduction will result in a reduced level of custodial services at four City-owned facilities, including City Hall, 4480 King Street, Fleet Services, and the Courthouse. This reduction may result in delays in responses to requests for service. In addition, overall levels of cleanliness at the facilities may decline. The Department will utilize in-house staff to respond to urgent or emergency custodial requirements. This reduction was implemented mid-year in FY 2009.			
Facilities, Elevators, and Life Safety	*City Marina Security*		(45,000)
This reduction will decrease uniformed security guard services at the City's marina. Currently, a uniformed security guard is present on weekends year round. With this reduction, a security guard will be present only on weekends from April to October.			
Construction Administration	*Construction Admin Services*		(110,000)
This reduction will eliminate $110,000 budgeted for professional services for construction administration in the Capital Projects Division. Expenditures for construction administration will instead be charged to the appropriate Capital Improvement Program (CIP) project as required. Service will not be adversely affected. This reduction was implemented mid-year in FY 2009.			

Summary of Budget Changes

Expenditure Reductions

Facilities Maintenance Program	*MRIS Position*	(1.00)	(81,506)

This reduction will eliminate one of five Maintenance, Renovation Inspection Specialist (M.R.I.S.) positions assigned to the Facilities Maintenance Division. This position is responsible for planning, oversight, and execution of contract services, reviewing facility conditions, and performing facility inspections. The reduction of this position will require the workload to be redistributed to the remaining positions, which may result in longer lead-time for work to be processed and completed.

Fleet Operations and Maintenance	*Account Clerk III*	(1.00)	(77,895)

This reduction will eliminate an Account Clerk III position responsible for the processing of payments against contracts and utility accounts. The loss of this position may result in a delay in timely processing of payments. In addition, senior management positions will have to assume these responsibilities. This impact, however, will be partially mitigated by the automated payment of electrical bills through the newly activated energy management software.

Vehicle Operations and Maintenance	*Fleet Services Technician I*	(1.00)	(73,507)

This reduction will eliminate a Fleet Services Technician II position. This service reduction may be partially offset by the pilot "No Cost Apprentice Program" currently being explored with JobLink, as well as possible consolidations or sharing of resources with the Fire Department and the Department of Recreation. Additionally, more contracting of labor-intensive activities will yield reduced cost and maximize efficiency of remaining staff.

Facilities Maintenance, Elevators, Life Safety/Security, and Core and Shell	*Facilities Maintenance Supplies, Equipment, and Materials*	(97,244)

This reduction will reduce the budget for supplies, equipment, and materials required for facilities maintenance and repairs that are not deemed urgent or emergency requests. This reduction is not expected to impact service.

Fleet Operations and Maintenance	*Automotive Services Advisor*	(1.00)	(93,532)

This reduction will eliminate an Automotive Services Advisor position. This position provides administrative support services related to the provision of vehicle repair and maintenance activities including parts ordering, monitoring fuel consumption, reviewing vehicle maintenance history and managing the FASTER vehicle maintenance management system. Elimination of this position will require redistribution of duties to remaining staff. However, this reduction is expected to result in efficiency in the performance of these duties, consistent with the Matrix Fleet Improvement Study.

Facilities Maintenance, Elevators, Life Safety/Security, and Core and Shell	*Hold Vacant Building Services Coordinator II*	(60,695)

This reduction will hold vacant the Building Services Coordinator II position in FY 2010. This position provides oversight and coordination for facilities related services at City Hall which include meeting setups, securing the facility, supervising contractors, overseeing three staff and responding to customer requests. Reduction of this position will require that these duties be reassigned to remaining staff. This may result in a decrease in service provision at City Hall.

Summary of Budget Changes

Expenditure Reductions			
Leadership and General Management	*Administrative Officer*	(1.00)	(91,866)
This reduction will eliminate an Administrative Officer I position. This position is responsible for coordinating all personnel matters inclusive of recruitments, evaluations, promotions, disciplinary actions and communications with employees on matters of personal concern. The loss of this position will shift t administrative duties to a variety of senior and junior level employees and may result in initial disruption and less expertise in personnel areas.			
Fleet Operations and Maintenance	*Administrative Technician*	(1.00)	(79,468)
This reduction will eliminate an Administrative Technician position. This position is responsible for clerical related duties in support of the Fleet Services Division Chief. The loss of the position will require that the work be dispersed to remaining administrative personnel as well as the central General Services Administrative office. This will require a period of training and coordination that might cause temporary disruption in other work processes.			

Fees for Services		
Activity	**Fee Adjustment**	**FY 2010 Dept. Request**
Various	*Increase in monthly parking fees*	**$21,600**
This would increase the monthly parking fees by $10 (from $125 to $135) for the general public. This would impact the City Hall, Courthouse, and Pitt & Oronoco parking facilities.		

Office of Human Rights

Mission Statement: The mission of the Office of Human Rights is to enable everyone to share equally in Alexandria's quality of life, provide services to make the City more welcoming to all people, and strive to make City government more reflective of our community.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$558,416	$550,395	$561,087	1.9%
Non-Personnel	89,119	141,300	90,477	-36.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$647,535	$691,695	$651,564	-5.8%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	31,281	42,850	35,100	-18.1%
Total Designated Funding Sources	$31,281	$42,850	$35,100	-18.1%
Net General Fund Expenditures	$616,254	$648,845	$616,464	-5.0%
Total Department FTE's	6.0	6.0	5.5	-8.3%

Highlights

• In FY 2010 the proposed General Fund budget decreases by $32,981 (5.0%).

• FY 2010 total personnel costs increased by $10,692 (1.9%); the increase is due to a $5,808 increase in participation in the City's health insurance program. The increase is also due to a realignment of $40,000 of ADA accommodations funding from non-personnel into personnel. This was done to reflect actual spending patterns, the net from this adjustment is zero.

• FY 2010 department personnel expenditure reductions total $38,500. This is due to the reduction of a 0.5 FTE investigator position. Please see the Human Rights Summary of Budget Changes page for more detail.

• Total non-personnel costs decreased by $50,823 (36.0%); $40,000 of this decrease is due to the above mentioned realignment of ADA accommodation funds. Additionally, $7,750 of this reduction is due to the loss of a Disability Services grant that was cut by the Commonwealth of Virginia in the Governor's budget. The final piece ($3,220) of this decrease is part of the Departments FY 2010 budget reductions and consists mostly of training and temporary services.

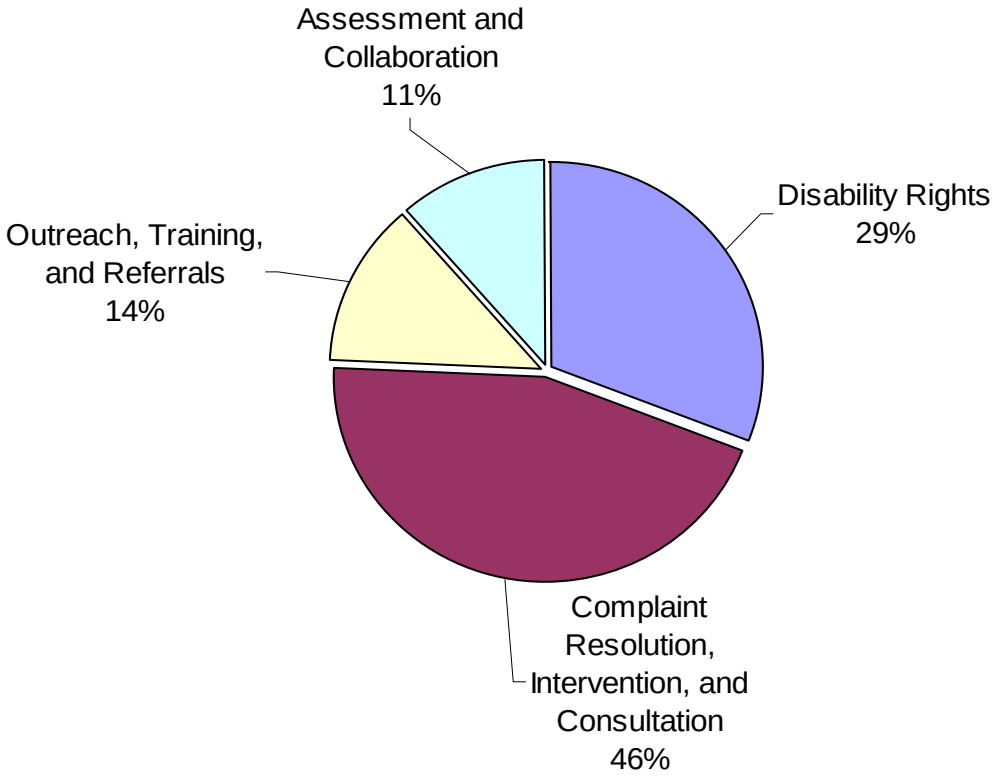
Office of Human Rights

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of cases worked	292	300	275
cost per case worked	$1,051	$1,041	$1,057
% of cases closed within 180 days	85%	90%	80%

*Cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the Washington Field Office that require some work by this Office.

FY 2010 Proposed Expenditures by Activity



Office of Human Rights

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Enforcement	485,396	515,698	491,948	-4.6%
Community Inclusiveness and Awareness	162,139	175,997	159,616	-9.3%
Total Expenditures	$647,535	$691,695	$651,564	-5.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Enforcement	4.2	4.2	3.9	-7.1%
Community Inclusiveness and Awareness	1.8	1.8	1.6	-11.1%
Total full time employees	6.0	6.0	5.5	-8.3%

Office of Human Rights Programs and Activities

Enforcement
- Disability Rights
- Complaint Resolution, Intervention and Consultation

Community Inclusiveness & Collaboration
- Outreach, Training and Referrals
- Assessment And Collaboration

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Enforcement

The goal of Enforcement is to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and Local anti-discrimination laws, and striving to maintain a diverse, inclusive and vibrant community.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$485,396	$515,698	$491,948
Less Revenues	$31,281	$42,850	$35,100
Net General Fund Expenditures	$454,115	$472,848	$456,848
Program Outcomes			
% of complaints resolved within 180 days	90%	90%	80%

Activity Data

DISABILITY RIGHTS – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$178,426	$203,280	$201,347
FTE's	0.9	0.9	0.9
# of contacts	2,805	2,270	2,500
cost per contact	$64	$90	$81
% of contacts responded to by close of business next day	98%	95%	95%

COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION – The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law.			
Expenditures	$306,970	$312,418	$290,601
FTE's	3.3	3.3	3.0
# of cases worked*	292	300	275
cost per case worked	$1,051	$1,041	$1,057
% of cases resolved through alternative dispute resolution	30%	10%	25%
% of cases closed within 180 days	85%	90%	80%

*Cases worked includes 1) cases continued from previous year, 2) formal intake interviews requiring follow-up work, and 3) dual-filed Alexandria cases at the Washington Field Office that require some work by this Office.

Community Inclusiveness and Awareness

The goal of Community Inclusiveness and Awareness is to educate the public and private sectors on inclusive best practices and to promote understanding, tolerance and celebration of our City's diversity, including the most vulnerable.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$162,139	$175,997	$159,616
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$162,139	$175,997	$159,616
Program Outcomes			
% survey respondents reporting knowledge of city's diversity and inclusiveness efforts*	NA	NA	80%

*Survey to be implempented by department during CY 2009.

Activity Data

OUTREACH, TRAINING, and REFERRALS – The goal of Outreach, Training and Referrals is to promote understanding of rights and responsibilities, and ensure that everyone shares equally in Alexandria's quality of life.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$78,741	$95,651	$84,937
FTE's	1.0	1.0	0.8
# of contacts	2,880	2,750	2,800
cost per contact	$27	$35	$30
# of individuals trained	180	148	170
% of contacts responded to by close of business next day	98%	90%	95%

ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might give rise to discrimination, make the City more welcoming to all people, promote best practices, and collaborate with other agencies.			
Expenditures	$83,398	$80,346	$74,679
FTE's	0.8	0.8	0.8
# of collaborations	122	55	134
cost per collaboration	$684	$1,461	$557
% increase in new collaborations	NA	12%	10%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction	FTE's	FY 2010 Proposed
All	*Reduce Investigator Position*	**(0.5 FTE)**	**($38,500)**

This investigator position is half funded by the General Fund and half funded by EEOC contract money that is received from the Federal Government. The reduction would eliminate the general fund share ($38,500), which is not required as a cash match and reduces the position to only what is supported by grant funds. The department expects that fewer cases will be closed, investigations will take longer, and the remaining staff will take-on greater department wide workloads. In order to qualify for the EEOC contract funding, the Department must complete 60 cases. The Department estimates that a .50 FTE, along with additional department staff support, will be able to complete 266 cases, which is a reduction of 26 cases compared to FY 2008, but far exceeds the requirement to receive the EEOC grant funding.

All	*Various Non-Personnel*	**(0 FTE)**	**($3,220)**

As part of the Office on Human Right's FY 2010 reductions, they propose reducing various non-personnel budgets by $3,220. These non-personnel items mostly consist of fees for temporary services and training. As a result of the reduction to fees for temporary services, Human Rights will no longer be able to hire front desk back-ups, which increases the workload on staff. The training reduction results in the office no longer being able to attend certain outside agency staff training seminars and education sessions.

Information Technology Services

Mission Statement: The mission of the Information Technology Services Department is to effectively manage the City's information and technology assets to guarantee a reliable computer infrastructure, deliver timely and effective responses to customer requirements, and to provide information services to City departments and the public that are credible, accurate and accessible.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$4,991,164	$5,113,809	$4,517,624	-11.7%
Non-Personnel	3,227,116	2,228,757	2,031,512	-8.9%
Capital Goods Outlay	877	765,000	0	-100.0%
Total Expenditures	$8,219,157	$8,107,566	$6,549,136	-19.2%
Less Revenues				
Internal Services	$739,996	$515,000	$0	-100.0%
Internal Services - Fund Balance	0	250,000	0	-100.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$739,996	$765,000	$0	-100.0%
Net General Fund Expenditures	$7,479,161	$7,342,566	$6,549,136	-10.8%
Total Department FTE's	50.5	48.5	43.0	-11.3%

Highlights

• In FY 2010, the General Fund budget for ITS is decreasing by $793,430, or 10.8%.

• FY 2010 personnel costs are decreasing by $596,185, or 11.7%. This reduction is primarily driven by the reduction of 5.5 total FTE's in the department (11.3% reduction in FTE count). The FTE's include 1.5 Computer Operator I's, 1.0 Administration Technician, 1.0 Customer Support Engineer II, 1.0 Database Administrator I, and 1.0 IT Project Manager.

• FY 2010 non-personnel costs are decreasing by $197,245, or 8.9%. This reduction is attributable to the elimination of several annual maintenance agreements for various IT systems (see details in the Expenditure Reductions section). These decreases are partially offset by $284,626 in mandatory increases to the budget to fund maintenance costs for several new IT applications including the new Citywide VoIP phone system.

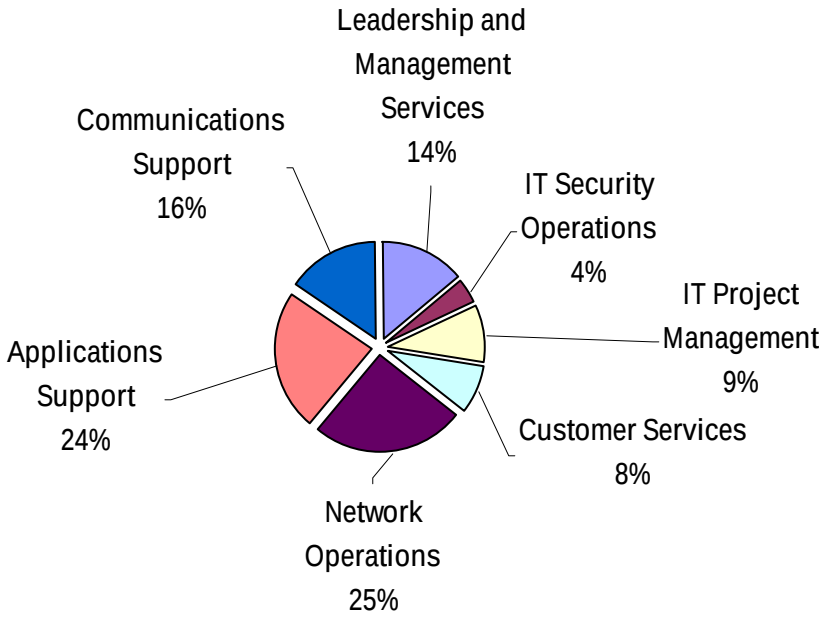
• The Capital Outlay budget in ITS is solely comprised of the City's Computer Replacement Program. This program is being temporarily suspended in FY 2010, resulting in a $765,000 reduction to this budget line. ITS staff will be reviewing the Computer Replacement Program in FY 2010 and developing a desktop strategy for FY 2011 and beyond.

• The FY 2010 proposed budget reallocates ITS staff time among activities to more heavily focus on pressing and priority needs and projects.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Cost per department supported by ITS	$216,294	$213,357	$172,346
% of Help Desk work requests resolved within 24 hours of receipt	39.0%	40.0%	25.0%
% of customers rating network availability as good to excellent	92.0%	93.0%	98.0%
Cost per City email account managed	$199	$229	$186
Cost per desk and cell phone device supported	$48	$56	$80

FY 2010 Proposed Expenditures by Program



Information Technology Services

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership and Management Services	$1,569,501	$992,896	$933,387	-6.0%
IT Security Operations	203,262	287,057	266,197	-7.3%
IT Project Management[1]	287,459	393,851	611,673	55.3%
Customer Services	1,330,870	1,323,543	514,307	-61.1%
Network Operations	1,593,764	1,730,210	1,653,960	-4.4%
Applications Support	2,390,314	2,364,531	1,546,243	-34.6%
Communications Support	843,987	1,015,478	1,023,369	0.8%
Total Expenditures	$8,219,157	$8,107,566	$6,549,136	-19.2%

[1] The increase to the IT Project Management program in FY 2010 is primarily attributable to a reallocation of existing staff time to be more heavily focused on managing major IT projects.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership and Management Services	7.2	7.2	7.4	3.5%
IT Security Operations	1.3	1.3	1.3	0.0%
IT Project Management	3.5	3.5	4.6	30.0%
Customer Services	6.1	6.1	4.3	-28.9%
Network Operations	11.2	9.2	9.2	-0.5%
Applications Support	14.9	14.9	11.8	-20.8%
Communications Support	6.5	6.5	4.6	-30.0%
Total full time equivalents	50.5	48.5	43.0	-11.3%

ITS Programs and Activities

- Leadership and General Management
  - Leadership and General Management
  - Financial Management
- Citywide IT Security
  - Security Operations
- IT Project Management
  - Project Management
- Customer Service
  - Help Desk
  - Equipment Replacement
  - Training
- Network Operations
  - Wide Area Network (WAN) Support
  - Server Maintenance & Support
  - Data Center
- Applications Programming
  - Programming Support
  - Data Management & Support
- Telecom Management
  - Data & Email Communications
  - Voice Communications

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Judy Milligan, Division Chief
Shelly Santos, Division Chief
Curtis Ney, Division Chief
Paul Kim, Division Chief
Suellen Savukas, Project Planning & Management Manager

Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	19.1%	12.2%	12.7%
Total Expenditures	$1,569,501	$992,896	$933,387
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,569,501	$992,896	$933,387
Program Outcomes			
% of customers who rate IT Services as good to excellent	N/A	95%	95%
Leadership and Management Support Services expenditures as a percentage of the total ITS budget	19.1%	12.2%	14.3%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and general support services to facilitate the operations of the Information Technology Services Department.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,412,786	$813,525	$681,096
FTE's	5.3	5.3	4.8
# of departments supported	38	38	38
$ amount of departmental expenditures	$8,219,157	$8,107,566	$6,549,136
Cost per department supported	$216,294	$213,357	$172,346
Leadership & General Management expenditures as a % of total department	19.10%	12.25%	14.25%
% of customers who rate ITS understanding of business needs as good to excellent	90%	90%	90%

FINANCIAL MANAGEMENT – The goal of Financial Management is to provide financial support services to the Department in order to efficiently and effectively monitor fiscal resources and facilitate operations.			
Expenditures	$156,715	$179,371	$252,291
FTE's	1.9	1.9	2.6
# of IT purchases processed	1481	1408	1260
Cost per IT purchase processed	$106	$127	$200
% customers rating hardware/software procurement services as good to excellent	89%	89%	95%

IT Security Services

The goal of IT Security Services is to engage in activities (including security planning, security management, contract management, quality assurance, and general consulting services) provided to internal (departmental) and external (other departments and agencies) users in order to develop, promote and grow a secure enterprise-wide IT environment.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	2.5%	3.5%	3.6%
Total Expenditures	$203,262	$287,057	$266,197
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$203,262	$287,057	$266,197
Program Outcomes			
% of network hours without security-related interruptions	N/A	TBD	TBD

Activity Data

SECURITY OPERATIONS – The goal of Security Operations is to execute policies, plans and procedures for all City IT users to ensure the ongoing security of the City's IT environment.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$203,262	$287,057	$266,197
FTE's	1.3	1.3	1.3
# of network clients protected with the latest patches and software	2,800	2,800	2,800
# of procedures, policies, and plans used in the production environment	2	3	3
Cost per client protected	$73	$103	$95
% of network hours without security-related interruptions	N/A	TBD	TBD

IT Project Management

The goal of IT Project Management is to provide coordination, communication, staff direction, and stewardship of IT projects for internal and external stakeholders

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	3.5%	4.9%	8.4%
Total Expenditures	$287,459	$393,851	$611,673
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$287,459	$393,851	$611,673
Program Outcomes			
% of customers rating IT Project Management as good to excellent	85%	85%	91%

Activity Data

PROJECT MANAGEMENT – The goal of Project Management is to provide IT project management, project planning, contract management, and quality assurance to clients either within ITS or elsewhere in the City in order to get better value out of proposed City projects and processes.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures*	$287,459	$393,851	$611,673
FTE's	3.5	3.5	4.6
# of projects provided assistance	20	30	30
# of hours of support provided	7280	7280	7280
Cost per staff hour of support	$39	$54	$84
% rating ITS project management as good to excellent	85%	85%	91%

* The increase in the Project Management Activity budget from FY 2009 to FY 2010 is due to the reallocation of ITS staff time to more heavily focus on managing IT projects.

Customer Service

The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	16.2%	16.3%	7.0%
Total Expenditures	$1,330,870	$1,323,543	$514,307
Less Revenues	$739,996	$765,000	$0
Net General Fund Expenditures	$590,874	$558,543	$514,307
Program Outcomes			
% of customers who rate IT Customer Service as good to excellent	94%	95%	97%

Activity Data

HELP DESK – The goal of the Help Desk is to provide first and second level customer support for City computer and telecommunications users.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$420,734	$368,381	$369,534
FTE's	5.0	5.0	4.0
# of work requests generated	10,124	12,000	12,000
# of work requests responded to per FTE	2,025	2,424	3,038
% of work requests resolved within 24 hours	39%	40%	25%

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.			
Expenditures	$786,465	$823,677	$54,955
FTE's	0.3	0.3	0.1
# of workstations replaced and inventoried	508	525	0
Cost per workstation replaced and inventoried	$1,548	$1,569	$0
% of workstations currently under manufacturer warranty	100%	100%	86%

TRAINING – The goal of Training is to provide computer and application training for City users so that they are better-equipped to use City supported software and applications.			
Expenditures	$123,671	$131,485	$89,818
FTE's	0.8	0.8	0.3
# of seats trained	754	612	144
Cost per seat trained	$164	$215	$624
% of students who rated computer training as good or excellent	96%	96%	70%

Network Operations

The goal of Network Operations is to manage the City's technology infrastructure in order to provide a stable platform for City applications, data, and other business processes.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	19.4%	21.3%	22.6%
Total Expenditures	$1,593,764	$1,730,210	$1,653,960
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,593,764	$1,730,210	$1,653,960
Program Outcomes			
% of customers rating network reliability as good to excellent	92%	93%	98%

Activity Data

WAN SUPPORT – The goal of Wide Area Network Support is to maintain network connectivity among all City sites in order to allow employees to share in the advantages of the City's technology infrastructure.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$733,672	$750,074	$673,663
FTE's	3.0	3.0	3.2
# of existing connections supported	97	97	97
Cost per existing connection supported	$7,563.63	$7,732.72	$6,944.98
% rating connectivity as good to excellent	92%	92%	92%

SERVER MAINTENANCE & SUPPORT – The goal of Server Maintenance & Support is to provide file and print services and create the network environment necessary for the hosting of data and user applications.			
Expenditures	$271,906	$547,462	$554,915
FTE's	2.4	2.4	3.6
# of servers managed	140	150	150
Cost per server managed	$1,942	$3,650	$3,699
% rating server management as good to excellent	84%	84%	84%

DATA CENTER – The goal of Data Center is to schedule, process, and print reports for user departments, and to schedule and process backups and restoration of the City's application data when needed.			
Expenditures	$588,186	$432,674	$425,382
FTE's	5.8	3.8	2.4
Volume of data backed up and stored (in Terabytes)	12	10	12
Cost perTerabyte of data backed up and stored	$49,016	$43,267	$35,449
% rating City data center services as good to excellent	92%	92%	92%

Applications Support

The goal of Applications Support is to maintain, develop, and upgrade application software, as well as maintain the integrity of the data associated with those applications for all City departments and employees.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	29.1%	29.2%	21.1%
Total Expenditures	$2,390,314	$2,364,531	$1,546,243
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,390,314	$2,364,531	$1,546,243
Program Outcomes			
% of customers rating ITS Applications Support as good to excellent	N/A	94%	94%

Activity Data

PROGRAMMING SUPPORT – The goal of Programming Support is to provide City departments with stable and effective applications, including maintenance, development, and customization of City and third-party supported applications in order to facilitate the performance of their duties.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,112,026	$1,991,272	$1,305,501
FTE's	12.4	12.4	10.4
# of applications supported	187	171	171
Cost per application supported	$11,294	$11,645	$7,635
% of customers rating applications programming support as good to excellent	N/A	94%	94%

DATA MANAGEMENT & SUPPORT – The goal of Data Management & Support is to provide City employees with the reliable and accessible data required by computer applications for the performance of their duties.			
Expenditures	$278,288	$373,259	$240,742
FTE's	2.5	2.5	1.5
# of databases under management	129	118	143
Volume of data under management (in Terabytes)	N/A	TBD	2.4
Cost per database under management	$2,157	$3,163	$1,684
% rating application data management as good to excellent	91%	91%	87%

Communications Support

The goal of Communications Support is to provide for the reliable and unhindered exchange of electronic information among City employees.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	10.3%	12.5%	14.0%
Total Expenditures	$843,987	$1,015,478	$1,023,369
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$843,987	$1,015,478	$1,023,369
Program Outcomes			
% of customers rating internal City communications services as good to excellent	N/A	TBD	TBD

Activity Data

DATA & EMAIL COMMUNICATIONS – The goal of Data and Email Communications is to provide and maintain devices for data communications (primarily email) for all City employees.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$561,891	$687,684	$557,166
FTE's	3.2	3.2	1.8
# of email accounts managed	2,818	3,000	3,000
Cost per email account managed	$199	$229	$186
% rating City management of emails as good to excellent	TBD	91%	91%

VOICE COMMUNICATIONS – The goal of Voice Communications is to provide and maintain devices for voice communications for all City employees.			
Expenditures	$282,096	$327,794	$466,203
FTE's	3.3	3.3	2.8
# of desk and cell phones supported	5,890	5,857	5,857
Cost per device supported	$48	$56	$79.60
% rating City management of voice services as good to excellent	TBD	88%	88%

Summary of Budget Changes

Mandatory Adjustments to the Base Budget

Activity	Adjustment to Base Budget	FY 2010 Proposed
Voice Communications	*Voice over Internet Protocol (VoIP)*	**$196,066**
The annual maintenance cost for the hardware and software associated with the new VoIP system in FY 2010 is $196,066. This system will enable the City to run both data and voice on the City's I-Net and will result in an overall improvement to the City's phone system.		
IT Security	*Network Security Tools*	**$56,000**
In order to improve overall IT security, three new security tools are being implemented in FY 2010 through the IT Plan. One of these tools will enable ITS to log activity on the network, which will lead to faster detection of threats and vulnerabilities. The other two tools will enable ITS to better control network access. This $56,000 is the cost of the annual maintenance contract for these tools.		
Server Maintenance	*Network Management Tools*	**$32,560**
Two systems have been implemented through the City's IT Plan to help manage the ever-increasing amount of data on the City's network. The annual maintenance costs for these systems is $32,560. The first tool is Symantec Enterprise Vault and will quickly and automatically store, manage, and recover data from City email and file servers. This tool allows for quick data retrieval while reducing data storage costs and simplifying management. The second tool will allow ITS to more efficiently identify anomalies, allocate resources to manage traffic, and support network expansion, even as the I-Net becomes busier and more complex.		

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Server Mgmt / WAN	*Network Support & Maintenance*		**($92,786)**
Efficiency savings related to network support and maintenance have been identified for FY 2010. This $92,786 in efficiencies includes the following items: firewall maintenance ($8,000); Nortel wireless equipment maintenance ($4,500); ScriptLogic maintenance ($19,000); virus protection licensing ($37,000); and I-Net maintenance reduction ($24,286). Due to investment in newer, more effective IT tools and systems, these support/maintenance items are no longer necessary to maintain the City's network. Overall service levels should not be impacted.			
Leadership & Mgmt	*Office Supplies*		**($115)**
ITS will reduce the office supply budget by $115 in FY 2010. This reduction will not impact service levels.			
Wide Area Network	*Decommission VITA DS3 Line*		**($70,800)**
In conjunction with the migration a Voice over Internet Protocol (VoIP) phone system, the City will be purchasing a new line for connectivity to the internet that will carry both voice and data traffic. This new connection will render the existing connection (VITA DS3 line) unnecessary. This option will save the City $70,800 without impacting services.			

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Help Desk	*Help Desk Software Maintenance*		**($12,000)**
ITS will suspend annual payments for software upgrades and tech support for the City's Asset Management Software ($5,000) and Help Desk Software ($7,000). Any incidents or needs related to these applications would need to be resolved on a per-hour basis. This will likely result in longer wait times for problem resolution for these applications and may negatively impact customer (internal City) satisfaction.			
All Activities	*Miscellaneous IT Equipment*		**($14,000)**
ITS will reduce the budget for miscellaneous hardware and tech supplies (under $1,000 each) by $14,000. An analysis of existing supply levels has shown that this reduction can be absorbed with limited service impacts.			
Project Management	*Project Mgmt Office Reductions*		**($6,166)**
The IT Project Management Office's budget will be reduced by $6,166 in FY 2010. Payments for the Project Management Software maintenance support will be suspended ($5,000) and any incidents critical to this application will need to be resolved on a per-hour basis. The Project Management Office will also dramatically reduce the number of paper copies produced of the City's IT Plan ($1,166).			
Network Management	*Software Problem Resolutions*		**($15,000)**
The ITS budget will be reduced by $15,000 to reflect the elimination of the set aside budget for per-hour tech support and other paid problem resolution. In the case that per-hour support or problem resolution is required, user Departments will have to absorb the cost into their budgets. This option will likely result in longer wait times for those seeking assistance or support with applications.			
Database Management	*Database Programming & Consulting*		**($10,000)**
ITS will no longer use outside contractors for database design and engineering work. By doing all this work in house, the budget can be reduced by $10,000. This reduction will likely result in longer wait times for problem resolution and lower customer satisfaction levels.			
Server Support	*Keyboard, Video, Mouse (KVM) Maintenance*		**($12,000)**
ITS will forego hardware and software maintenance for its KVM (keyboard, video, mouse) solution for server management at a savings of $12,000. Because the network is configured in a way that allows remote management of servers, this reduction should not substantially impact network monitoring or performance.			
Programming	*Imaging Hardware Maintenance*		**($14,000)**
ITS will no longer purchase a maintenance contract ($14,000) for hardware devices associated with the Document Imaging project. Incidents will have to be resolved on a case-by-case basis or by using hourly repair services.			
Training	*Training Reduction*		**($25,000)**
ITS will not offer computer-related training courses in FY 2010, with the exception of Lotus Notes v8 training. City Departments will have access to the training facility, but will be expected to provide their own instructors and materials. This option will negatively impact customer satisfaction with IT Training.			

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
IT Security	*Security Program Reductions*		**($10,000)**

ITS will reduce the scope of the annual network vulnerability survey ($10,000), which is conducted by a third-party vendor. This reduction in scope increases the risk, but not to unacceptable levels, that network vulnerabilities are not discovered and addressed by the City before the City's security posture is compromised.

Programming	*AJIS Software Programming & Maintenance*		**($100,000)**

With this $100,000 reduction, the Alexandria Justice Information System (AJIS) application will be exclusively supported by the capital AJIS project in the IT Plan. This support will include development, customization, and maintenance. By reducing the overall level of funds available for AJIS development and maintenance, user requests will need to be prioritized throughout the year by the AJIS Coordinator.

Programming	*Payroll Programming & Maintenance*		**($100,000)**

Maintenance and programming support for the City's legacy payroll software application will be eliminated for a savings of $100,000. Support needs throughout the year will have to be addressed on a case-by-case basis. The IT Plan includes the implementation of a replacement Payroll / Human Resources system in FY 2010 and FY 2011.

Data Center	*Computer Operator I*	**(1.5)**	**($93,291)**

ITS will eliminate 2nd shift support in the Operations Scheduling and Production Processing Section for a savings of $93,291 and the reduction of 1.5 FTE's. Support services for this function will now be limited to normal business hours, 8:00 a.m. to 5:00 p.m. on Monday through Friday. This reduction will most directly impact ITS and the Finance Department. Personal/business property assessment processes and payroll processes will need to be carefully planned and scheduled in order to run more efficiently and be contained within normal business hours. In order to minimize the impacts of this reduction in staffing, current ITS programming and networking staff need to dedicate significant portions of their time to revamping and streamlining technical processes in this section.

Leadership & Mgmt	*Administrative Technician*	**(1.0)**	**($66,905)**

A 1.0 FTE Administrative Technician position will be deleted in FY 2010 at a savings of $66,905. The primary responsibility of this position is coordination of the IT training facility. With the reduction of this position, City departments may need to plan their own IT training exercises as well as perform some of their own technical functions associated with training, such as software installation and testing prior to the training exercise.

In addition to coordination of the training facility, this position also provides coverage for the ITS front desk, assists with related IT projects as needed, assists with payments and procurements, and acts as a liaison with other departments on scheduling issues.

Help Desk	*Customer Support Engineer II*	**(1.0)**	**($81,692)**

A customer support engineer II position assigned to the City central IT help desk will be eliminated in FY 2010 at a savings of $81,692. The IT help desk supports 22 City departments with a total of 726 users. More specifically, this position responds to IT service requests as well as assists in the deployment of major IT projects such as Active Directory cleanup, Lotus Notes 8 deployment, and VoIP implementation schedule.

Programming	*Database Administrator I*	**(1.0)**	**($128,261)**

In FY 2010, a Database Administrator I position will be eliminated at a savings of $128,261. This position provides development support for the City's vehicle personal property system, the electronic procurement system, and other miscellaneous applications. Other responsibilities include database support for the vehicle personal property system, document imaging system, electronic procurement system, human resources/payroll system, and the financial/accounting system.

Information Technology Services

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Project Management	*IT Project Manager*	**(1.0)**	**($81,072)**

Eliminating this 1.0 FTE IT Project Manager position in FY 2010 results in a $81,072 savings. This position's responsibilties would have included project management for the planned pilot for Quickr, the HR/Payroll/Finance ERP procurement and implementation, assisted with the DHS Harmony system upgrade, as well as future IT projects. These responsibilities will need to either be absorbed by existing IT project management staff or taken on by outside contractors (funded out of projects' capital dollars or departmental resources).

Equipment Replacement	*Computer Replacement Program*		**($765,000)**

The City will temporarily suspend the City's computer replacement program for FY 2010. This program provides for the periodic replacement of desktop workstations for City staff. ITS staff has done an evaluation of the existing desktop hardware and software and determined that the overall condition is very good and should sustain a year without additional investment.

During FY 2010, ITS staff will examine the City's desktop strategy for FY 2011 and beyond. This analysis will include Windows Vista, Windows "7," thin client computing, future technologies, and a possible overall restructuring of the computer replacement program.

Internal Audit

Mission Statement: The mission of the Office of Internal Audit is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures, to improve City operations, and to prevent fraud, waste, and abuse.

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Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$205,099	$211,299	$211,529	0.1%
Non-Personnel	23,362	28,307	12,646	-55.3%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$228,461	$239,606	$224,175	-6.4%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$228,461	$239,606	$224,175	-6.4%
Total Department FTE's	2.0	2.0	2.0	0.0%

Highlights

- In FY 2010 the proposed General Fund budget decreased by $15,431, or 6.4%.
- FY 2010 personnel costs increased by 0.1% ($230).
- Total non-personnel costs decreased 55.3%, or $15,661, attributable to the elimination of contracted audit services paid for by the General Fund and described on the following pages.

Internal Audit

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of City Departments/Agencies assisted annually	48.4%	40.0%	40.0%
# of recommendations and concerns tracked	40	40	50
# of audits completed	20	21	22
Cost per audit	$11,423	$11,078	$10,223

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Internal Audit	$228,461	$239,606	$224,175	-6.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Internal Audit	2.0	2.0	2.0	0.0%

Internal Audit Programs and Activities

Internal Audit
- Internal Audit

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Internal Audit Program

The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$228,462	$239,606	$224,175
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$228,462	$239,606	$224,175
Program Outcomes			
% of City Departments/Agencies assisted annually	48.0%	40.0%	40.0%

Activity Data

AUDITS – The goal of Audits is to conduct reviews of the systems, processes and internal controls in city operations, report findings and make recommendations in order to improve city operations and ensure compliance with applicable regulations and procedures.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$228,462	$239,606	$224,175
FTE's	2.0	2.0	2.0
# of audits completed	20	21	22
# of recommendations and concerns tracked	40	40	50
Cost per audit	$11,423	$11,078	$10,223
% of City Departments/Agencies assisted annually	48.4%	40.0%	40.0%
# of recommendatiions resolved within established deadline	90.0%	90.0%	95.0%
Dollar value of savings from audit assignments	NA*	$1.4m	TBD

*New measure in FY 2010

Internal Audit

Summary of Budget Changes

Expenditure Reductions		
Activity	**Reduction Option**	**FY 2010 Proposed**
Internal Audit	*Professional Services*	$15,900
The reduction to contracted audit services reflects actual General Fund expenditures for the past two years, as the contract audit function when used has been able to be changed to non-General Fund sources.		

Office of Management and Budget

Mission Statement: The mission of the Office of Management and Budget is to administer the City's budget process and provide analyses and management services to the City Manager in order to achieve financially sustainable and excellent services valued by the community.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$1,053,581	$1,120,565	$1,092,601	-2.5%
Non-Personnel	67,942	62,436	54,233	-13.1%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,121,523	$1,183,001	$1,146,834	-3.1%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$1,121,523	$1,183,001	$1,146,834	-3.1%
Total Department FTE's	11.0	11.0	11.0	0.0%

Highlights

•In FY 2010 the proposed General Fund budget decreased by $36,167, or 3.1%.

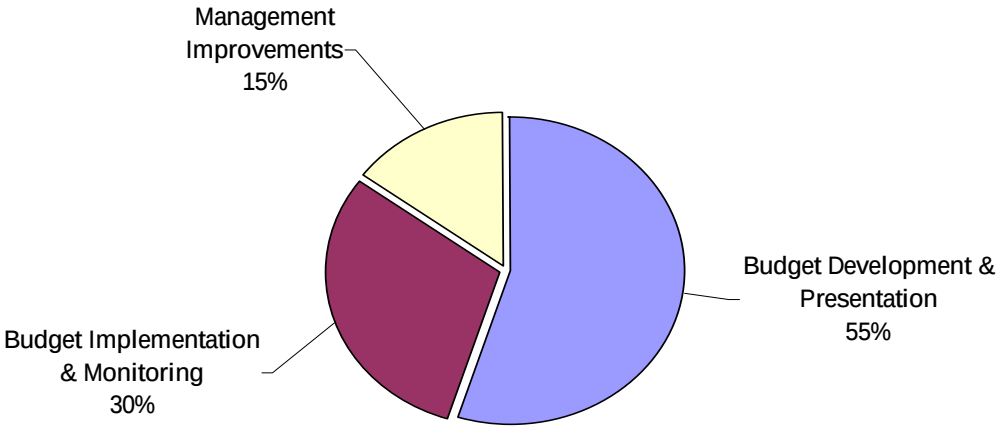
• FY 2010 personnel costs decreased by $27,964, or 2.5%; the decrease was due to the hiring of employees at a lower than previously budgeted level and a reduction in temporary services ($4,000).

•Total non-personnel costs decreased by 13.1%, or $8,203, attributable to efficiency reductions in various areas of the non-personnel budget; including, other equipment maintenance ($ 2,523), conference and registration ($1,258), long distance travel ($2,442) and photocopying ($3,777); offset by a slight increase in computer equipment replacement charges.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% GFOA budget document standards satisfied	97.8%	100.0%	100%
$ monitored (all funds in millions)	$649.3	$658.5	$636.5
% of departments that do not overspend	95%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

FY 2010 Proposed Expenditures by Activity



Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010*
Budget Development and Presentation	$629,987	$717,730	$626,285	-12.7%
Budget Implementation & Monitoring	$293,555	$302,389	$348,971	15.4%
Management Improvements & Long Range Financial Analysis	$197,981	$162,882	$171,578	5.3%

*The percent change in FY 2009 and FY 2010 is partially due to the hiring of new employees at a lower than previously budget level and the reassignment of dutiies within the department as well as efficiency reductions in various non-personnel costs described on the following pages.

Staffing Summary

Authorized Positions (FTE's) by Activity	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Budget Development and Presentation	6.5	6.5	6.5	0.0%
Budget Implementation & Monitoring	3	3	3	0.0%
Management Improvements & Long Range Financial Analysis	1.5	1.5	1.5	0.0%

Office of Management and Budget Programs and Activities

Budget and Management Services
- Budget Development & Presentation
- Budget Implementation & Monitoring
- Management Improvements

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Budget and Management Services Program

The goal of the Budget and Management Services program is to provide the City Manager, City Council, and public with financial choices to balance the needs of the community for City services with the ability of the community to pay for them.

Activity Data

BUDGET DEVELOPMENT & PRESENTATION – The goal of Budget Development & Presentation is to prepare a proposed budget for the City Manager and Council that clearly explains how the proposed budget accomplishes effective and efficient operation of the City, presents the City's budget to Council and the community in a manner that supports informed Council budget deliberations and community participation, and ensures long range financial sustainability.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$629,987	$717,730	$626,285
FTE's	6.5	6.5	6.5
# of activities for which budgets are developed	504	507	467
# of activities per FTE	45.8	46.1	42.5
Budget Memoranda	86	133	135
% of GFOA budget document standards satisfied	100%	100%	100%
% of GFOA budget document standards outstanding	15.0%	18.8%	20.0%

BUDGET IMPLEMENTATION & MONITORING – The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed, expenditures do not exceed appropriations and compliance with debt policy guidelines.			
Expenditures	$293,555	$302,389	$348,971
FTE's	3.0	3.0	3.0
$ monitored (all funds in millions)	$649.3	$658.5	$636.5
$ million monitored per FTE	$59.0	$59.9	$57.9
# of Council Docket and City Manager Signature Items	64	64	73
% of departments that do not overspend	95%	100%	100%
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

MANAGEMENT IMPROVEMENTS AND LONG RANGE FINANCIAL ANALYSIS – The goal of Management Improvements is to coordinate with various internal and external groups, develop new processes and plans to improve City management, and report on the progress of these and similar efforts to the City Manager.			
Expenditures	$197,981	$162,882	$171,578
FTE's	1.5	1.5	1.5
# of Managing For Results (MFRI) and Efficiency and Best Practices public reports prepared	11	13	15
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	89.3%	89.3%	89.3%

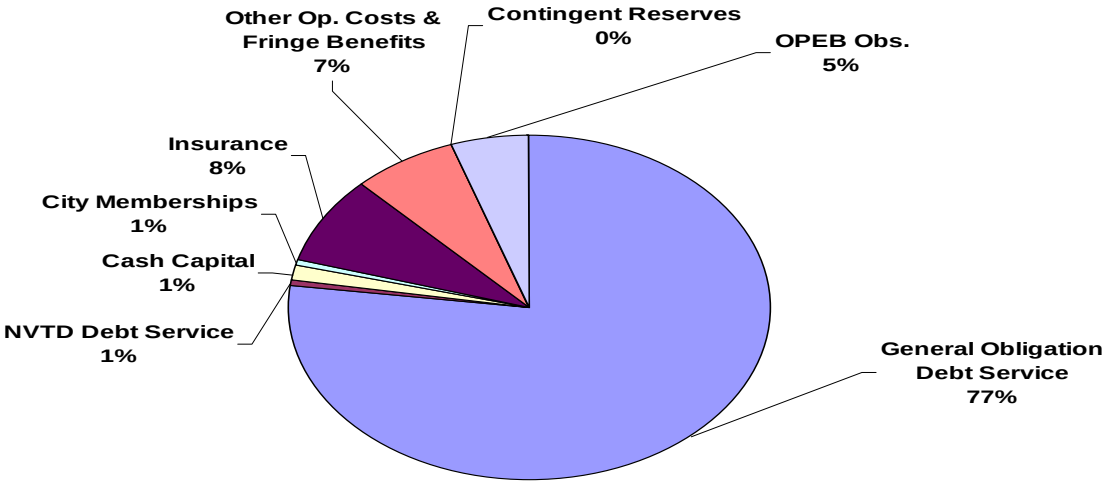
Non-Departmental

Purpose Statement: The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the departments that cannot otherwise easily be categorized. These expenditures include debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, City memberships, City-wide communication and publication costs, and other miscellaneous operating costs and centrally paid fringe benefits and projected changes in pay or benefits that were estimated too late to include in individual departmental budgets.

Non-Departmental Expenditures and Revenues

Expenditures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
CIP Related Expenses			
General Obligation Debt Service	$30,519,320	$33,384,257	$36,996,897
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Transfer to Capital Projects (CIP Cash Capital)	$14,261,518	$4,917,687	$700,000
City Memberships	$290,887	$284,897	$284,152
Insurance	$3,709,202	$3,682,668	$4,054,955
Other Operating Expenses and Fringe Benefits	$3,857,799	$5,020,966	$3,354,926
Contingent Reserves	$6,386	$816,218	$0
Other Post Employment Benefit (OPEB) Obligations	$0	$1,400,000	$2,500,000
Total All Funds Non-Departmental Expenditures	$52,901,182	$49,762,763	$48,147,000
Revenues			
Special Revenue Fund	$291,161	$1,000,000	$1,000,000
Total Revenues	$291,161	$1,000,000	$1,000,000
Total General Fund Expenditures	$52,610,021	$48,762,763	$47,147,000

FY 2010 Proposed Non-Departmental Expenditures



Non-Departmental Expenditures

Non-Departmental Expenditures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
General Obligation Bond Debt Service	$30,519,320	$33,384,257	$36,996,897
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Subtotal Debt Service	$30,775,390	$33,640,327	$37,252,967

Debt Service:

Total debt service costs will increase by $3.6 million, or 10.8 percent. This increase is attributable to previously issued debt, as well as $44.7 of new debt planned to be issued in the Spring of 2009 to finance the FY 2009 approved CIP program as well as $28.5 million of funds for the Police Headquarters project in the FY 2010 Capital Improvement Program (CIP) that can be borrowed at favorable interest rates. The City refinanced $58 million in General Obligation debt in July of 2008 at a true interest cost of 4.0 percent after the most recent reaffirmation of the City's AAA/Aaa credit rating and recognition of the City's excellent financial condition. The City is one of about 50 cities and towns across the nation with both an AAA and Aaa rating from Moody's and Standard & Poor's. The City also sold $5 million in General Obligation taxable debt for ARHA-related affordable housing purposes in July of 2008 at a true interest rate of 5.4 percent . The Proposed FY 2010 General Fund budget includes $37.0 million for payment of the City's General Obligation debt. The detailed bond repayment schedule is included in Approved FY 2010 - FY 2015 Capital Improvement Program document.

The components of FY 2010 debt service costs shown above include the following:

- $814,305 in debt service for $10,000,000 in debt issued in November of 2004 for open space purposes. This amount is equal to 0.25 percent of the estimated real estate taxes. The remainder is proposed to be released as funding source for the General Fund operating budget.

- $1,477,875 in debt service for $15.0 million in taxable bonds for affordable housing issued in June of 2006. It also includes $772,060 in debt service for a previously planned (but now cancelled) $8.0 million issuance at the end of FY 2009 for affordable housing purposes. Together, these two issuances constitute about 0.7 cents of the real estate tax rate.

- $1,274,349 in debt service for various General Obligation bonds issued prior to FY 2006 that represent the portion of those issues devoted to sanitary sewer capital projects. This amount is paid from a transfer into the General Fund from the Sanitary Sewer Enterprise Fund (established in FY 2006).

- In addition to the City's General Obligation debt payments, this account also includes the City's share of debt service for the Northern Virginia Transportation District bonds, in the amount of $256,070. State authorization for the transportation bonds was approved by the 1998 General Assembly, and bonds were issued in 1999. The City's share of debt service for these bonds is funded from General Fund revenues generated by the right-of-way telecommunications tax, which was also authorized by the 1998 General Assembly.

Non-Departmental Expenditures, continued

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Transfer to Capital Projects (CIP Cash Capital)	$14,261,518	$4,917,687	$700,000

Transfer to Capital Projects (CIP Cash Capital):

•Cash Capital expenditures will decrease $4.2 million, or 85.8 percent. $700,000 for transportation purposes is included in the total capital improvement plan to be funded by the $8 vehicle decal registration fee increase recently authorized by the General Assembly as part of the Northern Virginia Transportation funding package and subsequently approved by City Council.

•The proposed FY 2010 capital budget will be financed through a combination of General Obligation Bond proceeds, the appropriation of fund balance monies from prior years designated for capital projects, sewer fee collections from the Sanitary Sewer enterprise fund, bond interest earnings, bond premiums received on prior bond issuances, reallocated prior year CIP project balances, and transportation funding for transportation improvements in the City.

FY 2010 Funding Source	$ in millions	% of Total
Cash Capital (G.F. Revenue)	$0.00	0.0%
Cash Capital (Open Space)	$0.00	0.0%
Fund Balance from Prior Years	$1.03	1.4%
Bond Interest Earnings FY 2009	$1.58	2.2%
Bond Interest Earnings Prior Years	$0.00	0.0%
Bond Premium	$1.06	1.5%
Sanitary Sewer Enterprise Fund	$4.75	6.7%
Reallocated Prior Year CIP Balances	$4.77	6.7%
Transportation Funding (Vehicle Registration Fee Income)	$0.70	1.0%
Comcast Revenues for IT Infrastructure	$0.99	1.4%
Subtotal City Cash and Other Resources	**$14.88**	**20.8%**
General Obligation Bonds	**$56.51**	**79.2%**
Total	**$71.39**	**100.0%**

The proposed CIP reflects a total gap between what would be desirable to fund and what was able to be funded of $127.7 million in funding in FY 2010-FY2015. The gap in FY 2010 alone is $22.7 million. An increase in pay-as-you-go financing of this magnitude was not feasible. However, borrowing significantly more than currently approved in the CIP is constrained by the ability of the City's General Fund operating budget to finance large increases in debt service costs. As a result, both the level of expenditures for future fiscal years, as well as the financing will need to be analyzed and reviewed prior to the preparation of next year's CIP. The complete funding plan for the CIP may be found in the Proposed FY 2010 - FY 2015 CIP document.

Non-Departmental Expenditures, continued

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Memberships	$290,887	$284,897	$284,152

City Memberships:

The approved budget for City memberships is decreasing less than one percent.

The proposed budget of $284,152 for City memberships includes City memberships in the Metropolitan Washington Council of Governments ($119,075), the National League of Cities ($8,944), the U.S. Conference of Mayors ($12,242), the Virginia Municipal League ($37,012), the Northern Virginia Regional Commission ($68,366), the Northern Virginia Transportation Commission ($38,513).

	FY 2008 Actual	FY 2009 Approved	FY 2010 Approved
Insurance	$3,709,202	$3,682,668	$4,054,955

Insurance:

In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, the current cost of health insurance for City retirees, pension plan administrative fees, and insurance policies held by the City. The total approved insurance budget is increasing $0.37 million, or 10.1 percent. This increase is primarily attributable to an anticipated increase in retiree health and life insurance and unemployment compensation; partially offset by efficiency reductions in workers compensation costs ($68,000) to reflect average actual spending for the past three years. The retiree health insurance increase of $295,661 was attributable to projected increased enrollment. No increase in the maximum $260 a month retiree health insurance subsidy is planned for FY 2010 in recognition of pending accounting requirement changes (GASB 45).

Non-Departmental Expenditures, continued

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Contingent Reserves	$6,386	$816,218	$0

Contingent Reserves:

In FY 2010, a service reduction of $375,000 was taken in contingent reserves as part of a City-wide budget review. This reduction will require City Council to fund contingent expenditures by identifying other reductions or revenue increases on a case-by-case basis as the need arises. City staff will assist Council in identifying those choices.

In FY 2009 a total of $816,218 was approved for contingent reserves, including a total of $616,218 added in the Council add/delete process which established the following contingencies:

•$222,696 to fund safety improvements in the Fire Department.
•$125,000 to fund Alexandria Economic Development Partnership Incorporated (AEDP) forthcoming initiatives.
•$50,000 to fund the establishment of Alexandria Arts Districts.
•$100,000 to fund an air quality monitoring station for the Mirant plant.
•$228,522 to fund beginning implementation of the Watson-Wyatt study of City employee pay-scale adjustments.
•$90,000 to fund a senior needs assessment study.

A previously designated amount of $80,000 was carried over from FY 2008 for the Urban Forestry Plan, to fund a full-time Horticultural Assistant position with benefits ($60,000) and additional seasonal employees ($20,000) to maintain tree inventory, develop tree and landscape management plans as well as coordinate tree maintenance initiatives pending Council review and approval of an Urban Forestry plan.

Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to allocate, transfer to and appropriate these monies to other accounts.

To date, Council has released $73,000 from contingent reserves to partially fund the abovementioned projects; including, $63,000 to fund a target industry marketing research (AEDP initiatives - $63,000) and the Senior Needs Assessment Study ($10,000).

A total amount of $823,218 remains in contingent reserves for designated Council initiatives.

Non-Departmental Expenditures, continued

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Other Post Employment Benefit (OPEB) Obligations	$0	$1,400,000	$2,500,000

Other Post Employment Benefit (OPEB) Obligations:

•Under the new accounting standards for other post employment benefits (OPEB), State and local governments across the nation are confronted with the challenge of providing funding to meet the long-term cost of obligations made for post employment health care costs and life insurance. It is estimated that the City and Schools unfunded liability for these costs total $128 million. Meeting the challenge of funding this liability will assist the City in maintaining its triple A bond ratings during a time in which lenders are looking far more carefully at "risks" before lending money to municipal governments. This budget provides $2.5 million in funding for obligations for future benefits to City employees after retirement. This amount will be appropriated to the OPEB trust fund and supplemented by an appropriation of $3.1 million from fund balance to pay estimated FY 2010 costs. This funding represents the second year in a four-year plan to gradually increase the annual funding to $11.4 million per year to address the total City unfunded liability by amortizing that unfunded liability over time. This long-term liability is comprised of approximately one-third of retiree life insurance benefits being reduced for new employees. This portion of the liability should shrink over time.

CASH FLOW PROJECTIONS

Other Post Employment Benefits

Plan for Funding

	2008	2009	2010	2011	2012	2013	2014	2015
Cash Flow	$ 4.9	$ 5.0	$ 5.8	$ 6.5	$ 6.9	$ 7.5	$ 8.1	$ 8.7
Medical Subsidy	$ 1.9	$ 1.9	$ 2.2	$ 2.5	$ 2.7	$ 3.0	$ 3.3	$ 3.6
Reimbursement	$ 2.3	$ 2.5	$ 2.7	$ 3.0	$ 3.1	$ 3.3	$ 3.5	$ 3.6
Life Insurance	$ 0.7	$ 0.8	$ 0.9	$ 1.0	$ 1.1	$ 1.2	$ 1.4	$ 1.5
Fund Balance Designation Draw Down	$ -	$ 4.2	$ 3.1	$ 2.0	$ 1.4	$ -	$ -	$ -
New Funding	$ -	$ 1.4	$ 2.5	$ 2.9	$ 3.1	$ 3.9	$ 3.3	$ 2.7
Total Annual Contributions	$ 4.9	$ 10.6	$ 11.4	$ 11.4	$ 11.4	$ 11.4	$ 11.4	$ 11.4
Investible Funds	$ -	$ 5.6	$ 5.6	$ 4.9	$ 4.5	$ 3.9	$ 3.3	$ 2.7
Fund Balance	$ -	$ 6.0	$ 12.5	$ 18.8	$ 25.0	$ 31.0	$ 36.9	$ 42.5
Investment Assumption:	7.5%							
Percent of Annual Required Contribution	45%	94%	100%	100%	100%	100%	100%	100%

Non-Departmental Expenditures, continued

	FY 2008 Actual	FY 2009 Appproved	FY 2010 Proposed
Other Operating Expenses and Fringe Benefits	$3,857,799	$5,020,966	$3,354,926

Other Operating Expenses and Fringe Benefits:

•Funding for these various operating expenses is decreasing $1,666,040, or 33.2 percent.

•Significant changes in this category are:

•An increase of $594,464 for pension supplements as contractually required by the plans' administrator for the old public safety pension plan, which was closed to new members in 1979. Plan beneficiaries are living longer and the plan's funds are declining, which triggers a minimum payment requirement.

•An increase of $282,348 to fund employee severance and leave payout under revised Reduction in Force administrative regulations and in light of the possible involuntary termination of City employees.

•No change is proposed in funding for efficiency/best practices studies of $350,000 per year. Approximately two departments are scheduled for study each year plus consultant support for the Managing for Results Initiative as necessary and other miscellaneous management improvement studies.

•The rebate of Waste-to-Energy plant property taxes, as per the Waste Disposal Trust Fund Agreement between Alexandria and Arlington County, dated October 1, 1985, is reduced by $84,000 to $566,000. This amount (which relates to taxes the facility pays to the City) is budgeted to fund the mandated deposit to the joint Alexandria and Arlington Waste-to-Energy Trust Fund, which is used to help cover certain Waste-to-Energy plant operating and capital costs.

•Funds budgeted in the Non-Departmental budget for the Gang Prevention Unit initiatives was reduced by $15,000. Sufficient funding remains in the Court Services Unit budget to support this initiative.

Non-Departmental Expenditures, continued

The following efficiency reductions and reallocations will be distributed to departmental budgets when the approved FY 2010 document is published. In the proposed budget these costs have been temporarily put in the Non-departmental budget until they can be properly allocated to the departments:

•A $205,193 increase due to allocating expenses for pension plan management to the City's various pension funds. These costs were previously budgeted in the Finance Department. The plan is to allocate these costs in the departmental budgets by increasing the City share of retirement costs computed for each employee.

•A reduction of $515,000 in health insurance costs were taken to reflect savings attributable to the lower than expected premium increase for the Kaiser Permanente health benefit program offered to City employees. The premium rate increase is now expected to be 4% instead of 10%, but this information was not available in time to adjust individual departmental budgets. City and School staff examined, but do not recommend, moving to self-funding for the Kaiser Permanente health benefit program at this time. The potential cost reduction in premiums did not appear to be sufficient to justify the change.

•A Citywide fuel cost reductions of $189,097 was taken, due to an assumed lower than previously budgeted fuel costs per gallon. The budget now assumes an average cost of $2.00 per gallon instead of $2.33. This decrease will be spread to those departments that now have their own budget for fuel purchases. A designation in fund balance will provide an additional $250,000 in case fuel costs increase above this amount.

•The Capital Outlay budget in ITS is solely comprised of the City's Computer Replacement Program. This program is being temporarily suspended in FY 2010, resulting in a one-year $765,000 reduction.

•A City-wide contract reduction of $180,910 was taken to reflect the currently low inflationary rate of 1.0% compared to the previously assumed 4.9%. This revised assumption was made too late to be included in individual departmental budgets.

•A City-wide employee group life reduction of $25,000 was taken that represents the savings in FY 2010 possible by reducing life insurance benefits for new (post June 30, 2009) employees in half –from 2 times salary to 1 times salary. These savings will increase annually.

•A City employee supplemental retirement reduction of $185,000 was taken that represents the savings from assessing new (post June 30, 2009) employees a 2% of salary share for supplemental retirement costs. Supplemental retirement benefits are available to General Schedule and Sheriff and Emergency Response Technicians. A pre-vesting, prospective change in the 2% employee share to the employer share also is planned.

Non-Departmental Expenditures, continued

Other Operating Expenses and Fringe Benefits, continued:

•A $352,950 decrease in the amount of grants expected to be awarded under the Affordable Home Ownership Preservation Program (AHOP) to a total of $300,000.

•Since this is the third year of assessment decreases, it is proposed that only those homeowners who have previously successfully applied for an AHOP grant in CY 2008 will be eligible to apply to continue in the program. Also, the maximum household annual income level will be reduced from $72,000 to $55,000, the same limit as applies by statute to the elderly and disabled tax relief program. No changes in the elderly and disabled tax relief program are proposed. The grant amounts are also being reduced from $1,200 to $800 for those with annual incomes $40,000 and below; and from $875 to $500 for those with annual incomes between $40,000 and $55,000.

AHOP PROGRAM INCOME ELIGIBILITY REQUIREMENTS			
TAX RELIEF GRANT			
Annual Income	Household of One	Household of Two	Household of Three Or More
$0 - $40,000	$800	$800	$800
$40,001 - $55,000	$500	$500	$500

Transfers to and from Non-Departmental Accounts

As part of the City's activity-based budget re-organization, the following expenditures have been transferred to and from the Non-Departmental accounts.

	2008 Actual	FY 2009 Approved	FY 2010 Proposed
Beautification - transferred to Recreation, Parks and Cultural	($2,747)	($1,250)	($1,250)
Citizen Academy - transferred from the Police Department	$7,000	$7,000	$7,000
Council Food - transferreed from General Services	$19,976	$20,286	$12,000

Non-Departmental Expenditures, continued

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Other Operating Expenses			
Public Safety Radio System	$441,550	$431,549	$457,063
Affordable Home Ownership Preservation (AHOP)	$1,055,478	$648,550	$300,000
Efficiency/Best Practices Studies	$375,856	$350,000	$350,000
Waste-To-Energy Plant Property Taxes	$554,180	$650,000	$566,000
Health Insurance Premium Adjustment (United Health Care)	$0	$402,795	$0
Employeee Compensation (P-Step adopted vs P-Step Current Payroll)	$0	$9,615	$0
Pension (Public Safety - closed Deferred Benefit system)	$851,800	$1,187,836	$1,782,300
Pension Administration	$0	$0	$205,193
Citizen Academy (Including Police Citizen Academy)	$0	$5,000	$12,000
Computer Replacement Charges	$0	$0	($765,000)
Fuel Savings	$0	$0	($189,097)
Contract CPI-U Adjustments	$0	$0	($180,910)
Health Insurance Premium Adjustment (Kaiser Permanente)	$0	$0	($515,000)
Group Life Insurance	$0	$0	($25,000)
Supplemental Retirement Costs	$0	$0	($185,000)
Allowance for Special Revenue Fund Grants and Donations	$0	$1,000,000	$1,000,000
Severance Pay and Employee Leave Pay-out	$0	$0	$282,348
Other Expenditures	$578,935	$335,621	$260,029
Total Other Operating Expenses and Fringe Benefits	$3,857,799	$5,020,966	$3,354,926

Office on Women

Mission Statement: The mission of the Office on Women is to empower women and their families by promoting equality, access to opportunities and services through advocacy and education.

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-20109
Personnel	$1,409,134	$1,543,232	$1,501,893	-2.7%
Non-Personnel	378,922	341,366	325,029	-4.8%
Capital Goods Outlay	1,795	0	0	0.0%
Total Expenditures	$1,789,851	$1,884,598	$1,826,922	-3.1%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	461,780	433,113	492,860	13.8%
Total Designated Funding Sources	$461,780	$433,113	$492,860	13.8%
Net General Fund Expenditures	$1,328,071	$1,451,485	$1,334,062	-8.1%
Total Department FTE's	20.3	20.9	19.4	-7.4%

Highlights

•In FY 2010, the proposed General Fund budget decreased by $117,423 or 8.1%.

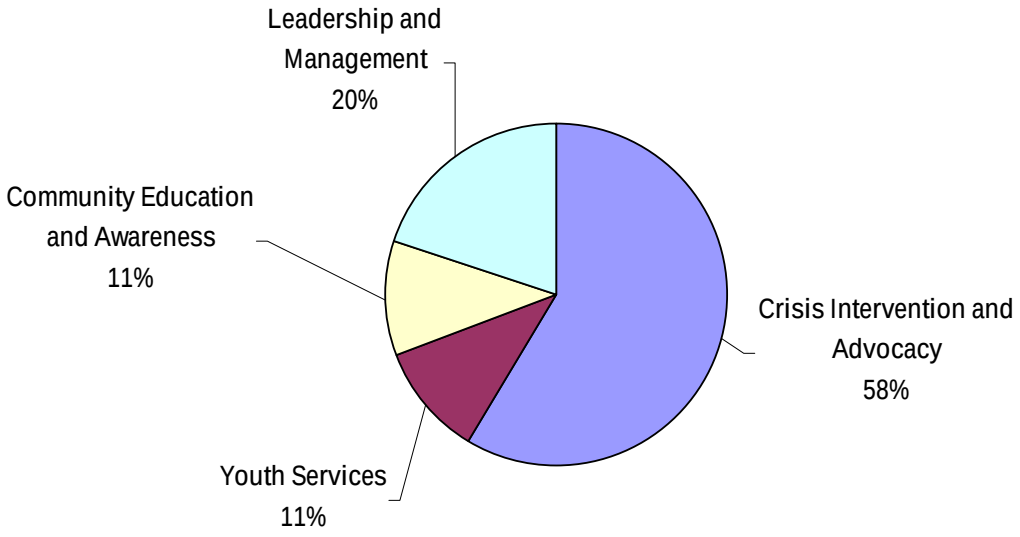
• FY 2010 personnel costs decreased by $41,339 or 2.7%; the decrease is primarily attributable to the elimination of 1.5 positions.

•Total non-personnel costs decreased by $16,337 or 4.8% due to reductions in funds for parking spaces, telecommunications, and advertising.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual*	FY 2009 Approved	FY 2010 Proposed
% of participants rating workshop/presentation as good or excellent	86%	80%	80%
% of crisis interventions and advocacy activities achieving effectiveness objectives	100%	80%	80%
% of Expect Respect participants who demonstrate improved knowledge and attitudes about healthy relationships in pre/post test surveys	35%	80%	80%
% of departmental effectiveness targets met in all programs	83%	80%	80%

FY 2010 Proposed Expenditures by Program



Office on Women

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-20109
Leadership and Management	$469,692	$383,361	$364,783	-4.8%
Community Education and Awareness	$192,887	$207,770	$198,420	-4.5%
Youth Services	$171,737	$238,169	$192,232	-19.3%
Crisis Intervention and Advocacy	$955,535	$1,055,298	$1,071,487	1.5%
Total Expenditures	$1,789,851	$1,884,598	$1,826,922	-3.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved*	FY 2010 Proposed**	% Change 2009-2010
Leadership and Management	3.4	3.4	3.1	-7.4%
Community Education and Awareness	2.1	2.1	2.0	-4.8%
Youth Services	2.2	2.8	1.7	-38.9%
Crisis Intervention and Advocacy	12.6	12.6	12.5	-0.8%
Total Full Time Equivalent's	20.3	20.9	19.4	-7.4%

*FY 2009 position count reflects an increase of a 0.6 FTE due to the addition of a grant funded Outreach Prevention Specialist.

**FY 2010 position count reflects a decrease of 1.5 FTE's due to proposed expenditure reductions.

Office on Women Programs and Activities

Leadership & Management
- Volunteer Services
- Leadership & General Mgmt.

Youth Services
- Alexandria Campaign on Adolescent Pregnancy
- Youth Outreach & Education

Community Education & Awareness
- Communications & Community Education
- Walk to Fight Breast Cancer and Other Special Events

Crisis Intervention & Advocacy
- Hotline Services
- Victim Accompaniment & Legal Advocacy
- Battered Women's Shelter
- Counseling, Support Groups & Individual Therapy

Dept Info

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Leadership & Management Support Services Program

The goal of Management and Support is to develop and adopt sound policies and procedures to guide the work of the Office on Women and to establish a safe and supportive environment for service recipients, volunteers, staff and commissioners.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	26.2%	20.3%	20.0%
Total Expenditures	$469,692	$383,361	$364,783
Less Revenues	$38,695	$19,153	$19,153
Net General Fund Expenditures	$430,997	$364,208	$345,630
Program Outcomes			
% of leadership & management activities achieving effectiveness objectives	N/A	80%	80%

Activity Data

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department and collaborate with other government and community institutions including the Commission for Women in order to achieve the Office's goals effectively and efficiently.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$453,782	$355,883	$346,705
FTE's	3.1	3.1	3.0
# of departmental FTEs managed (or supported)	20.3	20.3	19.4
$ amount of departmental budget managed (in millions)	$1.8	$1.9	$1.8
Leadership & Management Support Services cost as a % of total departmental expenditures	25.4%	17.9%	19.0%
% of departmental effectiveness targets met in all programs	83%	80%	80%

*FY 2009 decrease can be attributed to the reapportionment of office space costs across activities.

VOLUNTEER SERVICES – The goal of Volunteer Services is to recruit, train, and manage a corps of volunteers who provide crisis intervention, advocacy, education, and outreach to Office on Women clients and the Alexandria community, allowing a greater number of residents to be served.			
Expenditures	$15,910	$27,478	$18,078
FTE's	0.3	0.3	0.2
# of active volunteer hours	10,294	10,000	10,000
Cost per active volunteer hour	$1.55	$2.75	$1.81
In-kind value of volunteer hours	$202,998	$197,200	$197,200

Community Education & Awareness Program

The goal of Community Education and Awareness is to provide information to residents to connect them to the services of the Office on Women, raise awareness about domestic violence, sexual assault, teen pregnancy, and breast cancer in the community, and raise money to support the services of the Office on Women.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	10.8%	11.0%	10.9%
Total Expenditures	$192,887	$207,770	$198,420
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$192,887	$207,770	$198,420
Program Outcomes			
% of community education/awarenss activities achieving effectiveness objectives	100%	80%	80%

Activity Data

WALK TO FIGHT BREAST CANCER & OTHER SPECIAL EVENTS – The goal of Walk to Fight Breast Cancer is to raise money to provide free mammograms and the goal of other special events is to highlight issues critical to the girls and women of Alexandria that effect the community as a whole.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$119,697	$79,092	$77,307
FTE's	0.8	0.8	0.8
$ raised through Walk to Fight Breast Cancer	$167,000	$150,000	$140,000
Cost per $ raised	$0.72	$0.53	$0.55
% increase in attendees registered	N/A	5%	0%

COMMUNICATIONS & COMMUNITY EDUCATION – The goal of Communications is to raise visibility about the programs and services offered by the Office on Women, provide information to residents, allied professionals, and City staff so that they may access these services.			
Expenditures	$73,190	$128,678	$121,113
FTE's	1.4	1.4	1.3
# of presentations, workshops, and events conducted	369	300	300
Cost per resident	$0.52	$0.92	$0.86
% of participants rating workshop/presentation as good or excellent	86%	80%	80%

Youth Services Program

The goal of Youth Services is to empower and educate Alexandria youth about sexual and domestic violence, healthy relationships, and avoiding risky behaviors that will protect their future.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	9.6%	12.6%	10.5%
Total Expenditures	$171,737	$238,169	$192,232
Less Revenues	$3,784	$11,025	$47,025
Net General Fund Expenditures	$167,953	$227,144	$145,207
Program Outcomes			
% of Youth activities achieving effectiveness objectives	50.0%	80%	80%

Activity Data

ALEXANDRIA CAMPAIGN ON ADOLESCENT PREGNANCY – The goal of ACAP is to coordinate efforts of public, private and community organizations through a community education and awareness campaign in order to reduce the rate of adolescent pregnancy by 15% (from 63 per 1000 girls aged 10-19 to 51 per 1000) by 2010.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$118,987	$140,958	$77,307
FTE's	0.8	0.8	0.2
Total contacts with community	2,472,355	1,000,000	600,000
Cost per contact	$0.05	$0.14	$0.13
% decrease in teen pregnancy rate (most recent year)*	17.9%	3.0%	1.0%

YOUTH OUTREACH AND EDUCATION – The goal of Youth Outreach and Education is to provide presentations, workshops and mentoring to teach life skills that encourage healthy relationships and to educate youth about sexual and domestic abuse and teen pregnancy prevention.			
Expenditures	$52,750	$97,211	$114,925
FTE's	1.4	2.0	1.5
# of youth served	3,042	1,875	1,725
Cost per youth served	$17.34	$52.23	$56.77
% of Project STEPOUT Manhood participants who demonstrate increased knowledge about life skills in pre/post test surveys	N/A	80%	80%
% of Expect Respect participants who demonstrate improved knowledge and attitudes about healthy relationships in pre/post test surveys	35%	80%	80%

*This figure is based on State data and reflects the % difference between 2006 and 2007 for females ages 10-19.

Crisis Intervention & Advocacy Program

The goal of Crisis Intervention, Counseling, and Advocacy is to advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase levels of functioning.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	53.4%	56.0%	58.6%
Total Expenditures	$955,535	$1,055,298	$1,071,487
Less Revenues	$419,301	$402,935	$426,682
Net General Fund Expenditures	$536,234	$652,363	$644,805
Program Outcomes			
% of crisis interventions and advocacy activities achieving effectiveness objectives	100%	80%	80%

Activity Data

HOTLINE SERVICES – The goal of Hotline Services is to provide support, information, and referrals to callers in crisis who are dealing with sexual or domestic violence in order to help them return to pre-crisis levels of functioning.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$341,291	$358,881	$359,480
FTE's	5.0	5.0	5.0
# of calls received	2,634	3,000	3,000
Cost per call received	$129.57	$119.63	$119.83
% of callers reporting the call was helpful	90%	90%	90%

VICTIM ACCOMPANIMENT & LEGAL ADVOCACY – The goal of Victim Accompaniment and Legal Advocacy is to provide 24-hour advocacy and assistance to victims of sexual and domestic violence for forensic examinations; related medical treatment and testing; police interviews and court proceedings to help them navigate the medical and legal systems.			
Expenditures	$173,665	$204,980	$198,832
FTE's	2.0	2.0	1.9
# of victims served	1,036	950	950
Cost per victim served	$167.63	$215.77	$209.30
% of allied professionals who rate sexual assault and domestic violence accompaniment as helpful	N/A	95%	95%

BATTERED WOMEN'S SHELTER – The goal of the Battered Women's Shelter is to provide emergency housing and crisis intervention services to women and children in imminent danger of violence so that they can live in a safe and supportive environment.			
Expenditures	$190,970	$218,228	$220,437
FTE's	2.2	2.2	2.2
# of bed days of care provided	3,316	3,500	3,500
Cost per bed day	$57.59	$62.35	$62.98
% of residents rating the quality of counseling received "good" or better	95%	95%	95%

Crisis Intervention & Advocacy Program, continued

COUNSELING, SUPPORT, GROUPS, & INDIVIDUAL THERAPY – The goal of Counseling, Support Groups, and Individual Therapy is to empower victims or witnesses of sexual and domestic violence of all ages through education, support, and counseling.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$249,609	$273,209	$292,738
FTE's	3.5	3.5	3.5
# of clients served through supportive counseling	1,341	800	800
# of hours of client contact	7,603	5,500	5,200
Cost per client served	$186.14	$341.51	$365.92
% of clients who found support groups helpful and said the group improved their ability to deal with their issues related to abuse	96%	95%	95%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Hotline Services	*Leased Parking Spaces*		**($3,107)**
This reduction eliminates general fund monies used to pay for three leased parking spaces for on-call hotline staff. The cost of the parking spaces will be paid for with donations.			
Hotline Services	*Telecommunications*		**($1,800)**
This reduction eliminates three cell phones currently operated by the Office on Women. Four staff members will lose their individual cell phones and share one for on-call services. This is an efficiency reduction and will not result in decreased service levels.			
Alexandria Campaign on Adolescent Pregnancy	*Advertising*		**($25,000)**
This reduction will eliminate funds used for advertising the text message line and website. This reduction is expected to result in a significant decrease in the number of contacts with the youth community. However, the OOW plans to increase use of social networking sites such as My Space and Facebook to advertise ACAP services in order to mitigate the impact of this reduction.			
Various	*Administrative Officer II*	**(1.00)**	**($70,073)**
This reduction eliminates an Administrative Officer II position. The loss of this position will result in a reduction in the number of youth chat rooms, outreach to the youth detention center and sheltercare, and youth Mini-Rape Aggression Defense courses. In addition, the Expect Respect curriculum will be offered to only 7th graders, rather than 5th, 7th, and 9th graders. While the loss of this position will result in decreased services, key responsibilities of this position will be maintained and reassigned to other staff members.			
Youth Outreach and Education	*Conversion of Full-time Outreach Prevention*	**(0.50)**	**($27,000)**
This reduction converts a full-time Outreach Prevention Education Specialist to a part-time position. This will result in a decreased number of Rape Aggression Defense classes and youth presentations on healthy relationships, risk reduction techniques, and general information on sexual violence and sexual harassment.			

Human Resources Department

Mission Statement: The mission of the Human Resources Department is to provide cost-effective personnel programs and services that attract, promote, and retain a well qualified, diverse and motivated workforce to provide excellent services to residents and visitors. Human Resources is also pleased to provide information about the City's employee benefits and compensation packages.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$2,385,881	$2,539,868	$2,218,584	-12.6%
Non-Personnel	935,031	887,275	902,047	1.7%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$3,320,912	$3,427,143	$3,120,631	-8.9%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	5,192	6,000	6,000	0.0%
Total Designated Funding Sources	$5,192	$6,000	$6,000	0.0%
Net General Fund Expenditures	$3,315,720	$3,421,143	$3,114,631	-9.0%
Total Department FTE's	24.6	24.6	21.6	-12.2%

Highlights

• In November 2009, Personnel Services was renamed the Human Resources Department.

•In FY 2010, the Fair Labor Standards Act Administration and Temporary Services Management Support activities are eliminated and absorbed into existing activities within their programs. This decision was an outcome of the department's FY 2009 activity analysis.

•In FY 2010, the proposed General Fund budget will decrease by $306,512 (9.0%).

•FY 2010 personnel costs decrease by $321,284 (12.6%). The main reasons for this decrease is the elimination of 3.0 FTE's.

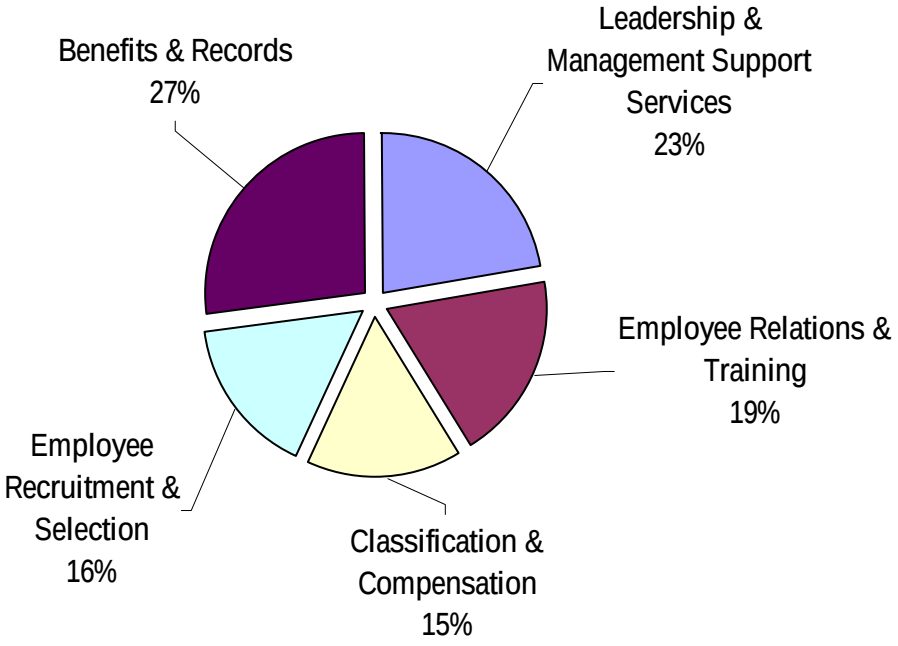
•FY 2010 non-personnel costs increase by $14,772 (1.7%). The largest increase was $17,446 from the transfer of the Employee Flu Shot Program from the City Attorney's Office to Human Resources. Other increases included the costs for annual maintenance agreements for the KRONOS time and assistance system ($3,711) and the NeoGov application tracking system ($808). The overall increase to the non-personnel budget would be higher if it was not partially offset by $7,193 in reductions.

•The performance audit and efficiency study preformed by the Corbin Company is nearing completion. The findings of the study are being reviewed by the Human Resources Department and implementation of some of the study's recommendations already began in FY 2009.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Cost per employee processed per pay period	$4.30	$3.62	$2.23
Cost per regular (benefited part-time and full-time) requisition received and processed	$2,144	$1,439	$2,813
# of employees attending training classes	1,153	1,265	1,300
# of wellness participants served	1,762	1,300	1,500
# of full-time and part-time employees served in the Current Employee Benefit Program	3,020	3,850	2,475

FY 2010 Proposed Expenditures by Program



Human Resources Department

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	$904,148	$850,386	$705,932	-17.0%
Employee Relations & Training	694,535	694,399	579,438	-16.6%
Classification & Compensation	446,226	467,285	480,040	2.7%
Employee Recruitment & Selection	450,268	539,625	506,288	-6.2%
Benefits & Records	825,735	875,448	848,933	-3.0%
Total Expenditures	$3,320,912	$3,427,143	$3,120,631	-8.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	5.2	5.2	4.2	-19.2%
Employee Relations & Training	3.1	3.1	2.3	-27.4%
Classification & Compensation	4.8	4.8	4.8	0.0%
Employee Recruitment & Selection	5.1	5.1	4.1	-19.6%
Benefits & Records	6.4	6.4	6.3	-1.6%
Total full time equivalents (FTE's)	24.6	24.6	21.6	-12.2%

Human Resources Department Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Management
- KRONOS Administration

Employee Relations & Training
- Disciplinary & Grievance Process Administration
- Employee & Supervisory Development

Classification & Compensation
- Classification
- Compensation

Employee Recruitment & Selection
- Recruitment & Selection Support

Benefits & Records
- Current Employee Benefit Program Administration
- Retiree/Terminated Benefit Administration
- Employee Records & Payroll Administration
- Employee Wellness

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Sue Story, Division Chief
Walt Pasqualini, Special Projects Coordinator
David Del Rosario, Administrative Officer

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	27.2%	24.8%	22.6%
Total Expenditures	$904,148	$850,386	$705,932
Less Revenues	5,192	6,000	6,000
Net General Fund Expenditures	$898,956	$844,386	$699,932
Program Outcomes			
% of departmental effectiveness targets met in all programs	80.17	80%	82%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$566,422	$502,192	$488,625
FTE's	3.2	3.2	3.2
# of departmental FTEs managed	24.6	24.6	21.6
$ amount of departmental budget managed (in millions)	$3.32	$3.43	$3.12
Leadership & Management Support Services cost as a % of total departmental expenditures	17.1%	14.7%	15.7%

KRONOS ADMINISTRATION – The goal of automated KRONOS Administration is to administer the time and system application for all City departments/agencies to provide timely, efficient and cost effective payroll processing.			
Expenditures	$337,726	$348,194	$217,307
FTE's	2.0	2.0	1.0
# of employees processed per pay period*	3,020	3,703	3,741
Cost per employee processed per pay period	$4.30	$3.62	$2.23
# of system users and managers served	1,062	1,162	1,710
% of payroll liaisons satisfied with the KRONOS operations	83.0%	95.0%	95.0%

*Includes full-time, part-time and temporary employees.

Employee Relations & Training Program

The goal of Employee Relations and Training (ERT) is to provide services in the area of discipline and grievance processing in a fair and timely manner, and to provide high quality and cutting edge educational opportunities and training to supervisors, managers and employees.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	20.9%	20.3%	18.6%
Total Expenditures	$694,535	$694,399	$579,438
Less Revenues	0	0	0
Net General Fund Expenditures	$694,535	$694,399	$579,438
Program Outcomes			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	3.46	3.69	3.75

Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide guidance to employees, managers, and supervisors on disciplinary issues, and to administer any proposed discipline in a fair, equitable and legal manner without undue delay.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$159,743	$142,140	$82,410
FTE's	1.3	1.3	0.9
# of disciplinary actions	147	120	120
# of grievances processed	14	15	10
Cost per disciplinary action	$543	$592	$343
Cost per grievance processed	$5,705	$4,738	$4,121
% of grievances resolved before passing from management control (HR Director and CMO)	87.5%	95.0%	95.0%

EMPLOYEE & SUPERVISORY DEVELOPMENT – The goal of Employee & Supervisory Development is to contract for, market, schedule, and evaluate city-wide classes for non-supervisory personnel in order to assist them in developing their potential in the areas of communication, customer service, and technical skills.			
Expenditures	$534,792	$552,259	$497,028
FTE's	1.8	1.8	1.4
# of employees receiving tuition assistance	140	120	150
% of employees using tuition assistance that complete the course and receive a passing grade.	80.3%	96.0%	95.0%
# of employees attending classes	1,153	1,265	1,300
Cost per employee per class	$296.42	$283.28	$218.18
% of Employee Class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	94.0%	95.0%	95.0%

Classification & Compensation Program

The goal of the Classification and Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	13.4%	13.6%	15.4%
Total Expenditures	$446,226	$467,285	$480,040
Less Revenues	0	0	0
Net General Fund Expenditures	$446,226	$467,285	$480,040
Program Outcomes			
% of requests for single position job audits completed within 60 days	83%	100%	85%
% of surveys completed within the established timeframes	100%	100%	95%

Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$238,535	$244,803	$251,166
FTE's	2.5	2.5	2.5
# of appeals processed	10	28	8
# of appeals processed per FTE	4.0	11.2	3.2
# of total positions audits or classification specifications reviewed and completed	62	30	20
# of total positions audits or classification specifications reviewed and completed per FTE	24.8	12.0	8.0

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.			
Expenditures	$207,691	$222,482	$228,874
FTE's	2.3	2.3	2.3
# of external surveys completed	194	125	100
# of internal surveys completed	40	100	50
Average # of internal and external surveys completed per FTE	102	97.8	65.2
% of positions surveyed meeting City benchmark for market pay comparability*	0%	0%	0%

*No benchmark surveys were conducted for General Salary or Sworn Public Safety positions in FY 2008. There is no data for FY 2008 on whether or not these positions were meeting the City benchmark since no survey was conducted. A public safety benchmark study was conducted but not implemented in FY 2009.

In FY 2010 the Fair Labor Standards Act Administration activity is combined with the Compensation activity. This merger will add 0.1 FTE and $7,117 being transferred into the Compensation activity. This decision was based on an efficiency and alignment study which revealed that there was no significant value added to keeping FLSA as a seperate activity.

Employee Recruitment and Selection Program

The goal of the Recruitment and Selection Program is to provide cost effective and timely services to all City departments and agencies in order to recruit, hire and promote a highly qualified and diverse workforce to meet the needs of the City.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	13.6%	15.7%	16.2%
Total Expenditures	$450,268	$539,625	$506,288
Less Revenues	0	0	0
Net General Fund Expenditures	$450,268	$539,625	$506,288
Program Outcomes			
% of General Schedule new hires successfully completing probationary period	82%	90%	90%

Activity Data

RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection Support is to assist departments in recruiting for vacancies in a cost effective and efficient manner in order to obtain diverse and well qualified applicant pools, and to assist in the screening and interviewing process of selecting the most qualified employee for the position.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$450,268	$539,625	$506,288
FTE's	5.1	5.1	4.1
# of total regular (benefited part-time and full-time) position requisitions received and processed *	210	375	180
# of total applications received	13,686	11,000	10,800
Average # of total applications reviewed per Personnel Analyst (3.0 FTE for FY 2008-2009; 2.0 FTE FY 2010)	4,562	3,667	5,400
# of regular (benefited part-time and full-time) positions filled*	189	248	160
Cost per regular (benefited part-time and full-time) requisition received and processed	$2,144	$1,439	$2,813

*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

In FY 2010 the Temporary Serverics Management Support activity is merged with the Recruitment & Selection Support activity. This merger will add 0.1 FTE's and $13,754 to the Recruitment & Selection activity. This decision was based on the efficiency and alignment study. There was no value added by separating this activity from the Recruitment and Selection Support activity.

Benefits & Records Program

The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	24.9%	25.5%	27.2%
Total Expenditures	$825,735	$875,448	$848,933
Less Revenues	0	0	0
Net General Fund Expenditures	$825,735	$875,448	$848,933
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	3.19	3.60	3.75

Activity Data

CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$420,084	$466,511	$450,925
FTE's	2.5	2.5	2.5
# of full-time and part-time employees served in the Current Employee Benefit Program	3,020	3,850	2,475
Cost per employee served in the Current Employee Benefit Program	$139	$121	$182
Avg. survey score of employees satisfied with the timeliness of handling requests for info or assistance w/ benefits (1-5, where 5 is very satisfied)	3.48	3.85	3.85

RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.			
Expenditures	$117,787	$141,723	$141,080
FTE's	1.7	1.6	1.6
# of retiree reimbursement applications processed	972	1,000	0
# of employees participating exit interviews	253	300	0
% of claims processed within 10 business days	N/A	N/A	98.0%

Benefits & Records Program, continued

Activity Data

EMPLOYEE RECORDS & PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	$177,851	$137,976	$136,154
FTE's	2.1	2.1	2.1
# of personnel actions processed*	N/A	N/A	N/A
% of errors made when processing personnel action forms (5% being the highest %)	N/A	N/A	2.0%

*In FY 2010 Human Resources will begin to work with ITS and Finance to develop a system for measuring the number of personnel actions that occur in a single fiscal year.

EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.			
Expenditures	$110,013	$129,238	$120,774
FTE's	0.1	0.2	0.05
# of wellness participants served	1,762	1,300	1,500
Cost per participant	$62.44	$99.41	$80.52
Avg. survey score of employees satisfied with the City's efforts to promote health and wellness (1-5, where 5 is very satisfied)	3.8	3.75	3.75

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
KRONOS Administration	*Maintenance Fees*	**$3,711**
The maintenance fees for KRONOS time and attendance system are related to the maintenance and troubleshooting of the software 24/7, year-round. The FY 2009 cost of the maintenance agreement is $92,772. Per the City's contract with KRONOS, the maintenance fee will increase by 4% each year. The adjustment of $3,711 will fully fund the 4% increase for FY 2010 bringing the total KRONOS maintenance fee to $96,483.		
Recruitment & Selection Support	*Maintenance Fees*	**$808**
The Human Resources Department's Applicant Tracking System with NeoGov requires an annual maintenance agreement that increases each year with a CPI markup. In FY 2009, the maintenance agreement cost is $16,480. The CPI markup for FY 2010 results in a total maintenance agreement cost of $17,288.		
Employee Wellness	*Employee Flu Shot Program*	**$17,446**
The Human Resources Department will assume the funding responsibility for the Employee Flu Shot Program in FY 2010. In prior years the program has been administered by Human Resources but paid for by the City Attorney's Office. As part of the City's Wellness Program, starting in FY 2010, Human Resources will assume complete control of the Flu Shot Program. The cost for the upcoming fiscal year will be $17,446.		

Human Resources Department

Summary of Budget Changes

FY 2010 Reductions

Activity	Expenditure Reduction	FTE's	FY 2010 Proposed
Leadership & General Management	*Memberships & Subscriptions*		**($2,000)**
In order for the Human Resources Department to remain knowledgeable of current human resource management practices the department maintains memberships with professional organizations and has subscriptions with human resource related publications. As part of the department's cost savings for FY 2010, Human Resources is proposing a reduction of $2,000 in their membership and subscriptions budget.			
Employee Wellness	*Wellness Program*		**($5,193)**
It is proposed that the budget for the Employee Wellness program (Well! Well! Well!) be reduced by $5,193. This amounts to a 5% reduction in the program's total budget from FY 2009. The reduction will not change the mission of the program, which is to provide wellness opportunities to enhance the overall health of employees, however, activities such as the annual employee health fair will have to be scaled back.			
KRONOS Administration	*KRONOS Position*	**(1.0)**	**($135,000)**
In FY 2010, funding for one position within the KRONOS activity will be eliminated. There will be no service impact on the public because the position provides internal support for administration of KRONOS, a time and attendance system. The remaining full-time position within the KRONOS Administration activity will be able to adequately carry out the KRONOS duties.			
Recruitment and Selection Support	*Human Resources Analyst II*	**(1.0)**	**($64,923)**
This position will be eliminated in FY 2010. The Employment Division will reorganize its workload in order to maintain current services. There will be no impact on the level of service provided to current or prospective employees.			
Employee Relations & Training	*Div. Chief, Human Resources*	**(1.0)**	**($136,655)**
The Division Chief position within the Employee Relations and Training Division will be eliminated in FY 2010. The division will be reorganized and the workload this position performs will be absorbed by another senior manager within Human Resources. The impact of this shift in workload should be minimal.			

Real Estate Assessments

Mission Statement: The mission of Real Estate Assessments is legally and equitably to assess all taxable and non-taxable real property, provide quality customer service and maintain community understanding of the process.

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010*
Personnel	$1,448,353	$1,418,256	$1,312,727	-7.4%
Non-Personnel	158,608	217,217	215,067	-1.0%
Capital Goods Outlay	1,500	0	0	0.0%
Total Expenditures	$1,608,461	$1,635,473	$1,527,794	-6.6%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	$0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$1,608,461	$1,635,473	$1,527,794	-6.6%
Total Department FTE's*	17.0	16.0	14.0	-12.5%

*The FY10 FTE count reflects the reduction of two positions due to the slow real estate market.

Highlights

•In FY 2010, the proposed General Fund budget decreased by $107,679 (-6.6%)

•FY 2010 personnel costs decreased by 7.4%; the decrease was due to the elimination of two Real Estate Appraiser positions. This reduction of two positions has been possible to accomplish at this time due to the decline in new construction and a major decline in overall real estate transactions. Personnel costs reflect a vacancy factor reduction of $30,046 due to less projected turnover.

•Total non-personnel costs decreased by 1% due to a reduction of $2,150 for summer interns.

Real Estate Assessments

Selected Performance Measures

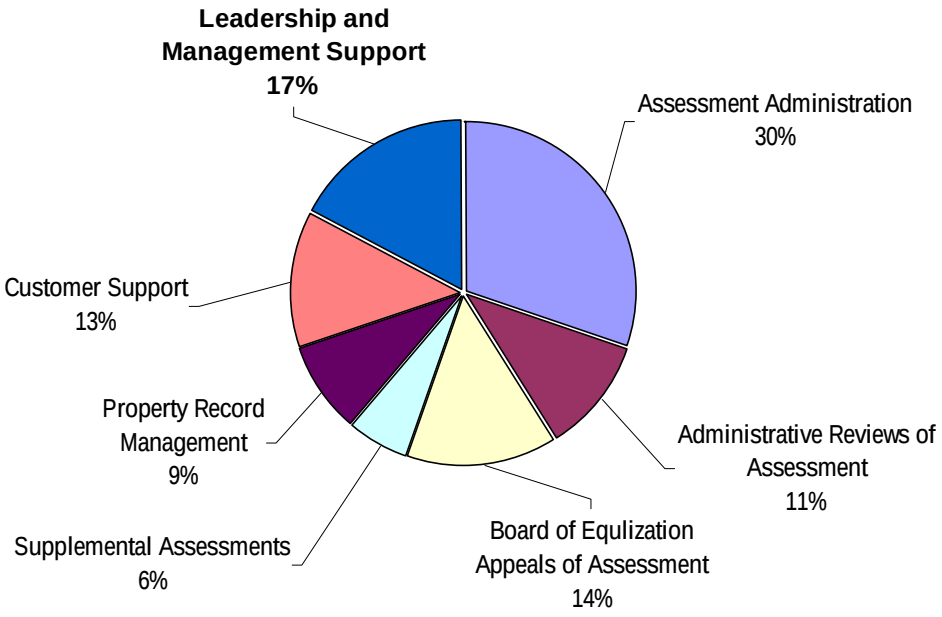
Selected Performance Measures	FY 2008 Actual*	FY 2009 Approved*	FY 2010 Proposed*
% of deeds and transfers entered within 30 days	N/A**	100%	100%
% change in value due to BOE adjustments compared to tax base	0.2%	0.2%	0.4%
Assessment/Sales Ratio***	99.2%	98.6%	98.5%
Coefficient of Dispersion***	9.2%	7.4%	8.0%

*Data for FY 2008, FY 2009, and FY 2010 are based on calendar year data for 2007, 2008, and 2009 respectively.

**Data was not collected in FY 2008 and is therefore not available.

*** Assessment data is sent to the State Department of Taxation in July to ensure accuracy and uniformity and available for reporting at the end of the calendar years 2007 and 2008 respectively. A coefficient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

FY 2010 Proposed Expenditures by Activity



Real Estate Assessments

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Real Estate Assessment	$1,034,428	$1,017,388	$931,705	-8.4%
Property Data Services	$574,033	$618,085	$596,089	-3.6%
Total	$1,608,461	$1,635,473	$1,527,794	-6.6%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Real Estate Assessment	10.5	9.8	8.6	-12.2%
Property Data Services	6.5	6.2	5.4	-12.9%
Total	17.0	16.0	14.0	-12.5%

Real Estate Assessments Programs and Activities

Real Estate Assessment
- Assessment Administration
- Administrative Reviews of Assessments
- Board of Equalization Appeals of Assessment
- Supplemental Assessments

Property Data Services
- Property Record Management
- Customer Support
- Leadership and Management Support

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Real Estate Assessments Program

The goal of Real Estate Assessments is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value pursuant to the Code of Virginia in a uniform and equitable manner to ensure the tax burden is shared fairly by each taxpayer.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	64.3%	62.2%	61.0%
Total Expenditures	$1,034,428	$1,017,388	$931,705
Less Revenues	0	0	0
Net General Fund Expenditures	$1,034,428	$1,017,388	$931,705
Program Outcomes			
Assessment/Sales ratio*	99.2%	98.6%	98.5%
Coefficient of Dispersion*	9.2%	7.4%	8.0%

*Assessment data is sent to the State Department of Taxation in July to ensure accuracy and uniformity and availble for reporting at the end of calendar years 2008 and 2009 respectively. A coeffiient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

Activity Data

ASSESSMENT ADMINISTRATION – The goal of Assessment Administration is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property.	FY 2008 Actual*	FY 2009 Approved*	FY 2010 Proposed
Expenditures	$556,561	$471,271	$462,025
FTE's	5.0	4.4	4.0
# of parcels assessed	43,959	44,420	44,511
Cost per parcel assessed	$12.66	$10.61	$10.38
Parcels assessed per appraiser (FTE)	5,494	4,935	6,359
Review rate per 1000 parcels	10.4	22.5	10.6
Appeal rate per 1000 parcels	5.3	11.3	16.4

ADMINISTRATIVE REVIEWS OF ASSESSMENTS – The goal of Administrative Reviews of Assessments is to handle requests by property owners for the purposes of ensuring that the department has accurately and uniformly assessed an individual property.			
Expenditures	$179,910	$199,649	$165,497
FTE's	2.2	2.2	2.0
# of requests for reviews filed with Department	460	729	1,000
Cost per review	$391	$274	$165
% change in value due to administrative adjustments compared to tax base	0.1%	0.3%	0.4%

*Assessment figures for FY 2008, FY 2009, and FY 2010 are based on calendar year data for 2007, 2008, and 2009 respectively.

Real Estate Assessments Program, continued

Activity Data

BOARD OF EQUALIZATION APPEALS OF ASSESSMENT – The goal of Board of Equalization (BOE) Appeals of Assessment is to hear and give consideration to appeals and make adjustments to equalize such assessments so the burden of taxation rests equally upon all citizens.	FY 2008 Actual*	FY 2009 Approved*	FY 2010 Proposed
Expenditures	$203,278	$240,849	$216,794
FTE's	2.1	2.1	2.0
# of appeals to BOE heard	234	470	800
Cost per appeal	$869	$512	$271
% change in value due to BOE adjustments compared to tax base	0.2%	0.2%	0.3%

SUPPLEMENTAL ASSESSMENTS – The goal of Supplemental Assessments is to review the progress of building activity and update assessments so that all buildings substantially completed and/or fit for use and occupancy will be assessed appropriately and timely.			
Expenditures	$94,679	$105,619	$87,389
FTE's	1.2	1.2	1.0
# of parcels receiving supplemental assessments	93	75	TBD
# of parcels per appraiser receiving supplemental assessments	10.3	9	TBD
$ value of supplemental assessments (in millions)	$170.9	$40.0	TBD

*Assessment figures for FY 2008 and FY 2009 are based on calendar year data for 2007 and 2008. With the slowing of new development and home renovations/additions, projecting 2009 activity is speculative.

Property Data Services Program

The goal of Property Data Services is to collect and maintain reliable real property information in order to maintain the foundation for a property assessment system that is highly accurate, visible and understandable to the community.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	35.7%	37.8%	39.0%
Total Expenditures	$574,033	$618,085	$596,089
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$574,033	$618,085	$596,089
Program Outcomes			
% increase in web site hits annually	17.4%	20.0%	TBD

Activity Data

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department.	FY 2008 Actual*	FY 2009 Approved*	FY 2010 Proposed
Expenditures	$230,036	$247,892	$264,044
FTE's	2.1	1.9	2.0
# of departmental FTE's managed (or supported)	17.0	16.0	14.0
$ amount of departmental budget managed (in millions)	$1.6	$1.6	$1.5
Leadership & Management Support Services cost as a % of total departmental expenditures	14.3%	15.2%	17.3%
% of departmental effectiveness targets met in all programs	N/A	93%	93%

*Data for FY 2008, FY 2009, and FY 2010 are based on calendar year data for 2007, 2008, and 2009 respectively.

PROPERTY RECORD MANAGEMENT – The goal of Property Record Management is to maintain current and up to date information on property descriptions, ownership and sales to ensure accurate assessment of real property.			
Expenditures	$132,515	$142,841	$134,993
FTE's	1.7	1.7	1.0
# of parcel transfers	4,611	3,870	TBD
$ of change in annual assessments	$715,748,149	$345,177,826	-$1,175,795,313
% of deeds and transfers entered within 30 days	100%	100%	100%

CUSTOMER SUPPORT – The goal of Customer Support is to provide timely and accurate information on property descriptions, ownership, sales and assessments in response to requests from the public and meet the real property information needs of City departments.			
Expenditures	$211,482	$227,352	$197,052
FTE's	2.6	2.5	2.0
# web site hits	10,721,156	12,865,387	TBD
Customer support cost per 1000 parcels	$211	$227	$197
% of tax adjustments submitted to Treasury within 14 days	95%	98%	98%
% of public requests filled within 14 days	96%	95%	95%

Real Estate Assessments

Expenditure Reduction

Activity	Option	FY 2010 Proposed
Assessment Administration	*Position Reduction (-2.0 FTE)*	**$143,905**
The slowdown in the real estate market and the generally higher level of expertise and experience of existing staff allow the reduction of two positions. The positions' responsibilities will be shared among real estate staff.		
Assessment Administration	*Reduction in funds for summer interns*	**$2,150**
This will reduce the amount of funds available to hire summer interns.		

Office of Communications

Mission Statement: The mission of the Office of Communications is to provide employees and the community and media with an array of information, services, and tools in order to provide a strong understanding of all aspects of City government, facilitate positive interaction with City government, and promote responsiveness to changing needs, market the City, and engage the community in decisions and processes.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed	% Change 2009-2010
Personnel	$951,079	$1,224,786	$1,141,279	-6.8%
Non-Personnel	295,549	277,677	172,505	-37.9%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,246,628	$1,502,463	$1,313,784	-12.6%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$1,246,628	$1,502,463	$1,313,784	-12.6%
Total Department FTE's	10.0	11.0	10.0	-9.1%

Highlights

•In FY 2010, the proposed General Fund budget will decease by $75,932 (5.5%).

•Personnel costs will decrease by $83,507 (6.8%). This decrease is the result of the elimination of 1 FTE.

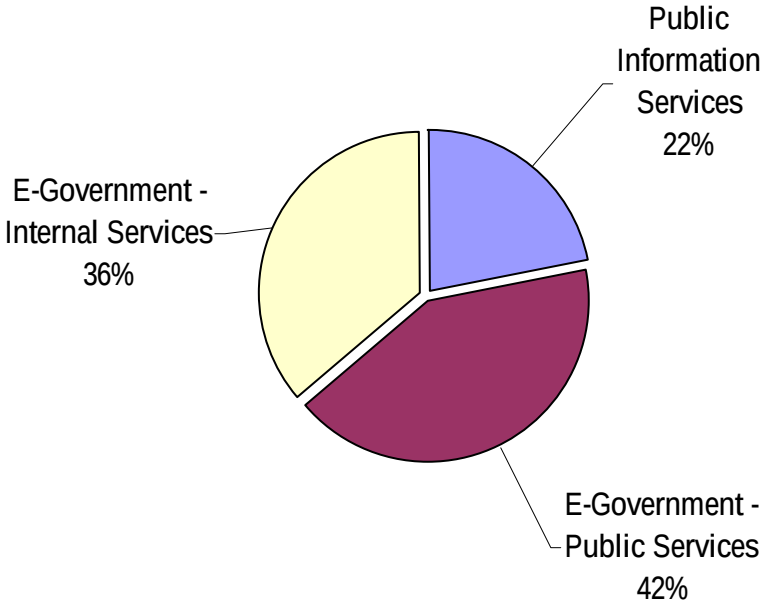
•In FY 2010 non-personnel costs will decrease by $105,172 (37.9%). Major factors driving the decrease include a reduction of $46,300 for the FYI Alexandria and CityNews publications, the elimination of $42,925 for graphic artist contracting services, and $15,243 in miscellaneous administrative efficiencies.

•It should be noted that in FY 2009, a position was transferred from Citizen Assistance so the personnel budget for FY 2009 was amended to reflect the addition of 1 FTE to the Office of Communications.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed
% of community visiting the City website	N/A	N/A	60.0%
% of community reading FYI Alexandria	N/A	N/A	50.0%
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation*	N/A	N/A	TBD
Average employee rating (scale of 1 to 5) of intranet's usefulness, attractiveness, and ease of navigation	N/A	TBD	TBD

FY 2010 Proposed Expenditures by Activity



Office of Communications

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed	% Change 2009-2010
Public Information Services	$491,100	$464,727	$289,776	-37.6%
E-Government	$755,528	$1,037,736	$1,024,008	-1.3%
Total Expenditures	N/A	$1,502,463	$1,313,784	-12.6%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed	% Change 2009-2010
Public Information Services	2.9	2.9	2.3	-20.7%
E-Government	7.1	8.1	7.7	-4.9%
Total full time equivalents	10.0	11.0	10.0	-9.1%

Office of Communications Programs and Activities

Public Information
- Public Information

E-Government
- Public Services
- Internal Services

Department Information

Department Contact Info
703.838.3872
www.alexandriava.gov

Department Head
Tony Castrilli, Communications Director
703.838.3872
Tony.Castrilli@alexandriava.gov

Department Staff
Craig Fifer, E-Government Manager

Public Information Services

The goal of Public Information Services is to develop effective media relations, provide official responses, and publish information that accurately informs residents, businesses, visitors, and the press.

Program Totals	FY 2008 Actual	FY 2009 Amended	FY 2010 Approved
% of Total All Funds Budget	39.4%	30.9%	22.1%
Total Expenditures	$491,100	$464,727	$289,776
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$491,100	$464,727	$289,776
Program Outcomes			
% of community rating overall quality of life as very good or good*	N/A	N/A	98.0%

*The data source for this performance measure is the Community Survey. The last Community Survey was conducted in 2006. Data for 2008-2010 will not be availalbe until the next survey is conducted, which is scheduled for May 2009. Performance measures for FY 2010 represent a projection.

Activity Data

PUBLIC INFORMATION SERVICES – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs citizens and the press.	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed
Expenditures	$491,100	$464,727	$289,776
FTE's	2.9	2.9	2.3
# of web site hits	7,929,034	8,300,000	9,000,000
# of e-news issued	3,800	3,850	3,900
# of podcast hits	3,062	3,200	3,500
% of community reading FYI Alexandria*	N/A	N/A	50.0%
% of community visiting the City website*	N/A	N/A	60.0%

*The data source for these two performance measures is the Community Survey. The last Community Survey was conducted in 2006. Data for 2008-2010 will not be availalbe until the next survey is conducted, which is scheduled for May 2009. Performance measures for FY 2010 represent a projection.

E-Government

The goal of E-Government is to apply technology to help residents, businesses, visitors, and employees interact with government more efficiently, effectively, and equitably.

Program Totals	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed
% of Total All Funds Budget	60.6%	69.1%	77.9%
Total Expenditures	$755,528	$1,037,736	$1,024,008
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$755,528	$1,037,736	$1,024,008
Program Outcomes			
Average customer rating (scale of 1 to 5) of web site's usefulness, attractiveness, and ease of navigation	N/A	N/A	TBD

*The data source for this performance measure is the Community Survey. The last Community Survey was conducted in 2006. Data for 2008-2010 will not be available until the next survey is conducted, which is scheduled for May 2009. Performance measures for FY 2010 represent a projection.

Activity Data

PUBLIC SERVICES – The goal of Public Services is to design and maintain cutting-edge web sites and services for current and potential residents, businesses, and visitors, in order to provide them with timely and useful information about City services and promote civic engagement.	FY 2008 Actual	FY 2009 Amended	FY 2010 Proposed
Expenditures	$379,072	$673,236	$547,572
FTE's	4.1	5.1	4.9
# of unique visits to web site and products	64,441	68,000	72,000
# of emails to "FYI"	N/A	TBD	TBD
Cost per user served	$5.88	$9.90	$7.61
% of visitors rating the City's public web site as good or excellent in terms of usefulness, attractiveness, and ease of navigation	N/A	N/A	TBD

*The data source for this performance measure is the Community Survey. Data for 2008-2010 will not be available until the next survey is conducted, which is scheduled for May 2009. Performance measures for FY 2010 represent a projection.

INTERNAL SERVICES – The goal of Internal Services is to design and maintain a cutting-edge intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.			
Expenditures	$376,456	$364,500	$476,436
FTE's	3.0	3.0	2.8
# of unique visits to web site and products*	N/A	N/A	N/A
Cost per user served*	N/A	N/A	N/A
Average employee rating (scale of 1 to 5) of intranet's usefulness, attractiveness, and ease of navigation**	N/A	TBD	TBD

*Data measuring the use and cost of the City's internal Intranet site are not available because a system for collecting this information has not yet been established. The Office of Communications is in the process of developing a system of measurement, which should be in place for FY 2010.

**The Office of Communications will be considering a new method of survey measurement since they are no longer apart of the annual ITS performance survey.

Office of Communications

Summary of Budget Changes

FY 2010 Reductions

Activity	Expenditure Reductions	FTE's	FY 2010 Proposed
Public Information	*FYI Alexandria and City News*		**($46,300)**

In FY 2010, funding for the production and delivery of *FYI Alexandria* and CityNews will decrease by $46,300. *FYI Alexandria* is the official publication of the City of Alexandria. In FY 2009, similar to prior years, the publication was mailed to every household in the City. The publication also is available on the City's website. In FY 2010, the Office of Communications will continue to post *FYI* online and will also begin to provide an electronic subscription service instead of mailing copies to every household. The Office will still provide a limited number of printed copies of *FYI* for distribution at City facilities or to residents who sign up for a separate print-only subscription service. The last issue of *FYI Alexandria* in FY 2009 will contain information on these changes and instructions to residents who still wish to receive a printed copy of the publication.

CityNews is an internal newletter for City employees. In FY 2009, the publication was emailed to employees and posted to the City's intranet. Printed copies were also produced for employees without access to City email. In FY 2010, the Office of Communications will not print copies of CityNews for distribution to employees. Instead, City departments will be emailed a printable version of CityNews so they can print copies of the newsletter if they have employees on staff with no email access. The Office of Communications will still email CityNews to City employees as well as post the newsletter on the City intranet.

Public and Internal Services	*Computer Programmer Analyst*	**(1.0)**	**($74,093)**

In FY 2010, funding for a vacant Computer Programmer Analyst will be eliminated. The duties assigned to this position include producing graphic art for internal and external City publications. Graphic art responsibilities will be absorbed by other Communications staff. The number of requests for graphic art work that will be fulfilled is expected to decrease.

Internal Services	*Graphic Art Contracting Services*		**($42,925)**

In FY 2010, the budget for professional services in the Internal Services activity will be eliminated. This results in a savings of $42,925. In FY 2009, this funding and money saved from the vacant computer programmer analyst position was used to pay for a full-time graphic artist contractor. The contractor produced graphic art work for internal and external City publications. In FY 2010, the graphic art workload will be absorbed by other staff within the Office of Communications. The number of requests for graphic art work that are fulfilled is expected to decrease.

Office of Communications

Summary of Budget Changes

FY 2010 Reductions

Internal Services *Miscellaneous Administrative Efficiencies* **($15,243)**

The Office of Communications reviewed its non-personnel budget and found several areas where efficiencies would result in cost savings. The relocation of a server will yield a savings of $8,908 and reductions in operating supplies will save $2,800. Other areas where efficiencies were found include the budgets for advertising, regional travel, and memberships/subscriptions.

Public Services *Emergency Communications Compensation* **($1,000)**

The Office of Communications is reducing its overtime budget for the Public Services activity by $1,000. In FY 2010, instead of paying staff overtime other methods of compensation for additional hours worked will be explored.

Internal Services *Emergency Communications Compensation* **($1,000)**

The Office of Communications is reducing its overtime budget for the Internal Services activity by $1,000. In FY 2010, instead of paying staff overtime other methods of compensation for additional hours worked will be explored.

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Operating Agencies

PUBLIC SAFETY

Fire……14-2
Office of Building and Fire Code Administration..... …….14-19
Police……14-34

Fire Department

Mission Statement: The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service, mitigate emergencies and disasters, prevent the loss of life, protect property and enforce applicable construction, fire, and building maintenance codes for City residences and the general public in order to maintain and enhance public safety.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$27,580,335	$28,212,617	$28,804,822	2.1%
Non-Personnel	4,160,848	4,299,178	4,359,032	1.4%
Capital Goods Outlay	389,156	1,061,758	1,452,618	36.8%
Total Expenditures	$32,130,339	$33,573,553	$34,616,472	3.1%
Less Revenues				
Internal Services	$425,960	$1,037,500	$1,368,555	31.9%
Special Revenue Funds	746,100	538,775	538,775	0.0%
Total Designated Funding Sources	$1,172,060	$1,576,275	$1,907,330	21.0%
Net General Fund Expenditures	$30,958,279	$31,997,278	$32,709,142	2.2%
Total Department FTE's	244.0	247.0	252.0	2.0%

Highlights

• In FY 2010, the General Fund budget is increasing by $711,864, or 2.2%.

• Personnel costs increase by $592,205, or 2.1%, due to the addition of one Emergency Medical Services (EMS) Operations Manager and four Communications staff positions discussed at the end of this section.

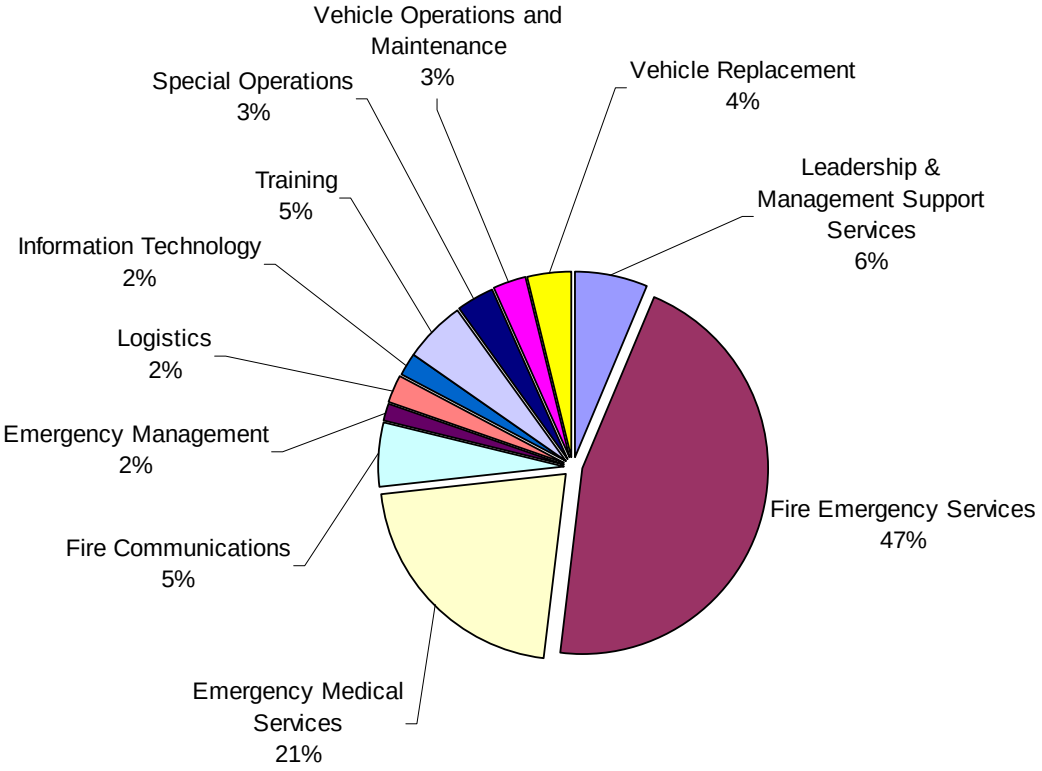
• Non-personnel costs increase by $59,854, or 1.4%, due to base adjustments to maintain current services discussed at the end of this section, most notably the contract for ambulance transport billing services ($20,800) which is due to increased revenues collected.

• Capital goods outlays increase by $390,860, or 36.8%, due to a $331,055 increase in the cost of non-General Fund vehicle replacement expenditures according to the fleet replacement schedule and $60,360 in one-time equipment purchases associated with the new positions discussed at the end of this section.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of incidents responded to by Fire suppression (both Fire and EMS incidents)	12,430	12,750	13,082
# of incidents responded to by EMS (both EMS and fire incidents)	13,292	13,303	13,617
Cost per incident responded to by Fire suppression	$1,230	$1,187	$1,146
# of emergency calls answered by Communications	111,964	120,000	120,000

FY 2010 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	$1,532,733	$2,015,139	$2,244,867	11.4%
Fire Emergency Services	15,712,388	15,754,185	15,751,463	0.0%
Emergency Medical Services	7,165,740	7,044,630	7,380,302	4.8%
Fire Communications	1,580,475	1,620,663	1,891,462	16.7%
Emergency Management	928,637	677,592	561,078	-17.2%
Logistics	773,872	773,555	794,134	2.7%
Information Technology	595,656	654,212	661,570	1.1%
Training	1,586,962	1,865,901	1,848,967	-0.9%
Special Operations	940,013	1,218,612	1,183,966	-2.8%
Vehicle Operations and Maintenance	1,007,686	911,564	930,108	2.0%
Vehicle Replacement	306,177	1,037,500	1,368,555	31.9%
Total Expenditures	$32,130,339	$33,573,553	$34,616,472	3.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	10.5	13.5	13.5	0.0%
Fire Emergency Services	123.0	123.0	123.0	0.0%
Emergency Medical Services	60.0	60.0	61.0	1.7%
Fire Communications	13.0	13.0	17.0	30.8%
Emergency Management	4.9	4.9	4.9	0.0%
Logistics	2.2	2.2	2.2	0.0%
Information Technology	4.0	4.0	4.0	0.0%
Training	14.9	14.9	14.9	0.0%
Special Operations	7.5	7.5	7.5	0.0%
Vehicle Operations and Maintenance	4.0	4.0	4.0	0.0%
Vehicle Replacement	0.0	0.0	0.0	0.0%
Total FTE's	244.0	247.0	252.0	2.0%

FY 2010 includes the addition of one EMS Operations Manager and four Fire Communications staff members

Fire Department

Fire Department (excluding Code) Programs and Activities

Leadership & General Management
- Leadership & General Management
- Health & Safety

Fire Emergency Services
- Incident Response
- Site Safety Surveys
- Volunteers

Emergency Medical Services
- Incident Response
- Special Events Support
- Police Special Operations Support
- Ambulance Billing Services

Fire Communications
- Call Taking
- Dispatch
- Maintenance

Emergency Management
- Emergency Planning
- Outreach & Education
- Training & Exercises
- Emergency Response

Logistics
- Facility & Equipment Maintenance
- Supplies

Information Technology
- Mobile Computer Support
- Reporting & Analysis
- System Maintenance

Fire & EMS Training
- Recruit Training
- In-Service Training

Special Operations
- Hazardous Materials
- Technical Rescue
- Marine Operations

Vehicle Operations & Maintenance
- Scheduled Routine Maintenance
- Repair
- Fuel Acquisition & Provisioning

Dept Info

Department Contact Info
703.838.4600
www.alexandriava.gov/fire

Department Head
Adam Thiel, Fire Chief
703.838.4600
adam.thiel@alexandriava.gov

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to provide managerial and administrative support to department personnel to promote efficient and effective service delivery in order to enhance public safety.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of all funds budget	4.8%	6.0%	6.5%
Total Expenditures	$1,532,733	$2,015,139	$2,244,867
Less Revenues	$7,428	$2,500	$2,500
Net General Fund Expenditures	$1,525,305	$2,012,639	$2,242,367
Program Outcomes			
Fire Department operating cost per $1.0 Million valuation	$900	$1,185	$989
% of customers who rate fire services as good to excellent	89.9%	90.0%	90.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Fire Department.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$996,260	$1,382,999	$1,562,132
FTE's	9.5	9.5	9.5
$ amount of departmental expenditures (all-funds)	$32,130,339	$33,573,553	$34,616,472
Leadership & Management Support expenditures as a % of total department	3.1%	4.1%	4.5%
% diversity goals attained	NA	NA	TBD

FY 2010 expenditures include $196,462 in the Community Services section for public information and education, a portion of which has been tranferred from the Outreach and Education activity in Emergency Planning.

HEALTH AND SAFETY – The goal of Health and Safety is to implement safety measures for Fire Department staff in order to reduce injuries and lost work time and decrease risks for Fire and EMS personnel.			
Expenditures	$536,473	$632,140	$682,735
FTE's	1.0	4.0	4.0
# of medical physicals	225	220	240
Cost per physical	$413	$492	$625
% of personnel who completed physicals within 12 months	90%	90%	90%

Fire Emergency Services

The goal of the Fire Emergency Services Program is to protect life and property through timely fire suppression and emergency medical response, mitigation and education for those who work, live and visit the City of Alexandria.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	48.9%	46.9%	45.5%
Total Expenditures	$15,712,388	$15,754,185	$15,751,463
Less Revenues	$241,028	$323,166	$323,166
Net General Fund Expenditures	$15,471,360	$15,431,019	$15,428,297
Program Outcomes			
% of fire and EMS calls responded to within the department's response goals	82.0%	81.0%	82.0%

Activity Data

INCIDENT RESPONSE – The goal of Incident Response is to protect life and property through timely fire suppression and emergency medical services for those who work, live and visit the City of Alexandria.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$15,293,434	$15,137,619	$14,995,753
FTE's	117.7	117.7	117.7
# of fire incidents responded to	5,787	6,050	6,325
# of EMS incidents responded to	6,643	6,700	6,757
Cost per incident responded to	$1,230	$1,187	$1,146
% of total fire incidents with a response time of four minutes or less from dispatch to arrival on scene	79.0%	85.0%	85.0%

SITE SAFETY SURVEYS* – The goal of Site Safety Surveys is to do a physical walk through of commercial businesses in order to familiarize Fire and EMS companies with the structure and make up of the building visited.			
Expenditures	$418,732	$586,030	$646,548
FTE's	5.3	5.3	5.3

* This activity is currently under review.

VOLUNTEERS* – The goal of Volunteer Firefighters is to supplement the career fire-fighting force with staffing in order to maintain and enhance public safety.			
Expenditures	$222	$30,536	$109,162
FTE's	0.0	0.0	0.0
# of volunteers responding to fire incidents	NA	NA	TBD
# of volunteers responding to EMS incidents	NA	NA	TBD
Cost per volunteer responding to fire incidents	NA	NA	TBD
Cost per volunteer responding to EMS incidents	NA	NA	TBD
% of calls supported by more than one volunteer	NA	NA	TBD

* The Department is coordinating with volunteers to achieve consistency of data collection. The activity is under review to determine the correct measures and costs to present in the budget. Information will be provided to City Council when it is available.

Emergency Medical Services

The goal of the Emergency Medical Services Program is to provide treatment and transport of the sick and injured, stand-by support and specialized medical support in order to preserve life, and improve health and promote safety for those who work, live and visit the City of Alexandria.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	22.3%	21.0%	21.3%
Total Expenditures	$7,165,740	$7,044,630	$7,380,302
Less Revenues	$136,051	$127,166	$127,166
Net General Fund Expenditures	$7,029,689	$6,917,464	$7,253,136
Program Outcomes			
% of calls responded to within standards for advanced and basic life support	76.5%	90.0%	90.0%

Activity Data

INCIDENT RESPONSE – The goal of Incident Response is to protect life through timely emergency medical services for those who work, live and visit the City of Alexandria.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$6,916,821	$6,736,988	$7,047,872
FTE's	58.2	58.2	59.2
# of EMS incidents responded to	11,768	11,583	11,676
# of fire responses supported	1,524	1,720	1,941
% of Basic Life Support calls responded to in 10 minutes or less from dispatch to arrival	93.0%	90.0%	90.0%
% of Advanced Life Support calls responded to in 6 minutes or less from dispatch to arrival	60.0%	90.0%	90.0%
Average time from dispatch to arrival on scene	5 min 57 sec	5 min 17 sec	5 min 59 sec

SPECIAL EVENTS SUPPORT – The goal of Special Events Support is to provide stand-by medical support for significant special events and large public gatherings held in the City of Alexandria to ensure prompt medical attention for citizens and visitors should incidents occur.			
Expenditures	$58,003	$134,599	$137,484
FTE's	1.2	1.2	1.2
# of special events supported	32	35	35
Cost per special event held	$1,813	$3,846	$3,928
% of costs recovered	8.0%	4.0%	3.6%

Emergency Medical Services

The goal of the Emergency Medical Services Program is to provide treatment and transport of the sick and injured, stand-by support and specialized medical support in order to preserve life, improve health and promote safety for those who work, live and visit the City of Alexandria.

Activity Data

POLICE SPECIAL OPERATIONS SUPPORT – The goal of Police Special Operations Support is to provide the medical component of Police special operations training and deployment.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$3,583	$29,225	$31,475
FTE's	0.3	0.3	0.3
# of incidents supported	11	12	12
# of training hours provided	288	288	288
Cost per incident supported	$326	$101	$109
% of EMS special operations staff who meet minimum training levels	100.0%	100.0%	100.0%

AMBULANCE BILLING SERVICES – The goal of Ambulance Billing Services is to facilitate insurance reimbursement of ambulance transportation conducted by City medic units.			
Expenditures	$187,333	$143,818	$163,471
FTE's	0.3	0.3	0.3
# of ambulance transports[1]	7,880	7,950	8,000
# of patients billed[1]	7,793	7,800	7,900
Collection rate within 12 months	55.0%	50.0%	59.0%
$ recovered per transport	$197	$143	$244

[1] The FY 2009 approved numbers of ambulance transports and patients billed have been revised from the FY 2009 approved budget.

Fire Communications

The goal of Fire Communications is to receive and process emergency and non-emergency calls for Fire/EMS, Code Enforcement and Emergency Management Services from the public in order to provide assistance in a timely and accurate manner.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	4.9%	4.8%	5.5%
Total Expenditures	$1,580,475	$1,620,663	$1,891,462
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,580,475	$1,620,663	$1,891,462
Program Outcomes			
% of Fire/EMS incidents dispatched within 60 seconds of call receipt	27.0%	35.0%	27.0%

Activity Data

CALL TAKING – The goal of Call Taking is to answer telephone requests from citizens for emergency and non-emergency services for Fire/EMS, Code Enforcement and Emergency Management in order to dispatch those calls timely and accurately.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$900,202	$776,048	$861,172
FTE's	6.6	6.6	8.6
# of calls answered	111,964	120,000	120,000
Cost per call answered	$8.04	$6.47	$7.18
% of emergency line calls answered within the national standard of 30 seconds	NA	NA	NA
% of non-emergency line calls answered within the national standard of 60 seconds	NA	NA	NA

DISPATCH – The goal of Dispatch is to dispatch Fire/EMS, Code Enforcement and Emergency Management personnel to emergency and non-emergency requests for services in a timely and accurate manner.			
Expenditures	$501,973	$596,428	$778,822
FTE's	5.8	5.8	7.8
# of Fire/EMS incidents dispatched	17,936	18,400	18,876
Cost per dispatch	$28	$32	$41
% of Fire/EMS incidents dispatched within the national standard of 60 seconds of call receipt	27.0%	35.0%	35.0%

MAINTENANCE* – The goal of Maintenance is to issue and maintain various communication devices for Fire/EMS, emergency management and Code Enforcement personnel so they are equipped to communicate and respond.			
Expenditures	$178,300	$248,187	$251,468
FTE's	0.6	0.6	0.6

*This activity is under review to determine the correct measures and costs to present in future budgets.

Emergency Management

The goal of Emergency Management is to prepare for, respond to, mitigate, and recover from emergencies and disasters, and to facilitate City-wide outreach and life safety education/awareness for the people who live in, work in, and visit the City of Alexandria.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	2.9%	2.0%	1.6%
Total Expenditures	$928,637	$677,592	$561,078
Less Revenues	$334,270	$47,943	$47,943
Net General Fund Expenditures	$594,367	$629,649	$513,135
Program Outcomes			
% of National Incident Management System criteria met	100.0%	90.0%	100.0%

Activity Data

EMERGENCY PLANNING – The goal of Emergency Planning is to develop, review and update special events and emergency plans to mitigate hazards and respond to emergency events effectively in order to save lives and property.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$553,352	$281,037	$270,323
FTE's	1.8	1.8	1.8
# of emergency management and special events plans developed/reviewed/updated	70	50	50
Cost per plan developed/reviewed/updated	$7,905	$4,968	$5,406

OUTREACH AND EDUCATION – The goal of Outreach and Education is to deliver life safety education programs in the City in order to reduce deaths and injury.			
Expenditures	$225,382	$226,250	$133,729
FTE's	2.0	2.0	2.0
# of schools, businesses, citizens, and visitors reached	22,000	42,000	40,000
Cost per person or entity reached	$10.24	$5.39	$3.34
% of elementary schools	100.0%	100.0%	100.0%

TRAINING AND EXERCISES – The goal of Training and Exercises is to train and exercise City staff in disaster response and recovery operations in order to ensure proficiency in emergency response.			
Expenditures	$44,555	$46,027	$40,330
FTE's	0.4	0.4	0.4
# of City staff trained	477	100	200
Cost per City staff trained	$93	$456	$202
% of targeted City staff trained in compliance with NIMS standard	95%	90%	95%

EMERGENCY RESPONSE – The goal of Emergency Response is to respond to emergency events in order to save lives and property and coordinate disaster recovery.			
Expenditures	$105,348	$124,278	$116,696
FTE's	0.7	0.7	0.7
# of incidents supported	19	4	12
% of after action reports completed within 90 days of incident	50%	100%	100%
% of after action recommendations implemented within one year	75%	100%	100%

Logistics

The goal of Logistics is to provide maintenance, security, as well as to order, maintain, and deliver supplies and equipment to all fire department facilities to ensure safety and cleanliness.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	2.4%	2.3%	2.3%
Total Expenditures	$773,872	$773,555	$794,134
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$773,872	$773,555	$794,134
Program Outcomes			
% of maintenance requests responded to within one week of receipt	95.0%	95.0%	94.0%

Activity Data

FACILITY & EQUIPMENT MAINTENANCE – The goal of Facility and Equipment Maintenance is to provide department infrastructure preventive and emergency maintenance to ensure the safety and security of each building and the equipment used by Fire personnel.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$520,399	$495,162	$516,190
FTE's	1.2	1.2	1.2
# of maintenance calls responded to	468	485	500
% of maintenance calls responded to within a week	95.0%	95.0%	94.0%

SUPPLIES – The goal of Supplies is to order, track, and provide the necessary equipment and supplies needed by operations and administrative personnel in order to ensure the employees' safety and maintain the cleanliness and suitability of the work stations.			
Expenditures	$253,473	$278,393	$277,944
FTE's	1.0	1.0	1.0
# of personnel and facility supply requests filled	7,293	3,600	4,000
% of orders delivered within one week of receipt	90.0%	90.0%	90.0%

Information Technology

The goal of Information Technology is to provide software solutions, computer hardware support, information management and analysis to enhance the Fire Department's delivery of essential public safety services to the residents and guests of the City of Alexandria.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	1.9%	1.9%	1.9%
Total Expenditures	$595,656	$654,212	$661,570
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$595,656	$654,212	$661,570
Program Outcomes			
% of systems that are operational	100.0%	100.0%	100.0%

Activity Data

MOBILE COMPUTER SUPPORT – The goal of the Mobile Computer Support is to deploy, operate and enhance mobile data systems for dispatch, response, and field incident reporting by Fire, EMS and Code Enforcement Units.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$282,292	$188,049	$189,871
FTE's	0.7	0.7	0.7
# of mobile units operated	101	75	75
Cost per mobile unit operated	$2,795	$2,507	$2,532
% of mobile units operational	100.0%	100.0%	100.0%

REPORTING AND ANALYSIS* – The goal of Reporting and Analysis is to collect, analyze and report information to facilitate department service delivery, quality improvement, and required federal and state-mandated reporting requirements.			
Expenditures	$25,604	$101,489	$102,131
FTE's	0.8	0.8	0.8

*This activity is under review to determine the correct measures and costs to present in future budgets.

SYSTEM MAINTENANCE – The goal of System Maintenance is to provide system support and maintenance to the Fire Communications Center and to other fire personnel.			
Expenditures	$287,760	$364,674	$369,568
FTE's	2.5	2.5	2.5
# of systems maintained	15	14	14
# of workstations maintained	144	140	140
# of system users supported	245	265	265
Cost per system user supported	$ 1,175	$ 1,376	$ 1,395

Fire and EMS Training

The goal of Fire and EMS Training is to provide basic and advanced level training to new and current Fire Department employees ensuring their ability to respond safely when needed, while maintaining and increasing levels of certification.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	4.9%	5.6%	5.3%
Total Expenditures	$1,586,962	$1,865,901	$1,848,967
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,586,962	$1,865,901	$1,848,967
Program Outcomes			
% of certifications maintained	100.0%	100.0%	100.0%

Activity Data

RECRUIT TRAINING – The goal of Recruit Training is to train new hires to become Fire and EMS employees for the Alexandria Fire Department.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$106,597	$146,068	$167,906
FTE's	1.0	1.0	1.0
# of individuals trained	10	16	20
Cost per recruit trained	$10,660	$9,129	$8,395
% of recruits successfully completing Academy	100.0%	100.0%	100.0%

IN-SERVICE TRAINING – The goal of In-Service Training is to provide periodic training for all suppression, EMS and special operations personnel.			
Expenditures	$1,480,365	$1,719,833	$1,681,061
FTE's	13.9	13.9	13.9
# of individuals trained (many staff trained multiple times and includes citizen academy trainings)	3,220	3,220	3,220
Cost per individual trained	$460	$534	$522
% of individuals completing required training on schedule	100.0%	100.0%	100.0%

Special Operations

The goal of Special Operations is to protect life and property through timely response, mitigation, and education for those who live, work, and visit the city of Alexandria.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	2.9%	3.6%	3.4%
Total Expenditures	$940,013	$1,218,612	$1,183,966
Less Revenues	$27,323	$38,000	$38,000
Net General Fund Expenditures	$912,690	$1,180,612	$1,145,966
Program Outcomes			
% of calls responded to within recognized standards	100%	100%	100%

Activity Data

HAZARDOUS MATERIALS – The goal of Hazardous Materials is to provide specialized service in preventing, mitigating, educating, and detecting hazardous materials or weapons of mass destruction incidents.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$463,328	$515,835	$478,104
FTE's	2.8	2.8	2.8
# of hazardous incidents responded to	57	20	40
Cost per hazardous materials incident responded to	$8,129	$25,792	$11,953
% of calls responded to within recognized standards	100%	100%	100%

TECHNICAL RESCUE – The goal of Technical Rescue is to provide specialized service in preventing, mitigating, educating, and detecting building collapse, high angle rescue, automobile extrication, confined space, and trench rescue incidents.			
Expenditures	$228,560	$353,346	$358,605
FTE's	2.1	2.1	2.1
# of technical rescue incidents responded to	32	40	40
Cost per rescue incident responded to	$7,143	$8,834	$8,965
% of calls responded to within recognized standards	100%	100%	100%

MARINE OPERATIONS – The goal of Marine Operations is to provide specialized service in preventing, mitigating, educating, and detecting water/ice rescue incidents.			
Expenditures	$248,125	$349,431	$347,257
FTE's	2.6	2.6	2.6
# of marine incidents responded to	14	5	10
Cost per marine incident responded to	$17,723	$69,886	$34,726
% of calls responded to within recognized standards	100%	100%	100%

Vehicle Operations and Maintenance

The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Funds budget	3.1%	2.7%	2.7%
Total Expenditures	$1,007,686	$911,564	$930,108
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,007,686	$911,564	$930,108
Program Outcomes			
% of emergency vehicles available	100%	100%	100%

Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$252,868	$302,518	$303,350
FTE's	1.9	1.9	1.9
# of preventative maintenance requests completed	262	299	310
# of vehicles maintained	136	130	130
Cost per work request	$965	$1,012	$979
% of preventative maintenance completed on schedule	100%	100%	100%

REPAIR – The goal of Repair is to address the broken or non functioning systems or parts on City vehicles that are preventing that vehicle from operating in a safe and efficient manner, and restore the vehicle to full operating condition.			
Expenditures	$507,266	$388,582	$392,492
FTE's	2.0	2.0	2.0
% emergency vehicles available	100%	100%	100%
% non-emergency vehicles available	100%	100%	100%

FUEL ACQUISITION & PROVISIONING - The goal of Fuel Acquisition and Provisioning is to acquire and deliver gasoline and diesel fuel to the Department's three fueling sites and distribute fuel for use in all City vehicles.			
Expenditures	$247,552	$220,464	$234,266
FTE's	0.1	0.1	0.1
# of gallons of fuel purchased	88,718	85,000	80,000
% of fuel islands available	100%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	FY 2010 Proposed
Ambulance Billing Services	**$20,800**
Increasing ambulance fee revenues have resulted in increased expenditures on the City's ambulance fee billing contract. Funding is provided to increase the contract budget from $112,200 to $133,000. Ambulance fees are budgeted to generate $1.95 million in revenue in FY 2010.	
Facility and Equipment Maintenance	**$20,805**
The following adjustments to maintain current services have been included in the base budget for the facility and equipment maintenance activity: - The acquisition of two new vehicles will require modifications to the systems for removing vehicle exhaust from stations. One-time funding of $17,000 is provided for these modifications. - The contract for HVAC equipment maintenance has expired and is in the process of being rebid. The new contract is expected to result in a price increase. Funding in the amount of $3,805 has been provided to increase the budget from $38,039 to $41,844.	
Vehicle Operations & Maintenance Activities	**$15,455**
The following adjustments to maintain current services have been included in the base budget for the following activities in the vehicle operations and maintenance program: - Fuel acquisition includes an increase of $6,900 - Scheduled Routine Maintenance includes an increase of $8,555 for parts and materials	
Other Activities	**$13,221**
The following adjustments to maintain current services have been included in the base budget for the following activities: - Supplies includes an $8,500 increase for operating supplies associated with increased staffing - EMS Incident Response includes a $4,721 increase for medical supplies	

Discretionary Supplementals

Activity	FY 2010 Proposed
EMS Incident Response	**$179,994**
The FY 2010 budget includes the addition of one EMS Operations Manager to oversee daily management of 51 medics and 9 supervisors. The position will report to the Assistant Fire-EMS Chief and the Operational Medical Director and be responsible for incident response and reporting, quality assurance, personnel and performance management, vehicle and equipment management, regulatory compliance, financial management, and certifications.	
Communications Call Taking & Dispatch	**$300,856**
Funding is provided in the communications program call taking and dispatch activities for the addition of four emergency communications technicians to improve the capability of Fire communications as recommended in the August 2007 Routely incident report.	

Code Administration

Mission Statement: The mission of the Office of Building and Fire Code Administration, an organization within the Fire Department, is to enforce the Virginia Uniform Statewide Building Code and other applicable codes and ordinances to maintain life safety standards and ensure structures are designed, built, and maintained to adopted code requirements.

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$6,802,566	$7,815,858	$6,583,022	-15.8%
Non-Personnel	951,161	1,602,815	956,609	-40.3%
Capital Goods Outlay	$0	$25,313	$25,313	0.0%
Total Expenditures	$7,753,727	$9,443,986	$7,564,944	-19.9%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	1,187,186	2,298,818	569,205	-75.2%
Total Designated Funding Sources	$1,187,186	$2,298,818	$569,205	-75.2%
Net General Fund Expenditures	$6,566,541	$7,145,168	$6,995,739	-2.1%
Total Department FTE's	85.0	84.0	72.6	-13.5%

Highlights

•In FY 2010, the proposed General Fund budget decreased by $149,429 or 2.1%.

• FY 2010 personnel costs decreased by $1,232,836 or 15.8%; the decrease is primarily due to the reduction of 11.6 positions. Of these positions, 6 were eliminated due to the elimination of anticipated developer reimbursements for the Potomac Yard project, which has been delayed because of the economy. This decrease is partially offset by the transfer of 7.0 Special Revenue funded positions to the General Fund.

•Total non-personnel costs decreased by $646,206 or 40.3% due to the elimination of non-personnel expenditures in developer supported projects and various expenditure reductions in leased space, vehicle depreciation, and overtime.

•Total FY 2010 Special Revenue is budgeted to decrease by 75.2%. The City does not expect to receive developer reimbursements for the Potomac Yard project in FY 2010. In addition, revenue earned from developer fees for City-wide projects will now be transferred to and administered in the General Fund.

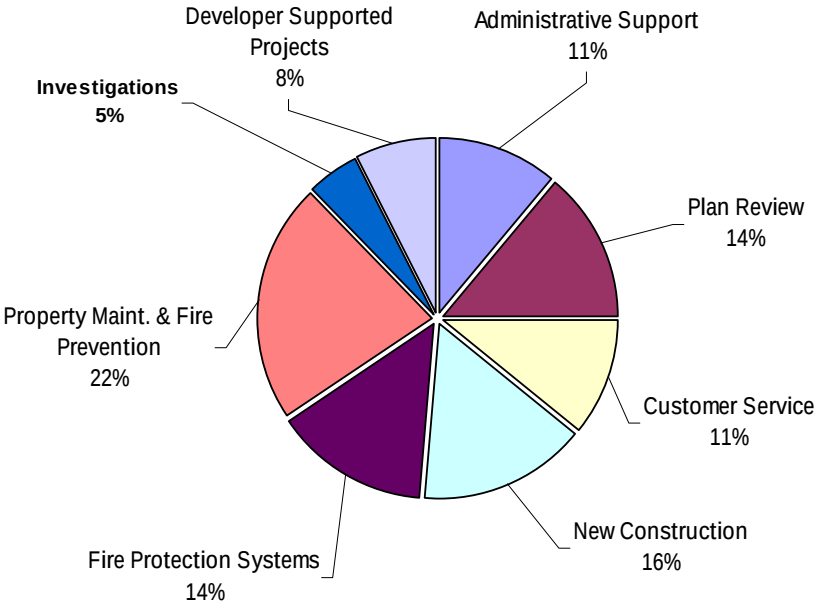
•During the budget process, a plan to raise Code fees to more fully recover costs will be completed and presented. The goal is to raise these user fees by $333,000.

Code Administration

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Number of building and trade plans reviewed	6,887	11,000	6,500
Numer of new construction inspections completed	30,598	82,000	30,000
Number of permits processed	15,892	23,000	14,500

FY 2010 Proposed Expenditures by Program



Code Administration

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Administrative Support*	$667,770	$809,787	$835,933	3.2%
Plan Review	931,828	1,123,776	1,059,941	-5.7%
Customer Service	622,026	798,817	805,218	0.8%
New Construction	1,402,226	1,410,403	1,192,458	-15.5%
Fire Protection Systems	952,847	930,245	1,059,875	13.9%
Prop Maint & Fire Prevention	1,640,212	1,680,859	1,692,275	0.7%
Investigations	349,632	391,281	350,039	-10.5%
Developer Supported Projects	1,187,186	2,298,818	569,205	-75.2%
Total Expenditures	$7,753,727	$9,443,986	$7,564,944	-19.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Administrative Support	3.9	3.9	4.4	11.5%
Plan Review	9.8	9.8	9.6	-2.6%
Customer Service	11.1	11.1	11.4	3.0%
New Construction	12.9	12.9	11.9	-7.9%
Fire Protection Systems	9.0	9.0	11.1	22.8%
Property Maint. & Fire Prevention	15.7	15.7	16.1	2.4%
Investigations	2.6	2.6	2.3	-11.9%
Developer Supported Projects	20.0	19.0	6.0	-68.4%
Total full time employees	85.0	84.0	72.6	-13.5%

*The FY 2010 position count decreased by 11.4 positions. Of these positions, 5.4 were eliminated due to General Fund expenditure reductions and 6 were eliminated due to the stop in Potomac Yard development activity.

Code Administration Programs and Activities

Administrative Support
- Administrative Support

Plan Review
- Building & Trade Plan Review
- One Stop Shop
- Walk Thru Plan Review
- Site Plan Review
- BAR, BZA, SUP, & Other Plan Reviews

Customer Service
- Permit Processing
- Complaint Processing
- Phone Call Processing

New Construction
- New Structures Inspection

Fire Protection Systems
- Plan Review
- New Installation Inspections
- Retesting Program

Property Maintenance & Fire Prevention
- Inspections of Existing Structures

Investigations
- Investigations

Developer Supported Activities
- Carlyle/Eisenhower

Dept Info

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Department Staff
Andrea Buchanan, Asst. Fire Marshall

Administrative Support

The goal of Administrative Support is to provide overall managerial and administrative support to Code Enforcement personnel in order to ensure effective and efficient operations.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	8.6%	8.6%	11.1%
Total Expenditures	$667,770	$809,787	$835,933
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$667,770	$809,787	$835,933
Program Outcomes			
% of effectiveness targets met	99%	99%	99%

Activity Data

ADMINISTRATIVE SUPPORT – The goal of Administrative Support is to provide overall managerial and administrative support to Code Enforcement personnel in order to ensure effective and efficient operations.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$667,770	$809,787	$835,933
FTE's	3.9	3.9	4.35
# of FTEs supported	85	84	72.6
$ amount of Code Enforcement expenditures (All Funds)	$7,753,727	$9,443,986	$7,564,944
# of FOIA requests processed	285	350	250
% of Code Enforcement effectiveness targets met	100%	100%	100%

Plan Review

The goal of Plan Review is to perform plan reviews for new construction and renovation work within existing structures; perform structural and trade plan reviews; conduct reviews of site plans, Special Use Permits, BAR and BZA reviews and other plan reviews as required in order to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	12.0%	11.9%	14.0%
Total Expenditures	$931,828	$1,123,776	$1,059,941
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$931,828	$1,123,776	$1,059,941
Program Outcomes			
% of all plans reviewed within established time frames	98%	99%	99%

Plan Review, continued

Activity Data

BUILDING & TRADE PLAN REVIEW – The goal of Building and Trade Plan Review is to conduct comprehensive, quality plan reviews of construction projects within published plan review times.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$520,605	$693,108	$540,649
FTE's	5.9	5.9	4.5
# of building and trade plans reviewed	6,887	11,000	6,500
Cost per building and trade plan reviewed	$75.59	$63.01	$83.18
% of plans reviewed within published plan review time frames	99%	99%	99%

ONE STOP SHOP – The goal of One Stop Shop is to provide expedited plan review within one hour for specific scope of projects.			
Expenditures	$61,660	$52,557	$33,899
FTE's	0.5	0.5	0.3
# of building and trade plans reviewed	469	1,100	450
Cost per building and trade plan reviewed	$131.47	$47.78	$75.33
% of qualified plans approved within one hour	99%	99%	99%

WALK THRU PLAN REVIEW – The goal of Walk Thru Plan Review is to provide expedited plan review within one working day for specific scope of projects.			
Expenditures	$243,448	$235,366	$235,453
FTE's	2.4	2.4	2.4
# of plans reviewed	1,580	3,500	1,500
Cost per plan reviewed	$154.08	$67.25	$156.97
% of qualified plans approved within one working day	99%	99%	99%

SITE PLAN REVIEW – The goal of Site Plan Review is to conduct quality plan reviews of site plans for new projects and address fire access and life safety concerns and provide comments back to City staff and applicants.			
Expenditures	$55,422	$67,276	$116,285
FTE's	0.5	0.5	1.1
# of site plans reviewed	163	300	150
Cost per site plan reviewed	$340.01	$224.25	$775.23
% of plans reviewed within assigned due dates	98%	99%	99%

BAR, BZA, SUP & OTHER PLAN REVIEWS – The goal of BAR, BZA, SUP and Other Plan Review is to perform quality reviews of applications to address code concerns and life safety issues prior to building permit application.			
Expenditures	$50,693	$75,469	$133,655
FTE's	0.6	0.6	1.3
# of other plans reviewed	500	750	450
Cost per other plan reviewed	$101.39	$100.63	$297.01
% of plans reviewed within assigned due dates	98%	99%	99%

Customer Service

The goal of Customer Service is to process the intake of plans for construction in a timely manner, issue permits, verify contractor licenses, process and dispatch complaint calls, and maintain files and records as well as the processing of requested documents in accordance with Bureau policy and established laws to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	8.0%	8.5%	0.0%
Total Expenditures	$622,026	$798,817	$805,218
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$622,026	$798,817	$805,218
Program Outcomes			
% of customers served by Service Representative within 30 minutes	100%	100%	100%

Activity Data

PERMIT PROCESSING – The goal of Permit Processing is to provide timely intake of plans, ensure completeness of plan submissions, review routing information from other City agencies, verify contractor licenses, process payment of fees, and generate permits in order to maintain life safety standards.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$345,155	$351,047	$345,951
FTE's	4.9	4.9	4.8
# of permits processed	15,892	23,000	14,500
Cost per permit processed	$21.72	$15.26	$23.86

COMPLAINT PROCESSING – The goal of Complaint Processing is to gather accurate information regarding complaints, prepare the associated Record of Complaint, and notify and route complaints to the appropriate Code Enforcement Unit in order to identify hazardous or non code compliant conditions.			
Expenditures	$114,377	$178,588	$204,022
FTE's	2.4	2.4	2.9
# of complaints received	NA	1,250	1,290
Cost per complaint received	NA	$143	$158
% of complaints processed within same day of receipt	100%	100%	100%

PHONE CALL PROCESSING – The goal of Phone Call Processing is to provide timely fielding of phone calls, answer customer questions, route calls to the appropriate staff member, and process information provided by callers in order to deliver quality customer service.			
Expenditures	$162,494	$269,182	$255,245
FTE's	3.8	3.8	3.8
# of phone calls answered*	NA	TBD	TBD
Cost per phone call answered*	NA	TBD	TBD
% of dropped calls*	NA	TBD	TBD

*Code Enforcement is still planning for the integration of the new City Hall VOIP phone system for tracking purposes and is therefore currently unable to capture and report the number of phone calls answered, cost per phone call answered, and percentage of phone calls dropped. The technology to capture this information will be available to Code late in 2009 as part of the City's new VOIP phone system.

New Construction

The goal of New Construction is to conduct inspections for new construction and renovation work within existing structures, perform structural and trade plan inspections for the Fire Prevention Section when requested, and perform damage assessment and other related duties as required to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	18.1%	14.9%	15.8%
Total Expenditures	$1,402,226	$1,410,403	$1,192,458
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,402,226	$1,410,403	$1,192,458
Program Outcomes			
% of inspections completed within one working day of receipt	98%	100%	100%

Activity Data

INSPECTIONS OF NEW STRUCTURES – The goal of Inspections of New Structures is to conduct comprehensive, quality inspections of new construction and renovation projects to ensure compliance with approved plans.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,402,226	$1,410,403	$1,192,458
FTE's	12.9	12.9	11.9
# of inspections completed	30,598	82,000	30,000
Cost per inspection completed	$45.83	$17.20	$39.75
% of inspections completed within one working day of receipt	98%	100%	100%

Fire Protection Systems

The goal of Fire Protection Systems is to provide plan review and inspection services for new and existing fire protection systems in order to ensure proper design, installation and operation as well as compliance with maintenance requirements for fire protection systems within the City.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	12.3%	9.9%	14.0%
Total Expenditures	$952,847	$930,245	$1,059,875
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$952,847	$930,245	$1,059,875
Program Outcomes			
% of inspections conducted within established compliance dates	100%	100%	100%

Activity Data

PLAN REVIEW – The goal of Fire Protection Plan Review is to conduct comprehensive, quality plan reviews of fire protection systems projects to ensure public safety.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$139,233	$133,855	$133,961
FTE's	1.2	1.2	1.2
# of plans reviewed	1,205	1,600	1,400
Cost per plan reviewed	$115.55	$83.66	$95.69
% of plans reviewed within published plan review timeframes	98%	100%	100%

NEW INSTALLATION INSPECTIONS – The goal of New Installation Inspection is to conduct comprehensive, quality inspections of new and renovation fire protection systems projects to ensure compliance with approved plans.			
Expenditures	$475,462	$462,933	$553,307
FTE's	4.4	4.4	5.6
# of new installation inspections completed	4,339	4,500	4,250
Cost per new installation inspection conducted	$109.58	$102.87	$130.19
% of inspections conducted within one working day of receipt	99%	100%	100%

RETESTING PROGRAM – The goal of Retesting is to conduct comprehensive, quality inspections of existing fire protection systems projects, on a cost recovery basis, within an established time line in order to provide the maximum area of oversight based upon severity of life safety for each occupancy.			
Expenditures	$338,152	$333,457	$372,607
FTE's	3.4	3.4	4.2
# of retesting inspections conducted	2,489	4,000	2,000
Cost per retesting inspection conducted	$135.86	$83.36	$186.30
% of inspections conducted within established compliance dates	99%	99%	99%
% of costs recovered	90%	90%	90%

Property Maintenance & Fire Prevention

The goal of Property Maintenance & Fire Prevention is to provide comprehensive inspection services for existing structures including enforcement of fire prevention, property maintenance and City nuisance codes in order to maintain the City's building stock and life safety standards.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	21.2%	17.8%	22.4%
Total Expenditures	$1,640,212	$1,680,859	$1,692,275
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,640,212	$1,680,859	$1,692,275
Program Outcomes			
% of inspections completed within specified timeframes	100%	100%	100%

Activity Data

INSPECTIONS of EXISTING STRUCTURES – The goal of Inspections of Existing Structures is to conduct comprehensive, quality inspections of existing structures for fire prevention, property maintenance and other required permits in order to maintain the City's building stock and life safety standards, identify illegal construction and code violations, and respond to complaint inspections citywide.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,640,212	$1,680,859	$1,692,275
FTE's	15.7	15.7	16.1
# of inspections conducted	8,993	24,000	9,000
Cost per inspection conducted	$182.39	$70.04	$188.03
% of inspections conducted within established timeframes	100%	100%	100%
# City Code violations cited	3,272	1,000	3,000

Investigations

The goal of Investigations is to conduct complete and comprehensive investigations of crimes and offenses relating to fires, environmental crimes and other related offenses of City and State codes and to bring cases to closure and if necessary, to prosecute in a timely manner.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	4.5%	4.1%	4.6%
Total Expenditures	$349,632	$391,281	$350,039
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$349,632	$391,281	$350,039
Program Outcomes			
% of cases closed within specified timeframes	100%	100%	100%

Activity Data

INVESTIGATIONS– The goal of Investigations is to conduct comprehensive investigations of crimes and offenses in order to determine the cause and origin of the event, and to provide timely resolution by case closure or initiation of the judicial process.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$349,632	$391,281	$350,039
FTE's	2.6	2.6	2.3
# of open case investigations conducted	100	180	150
# of investigations closed	86	88	90
Cost per open case investigation conducted	$3,496	$2,174	$2,334
% of investigations referred to judicial process	17%	20%	20%

Code Administration

Developer Supported Activities

The goal of Developer Supported Activities is to focus additional resources on specific development projects around the City in order to expedite the completion of projects, effectively deal with issues in a timely and efficient manner, and assure full cost recovery for these special services.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	15.3%	24.3%	0.0%
Total Expenditures	$1,187,186	$2,298,818	$569,205
Less Revenues	$1,187,186	$2,298,818	$569,205
Net General Fund Expenditures	$0	$0	$0
Program Outcomes			
$ amount of costs recovered	TBD	TBD	0

Activity Data

SCHOOLS (ACPS) – The goal of ACPS is to focus resources on School projects, particularly the construction of T.C. Williams High School, in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.*	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$23,081	$0	$0
FTE's	1.0	0.0	0.0
# plans reviewed	N/A	0	0
# inspections completed	N/A	0	0
# permits issued	N/A	0	0

*In FY 2009, this activity was discontinued due to the completion of T.C. Williams High School. It has been included in the FY 2010 text to show FY 2008 actual figures.

CARLYLE/EISENHOWER – The goal of Carlyle/Eisenhower is to focus resources on Carlyle/Eisenhower in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.			
Expenditures	$554,842	$739,207	$569,205
FTE's	6.0	6.0	6.0
# plans reviewed	245	200	100
# inspections completed	1,436	1,200	1,000
# permits issued	587	24	20

POTOMAC YARD – The goal of Potomac Yard is to focus resources on Potomac Yard in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.*			
Expenditures	$421,054	$824,422	$0
FTE's	6.0	6.0	0.0
# plans reviewed	158	250	0
# inspections completed	N/A	3,300	0
# permits issued	55	1,100	0

*Due to the decline in Potomac Yard development activity, staff, expenditures, and special revenue have been eliminated for FY 2010.

Developer Supported Activities, continued

Activity Data

OTHER DEVELOPMENT – The goal of Other Development is to focus resources on other projects around the City of Alexandria in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.*	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$188,209	$735,189	$0
FTE's	7.0	7.0	0.0
marginal increase in # of plans reviewed	N/A	20	0
marginal increase in # of inspections completed	N/A	100	0
marginal increase in # of permits issued	N/A	20	0
# of sq. ft. available under new occupancy permits	N/A	TBD	0

*FY 2010 Other Development positions, expenditures, and special revenues have been shifted from the special revenue fund to the General Fund.

Code Administration

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
Administration Support	*Annual Maintenance Contracts*	**$18,261**
This adjustment will provide for increases in annual technology maintenance contracts including the (1) Xerox copier system; (2) automated inspection scheduling system; (3) mobility software; and (4) permit tracking and management system.		
Administration Support	*Increase in Lease Costs*	**$2,172**
This adjustment will provide for an increase in lease costs at Banker's square.		

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Existing Property Inspections	*Reduction of Leased Office Space*		**($28,507)**
This reduction will eliminate funds for Code leased space at the Pitt Street office at the end of October 2009. The department plans to implement a remote start program for inspection staff from the Fire Mashals, Fire Inspectors, FPS and new construction units. As a result of this program and the use of cell phones and mobile computers, field members will not need individual work spaces. This is an efficiency reduction and will not result in a service impact.			
Existing Property Inspections	*Eliminate Certified Mailings*		**($3,000)**
This reduction will eliminate certified mailings. This is an efficiency reduction and will not result in a service impact.			
Existing Property Inspections	*Reduction in Board-Up Services*		**($6,000)**
This reduction will decrease funds used to pay for board up services. Currently, Code Administration immediately orders a company to board up fire damaged or condemned properties. Under this reduction, attempts will be made to have property owners, working through their insurance carriers, perform this activity. Funds are being retained to provide this service in cases of emergency or when the owner cannot comply.			
Various	*Flex-time in Lieu of Overtime*		**($7,000)**
This reduction will decrease funds for overtime expenses. Staff assigned to special events and other activities will alter their 8 hour workday around these events. This will impact routine inspection capacity, which will be reduced. In addition, complaint inspections response times will be somewhat delayed.			
Various	*Reduction in Vehicle Depreciation*		**($10,000)**
This reduction will decrease funds for vehicle depreciation in FY 2010. Code Administration plans to defer the purchase of three vehicles and therefore can reduce this expense.			
Various	*Building Inspector I*	**(1.00)**	**($74,532)**
This reduction will eliminate a Building Inspector I position for New Construction. This position is 1 of 12 Inspectors in the New Construction section and is responsible for inspection of new construction and renovation projects. In addition, this position responds to and investigates citizen complaints. The loss of this position may result in delayed responses to citizen complaints.			

Expenditure Reductions, Continued

Activity	Reduction Option	FTE's	FY 2010 Proposed
Various	*Plan Review Engineer*	**(1.00)**	**($99,348)**
This reduction will eliminate an Electrical Plan Review Engineer position in the New Construction Division. This position is 1 of 6 positions in the New Construction section and is responsible for the review and approval of plans and specifications for electrical permits. The loss of this position may result in the extension of Code Administration's plan review schedule, which will increase the time from permit application to permit issuance.			
Various	*New Construction Supervisor*	**(1.00)**	**($74,094)**
This reduction will eliminate a New Construction Supervisor position. This position is 1 of 3 supervisors in this Division. This position was created as part of the New Construction Division reorganization plan. Due to a decrease in New Construction activity, this position was not filled. The loss of this position will delay plans to improve service delivery to customers through faster field conflict resolution, increased focus on staff training with specific area expertise, the distributing of supervisory functions and reduction in supervisor to inspector ratios that would have improved technical expertise.			
Various	*Conversion of Full-time Records Clerk to Part-time*	**(0.40)**	**($22,122)**
This reduction will convert a full-time Records Clerk position to a part-time position. The existing Records Clerk position is not being fully utilized due to reduction in activity. Responsibilities such as record scanning will be shifted to other staff members. This reduction may result in slower customer response to records inquires, staff request for records, FOIA requests, and delays in the Permit Center customer service.			
Various	*Engineering Aide II*	**(1.00)**	**($56,776)**
This reduction will eliminate an Engineering Aide II position. This position is 1 of 4 Engineering Aides in the Administrative Services Section and is responsible for processing permit requests and handling phone complaints in the Permit Center. The loss of this position will impact customer service both internally and externally.			
Various	*FPS Retest Inspector*	**(1.00)**	**($81,078)**
This reduction will eliminate an FPS Retest Inspector position in the Fire System restesting program. This position is 1 of 6 FPS Retest inspectors in this Division and is responsible for witnessing the acceptance testing and re-testing of new and existing fire protection systems. The loss of this position may result in delays in retesting activities. In addition, this reduction will result in a loss of revenue generated since less inspections will be conducted.			

Code Administration

Fee Increases in the Approved Budget

Activity	Fee Adjustment	FY 2010 Proposed
Various	*Special Events Reimbursement*	**$7,000**
Code Administration will be working to recover costs associated with various special events held throughout the year. This will include cost recovery for personnel, vehicle, radio, apparatus, and supply expenditures associated with the event.		
Permit Process	*Re-Inspection Fees*	**$2,000**
Currently, inspectors are not consistently charging re-inspection fees for inspections beyond two for the same set of facts. Staff will be implementing a more consistent application of this fee.		
Various	*Increase in Fees*	**$333,000**
This proposal is a placeholder and represents a proposed across the board fee increase in order to recover more of the costs of Code Services from the users of those services. Code Administration has hired a consultant to study and will make recommendations to increase the current fee structure. Results of this study are expected in April. At that time, a more detailed accurate fee increase estimate will be provided.		

Police Department

Mission Statement: The mission of the Police Department is to preserve the peace and to protect persons and property.

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$44,673,830	$46,530,354	$46,293,350	-0.5%
Non-Personnel	7,282,307	6,927,152	7,586,623	9.5%
Capital Goods Outlay	100,408	2,034,873	1,793,307	-11.9%
Interfund Transfers	0	0	0	
Total Expenditures	$52,056,545	$55,492,379	$55,673,280	0.3%
Less Revenues				
Internal Service	$762,241	$1,885,107	$1,643,541	-12.8%
Special Revenue Fund	445,066	105,000	32,295	-69.2%
Total Designated Funding Sources	$1,207,307	$1,990,107	$1,675,836	-15.8%
Net General Fund Expenditures	$50,849,238	$53,502,272	$53,997,444	0.9%
Total Department FTE's	467.0	466.0	461.0	

Highlights

•In FY 2010, the proposed General Fund budget increased by $495,172 or 0.9%.

• FY 2010 personnel costs decreased by $237,004 or 0.5%; the decrease is primarily due to the reduction of 5.0 positions.

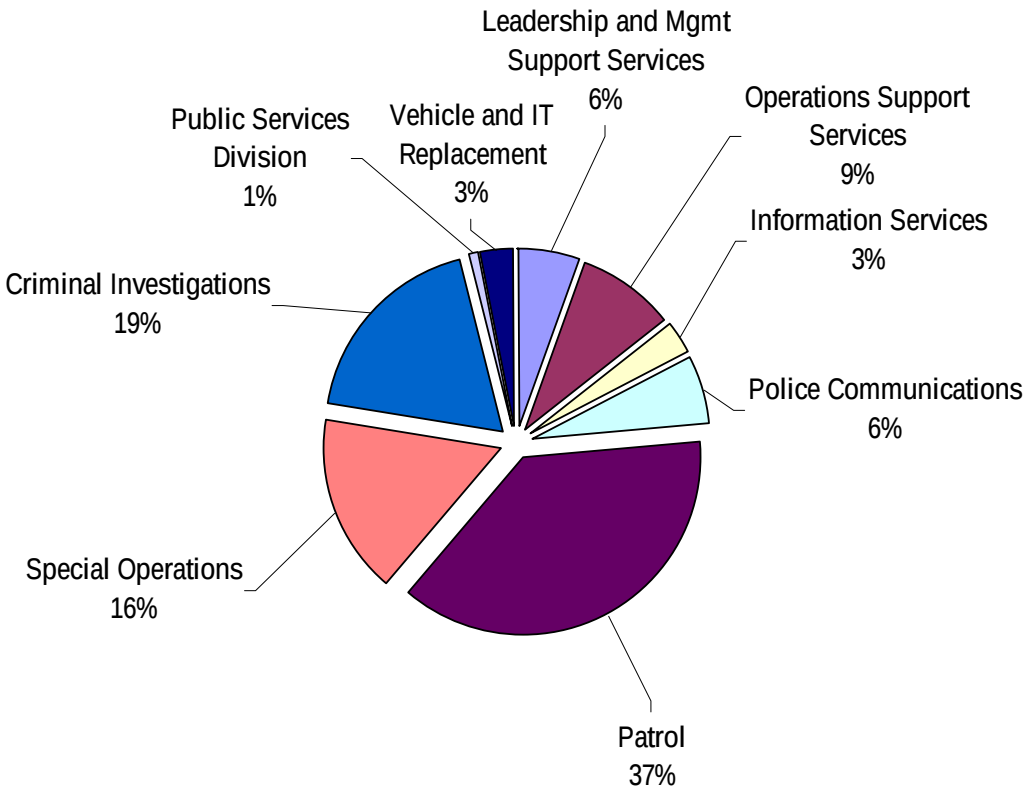
•Total non-personnel costs increased by $659,471 or 9.5%; due to increases in contracts for leased office space and computer maintenance. In addition, the increase can be attributed to funds for fuel that have been shifted from General Services to the Police Department.

Police Department

Selected Performance Measures

Selected Performance Measures	FY 2008 Approved	FY 2009 Approved	FY 2010 Proposed
# of total calls dispatched per year	60,225	58,750	59,300
% of Police reports processed electronically	82%	79%	80%
Patrol's average response time from dispatch to arrival for emergency calls	3.6 minutes	3.6 minutes	3.6 minutes
Patrol's cost per call for service	$351	$353	$358
% of criminal investigations cases closed	73%	75%	75%
Number of applicants processed	1,227	1,300	1,250
Average cost to intake one item of evidence	$37	$37	$38
For information regarding crime statistics, please see Miscellaneous Departmental Information			
****It should be noted that all performance and crime data for FY 2010 are preliminary.			

FY 2010 Proposed Expenditures by Program



Police Department

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership and Management Support Services	$2,935,718	$3,354,331	$3,021,898	-9.9%
Operations Support Services	4,190,646	4,897,438	5,004,762	2.2%
Information Services	1,658,720	1,748,178	1,732,442	-0.9%
Police Communications	3,124,160	3,117,238	3,405,592	9.3%
Patrol	19,881,514	20,400,307	20,895,010	2.4%
Special Operations	9,188,261	9,435,837	9,086,526	-3.7%
Criminal Investigations	9,788,933	10,087,026	10,303,676	2.1%
Public Services	526,352	566,918	579,833	2.3%
Vehicle and IT Replacement*	762,241	1,885,107	1,643,541	-12.8%
Total Expenditures	$52,056,545	$55,492,380	$55,673,280	0.3%

* Beginning in FY 2008, depreciation for future vehicle and IT equipment replacement is budgeted in the programs to which the vehicles and equipment are assigned. Expenditures from the equipment replacement funds are listed separately so as not to distort individual programs.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Approved	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Leadership and Management Support Services	20.8	19.8	16.8	-15.2%
Operations Support Services	42.8	42.8	42.8	0.0%
Information Services	24.5	24.5	23.5	-4.1%
Police Communications	34.0	34.0	34.0	0.0%
Patrol	180.0	182.0	184.0	1.1%
Special Operations	84.0	74.0	79.0	6.8%
Criminal Investigations	77.0	85.0	77.0	-9.4%
Public Services Division	4.0	4.0	4.0	0.0%
Total full time employees	467.0	466.0	461.0	-1.1%

Police Programs and Activities

Leadership and General Management Support Services
- Leadership and General Management
- Homeland Security & Preparedness
- Finance Management
- Human Resources Management

Operations Support Services
- Property & Evidence Management
- Policy Review & Maintenance
- Fleet Management
- Information Technology Management
- Facilities & Security Management
- Certification & Training

Special Operations
- Traffic & Parking
- Special Response Unit
- Special Events/ Incidents
- School Resource Officers
- Community Relations

Public Services Division
- Public Information Office
- Internal Investigations

Information Services
- Report Management

Police Communications
- Call Handling & Dispatching Calls

Patrol
- Patrol
- Crime Analysis

Criminal Investigations
- Criminal Investigations
- Domestic Violence Unit
- Vice/Narcotics
- Task Forces
- Crime Scene Investigations

Dept Info

Department Contact Info
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Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel, planning and support services in order to facilitate the operations of the Police Department.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% total of All Funds Budget	5.6%	6.0%	5.4%
Total Expenditures	$2,935,718	$3,354,331	$3,021,898
Less Revenues	0	0	0
Net General Fund Expenditures	$2,935,718	$3,354,331	$3,021,898
Program Outcomes			
% of authorized positions filled	98%	98%	98%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Police Department.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,603,366	$1,901,432	$1,767,920
FTE's	9.0	8.0	7.0
Leadership & Management Expenditures as percentage of departmental total	3.2%	3.4%	3.2%
# of activities managed	26	26	26
# of departmental FTE's managed	468	466	461
$ amount of net General Fund departmental budget (millions of dollars)	$50.8	$53.5	$54.0
% of Departmental effectiveness targets met	90%	95%	95%

HOMELAND SECURITY & PREPAREDNESS – The goal of HSOP is to improve the department's ability to respond to terrorism activity and disasters through intelligence gathering and training, to protect the public.			
Expenditures	$518,090	$470,998	$234,364
FTE's	3.0	3.0	1.0
# of incidents to which OIIS staff responded to EOC or common location	650	650	650
Cost per incident	$797	$725	$361

Leadership and Management Support Services Program, continued

Activity Data

FINANCE MANAGEMENT - The goal of Finance Management is to provide responsible stewardship of the Police Department's budget to support law enforcement operations.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$357,936	$421,287	$453,048
FTE's	3.0	3.0	3.0
# of fiscal transactions processed per year	4,300	4,300	4,300
Departmental expenditures as % of City's budget	10.2%	10.2%	10.1%
Cost per fiscal transaction	$62	$73	$79
Departmental expenditures within budget	99.0%	99.0%	98.0%

HUMAN RESOURCES MANAGEMENT - The goal of Human Resources Management is to manage issues affecting employee compensation, staffing, and well-being in support of the Police Department's operations.			
Expenditures	$456,326	$560,614	$566,566
FTE's	5.8	5.75	5.75
# of civilian applicants processed	427	500	500
# of sworn applicants processed	800	800	750
Cost per applicant processed	$186	$216	$227

Operations Support Services Program

The goal of Operations Support Services is to ensure the Police Department has the best possible human resources and necessary tools to conduct its operations.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	8.1%	8.8%	9.0%
Total Expenditures	$4,190,646	$4,897,438	$5,004,762
Less Revenues	111,006	75,000	0
Net General Fund Expenditures	$4,079,640	$4,822,438	$5,004,762
Program Outcomes			
% of authorized positions filled	94%	100%	94%

Activity Data

PROPERTY & EVIDENCE MANAGEMENT – The goal of Property and Evidence Management is to manage all incoming property and evidence, from receipt to disposal.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$288,968	$322,067	$391,869
FTE's	4.0	4.0	4.0
# of items of property and evidence processed each year	5,070	5,700	5,500
Average cost to intake one item of evidence	$37	$37	$46
% of inventory disposed of annually	8%	17%	13%

POLICY REVIEW & MAINTENANCE – The goal of Policy Review is to research, develop, and amend department policies and procedures to ensure compliance with best practices, legal requirements and accreditation standards.			
Expenditures	$229,973	$216,375	$240,432
FTE's	2.0	2.0	2.0
# of directives and addenda issued per year	39	36	36
Average cost per directive	1,046	$988	$988
% of accreditation standards met	100%	100%	100%

FLEET MANAGEMENT – The goal of Fleet Management is to order vehicles, and to coordinate the equipment, maintenance and deployment of them, in support of police personnel.			
Expenditures	$189,116	$448,170	$409,748
FTE's	3.0	3.0	3.0
# of vehicles managed	317	315	311
Cost per year to manage each vehicle	$597	$1,423	$1,318
% of maintenance actions completed within 14 days of schedule date	85%	83%	84%

Operations Support Services Program, continued

Activity Data

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to maintain and enhance the department's computer infrastructure to support operations, analysis and vital electronic communication for police employees.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,675,845	$1,835,140	$1,967,342
FTE's	14.0	14.0	14.0
# of pc's in department	346	321	321
# of portable and mobile radio units supported (all City units managed by Police Department)	1608	1650	1620
# of mobile computers	362	370	368
# of users supported	458	457	455
Cost per system user	$3,659	$4,016	$4,324
% of reports processed electronically rather than by manual methods	82%	79%	80%

FACILITIES & SECURITY MANAGEMENT – The goal of Facilities and Security Management is to provide a secure, aesthetically pleasing, clean, and properly functioning facility environment that is conducive to staff fulfilling the department's mission to the public.			
Expenditures	$1,016,593	$1,100,165	$1,019,097
FTE's	12.75	12.75	12.75
# of security requests completed	1000	1000	1000
# of maintenance requests completed	1500	1500	1500
# of internal inspections completed	20	20	20
Cost per request/task completed	$102	$110	$102
% of customers satisfied with the physical facility environment	67%	70%	69%

CERTIFICATION AND TRAINING - The goal of Certification and Training is to coordinate training to ensure employees meet the Department of Criminal Justice certification and maintain skills to protect the public.			
Expenditures	$790,151	$975,521	$976,274
FTE's	7.0	7.0	7.0
# of mandatory training hours per sworn	51	44	44
# of mandatory training hours per civilian	6	2	4
Average cost of mandatory training per sworn officer	$2,354	$2,076	$2,080
Average cost of mandatory civilian training per employee	$186	$72	$145
% of sworn officers meeting certification	100%	100%	100%
% of average sworn work year (2080 hours) spent in training	2%	2%	2%

Information Services Program

The goal of Information Services is to maintain the integrity and accountability of police reports and other vital documents, so that information is available to assist in prosecution, investigations, reporting crimes, locating wanted or missing persons, and recovering stolen property.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds budget	3.2%	3.2%	3.1%
Total Expenditures	$1,658,720	$1,748,178	$1,732,442
Less Revenues	0	0	0
Net General Fund Expenditures	$1,658,720	$1,748,178	$1,732,442
Program Outcomes			
Incident Based Report System reports (IBRS) submitted on time	100%	100%	100%

Activity Data

REPORT MANAGEMENT – The goal of Report Management is to review, classify, record and secure police incident reports and vital documents, to report crime statistics for the City in accordance with state and federal Incident Based Reporting (IBR) guidelines.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,658,720	$1,748,178	$1,732,442
FTE's	24.5	24.5	23.5
# of incident reports processed	13,960	14,000	14,000
# of criminal reports	10,378	10,100	10,250
# of auto accident reports	1,721	1,800	1,780
# of non-criminal reports	3,590	2,100	2,050
Average cost to process a report	$59.41	$62.43	$61.87

Police Communications Program

The goal of Police Communications is to provide prompt answering, dispatch and resolution of incoming calls to ensure help is quickly and efficiently delivered to those needing Police, Fire or EMS services, or information.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of total All Funds budget	6.0%	5.6%	6.1%
Total Expenditures	$3,124,160	$3,117,238	$3,405,592
Less Revenues	0	0	0
Net General Fund Expenditures	$3,124,160	$3,117,238	$3,405,592
Program Outcomes			
% of calls taken, routed, and managed within policy	98%	98%	98%

Activity Data

CALL HANDLING AND DISPATCHING CALLS FOR SERVICE (CFS) –The goal of Call Handling & Dispatching Calls for Service is to route calls for service to police, fire, EMS or other city services in a timely manner.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$3,124,160	$3,117,238	$3,405,592
FTE's	34.0	34.0	34.0
# of total calls answered per year	380,000	380,000	380,000
Average # of calls answered per day	1041	1041	1041
# of emergency calls dispatched per year	2,920	2,500	2,500
# of non-emergency calls dispatched per year	57,305	56,250	56,800
Average # of calls dispatched per day	165	161	163
% of emergency, Priority 1 calls dispatched within 120 seconds of receipt	82%	80%	80%
% of supervisor audits of employee performance rated satisfactory or above	98%	98%	98%

Patrol Program

The goal of Patrol is to respond to calls for service and provide proactive, visible police presence to protect life and property.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of total All Funds budget	38.2%	36.8%	37.5%
Total Expenditures	$19,881,514	$20,400,307	$20,895,010
Less Revenues	38,102	0	0
Net General Fund Expenditures	$19,843,412	$20,400,307	$20,895,010
Program Outcomes			
% Change in Part 1 Crimes	3.2%	0.0%	0.0%

Activity Data

PATROL – The goal of Patrol is to provide visible police presence and timely response to citizen complaints using strategic response system methods.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$19,610,914	$20,107,168	$20,565,519
FTE's	177.0	179.0	181.0
# of calls for service answered or initiated	55,803	57,000	57,400
# of incident reports completed	13,899	14,000	14,000
Patrol cost per call for service	$351	$353	$358
Average response time to emergency calls for service from dispatch to arrival, excluding accidents	3.6 minutes	3.6 minutes	3.6 minutes
# of arrests made	5,660	5,600	5,650

CRIME ANALYSIS – The goal of Crime Analysis is to identify and analyze crime, calls for service and arrest data to provide actionable information through periodic reports, bulletins and maps that assist with officer deployment to combat and reduce crime.			
Expenditures	$270,600	$293,139	$329,491
FTE's	3.0	3.0	3.0
# of major crime maps per year	150	230	180
# of special requests and projects	100	170	150
Cost per staff hour	$43.37	$46.98	$52.80
% of crime reports submitted by established deadlines	100%	100%	100%

Special Operations Program

The goal of Special Operations is to augment patrol functions with focused problem solving efforts, and with specialized response to unusual events.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of total All Funds budget	17.7%	17.0%	16.3%
Total Expenditures	$9,188,261	$9,435,837	$9,086,526
Less Revenues	0	0	0
Net General Fund Expenditures	$9,188,261	$9,435,837	$9,086,526
Program Outcomes			
Percentage of unplanned incidents resolved in accordance with police	NA	100%	100%

Activity Data

TRAFFIC AND PARKING – The goal of Traffic and Parking is to direct traffic, enforce traffic and parking laws, and provide education to calm traffic, reduce vehicle accidents and protect pedestrians.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$4,521,557	$4,583,024	$4,491,549
FTE's	47.0	46.0	45.0
# of parking tickets issued by all APD employees	71,705	71,000	71,500
Cost per parking ticket	$63.06	$64.55	$62.82
Net change in accident rate in city	na	0%	0%

SPECIAL RESPONSE UNIT* – The goal of the Special Response Unit is to provide rapid response to crimes, incidents, or emergencies and to coordinate homeland security matters.			
Expenditures	$1,609,788	$1,968,747	$1,540,564
FTE's	17.0	17.0	14.0
# of arrests made	476	610	576
Cost per arrest	$1,691	$1,614	$1,337
# of special deployments for rapid response to crime trends	10	8	8
Progress to deploy self-contained breathing apparatus	50%	100%	100%

*Retroactive to FY 2008, the Special Response Unit and Street Crimes activities have been combined in to a single activity.

SPECIAL EVENTS/INCIDENTS – The goal of Special Events/Incidents is to provide police presence at planned City special events; and to respond to unplanned, major incidents in order to control traffic, criminal and other potential hazards.			
Expenditures	$1,985,347	$1,826,522	$2,114,036
FTE's	11.0	11.0	13.0
# of planned special events handled (parades, festivals, etc.)	23	53	40
# of unplanned events handled (hostage, hazmat, etc.)	12	5	4
Average cost per planned event	$2,565	$3,800	$5,000
Average cost per unplanned event	$8,846	$10,000	$15,000
% of special event after-action reports completed within 10 days	100%	100%	100%
% of incidents resolved in accordance with departmental policy	100%	100%	100%

Special Operations Program, continued

Activity Data

SCHOOL RESOURCE OFFICERS – The goal of SRO is to provide visible police presence, education and intervention programs in City schools to support youth and discourage criminal behavior.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$847,621	$823,087	$775,089
FTE's	7.0	6.0	6.0
# of student contacts	1,500	1,500	1,500
# of incidents involving physical altercation	15	36	30
Cost per public school student	$84.72	$82.27	$77.47

COMMUNITY RELATIONS – The goal of Community Relations is to offer crime prevention and education to Alexandria residents to improve their knowledge of police operations and to promote personal safety.			
Expenditures	$223,948	$234,457	$165,288
FTE's	2.0	2.0	1.0
# of citizen academy participants each year	47	50	50
Cost per academy participant	$1,191	$1,172	$826
% of community associations satisfied with police services	NA	>70%	>70%

Criminal Investigations Program

The goal of Criminal Investigations is to investigate felony and misdemeanor violations of law to identify the individuals who commit these offenses and arrest them.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds budget	18.8%	18.1%	18.5%
Total Expenditures	$9,788,933	$10,087,026	$10,303,676
Less Revenues	295,958	30,000	32,295
Net General Fund Expenditures	$9,492,975	$10,057,026	$10,271,381
Program Outcomes			
Part 1 crime closure rates exceed national average of 62%	Yes, by 8%	Target 13%	Target 13%

Activity Data

CRIMINAL INVESTIGATIONS – The goal of Criminal Investigations is to investigate sex, death, robbery, burglary, grand larceny, financial, gang and juvenile cases involving violations of law, with an emphasis on case closure and prosecution.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$4,573,869	$4,818,409	$4,950,934
FTE's	38.0	38.0	39.0
# of cases assigned	1,601	1,640	1,625
Cost per case	$2,857	$2,938	$3,047
% of cases closed (80% as target)	73%	75%	75%
% of multiple case closures (10% target)	7%	7%	7%

DOMESTIC VIOLENCE UNIT – The goal of the DVU is to investigate all domestic violence and stalking offenses, with an emphasis on coordinating victim services and successful prosecution.			
Expenditures	$825,486	$819,924	$713,886
FTE's	7.0	7.0	6.0
# of cases assigned	892	760	780
Cost per case	$925	$1,079	$915
% of cases involving arrest	54%	60%	65%
% of cases involving services to victims and no arrest	46%	40%	35%

Criminal Investigations Program, continued

Activity Data

VICE/NARCOTICS – The goal of V/N is to investigate violations of law involving vice, organized crime, and narcotics, to arrest the offenders and create a negative financial impact on violators.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,842,924	$1,662,108	$2,351,574
FTE's	10.0	13.0	13.0
# of cases assigned	185	225	220
# of arrests	78	85	80
Cost per case assigned	$9,962	$7,387	$10,689
% of case closures by arrest	41%	38%	38%

TASK FORCES – The goal of TF is to investigate national and regional drug and money laundering operations for Federal prosecution, in partnership with federal, state and local agencies.			
Expenditures	$845,714	$967,461	$531,788
FTE's	7.0	4.0	4.0
# of cases assigned	60	60	60

CRIME SCENE INVESTIGATIONS – The goal of CSI is to support CIS and Patrol with crime scene processing and fingerprint identification, leading to arrests of criminal suspects.			
Expenditures	$1,700,940	$1,819,124	$1,755,494
FTE's	15.0	15.0	15.0
# of Evidence Processing Reports	1,700	1,700	1,700
% of latent fingerprints identified at crime scenes (target is 50%)	50%	50%	50%

Public Services Program

The goal of the Public Services Program is to promote public education, provide information through the media, and investigate all complaints against police employees.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of total All Funds budget	1.0%	1.0%	1.0%
Total Expenditures	$526,352	$566,918	$579,833
Less Revenues	0	0	0
Net General Fund Expenditures	$526,352	$566,918	$579,833
Program Outcomes			
Percent of complaints against employees investigated and resolved	NA	100%	100%

Activity Data

PUBLIC INFORMATION OFFICE – The goal of the Public Information Office is to promptly and accurately notify command staff, the public, the media and city officials of significant police-related incidents.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$228,792	$250,693	$248,425
FTE's	2.0	2.0	2.0
# of media contacts per year	3,935	7,000	5,000
# of daily crime incident reports produced per year	249	260	260
% of daily crime reports posted on the Internet within 1 business day	100%	100%	100%
Cost per resident population	$1.65	$1.81	$1.80

INTERNAL INVESTIGATIONS – The goal of Internal Investigations is to investigate allegations of misconduct involving department personnel.			
Expenditures	$297,560	$316,225	$331,408
FTE's	2.0	2.0	2.0
# of formal complaints managed (received, investigated, resolved)	150	150	150
Cost per investigation	$1,984	$2,108	$2,209

Summary of Budget Changes

Adjustments to Maintain Current Service Levels		
Activity	**Adjustment**	**FY 2010 Proposed**
Operations Support Services	*Lease Expenses*	**$132,038**
This adjustment will provide for an increase in lease costs at Hoffman and Avalon Bay buildings. This includes increases at four lease locations and parking at 2 main facilities.		
Technical Services	*Software Maintenance*	**$10,000**
This adjustment will provide for annual maintenance on IXReveal Data Mining software. This will provide users with up to date software, patches, and technological support.		
Technical Services	*AVL Annual Maintenance*	**$3,450**
This adjustment will provide for annual maintenance on Automatic Vehicle Locator (AVL) client license. This software allows officers to view active incidents and the location of other units, which assists officers in reducing response time.		
Technical Services	*Looking Glass Annual Maintenance*	**$15,410**
This adjustment will provide for annual maintenance on Looking Glass Mobile software. This software is used to monitor the location of police officer mobile computers using AVL software.		
Motors and Hack	*E-Summons Annual Maintenance*	**$15,228**
This adjustment provides for the annual maintenance cost to maintain and upgrade E-Summons software. Software allows officers to issue additional summons, resulting in increased revenue to offset this maintenance cost.		

Police Department

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Special Response Unit	*Special Response Officer*	**(1.00)**	**($66,954)**
This reduction will transfer one police officer from the Special Response Unit to Patrol. The department will then reduce budgeted sworn strength by 1 Police Officer I, which will reduce the need to hire one new recruit for patrol. The Special Response Unit provides rapid response to crimes, incidents, or emergencies and coordinates homeland security matters. Under this reduction, the unit will decrease from 9 to 8 officers. There will be no impact on street operations with this program reduction.			
Traffic and Parking	*Vacant Hack Inspector*	**(1.00)**	**($62,006)**
This reduction will eliminate a vacant Hack (taxi cab) Inspector position. This position has been vacant for 2 years and its elimination is not expected to result in a service impact.			
Domestic Violence Unit	*Domestic Violence Investigator*	**(1.00)**	**($69,748)**
This reduction will transfer one officer from the Domestic Violence Unit to Patrol. The department will then reduce budgeted sworn strength by 1 Police Officer 1, which will reduce the need to hire one new recruit for patrol. The Domestic Violence Intervention Program was originally funded with Federal grants beginning in the mid 1990's, and was comprised of 2 officers, later expanded to 5 personnel. A supervisor and additional detective were added in the early 2000's for a total of 7 staff. This reduction may result in fewer services to victims in cases involving no arrest. All domestic violence cases are investigated, and any calls for service involving domestic violence incidents are handled as important calls, in accordance with standard Police procedures and policies. No public safety impact is expected from this reduction.			
Leadership and General	*Court Liaison Officer*	**(1.00)**	**($69,748)**
This reduction will transfer one Court Liaison Officer to Patrol. The department will then reduce budgeted sworn strength by 1 Police Officer I and will reduce the need to hire one new recruit for patrol.			
Special Operations	*Elimination of GRIP*		**($100,000)**
This reduction eliminates the Gridlock Reduction Program (GRIP). This program provides funds for overtime to post police officers at 7 key intersections in the City to prevent traffic gridlock during evening rush hours. The Police Department believes that this reduction will have a marginal negative impact on traffic congestion in the City of Alexandria. This reduction was implemented mid-year in FY 2009.			
Certification and Training	*Eliminate Non-Essential Travel*		**($20,000)**
This reduction will decrease funds for non-essential travel. The department plans to deny any nonmandatory conference requests, and/or reduce the number of employees who are authorized to attend. As a result, less funds will be needed to cover travel costs. This is an efficiency reduction and therefore will not impact service levels.			
Various	*Reduce Telecommunications*		**($20,000)**
This reduction will decrease funds for telecommunications. The department plans to exchange at least half of the Blackberry devices currently issued with cell phones. In addition, the department will continue internal cell phone audits that result in employee reimbursements for personal calls. This is an efficiency reduction and therefore will not impact service levels.			
Various	*Reduce Uniform Costs*		**($10,000)**
This reduction will provide savings by denying the purchase of discretionary uniform items such as alternate jackets and caps. This is an efficiency reduction and therefore will not impact service levels.			

Police Department

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Special Response Unit/Street Crimes	*Deadline 1 Vehicle*		**($3,800)**
This reduction will result in the deadlining of one retained vehicle through the consolidation of the Special Response and Street Crimes Units. Consolidation of these two units under one bureau will allow the department to transfer 2 officers to patrol to maintain core officer strength, leaving 12 officers and 2 sergeants. Over time, the units developed some duplicative functions. No positions will be cut. This is an efficiency reduction and therefore will not impact service levels.			
Community Relations	*Crime Prevention Technician*	**(1.00)**	**($59,343)**
This reduction will eliminate a Crime Prevention Technician position. The incumbent will be transferred to an existing vacant position (eg PEO, Communications or other) within the Department. The workload for this position will be significantly reduced with the implementation of the Cry Wolf program. These changes allow for the elimination of this position. This reduction is not likely to impact service levels.			
Homeland Security and Emergency Preparedness	*Deadline 1 Vehicle*		**($3,800)**
This reduction will result in the deadlining of one retained vehicle through the transfer of officers from the unit to Patrol. The Homeland Security and Emergency Preparedness unit was created after the attacks of 9/11/01 to maintain a permanent presence in the Alexandria Police Department to monitor and plan response to homeland security threats. Given the City's proximity to Washington DC and the Pentagon, important political and public leaders who reside in Alexandria, geographical factors, and major transportation corridors, this presence must be maintained. However, the Police Department believes the unit can accomplish its missions with fewer staff and plans to retain one captain and a task force officer. One officer will be transferred to Patrol to maintain core operations.			
School Crossing Guards	*Part-time Health Care for New School Crossing Guards*		**($10,000)**
This reduction will provide part-time rather than full-time health insurance to any new School Crossing Guards. The school crossing guards (SCGs) are part-time, under 20-hour per week employees and work approximately 40 weeks each year. Due to a long-standing agreement with the City, SCGs receive the same health insurance benefits as full-time employees. This reduction does not impact any current school crossing guards and assumes that there will be two new crossing guards per year.			

Fees for Services

Activity	Fee Adjustment	FY 2010 Proposed
Special Operations	*Cry Wolf Program*	**$37,200**
The Police Department has begun the implementation of a new revenue collection program called the Cry Wolf program. This program will replace the manual process now implemented to cite and collect fines from false alarm calls. Cry Wolf estimates that after 6 months start-up, between $72,000 and $100,000 in additional revenues would be collected. Staff estimates that the City share of the revenue would be about $37,200 for FY 2010.		
Parking Enforcement	*Handicapped and HOV Parking Violation Fine Increase*	**$40,300**
This fee proposal would increase fines for two parking violations. The first will increase the fine for parking in a Disabled Space from $201 to $300. Fairfax County's fine for handicapped parking violations is currently set at $500, while Arlington County's fine ranges from $250 to $500 depending on the officer's discretion. The second proposal will raise the fine for parking in an HOV lane from $50 to $100.		
Parking Enforcement	*Operation Bootstrap*	**$184,000**
The Police Department will be conducting a special program called Operation Bootstrap. In cooperation with Finance staff, Parking Enforcement Officers use automated citation devices to compile a list of vehicles with multiple unpaid parking violations. The vehicles are then immobilized with a boot, or impounded, until the vehicle owner pays the City the accrued fines. While the Police Department has always booted vehicles with multiple unpaid parking tickets, this is a more targeted effort.		

Miscellaneous Departmental Information

Table 1 shows the portion of the Police Department's expenditures that are paid by the Commonwealth of Virginia.

Table 1 "Net City Share" of Department of Police Operations

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
General Fund Expenditures	50,849,238	53,502,272	53,997,444
Police Related General Fund Revenues			
HB599 Revenue	6,397,009	6,397,010	5,951,112
Total	6,397,009	6,397,010	5,951,112
Net City Share (General Fund Expenditures Less Related Revenues)	44,452,229	47,105,262	48,046,332

Table 2 includes Alexandria crime statistics for 2006-2008*.

Table 2	Part I Crimes in Alexandria		
	CY 2006	CY 2007	CY 2008
Homicide	5	7	4
Rape	27	17	35
Robbery	201	161	158
Aggravated Assault	244	218	158
Burglary	383	365	315
Larceny	2,493	2,598	2,811
Auto Theft	375	373	376
Total	3,728	3,739	3,857

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Operating Agencies

HEALTH AND WELFARE

Department of Human Services..... 15-2
Mental Health, Mental Retardation and Substance Abuse 15-27
Alexandria Health Department..... 15-46
Other Health Activities 15-64

Department of Human Services

Mission Statement: The mission of the Department of Human Services is to facilitate the ability of Alexandrians to function successfully in our society and improve the quality of their lives, to provide services that are responsive to individual, family and community needs; to expedite and advocate access to opportunities, services and resources; and to serve Alexandrians with special needs.

FY 2010 Budget Summary Table and Highlights

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$19,184,821	$20,457,711	$19,736,072	-3.5%
Non-Personnel	37,304,168	36,001,968	36,880,726	2.4%
Capital Goods Outlay	1,619	218,000	186,180	-14.6%
Total Expenditures	$56,490,608	$56,677,679	$56,802,978	0.2%
Less Revenues				
Internal Services	$0	$218,000	$186,180	-14.6%
Special Revenue Funds	26,426,421	$27,849,510	26,927,924	-3.3%
Total Designated Funding Sources	$26,426,421	$28,067,510	$27,114,104	-3.4%
Net General Fund Expenditures	$30,064,187	$28,610,169	$29,688,874	3.8%
Total Department FTE's	242.7	242.4	233.5	-3.7%

Highlights

•The General Fund budget for the Department of Human Services is increasing $1,074,374, or 3.8%. The General Fund costs associated with the Comprehensive Services Act (CSA) for foster care and special education are increasing $1,834,951. Without this increase, the DHS General Fund budget is decreasing $760,577.

•Personnel costs are decreasing by $725,473, or 3.5%, as a result of the reduction of 9.4 positions from the General Fund.

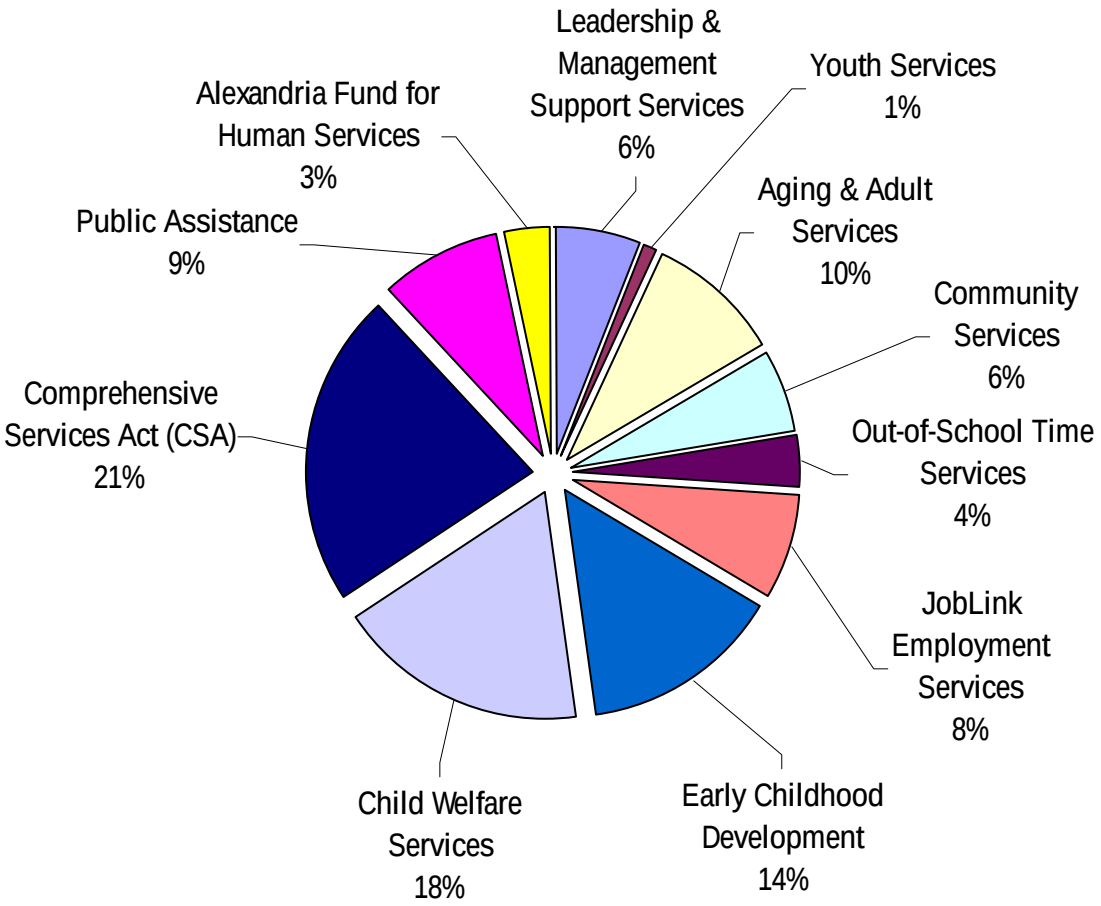
•Non-personnel costs are increasing by $878,258, or 2.4%. Total CSA program costs are expected to increase $2,595,299 compared to the budgeted amount for FY 2009. State revenues will fund $760,348 of these program increases. The increase for the City's foster care and special education services is based on prior and current year experience.

•Reductions to DHS and the Alexandria Fund for Human Services in the amount of $2,069,896 are described in detail at the end of this section.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of Human Services clients served (unduplicated)	15,746	15,000	16,000
# of meals served	62,989	64,200	66,300
# of adult clients served through Adult Employment	2,455	3,230	2,456
Of children in foster care < 12 months, % that have had no more than 2 placements	92%	87%	87%
# of ESL participants served	431	410	415
% of objectives met as reported by grantees	90%	95%	90%

FY 2010 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership, IT & Management Support Services	$3,041,929	$3,513,143	$3,438,180	-2.1%
Youth Services	790,396	713,590	550,565	-22.8%
Aging & Adult Services	5,071,307	5,449,422	5,431,078	-0.3%
Community Services	2,831,219	3,354,453	3,336,612	-0.5%
Out-of-School Time Services	2,121,797	2,087,534	1,998,480	-4.3%
JobLink Employment Services	3,557,573	4,424,889	4,322,841	-2.3%
Early Childhood Development	9,016,582	8,442,859	8,045,730	-4.7%
Child Welfare Services	10,783,922	11,035,807	10,124,242	-8.3%
Comprehensive Services Act (CSA)	11,741,658	10,171,532	12,770,243	25.5%
Public Assistance	5,237,765	5,159,569	4,869,910	-5.6%
Alexandria Fund for Human Services	2,296,459	2,324,880	1,915,098	-17.6%
Total Expenditures	$56,490,608	$56,677,679	$56,802,978	0.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership, IT & Management Support Services	26.0	27.0	26.0	-3.7%
Youth Services	4.0	5.0	4.0	-20.0%
Aging & Adult Services	28.0	28.0	27.5	-1.8%
Community Services	13.0	13.0	12.0	-7.7%
Out-of-School Time Services	1.0	1.0	1.0	0.0%
JobLink Employment Services	35.1	36.1	36.8	1.8%
Early Childhood Development *	16.6	16.5	15.5	-6.1%
Child Welfare Services	57.8	55.5	52.8	-4.9%
Comprehensive Services Act (CSA)	3.0	3.0	3.0	0.0%
Public Assistance	58.3	57.3	55.0	-4.1%
Alexandria Fund for Human Services	0.0	0.0	0.0	N/A
Total full time employees	242.8	242.4	233.5	-3.7%

Department of Human Services

DHS Programs and Activities

Leadership & Management Support Services
- Leadership/IT & General Management
- Multicultural Services

Youth Services
- Youth Services

Aging & Adult Services
- Adult Protective Services
- Companion Services
- Community-Based Long Term Care
- Transportation
- Residential Long Term Care Placement & Assistance

Community Services
- Homeless Prevention
- Homeless Shelter
- Emergency Services
- Rent Relief
- Ex-offender Re-entry

Out-of-School Time Services
- Out-of-School Time

JobLink Employment Services
- Virginia Initiative for Employment not Welfare
- Youth Employment
- Adult Employment

Alexandria Fund for Human Services
- Children's Fund
- Youth Fund
- Community Partnership Fund

Early Childhood Development
- Child Care Assistance
- Regulatory Services
- Early Intervention Services
- Head Start
- Virginia Preschool Initiative
- Resource Development

Child Welfare Services
- Child Protective and Family Services
- Foster Care Case Management
- Adoptions
- CATCH

Comprehensive Services
- CSA Coordination & Financial Management
- Foster Care Services
- Special Education Tuition Assistance
- Services for Youth Who Are Court Involved, Truant, or Have Mental Health Needs

Public Assistance
- Medicaid
- SLH
- Food Stamps
- TANF
- Refugee Assistance
- General Relief
- Auxiliary Grants

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Suzanne Chis, 703.838.0703
Division Director Family Services

Laura Morrison, 703.838.0970
Division Director, Finance and Operations

Dennis McKinney, 703.838.4479
Division Director, *Job*Link

Leadership & Management Support Services

The Goal of Leadership and Management Support Services is to provide quality customer service to the community by utilizing administrative, technical and management expertise to help promote and achieve excellence in Human Services.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	5.4%	6.2%	6.1%
Total Expenditures	$3,041,929	$3,513,143	$3,438,180
Less Revenues	$297,056	$740,013	$764,907
Net General Fund Expenditures	$2,744,873	$2,773,130	$2,673,273
Program Outcomes			
% of clients satisfied with customer service	N/A	80%	80%
% of departmental activities achieving effectiveness objectives	81%	TBD	78%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide overall administration and guidance and financial management, information technology support, human resources and operational oversight to the Department to support the City's Human Services system, and increase the community's awareness of Human Services programs.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,759,466	$3,215,850	$3,191,505
FTE's	24.0	25.0	24.0
# of Human Services clients served (unduplicated)	15,746	14,400	16,000
# of activities managed	41	41	41
$ managed	$56,490,607	$56,677,680	$56,802,979
% of clients satisfied with customer service	N/A	80%	80%

MULTICULTURAL SERVICES – The goal of Multicultural Services is to ensure Alexandria's culturally diverse residents have access to all City services and resources, encourage participation in the life of the City and its government and enhance the City's delivery of culturally competent services.			
Expenditures	$282,463	$297,293	$246,675
FTE's	2.0	2.0	2.0
# of ESL participants served	431	410	415
# of language line calls - City wide	2,417	2,725	2,400

Youth Services

The goal of Youth Services is to coordinate and collaborate with City and community youth-service professionals, parents, residents and community groups to promote positive development among Alexandria's youth.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	1.4%	1.3%	1.0%
Total Expenditures	$790,396	$713,590	$550,565
Less Revenues	$205,922	$150,773	$137,216
Net General Fund Expenditures	$584,474	$562,817	$413,349
Program Outcomes			
# of youth policy initiatives initiated and/or supported by the Commission and other youth organizations	10	8	8

Activity Data

YOUTH SERVICES – The goal of Youth Services is to improve the services to youth and families by coordinating and collaborating with youth serving agencies and providing workshops, college trips and group and individual counseling to low-income, first generation college-eligible students to prepare and motivate them to pursue a college education through programs like Project Discovery.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$790,396	$713,590	$550,565
FTE's	4.0	5.0	4.0
# of Project Discovery students served	140	135	135
% of Project Discovery students who are accepted in post-secondary educational programs	100%	92%	92%
% of youth service providers indicating increased knowledge of, and participating in, collaborative or interagency initiatives and services/programs	89%	90%	90%

Aging and Adult Services

The goal of Aging and Adult Services is to provide resources and services to seniors and adults with disabilities in order to help them maintain their highest level of independence and remain safely in the community.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	9.0%	9.6%	9.6%
Total Expenditures	$5,071,307	$5,449,422	$5,431,078
Less Revenues	$1,510,770	$1,341,879	$1,348,975
Net General Fund Expenditures	$3,560,537	$4,107,543	$4,082,103
Program Outcomes			
% effectiveness of Aging Programs as measured by effectiveness goals	94%	97%	96%

Activity Data

ADULT PROTECTIVE SERVICES – The goal of Adult Protective Services is to investigate reports and then provide services and resources necessary to protect seniors and adults with disabilities from abuse, neglect and/or exploitation pursuant to the Code of Virginia.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$625,799	$610,865	$594,253
FTE's	5.3	5.5	5.5
# of reports investigated	203	250	218
Monthly average # of cases managed	205	246	218
Cost per case	$3,053	$2,483	$2,726
% of investigations initiated within 24 hours of report	97%	100%	97%
% of cases without further incidence of abuse, exploitation, or neglect within 12 months	94%	96%	97%

COMPANION SERVICES – The goal of Companion Services is to provide assessment for the provision of non-medical in home services, such as light housekeeping, personal care, etc. in order for seniors and adults with disabilities to remain safely in their homes.			
Total Expenditures	$2,004,168	$2,155,818	$2,057,210
$ of Direct Service for Companion Aide salaries	$1,223,596	$1,386,639	$1,310,711
FTE's	6.7	6.9	6.9
Monthly average # of cases managed	295	285	285
Cost per case	$6,794	$7,564	$7,218
% of clients stay safely in home	100%	100%	100%

COMMUNITY-BASED LONG TERM CARE – The goal of Community Based Long Term Care Services is to provide resources and services to seniors aged 60 and over in order for them to maintain their highest level of independence and remain safely in the community.			
Expenditures	$1,362,182	$1,474,728	$1,549,117
FTE's	10.6	10.2	10.7
# of meals served	62,989	64,200	66,300
# of adult day care hours provided	19,942	24,000	20,000
% of home meals delivered on schedule	100%	98%	98%
% of day care capacity utilized	77%	93%	90%

Agency and Adult Services, continued

Activity Data

TRANSPORTATION – The goal of Transportation Services is to provide accessible transportation for seniors age 60 and over to senior centers, services and shopping that help them maintain their independence.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$544,016	$594,024	$534,613
FTE's	4.7	4.7	3.7
# of one-way bus trips provided by Agency and Aging staff	2,472	3,000	1,996
# of one-way senior taxi trips	13,317	13,400	13,400
Cost per one-way senior taxi trip	$17.66	$16.75	$17.50

RESIDENTIAL LONG-TERM CARE PLACEMENT & ASSISTANCE – The goal of Residential Long Term Care Placement and Assistance is to provide assessment and placement of indigent seniors and disabled adults in a City governed facility for nursing home and assisted living services. /1			
Expenditures	$535,142	$613,987	$695,885
$ of Direct Services (Birmingham Green facility)	$441,925	$497,860	$576,146
FTE's	0.7	0.7	0.7
# of screenings for residential and community-based care	219	150	92
# of beds budgeted	30	32	32
$ per screening	$426	$774	$1,302
Total Annual Cost per budgeted bed	$14,731	$15,558	$18,005

/1 It should be noted that there is $273K in Elderly Rent Relief budgeted in the Homeless Prevention Activity and $137,500 in Auxiliary Grants for indigent assisted living care.

Community Services

The goal of Community Services is to provide financial assistance, counseling and support services that allow households and individuals to re-establish or maintain self-sufficiency and affordable housing.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	5.0%	5.9%	5.9%
Total Expenditures	$2,831,219	$3,354,453	$3,336,612
Less Revenues	$889,467	$1,064,065	$1,041,154
Net General Fund Expenditures	$1,941,752	$2,290,388	$2,295,458
Program Outcomes			
% of effectiveness goals met by Community Services program	N/A	80%	80%

Activity Data

HOMELESS PREVENTION – The goal of Homeless Prevention is to provide time limited financial assistance, housing counseling and support services so homeless households and households experiencing a financial crisis beyond their control can establish and/or maintain homes.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$525,727	$421,857	$410,740
FTE's	2.9	2.9	1.9
# of clients served	273	167	167
# of households served	139	82	82
$ of assistance provided	$348,736	$425,000	$405,000
Cost per household served	$3,782	$5,145	$5,009
# of evictions avoided	100	82	82
% of households who are still in their homes 6 months later	79%	80%	80%

HOMELESS SHELTER – The goal of the Alexandria Community Shelter is to ensure The Salvation Army provides safe and secure emergency shelter and supportive services to homeless individuals and families.			
Expenditures	$1,029,212	$1,045,399	$1,014,501
$ for Contract with Alexandria Community Shelter	$686,913	$704,118	$706,288
FTE's	1.6	1.6	1.3
# of households served	186	240	105
# of clients served	196	306	120
# of shelter bed nights of care	16,126	14,800	14,800
Cost per shelter bed night	$63.82	$70.64	$68.55
% of households developing a self-sufficiency assessment within 72 hours of entering the shelter	99%	95%	95%

EMERGENCY SERVICES – The goal of Emergency Services is to provide crisis assistance for rent, utility payments, transportation, medical needs, burial and other critical needs in order to meet the emergency needs of low-income households.			
Expenditures	$885,250	$1,491,436	$1,525,108
FTE's	7.3	7.3	7.7
# of clients served	3,271	3,500	3,271
$ of assistance provided	$526,864	$668,182	$589,602
$ value of community donations disseminated	$194,073	$185,000	$175,000
Cost per client served	$271	$426	$466

Community Services, continued

Activity Data

RENT RELIEF – The goal of Rent Relief is to provide monthly rent subsidy to low-income elderly or disabled adult renters in market rate units to support stability and affordability.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$285,303	$286,179	$283,005
FTE's	0.1	0.1	0.05
# of clients served	83	80	84
Total Cost per client served	$3,437	$3,577	$3,369
% of households with rent burdens reduced to 50% of gross income	32%	32%	32%

EX-OFFENDER RE-ENTRY – The goal of Ex-Offender Re-Entry is to provide counseling and supportive services that promote self-support and permanency for ex-felons transitioning from prison to the community.			
Expenditures	$105,727	$109,582	$103,258
FTE's	1.2	1.2	1.1
# of post-release clients served	101	100	110
Cost per client served	$1,047	$1,096	$939
% of clients not returning to prison on new felony charges within one year of enrollment	97%	85%	85%

Out of School Time Services

The goal of Out-of-School Time Services is to support, promote and provide quality before and after school programs for children of the City's working families so that they are engaged in structured and supervised activities during non-school hours.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	3.8%	3.7%	3.5%
Total Expenditures	$2,121,797	$2,087,534	$1,998,480
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,121,797	$2,087,534	$1,998,480
Program Outcomes			
% of parents rating vendor-provided out-of-school time programs good or excellent	96%	95%	90%

Activity Data

OUT OF SCHOOL TIME SERVICES – The goal of Out-of-School Time Services is to support, promote and provide quality before and after school programs for children of the City's working families so that they are engaged in structured and supervised activities during non-school hours	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,121,797	$2,087,534	$1,998,480
$ of direct payments for service	$1,926,686	$1,950,000	$1,858,716
FTE's	1.0	1.0	1.0
# of students enrolled	879	840	700
# of monitoring visits conducted	24	24	12
Cost per student per day of service	$11	$11	$13

Job*Link* Employment Services

The goal of the JobLink Employment Services Program is to bring together job seekers who desire permanent employment and businesses that need reliable employees in order to increase self-sufficiency and promote economic development.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	6.3%	7.8%	7.6%
Total Expenditures	$3,557,573	$4,424,889	$4,322,841
Less Revenues	$735,448	$1,796,013	$1,687,436
Net General Fund Expenditures	$2,822,125	$2,628,876	$2,635,405
Program Outcomes			
% of clients rating service as good or excellent	96%	81%	81%

Activity Data

VIRGINIA INITIATIVE FOR EMPLOYMENT NOT WELFARE – The goal of VIEW is to provide employment services to Temporary Aid to Needy Families recipients who are required by TANF policy or volunteer to be in the VIEW program.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$965,051	$1,543,214	$1,635,057
FTE's	14.3	15.1	16.5
# of VIEW clients served	350	354	408
Cost per client served	$2,757	$4,359	$4,007
% of clients placed in work activity	82%	70%	70%

YOUTH EMPLOYMENT – The goal of Youth Employment is to provide employment services to low-income clients, ages 14 to 21, to increase employability and self-sufficiency.			
Expenditures	$616,349	$724,165	$741,613
FTE's	5.0	5.0	4.6
# of all youth served	666	673	536
Cost per youth served	$925	$1,076	$1,384
Hourly average wage per placement	$6.41	$6.30	$6.41

ADULT EMPLOYMENT – The goal of Adult Employment is to provide employment services to adults to increase self-sufficiency. Clients served include those affected by layoffs, those who are low income and unemployed or underemployed, those who have disabilities, those who were previously incarcerated, as well as refugees, food stamp recipients, and other City residents not eligible for special programs.			
Expenditures	$1,976,173	$2,157,510	$1,946,171
FTE's	15.8	16.0	15.7
# of adult clients served	2,455	3,230	2,456
Cost per adult client served	$805	$668	$792
Average hourly wage per placement	$13.83	$12.42	$13.83

Office of Early Childhood Development (OECD)

The goal of the Office of Early Childhood Development (OECD) is to develop and maintain high quality early childhood education resources for all children, but especially children in low-income families, to ensure safety and quality programs that promote school readiness.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	16.0%	14.9%	14.2%
Total Expenditures	$9,016,582	$8,442,859	$8,045,730
Less Revenues	$7,397,041	$6,308,852	$6,447,619
Net General Fund Expenditures	$1,619,541	$2,134,007	$1,598,111
Program Outcomes			
% of children attending accredited child care centers	60%	65%	55%

Activity Data

CHILD CARE ASSISTANCE – The goal of Child Care Assistance is to provide financial assistance with child care services to income eligible families to allow parents to work or to attend a school or education program leading to employment.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$5,588,483	$5,472,003	$5,120,323
FTE's	8.7	8.7	8.2
# of families that received child care services	562	468	423
# of children that received child care services	860	701	630
# of teen parents served	13	10	13
Cost per child served	$6,498	$7,806	$8,127

REGULATORY SERVICES – The goal of Regulatory Services is to determine initial and on-going compliance of family child care providers with City ordinances and DHS and State regulations to ensure the provision of a safe, high quality child care experience.			
Expenditures	$347,038	$341,322	$323,272
FTE's	3.7	3.6	3.4
# of corrective action plans	10	10	11
# of providers regulated	224	253	274
Cost per provider regulated	$1,549	$1,349	$1,180

HEAD START – The goal of Head Start is to provide quality preschool experience and comprehensive services to low-income families to help children develop the skills necessary for school readiness through a contractual relationship with a local non-profit.			
Expenditures	$2,325,708	$2,010,912	$2,029,863
FTE's	0.7	0.7	0.6
# of children served	252	252	252
Cost per child served	$9,229	$7,980	$8,055
% of children passing Phonological Awareness Literacy Screening (PALS)	83%	85%	85%

Office of Early Childhood Development (OECD), continued

Activity Data

VA PRESCHOOL INITIATIVE – Develop and manage a collaboration of early childhood programs that provide high quality early care and education to previously unserved at-risk four-year-olds to prepare them for school.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$404,439	$254,984	$273,403
FTE's	0.5	0.5	0.5
# of children served	193	193	192
Cost per child served	$2,096	$1,321	$1,424
% of children passing Phonological Awareness Literacy Screening (PALS)	78%	TBD	80%

RESOURCE DEVELOPMENT – The goal of Resource Development is to provide training, education, mentoring and support for family child care providers and child care center staff to develop and maintain high quality early child and education services.			
Expenditures	$350,914	$363,638	$298,870
FTE's	3.0	3.0	2.8
# of workshops for providers	64	61	62
# completing Vocational ESL class	24	30	40
# of teachers completing CDA training	17	10	0

Child Welfare Services

The goal of Child Welfare Services is to ensure the safety and well-being of children at risk of neglect or abuse and foster a permanent connection to family.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	19.1%	19.5%	17.8%
Total Expenditures	$10,783,922	$11,035,807	$10,124,242
Less Revenues	$7,004,930	$8,386,215	$6,716,710
Net General Fund Expenditures	$3,778,992	$2,649,592	$3,407,532
Program Outcomes			
% of children without re-occurrence of maltreatment	100%	100%	100%

Activity Data

CHILD PROTECTIVE SERVICES – The goal of Child Protective Services is to investigate allegations of child abuse/neglect and to identify service needs to reduce risk and secure safety for children and to provide services to at-risk families to prevent/reduce child abuse/neglect and promote safety.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,832,320	$2,771,280	$2,495,615
FTE's	21.3	20.9	20.9
Monthly average # of families receiving prevention and child protection services	202	234	200
Cost per famiy served	$14,021	$11,843	$12,478
% of children without re-occurance of maltreatment	100%	100%	100%

FOSTER CARE & CASE MANAGEMENT – The goal of Foster Care and Case Management is to provide care and treatment to ensure the well being of children in foster care while working toward permanency within 12 months.			
Total Expenditures	$5,468,479	$5,913,042	$5,222,265
$ of non CSA foster care payments	$2,253,991	$3,029,610	$2,300,000
FTE's	27.7	26.4	23.9
Monthly average # of children served in foster care	202	222	200
Service delivery cost per child	$15,913	$12,988	$14,611
# of approved foster homes	82	91	91
% of children in foster care that have no more than 2 placements in less than 12 months	92%	87%	87%
% of children re-entering foster care	2%	7%	7%

Additional foster care and treatment services occur in the Foster Care Activity within the CSA Program.

ADOPTION SERVICES – The goal of Adoption Services is to secure permanent families for children in Department of Social Services custody.			
Total Expenditures	$2,284,547	$2,180,293	$2,142,041
Total $ of adoption subsidies	$1,694,266	$1,606,356	$1,700,000
FTE's	6.1	5.7	5.0
Monthly average # of subsidies	160	177	177
Service delivery cost per child	$3,689	$3,243	$2,497
% of children exiting to adoption whose adoption is completed within 24 months	28%	32%	32%

Child Welfare Services, continued

Activity Data

CHILD ASSESSMENT & TREATMENT CENTER (CATCH) – The goal of CATCH is to provide a comprehensive continuum of medical care for foster care children, ages 0 to 21.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$198,575	$171,192	$264,321
FTE's	2.7	2.5	3.0
# of children screened for medical issues	134	176	200
Cost per child served	$1,482	$973	$1,322
% of children referred for comprehensive screening	100%	100%	100%

Comprehensive Services Act

The goal of the Comprehensive Services Act is to provide funding for services to at risk children and to ensure that State and local agencies, parents and private service providers work together to plan and provide services.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	20.8%	17.9%	22.5%
Total Expenditures	$11,741,658	$10,171,532	$12,770,243
Less Revenues	$4,485,541	$4,691,890	$5,448,193
Net General Fund Expenditures	$7,256,117	$5,479,642	$7,322,050
Program Outcomes			
% of placements found appropriate at utilization review	100%	100%	100%
% of children receiving comprehensive assessments	100%	100%	100%

Activity Data

CSA COORDINATION & FINANCIAL MANAGEMENT – The goal of CSA Coordination and Financial Management is to provide overall coordination and financial control for Comprehensive Services Act purchase of services.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$238,528	$247,297	$250,709
FTE's	3.0	3.0	3.0
$ of funds administered	$11,503,130	$8,871,825	$12,519,534
Cost per $100,000 administered	$2,074	$2,787	$2,003
% decrease in funding of children in congregate care	14.29%	2.5%	2.5%

FOSTER CARE SERVICES – The goal of Foster Care Services is to purchase comprehensive services based on level of need in the least restrictive environment, to prevent/reduce child abuse/neglect and promote safety for at-risk families and to ensure the well-being of children in foster care.			
Expenditures	$8,282,254	$7,145,449	$9,014,064
FTE's	0.0	0.0	0.0
# of children served	427	485	427
$ of services purchased for children in foster care	$7,243,879	$5,886,911	$7,883,940
$ of services purchased for foster care prevention	$677,493	$436,598	$737,356
Cost per child served	$19,396	$14,733	$21,110
% of children receiving comprehensive assessments	100%	100%	100%

Comprehensive Services Act, continued

Activity Data

SPECIAL EDUCATION TUITION ASSISTANCE – The goal of Special Education Tuition Assistance is to purchase comprehensive services that are consistent with the Individual Educational Plan to ensure a quality education for children with Special Education needs.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$3,105,845	$2,679,543	$3,380,274
FTE's	0.0	0.0	0.0
# of children served	95	80	95
$ of services purchased	$3,453,528	$2,473,316	$3,830,327
Cost per child served	$32,693	$33,494	$35,582
% of children whose Individual Educational Plan is consistent with their placement	100%	100%	100%

SERVICES FOR YOUTH WHO ARE COURT INVOLVED, TRUANT, OR HAVE MENTAL HEALTH NEEDS – The goal of this activity is to purchase non-mandated, comprehensive services, based on level of need, in the least restrictive environment, for at risk youth and families.			
Expenditures	$115,031	$99,242	$125,195
FTE's	0.0	0.0	0.0
# of children served	16	20	16
$ of services purchased	$61,231	$75,000	$67,911
Cost per child served	$7,189	$4,962	$7,825
% of children receiving comprehensive assessments	100%	100%	100%

Public Assistance

The goal of Public Assistance is to provide financial and medical assistance to eligible residents to promote self-sufficiency and improve their standard of living.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	9.3%	9.1%	8.6%
Total Expenditures	$5,237,765	$5,159,569	$4,869,910
Less Revenues	$3,900,244	$3,587,810	$3,521,894
Net General Fund Expenditures	$1,337,521	$1,571,759	$1,348,016
Program Outcomes			
% of clients receiving benefits in a timely manner	98%	97%	80%

Activity Data

Medicaid - The goal of Medicaid is to provide payment for some medical expenses for eligible citizens to improve their health and well-being.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$1,854,723	$1,817,446	$1,746,910
$ of Direct Benefit	$52,978,755	$50,000,000	$53,000,000
FTE's	23.9	23.5	22.6
Average monthly # of cases	6,314	6,400	6,700
% of applications processed within 45 days	97%	97%	90%
% of Medicaid reviews processed timely	99%	96%	97%

SLH - The goal of State and Local Hospitalization is to provide payments for hospital care for citizens not eligible for Medicaid to decrease their medical liability.			
Total Expenditures	$230,413	$258,473	$251,591
$ of Direct Benefit	$246,474	$246,474	$246,474
FTE's	2.3	2.3	2.2
# of clients served	33	30	30
% of applications processed within 45 days	99%	97%	99%

Food Stamps - The goal of Food Stamps is to provide electronic benefits to low-income households to increase food purchasing power and alleviate hunger and malnutrition.			
Total Expenditures	$1,628,537	$1,595,807	$1,533,873
$ of Direct Benefit	$5,874,470	$5,472,474	$5,500,000
FTE's	21.0	20.6	19.8
Average monthly # of cases	2,855	1,675	3,000
Cost per case	$570	$953	$511
% of applications processed within 45 days	99%	97%	90%
% of renewals processed within 30 days	100%	97%	90%

Public Assistance, continued

Activity Data

TANF - The goal of TANF is to provide temporary cash assistance and employment-related services to enable families with children to become self-sufficient.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$546,509	$653,556	$515,291
$ of Direct Benefit	$1,586,551	$1,586,551	$1,596,551
FTE's	7.0	6.9	6.6
Average monthly # of cases	432	415	415
Cost per case	$1,265	$1,575	$1,242
% of applications processed within 45 days	97%	97%	90%
% of renewals processed within 30 days	100%	97%	90%

REFUGEE ASSISTANCE – The goal of Refugee Assistance is to provide cash assistance to legal Refugees in the U.S. less than 8 months to assist them to achieve self-sufficiency and successful integration into their community.			
Expenditures	$149,132	$138,656	$135,215
FTE's	1.2	1.1	1.1
Average monthly # of cases	18	19	19
Cost per case	$8,285	$7,298	$7,117
% of applications processed within 45 days	100%	97%	100%
% of renewals processed within 30 days	100%	97%	100%

GENERAL RELIEF – The goal of General Relief is to provide financial assistance to individuals who are incapacitated for at least 12 months to assist in meeting their basic needs while awaiting the SSI decision.			
Expenditures	$488,740	$317,312	$310,430
FTE's	2.3	2.3	2.2
Average monthly # of cases	127	117	100
Cost per client served	$3,848	$2,712	$3,104
% of applications processed within 45 days	100%	97%	90%
% of renewals processed within 30 days	100%	97%	100%

AUXILIARY GRANTS – The goal of Auxiliary Grants is to provide financial assistance to residents in state-approved homes for adults to ensure maintenance of a standard of living to meet their basic needs.			
Expenditures	$339,711	$378,320	$376,600
FTE's	0.6	0.6	0.6
Average monthly # of cases	48	55	55
% of applications processed within 45 days	100%	97%	90%
% of renewals processed within 30 days	100%	97%	100%

Alexandria Fund for Human Services

The goal of the Alexandria Fund for Human Services is to provide human service programs for young children, youth, seniors, immigrants and person's with disabilities, through a competitive grant award process to community-based organization, to meet human services priorities in the community.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total Budget	4.1%	4.1%	3.4%
Total Expenditures	$2,296,459	$2,324,880	$1,915,098
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,296,459	$2,324,880	$1,915,098
Program Outcomes			
% of objectives met as reported by grantees	89%	90%	90%

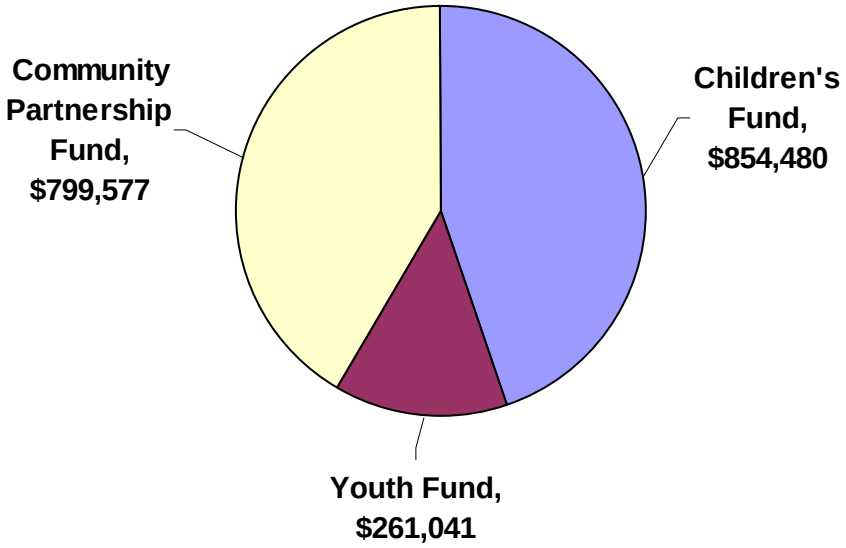
Activity Data

CHILDREN'S FUND – The goal of the Children's Fund is to provide increased access to high quality early childhood programs with comprehensive services to ensure safety and quality programs for at-risk children.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,037,318	$1,037,317	$854,480
FTE's	0.0	0.0	0.0
# of children served in classrooms with comprehensive services	433	461	462
# of children receiving intensive home-based early intervention services	259	240	331
Cost per child served	$1,499	$1,480	$1,078
% of objectives met as reported by grantees	100%	90%	90%

YOUTH FUND – The goal of the Youth Fund is to promote and enhance youth development by mobilizing community organizations to take action to promote positive development among Youth.			
Expenditures	$311,661	$316,897	$261,041
FTE's	0.0	0.0	0.0
# of grants awarded	19	19	19
# of youth served (direct services)	N/A	2,063	2,090
Cost per youth served	N/A	$154	$125
% of objectives met as reported by grantees	84%	90%	90%

COMMUNITY PARTNERSHIP FUND – The goal of the Community Partnership Fund is to provide human services to eligible Alexandrians to meet broad human service priorities in the community.			
Expenditures	$947,480	$970,666	$799,577
FTE's	0.0	0.0	0.0
# of residents served through grant-funded programs	20,800	21,787	22,000
# of grants awarded	33	25	25
Cost per resident served	$45.55	$44.55	$36.34
% of objectives met as reported by grantees	84%	90%	90%

Alexandria Fund for Human Services



Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
Various	*Increased Lease Costs*	**$40,176**

Lease costs throughout the Department were increased as indicated by the contracts. The Department has leased space at 2525 Mt. Vernon Avenue for the main facility ($23,292), at 1900 N Beauregard for JobLink ($9,644), the DHS share at the Center for Alexandria Child($2,384) as well as the rent collected from the CAC for their share ($2,600), and additional space at 2 Herbert Street ($2,256). As a result of the reduction in staffing, staff at the Herbert Street location will be able to be moved back into 2525 Mt. Vernon Avenue. Herbert Street lease will expire in October 2009 and will not be renewed. That savings is identified within the Expenditure Reductions section.

Various	*Contracts*	**$189,454**

An adjustment is necessary to cover the basic increases for inflation in contracts held by DHS. The most sigificant of these is with Birmingham Green for elderly residential care, which is increasing by approximately $78,286. The other significant increases are the copier contract ($41,900), which was adjusted to reflect actual spending; $23,875 for the Homeless Management Information System which was previously budgeted in part in MHMRSA; $17,311 related to the Congregate and Home Delivered Meals programs; $15,311 for the Salvation Army, which operates the Alexandria Community Shelter; and approximately $13,000 in various small contract adjustments.

Comprehensive Services Act	*Increased Program Costs*	**$1,834,951**

Total costs for mandated services for foster care and special education (CSA) are projected to increase by $2,595,299, requiring a general fund increase of $1,834,951. Total program costs in FY 2010 are expected to be $12,519,299, compared to $9,924,235 budgeted for FY 2009. Additional funds to address an FY 2009 shortfall were appropriated by City Council from Fund Balance ($530,000) as part of the Fall Reappropriations Ordinance in October 2008.

Summary of Budget Changes

Expenditure Reduction Options

Activity	Reduction Option	FTEs	FY 2010 Proposed
Multicultural Services	*Professional Services*		**($5,000)**
Based on actual expenditures in prior years and anticipated needs in FY 2010, the budgets for annual memberships, supplies and travel is reduced.			
Various	*End Lease at 2 Herbert Street*		**(44,488)**
As a result of a short-term grant ending and reduction in staffing housed at 2525 Mt. Vernon Avenue, DHS staff can be accommodated without this lease. The lease ends in October 2009 and will not be renewed.			
Child Welfare	*Part time Clerk Typist*	**-0.4**	**(18,907)**
The position assisted in keeping statistics in child protective services program. With increased computerization of this function is no longer needed.			
Adult Employment	*Employment Training Specialist*	**-1.0**	**(73,037)**
Joblink utilizes 4.75 staff to screen incoming job seekers. Joblink will reduce the staffing by 1.0 FTE and utilize case managers to fill this gap, although approximately 250 fewer clients will be served.			
Early Childhood Services	*Emergency Day Care*		**(85,000)**
The Crisis Child Care Program provides child care for parents of children in the shelter, while they look for work, take employment tests or work while awaiting subsidy in the fee system. It is anticipated that this reduction would result in an increase in the length of stay for families in the shelter if parents do not have an much ability for jobsearch as a result of lack of child care.			
Adult Employment	*Fraud Investigator at JobLink*	**-1.0**	**(49,226)**
Fraud functions had already been reassigned to investigators at 2525 Mount Vernon Avenue. Fraud investigation will continue. This position was managing the Ex-Offender Re-Entry Program. Other joblink case managers expert at intensive case management will assist with the gap although approximately 77 few clients will be served.			
Out of School Time	*Before and After School Care*		**(110,534)**
The Campagna Center will make changes to their operations in order to reduce the amount of funding by $100,000 provided by the City, without a direct impact on service provided to children. In addition, the City's Out of School Time program will eliminate contracting for a monitor and utilize existing staff to conduct 12 less site visits.			
Adult and Youth Employment	*JobLink*		**(102,455)**
A temporary receptionist position will be eliminated, in addition to operating costs related to Adult and Youth employment being shifted to donations support or grants. Joblink also reduced security officer contract to business hours and therefore will no longer providing direct client service after business hours.			

Summary of Budget Changes

Expenditure Reduction Options

Resource Development	*Childcare Mini grants*		**(50,000)**

This fund is used to enhance program quality and assist in achieving accreditation, and provides grants less than $5,000 each to child care centers and at times family care providers who serve at-risk children.

Child Care Assistance	*Child Day Care Fee System*		**(470,000)**

VDSS provides about $2.2 million in child care in order for parents to continue to work towards self-sufficiency. Alexandrian's needs for this type of child care is greater than the funds provided. The reduction represents the amount of general funds beyond federal/state support and will affect approximately 70 children. There will be approximately $160,000 to match additional state funding made available.

Youth Services	*Coordinator Youth Services*	**-1.0**	**(86,386)**

The Director of the Office of Youth Services will assume responsibility for the administrative function previously performed by the Project Coordinator. Additional responsibilities have been divided among the Project staff, so as not to negatively impact the total number of clients served, and other functions may take a lower priority.

Aging and Adult Services	*Bus Driver*	**-1.0**	**(68,063)**

Approximately 30 seniors will be affected by this position elimination and special field trips will need to be curtailed. A monthly trip devoted to Dept. of Recreation will be eliminated and some charter trips will take lower priority.

Community Services	*Client Intake Service Worker*	**-1.0**	**(44,519)**

This position is responsible for about 700-800 calls a month and connects potential clients to DHS services. As the referral function in Aging was requiring less hands-on due to implementation of nationwide 211 program, DHS is combining positions to minimize impact on clients and achieve savings through efficiency.

Child Welfare	*Chief of Services*	**-1.0**	**(54,957)**

The position, being held vacant to achieve savings, supervises nine separate units of foster care and child protective services, a psychologist and programs in three separate sites. Currently the Director of DSS is acting as the Chief of Services with the individual unit supervisors also assuming more administrative responsibility.This vacancy reduces the ability to provide consistent oversight and direction to meet the City's goals in Child Welfare.

Public Assistance	*Eligibility Workers*	**-3.0**	**(85,498)**

These positions are responsible for determining eligibility at initial contact and maintaining continual eligibility for public assistance cases which include TANF, Medicaid and Food Stamps. The increase in caseloads will have a material effect on the quality and timeliness of meeting state mandated standards along with the ability to provide other services to clients.

Department of Human Services

Summary of Budget Changes

Expenditure Reduction Options

Aging and Adult Services *Social Worker Supervisor* **(22,860)**

This position will be held vacant for half of FY 2010. The savings are reflected as an increase to the Department's overall vacancy savings from $296,810 to $319,670.

Companion Services *Companion Providers* **(75,928)**

The reduction represents reducing hours of 41 individuals who receive 20 hours of services a week to 15 hours a week. Each case will be reassessed to confirm that the reduction will not put the client at substantial risk, and a 30-day notice of action is required before the reduced service is implemented.

Emergency Services *Emergency Shelter Fund* **(78,580)**

These funds represent a 1/3 reduction in the safety net to prevent eviction, loss of utilities, and fund the City's "unclaimed body" burial program or indigent program. DHS will make every effort to mitigate the impact by providing support to those in the greatest need.

Multicultual Services *Hispanic Committee Contract* **(62,940)**

The contract is to provide services to families or individuals who are recent immigrants or who have limited english proficiency to work with a specialist who can connect them to resources to translate documents, assist in filling out INS forms, citizen applications, and other materials to become self-sufficient in the community.

Youth Services *New Horizons Program Contract* **(71,736)**

These funds represent a program that provides prevention and early-intervention services for youth. The remaining contract budgeted is to provide services to allow youth offenders opportunities to repay the community.

Children's Fund *Early Childhood Training* **-$25,000**

Training and education activities for teachers in child care centeres and family child care providers such as monthly workshops, Child Development Associate credential training, and Vocational classes at Northern Virginia Community College.

Children's Fund *VPI Payment of Parent Co-Pay* **(60,000)**

The funding to assist parents with the subsidized day care co-pay for those children enrolled in the Virginia Preschool Initiative Program will be eliminated which could cut out approximately 8 children from the program should their parents not find alternative sources for the co-pay.

Fund for Human Services *Reduction to Available Grant Funds* **(324,782)**

The funds available to grant to non-profit and other agencies through the Fund for Human Services (Children's Fund, Community Partnership Fund and Youth Fund) was reduced by 14.5%.

Total General Fund Reductions	**-9.4**	**($2,069,896)**

Summary of Budget Changes

In order to maximize potential federal and state revenues, the following positions have been identified as eliminated and all general funds have been removed, but the positions are authorized to be filled and the functions continued in the event that revenue or reimbursement is available to the City.

Unfunded Position Reduction Options

Activity	Reduction Option	FTEs	FY 2010 Proposed
Adult Employment	*Employment Training Specialist*	**-1.0**	**($73,037)**
Joblink utilizes 4.75 staff to screen incoming job seekers. Joblink will reduce the staffing by 1.0 FTE and utilize case managers to fill this gap, although approximately 250 fewer clients will be served.			
Youth Services	*Coordinator Youth Services*	**-1.0**	**($86,386)**
The Director of the Office of Youth Services will assume responsibility for the administrative function previously performed by the Project Coordinator. Additional responsibilities have been divided among the Project staff, so as not to negatively impact the total number of clients served, and other functions may take a lower priority.			
Aging and Adult Services	*Bus Driver*	**-1.0**	**($68,063)**
Approximately 30 seniors will be affected by this position elimination and special field trips will need to be curtailed. A monthly trip devoted to Dept. of Recreation will be eliminated and some charter trips will take lower priority.			
Child Welfare	*Chief of Services*	**-1.0**	**($54,957)**
The position, being held vacant to achieve savings, supervises nine separate units of foster care and child protective services, a psychologist and programs in three separate sites. Currently the Director of DSS is acting as the Chief of Services with the individual unit supervisors also assuming more administrative responsibility.This vacancy reduces the ability to provide consistent oversight and direction to meet the City's goals in Child Welfare.			
Public Assistance	*Eligibility Workers*	**-3.0**	**($85,498)**
These positions are responsible for determining eligibility at initial contact and maintaining continual eligibility for public assistance cases which include TANF, Medicaid and Food Stamps. The increase in caseloads will have a material effect on the quality and timeliness of meeting state mandated standards along with the ability to provide other services to clients.			
Aging and Adult Services	*Social Worker Supervisor*		**($22,860)**
This position will be held vacant for half of FY 2010. The savings are reflected as an increase to the Department's overall vacancy savings from $296,810 to $319,670.			
Total General Fund Reductions		**-7.0**	**-$390,801**

Mental Health/Mental Retardation/Substance Abuse

Mission Statement: The mission of the Department of Mental Health, Mental Retardation and Substance Abuse is to provide effective and cost-efficient mental health, intellectual disability and substance abuse services that measurably improve the quality of life for Alexandria's neediest citizens.

FY 2010 Budget Summary Table and Highlights

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$25,015,891	$25,601,367	$25,677,288	0.3%
Non-Personnel	5,649,937	5,142,359	4,877,431	-5.2%
Capital Goods Outlay	525,821	120,954	120,330	-0.5%
Total Expenditures	$31,191,648	$30,864,680	$30,675,049	-0.6%
Less Revenues				
Internal Services	$0	$119,124	$118,500	-0.5%
Special Revenue Funds	13,242,542	12,613,734	13,407,210	6.3%
Total Designated Funding Sources	$13,242,542	$12,732,858	$13,525,710	6.2%
Net General Fund Expenditures	$17,949,106	$18,131,822	$17,149,339	-5.4%

Highlights

• The General Fund budget for the Department of Mental Health, Mental Retardation and Substance Abuse is decreasing $982,483, or 5.4%.

•Revenue from non-City sources is increasing $793,476, or 6.3%, primarily due to State increases for Mental Health Law Reform.

•The personnel budget is increasing less than $75,921, or 0.3% due to an increase in positions funded (6.3) by special revenue and the full year cost of the 10 Safe Haven positions, offset by a decrease in positions funded by the general fund (14.5). The general fund position reductions are described later in this section.

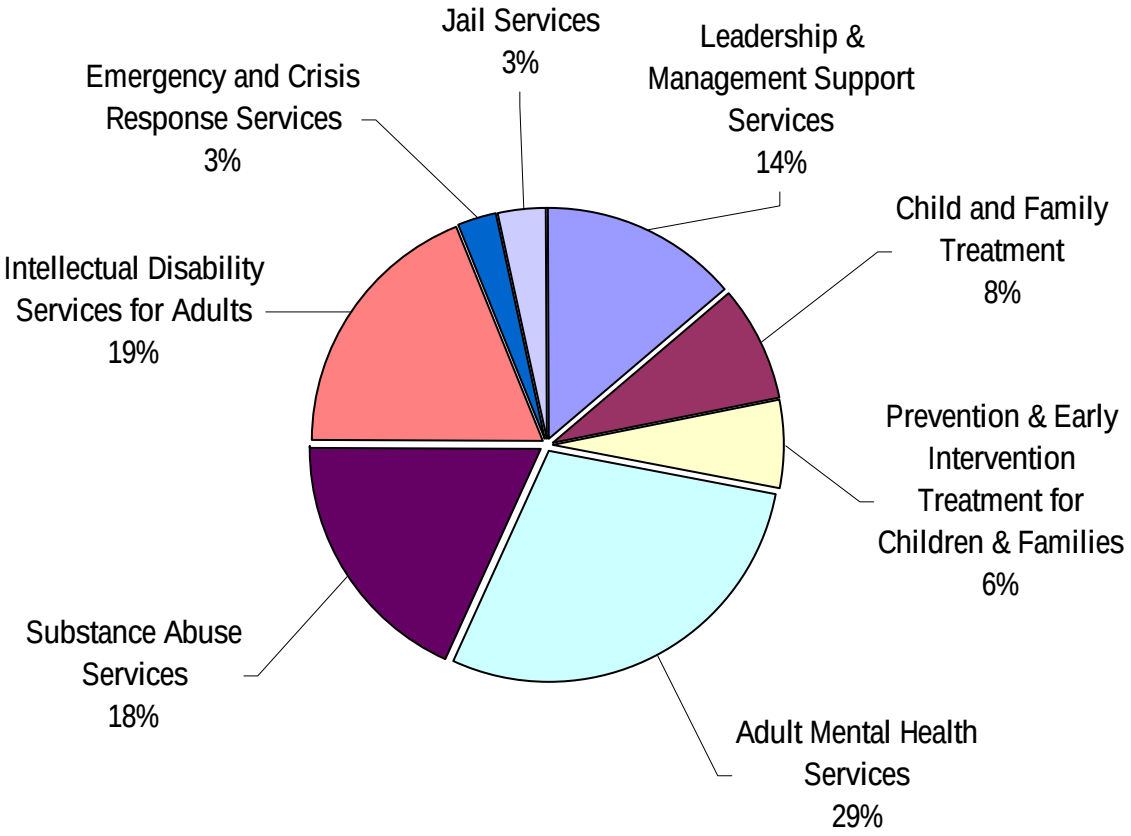
•Non-personnel is decreasing $264,928, or 5.2%. This is the result of service reductions described in detail later in the this section.

•It should be noted that the Mental Health budget does not reflect pending state reductions and subsequent position eliminations. Staff is anticipating $300,000 in state cuts which will be met with the elimination of 3.75 additional positions not reflected above.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of preschool services participants who show an increase in social skills as measured by a standardized assessment tool	73%	60%	60%
% of consumers who self-report improvement in meeting vocational goals as determined on vocational services surveys	80%	75%	75%
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	78%	95%	95%
# of Adult Mental Health bed days provided - Group Homes and Supervised Apartments	27,666	28,486	28,486

FY 2010 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services*	$4,557,929	$4,443,198	$4,254,405	-4.2%
Child and Family Treatment	2,079,430	2,320,260	2,506,393	8.0%
Prevention & Early Intervention Services forChildren	1,993,265	1,909,446	1,860,082	-2.6%
Adult Mental Health Services	8,564,370	8,539,044	8,801,165	3.1%
Substance Abuse Services	5,853,320	5,784,300	5,549,891	-4.1%
Intellectual Disability Services for Adults **	6,258,291	6,044,637	5,838,225	-3.4%
Emergency and Crisis Response Services	852,760	778,642	831,050	6.7%
Jail Services	$1,032,283	$1,045,153	$1,033,838	-1.1%
Total Expenditures	$31,191,648	$30,864,680	$30,675,049	-0.6%

** The term "intellectual disability" is accepted in the field and replaces the term "mental retardation."

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	42.1	42.1	40.6	-3.6%
Child and Family Treatment	25.7	25.7	27.3	6.1%
Prevention & Early Intervention Services for Children & Families (new 1.0 for PIE)	21.8	21.8	19.4	-11.0%
Adult Mental Health Services	104.1	104.1	101.0	-3.0%
Substance Abuse Services	59.9	59.9	58.4	-2.5%
Intellectual Disability Services for Adults	75.1	75.1	73.3	-2.4%
Emergency and Crisis Response Services	7.2	7.2	7.8	8.1%
Jail Services	12.0	12.0	12.0	-0.3%
Total full time employees	347.9	347.9	339.7	-2.4%

Department of MH/MR/SA

Expenditure and Revenue Summary

MHMRSA Programs and Activities

Leadership and General Management
- Leadership and General Management
- Facilities Management
- Technology Services
- Quality Assurance & Program Eval.

Child & Family Treatment
- Youth & Family Outpatient Services
- Home-based Services

Prevention & Early Intervention
- SA Prevention for Youth
- Pre-School Services
- Early Intervention
- Parent-Infant Education

Adult Mental Health Services
- MH Treatment & Case Mgt.
- Medication Services
- Geriatric Outpatient
- Homeless Outreach & Case Mgt.
- Psychosocial Rehabilitation
- Mental Health Vocational
- Mental Health Residential

Substance Abuse Services
- Outpatient SA Treatment
- Opioid Replacement
- Detox Services
- SA Residential Services
- SA Case Management

Intellectual Disability Services for Adults *
- ID Residential Services
- ID Case Management Services
- ID Day Support Services
- ID Vocational Services

Emergency & Crisis Response Services
- Crisis Response & Assessment

Jail Services
- Substance Abuse Treatment Unit
- Mental Health Treatment Unit
- Assessment & Therapy Services

* The term “intellectual disability” is accepted in the field and replaces the term “mental retardation.”

Dept Info

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Leadership and Management Support Services

The goal of the Leadership and Management Support Services is to provide cost-efficient, effective services by the clinical divisions of the Department of Mental Health, Mental Retardation and Substance Abuse, and to ensure compliance with regulatory, licensing, accreditation and funding authorities.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	14.6%	14.4%	13.9%
Total Expenditures	$4,557,929	$4,443,198	$4,254,405
Less Revenues	$155,627	$176,530	$175,906
Net General Fund Expenditures	$4,402,302	$4,266,668	$4,078,499
Program Outcomes			
% of effectiveness measures achieved	92.0%	95.0%	95.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide support to the CSB and general management support for departmental activities including the maximization of revenue from all sources.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,952,957	$1,821,685	$1,913,889
FTE's	14.0	14.0	15.1
# of FTEs managed	347.9	347.9	339.7
$ of expenditures managed	$31,191,648	$30,864,680	$30,675,049
Leadership and General Management as a % of total expenditures	6.3%	5.9%	6.2%

FACILITIES MANAGEMENT – The goal of Facilities Management is to provide efficient and cost-effective maintenance, including a preventive maintenance program, to all residential and office facilities of the Department.			
Expenditures	$498,297	$599,248	$516,360
FTE's	5.2	5.2	5.2
# of work orders	1,228	1,200	1,200
Cost per work order	$406	$499	$430
% of emergency work orders completed within 24 hours	52%	76%	76%

TECHNOLOGY SERVICES – The goal of Technology Services is to coordinate with City of Alexandria Information Technology Services (ITS) to support the Department's personal computer users, the medical records database (Anasazi) and all information system technology needs of the Community Services Board (CSB) and its employees.			
Expenditures	$740,342	$665,793	$704,470
FTE's	6.1	6.1	6.1
# of hours of unplanned database unavailability	2	3	3
% of users responding to annual customer satisfaction survey rating Technology Services as "helpful"	97%	95%	95%

Leadership and Management Support Services, continued

Activity Data

REIMBURSEMENT, QUALITY ASSURANCE & PROGRAM EVALUATION – The goal of Reimbursement and Quality Assurance & Program Evaluation is to collect, maintain and evaluate data required for regulatory authorities in order to improve the quality of consumer services, mazimize revenue and maintain accreditation and licensing.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,366,333	$1,356,472	$1,119,686
FTE's	16.8	16.8	14.2
Reimbursement unit cost as a % of self pay and third party revenues received	7.3%	8.2%	6.7%
# of records received	183	200	200
# of licensing citations	2	0	0

Child and Family Treatment Program

The goal of the Child and Family Treatment Program is to provide effective treatment services for at-risk children and families to measurably improve their functioning.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	6.7%	7.5%	8.2%
Total Expenditures	$2,079,430	$2,320,260	$2,506,393
Less Revenues	$1,473,191	$1,669,527	$1,725,534
Net General Fund Expenditures	$606,239	$650,733	$780,859
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

YOUTH AND FAMILY OUTPATIENT SERVICES – The goal of Youth and Family Outpatient Services is to provide evaluation and treatment for families with children age 0-18 who have emotional disturbances and/or substance abuse problems.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,271,854	$1,442,647	$1,712,148
FTE's	15.8	15.8	16.8
# of consumers served	518	510	560
# of service hours provided	9,629	10,305	11,440
Cost per service hour	$132	$140	$150
HOME BASED SERVICES – The goal of Home Based Services is to provide timely, intensive and community-based intervention for children age 0-18 and their families in order to prevent out-of-home placement.			
Expenditures	$807,576	$877,613	$794,245
FTE's	9.9	9.9	10.5
# of service hours provided	8,251	6,800	5,665
# of consumers served	129	120	105
Cost per service hour	$98	$129	$140
% of youth who remain in their homes	98%	90%	90%

Prevention & Early Intervention Services for Children and Families

The goal of Prevention Services for Children and Families is to reduce the incidence of mental illness, Intellectual Disability and substance use by enhancing protective factors and reducing risk factors through effective prevention and early intervention programming.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	6.4%	6.2%	6.1%
Total Expenditures	$1,993,265	$1,909,446	$1,860,082
Less Revenues	$741,151	$701,371	$785,350
Net General Fund Expenditures	$1,252,114	$1,208,075	$1,074,732
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

SUBSTANCE ABUSE PREVENTION FOR YOUTH – The goal of Substance Abuse Prevention for Youth is to support school age youth to achieve emotional wellness and avoid health risk behaviors through a variety of quality prevention programming.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$795,132	$757,710	$772,867
FTE's	8.5	8.5	7.9
# of service hours provided	8,451	8,272	4,897
Cost per service hour	$94	$92	$158
% of participants who show a positive change in attitudes towards risk behaviors	92%	80%	80%
% of programming that is evidence-based	42%	40%	40%

PRE-SCHOOL SERVICES – The goal of Pre-School Services is to provide on-site mental health assessment and early intervention for at-risk children age 3-6 and prevention services to reduce their aggressive behavior and increase their social skills.			
Expenditures	$313,218	$244,224	$305,394
FTE's	3.8	3.8	3.6
# of service hours provided	5,161	5,845	5,170
Cost per service hour	$61	$42	$59
% of participants who show an increase in social skills as measured by a standardized assessment tool	73%	60%	60%
% of programming that is evidence-based	85%	85%	85%

EARLY INTERVENTION – The goal of Early Intervention Services is to provide evaluation and short term treatment services to measurably improve functioning and prevent the need for more intensive treatment services for children, families and adults who recently exhibited at-risk behavior.			
Expenditures	$200,245	$211,510	$123,794
FTE's	2.2	2.2	1.3
# of service hours provided	2,365	2,648	2,757
# of consumers served	200	280	280
Cost per service hour	$85	$80	$45
% of participants who show a positive change in attitudes towards risk behaviors	100%	80%	90%

Prevention & Early Intervention Services for Children and Families, continued

Activity Data

PARENT-INFANT EDUCATION – The goal of Parent-Infant Education Services is to help children 0-3 with developmental disabilities reach their full developmental potential and to provide support to their parents.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$684,670	$696,002	$658,027
FTE's (new PIE 1.0 FTE approved in add/delete)	7.3	7.3	6.6
# of service hours provided	6,335	5,788	5,788
# of consumers served	427	420	420
Cost per service hour	$108	$120	$114
% of children who improve in at least one area of development	99%	80%	90%

Adult Mental Health Services

The goal of Adult Mental Health Services is to provide accurate and effective assessment, treatment, rehabilitation, case management and support to adults with a mental health or co-occurring disorders (MH/SA).

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	27.5%	27.7%	28.7%
Total Expenditures	$8,564,370	$8,539,044	$8,801,165
Less Revenues *	$4,228,242	$4,171,440	$4,464,958
Net General Fund Expenditures	$4,336,128	$4,367,604	$4,336,207
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

ADULT MENTAL HEALTH TREATMENT & CASE MANAGEMENT – The goal of Adult Mental Health Treatment and Case Management is to provide individuals with a serious mental illness or co-occuring (MH/SA) disorders, assessment, planning, linkage and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,907,076	$2,703,639	$2,773,733
FTE's	32.4	32.4	31.3
# of consumers served	1370	750	1,200
# of service hours provided	25,358	25,790	25,490
Cost per service hour	$115	$105	$109

MEDICATION SERVICES – The goal of Medication Services is to provide psychiatric evaluation, medications and medication management, nursing services and health education for persons experiencing psychiatric symptoms.			
Expenditures	$1,494,131	$1,353,604	$1,299,189
FTE's	8.7	8.7	8.3
# of consumers served	1,387	1,200	1,140
# of service hours provided	5,609	4,919	4,619
Cost per service hour	$266	$275	$281

Adult Mental Health Services, continued

Activity Data

GERIATRIC OUTPATIENT MENTAL HEALTH ASSESSMENT & TREATMENT – The goal of Geriatric Outpatient Mental Health Assessment and Treatment Services is to provide accurate and effective assessment and treatment to adults age 60+.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$375,295	$375,457	$338,224
FTE's	4.3	4.3	3.9
# of consumers served	70	100	100
# of service hours provided	2,825	3,036	3,036
Cost per service hour	$133	$124	$111
% of consumers who partially or fully meet treatment goals as assessed by clinician & consumer	83%	75%	75%

HOMELESS OUTREACH & CASE MANAGEMENT – The goal of Homeless Outreach and Case Management services is to provide outreach, engagement and case management services to homeless adults with a serious mental illness and/ or co-occurring disorders in order to increase self-sufficiency, ability to live independently in the community and increase periods of abstinence from substances.			
Expenditures	$205,992	$197,031	$198,877
FTE's	2.1	2.1	2.1
# of consumers served	325	350	350
# of service hours provided	1,843	1,748	1,748
Cost per service hour	$112	$113	$114
% of homeless consumers with mental illness who are successfully linked to MH services	58%	50%	50%

PSYCHOSOCIAL REHABILITATION (WEST END CLUBHOUSE) – The goal of the West End Clubhouse (WEC) is to provide psychosocial rehabilitation services to adults with a serious mental illness or co-occurring disorders (MH/SA) in order to improve their ability to function independently in the community.			
Expenditures	$558,624	$649,258	$565,196
FTE's	7.0	7.0	7.0
# of consumers served	174	170	170
# of consumer hours of services provided	59,480	60,690	60,690
Cost per consumer service hour	$9.39	$10.70	$9.31
% of consumers served who will be maintained in the community without hospitalization	94%	90%	90%

MENTAL HEALTH VOCATIONAL – The goal of the WEC Vocational Program is to provide supported and sheltered employment services to adults with a serious mental illness obtain and maintain satisfying employment.			
Expenditures	$160,676	$169,667	$164,486
FTE's	1.9	1.9	1.9
# of service hours provided - Individual Employment	1,327	1,417	1,417
# of consumers served - Individual Employment	58	35	35
# of days of service - Sheltered Employment	223	352	352
# of consumers served - Sheltered Employment	3	3	3
Cost per consumer served - Individual Employment	$2,375	$2,693	$4,042
Cost per consumer served - Sheltered Employment	$6,861	$7,480	$7,676
% of consumers who self-report improvement in meeting vocational goals as determined on vocational services surveys	80%	75%	75%

Adult Mental Health Services, continued

Activity Data			
MENTAL HEALTH RESIDENTIAL – The goal of MH Residential and Supported Living services is to provide assistance and support to residents to develop independent living skills to successfully transition to permanent housing, or remain stable in their current permanent housing.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,862,576	$3,090,388	$3,461,460
FTE's	47.7	47.7	46.6
# of bed days provided - Group Homes	6,713	7,351	7,351
# of bed days provided - Supervised Apartments	20,953	21,135	22,935
# of residents served - Group Homes	29	29	29
# of residents served - Supervised Apartments	76	78	88
Cost per bed day - Group Homes	$236	$213	$193
Cost per bed day - Supervised Apartments	$55	$50	$68
Cost per resident served - Group Homes	$54,546	$51,340	$48,892
Cost per resident served - Supervised Apartments	$15,137	$14,966	$21,056
% of consumers who are discharged from residential programs who will transition to a similar or less-intensive housing situation	75%	70%	70%

Substance Abuse Services

The goal of Substance Abuse Services is to provide effective assessment and treatment services to adults who have serious substance abuse and co-occurring mental health problems to help reduce and/or eliminate their addictive behaviors and improve their ability to function independently in the community and maintain a sober lifestyle.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	18.8%	18.7%	18.1%
Total Expenditures	$5,853,320	$5,784,300	$5,549,891
Less Revenues *	$2,607,161	$2,448,711	$2,504,748
Net General Fund Expenditures	$3,246,159	$3,335,589	$3,045,143
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

OUTPATIENT SUBSTANCE ABUSE TREATMENT – The goal of Outpatient Substance Abuse Treatment is to provide individualized assessment and treatment for adults (individual, group and family therapy).	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,293,870	$1,311,599	$1,244,600
FTE's	14.2	14.2	13.5
# of consumers served	754	670	670
# of service hours provided	8,477	7,758	7,758
Cost per service hour	$153	$169	$160
% of consumers who meet or partially meet treatment goals	75%	75%	75%

Substance Abuse Services, continued

Activity Data

OPIOID REPLACEMENT – The goal of Opioid Replacement is to provide medication to opioid dependent consumers as an adjunct to outpatient treatment services to help them to eliminate cravings, stabilize functioning, and improve their physical and mental health.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$985,369	$951,739	$937,135
FTE's	9.6	9.6	9.6
# of consumers served	119	125	125
# of service hours provided	3,776	3,154	3,154
Cost per service hour	$261	$302	$297
% of consumers who participate in meaningful daytime activities	77%	75%	75%

DETOX SERVICES – The goal of the Detox Unit is to safely and effectively detoxify adults addicted to drugs and/or alcohol in a non-medical setting, assist consumers in learning about addiction, and help consumers transition from the Detox Unit to ongoing substance abuse treatment so they may continue their progress toward a drug-free life.			
Expenditures	$1,982,019	$1,932,751	$2,107,564
FTE's	21.8	21.8	22.7
# of consumers	432	510	510
# of bed days provided	4,675	5,586	5,586
Cost per bed day	$424	$346	$377
% of discharged who are maintained in the community for 90+ days without subsequent Detox Services	83%	80%	80%

SUBSTANCE ABUSE RESIDENTIAL SERVICES – The goal of SA Transitional Residential Services (Department operated) is to provide supervised apartments and group homes to provide sober living environments in order to enhance residents' independence, and support the residents in developing a lifestyle that is free from drug abuse or addiction.			
Expenditures	$1,284,916	$1,020,834	$811,936
FTE's	7.1	7.1	7.4
# of bed days provided - Group Homes	3,639	3,882	2,358
# of bed days provided - Supervised Apartments	8,829	8,034	9,555
# of bed days provided - Contract	2,714	2,718	1,360
# of residents served - Group Homes	22	25	11
# of residents served - Supervised Apartments	42	48	50
# of residents served - Contract	36	38	18
Cost per bed day - Group Homes	$147	$89	$72
Cost per bed day - Superviseds Apartments	$32	$35	$47
Cost per bed day - Contract	$156	$149	$145
Cost per resident - Group Homes	$24,273	$13,909	$15,428
Cost per resident - Supervised Apartments	$6,801	$5,917	$8,894
% of consumers discharged who will transition to a similar or less-intensive housing situation	75%	70%	70%

Substance Abuse Services, continued

Activity Data

SUBSTANCE ABUSE CASE MANAGEMENT – The goal of Substance Abuse Case Management Services is to provide individuals with a substance abuse disorder or co-occurring (MH/SA) disorder assessment, planning, linkage and monitoring services in order to increase their ability to live self sufficiently in the community and increase periods of abstinence from substances.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$307,146	$567,377	$448,656
FTE's	7.2	7.2	5.1
# of consumers	185	190	160
# of service hours	4,207	4,588	3,453
Cost per service hour	$73	$124	$130
% consumers who will maintain/improve functioning as measured by changes in scores on a standardized instrument	71%	70%	70%

Intellectual Disability Services for Adults

The goal of the Intellectual Disability Services Program is to enable adults with Intellectual Disability to live in the community with necessary supports as independently as possible. (The term "intellectual disability" is accepted in the field and replaces the term "mental retardation.")

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	20.1%	19.6%	19.0%
Total Expenditures	$6,258,291	$6,044,637	$5,838,225
Less Revenues	$3,297,958	$2,854,215	$2,873,026
Net General Fund Expenditures	$2,960,333	$3,190,422	$2,965,199
Program Outcomes			
# of licensing citations	2	0	0

Activity Data

INTELLECTUAL DISABILITY RESIDENTIAL SERVICES – The goal of Residential Services (group homes and apartments) is to provide comprehensive, supervised residential services to Alexandrians who have intellectual disability and need support within the home to live in the community in order to maximize their level of functioning, increase social interaction and use of natural supports within the community.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$4,202,860	$4,072,512	$3,905,407
FTE's	49.9	49.9	48.2
# of residents served - Group Homes	36	40	40
# of residents served - Supervised Apartments	11	13	13
# of bed days provided - Group Homes	12,963	13,061	13,061
# of bed days provided - Supervised Apartments	3,726	4,069	4,069
Cost per bed day - Group Homes	$266	$250	$248
Cost per bed day - Supervised Apartments	$189	$174	$163
% of consumers or authorized representatives who report achieving some or all residential treatment goals	85%	90%	90%

Intellectual Disability Services for Adults, continued

Activity Data

INTELLECTUAL DISABILITY CASE MANAGEMENT SERVICES – The goal of Case Management Services is to provide adults with intellectual disability an assessment of their strengths and needs, links with services, and monitoring of progress towards their goals in order to maximize the consumer's level of functioning, increase social interaction and use of natural supports within the community.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$667,655	$552,160	$579,078
FTE's	7.4	7.4	7.4
# of consumers served	161	180	180
# of staff hours of service provided	5,448	5,556	5,556
Cost per staff hours of service provided	$123	$99	$104
% of consumers who were able to reach some or all of their goals over the past year	87%	85%	85%

INTELLECTUAL DISABILITY DAY SUPPORT SERVICES – The goal of Day Support Services is to provide a caring, respectful, and supportive environment where adults with intellectual disability can structure their days with meaningful activities.			
Expenditures	$939,564	$978,016	$977,204
FTE's	13.3	13.3	14.1
# of consumers served	45	48	48
# of service hours provided	57,347	61,022	61,022
Cost per service hour	$16	$16	$16
Average daily hours consumers participate in meaningful activities	5	5	5

INTELLECTUAL DISABILITY VOCATIONAL SERVICES – The goal of Vocational Services is to assist individuals with intellectual disability, and help them achieve the highest level of independence possible through the provision of consumer-driven, group and sheltered employment services.			
Expenditures	$448,212	$441,949	$376,536
FTE's	4.5	4.5	3.6
# of consumers served - Individual Employment	11	12	12
# of consumers served - Group Employment	17	16	16
# of staff hours of service provided - Individual Employment	444	471	471
# of days of service provided - Group Employment	3,439	2,974	2,974
% annual increase in consumer wages	4.3%	2.0%	2.0%

Emergency and Crisis Response Services

The goal of Emergency and Crisis Response Services is to provide state mandated crisis intervention and assessment services to persons in Alexandria to help promote safety and stabilization, and to help individuals improve their functioning.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	2.7%	2.5%	2.7%
Total Expenditures	$852,760	$778,642	$831,050
Less Revenues	$173,491	$118,660	$328,854
Net General Fund Expenditures	$679,269	$659,982	$502,196
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

CRISIS RESPONSE AND ASSESSMENT – The goal of Crisis Response and Assessment Services is to provide State-mandated immediate clinical crisis intervention services, 24 hours a day, to persons and groups in Alexandria to help ensure the safety and well being of all citizens and City staff, including assistance to first responders and the public during and following critical incidents.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$852,760	$778,642	$831,050
FTE's	7.2	7.2	7.8
# of consumers served	569	450	500
# of coverage hours provided	8,750	8,750	8,750
# of critical incidents responded to	7	8	8
Cost per coverage hour	$97	$89	$95
% of consumers who report feeling "more hopeful" after intervention	86%	85%	85%

Jail Services

The goal of the Jail Services Program is to provide mental health and substance abuse services to City of Alexandria Detention Center (ADC) inmates to help them adjust to incarceration.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	3.3%	3.4%	3.4%
Total Expenditures	$1,032,283	$1,045,151	$1,033,838
Less Revenues	$565,721	$592,404	$667,334
Net General Fund Expenditures	$466,562	$452,747	$366,504
Program Outcomes			
# of licensing citations	0	0	0

Activity Data

SUBSTANCE ABUSE UNIT PROGRAM – The goal of the Substance Abuse Unit is to provide intensive substance abuse treatment within a separate structured treatment unit to help inmates achieve and maintain sobriety.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$346,297	$333,881	$309,870
FTE's	3.7	3.7	3.5
# of consumers	139	140	140
Cost per consumer	$2,491	$2,385	$2,213
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	78%	95%	95%

MENTAL HEALTH TREATMENT UNIT – The goal of the Mental Health Treatment Unit is to provide therapy and psychiatric services to inmates identified by jail staff as needing a separate structured treatment unit.			
Expenditures	$218,722	$210,055	$115,132
FTE's	2.6	2.6	1.4
# of consumers served	84	90	90
# of consumer hours	29,196	30,675	30,675
Cost per service hour	$7	$7	$4
% of inmates who report a "more hopeful" mental status as a result of service	54%	75%	75%

ASSESSMENT AND COUNSELING SERVICES – The goal of Assessment and Counseling Services is to provide triage, evaluation, and treatment to inmates housed in the Alexandria Detention Center's general population and booking units to help them adjust to incarceration and improve their functioning while in the Detention Center and to provide discharge planning to prepare them for			
Expenditures	$467,264	$501,215	$608,836
FTE's	5.7	5.7	7.0
# of service hours provided	3,687	4,433	5,433
Cost per service hour	$127	$113	$112
% of inmates receiving Jail Services who report a "more hopeful" mental status as a result of service	N/A	75%	75%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
Various	*Contracts*	**$22,432**

MHMRSA contracts with non-profit providers for residential, day support and vocational services. On an annual basis, the Northern Virginia CSBs negotiate rate increases with providers and the Alexandria CSB follows these rates. The process has not yet occurred for FY 2010. MHMRSA has estimated a slight increase in FY 2010.

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2009 Approved
Psychosocial Rehabilitation	*Clubhouse expenses*		**($35,000)**

This reduction reflects historical actual spending.

Adult Mental Health Services	*Regional Peer Support*		**($37,748)**

This reduction moves two Program Aides from City funded programs to a new State funded program.

Medication Services	*Contract Psychiatrist*		**($49,000)**

This reduction eliminates funds for a contracted psychiatrist that is scheduled to provide 300 service hours annually. The funds have not been used for contracted services in the current fiscal year, and if additional psychiatric services are needed, a waiting list will be established.

Emergency Crisis Response Services	*Intake Payments*		**($52,000)**

This eliminates the funds used to pay INOVA Mount Vernon Hospital $200 each time they agree to admit a Community Services Board referral. The State recently increased its daily rate to the hospital by $200, as a result the hospital receives $924 per day from the State for the care of uninsured patients, in addition to the $200 it was receiving from the City.

Medication Services	*Eliminate Clerk Typist II*	**-1.0**	**($54,994)**

This eliminates a position that provides administrative support to the Medication Services Unit. Existing nursing and staff will perform many of the duties, thereby decreasing time spent on clinical functions.

Summary of Budget Changes

Expenditure Reductions

Multiple Activities	*Eliminate Account Clerk III*	**-1.0**	**($57,980)**

This eliminates a position that provides fiscal support to the Extended Care Division. Although existing staff will absorb these duties, there will be a decrease in timeliness in handling administrative tasks.

Reimbursement	*Eliminate Fiscal Analyst*	**-1.0**	**($86,563)**

This eliminates a position that pursues reimbursement and revenue from clients and third parties. The three remaining fiscal analysts will perform the duties. More automated methods of performing duties that are currently manually conducted are being pursued to minimize the impact of this reduction.

Day Support	*Colvin Street Expansion*		**($38,000)**

MHMRSA planned to lease the area next to the existing Colvin Street facility with the intent of offering services for older consumers with intellectual disability rather than outsourcing the services. This initiative will be delayed.

Multiple Activities	*Eliminate Secretary I*	**-1.0**	**($46,321)**

This eliminates a position that provides administrative support services to the Departments Residential Services Team Supervisors and other program staff. Although existing staff will absorb these duties, there will be a decrease in timeliness in handling administrative tasks.

Emergency Crisis Response Services	*Eliminate Therapist III*	**-1.0**	**($77,152)**

This eliminates a position that performs intake screening and will result in increased wait times for an initial screening for services. New persons seeking mental health and/or substance abuse services will wait over one month for an initial screening as a result of this reduction.

Homebased	*Eliminate Therapist III*	**-1.0**	**($55,000)**

This eliminates a clinical position on the Homebased Team and will result in a loss of service to approximately 15 children. This reduction will impede the City's ability to maintain youth in the community, which is much less costly than placing children in residential settings outside of Alexandria.

Adult MH Services	*Eliminate Therapist I*	**-1.0**	**($65,314)**

This eliminates a position that performs discharge planning services to individuals who are being released from the Northern Virginia Mental Health Institute. Waiting lists cannot be created for this mandated service and other staff would have to be reassigned if remaining discharge planning staff cannot keep up with the workload or there is an increase in cases.

Summary of Budget Changes

Expenditure Reductions

SA Case Management	*Eliminate Therapist I*	**-1.0**	**($67,936)**

This eliminates a position that provides case management for individuals with co-occurring disorders. Remaining staff will need to increase their caseloads and decrease the intensity of existing case management services. A waiting list would need to be established if existing staff is unable to accommodate the demand for service.

Parent Infant Education	*Eliminate Infant Development Specialist*	**-1.0**	**($64,815)**

This eliminates a position approved by City Council in the FY 2009 budget. Despite two rounds of interviews, a qualified candidate was not found. The need for the position is unchanged from last year, when the program experienced a 24% in the number of consumers since FY 2003.

Intellectual Disabilities Residential	*Eliminate Senior Residential Counselor*	**-1.0**	**($76,702)**

This eliminates a position that provides habilitative and training services for residents with intellectual disabilities who need significant support to live successfully in the community and will result in a decrease in the intensity of service as existing supervisory positions will be covering the duties of this position.

SA Prevention	*Eliminate Therapist I*	**-0.5**	**($31,871)**

This eliminates a position that provides bilingual (Spanish) substance abuse prevention services to 40 children and 60 parents at Patrick Henry Elementary School.

SA Residential Treatment	*Reduction in Services*		**($170,000)**

This reduction reduces the $270,000 substance abuse residential placement budget to $100,000. The reduction would diminish the ability of community partners, such as Adult Probation and Parole, the Public Defender, DHS, and the VASAP program, to refer clients into residential treatment programs. Consumers would continue to receive other CSB services, but would not receive the intensity of service necessary.

Intellectual Services for Adults	*Reassign Consumers*		**($65,682)**

The reduction results from reassigning three clients to CSB-provided services. They are currently receiving services from private providers.

Program Evaluation	*Eliminate Management Analyst*	**-1.0**	**($92,842)**

This eliminates a position that produces required reports, conducts training and performs other administrative and analytical work. Existing Quality Assurance and Program Evaluation staff will need to absorb the workload and staff's ability to accomodate ad hoc requests will be limited.

Pre-School Services	*Eliminate Therapist I*	**-0.5**	**($24,505)**

This eliminates a position that provides outreach prevention services to 145 infants and their parents, as well as parenting education to incarcerated individuals.

Summary of Budget Changes

Expenditure Reductions			
SA Prevention	*Eliminate Therapist I and II*	**-2.0**	**($155,278)**
This eliminates a Therapist II position that provides prevention services to 950 youth at George Washington Middle School and targeted early intervention to 40 at-risk youth who need supportive counseling. The Therapist I position provides bilingual (Spanish) prevention services to 210 children and 150 parents at Brent Place Apartments and at Tucker Elementary School.			
Emergency and Crisis Response Services	*Eliminate Therapist III*	**-0.5**	**($45,934)**
This eliminates a part-time position in the Emergency Services program and will require a change in schedule for the remaining staff in the unit. Remaining resources may need to be reallocated within the Department if the number of persons involuntarily hospitalized continues at the first quarter pace, which experienced a 27% increase over the same period last year.			
	Total	(14.5)	($1,450,637)

Health Department

Mission Statement: The mission of the Alexandria Health Department is to provide public health programs and related healthcare services for the residents of Alexandria that prevent and control disease, protect the environment, eliminate unsanitary and unsafe conditions and promote the physical and emotional well-being all Alexandria residents.

Expenditure and Revenue Summary

City Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$1,508,639	$1,812,704	$1,719,967	-5.1%
Non-Personnel	5,215,987	5,108,795	5,150,307	0.8%
Capital Goods Outlay	2,705	0	0	0.0%
Total Expenditures	$6,727,331	$6,921,499	$6,870,274	-0.7%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	879	0	0	0.0%
Total Designated Funding Sources	$879	$0	$0	0.0%
Net General Fund Expenditures	$6,726,452	$6,921,499	$6,870,274	-0.7%
Total Department City FTE's	18.6	18.4	17.3	-6.0%

Highlights

• In FY 2010, the City's proposed General Fund budget decreases by $51,225, or 0.7%.

• FY 2010 personnel costs (for City add-on employees) decrease by $92,737 or 5.1%, mainly due to an expenditure reduction in the Adolescent Clinic ($69,473) and a decrease in the city supplemental retirement transfer for co-op employees ($17,331). Please see the Health Summary of Budget Changes page for more detail.

• FY 2010 non-personnel costs increase by $41,512, or 0.8%, due to adjustments which are explained below in further detail.

• FY 2010 non-personnel costs increase by $89,582 due to a Public Health Nurse salary regrade. There are 18 State Public Health Nurses. This is an increase to the City Supplement to the State Budget. This transfer is recorded as a non-personnel cost. The Public Health Nurse salary increases were implemented in FY 09. A nurse compensation study was completed and the salary increase was recommended to improve recruitment and retention.

• Non-personnel costs also increase due to Environmental Health supplementals detailed in the Health Summary of Budget Changes section.

• Total VDH State FTEs are reduced by 4 FTEs due to the State's elimination of 4 vacant full time positions. This FTE reduction resulted in a $102,439 savings for FY 2009 and is projected to be at least $102,439 in FY 2010.

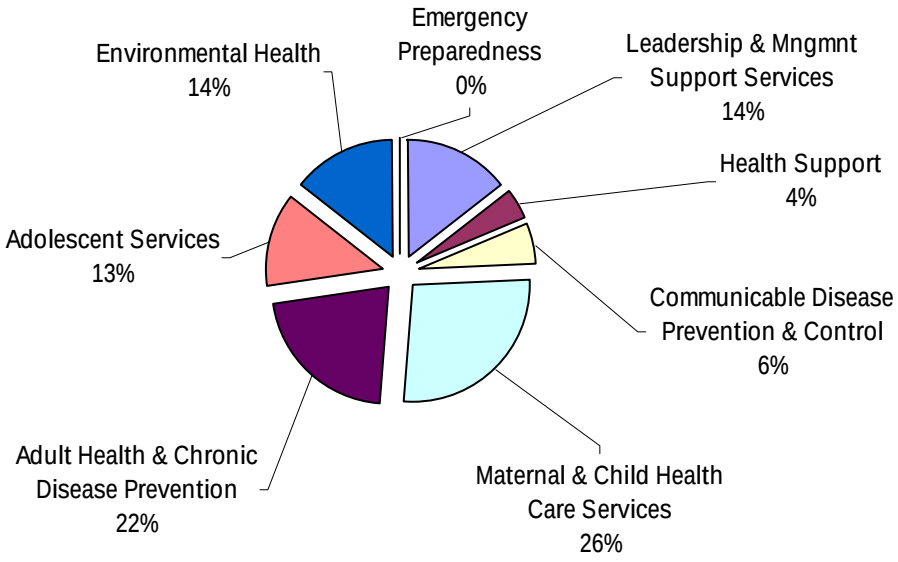
•The Department is not scheduled to replace any vehicles during FY 2010.

• The Department, as a State agency, has no Special Revenue, although it does receive funding (including grant funds) directly from the State, which is not included in the City's All Funds budget. Please refer to page 3 for a more detailed explanation of the funding sources for the Alexandria Health Department.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Number of refugee health assessments	38	50	50
Number of immunization visits	16,524	4,800	18,000
Number of pre-natal care visits	5,495	6,000	6,000
Number of pediatric visits	5,498	5,200	6,000
Number of medical exams provided by Adolescent Health Clinic	1,295	1,000	1,200
Number of applications of insecticide to control mosquitos	2,361	4,500	1,000

FY 2010 Proposed City General Fund Expenditures (with $4.5 M Supplement Spread by Program)



Health Department Funding and Program Expenditure Information

The Alexandria Health Department is one of 35 State health district offices of the Virginia Department of Health. It is not a department of the Alexandria City government. The Health Department is funded through a combination of City funding, City and State cooperative funding, State and federal grants, and client fees. The "cooperative budget" consists of the State's General Fund appropriation to the Health Department, which is "matched" by the City, resulting in an allocation that is 55% State funding and 45% City funding. In addition, the City supplements the salaries and retirement benefits of most State cooperative employees, so that they are comparable to City salary scales and retirement benefits. The City's 45% match and the salary supplement are committed annually via a signed "local agreement" between the City and the State Department of Health. These funds are paid on a quarterly basis to the State Department of Health. The State's General Fund appropriation to the Health Department and federal and State grants are not part of the City's All Funds budget.

In addition, State funding is based on a different programmatic structure than the programs and activities identified in the City's Managing for Results Initiative. Consequently, some programs or activities reported show $0 City dollars or no FTEs. These activities are funded either through the cooperative budget or by federal or State grants. Performance measures for these programs and activities are provided, if available, since these are important functions of the Health Department, regardless of the source of funding. In an effort to make the Health Department's budget more informative, the following information also includes State and grant funding, by program, to give a more complete picture of the Health Department's total budget. However, breakouts of State and grant funding by activities are not available.

Program Level Summary Information

City Expenditure Summary

City Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	$368,294	$347,087	$356,960	2.8%
Health Support	97,249	97,845	97,656	-0.2%
Communicable Disease Prevention & Control	69,858	138,115	138,742	0.5%
Maternal & Child Health Care Services	147,325	644,124	639,730	-0.7%
Adult Health & Chronic Disease Prevention	987,946	516,745	520,053	0.6%
Adolescent Services	361,365	420,495	311,525	-25.9%
Environmental	211,576	291,602	349,995	20.0%
Emergency Preparedness *	0	0	0	N/A
City Supplement to State budget	4,483,718	4,465,486	4,455,613	-0.2%
Total City Expenditures	$6,727,331	$6,921,499	$6,870,274	-0.7%

* The Emergency Preparedness Program is supported by federal funds.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	2.0	2.0	2.0	0.0%
Health Support	1.0	1.0	1.0	0.0%
Communicable Disease Prevention & Control	1.5	1.5	1.5	0.0%
Maternal & Child Health Care Services	3.5	3.5	3.3	-5.7%
Adult Health & Chronic Disease Prevention	4.1	3.9	3.9	0.0%
Adolescent Services	4.4	4.4	3.5	-20.5%
Environmental	2.1	2.1	2.1	0.0%
Emergency Preparedness (no City-funded staff)	0.0	0.0	0.0	0.0%
City Supplement to State budget (no staff)	0.0	0.0	0.0	0.0%
Total FTE's	18.6	18.4	17.3	-6.0%

It should be noted that the FTEs reported here are for City staff and do not include approximately 113.9 FTEs funded by the State cooperative budget (90.2 FTEs) or by other State and federal funds (23.7 FTEs).

Health Department

Health Department Programs and Activities

Leadership and General Management
- Leadership and General Management
- Partnership for Healthier Alexandria

Health Support
- Pharmacy Services
- Laboratory Testing

Communicable Disease
- TB Elimination
- STD Control
- Immunization
- Disease Surveillance
- HIV Outreach & Prevention

Maternal & Child Health Care Services
- Prenatal Care & Case Mgt.
- Pediatric Care
- Family Planning
- WIC Supplemental Food Program

Adult Health & Chronic Disease Prev.
- Chronic Disease Care
- HIV/AIDS Care
- Dental Care

Adolescent Services
- Teen Pregnancy Prevention
- Adolescent Health Clinic

Environmental Health
- EH Education & Information
- EH Regulatory Compliance & Enf.
- EH Monitoring
- EH Investigation & Response

Emergency Preparedness
- Planning
- Training
- Community Outreach/Preparation

City Supplement to State Budget

Dept Info

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Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide overall agency leadership and strategic goal setting and to provide effective and efficient management support to the agency.

Program Revenue Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Add-On Funding	$368,294	$347,087	$356,960
City Cooperative/Supplemental Funding	$1,586,601	$1,597,998	$1,301,852
State Funding	$823,459	$1,243,717	$961,528
Grants	$0	$33,337	$0
Fee Revenue	$106,668	$111,125	$111,125
TOTAL	$2,885,022	$3,333,264	$2,740,067
Program Outcomes			
% of departmental effectiveness targets met	75%	NA	85%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Alexandria Health Department (AHD).	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$332,001	$258,357	$269,816
FTE's	1.0	1.0	1.0
$ amount of departmental expenditures (City All Funds budget only)	$6,741,579	$6,921,499	$6,898,024
Leadership & General Management expenditures as % of department total	4.9%	3.7%	3.9%
# of Department FTEs managed (State coop: 94.2, grants: 23.7 and City: 18.3 in FY 2009)	136.2	136.2	132.2
% of departmental effectiveness targets met	75%	NA	85%

PARTNERSHIP FOR A HEALTHIER ALEXANDRIA – The goal of Partnership for a Healthier Alexandria is to promote coalition building, collaborative planning and community action for Alexandria in order to provide a safe and healthy community.			
Expenditures (City add-on funding only)	$36,293	$88,730	$87,144
FTE's	1.0	1.0	1.0
# of community partnerships/linkages created	274	280	295

Health Support

The goal of Health Support is to directly assist the mission of the Health Department by providing cost-effective medications, providing laboratory diagnostics, and performing appropriate administrative tasks.

Program Revenue Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Add-On Funding	$97,249	$97,845	$97,656
City Cooperative/Supplemental Funding	$293,713	$256,744	$381,041
State Funding	$277,229	$230,266	$381,149
Grants	$0	$0	$0
Fee Revenue	$2,578	$2,200	$2,200
TOTAL	$670,769	$587,055	$862,046
Program Outcomes			
% of prescriptions and lab tests that are accurate	100%	100%	100%

Activity Data

PHARMACY SERVICES – The goal of Pharmacy Services is to provide cost-effective medications to eligible patients, and to assist patients in obtaining free medications through pharmaceutical companies' patient assistance programs, in order to provide the current standard of medical care.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0	0	0
# of prescriptions filled (total)	26,380	25,140	26,000
# of free prescriptions dispensed	671	1,000	400
Cost per prescription filled	$10.08	$11.00	$10.50

LABORATORY TESTING – The goal of Laboratory Testing is to provide accurate and timely lab testing and reporting for healthcare providers that will assist them in the diagnosis and treatment of disease.			
Expenditures (City add-on funding only)	$97,249	$97,845	$97,656
FTE's	1.0	1.0	1.0
# of lab specimens/test processed for shipment to DCLS (State lab)	13,778	NA	14,300
% of reports returned to providers within 2 days of rec'd by lab	100%	NA	100%

Communicable Disease Prevention and Control

The goal of Communicable Disease Prevention and Control is to provide prevention and treatment services to the community in order to minimize exposure to, reduce incidence of, and minimize the impact of living with a communicable disease.

Program Revenue Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Add-On Funding	$69,858	$138,115	$138,742
City Cooperative/Supplemental Funding	$321,209	$324,947	$294,951
State Funding	$171,674	$216,166	$214,073
Grants	$665,478	$725,036	$896,820
Fee revenue	$20,814	$25,000	$25,000
TOTAL	$1,249,033	$1,429,264	$1,569,586
Program Outcomes			
% of communicable disease outbreaks effectively contained to the population of origin	100%	95%	95%

Activity Data

TUBERCULOSIS ELIMINATION – The goal of TB Elimination is to provide clinical and intervention services to the community in order to reduce the incidence of disease.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on Funding only)	$48,253	$83,202	$85,228
FTE's	1.0	1.0	1.0
# of Latent TB Infection (LTBI) cases initiating treatment	325	300	300
# of active TB cases receiving direct observed therapy	32	30	20
# of Refugee Health Assessments	38	50	50

SEXUALLY TRANSMITTED DISEASE CONTROL – The goal of Sexually Transmitted Disease Control is to provide clinical and preventive services to the community in order to reduce the incidence of disease.			
Expenditures (City add-on funding only)	$3,173	$19,448	$17,603
FTE's	0.0	0.0	0.0
# of STD Clinic visits	1,103	1,200	1,200
% of persons attending STD Clinic diagnosed and treated for an STD	13%	15%	15%

IMMUNIZATION – The goal of Immunization is to provide vaccinations and related service to the community in order to prevent and reduce the incidence of vaccine preventable diseases.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of immunization visits	16,524	4,800	18,000
% of kindergarteners entering school with up-to-date immunization status	96%	100%	100%

DISEASE SURVEILLANCE – The goal of Disease Surveillance is to detect, investigate and monitor infectious diseases for the community in order to prevent their spread in the community.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of communicable disease reports investigated	364	364	365
% of reported cases with investigation begun within five (5) days	98%	95%	95%

Communicable Disease, continued

HIV OUTREACH & PREVENTION – The goal of HIV Outreach and Prevention is to increase awareness and knowledge, early detection and adoption of behaviors to reduce the spread of HIV infection.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$18,432	$35,465	$35,911
FTE's	0.5	0.5	0.5
# of clients tested	N/A	2,000	1,600
% of clients who return for post test counseling	N/A	75%	75%

Maternal and Child Health Care Services

The goal of Maternal and Child Health Care Services is to promote and protect the health of Alexandrians through the provision of reproductive, prenatal and pediatric care and nutrition services to low income residents.

Program Revenue Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Add-On Funding	$147,325	$644,124	$639,730
City cooperative/supplemental Funding	$1,130,213	$1,136,557	$1,281,386
State Funding	$770,519	$842,196	$811,167
Grants	$588,289	$708,190	$692,904
Fee Revenue	$99,051	$97,000	$97,000
TOTAL	$2,735,397	$3,428,067	$3,522,187
Program Outcomes			
Low birth-weight rate for patients (Target: maintain below the State rate of 7.0 per 1,000 live births)	5 per 1,000	7 per 1,000	7 per 1,000

Activity Data

PRENATAL CARE & CASE MANAGEMENT – The goal of Prenatal Care and Case Management is to assist high risk pregnant women and their infants to prevent low birth weight and other poor birth outcomes, and to ensure linkage to appropriate services.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$117,798	$539,152	$548,444
FTE's	2.5	2.5	2.5
# of visits	5,495	6,000	6,000
% of pregnant women enrolled in prenatal care in their first trimester	39%	45%	40%
% of patients who receive adequate prenatal care (7 visits if enter in first trimester, 5 in second, 3 in third)	81%	85%	80%

PEDIATRIC CARE – The goal of Pediatric Care is to provide screening and healthcare to high-risk infants and children, educate families about infant and child care, and link families to services in order to improve children's health.			
Expenditures (City add-on funding only)	$29,527	$104,972	$91,286
FTE's	1.0	1.0	0.8
# of pediatric visits	5,498	5,200	6,000
# of CATCH visits (CATCH was a new program in FY 2006)	134	250	200
% of children (0-5) designated as founded CPS cases receiving coordinated services (CATCH)	100%	100%	100

Maternal and Child Health Care Services, continued

Activity Data

FAMILY PLANNING – The goal of Family Planning is to provide reproductive healthcare, education and counseling to ensure that low-income women can plan pregnancies that occur by choice and under low-risk circumstances.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0.0	0.0	0.0
# of family planning patients enrolled for one year	3,283	3,300	4,100

WOMEN, INFANTS & CHILDREN SUPPLEMENTAL FOOD PROGRAM (WIC) – The goal of Women Infants and Children Supplemental Food Program is to promote the nutritional health of high risk pregnant women, infants and children and prevent poor birth outcomes through nutrition education, supplemental food vouchers and linkages to medical and social services to improve the health of children.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0	0	0
$ redeemed value of WIC vouchers	$1,841,796	$1,400,000	$1,900,000
# of active participants	2,839	2,700	3,200
% of pregnant women given appointment in first trimester	36%	50%	35%

Adult Health and Chronic Disease Prevention

The goal of Adult Health & Chronic Disease Prevention is to promote and protect the health of Alexandrians through providing primary health care, nurse case management, and nutrition services to vulnerable populations and to develop partnerships that empower people within the community to improve their health status.

Program Revenue Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Add-On Funding	$987,946	$516,745	$520,053
City Cooperative/Supplemental Funding	$551,506	$548,530	$529,482
State Funding	$335,291	$392,915	$448,854
Grants	$0	$0	$0
Fee Revenue	$209,860	$221,775	$221,775
TOTAL	$2,084,603	$1,679,965	$1,720,164
Program Outcomes			
% of HIV/AIDS patients who remain connected to care annually	98%	95%	0%

Activity Data

CHRONIC DISEASE CARE – The goal of Chronic Disease Care is to provide health care, screening, case management, nutrition services, and education to uninsured and underinsured residents with chronic diseases to optimize health and avoid unnecessary hospitalization.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$760,587	$285,717	$287,627
FTE's	1.9	1.7	1.7
# of patients evaluated and treated	4,796	4,776	4,700
% of chronic disease adult patients immunized for influenza	49%	50%	50%

HIV/AIDS CARE – The goal of HIV/AIDS Care is to provide comprehensive health care services and referrals to qualifying residents with HIV or AIDS to optimize their health avoid unnecessary hospitalization and prevent the spread of infection.			
Expenditures (City add-on funding only)	$31,472	$58,319	$58,425
FTE's	0.7	0.7	0.7
# of adults served	245	160	180
% of patients remaining connected to care	98%	95%	98%
# of HIV/AIDS dental visits	134	120	140

DENTAL CARE – The goal of Dental Care is to provide selected dental services to uninsured and low income adults.			
Expenditures (City add-on funding only)	$195,887	$172,709	$174,001
FTE's	1.5	1.5	1.5
# of adult dental visits	1,285	1,400	1,400
Cost per adult dental visit	$152	$123	$124
% of dental emergencies resolved (target = 98%)	98%	98%	98%

Adolescent Services

The goal of the Adolescent Services Program is to provide clinical services, community educational and life skills programs that will assist in the reduction of the incidence of teen pregnancy in school age children in the City of Alexandria.

Program Revenue Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Add-On Funding	$361,365	$420,495	$311,525
City Cooperative/Supplemental Funding	$0	$0	$0
State	$0	$0	$0
Grants	$148,272	$0	$0
Fee Revenue	$0	$0	$0
TOTAL	$509,637	$420,495	$311,525
Program Outcomes			
Pregnancy rate (per 1,000 female residents) among youths 12-19 years old	48%	45%	45

Activity Data

TEEN PREGNANCY PREVENTION – The goal of Teen Pregnancy Prevention is to provide after school, community based life skills education programs to at risk youth and their families and provide support to collaborative programs of ACPS, MH/MR/SA and ACAP to reduce the incidence of teen pregnancy in school age youth.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0	0	0
# of youth attending Teen Pregnancy Prevention Program	222	200	250

ADOLESCENT HEALTH CLINIC – The goal of the Adolescent Health Clinic is to provide comprehensive medical services to the Alexandria adolescent population 12-19 years of age,to improve health and maximize the quality of their life in collaboration with MH/MR/SA and the Schools.			
Expenditures (City add-on funding only)	$361,365	$420,495	$311,525
FTE's	4.4	4.4	3.5
# of medical exams	1,295	1,300	1,200
# of unduplicated family planning patients	445	445	450
# of psych/soc visits	945	945	945
% of adolescent residents receiving health services at the Adolescent Health Clinic	21%	25%	20%

Environmental Health

The goal of Environmental Health is to prevent disease, promote healthy environments for the community and provide environmental health services. (The Mosquitoborne Illness Prevention Program is included in the Environmental Health Program, and accounts for approximately 88 percent , or $275,000, of the total Environmental Health Program budget.)

Program Revenue Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Add-On Funding	$211,576	$291,602	$349,995
City Cooperative/Supplemental Funding	$600,476	$600,709	$603,214
State Funding	$347,310	$418,657	$441,403
Grants	$0	$0	$0
Fee Revenue	$29,859	$28,900	$28,900
TOTAL	$1,189,221	$1,339,868	$1,423,512
Program Outcomes			
# of 9 FDA National Retail Food Regulatory Program Standards met by the Food Safety Program	5	7	8
% of EH complaints by residents that are resolved within 30 days	99.0%	97.0%	97.0%

Activity Data

ENVIRONMENTAL HEALTH EDUCATION & INFORMATION – The goal of Environmental Health Education and Information is to train and educate people about good environmental health practices, develop community partnerships, and link people with resources and information.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$74,455	$98,111	$100,543
FTE's	0.9	0.9	0.9
# of EH inquiries answered/EH documents distributed	17,976	10,000	10,000

ENVIRONMENTAL HEALTH REGULATORY COMPLIANCE & ENFORCEMENT – The goal of Environmental Health Regulatory Compliance and Enforcement is to permit and inspect food establishments, pools, and other regulated facilities, to review plans and SUP applications for these facilities, and to improve sanitary conditions in these facilities.			
Expenditures (City add-on funding only)	$33,163	$38,894	$60,254
FTE's	0.1	0.1	0.1
# of inspections conducted	4,572	3,400	3,400
# of plans and SUP applications reviewed	245	250	150
% of food establishment inspections conducted within state frequency guidelines	95.0%	92.0%	92.0%

ENVIRONMENTAL HEALTH MONITORING – The goal of Environmental Health Monitoring is to assess the environmental health status of the community and to monitor human and animal health in order to identify environmental health threats to people in the community.			
Expenditures (City add-on funding only)	$54,012	$77,058	$86,637
FTE's	0.5	0.5	0.5
# of animals tested for rabies	54	50	50
# of mosquito trap nights	1,106	950	1,000

Environmental Health, continued

Activity Data

ENVIRONMENTAL HEALTH INVESTIGATIONS & RESPONSE – The goal of Environmental Health Investigations and Response is to investigate possible outbreaks of food borne, water borne or vector borne illness, to investigate and resolve complaints about environmental health issues, and to implement public health measures to control any outbreaks or threats identified in order to reduce the risk to the public of illness caused by environmental factors.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$49,946	$77,539	$102,561
FTE's	0.6	0.6	0.6
# of EH complaints investigated	557	550	550
# of applications of insecticide to control mosquitos	2,361	4,500	1,000
% of complaints investigated within 2 business days	97%	95%	95%
% of mosquito traps catching < 25 per trap	54%	50%	0%

Emergency Preparedness

The goal of Emergency Preparedness is to better assure the health and safety of Alexandria residents and visitors; the goal of the Alexandria Health Department Emergency Preparedness Program is to conduct planning, training, and community outreach that helps all people in Alexandria be personally ready for health emergencies.

Program Revenue Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Add-On Funding	$0	$0	$0
City Cooperative/Supplemental Funding	$0	$0	$0
State	$0	$0	$0
Grants	$178,480	$175,692	$254,739
Fee Revenue	$0	$0	$0
TOTAL	$178,480	$175,692	$254,739
Program Outcomes			
% of State-identified Critical Tasks met	100%	100%	100%
% of CDC and UASI Critical Tasks completed	100%	100%	100%
# of community volunteers trained and ready	0	350	400

Activity Data

PLANNING – The goal of Planning is to assure the City of Alexandria is ready for all potential public health emergencies.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0	0	0
# of State identified Critical Tasks met (out of 28 tasks)	22	28	28
# of CDC, Urban Area Security Initiative, and Cities Readiness objectives met (out of 54 total)	39	54	54
% of Public Health Emerg Operations Plan (EOP) elements updated annually	100%	100%	100%

Emergency Preparedness, continued

Activity Data

TRAINING – The goal of Training is to assure that all needed Public Health paid staff and volunteers are prepared to respond effectively in all types of potential Public Health Emergencies.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0	0	0
% of Department staff trained in roles for health emergencies	100%	100%	100%
# of volunteers trained	257	500	500
% of all listed volunteers who are current in their training	40%	80%	70%

COMMUNITY OUTREACH & PREPARATION – The goal of Community Outreach and Preparation is to provide accurate information and viable planning guidance to help the general public, and all relevant local government and non-government agencies, be ready for public health emergencies.			
Expenditures (City add-on funding only)	$0	$0	$0
FTE's	0	0	0
# of public information contacts	2,475	1,250	1,500

City Supplement to State Budget (spread into program totals above)

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Cooperative/Supplemental Funding	$4,483,718	$4,465,486	$4,455,613
Less Revenues	0	0	0
Net General Fund Expenditures	$4,483,718	$4,465,486	$4,455,613
Program Outcomes	N/A	N/A	0

Activity Data

CITY SUPPLEMENT TO STATE BUDGET - The City Supplement to the State includes the City's 45% match to the State General Fund allocation; the City's salary supplement to State Co-op employees; City supplemental retirement benefits for the Health Department's full-time State employees; and the Contingent Account (if any). The City's 45% match and the salary supplement are paid quarterly to the State Department of Health, as part of the Local Agreement with the State.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures (City Cooperative/Supplemental Funding)	$4,483,718	$4,465,486	$4,455,613
FTE's (no staff)	0	0	0

Summary of Budget Changes

Supplemental Adjustments

Activity	Supplemental Request	FTE	FY 2010 Proposed
Environmental Health	*Seasonal Pool Inspector*	**(0 FTE)**	**$16,940**
The Department proposes a second seasonal pool inspector position. This new position will improve the consistency and uniformity of pool inspections and will reduce the unit cost of pool inspections by redeploying 1/3 of an FTE in a higher pay grade to support the proposed improvement to the Food Safety Program. The addition of this position also helps the Environmental Health Division to continue to meet the staffing requirements in Standard 8 of the National Retail Food Safety Program Standards and aligns state and City resources so that state co-op funded employees are not implementing a City program. This position is also important to implementation of the new federal Virginia Graeme Baker Pool and Spa Safety Act (effective December 19, 2008). The fees associated with this proposal will make the Aquatic Health Program 100% self-supporting.			
Environmental Health	*Food Safety Program*	**(0 FTE)**	**$14,000**
This supplemental supports the Food Safety Advisory Council, the production of food safety training materials for implementation of new food codes, and the printing and mailing of food safety materials (including the quarterly FoodTalk communication) to establishments. This funding is needed to help the Health Department continue to meet Standard 7 of the National Retail Food Safety Program Standards. No new staffing is required for this initiative. This will be supported by the proposed City Restaurant Permit Fee.			
Environmental Health	*Respiratory Health Initiative*	**(0 FTE)**	**$23,950**
This funding request is focused on a number of issues identified by the Alexandria Community Environmental Health Assessment – respiratory health. It provides funding for program expenses (training, testing equipment and supplies, printing, etc.) of the Environmental Health Division's Respiratory Health Initiative. This initiative will assist residents with respiratory health issues and investigate indoor air quality complaints (mold, lead, radon, asthma triggers). It will fund the previously underesourced "Proud To Be Smoke-Free" restaurant program and create a new voluntary "Smoke-Free Workplace" program. It supports the efforts of the Partnership for a Healthier Alexandria's Environmental Health Work Group. It also supports the development of new regulations addressing indoor air quality (and other health concerns) in manicure and pedicure salons. No new staffing is required for this initiative.			
TOTAL		**(0 FTE)**	**$54,890**

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2010 Proposed
Adolescent Health Clinic	*Adolescent Clinic Staff Reduction*	**(0.9 FTE)**	**($78,088)**

Two part-time positions in the Adolescent Health Clinic have been vacant since the beginning of FY 2009: a 0.75 FTE Therapist III and a 0.75 FTE Nurse Practitioner. Currently, VDH utilizes contracted staff to cover clinic hours, this will continue in FY 2010. The Department proposes to reduce the two part-time positions by 3.7 hours per day. The immediate impact will be a reduction in appointments at the Clinic by approximately 600 per year; most of which are for sports and routine physical exams. There were a total of 1,873 appointments, including walk-ins, in FY 2008. Available appointments will be maintained for family planning visits and walk-in care for sexually transmitted infections. The department will work closely with the Department of MHMRSA to make sure urgent mental health needs for adolescents are met.

Fees for Services

Activity	Fee Adjustment	FY 2010 Proposed
Environmental Health	*Aquatic Health Program Adjustments*	**$19,775**

VDH proposes to increase the following pool program related fees: (1) Seasonal Pool Inspection (from $250 to $335); (2) Year-Round Pool or Spa (from $400 to $700). VDH proposes new fees that include: (1) Commercial Pool Plan Review ($750) for pool plan review and several inspections; (2) Commercial Spa Plan Review ($375) for spa plan review and at least one inspection. According to VDH, these fees are comparable or lower than fees charged by other local jurisdictions. These fees will make the Aquatic Health Program 100% self-supportive.

Environmental Health	*Manicure Establishment Permit*	**$4,200**

A $50 annual local permit fee for manicure and pedicure establishments is proposed for FY 2010 (implemented January 1, 2010). There are currently 68 manicure and pedicure facilities in the city. Currently, VDH inspects these establishments at no charge and would like to implement the fee to improve cost recovery. VDH believes this fee will also improve the implementation of new regulations governing indoor air quality in manicure and pedicure establishments. Arlington and Fairfax Counties have no permit requirement or fee for manicure and pedicure establishments.

Environmental Health	*Perishable Food Vending Machines Permit Fee*	**$950**

A $95 annual local permit fee is proposed for FY 2010 (implemented November 1, 2009) for food vending machines with potentially hazardous foods. There is currently no state permit fee. There are ten machines within the City that will be effected.

Local Jurisdictions Comparison

Arlington County $65; Fairfax County $0; DC $21-95; Prince George's County $125.

Summary of Budget Changes

Fees for Services, continued

Activity	Fee Adjustment	FY 2010 Proposed
Environmental Health	*Restaurant Permit Fee*	**$22,000**
A $50 annual local permit fee is proposed for FY 2010 (implemented November 1, 2009) for restaurants (396), mobile food units (16), caterers (18), nursing homes (7), hospitals (1), and colleges (2). This will be in addition to the current $100 annual state fee collected by the Virginia Department of Health. (No fee increase is proposed for schools, child care centers, adult care centers, jails, or group homes.) This fee increase has received the support of the Restaurant Association of Metropolitan Washington provided that fee revenue is partially used to support the Alexandria Food Safety Advisory Council, the quarterly FoodTalk newsletter to Alexandria's food establishments, food safety training materials, training for food managers when new Food Codes are adopted, and the voluntary "Proud to Be Smoke-Free" restaurant program. Local Jurisdictions Restaurant Permit Fees: Arlington County $100 ; Fairfax County $100, DC $349-699, Montgomery County $100-440, Prince George's County $175-425, Anne Arundel County $195-$590, Baltimore City $185-$450.		
Environmental Health	*Grocery Store Permit Fee*	**$16,815**
The Department proposes a $95 annual local permit fee for FY 2010 (implemented November 1, 2009) for grocery stores (80), meat and seafood markets (34), convenience stores (28), bakeries (17), and delis (18). This will be in addition to the current $40 annual state fee collected by VDACS. Many of these facilities are owned by large corporations (7-Eleven, Giant, Harris-Teeter, Safeway, etc.). Smaller establishments, due to having fewer departments, will on average pay less than larger grocery stores that have multiple departments and require multiple permits. The Health Department would like to implement this fee to improve cost recovery for a service they already deliver. The fee recovers less than half the annual staff time and administrative costs associated with regulation of markets and convenience stores. Local Jurisdictions Comparison Arlington County $100/department; DC $289-$411/department; Montgomery County $130/department; Prince George's County $225/department; Anne Arundel County $195-$590/department; Baltimore City $185-$450/department.		
Environmental Health	*Food Establishment Plan Review Fee*	**$2,600**
An increase in the food establishment plan review fee from $135 to $200 is proposed for FY 2010 (implemented November 1, 2009). The revenue projection is based on an estimated 13 annual plan reviews for food establishments. Over the last three years we have averaged 54 plan reviews for food establishments annually. Construction activity has slowed and there are only a few proposed projects. The goal of this fee is improve cost recovery. Local Jurisdictions Comparison Arlington County $200; Fairfax County $275; DC $70-300; Montgomery County $55-$300; Prince George's County $200-300		
TOTAL		**$66,340**

Other Health Activities

Mission Statement: This section summarizes City contributions to regional and non-profit organizations that provide health care or health-related services to Alexandria residents. (The City also provides funds to the Alexandria Health Department, a State agency.)

FY 2010 Budget Summary Table

Expenditure By Organization	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
INOVA Alexandria Hospital	$700,000	$700,000	$700,000
Arlandria Health Center	$285,000	$325,000	$325,000
Health Systems Agency of Northern Virginia	$13,600	$13,600	$13,600
Net General Fund Expenditures	$998,600	$1,038,600	$1,038,600

Selected Performance Measures	2007 Actual	2008 Actual
INOVA Total $ Amount of Indigent Care Provided (CY)	$17,047,000	$18,646,000
Arlandria Clinic # of Alexandria Patient Visits (FY)	11,948	14,403
Arlandria Clinic City Contribution Per Visit (FY)	$23.9	$19.8

Other Health Background

INOVA Alexandria Hospital

INOVA Alexandria Hospital and the City of Alexandria have a long history of cooperation in attempting to meet the health care needs of our low-income residents. Since the mid 1940s the Hospital has been exempt from the payment of real property and business tangible taxes to the City. In 1982 the City contributed $315,000 to the Hospital for "indigent care." The amount gradually increased, and since 1991, the City has contributed $700,000 annually to the Hospital to help offset costs for indigent inpatient care. For FY 2010, the same $700,000 funding level is provided as in FY 2009 approved.

Arlandria Health Center*

The total FY 2009 approved budget from all sources for the Arlandria Health Center is $4.7 million; the proposed budget for FY 2010, including all sources of funds, is $5 million, an increase of $0.7 million. In FY 08 ANHSI received 28% ($1.3 million) of its funding from federal sources that include the Bureau of Primary Health Care, Health Resources and Service Administration, the Department of Housing and Urban Development, and $600,000 annually from the federal Community Health Center Program, under the Bureau of Primary Health Care.

* The Arlandria Health Center (formerly the Arlandria Health Center for Women and Children) began in 1993 as a unique public-private partnership between the City of Alexandria, the Alexandria Health Department, the Commonwealth of Virginia, and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI), a not-for-profit organization, was created in 1996 to sustain and manage the clinic as the initial federal funding obtained by the Alexandria Health Department ended. In late 2003, ANHSI was awarded a three-year federal grant to establish and operate a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. As Northern Virginia's first Federally Qualified Community Health Center, the Arlandria Health Center expanded its array of primary care services and began serving men.

Other Health Activities

The Arlandria Health Center reports serving 8,260 individuals during FY 2008 and providing 26,674 patient visits. Recent data provided by ANHSI indicates that 54% of clients are Alexandria residents; 26% are from Fairfax County; 12% are from Arlington; 6% from Prince William and Loudoun. And 2% of clients are from Stafford County, Washington D.C. and Maryland. ANHSI reports that 80% of patients are uninsured, which is twice the national average for community health centers. 93% of adults and 38% of children are uninsured. ANHSI reports that Arlington County contributes approximately $28,444 in in-kind support for dental services.

ANHSI's FY 2009 allocation from the City was $325,000. ANHSI's FY 2009 allocation included additional funds to cover lease costs at 2 East Glebe Road. City Council approved an increase of $40,000 compared to $98,000 requested for this proposal and strongly encouraged ANHSI to continue to seek funding from Arlington and Fairfax counties, whose residents use the ANHSI facility. ANSHI's FY 2010 City of Alexandria allocation stays constant at $325,000.

Health Systems Agency of Northern Virginia

The Health Systems Agency (HSA) of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, the HSA was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under the authority of the Virginia Health Planning and Resources Development Act. Participating local jurisdictions are asked to contribute roughly ten cents per capita to the HSA for FY 2010. Alexandria's share is $13,600.

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Operating Agencies

COMMUNITY DEVELOPMENT

Office of Housing 16-2
Planning and Zoning 16-15
Economic Development Activities 16-24

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.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$1,636,400	$1,798,781	$1,671,429	-7.1%
Non-Personnel	18,449,576	7,248,231	5,223,816	-27.9%
Capital Goods Outlay	0	2,200	2,200	0.0%
Total Expenditures	$20,085,976	$9,049,212	$6,897,445	-23.8%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	769,903	1,949,923	1,946,390	-0.2%
Special Revenue Carryover*	962,569	1,066,176	325,743	-69.4%
Special Revenue Program Income	775,379	450,000	475,000	5.6%
Housing Trust Fund	4,219,907	593,662	1,467,160	147.1%
Housing Trust Fund Carryover*	607,081	1,158,636	1,135,000	-2.0%
Affordable Housing Bonds & Dedicated Revenue Carryover**	9,416,231	0	0	0.0%
Total Designated Funding Sources	$16,751,070	$5,218,397	$5,349,293	2.5%
Net General Fund Expenditures	$3,334,906	$3,830,815	$1,548,152	-59.6%

*Carryover monies are shown in the FY 2009 Approved and FY2010 Proposed Budgets, 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 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; the final $7.1 million of the FY 2006 authorization is now not obligated.

Highlights

• In FY 2010, the proposed General Fund budget for Housing would decrease by $2,282,663, or 59.6%. The largest driver of this decrease is the proposed reduction of the dedicated 1.0¢ of the real estate tax rate for affordable housing initiatives in the Office of Housing budget to 0.7¢ in order to continue paying budgeted debt service on affordable housing bonds totaling $2,249,935 in FY 2010. The remainder of the decrease comes from expenditure reductions and shifting eligible General Fund costs to CDBG grants.

• FY 2010 total personnel costs are decreasing by $127,352, or 7.1%. This reduction is primarily driven by the reduction of 1.5 positions in the department (8.1% reduction in FTE count). The FTE's include a 0.5 FTE Urban Planner I ($31,347) and a 1.0 FTE Secretary II ($37,179).

Highlights, continued

• FY 2010 total non-personnel costs decrease by $2,024,415, or 27.9%. Again, this reduction is mostly attributable to the reduction of the dedicated penny of the real estate tax rate for affordable housing initiatives in the Office of Housing budget. It also includes some minor administrative/office efficiencies ($2,446) and funding the HOME/Housing Opportunities Fund grant match ($80,000) through the Housing Trust Fund.

• The CDBG and HOME federal grant revenues do not reflect possible increases in those revenues which may derive from the federal economic stimulus package.

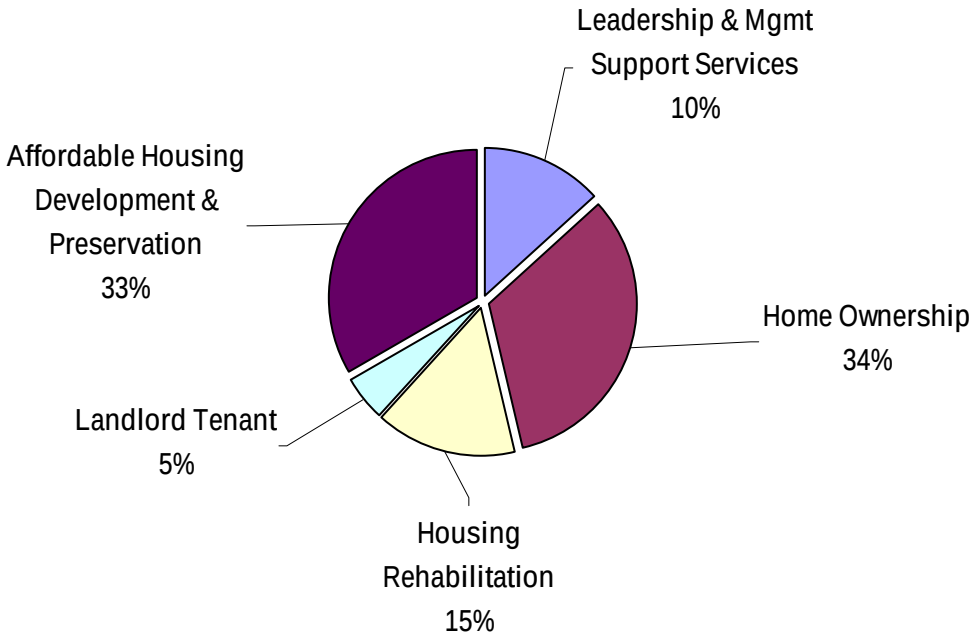
• Homeownership assistance in FY 2010 is projected to drop from $3.6 million to $2.3 million due to a drop in supporting revenues such as developer-paid Housing Trust Fund contribution.

• The Affordable Housing debt service is budgeted at $2.7 million. This includes $1.5 million in existing affordable housing debt service plus $0.8 million in new debt service from a Spring 2009 bond issuance which was planned to finance loans in FY 2009 to keep the Olde Town West rental project affordable. However, after the proposed budget for FY 2010 was set, the City was informed that the Olde Town West transaction would not be going forward due to changes in financial market conditions. The result of this is the $8.0 million planned affordable housing bond issuance in the spring of 2009 will not likely occur thereby leaving the new $0.8 million in budgeted debt service available for either affordable housing or other General Fund purposes.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of participants served in home buyer training and education opportunities	402	575	350
Total # of households receiving homeownership loans	100	78	42
Total # of home rehabilitation loan or grants obligated	10	15	13
# landlord tenant disputes mediated	1231	750	1000
% of tenant issues successfully resolved	98%	95%	95%
# of affordable units pledged by developers	94	TBD	TBD
# of Lending projects financed (counted at City loan approval)	2	TBD	TBD

FY 2010 Proposed Expenditures by Program



Office of Housing

Activity Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	$869,999	$985,471	$914,045	-7.2%
Home Ownership	$4,509,537	$3,603,321	$2,283,938	-36.6%
Housing Rehabilitation	$357,869	$1,091,370	$1,051,524	-3.7%
Landlord Tenant	$362,824	$381,254	$347,253	-8.9%
Affordable Housing Development & Preservation	$13,985,748	$2,987,796	$2,300,685	-23.0%
Total Expenditures	$20,085,977	$9,049,212	$6,897,445	-23.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	5.8	6.2	5.3	-14.5%
Home Ownership	4.2	4.2	4.2	0.0%
Housing Rehabilitation	2.2	2.2	2.2	0.0%
Landlord Tenant Relations	3.9	3.9	3.3	-15.4%
Affordable Housing Development & Preservation	1.9	2.0	2.0	0.0%
Total full time equivalents (FTE's)	18.0	18.5	17.0	-8.1%

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

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David Swartz, Fiscal Officer

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	4.3%	10.9%	13.3%
Total Expenditures	$869,999	$985,471	$914,045
Less Special Revenues	153,411	281,713	315,246
Less Other Revenues, Including Carryover	111,975	12,875	0
Net General Fund Expenditures	$604,613	$690,883	$598,799
Program Outcomes			
% of activities achieving target service levels	90%	100%	100%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$447,144	$511,888	$478,606
FTE's	1.8	2.1	1.6
# of departmental FTEs supported	18.0	18.5	17.0
# of activities managed	10	10	10
# educational presentations made	23	22	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	$422,855	$473,583	$435,439
FTE's	4.0	4.1	3.8
$ amount of federal funds received	$2,099,506	$2,099,506	$2,063,890
# of federal applications and reports produced	11	12	11
% funding sources administered within budget	100%	100%	100%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	22.5%	39.8%	33.1%
Total Expenditures	$4,509,537	$3,603,321	$2,283,938
Less Special Revenues	467,085	987,227	710,651
Less Other Revenues, Including Carryover	3,528,327	2,114,229	1,218,000
Net General Fund Expenditures	$514,125	$501,865	$355,287
Program Outcomes			
% of lender-ready applicants receiving City loan assistance	50%	25%	64%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$4,244,503	$3,275,518	$2,067,372
FTE's	3.3	3.3	3.3
Total # of households receiving homeownership loans	100	78	42
Cost per household receiving homeownership loan	$42,445	$41,994	$49,223
% 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	$125,232	$174,980	$166,913
FTE's	0.4	0.4	0.4
# of participants served in home buyer training and education opportunities	402	575	350
Cost per participant served	$312	$304	$477
% of prescreened applicants completing home buyer training curriculum	85%	25%	79%

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	$139,802	$152,823	$49,653
FTE's	0.5	0.5	0.5
# of sales units placed under contract (including resale)	5	TBD	2
Cost per unit under contract	$27,960	TBD	$24,827
% of units under contract within 6 months of listing	100%	100%	100%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	1.8%	12.1%	15.2%
Total Expenditures	$357,869	$1,091,370	$1,051,524
Less Special Revenues	99,759	385,000	547,781
Less Other Revenues, Including Carryover	258,110	706,370	503,743
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 2008 Actual[1]	FY 2009 Approved	FY 2010 Proposed
Expenditures	$357,869	$1,091,370	$1,051,524
FTE's	2.2	2.2	2.3
Total # of home rehabilitation loan or grants obligated	10	15	13
Total # of home rehabilitation loan subordinated	6	15	4
Cost per loan transaction	$22,367	$36,379	$61,854
% 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%

[1] FY 2008 Actual Expenditures include $42,000 in Housing Trust Fund monies granted to Rebuilding Together Alexandria (RTA) for their activities in FY 2008. These funds are allocated from the General Housing Trust Fund, which for budgeting purposes is included under the activity "Affordable Housing Development and Preservation: Lending."

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	1.8%	4.2%	5.0%
Total Expenditures	$362,824	$381,254	$347,253
Less Special Revenues	49,648	55,983	52,712
Less Other Revenues, Including Carryover	0	0	0
Net General Fund Expenditures	$313,176	$325,271	$294,541
Program Outcomes			
% of tenant issues successfully resolved	98%	95%	95%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$281,858	$292,744	$265,087
FTE's	3.1	3.1	2.6
# landlord tenant disputes mediated	1231	750	1000
# of clients served for information and referral	4,494	4,000	4,000
Program cost per 1,000 Alexandria rental units	$8,901	$9,244	$8,371

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	$80,966	$88,510	$82,166
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)	$516	$564	$523
% positive evaluation by participants of training	100%	TBD	100%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	69.6%	33.0%	33.4%
Total Expenditures	$13,985,748	$2,987,796	$2,300,685
Less Special Revenues	0	240,000	320,000
Less Other Revenues, Including Carryover	12,082,755	435,000	1,681,160
Net General Fund Expenditures	$1,902,993	$2,312,796	$299,525
Program Outcomes			
% of all residential/mixed-use development activity resulting in committed affordable units	33%	33%	33%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures[1]	$2,737,655	$281,280	$266,350
FTE's	1.3	1.4	1.3
# of affordable units pledged by developers	94	TBD	TBD
# of units resulting from technical assistance provided by the City[2]	94	100	TBD
Total # of affordable units (rental & sales) pledged or receiving city technical assistance	94	TBD	TBD
$ contributed to Housing Trust Fund by developers	$1,483,247	$509,208	$1,272,000
% of affordable units of total units developed	92%	100%	100%

[1] FY '08 expenditure includes the Potomac Yard Development Housing Trust Fund contribution made directly for the development of The Station at Potomac Yard.

[2] Counted at loan settlement

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[1]	$11,248,093	$2,706,515	$2,034,335
FTE's	0.7	0.7	0.7
# of projects financed[2]	2	TBD	TBD
# of units committed[3,4]	303	TBD	TBD
Average loan amount committed per unit financed	$44,884	TBD	TBD
% of loans approved or denied within 60 days of application	100%	100%	100%

[1]FY 2008 Expenditures include $6.2M for loans approved in prior years (Longview Terrace and Quaker Hill) along with $5.0M for FY 2008 approved Glebe Park loan.

[2]The FY 2010 expenditure line recognizes that 50% of new donations ($636,000) will be received in the Housing Trust Fund set aside with $485,000 of carryover HTF monies by City Council for the 16 replacement units at the James Bland Project

[3]Counted at City loan approval

[4]FY 2008 Committed units include 84 planned ARHA-owned units at Glebe Park, although technically the City's loan related to pay-off of mortgage for existing Glebe Park units planned for demolition or rehabilitation. Figure also includes 219 units at Olde Towne West.

Office of Housing

Expenditure Reductions

Activity	Option	FTE's	FY 2010 Impact
Housing Rehab. Finance & Loan/Grant Mgmt	*Shift Personnel Costs to CDBG Grant*		**-$75,345**
Due to the reassessment of CDBG-eligible staff costs, there are several places where Office of Housing staff time can be charged to CDBG funds instead of the City's General Fund. These cost shifts will result in a FY 2010 savings of $75,345. This reduction will likely result in a reduction of one rehabilitation loan in FY 2010.			
Leadership & Mgmt	*Office Management Efficiencies*		**-$913**
The Office of Housing will make minor administrative budget reductions ($913).			
Landlord Tenant Mediation & Education	*Reduce Photocopies for LLT Board*		**-$1,533**
In FY 2010, materials for Landlord-Tenant Relations Board members will be provided electronically by the Office of Housing. This reduction in photocopying and paper supply expenses will save $1,533.			
Securing & Fostering Affordable Unit Dev.	*Eliminate Urban Planner I*	**-0.5**	**-$31,347**
A 0.5 FTE Urban Planner I position will be eliminated for FY 2010 for a savings of $31,347. This new position was to be responsible for supportive planning efforts in the development and implementation of small area plans. These responsibilities will now be handled by a budgeted Housing Analyst I position.			
Housing Rehab. Finance & Loan/Grant Mgmt	*Shift Office Rent for CDBG Staff to CDBG Grant*		**-$37,508**
$37,508 in CDBG funding will be reallocated to cover the costs of office rent for CDBG staff. These costs have been included in Housing's General Fund budget since FY 2005, but were previously charged to CDBG funds. This reduction is equivalent to the elimination of one, small Rehabilitation loan. However, the elimination of the Secretary II position (below) will free up additional CDBG funds to offset this service reduction.			
Various	*Eliminate Secretary II*	**-1.0**	**-$37,179**
A 1.0 FTE Secretary II position will be eliminated for a FY 2010 General Fund savings of $37,179. This position was responsible for secretarial support for program administration and Landlord-Tenant, along with backup front desk coverage. These job duties will be reallocated to other support staff, with back-up front desk coverage sometimes provided by professional staff as well. Some typing duties will be eliminated from from general secretarial workload, and Laserfiche scanning may be delayed or reduced in scope. 40% of this position's costs were funded by CDBG grants. These freed-up grant revenues will mostly offset the new office rent costs listed in the previous reduction option, enabling an additional small Rehabilitation loan.			

Expenditure Reductions, continued

Activity	Option	FTE's	FY 2010 Impact
Home Ownership - Lending & Loan Mgmt	*Match HOME/Housing Opportunities Fund (HOF) grant with Housing Trust Fund*		**-$80,000**

The City will allocate $320,000 of its federal HOME grant to the HOF in FY 2010. The City match of $80,000 will be funded by the Housing Trust Fund (HTF) rather than the City's General Fund. This shift will result in the reduction of approximately 3 HTF-funded Moderate Income Homeownership (MIHP) loans. The total $400,000 in HOME/HOF is a $100,000 increase to offset the FY 2009 reduction of $100,000 in General Fund HOF.

Affordable Housing Lending	*Reduce Dedicated Real Estate Tax for Affordable Housing to 0.7¢*		**-$1,965,875**

The City will free up a portion of the dedicated 1.0¢ (real estate tax revenues) for affordable housing initiatives in FY 2010. The portion of the dedicated penny (equal to 0.7¢) that is needed to pay debt service on affordable housing bonds will be kept intact and budgeted in the Non-Departmental budget with the rest of the debt service. In FY 2010 this debt service amount is $2,249,935, which includes all past issuances of bonds as well as the previously assumed issuance of an additional $8 million of general obligation bonds this spring to purchase Olde Town West. After the proposed budget was set, the Olde Town West transaction was cancelled due to changed financial market conditions. Leaving $0.8 million in planned FY 2010 debt service available for housing or other purposes. The remaining revenues ($0.55 million) from the 0.3¢ dedication reduction have been budgeted in FY 2010 as a revenue source for the General Fund.

Overall, the Housing General Fund budget decreases by $1,965,875 million from FY 2009 to FY 2010 because of the need to pay the additional debt service and the use of the remaining revenues for the General Fund budget. The additional debt service still goes towards affordable housing initiatives, it is just budgeted for in the Non-Departmental area rather than the Office of Housing.

FY 2010 Housing Program Sources and Uses

Program	Home Ownership			Housing Rehab.	Landlord Tenant		Affordable Housing Development & Preservation		Leadership & Mgmt Support Services*		
Activity (Uses) / Funding (Sources)	Lending & Loan Management	Counseling & Training	Sales & Marketing	Financing & Loan/Grant Management	Landlord Tenant Mediation & Education	Fair Housing Enforcement & Education	Securing & Fostering Affordable Development	Lending	Leadership & General Management	Grant & Financial Management	Totals
CDBG											
New Grant	278,068			547,781		52,712			62,537	170,216	1,111,314
Program Income	175,000			175,000							350,000
Carryover				325,743							325,743
	453,068			1,048,524		52,712			62,537	170,216	**1,787,057**
	6 HAP Loans			**10 HRLP Loans 1 RAMP Loan**		**1 Testing Round**					
HOME											
New Grant	428,083							320,000	49,496	32,997	830,576
Program Income	125,000										125,000
	553,083							320,000	49,496	32,997	**955,576**
	12 HAP Loans (w/ General Fund below)							**TBD Projects Financed**			
GENERAL FUND											
New	128,155	12,815	115,339		289,187	32,132	266,350	33,175	331,752	232,226	1,441,131
New HOME Match	107,021										107,021
	235,176	12,815	115,339		289,187	32,132	266,350	33,175	331,752	232,226	**1,548,152**
		350 Clients Served (w/ HTF below	**2 units placed under contract**		**1,000 disputes mediated & 4,000 clients served**		**TBD Pledged Units Completed**	**TBD Projects Financed**			
Housing Trust Fund											
New	386,000							1,081,160			1,467,160
Carryover	382,000	150,000		3,000				520,000			1,055,000
HOME Match (Carryover)								80,000			80,000
	768,000	150,000		3,000				1,681,160			**2,602,160**
	20 MIHP Loans 15 EHIP Loans			**2 Mini-RAMP Grants**				**TBD Projects Financed**			
OTHER NON-FED											
New		4,500									**4,500**
		Homeowner-ship Fair									
ALL FUNDS	2,009,327	167,315	115,339	1,051,524	289,187	84,844	266,350	2,034,335	443,785	435,439	6,897,445

Miscellaneous Information

Proposed Housing Trust Fund expenditures include a new allocation of up to $582,000 in estimated carryover Housing Trust Fund monies for the following ongoing programs:

- $232,000 for the Moderate Income Homeownership Program
- $120,000 for the Employee Homeownership Incentive Program
- $150,000 for Homeownership Counseling Services
- $ 80,000 for HOME Match for the Housing Opportunities Fund

In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2010 will be used to supplement the following ongoing programs:

- $400,000 for the Housing Opportunities Fund
- $386,000 for the Moderate Income Homeownership Program

Note: Based on City Council action in October 2008 that allocates 50% of new contributions to the Housing Trust Fund for the costs related to the 16 replacement housing units at the James Bland project, the Office of Housing projects that $485,000 in estimated carryover Housing Trust Fund monies and $636,000 in new projected Housing Trust Fund contributions will be available during FY 2010. ($485,000 of the $582,000 in carryover monies proposed for allocation to new activities consists of contributions received after Council's October action.)

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.

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$4,655,229	$5,232,931	$4,852,106	-7.3%
Non-Personnel	2,052,007	1,258,754	517,620	-58.9%
Capital Goods Outlay	2,904	40,066	40,066	0.0%
Total Expenditures	$6,710,140	$6,531,751	$5,409,792	-17.2%
Less Revenues				
Internal Service	$0	$0	$0	NA
Special Revenue Fund*	347,591	608,343	0	-100.0%
Total Designated Funding Sources	$347,591	$608,343	$0	-100.0%
Net General Fund Expenditures	$6,362,549	$5,923,408	$5,409,792	-8.7%
Total Department FTE's	48.5	53.5	49.5	-7.5%

Highlights

•In FY 2010, the proposed General Fund budget decreased by $513,616 or 8.7%.

• FY 2010 personnel costs decreased by 7.3%; the decrease is primarily due to the reduction of 4 full-time positions. Of the 4 full-time positions, 3 were eliminated due to a decrease in anticipated workload and related developer contributions to the Potomac Yard redevelopment project. This decrease is partially offset by the transfer of 2.7 special revenue funded positions to the General Fund.

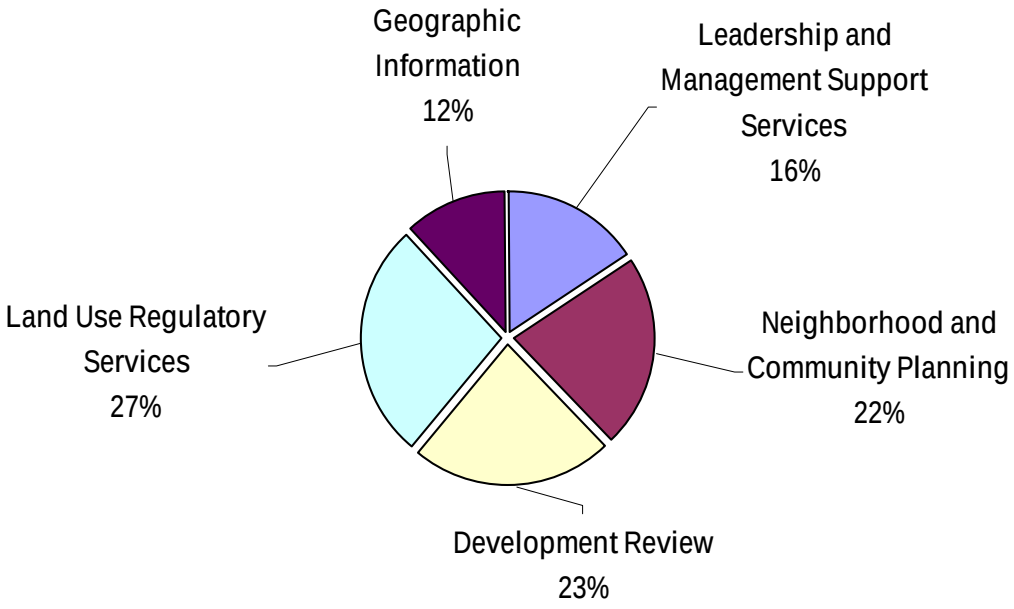
•Total non-personnel costs decreased by 58.9% due to the elimination of non-personnel expenditures in developer supported projects, a reduction of funding for temporary employees, and a reduction of $0.7 million in funds for consultant services. Of this reduction, $0.5 million will be offset by utilizing CIP study monies for the possible Potomac Yard Metrorail station which can now be funded by WMATA funds. In addition, federal Department of Defense economic adjustment funds will be sought for the Beauregard small area plan project.

•Total FY 2010 special revenue decreased by 100%. The City does not expect to receive developer contributions for the Potomac Yard redevelopment project in FY 2010. In addition, revenue earned from developer fees for City-wide projects will be transferred to and administered in the General Fund.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of development plans processed	117	125	115
# of design reviews processed	536	700	500
# of zoning complaints and Special Use Permits (SUP) monitored for compliance	1239	600	1200
% Zoning complaints and of SUP violations resolved within 30 days	70%	80%	70%
# of permits/licenses/BZA applications/plot plans processed	5,748	5,675	5,200
# of Historic Preservation applications/permits processed	1,256	1,430	1,500
% of GIS commitments completed within prescribed guidelines	95%	90%	75%

FY 2010 Proposed Expenditures by Program



Planning & Zoning

Expenditure and Revenue Summary

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership and Management Support Services	$1,860,843	$682,963	$850,147	24.5%
Neighborhood and Community Planning	1,593,698	1,884,079	1,189,382	-36.9%
Development Review	1,318,039	1,624,417	1,247,562	-23.2%
Land Use Regulatory Services	1,301,873	1,643,879	1,475,543	-10.2%
Geographic Information	635,687	696,413	647,158	-7.1%
Total Expenditures	$6,710,140	$6,531,751	$5,409,792	-17.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed*	% Change 2009-2010
Leadership and Management Support Services	5.50	5.50	6.74	22.5%
Neighborhood and Community Planning	9.60	10.70	9.86	-7.9%
Development Review	14.10	14.60	11.30	-22.6%
Land Use Regulatory Services	13.50	16.90	15.55	-8.0%
Geographic Information	5.80	5.80	6.05	4.3%
Total FTE's	48.5	53.5	49.5	-7.5%

*FY 2010 position count reflects the reduction of 4.0 FTEs. Of these 4 positions, 3 were reduced due to a decrease in developer contributions to the Potomac Yard project.

Planning & Zoning Programs and Activities

Leadership & Mgmt Support Services
- Leadership & General Management

Neighborhood and Community Planning
- Small Area Plans, Special Studies & Citywide Projects
- Plan Implementation

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 and User Support

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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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	27.7%	10.5%	15.7%
Total Expenditures	$1,860,843	$682,963	$850,147
Less Revenues	$84,635	$0	$0
Net General Fund Expenditures	$1,776,208	$682,963	$850,147
Program Outcomes			
% of effectiveness targets met	80%	100%	100%

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 2008 Actual*	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,860,843	$682,963	$850,147
FTE's	5.50	5.50	6.74
# of FTE's supported	48.5	53.5	49.5
% of effectiveness targets met	80%	100%	90%
Council and Freedom Of Information Act (FOIA) requests processed	200	95	200
Leadership and General Management expenditures as % of departmental total	27.7%	10.5%	15.7%

*FY08 actual expenditures include FY07 encumbrances for Professional Services carried forward to FY 2008 and miscellaneous departmental expenses for more than one activity. In FY09, these expenditures will be allocated to the various activities.

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	23.8%	28.8%	22.0%
Total Expenditures	$1,593,698	$1,884,079	$1,189,382
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,593,698	$1,884,079	$1,189,382
Program Outcomes			
% of docketed Neighborhood Planning Initiatives approved by decision making body	100%	100%	100%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,181,835	$1,197,040	$638,090
FTE's	5.17	6.23	4.98
# of Neighborhood Planning initiatives in progress	11	11	6
Cost per plan or study	$112,916	$108,822	$106,348
% of docketed Neighborhood Planning Initiatives approved by decision making body	100%	100%	100%

*Beginning in FY 2010, this activity was split into two activities including Small Area Plans, Special Studies, & City-wide projects and Plan Implementation.

PLAN IMPLEMENTATION – The goal of Plan Implementation is to improve the quality of the community by implementing the approved small area plans.*	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$411,863	$687,039	$551,292
FTE's	4.43	4.43	4.88
# of Plan Implementations in progress	NA	NA	4
Cost per plan implementation	NA	NA	$137,823
% of implementation completed within projected time frame	NA	NA	90%

*The Plan Implementation activity is new in FY 2010.

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	19.6%	24.9%	23.1%
Total Expenditures	$1,318,039	$1,624,417	$1,247,562
Less Revenues	$262,956	$608,343	$0
Net General Fund Expenditures	$1,055,083	$1,016,074	$1,247,562
Program Outcomes			
% of scheduled targets met	91%	95%	95%

Activity Data

PLAN & DEVELOPMENT REVIEW - The goal of Plan and Development Review is to ensure that high quality development meets regulatory obligations and involves the community at the formative stage of each project.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$698,178	$1,087,464	$613,634
FTE's	9.10	9.13	5.85
# of development plans processed	117	125	115
Development plan processed per FTE	12.9	13.7	19.7
# of permits reviewed	959	1,000	900
Permit reviews per FTE	105.4	109.5	153.8
% of permits completed according to scheduled date	90%	84%	90%
% of plans completed according to scheduled date	92%	70%	92%

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	$619,861	$536,953	$633,928
FTE's	5.50	5.53	5.45
# of design reviews processed	536	700	500
Cost per design review	$1,156	$767	$1,268

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	19.4%	25.2%	27.3%
Total Expenditures	$1,301,873	$1,643,879	$1,475,543
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,301,873	$1,643,879	$1,475,543
Program Outcomes			
% of scheduled targets met	85%	100%	90%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$675,992	$894,976	$713,018
FTE's	7.70	9.10	7.65
# of customers served	17,552	17,000	18,000
Cost per customer served	$38.51	$52.65	$39.61
# of zoning complaints and Special Use Permits (SUP) monitored for compliance	1,239	600	1,200
% Zoning complaints and of SUP violations resolved within 30 days	70%	80%	70%

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	$278,784	$309,577	$338,316
FTE's	3.10	3.45	3.60
# of permits/licenses/BZA applications/plot plans processed	5,748	5,675	5,200
Cost per permit/license/BZA applications/plot plans processed	$48.50	$54.55	$65.06
% of permits processed within established schedule	84%	98%	75%

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	$347,097	$439,326	$424,209
FTE's	2.70	4.25	4.30
# of Historic Preservation applications/permits processed	1,256	1,430	1,500
Historic Preservation application/permits processed per FTE	465.2	336.5	348.8
# of Historic Preservation special projects in process	6	6	3
% of Historic Preservation applications processed within established schedule	100%	100%	95%

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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	9.5%	10.7%	12.0%
Total Expenditures	$635,687	$696,413	$647,158
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$635,687	$696,413	$647,158
Program Outcomes			
% of GIS commitments completed within prescribed guidelines	95%	90%	75%

Activity Data

DATA DEVELOPMENT – The goal of the Data Development activity is to create and maintain the City's geospatial infrastructure, the City's definitive source for geographic information. This system models real world features and the relationships between them to provide the foundation for Division's User Support Activities.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$229,280	$282,443	$218,666
FTE's	2.30	2.28	2.03
# of data layers maintained	60	65	70
# of data initiatives in process	12	10	10
Cost per data layer maintained	$3,821	$4,345	$3,124
% of layer updates made within prescribed deadlines	95%	95%	75%

APPLICATION AND USER SUPPORT – The Goal of the Application and User Support activity is to ensure departments such as Planning and Zoning, Public Safety, Real Estate Assessments, and Transportation and Environmental Services can fulfill critical aspects of their missions through an array of geospatial tools including applications, studies and maps.			
Expenditures	$406,407	$413,970	$428,492
FTE's	3.50	4.08	4.02
# of GIS application activities undertaken	6	12	15.0
# of City staff users accessing the GIS	130	130	165
# of GIS applications supported	8	13	15
Cost per user supported	$3,126	$3,184	$2,597
# hits on GIS internet map server application	53,225	60,000	60,000
% of application customizations delivered on time	80%	80%	80%
# of map requests completed	173	190	60
# of GIS studies in process	10	12	20
Cost per GIS study processed	$2,349	$2,179	$7,142
% of requests completed within agreed timeline	95%	95%	75%

*Beginning in FY 2010, Application Support and User Support were combined into one activity entitled Application and User Support.

Summary of Budget Changes

Expenditure Reductions

Activity	Adjustment	FTEs	FY 2010 Proposed
Historic Preservation	*Seasonal Position*		**($21,000)**
This reduction will eliminate a 10 hour per week seasonal position responsible for drafting staff reports related to BAR issues. The loss of this position will result in delayed review and response times for BAR issues, including permits and BAR case reports.			
Zoning Administration	*Seasonal Position*		**($49,810)**
This reduction will eliminate a 40 hour per week seasonal position responsible for reviewing building permits and preparing zoning compliance letters. This position's responsibilities will be shifted to existing staff, resulting in delays in responding to citizen and business requests.			
Zoning Administration and Permit & License Review	*Urban Planner II*	**(1.00)**	**($76,426)**
This reduction will eliminate one full-time Urban Planner II position responsible for writing staff reports and making presentations to the Planning Commission on Special Use Permit cases. This position's responsibilities will be shifted to existing staff, resulting in delayed response times for SUP inquiries, permitted uses, zoning regulations, and administrative requests. In addition, time devoted to citizen and business outreach on SUP uses will be reduced or eliminated.			
Small Area Plans	*Consultant Services*		**($731,309)**
This reduction will decrease operating funds for consultant services to be used in developing the Waterfront and Potomac Yard plans. However, funds in the amount of $500,000 have been identified in the CIP Potomac Yard Metrorail Station study account to be used for the development of these plans. The Potomac Yard Metrorail study can be funded by WMATA and not City General Funds. Federal funds are also being sought to help fund the planned Beauregard corridor small area plan study.			

Economic Development Activities

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

FY 2010 Organization Summary Information (reflects City and non-City funding)

Expenditure By Program*	FY 2008 Actuals	FY 2009 Approved	FY 2010 Proposed	% Change '09 to '10
Alexandria Convention and Visitors Association (ACVA)	$1,965,314	$2,594,763	$2,376,974	-8.4%
Alexandria Economic Development Partnership (AEDP)	$934,937	$1,414,754	$978,789	-30.8%
Eisenhower Partnership	$123,932	$126,691	$116,126	-8.3%
Small Business Development Center (SBDC)	$230,940	$264,700	$254,600	-3.8%
Marketing Fund	$46,875	$135,000	$135,000	0.0%
Holiday Marketing Program	$125,000	$0	$0	-
Technology Achievement Award Program	$6,003	$27,600	$0	-100.0%
First Night	$0	$50,000	$47,500	-5.0%
Greater Washington Initiative	$0	$0	$25,000	-
Total Expenditures	$3,433,001	$4,613,508	$3,933,989	-14.7%
Less: Revenues and Retained Earnings	$537,483	$1,191,326	$712,836	-40.2%
Total General Fund Expenditures	$2,895,518	$3,422,182	$3,221,153	-5.9%

*The funding above reflects the total investment in Economic Development activities, including City General Fund contributions, federal grants, membership fees, retained earnings, Industrial Development Authority fees and other income. Program expenditures shown are those submitted to the City in organizational financial statements. The City General Fund expenditures includes all General Fund support to each agency.

Highlights

•In FY 2010, the proposed General Fund budget reduces the City's overall contribution to economic development activities by $201,029 or 5.9%.

•The City's General Fund contribution to the ACVA ($2,237,975) , AEDP ($601,178), the SBDC ($161,500), and First Night Alexandria ($47,500) have been reduced by 5% from last year's contribution. ACVA achieved its 5% reductions largely through implementing efficiencies. If these organizations have retained earnings they could choose to make up these reductions by using those funds.

•AEDP's overall 30.8% budget reduction largely reflects a sizeable federal grant in FY 2009 with the federal grant amount to be determined in FY 2010.

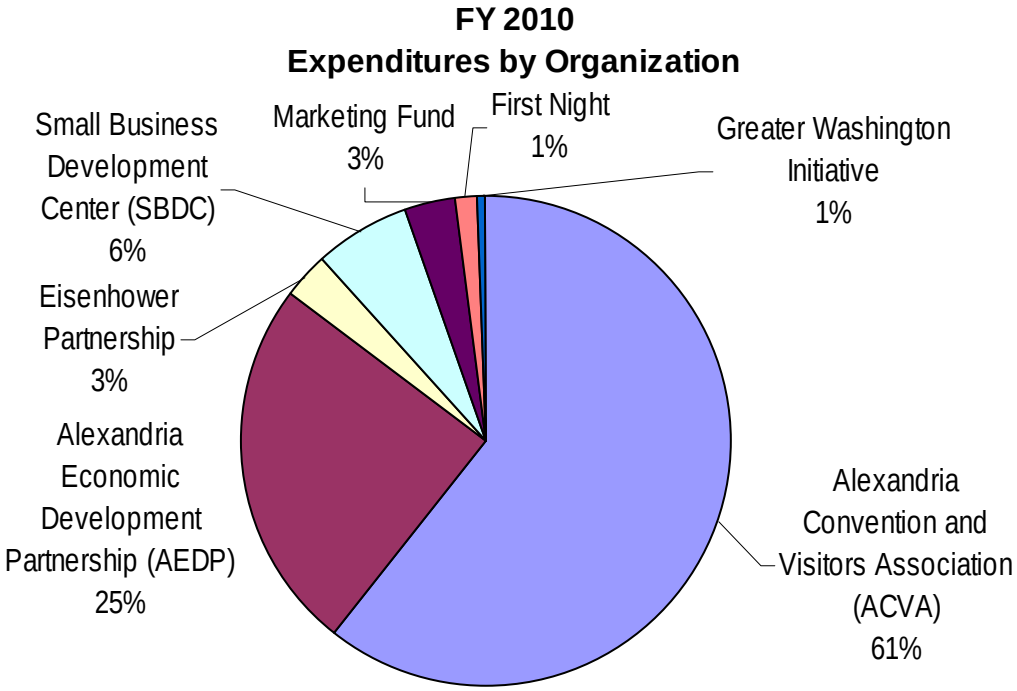
•The City's contribution to the Eisenhower Partnership is reduced by $13,000 or 50% in FY 2010 as part of a proposal to fully eliminate funding in FY 2011. This two year phase out of City funding will put the Partnership in the same self-sustaining status as all other neighborhood business organizations.

•The Technology Achievement Award Program funding is eliminated in the FY 2010 proposed budget.

•The total contribution to the Greater Washington Initiative is unchanged. $25,000 was previously budgeted as part of AEDP. The proposed budget reflects a contribution directly from the City of Alexandria rather than through AEDP.

•Some performance measures for ACVA and AEDP are proposed in this budget for the first time. As data becomes available to populate these performance measures, these will be provided to City Council. Other entities are being asked to develop performance measures for future budgets.

Economic Development Activities



Economic Development Activities

Economic Development Activities

- Alexandria Convention & Visitors Association
- Alexandria Economic Development Partnership
- Small Business Development Center
- Eisenhower Partnership
- Marketing Fund

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ACVA Program

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

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$1,965,314	$2,594,763	$2,376,974
Less Revenues and Use of Contributions to/Retained Earnings	($66)	$239,000	$138,999
Net General Fund Expenditures	$1,965,380	$2,355,763	$2,237,975
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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$982,657	$1,297,382	$1,188,486
$ of actualized revenue for hotels	$2.7M	$2.9M	$3.0M
# of phone/mail/electronic communication	39,870	41,863	43,956
% 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 overnght visits to Alexandria.			
Total Expenditures	$393,063	$518,953	$475,395
Lodging Tax Generated	$8.5M	$11.5M	$10.7M
% of hotel rooms occupied	66.7%	68.0%	TBD
$ of Gross Retail Sales (City-wide all sales tax categories)	$24,256,803	$24,000,000	$23,400,000

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	$393,063	$518,953	$475,395
# of visitors	67,951	69,000	70,000

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.			
Total Expenditures	$98,266	$129,738	$118,849
Website total visits	511,512	639,390	799,237

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	$98,266	$129,738	$118,849
# of accommodation and food service jobs	8,235	8,235	8,235
# 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 a more 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 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total Expenditures	$934,937	$1,414,754	$ 978,789
Less Revenues and Use of Retained Earnings	333,867	756,935	$ 377,611
Net General Fund Expenditures	$601,070	$657,819	$601,178
Program Outcomes			
% of real property tax base representing commercial property	41.0%	42.6%	44.0%

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 2008 Actual	FY 2009 Approved	FY 2009 Proposed
Total Expenditures	$420,722	$636,639	$440,455
FTE's	1.5	2.5	2.5
% increase in commercial tax base	11.6%	6.6%	-0.2%
% 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	$317,879	$481,016	$332,788
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	$102,843	$155,623	$107,667
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	$93,494	$141,475	$97,879
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

Other Economic Development Activities

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Approved
Total Expenditures	$532,750	$603,991	$578,226
Less Revenues	$203,682	$195,391	$196,226
Net General Fund Expenditures	$329,068	$408,600	$382,000
Program Outcomes			
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 2008 Actual	FY 2009 Amended	FY 2010 Proposed
Total Expenditures	$230,940	$264,700	$254,600
Non-City funding	$105,750	$94,700	$93,100
City funding (FY 2008 does not reflect $10,000 in a one-time National Harbor funding)	$125,190	$170,000	$161,500
Number of clients served	280	290	310
Increased jobs (Year-end survey)	230	180	150

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	$123,932	$126,691	$116,126
Non-City funding	$97,932	$100,691	$103,126
City funding	$26,000	$26,000	$13,000
# of networking mixers/prospective member events	NA	6	6
# "Taste of the Valley," a weekend long event promoting Valley restaurants	NA	1	1
# of attendees at sponsored community meetings for landowners, tenants, and residents	NA	225	225

The FY 2008 actuals do 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	$46,875	$135,000	$135,000
Non-City funding	$0	$0	$0
City funding	$46,875	$135,000	$135,000

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 2008 Actual	FY 2009 Approved	FY 2010 Approved
Total Expenditures	$125,000	$0	$0
Non-City funding	$0	$0	$0
City funding	$125,000	$0	$0

Starting in FY 2009, $100,000 from the Holiday Marketing Program was reallocated on an ongoing basis to ACVA for a Regional Marketing Initiative, and $25,000 was reallocated 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. The Award Program is being put on hold pending a review of the efficacy of this program and how it might work better.			
Expenditures	$6,003	$27,600	$0

First Night Alexandria			
Expenditures	$25,000	$50,000	$47,500

In FY 2008 First Night also received $25,000 in funding from the Holiday Marketing Program.

Greater Washington Initiative - The Greater Washington Initiative is a regional economic development marketing organization that assists firms in expanding their business in the District of Columbia, Nothern Virginia, and Suburban Maryland.			
Expenditures	-	-	$25,000

Prior to FY 2009, The City contributed $25,000 to the Greater Washington Initiative through AEDP. Beginning in the FY 2010 Proposed Budget, the City would contribute directly as AEDP does not wish this line item to be in its budget..

Economic Development Activities

Summary of Budget Changes

Expenditure Reduction

Agency	Option	FY 2010 Proposed
ACVA	*Reduce Funding Level by 5%*	**-$185,429**
The Proposed Budget includes reduced funding for ACVA by 5%. This will reduce the City's General Fund contribution from $2,355,763 to $2,237,975. The ACVA anticipates that it can maintain its current levels of service with the proposed reductions, and has crafted significant efficiencies to be able to manage the 5% reduction.		
AEDP	*Reduce Funding Level by 5%*	**-$56,641**
The Proposed Budget reduces funding for the AEDP by 5%. This will reduce the City's General Fund contribution from $657,819 to $601,178. The City does not propose to fund the following new AEDP initiatives: Waterfront Marketing & Investment Program ($50,000), Retail & Restaurant Attraction Program ($79,000), Tourism Infrastructure Feasability Study ($25,000), a proposed "Building on the Arts" Study ($15,000),a Landmark Marketing Program ($65,000), and merit increases for staff ($15,000).		
Beginning in FY 2010, $25,000 in the AEDP budget for the Greater Washington Initiative will be moved to the City budget per AEDP's request.		
Technology Achievement Award	*Reduce Funding Level by 100%*	**-$27,600**
Funding for the Technology Achievement Award is eliminated in FY 2010.		
Eisenhower Partnership	*Reduce Funding Level by 50%*	**-$13,000**
The Proposed Budget reduces funding by half for the Eisenhower Partnership. This will reduce the City's contribution from $26,000 to $13,000.The remaining City funding is proposed to be eliminated in FY 2011 so as to put the Partnership on the same footing as the other business partnerships.		
SBDC	*Reduce Funding Level by 5%*	**-$8,500**
The Proposed Budget reduces funding for the Small Business Development Center by 5%. This will reduce the City's General Fund contribution from $170,000 to $161,500. This will reduce hours funded for the SBDC's Business Analyst, an hourly independent consultant, by approximately 243 hours annually, which will impact about 60 or more business owners from getting guidance.		
First Night	*Reduce Funding Level by 5%*	**-$2,500**
The Proposed Budget includes reduced funding for First Night by 5%. This will reduce the City's General Fund contribution from $50,000 to $47,500.		

Operating Agencies

PARKS, RECREATION AND CULTURAL

Historic Alexandria..... 17-2
Library..... 17-12
Recreation, Parks and Cultural Activities..... 17-20
Other Recreation Activities 17-38

Historic Alexandria

Mission Statement: The mission of the Office of Historic Alexandria (OHA) is to inspire, educate, and foster an appreciation among members of the public for Alexandria's unique history and historic places in Alexandria.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$2,495,687	$2,494,935	$2,311,884	-7.3%
Non-Personnel	$732,271	$825,617	$745,854	-9.7%
Capital Goods Outlay	$10,865	$4,500	$4,500	0.0%
Total Expenditures	$3,238,823	$3,325,052	$3,062,238	-7.9%
Funding Sources				
Internal Service	$3,014	$0	$0	0.0%
Special Revenue Fund	$214,550	$411,660	$507,907	23.4%
Total Designated Funding Sources	$217,564	$411,660	$507,907	23.4%
Net General Fund Expenditures	$3,021,259	$2,913,392	$2,554,331	-12.3%
Total Department FTE's	29.5	29.4	26.8	-8.8%

Highlights

• In FY 2010, the proposed General Fund budget decreases by $359,061 (12.3%).

• FY 2010 personnel costs decrease $183,051 or 7.3% due to the reduction of positions totaling 2.6 FTEs. These include both part time and full time positions. More information on these positions is provided in the OHA summary of budget changes page.

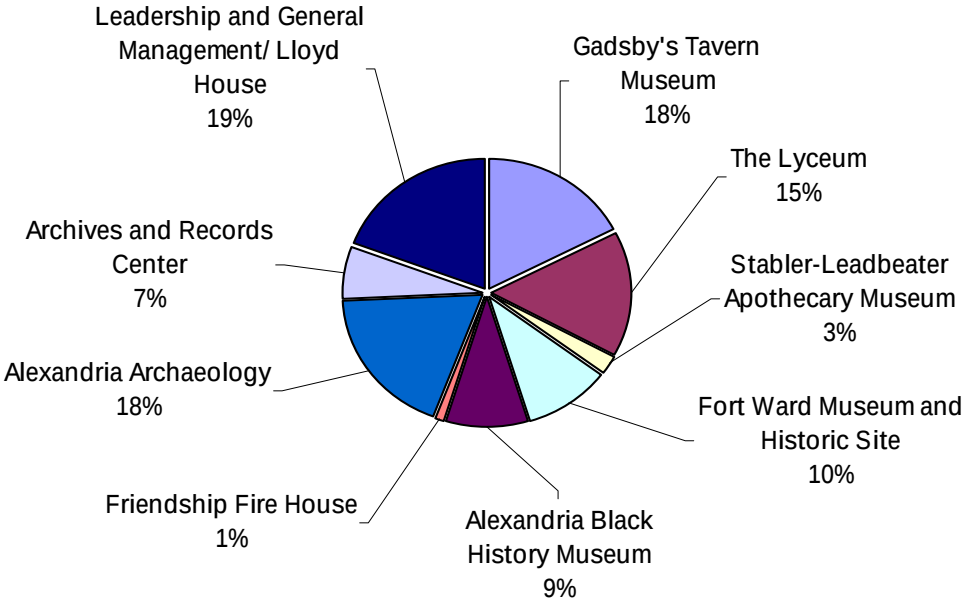
• Total non-personnel costs decrease $79,763 or 9.7% primarily due to reductions in National Harbor Initiative Programs; Lloyd House, Black History Museum, and Archaeology research and interpretive projects; Archives records storage; and brochures. These reductions are primarily discussed on the following pages.

• A variety of fees and other revenue raising measures totaling $98,597 are proposed for implementation in FY 2010 to pay for OHA activities. These revenue raising measures are discussed on the following pages.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of visitors to City historic sites rating their overall experience as good to excellent	95%	96%	95%
% of visitors who state they have gained an appreciation of local history	N/A	96%	95%
Total number of visitors/program participants served	145,444	143,500	136,500
Lyceum $ of revenue earned	$ 100,509	$ 95,000	$ 100,000

FY 2010 Proposed Expenditures by Activity



Historic Alexandria

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Historic Resources	$3,238,823	$3,325,052	$3,062,238	-7.9%
Total Expenditures	$3,238,823	$3,325,052	$3,062,238	-7.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Historic Resources	29.5	29.4	26.8	-8.8%
Total Full Time Equivalents	29.5	29.4	26.8	-8.8%

Historic Alexandria Programs and Activities

Historic Resources
- Gadsby's Tavern Museum
- The Lyceum
- Stabler-Leadbeater Apothecary Museum
- Fort Ward Museum & Historic Site
- Alexandria Black History Museum
- Friendship Fire House
- Alexandria Archaeology
- Archives & Records Center
- Leadership & General Management/ Lloyd House

Dept Info

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Historic Resources Program

The goal of Historic Resources is to preserve significant buildings, places, sites, documents and artifacts on behalf of City residents, and to foster an appreciation for Alexandria's significant role in American history through public use, education and enjoyment of these resources.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	100%	100%	100%
Total Expenditures	$3,238,823	$3,325,052	$3,062,238
Less Revenues	$214,550	$411,660	$507,907
Net General Fund Expenditures	$3,024,273	$2,913,392	$2,554,331
Program Outcomes			
% of visitors to City historic sites rating their overall experience as good to excellent	95%	96%	95%
% of visitors who state they have gained an appreciation of local history	N/A	N/A	95%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT/Lloyd House – The goal of Leadership and General Management is to administer and promote public access to the City-owned historic resources in order to enhance and encourage public use. This function is housed in and also manages Lloyd House. This activity also includes the new National Harbor initiatives operated by OHA.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$597,061	$746,908	$589,881
FTE's	3.9	3.9	2.9
Total number of visitors/program participants served	145,444	143,500	136,500
OHA operating costs per resident	$22.27	$23.17	$22.43
% of department outcomes achieved	96%	95%	95%

GADSBY'S TAVERN MUSEUM – The goal of Gadsby's Tavern Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$510,547	$546,513	$535,453
FTE's	4.6	4.6	4.1
# of visitors/program participants	24,139	25,000	25,000
Cost per visitor/program participant	$21.15	$21.86	$21.42
% of visitors who rated their experience as good to excellent	99%	95%	95%

THE LYCEUM – The goal of The Lyceum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$500,859	$466,768	$464,069
FTE's	4.8	4.8	4.8
# of visitors/program participants	33,195	32,000	32,000
$ of revenue earned	$100,509	$95,000	$100,000
Cost per visitor/program participant	$15.09	$14.59	$14.50
% of visitors who rated their experience and good to excellent	94%	95%	95%

Historic Resources Program, continued

Activity Data

STABLER-LEADBEATER APOTHECARY MUSEUM – The goal of the Stabler-Leadbeater Apothecary Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$137,341	$82,341	$82,360
FTE's	1.0	1.0	1.0
# of visitors/program participants	5,664	10,000	8,000
Cost per visitor/program participant	$24.25	$8.23	$10.30
% of visitors who rated their experience and good to excellent	N/A	95%	95%

FORT WARD MUSEUM AND HISTORIC SITE – The goal of Fort Ward is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$361,818	$359,455	$306,758
FTE's	3.6	3.6	3.1
# of visitors/program participants*	28,344	32,000	32,000
Cost per visitor/program participant	$12.77	$11.23	$9.59
% of visitors who rated their experience as good to excellent	97%	96%	95%

*Includes visitors or program particpants to main museum building only.

ALEXANDRIA BLACK HISTORY MUSEUM – The goal of the Alexandria Black History Museum is to present programs that foster tolerance and understanding among all cultures and to stimulate appreciation for the diversity of the African American experience.			
Expenditures	$335,791	$314,643	$289,181
FTE's	3.1	3.1	3.1
# of visitors/program participants	8,410	8,500	8,500
# of public programs provided	61	70	65
Cost per public program provided	$5,505	$4,495	$4,449
Cost per visitor	$39.93	$37.02	$34.02
% of visitors who rate their experience as good to excellent	N/A	95%	95%

FRIENDSHIP FIRE HOUSE – The goal of Friendship Fire House is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$29,605	$29,023	$29,669
FTE's	0.5	0.5	0.5
# of visitors	4,956	6,000	5,000
Cost per visitor	$5.97	$4.84	$5.93
% of visitors who rated their experience as good to excellent	N/A	96%	96%

Historic Resources Program, continued

Activity Data

ALEXANDRIA ARCHAEOLOGY – The goal of Alexandria Archaeology is to discover and preserve our 13,000-year heritage in order to enhance the City's historic character and public appreciation of Alexandria's diverse past and significant archaeological collection.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$553,605	$548,385	$564,249
FTE's	5.0	5.0	5.0
# of cubic feet of archaeological collections	3,223	3,300	3,300
# of visitor/program participants	26,748	30,000	26,000
Cost per resident	$20.70	$3.86	$3.97
% of visitors who rated their experience as good to excellent	100%	98%	98%

ARCHIVES AND RECORDS CENTER – The goal of the Archives and Records Center is to manage the records created by all City of Alexandria agencies, and to document the activities and functions of City government.			
Expenditures	$212,196	$231,016	$200,618
FTE's	3.0	3.0	2.4
# of boxes received and destroyed	2,575	2,500	2,500
# of research/records requests processed	1,292	1,200	1,200
Cost per box received and destroyed	$82.41	$92.41	$80.25
% of boxes processed that met governmental standards	98%	98%	98%
% of requests fulfilled within five days	95%	96%	95%

Summary of Budget Changes

Adjustments to Maintain Service Levels

Activity	Adjustment	FTE	FY 2010 Proposed
Archives and Records Mgmt.	*Software Maintenance Agreement*	**(0 FTE)**	**$1,975**

For TRIM Context 6 annual maintenance support from Tower Software. TRIM is an Electronic Document and Records Management System. This contract was previously paid by ITS.

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2010 Proposed
Leadership & General Mngmt	*Historical Interpretation*	**(0 FTE)**	**($55,000)**

As per the National Harbor initiatives, OHA will reduce paid interactive street characters and performers of period entertainment (musicians, acrobats, etc.) along waterfront and main business corridors on most weekends through the year, except during periods of prime tourist activity (Memorial Day, July 4, Christmas Walk, Presidents Day). OHA will seek grants, corporate sponsors or volunteer performers to sustain the program during other times of the year.

Multiple	*Various Non-Personnel*	**(0 FTE)**	**($23,461)**

OHA will reduce numerous non-personnel expenditures which include: professional services, printing, and an $870 reduction (14.5%) to the $6,000 contribution to Alexandria Pipe and Drums. Relating to professional services, OHA will no longer be able complete various research and interpretive projects at the Lloyd House, Black History Museum, and Archaeology Facility. Additionally, the Archives and Records Center will reduce expenditures on off-site storage facilities. Records will be relocated to the Archives and Records Center. The printing reduction results in OHA reducing the number of brochures they print. It should be noted that most OHA brochures are available on the City's website.

Archives and Records Mgmt,	*Eliminate Records Clerk*	**(0.6 FTE)**	**($22,649)**

OHA proposes to eliminate one 25 hour part-time Records Center Clerk position. The PT Records Center Clerk performs clerical work involving the performance of routine clerical tasks, i.e., filing, storing, retrieving, and delivering of records and files. The elimination of this position will result in the transfer of the above duties to remaining staff, resulting in slower processing of City records and longer response times in records retrieval for City departments.

Fort Ward	*Eliminate Curator I Position*	**(0.5 FTE)**	**($40,859)**

OHA proposes eliminating one 20 hour part time Curator I position. This action will result in a reduction of curatorial services, exhibits and programs at Fort Ward Museum and Historic Site. Curatorial duties necessary to maintain collections at Fort Ward will be transferred to curators at other OHA facilities, resulting in diminished museum services at The Lyceum and Gadsby's Tavern Museum.

Summary of Budget Changes

Expenditure Reductions, continued

Activity	Reduction Option	FTE	FY 2010 Proposed
Leadership & General Mngmt	*Eliminate Research Historian*	**(1.0 FTE)**	**($89,314)**
OHA proposes the reduction of one full time Research Historian position. The Research Historian position in the Office of Historic Alexandria is primarily responsible for conducting original research on local history. Duties include: answering specific requests for historical information, local history research, writes articles on local history, makes articles available to the public, organizes and maintains departmental historic research files, and attends and presents historical research at local symposiums and to City commissions as necessary. Elimination of the Research Historian position will result in the transfer of research activities necessary for the operation of the Office of Historic Alexandria to the staff at individual OHA sites and/or activities.			
Black History Museum	*Seasonal Staffing*		**($10,512)**
OHA proposes to eliminate the part time roster staff that covers the museum on Saturdays, when the museum is open, but full-time staff is off. The Museum Director proposes to rotate Saturday coverage among full-time staff, so that one staff member covers opening the facility one Saturday per month throughout the year. This will allow the museum to remain open six days per week, while still reducing personnel costs.			
Gadsby's Tavern Museum	*Eliminate Secretary I Position*	**(0.5 FTE)**	**($30,924)**
OHA proposes the elimination of one 20 hour part-time Secretary I position at Gadsby's Tavern. This position performs a wide variety of routine secretarial and office management duties for the museum including: preparation and maintenance of all records, reports, and documents that are used in conducting the administrative management activities of the museum. The elimination of the position will result in a loss of museum services at Gadsby's Tavern Museum. Administrative duties will be transferred to remaining museum staff members. Staff will be responsible for a greater workload which will have an overall negative impact on Museum services as a whole.			

Summary of Budget Changes

Fees for Services

Activity	Fee Adjustment	FY 2010 Proposed
Lyceum	*Site Rental Fee Increase*	**$8,125**
OHA is proposing to increase the following rental fees for use of the Lyceum Assembly Room: (1) Wedding Reception (from $1,800 to $2,000); (2) Wedding Reception After Six Hours (from $225 to $250 per hour); (3) Open Exhibit Galleries (from $100 to $50 per gallery); (4) Parties, Special Events, Fundraisers (from $300 to $325 per hour); (5) Meetings, Seminars and Workshops (from $60 to $75 per hour).		
Leadership & General Management	*Site Rental Fee Increase*	**$2,150**
OHA is proposing to increase the following rental fees for use of the Lloyd House: (1) Parties, Special Events, Fundraisers: Mon - Thursday (from $225 to $250 per hour); (2) Parties, Special Events, Fundraisers: Friday - Saturday (from $275 to $300 per hour); (3) Parties, Meetings, Seminars and Workshop (from $60 to $75 per hour); (4) Wedding Reception (from $1,800 to $2,000)		
Black History Museum	*Site Rental Fee Adjustments*	**$350**
OHA is proposing to decrease the following rental fees for use of the Black History Meeting Room: (1) Meeting (from $80/hour to $75/hour); OHA proposes to increase (2) Use of the Piano (from $75 to $100); (3) Parties Special Events, Fundraisers (from $130 to $150 per hour).		
Fort Ward	*Site Rental Fee Increase*	**$100**
OHA is proposing to increase the following rental fee for use of the Fort Ward Library: (from $25 to $40 per use)		
Leadership and General Management	*New OHA Membership Program*	**$22,000**
Until FY 2009, admission to most OHA museum facilities was free. In FY 2009 OHA adopted a "Pay what you can, but you must pay something" policy at The Lyceum, Alexandria Black History and Friendship Firehouse Museums. This policy requires visitors to pay a self determined amount above one cent for admission to those facilities. Due to specific logistical considerations, Fort Ward and Alexandria Archaeology Museums have continued to maintain a free admission policy. For FY 2010, OHA proposes to establish a new centralized membership program that will support all museums in the Office of Historic Alexandria system. This new affordable membership program envisions $22,000 in new revenues for OHA, and will enhance the use of OHA facilities. Members of the new OHA program would receive free admission to all OHA sites, discounts at all museum shops and invitations to special events, lectures, tours, and activities designed specifically for members. It is believed that this new membership program will enhance public enjoyment of OHA museums, and result in greater appreciation of the heritage of Alexandria. Membership Fee Schedule: Individual $40; Family/Dual $60; Sustainer $100; Friend $250; Patron 500;Contributor $1,000; Benefactor $2,500.		

Summary of Budget Changes

Fees for Services, continued

Activity	Fee Adjustment	FY 2010 Proposed
Alexandria Archaeology	*Archaeology Plan Review Fee*	**$20,000**
Currently, the Office of Historic Alexandria expends at least $257,204 dollars in staff time and benefits to provide plan review for new development in compliance with City codes. There are currently no fees associated with City archaeological preservation services. OHA is requesting a new archaeological plan review fee, or an increase in existing development fees, to generate $20,000 in new revenues for Alexandria Archaeology. The goal of this fee is to improve cost recovery for a service that OHA is required to complete at no charge. The current fee proposal is based on 10% of existing plan review fees. Plan Review Fee Schedule (1) Subdivisions: Preliminary: $480, Final: $370 (2) Development site Plan/SUP: $500 (3) Final Site Plan Review: $750 (4) Rezoning: $330 (5) Zoning Board Appeal Review: $65.		
Friendship Firehouse	*Friendship Firehouse Birthday Bash*	**$4,000**
The Office of Historic Alexandria proposes a new children's birthday party activity at Friendship Firehouse Museum for FY 2010. Tentatively called Red Hot Birthday Bash, the two hour birthday party for ages 4-9 would feature an interpretive program by OHA educators focused on the history and practice of firefighting, and how teamwork and prevention are essential elements of fire safety. There would then be an interactive activity related to fire equipment and apparatus, followed by a private party in the second floor museum reception room. OHA projects $4,000 in new revenue based on 10 bookings at $400 each.		
Leadership & General Management	*Lloyd House Birthday Bash*	**$15,900**
The Office of Historic Alexandria proposes a new two-hour children's birthday party in the main parlor at Lloyd house for FY 2010. The new initiative will be themed as a child's tea party of the early twentieth century when Mayor and Mrs. William Smoot owned Lloyd House. The party will include an etiquette based instructional activity and period entertainment led by "Nanny Rose." OHA projects $6,000 in new revenue based on 10 bookings at $600 each. Additionaly, OHA has assumed responsability for the Alexandria forumn and projects revenues $9,900 for FY10.		
Alexandria Archaeology	*Adult Arcaheology Camp*	**$6,000**
The Office of Historic Alexandria proposes a new adult archaeology camp, where participants will receive training in archaeological methods and surveying and actually "dig" a partially excavated site. OHA projects $6,000 in new revenue based on 20 participants at $300 each.		
Gadsby's Tavern Museum	*Additional Public Programs*	**$19,972**
The Office of Historic Alexandria proposes to increase the number of sessions for popular public programs already sponsored at Gadsby's Tavern Museum for FY 2010. These include18th Century classes, Individual and Group Interpretive Tours and increased rentals made possible due to the completion of capital projects in FY 2009.		

Library

Mission Statement: The mission of the Alexandria Library is to provide print and non-print materials, on-site and remote access to electronic information, and in person information services that foster and support an informed and educated community.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$5,607,778	$5,913,587	$5,454,642	-7.8%
Non-Personnel	$1,727,573	$1,697,103	$1,297,726	-23.5%
Capital Goods Outlay	$0	$0	$0	0.0%
Total Expenditures	$7,335,351	$7,610,690	$6,752,368	-11.3%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	$415,227	$405,555	$658,870	62.5%
Total Designated Funding Sources	$415,227	$405,555	$658,870	62.5%
Net General Fund Expenditures	$6,920,124	$7,205,135	$6,093,498	-15.4%
Total Department FTE's	81.5	81.9	80.0	-2.3%

Highlights

• In FY 2010 the proposed General Fund budget decreases by $1,111,639 (15.47%).

• FY 2010 personnel costs decrease by $458,945, or 7.8%; the decrease is mainly due to a readjustment of the standard vacancy rate of $57,800 and department submitted personnel expenditure reductions totaling $395,488. More detail on these reductions is provided on the Library Summary of Budget Changes pages.

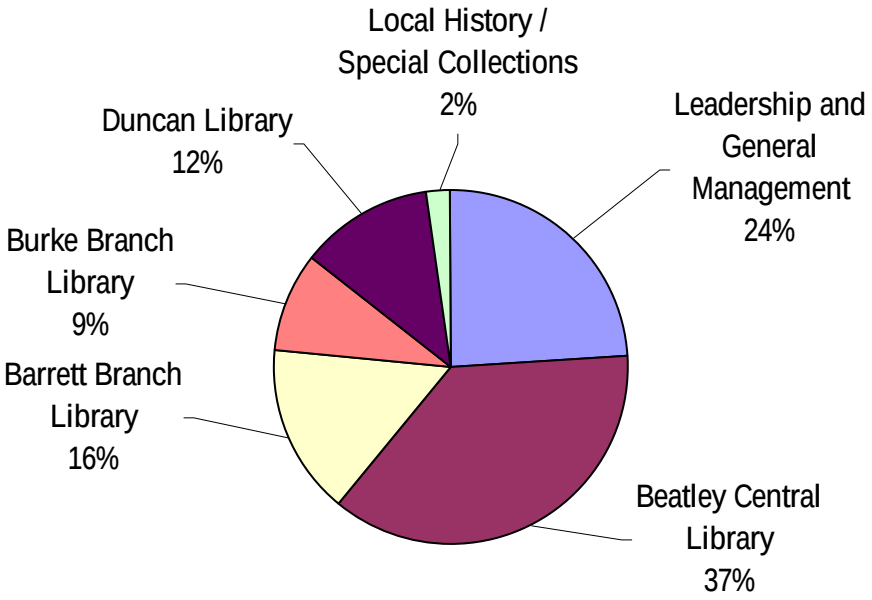
• Total non-personnel costs decreased by $399,377 or 23.5% due to the departmental expenditure reductions ($404,179) described on the Library Summary of Budget Changes pages. These decreases were offset by a small adjustment for the Library's security system contract.

• Revenues increase by $253,315 or 62.5% due to fee increases and projected increases in fine collection through the Library offering a Credit Card payment option. More detail on the fee increases and credit card payment system are described on the Library Summary of Budget Changes pages. This increase is partially offset by a small decrease in state aid.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Total number of reference questions answered in all Library branches	562,640	592,855	567,500
Total number of materials circulated/used in all Library branches	1,168,450	1,302,633	1,135,000
Total number of internet sessions in all Library branches	176,848	185,888	176,008
Total number of people attending children's programs in all Library branches	36,864	37,801	29,501
Average cost per action (reference question answered, material circulated, Internet session, children's program attendees) in all Library branches	$2.94	$2.78	$2.68

FY 2010 Proposed Expenditures by Activity



Library

Program Level Summary Information

Expenditure Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Library Resources	$7,335,351	$7,610,690	$6,752,368	-11.3%
Total Expenditures	$7,335,351	$7,610,690	$6,752,368	-11.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Library Resources	81.5	81.9	80.0	-2.3%
Total Full-time Equivalents (FTE's)	81.5	81.9	80.0	-2.3%

Library Programs and Activities

Library Resources
- Leadership & General Management
- Beatley Central Library
- Barrett Branch Library
- Burke Branch Library
- Duncan Branch Library
- Local History / Special Collections

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Jean Gregorio, Fiscal Analyst

Branch Managers
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Luis Labra, Barrett Branch Library
Nelson Cuellar, Burke Branch Library
Renee Di Pilato, Duncan Branch Library
George Combs, Local History/Special Collections

Library Resources Program

The goal of Library Resources is to facilitate public library services for city residents and the general public.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of All Funds Budget	100%	100%	100%
Total Expenditures	$7,335,351	$7,610,690	$6,752,368
Less Revenues	$415,227	$405,555	$658,870
Net General Fund Expenditures	$6,920,124	$7,205,135	$6,093,498
Program Outcomes			
*Citizens' Ratings of Overall Library Services (0% -100% satisfied)	95.0%	95.5%	92.0%

*The Library's customer survey is conducted bi-annually, so FY08 actuals equal FY07 actuals. The next survey will be conducted during FY09.

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT - The goal of Leadership and General Management is to implement the Library Board's policies; to provide leadership and to support library staff to facilitate public library services for city residents and the general public; and to provide access to library materials, electronic information, and automated library services to Alexandria residents and the general public in order to meet information, education and recreation needs.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,619,889	$1,709,583	$1,630,886
FTE's	19.0	19.0	20.0
# of departmental FTEs managed (or supported)	81.9	81.9	81.9
Leadership & Management Support Services expenditures as a % of department total	22.1%	22.5%	24.2%
# of facilities maintained	4	4	4
% satisfaction with facility cleanliness	93%	95%	75%
% of effectiveness targets met	29%	100%	75%

BEATLEY CENTRAL LIBRARY - The goal of Beatley Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.			
Expenditures	$2,717,349	$2,739,029	$2,468,034
FTE's	27.4	27.4	27.4
# of reference questions answered	351,728	388,700	368,000
# of materials circulated	543,552	617,700	525,000
# of Internet sessions	85,031	89,426	90,000
# of people attending children's programs	19,682	19,200	14,000
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$2.72	$2.46	$2.48
Beatley Library turnover rate (# of times each book circulates per year)	3.22	3.30	3.04

Library Resources Program, continued

Activity Data

BARRETT LIBRARY - The goal of Barrett Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,129,747	$1,189,290	$1,051,768
FTE's	12.6	12.6	12.6
# of reference questions answered	58,084	49,800	40,000
# of materials circulated	230,100	245,213	225,000
# of Internet sessions	26,414	27,100	24,000
# of people attending children's programs	6,661	6,500	5,000
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$3.52	$3.62	$3.58
Barrett Library turnover rate (# of times each book circulates per year)	3.05	2.80	2.99

DUNCAN LIBRARY - The goal of Duncan Library is to provide onsite and/or remote access to materials, programs, and services through an expert and customer friendly staff to support information and recreation needs of the residents and the general public.			
Expenditures	$884,682	$922,950	$830,019
FTE's	10.0	10.0	10.0
# of reference questions answered	95,004	96,200	112,000
# of materials circulated	237,506	260,885	250,000
# of Internet sessions	24,666	25,595	22,000
# of people attending children's programs	8,587	10,000	8,600
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$2.42	$2.35	$2.11
Duncan Library turnover rate (# of times each book circulates per year)	2.94	3.25	3.04

BURKE BRANCH LIBRARY - The goal of the Burke Branch Library is to provide complete branch library services, including access to computers, Internet services and conventional library material, while functioning as a shared use facility with the Alexandria Public Schools.			
Expenditures	$669,452	$707,858	$621,278
FTE's	8.0	8.0	8.0
# of reference questions answered	40,924	42,480	39,000
# of materials circulated	134,533	151,789	125,000
# of Internet sessions	40,729	43,759	40,000
# of people attending children's programs	1,933	2,100	1,900
Cost per action (reference question answered, material circulated, Internet session, children's program attendees)	$3.07	$2.95	$3.02
Burke Library turnover rate (# of times each book circulates per year)	2.32	2.60	2.12

Library Resources Program, continued

Activity Data

LOCAL HISTORY / SPECIAL COLLECTIONS – The goal of Local History is to provide access to information on local history topics in order to further the development of knowledge of Alexandria and Virginia history.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$314,233	$341,980	$150,383
FTE's	4.9	4.9	2.0
# of reference questions answered	16,900	15,675	8,500
# of materials used	22,759	27,046	10,000
Cost per reference question answered or material used	$7.92	$8.00	$8.13
Local History turnover rate	1.35%	1.60%	0.59%
% satisfaction with Local History's services	92.0%	94.0%	85.0%

Summary of Budget Changes

Expenditure Reductions

Activity	Reduction Option	FTE	FY 2010 Proposed
All	*Janitorial Services Adjustment*	**1 FTE**	**($86,275)**
The library is eliminating their existing janitorial services that are contracted to assist Library janitorial staff in cleaning Library facilities ($131,839). To make up for this cut and offset the impact, two existing part-time janitorial positions are being upgraded to full-time positions. This results in a 1 FTE and $45,564 increase. The Library believes that this will allow them to maintain their facilities at existing levels.			
Administration	*Eliminate Mailing of Courtesy Notices*	**(0 FTE)**	**($3,360)**
A cost-saving initiative that can be easily implemented is to cease mailing courtesy overdue notices and instead focus on email and telephone notifications. The resulting savings of no longer mailing overdue notices through standard mail is $3,360 annually.			
Barrett Library	*No Sunday Hours at Barrett*	**(0 FTE)**	**($17,154)**
Sunday service at Barrett Library originated from the need to have a library open on Sundays during Beatley Central's construction. Continued service at the Barrett Branch has not proven cost effective. On Sunday the Barrett branch is operated by a mix of designated Sunday staff members and rotating regular staff from the Library's six divisions. The Library could provide better service to patrons by consolidating efforts and only opening Beatley on Sundays. Savings would be realized through a reduction in utilities, building maintenance costs, payroll, and efficiencies would be gained by not providing staffing to two facilities. Overall, the quality of Sunday service would be greatly enhanced, as would the service provided during the remainder of the week. This cut is carried over from the FY 2009 mid-year reductions.			

Summary of Budget Changes

Expenditure Reductions, continued

Activity	Reduction Option	FTE	FY 2010 Proposed
All	*Eliminate Security Guard Hours*	**(0 FTE)**	**($99,708)**
For FY 2010 security services will be eliminated. The elimination of the security guard will also negatively impact the sense of security felt by both staff and patrons. Actual services provided by the library will not be affected, except as they are impacted by the diminishing staff morale and staff time spent dealing with various incidents. The Library estimates that on average the Alexandria Police Department are called once or twice a month at each facility resulting in an estimate of between 4 and 8 calls per month for the entire system. There may be clusters of calls within a one or two month time period, followed by a few months with no calls. The Library estimates that calls to the police department could double or even triple. This cut is carried over from the FY 2009 mid year reductions.			
All	*Reduction to Materials Budget*	**(0 FTE)**	**($125,261)**
Reducing the materials budget by 22% from $575,325 to $454,064 would prevent the library from purchasing as many new materials. This may cause many patrons to go to other jurisdictions to get their items. Alexandria Library historically has been able to honor book suggestions received from its patrons 97% of the time. The numbers of future book recommendations made by patrons which can be filled will decrease. The Library has recently begun to focus on providing material for the non-traditional library user, i.e. eBooks, downloadable audiobooks, etc. The Library will receive complaints when unable to provide additional new titles in these collections.			
All	*Increased Vacancy Savings*	**(0 FTE)**	**($216,653)**
The Library intends to keep some of its vacancies open as a means of achieving personnel savings. Other staff members will work to complete the job duties and fill the hours needed to maintain the status quo at the service desks. As long as staff know that this is a temporary measure, we anticipate staff participation, camaraderie and teamwork. Library management will need to monitor the staff morale and attitude of those staff members and departments which are affected. Throughout the fiscal year, adjustments may be necessary as a result; for example, the Library may need to request that a vacancy be allowed to be filled if another one opens up which will have less impact on the Library and its staff.			
All	*Misc. Non-Personnel Reductions*	**(0 FTE)**	**($34,395)**
The Alexandria Library proposes the following non-personnel expenditure reductions: including a 10% cut in the supply budget; and reductions to funds for furniture and computer replacements.			
All	*Local History/Special Collection Reduced Hours*	**(2.9 FTE)**	**($171,297)**
The Alexandria Library recommends the reduction of the public service hours of the Local History/Special Collections Branch, to MWF, 9-6. The Library also recommends staffing Local History with 2 FTEs and reassigning the other Local History staff to vacant positions within the other library branches. The Local History/Special Collections Branch both generates revenue and provides nationwide visibility to the Alexandria Library. This proposal allows a substantial budget savings but at the same time the Library and Local History will have a trained and knowledgeable staff to work with genealogy customers, the ability to maintain and interpret local history and still have national prominence.			

Summary of Budget Changes

Fines & Fees for Services

Activity	Fines & Fee Adjustments	FY 2010 Proposed
All	*Late Fee Increases*	**$213,087**

The Alexandria Library is proposing fine and fee increases totaling $213,087. They believe it is the appropriate time to consider these cost recovery opportunities because of the budget challenges and the fact that libraries in neighboring jurisdictions are also taking into account the need to propose fee increases.

Fines and fees changes include: (1) Adult late fines (from 25 cents to 35 cents per day) (2) Juvenile late fines (from 10 cents to 20 cents per day) (3) Videos/DVD late fines (from 25 cents to 35 cents per day) (4) Engravers late fines (from 25 cents to 35 cents per day) (5) Photocopy Use (from 15 cents to 25 cents per copy) (6) Computer Printout (from 15 cents to 25 cents per printout) (7) Interlibrary Loans (from $3.00 to $5.00 per item)
Other fee adjustments include reducing the value on debit cards to $1.00 from $1.05 with the patron still being charged $1.00 for the card, charging $2.00 for headphones, creating a $1.00 guest pass for internet users who have no library card, and increasing the ongoing booksale prices to $1.00. Alexandria Library's fines and fees have remained constant for numerous years and even with these minor increases, the library can still be considered a bargain.

All	*Credit Card Payment*	**$42,912**

In an effort to be both a responsible steward of our collections and to deal with unpaid library fines, the Alexandria Library is requesting funding to install credit card technology. With the current budget climate and limited staff, having the ability to collect fines via credit card will not only create revenue for the library, but also make it easier and more convenient for the patron to pay their outstanding fees and fines. On a daily basis, patrons ask if the library accepts credit card payment, often declining to pay their fines because they are not carrying cash or their checkbook. Most public libraries have found that 1/3 of its fines are paid by credit cards and once instituted, see an increase in their fine collection rates. The projected revenue increase from offering credit card payment totals $42,912, this is roughly 1/3 of the fines collected during FY 2008.

Recreation, Parks, & Cultural Activities

Mission Statement: The mission of Recreation, Parks & Cultural Activities is to be a vibrant, safe and attractive City of opportunity through the development of effective and efficient recreation programs, facilities and parks for all citizens and residents to enjoy.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$15,344,766	$15,584,831	$14,310,658	-8.2%
Non-Personnel	5,607,916	5,661,762	4,877,100	-13.9%
Capital Goods Outlay	1,100	443,289	561,541	26.7%
Interfund Transfers	0	0	0	0.0%
Total Expenditures	$20,953,782	$21,689,882	$19,749,299	-8.9%
Less Revenues				
Internal Services	$2,000	$413,016	$516,518	25.1%
Special Revenue Funds	458,842	514,754	313,740	-39.1%
Total Designated Funding Sources	$460,842	$927,770	$830,258	-10.5%
Net General Fund Expenditures	$20,492,940	$20,762,112	$18,919,041	-8.9%
Total Department FTE's	195.7	201.1	189.1	-6.0%

Highlights

• In FY 2010 the proposed RPCA General Fund budget decreases by $1,843,071, or 8.9%. A significant portion of the RPCA decrease in FY 2010 is attributable to various proposed personnel and non-personnel expenditure reductions that are detailed in the RPCA Summary of Budget Changes section.

• FY 2010 personnel costs decrease by $1,274,173 (8.2%) primarily due to increased vacancy savings and the elimination of 10.55 FTEs which are both part of the Department's FY 2010 expenditure reductions plan. The decrease is partially offset by the transfer of an Arborist position from a special revenue account into the General Fund ($100,113). RPCA's two special revenue accounts, including 1.5 positions, were eliminated due to insufficient revenues.

• Total non-personnel costs decrease by $784,662 (13.9%) due to various Department proposed expenditure reductions. These reductions are partially offset by $267,899 in Adjustments to Maintain Current Services mainly related to the opening of the new Charles Houston Recreation Center and other new maintenance requirements throughout the City. These reductions and increases are detailed in the Summary of Budget Changes Section.

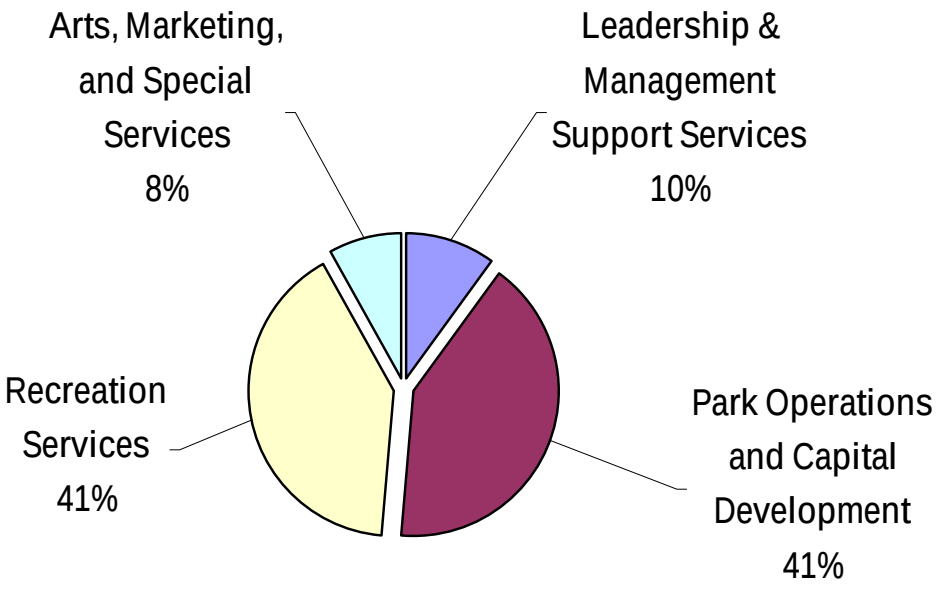
• Capital Outlay increased by $118,252 (26.7%) due to revisions to the FY10-FY15 vehicle replacement schedule.

• New fees and adjustments totaling $147,889 in new General Fund revenues are proposed to help offset the expenditures of the Department of Recreation, Parks, and Cultural Activities.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Departmental effectiveness targets met	65%	85%	85%
% of community rating Department services as good to excellent	N/A	NA	95%
# of open space acres protected in accordance with Open Space Master Plan	0.4	N/A	2.0
Average cost per park facility maintained	$19,134	$24,512	$22,780
Cost per youth involved in Recreation Activities	9,471	9,400	10,000
Cost per event supported	$2,506	NA	$2,334
$ value of in-kind volunteer time	$591,128	$1,126,200	$750,800

FY 2010 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	$2,407,541	$2,137,110	$1,994,828	-6.7%
Park Operations and Capital Development	$7,915,006	$9,021,624	$8,151,223	-9.6%
Recreation Services	$9,034,132	$8,657,063	$8,027,849	-7.3%
Arts, Marketing, and Special Services	$1,597,103	$1,874,085	$1,575,399	-15.9%
Total Expenditures	$20,953,782	$21,689,882	$19,749,299	-8.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	22.0	21.0	19.3	-8.3%
Park Operations and Capital Development	66.2	75.7	67.7	-10.6%
Recreation Services	90.7	88.5	87.2	-1.5%
Arts, Marketing, and Special Services	16.8	15.9	14.9	-6.3%
Total full time equivalents	195.7	201.1	189.1	-6.0%

RPCA Programs and Activities

Leadership and General Management
- Leadership and General Management
- Information Technology Management

Park Operations and Capital Development
- Park Planning & Dev. Of Open Space
- Park Ops & Facility Maintenance
- Marina Operations
- Natural Resource Management

Recreation Services
- Youth Activities
- Adult Activities
- Neighborhood Recreation Centers
- Aquatics
- Environmental Education
- Special Events

Arts, Marketing, & Special Services
- Cultural Ops, Grant-Funded Arts, & Special Services
- Community Outreach & Education
- Volunteer Resources

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Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide management services that enable the Department to deliver high quality services to the citizens and residents of the community.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	11.5%	9.9%	10.1%
Total Expenditures	$2,407,541	$2,137,110	$1,994,828
Less Revenues	$0	$16,521	$20,661
Net General Fund Expenditures	$2,407,541	$2,120,589	$1,974,167
Program Outcomes			
% of department-wide performance outcomes and goals achieved	N/A	100%	100%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and support services associated with the Department's mission in order to facilitate the operations of the Recreation, Parks & Cultural Activities Department.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,104,380	$1,794,292	$1,672,562
FTE's	19.2	18.3	16.6
# of department FTE's managed	195.7	201.1	189.1
$ amount of departmental expenditures	$20,953,782	$21,689,882	$19,749,299
Leadership & General Management expenditures as a % of total department	11.5%	9.9%	10.1%
% of departmental effectiveness targets met	65%	85%	85%
% of community residents rating the department services/facilities as good to excellent*	N/A	NA	95%

*Question is part of City-Wide Community Survey being completed in spring of 2009

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide PC, Recreation System, Network infrastructure and software support to department staff in a timely manner in order to support the Department in its mission.			
Expenditures	$303,161	$342,818	$322,266
FTE's	2.8	2.7	2.7
# of total requests processed	3,047	3,600	4,100
Cost per request processed	$99	$95	$79
% of recreation Help Desk requests responded to within 5 days	86%	90%	90%

Park Operations and Capital Development

The goal of Park Operations and Capital Development is to provide quality facilities and development to meet the needs of the community through recreational opportunities.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	37.8%	41.6%	41.3%
Total Expenditures	$7,915,006	$9,021,624	$8,151,223
Less Revenues	$202,466	$629,249	$525,527
Net General Fund Expenditures	$7,712,540	$8,392,375	$7,625,696
Program Outcomes			
% of park maintenance completed on schedule	92%	100%	85%

Activity Data

PARK PLANNING & DEVELOPMENT OF OPEN SPACE – The goal of Acquistion and Development of Open Space and Facilities is to advance new and ongoing initiatives in the development of parks, facilities and open space for the public in order to ensure high quality urban design development.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$569,679	$741,314	$519,608
FTE's	8.8	9.1	7.1
# of Open Space acres protected in accordance with the Open Space Master Plan	0.4	0	2.0
Cost per acre for Open Space purchases	$2.75 million	NA	$2.4 million

PARK OPERATIONS AND FACILITY MAINTENANCE – The goal of Park Operations is to protect public assets in the development of parks and athletic facilities, and to ensure the regular maintenance activities are carried out on a 7-10 day schedule.			
Expenditures	$4,803,983	$5,760,376	$5,398,826
FTE's	40.5	51.1	45.1
# of athletic fields available for games each year	48	50	43
# of facilities maintained by Park Operations	245	235	237
Average cost per park facility maintained	$19,134	$24,512	$22,780
% of mowing operations occuring during 7-10 day scheduled period	70%	100%	60%

MARINA OPERATIONS – The goal of the Marina Operations is to provide a safe, active, and efficient waterfront facility that is in keeping with the historical value of the city's Old Town District.			
Expenditures	$410,452	$425,413	$417,535
FTE's	4.6	3.9	3.9
# of annual visitors	634,183	427,200	600,000
Cost per visitor	$0.64	$1.00	$0.70
% of boaters rating facilities good to excellent	98%	98%	98%

NATURAL RESOURCE MANAGEMENT – The goal of Natural Resource Management is to preserve and protect the existing population of 17,000 street trees and tens of 1000's of park trees through preventative maintenance and pruning every 5 years.			
Expenditures	$2,130,892	$2,094,521	$1,815,254
FTE's	12.3	11.6	11.6
# of work orders completed	1,258	2,400	3,500
Cost per work order completed	$1,694	$873	$519
% of blocks pruned according to schedule	91%	100%	85%

Recreation Services

The goal of Recreation Service is to provide quality wellness, athletics, aquatics, nature-based, cultural, life long learning and other leisure opportunities and facilities for residents and visitors in order to enrich the quality of life of the Alexandria community as a whole.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	43.1%	39.9%	40.6%
Total Expenditures	$9,034,132	$8,657,063	$8,027,849
Less Revenues	$217,085	$257,447	$257,447
Net General Fund Expenditures	$8,817,047	$8,399,616	$7,770,402
Program Outcomes			
% of residents reporting they are satisfied with programs in which they participated	96%	99%	99%

Activity Data

YOUTH ACTIVITIES – The goal of Youth Activities is to provide sports, camps, cultural and educational enrichment, and other community recreation opportunities for Alexandria's youth population so they can develop physical fitness, lifelong learning, and citizenship skills.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,830,845	$1,824,256	$1,677,151
FTE's	16.6	16.6	16.6
# of youth (18 and under) registrations in youth activities	9,471	9,400	10,000
Cost per youth involved in Recreation Activities	$193	$194	$168
% of participants reporting satisfaction with youth classes	90%	99%	99%

ADULT ACTIVITIES – The goal of Adult Activities is to provide a variety of instructional and competitive programs, leagues, and social opportunities in order for adults to become physically fit, enjoy their leisure time, and pursue lifelong recreational skills.			
Expenditures	$921,152	$765,721	$720,326
FTE's	7.1	7.1	6.3
# of registrations in adult recreation activities	7,951	8,000	8,000
Cost per participant registered	$116	$96	$90
% of participants reporting satisfaction with adult classes	97%	NA	99%

NEIGHBORHOOD RECREATION CENTERS - The goal of Neighborhood Recreation Centers is to provide a variety of recreation, enrichment and leisure activities in order to meet the diverse needs of preschool children, school age children, teens, and their families in a safe and healthy environment.			
Expenditures	$4,231,398	$4,113,920	$3,448,648
FTE's	49.2	48.2	47.7
# of visits to community recreation centers	13,337	12,000	12,000
Cost per registration in community recreation classes	$317	$343	$287
% of participants reporting satisfaction with classes	100%	NA	99%

Recreation Services Continued

AQUATICS - The goal of Aquatics is to promote water safety awareness while providing a broad variety of programs, activities, and services in order to meet the needs and interests of a diverse community and facilitate the development of healthy life styles related to aquatic based programming	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,349,483	$1,309,682	$1,452,896
FTE's	10.9	9.7	9.7
# of visits to aquatic facilitities	103,616	115,000	115,000
Cost per user	$13	$11	$13
% of participants reporting satisfaction with aquatic facilties	N/A	99%	99%

ENVIRONMENTAL EDUCATION - The goal of Environmental Education is to provide quality, nature-based interpretive programs in order to aid the management, conservation, and preservation of Alexandria's natural resources through informative recommendations, conservation projects, and public education.			
Expenditures	$290,259	$345,735	$346,093
FTE's	4.2	4.2	4.2
# of visits to the Nature Center	7,271	7,300	7,300
Cost per visitor	$40	$47	$47
% of participants reporting satisfaction with Nature Center Programs	N/A	99%	99%

SPECIAL EVENTS - The goal of the Special Events activity is to host special events, programs, and services in order to provide residents and visitors the opportunity to engage in life long learning experiences and leisure activities.			
Expenditures	$410,995	$297,749	$382,735
FTE's	2.9	2.9	2.9
# of special events supported	164	163	164
Cost per event supported	$2,506	NA	$2,334
% of participants reporting satisfaction with events	N/A	99%	99%

Arts, Marketing, and Special Services

The goal of Arts, Marketing, and Special Services is to provide a diverse range of Citywide cultural arts, special events, and leisure opportunities for residents and visitors to the City in order to stimulate the economy and enhance the quality of life in Alexandria.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	7.6%	8.6%	8.0%
Total Expenditures	$1,597,103	$1,874,085	$1,575,399
Less Revenues	$41,292	$24,553	$26,623
Net General Fund Expenditures	$1,555,811	$1,849,532	$1,548,776
Program Outcomes			
% of public reporting awareness of events, programs & services, and cultural opportunities	89%	N/A	90%

*Last community survey completed in 2006, next survey scheduled for CY 2009

Activity Data

CULTURAL OPPORTUNITIES, GRANT-FUNDED ART, & SPECIAL SERVICES – The goal of Cultural Opportunities, Grant-funded Art, and Special Services is to host special events, programs, and services, and provide residents and visitors with opportunities to engage in life-long learning experiences and leisure activities.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,224,957	$1,290,955	$1,149,662
FTE's	10.0	10.0	9.0
# of grants awarded	32	NA	38
% of participants satisfied with facility rental at Durant Center	N/A	100%	99%

COMMUNITY OUTREACH & EDUCATION - The goal of Community Outreach and Education Activity is to promote and educate the residents and draw visitors on behalf of the Department and the City about activities to provide life long learning and leisure activities.			
Expenditures	$236,097	$359,850	$246,676
FTE's	4.6	4.0	4.0
# of promotional activities	211	175	200
Cost per promotional activity	$1,119	$2,056	$1,233
Participation rate per 1,000 residents (in RPCA programs)	292	NA	300

VOLUNTEER RESOURCES – The goal of the Volunteer Resources Activity is to recruit, manage and support volunteer activities within the department in order to provide the volunteer with an opportunity to serve the community.			
Expenditures	$136,049	$223,280	$179,061
FTE's	2.2	1.9	1.9
# of volunteer hours provided	31,493	60,000	40,000
$ value of in-kind volunteer time	$591,128	$1,126,200	$750,800
Value of in-kind volunteer time as a % of RPCA budget	3.0%	5.2%	3.8%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
Leadership & Management	*Security System Warranty*	**$8,953**

Maintenance agreement/warranty for Lee Center access control system. The first year was included in the installation of the system, and the second and subsequent years will be charged to the end user. The cost of the warranty is $8,953/year.

Park Operations	*Maintenance of New Properties*	**$19,500**

$5,500 for maintenance costs of new park property in East Del Ray. The new properties consist of more than 16,021 square feet (.37 acres). Cost estimates for maintenance of the new properties are based on the City's Open Space guidelines. This property is planned to be an active residential open space (playgrounds or small fields) which average from $10,000 to $15,000 per acre. Parks staff determined that they would average $14,810 per acre per year to maintain -roughly $5,500 for annual maintenance. Maintenance for this property will be performed by contracted crews and will not require any additional staffing.

In Fiscal Year 2010, RPCA has increased maintenance requirements at the G.W. Parkway Urban Deck. The new horticultural demand at this property make up more than 60,000 square feet (1.3 acres). Cost estimates for maintenance of this new property are based on the City's Open Space guidelines. In Fiscal Year 2009 $11,000 was budgeted for maintenance of this property. This property qualifies as level four city gateway site (heavy landscape/hardscape) which average from $15,000 to $40,000 per acre. Parks staff determined that they would average $18,730 per acre per year to maintain -roughly $25,000 for annual maintenance. Due to the unique characteristics of the soil and plant material at the site, $14,000 in additional funding is needed to conduct proper maintenance. Maintenance for this property will be performed by contracted crews and will not require any additional staffing.

Park Operations	*Marina Horticultural Enhancements*	**$15,000**

As part of the National Harbor Initiative, the City installed new horticultural pots in the Marina and waterfront area. This adjustment consists of $15,000 to maintain and replace plant material in the pots throughout the year. The adjustment averages to roughly $2.88 per pot/week for 100 pots. This expenditure projection is based on actual costs reported by Recreation Department.

Park Operations	*Maintenance Contract*	**$12,600**

The janitorial/cleaning and pest control service at the new park operations facility has been provided by General Services. This contract covers the offices and bathroom areas only, the shop area on Roth St. is not included in the contract. General Services no longer pays for the contract and has turned it over to RPCA and T&ES. RPCA pays roughly one-third, $12,600, of the total contract shared with T&ES.

Park Operations	*Marina Treks Cleaning*	**$7,275**

$7,275 for contracted special area Treks Decking cleaning at the Marina. This includes labor intensive areas around railings, benches, trash cans, light posts, signs and finger piers. These areas cannot be reached by existing deck cleaning operations. General Services had previously contracted out this special area cleaning twice a year at a cost of $4,850. Due to the National Harbor Initiative and increased traffic in the marina area, a higher level of service is required. To perform cleaning three times a year, the cost is $7,275.

Summary of Budget Changes

Maintain Current Service Levels, continued

Activity	Adjustment	FY 2010 Proposed
Recreation Services	*New Charles Houston Facility*	**$192,118**
The new Charles Houston Recreation Center has undergone a complete replacement that increased the size of the facility from approximately 29,000 square feet to 35,000 square feet. Due to the additional size of the building, additional funding and staffing is needed to manage the facility during operational hours. There is also a strong expectation that the new facility will attract more participants from the neighborhood and the community at large. Also the new amenities and new program offerings at the new Charles Houston Center, additional funding is required. Specifically the new Charles Houston requires additional funding to support the new landscaping and green roof ($37,000), new pool ($18,848), additional staff ($97,553), new computer lab operating expenses ($8,000), and other building maintenance and utility increases ($30,717).		
TOTAL		**$255,446**

Expenditure Reductions

Activity	Reduction Option	FTE's	FY 2010 Proposed
Leadership & Management	*Non-Personnel & Seasonal*	**0**	**($129,000)**
The Department proposes reducing $129,000 in non-personnel and seasonal staffing expenditures in the Leadership and General Management Activity. These cuts include reductions in professional services, temporary services, food supplies, office supplies, long distance travel, seasonal staffing, office equipment, uniforms, overtime, and postage expenditures. These reductions may impact staff morale as they place a greater workload on full-time staff since the ability to hire seasonal and temporary personnel will be reduced.			
Leadership & Management	*Eliminate Secretary II Position*	**(1.0)**	**($52,333)**
A FT Secretary II position is proposed to be eliminated in FY 2010. Currently, there are 2.75 FTEs supporting the department's administrative professional staff including the Director's position. Without this Secretary II position, support for the administrative professional staff will be less than required for efficient functioning. Hence, regular support will be thin, which will impact the processing of paperwork, regular administrative support staff duties, back-up for coverage, tight deadlines for required deliverables and the implementation of special projects.			
Leadership & Management	*Eliminate Rec Leader III Position*	**(0.75)**	**($30,552)**
Funding for a PT Recreation Leader III position at Lee Center is proposed to be eliminated in FY 2010. The Recreation Leader III position supports Lee Center receptionist duties, and provides information for walk-in customers. Other administrative staff will continue to absorb the workload of this position.			

Summary of Budget Changes

Expenditure Reductions, continued

Activity	Reduction Option	FTE's	FY 2010 Proposed
IT Management	*Various Non-Personnel*	**0**	**($26,600)**
The Department proposes reducing $26,000 in non-personnel expenditures in the IT Management Activity. These non-personnel cuts include reductions in professional services, operating supplies, temporary services, consulting services, other equipment, new acquisitions, operating supplies, and computer replacement. These reductions will impact delivery of IT services including: technical assistance, special project analysis, and computer replacement.			
Multiple Activities	*Non-Personnel & Seasonal*	**0**	**($67,000)**
The Department proposes reducing $67,000 in non-personnel and seasonal staffing expenditures in the Cultural Operations Program. These cuts include reductions in Durant Seasonal staff, professional services, supplies and materials, and food supplies. The Durant seasonal staff funding reduction will be achieved through the rescheduling of existing permanent staff. Outside normal operating hours use of the Durant center will be reimbursed through staff fees associated with facility use. The remaining reductions will be achieved through the use of existing staff resources, sharing of operating supplies, food, etc. with other programs. Sponsorships and donations will be sought to further offset these reductions.			
Cultural Opportunities	*Reduction in Grant Funding*	**0**	**($30,000)**
The Department proposes reducing $30,000 in Alexandria Commission for the Arts grant awards in FY 2010. This is roughly a 14.3% reduction. The reduction in the Grant Program will result in a reduction of grant dollars distributed and fewer grants being awarded to Alexandria art organizations.			
Cultural Operations	*Elimination of Rec. Suprv. III*	**(1.0)**	**($77,029)**
A FT Recreation Supervisor III position at the Durant Center is proposed to be eliminated in FY 2010. The impact associated with the elimination will be a delay of facility management activities and duties associated with the Arts Commission. Currently, the duties associated with the position are being absorbed by upper level supervisors, and existing clerical staff.			
Cultural Operations	*Delay Hiring of Deputy Director*	**0**	**($38,484)**
Freeze vacant Deputy Director position for three months. The Department proposes the delay of hiring the vacant Deputy Director position. Duties would be absorbed by existing senior level staff.			
Multiple Activities	*Recreation Services Vacancy Savings*	**0**	**($600,141)**
RPCA proposes increasing their vacancy savings at various recreation centers by holding numerous unoccupied positions vacant. There may be a minimal impact, but other full-time and part-time staff would provide the services needed.			
Adult Activities	*John Adams*	**(0.80)**	**($33,914)**
The Department proposes eliminating two PT Recreation Leader II positions at the John Adams recreation center. The result of this would be no longer offering Adult drop-in hours at the John Adams Recreation Center. The current operating hours are Monday through Friday, 6:00 pm to 10:00 pm. These hours are available for adults to play basketball or volleyball. The Adult Sports Program could continue using the location and use their own staff to supervise league play. Adults will still be able to use other RPCA facilities located throughout the city.			

Summary of Budget Changes

Expenditure Reductions, continued

Activity	Reduction Option	FTE's	FY 2010 Proposed
Neighborhood Recreation Centers	*Various Non-Personnel*	**0**	**($209,812)**
The Department proposes reducing $209,812 in non-personnel expenditures in the Neighborhood Recreation Center Activity. These non-personnel cuts include reductions in professional services, operating supplies, temporary services, food supplies, laundry, equipment maintenance, memberships, and housekeeping. These reductions will be achieved through the reduction of supplies and materials for activities and programs, elimination of all staff shirt purchases for the Recreation Services Division, elimination of payment for staff attendance at conferences and trainings, etc.			
Neighborhood Recreation Centers	*Seasonal Staff*	**0**	**($161,346)**
The Recreation department proposes reducing its seasonal staffing budget at its recreation centers by $161,346. The service impact will be in the early closing of the Chinquapin Center for a total reduction in operating hours from 96 to 88 hours per week. The current average attendance in the center at the last hour is an average of 2 people. Also Saturday and Sunday closings are proposed at Barrett, Patrick Henry, N J Lee, and Mt Vernon Centers. These centers were identified due to there low attendance numbers. Other Centers will remain open and accommodate the residents at Ramsay, Chinquapin, Cora Kelly, and Houston. Recreation Center Impacts: *Barrett* – reduced seasonal staff for summer program and closing Center on Saturdays from October to March, average Saturday attendance is 5 visitors. *Patrick Henry* – closing Center on Saturdays from October to March; average Saturday attendance is 15 – 20. *Ramsay, Mt Vernon, Chinquapin, and Kelly* – reduced seasonal budget by eliminating seasonal custodian positions. *Mt Vernon* – Close on Sundays 1 – 5 pm; average Sunday attendance 15-20. *Nannie J Lee* – Close Sundays year round and Saturdays April – September; average Sunday and Saturday attendance 15 – 20. *Chinquapin* – Close Center 8 hours per week which is a continuation of the early closing implemented in FY09			
Youth Activities	*Youth Baseball & Tennis*	**0**	**($30,514)**
RPCA proposes that the baseball program be taken over by The Alexandria Little League. The Department has been working with the Little League and they are supportive of the proposal. The Tennis Program for the summer would be offered at 4 locations (Mason, Henry, Lee, Mt Vernon) instead of 7 locations. The three courts eliminated were identified as recording low participation numbers.			
Aquatics	*Close Lee & Colasanto Pool*	**0**	**($43,113)**
RPCA proposes not opening Lee & Colasanto Pool in FY 2010. These pools were identified because of their lower attendance numbers compared to other Recreation Department pools. The pools are also old and maintenance and equipment repairs to open the pools are often high. Non-personnel and seasonal staff expenses are being reduced to reflect the closings. Warwick Pool will remain open and is within walking distance of Colasanto Pool. The Recreation Department is looking into offering scheduled transportation to the Old Town Pool for those previously using the Lee Pool.			

Summary of Budget Changes

Expenditure Reductions, continued

Activity	Reduction Option	FTE's	FY 2010 Proposed
Youth Activities	*Four-Mile Summer Playground Program*	**0**	**($5,595)**
RPCA proposes consolidating the summer drop-in playground activity program at Four Mile Run in FY 2010. Four Mile Run is within walking distance of the Cora Kelly Recreation Center and participants could attend the Summer Program offered at the center. The Four Mile Run playground program was identified because of its low (9 participants) average daily attendance.			
Neighborhood Rec. Cntr	*Maury & Mason After School Prgm*	**0**	**($19,250)**
The Department proposes not offering the City After School Programs at the Maury and George Mason Centers. The average daily attendance at the Maury and Mason programs is less than 20 participants each. There are alternative options for parents that include the Campagna Kids Program at three sites or to have their child transported to the closest neighborhood recreation center offering the After School Program. To assist low income participants, the Recreation Department is also considering offering scholarships for those transferring to the Campagna Kids Program.			
Natural Resources	*Horticultural Reduction*	**0**	**($200,000)**
This reduction is for funding provided to maintain City planting sites. The Horticultural Operations Section is responsible for the planting, watering, weeding, and care of 97 annual flower beds and 103 sites where perennials are planted. Specifically this funding reduction will reduce or eliminate planting and maintenance services at certain: City portals, street medians, parks, schools, recreation centers, public buildings, and other landscaped spaces. In addition, community outreach and special projects in natural areas will be affected. The Department, when possible, will work with community groups, civic associations, neighborhood garden clubs, and other citizen organizations to supplement the reduction of City resources at these sites.			
Natural Resources	*Tree Trimming*	**0**	**($181,666)**
This reduction is for Urban Forestry contractor funding (15% reduction of the total natural resources professional services budget) and a portion of the overtime budget (20% reduction of the total natural resources overtime budget). The reduction will reduce the quantity of contract services that perform skilled arboriculture practices on City trees along streets, in parks, and other public facilities; including, pruning, removal of trees, logs and stump, cabling and bracing, and pest suppression. Specifically these contracted services supplement the City's Urban Forestry program with skilled staff and equipment. The reduction of this function will impact the implementation of the City's Urban Forestry Plan and the maintenance and health of the City's street and park trees. In addition, the response and completion time for non-emergency service requests and tree maintenance or removal work orders will likely increase beyond the established goal of 45 days.			
Park Planning	*Elimination of Park Planning Division Chief*	**(1.0)**	**($137,674)**
The FT Division Chief Park Planning position is proposed to be eliminated in FY 2010. Eliminating this position will reduce over the long term the quantity and timeliness of the sections ability to complete plan reviews and/or edits. Specifically this reduction will impact the review of land development proposals, design, architectural, building plan components and/ or proposals in public and private areas. This reduction will also impact the ability of staff to attend meetings before the Planning Commission, Board of Zoning Appeals, and other citizen panels and committees. However, there is projected to be less development in the City in FY 2010.			

Summary of Budget Changes

Expenditure Reductions, continued

Activity	Reduction Option	FTE's	FY 2010 Proposed
Park Operations	*Reduction of Vehicle Fleet*	**0.0**	**($106,386)**
The Department has identified two vehicles in their fleet that they no longer need. These vehicles, a motor grader and a shredder, will be rotated out of the Department. Their use is very limited at this time and they can be rented in the future if needed. The reduction will be to RPCA's vehicle replacement transfer.			
Park Operations	*Increased Mowing Intervals*	**(3.0)**	**($151,460)**
This reduction is a carry-over from the FY 09 mid-year reductions. A reduction in service will be seen due to the elimination of 3 FTEs. The result will be longer intervals between grass cutting, trash pick up, and responding to service calls for park and facility repairs. The trash pick-up reduction will not affect primary parks or tourists areas; some pocket and other small parks will have a once a week pick-up schedule as opposed to the current twice a week. The equivalent of 120 hours per week lost in FTE will impact mowing cycles by five days across the City, see below for breakdown: *Primary Parks/Waterfront:* will not be affected by this reduction *Major Athletic Fields:* mowed 2 -4 times per week would be mowed 1 - 2 times per week *City Right of Way:* mowed every 7-10 days would be mowed every 10-14 days *Open space:* mowed every 10- 14 days would be mowed every14-30 days In addition, repairs of mowers and maintenance equipment will be delayed one or two weeks. Also impacted will be the ability to complete repairs on time.			
Park Operations	*School Grounds Maintenance*	**0.0**	**($152,466)**
The department proposes a reduction of $151,460 to funding provided to maintain exterior school grounds. Specifically, this funding reduction will impact the school landscape maintenance schedule by increasing the elapsed number of days between mowing, trimming and weeding from every 1-7 days to every 10-14 days depending on the season. Mowing will also be completed during the week, as opposed to the current practice of weekends only. In addition, response time for snow removal will also be impacted. This schedule is equivalent to the above schedule for all other City properties.			
Park Operations	*Reduction in Seasonal Staff*	**0.0**	**($50,000)**
The Department proposes a seasonal staff expenditure reduction of $50,000. The following tasks performed by seasonal staff will be impacted: docking boats and accepting and receiving of associated fees; maintenance of City Marina piers, walkways, benches, receptacles, signs, and water debris removal; clearing sidewalks of ice and snow; assisting in the maintenance and minor repair of equipment; operating various types of equipment and tools; cleaning of facilities, to include removing trash and litter; loading and unloading trucks; maintaining grounds and turf (i.e. reconditioning, vegetation control, and repairs); repairing irrigation systems (i.e. sprinklers, valves, and pipes); performing various landscaping tasks, to include propagating beds, edging, mulching, and planting; and operating tractors and mowers, chair saws, or cutoff saws. Exact quantifiable impacts cannot be provided.			

Summary of Budget Changes

Expenditure Reductions, continued

Activity	Reduction Option	FTE's	FY 2010 Proposed
Park Operations	*Elimination of Maintenance Suprv. Position*	**(1.0)**	**($87,782)**
A FT Maintenance Supervisor position is proposed to be eliminated in FY 2010. This position assigns, dispatches, coordinates and supervises crews and/or contractors in completion of maintenance work. The reduction of this position will impact the maintenance of the parks in the Four Mile Run District. This reduction will also impact the District Manager who will be required to spend more time operating equipment and maintaining facilities rather than managing and supervising his/her facility and staff.			
Park Operations	*Elimination of Equipment Oper. Position*	**(1.0)**	**($55,386)**
A FT Equipment Operator position is proposed to be eliminated in FY 2010. This reduction is for a position assigned to the Waterfront District. This reduction will reduce the waterfront maintenance crew to three staff. The position operates equipment, and performs general maintenance tasks and landscaping duties. The reduction of this position impacts the maintenance of the parks in the Waterfront District. Specifically, the mowing schedule for waterfront district parks and facilities will move from a 1-10 to a 10-14 day cycle and it will not be possible to perform nearly as much river debris removal. This reduction will also impact the Marina as the Dockmaster will be required to spend significant time operating equipment rather than managing and supervising the City Marina and waterfront staff.			
Park Operations	*Elimination of Laborer II Position*	**(1.0)**	**($52,379)**
A FT Laborer II position is proposed to be eliminated in FY 2010. This reduction is for the Laborer II position assigned to the Fort Ward District. The position is tasked with operating various small equipment, driving a refuse collection truck, and completing other various park maintenance tasks. The impact of eliminating this position will be a delay in staff timing to complete critical maintenance issues in the district. This reduction will also impact the District Manager who will be required to spend more time operating equipment and maintaining turf rather than managing and supervising his/her facility and staff.			
TOTAL		**(10.55)**	**$ (2,729,882)**

Summary of Budget Changes

Fee Adjustments

Activity	Fee Adjustment	FY 2010 Proposed
Youth Activities	*Out of School Time Program Supply Fee*	**$58,181**

The Department is proposing a supply fee for its Licensed Out of School Time Programs beginning in FY 2010. The Out of School Time Program consists of two program components – a school year program and a summer program for elementary and middle school age youth. If approved, the fee will be implemented for the school year program beginning in September 2009 and staff will immediately begin the process of publicizing the fee to the community. The proposed supplies and materials fee will be $25 for the summer program and $25 per semester for the school year program. The revenue generated from the fee will partially offset the Department's expenditures for supplies and materials purchased for the programs.

The Department anticipates that approximately 1,100 – 1,300 youth will enroll in the Department's Out of School Time Program in FY 2010. The Department plans to offer to waive the fee for qualifying low income participants. Approximately 30-50 percent of the youth enrolled in the program would have the fee waived. The Department projects that the supplies and materials fee will generate approximately $58,181 annually.

Other Local Jurisdictions Fee Comparison

Fairfax County:

Non-licensed school year program is free. The eleven week non-licensed summer program requires a $70 per week fee (sliding scale based on income).

Prince William County:

Licensed school age child care program offered during the school year requires a $65 per week fee. Licensed summer program requires a $125 per week fee. A $35 application fee is required for both programs

Arlington County:

Non-licensed school year program is free. Non-licensed summer program requires a $15 dollar per week fee for the eight week summer program. A $25 one-time registration fee is required. The total cost of the summer program is $145.

Loudon County:

Licensed school year program requires a $300 per child per month fee plus a $45 household registration fee. The licensed summer program requires a $125 per week fee and a one-time $25 registration fee. Free drop in programs are offered at two sites.

Special Events	*City Birthday Sponsorship*	**$10,000**

To offset the set cost of the Alexandria Symphony Orchestra for the USA/Alexandria Birthday Celebration, a sponsorship for the City Birthday event is recommended. The Recreation Department proposes seeking a sponsor(s) for the event which they project could generate $10,000 in new revenue. The total cost for the Symphony is $22,000.

Neighborhood Recreation Centers	*Chinquapin Passes*	**$9,998**

RPCA proposes that various Chinquapin fees for passes and admission be increased by the CPI rate. This will result in $9,998 in additional revenue.

Fee Adjustments, continued

Activity	Fee Adjustment	FY 2010 Proposed
Cultural Ops, Art, & Special Services	*Park Rentals*	**$17,127**
The fee for reserving picnic areas is proposed to be modified from an all day rate ($50-$150/day) to a 4 hour interval rate ($52-$150 every 4 hours). This increase is intended to bring the City's rates more in line with neighboring jurisdictions as well as to help recover more of the costs associated with providing this service to the public. The new reservation time blocks will also allow more residents to utilize and reserve picnics areas because more parties will be able to be schedule during one day. The potential revenues from this service area are almost completely weather driven, but based on FY 2007 reservations, this option should generate about $3,100 in additional revenues. Additionally, RPCA proposes to increase various other park rental fees by the CPI rate. In total, these fee increase will result in $14,027 in additional revenue.		
Cultural Ops, Art, & Special Services	*Marina Fees*	**$2,500**
RPCA proposes increasing the short-term docking fee at the marina from $11 to $15 for up to four hours. This along with projections for increased use of the facility will result in $2,500 in additional revenue.		
Cultural Ops, Art, & Special Services	*Sports Fees*	**$50,083**
RPCA proposes that various sports field and sports facility use fees be increased by the CPI rate. This will result in $50,083 in additional revenue.		
TOTAL		**$147,889**

Miscellaneous RPCA Data

FY 2010
RPCA General Fund Expenditures and Revenues

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
General Fund Expenditures	$20,492,940	$20,762,112	$18,919,041
General Fund Revenues			
General Parks & Recreation	$831,439	$989,000	$1,058,710
Chinquapin Recreation Center	$963,994	$810,000	$839,998
Total Revenues	$1,795,433	$1,799,000	$1,898,708
NET GENERAL FUND IMPACT	$18,697,507	$18,963,112	$17,020,333

FY 2010 Public Recreation Statistics	
Total Acreage	964.62
Facilities:	#
Playgrounds	46
Gymnasiums	16
Swimming Pools	7
Basketball Courts	25
Tennis Courts	39
Athletic Fields	56
Dog Parks	17

Alexandria Commission for the Arts

Alexandria Commission for the Arts FY 2009 Grant Awards to Date			
Organization	Type	Discipline	Award
Alexandria Choral Society	Operating	Music	$10,337.00
Alexandria Harmonizers	Operating	Music	$12,000.00
Alexandria Harmonizers	Technical Assistance	Music	$800.00
Alexandria Performing Arts Association	Operating	Interdisciplinary	$12,300.00
Alexandria Performing Arts Association	Special Opportunity	Interdisciplinary	$5,000.00
Alexandria Performing Arts Association	Special Opportunity	Interdisciplinary	$1,000.00
Alexandria Performing Arts Association	Special Opportunity	Interdisciplinary	$1,000.00
Alexandria Singers	Operating	Music	$11,700.00
Alexandria Singers	Special Opportunity	Music	$1,000.00
Alexandria Symphony Orchestra	Operating	Music	$13,000.00
Alexandria Symphony Orchestra	Special Opportunity	Music	$5,000.00
Art League, The	Operating	Visual Arts	$13,000.00
Art League, The	Technical Assistance	Visual Arts	$1,000.00
Art League, The	Special Opportunity	Visual Arts	$1,000.00
Choreographers Collaboration Project	Project	Dance	$3,000.00
Del Ray Artisans	Operating	Visual Arts	$11,000.00
Eclipse Chamber Orchestra	Project	Music	$11,200.00
EcoVoce	Operating	Music	$2,700.00
First Night Alexandria	Operating	Interdisciplinary	$12,500.00
Focus Music	Project	Music	$1,000.00
Jane Franklin Dance Company	Project	Dance	$5,100.00
Jane Franklin Dance Company	Special Opportunity	Dance	$1,000.00
Kathy Harty Gray Dance Theatre	Operating	Dance	$10,700.00
Kathy Harty Gray Dance Theatre	Technical Assistance	Dance	$1,000.00
Little Theatre of Alexandria	Operating	Theatre	$12,000.00
MetroStage	Operating	Theatre	$5,000.00
MetroStage	Operating	Technical Assistance	$1,000.00
National Rehabilitation Association	Project	Dance	$4,500.00
Northern Virginia Fine Arts Association	Operating	Visual Arts	$11,300.00
Port City Playhouse	Operating	Theatre	$5,000.00
Retired Senior Volunteer Program	Project	Visual Arts	$2,000.00
Virginia Bronze Handbells	Technical Assistance	Music	$800.00
Virginia Opera Company	Project	Music	$10,000.00
WA Balalaika Society	Project	Music	$5,500.00
WA Metropolitan Philharmonic	Operating	Music	$10,500.00
TOTAL FY 2009 GRANTS			$214,937

Other Recreation

Description: The City of Alexandria is a member jurisdiction of the Northern Virginia Regional Park Authority (NVRPA). NVRPA strives to enhance the communities of Northern Virginia and enrich the lives of their citizens through the conservation of regional natural and cultural resources. It provides diverse regional recreational and educational opportunities, and fosters an understanding of the relationship between people and the environment. The City's contribution to NVRPA is based on its proportional share of the total population of member jurisdictions. NVRPA operates two facilities within the City of Alexandria, the Carlyle House and Cameron Run Regional Park.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$0	$0	$0	0.0%
Non-Personnel	279,055	282,523	288,814	2.2%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$279,055	$282,523	$288,814	2.2%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$279,055	$282,523	$288,814	2.2%
Total Department FTE's	0.0	0.0	0.0	0.0%

Highlights

• The overall operating budget request for all member jurisdictions of the Northern Virginia Regional Park Authority increased by 1.1% from $3,401,705 to $3,440,267. This is due to increases in personnel costs merit increases, and increases in health insurance rates. Other NVRPA General Fund operating costs are actually decreasing by 10% in FY 2010 and help to offset the personnel increases. NVRPA's total FY 2010 operating budget is $18,564,038 with 76.3% of this offset by user fees (Enterprise Fund).

• The City of Alexandria's share increased from 8.31% of the total to 8.40% due to a slight increase in its relative share of population as compared to other member jurisdictions.

• The City's actual contribution increased by 2.2% from $282,523 to $288,814 due to the combination of the slight increase in the City's percent share and the 1.1% overall cost increase to member jurisdictions.

Selected Performance Measures

Selected Performance Measures*	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
# of Carlyle House Lesson Plans Integrated on Template	4	5	5
# of Carlyle House Community Partnerships Developed	N/A	2	3
Carlyle House Daily Tour Attendance	9,866	9,500	9,500
# of Cameron Run Picnic Shelter Rentals	66	75	80
% Increase in Cameron Pool Season Pass Sales	16.3%	5%	10%
Average $ Amount Guests Spent on Food & Beverages	$3.32	$3.19	$3.30

*Reported by the NVRPA

Summary Table			
Jurisdiction	Population	Percent	Operating Budget Request
City of Alexandria	140,024	8.40%	$288,814
Arlington County	204,568	12.26%	$421,942
City of Fairfax	23,349	1.40%	$48,160
Fairfax County	1,010,241	60.57%	$2,083,723
City of Falls Church	10,948	0.66%	$22,581
Loudoun County	278,797	16.72%	$575,047
Total	**1,667,927**	**100%**	**$3,440,267**

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Operating Agencies

PUBLIC WORKS

Transportation and Environmental Services……18-2
Transit Subsidies……..18-28

Transportation & Environmental Services

Mission Statement: The mission of Transportation & Environmental Services is to provide excellent multimodal transportation services and facilities, and to protect and enhance the natural environment to improve the quality of life for those who live in, work in, and visit the city of Alexandria.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Personnel	$15,901,351	$17,138,186	$16,479,340	-3.8%
Non-Personnel	13,857,033	14,895,621	13,199,670	-11.4%
Capital Goods Outlay	374,608	1,468,130	826,978	-43.7%
Interfund Transfers	8,494,444	6,013,370	6,078,871	1.1%
Total Expenditures	$38,627,436	$39,515,307	$36,584,859	-7.4%
Less Revenues				
Internal Services	$353,706	$1,405,022	$826,960	-41.1%
Sanitary Sewer Fund	8,051,271	7,632,575	7,654,514	0.3%
Special Revenue Funds	1,966,515	1,180,018	708,864	-39.9%
Total Designated Funding Sources	$10,371,492	$10,217,615	$9,190,338	-10.1%
Net General Fund Expenditures	$28,255,944	$29,297,692	$27,394,521	-6.5%
Total Department FTE's	206.0	213.0	205.0	-3.8%

Highlights

• In FY 2010, the T&ES General Fund budget is decreasing by $1,903,171, or 6.5%.

• Personnel expenditures decrease by $658,846, or 3.8% due to the elimination 8.0 positions and reductions in overtime and temporary employees. The 8.0 positions being eliminated include one Laborer II position in Street Maintenance, one Traffic Calming Coordinator, one Engineer (overhire) in capital project design management and site plan review, one Woodrow Wilson Bridge project Engineer, one Woodrow Wilson Bridge project Administrative Technician, and 3.0 development-funded Potomac Yard positions.

• Non-personnel expenditure decrease by $1,695,951 due to a variety of expenditure reductions described on the following pages, most notably reductions in street paving ($650,000), sidewalk repairs ($430,000), pavement marking ($268,000), and fees for capital project design consultants ($149,610).

• The residential refuse collection fee increases by $30 to cover the increased cost of refuse collection and disposal as well as indirect costs for City administrative support (such as accounting, procurement, human resources, and management overhead). The fee has also been adjusted to include the cost of the annual spring clean-up event. The addition of spring clean-up expenditures was offset by savings in leaf collection due to a reduction in overtime.

• Parking meter rates in the Carlyle area are increasing from $1.00 per hour to $1.25.

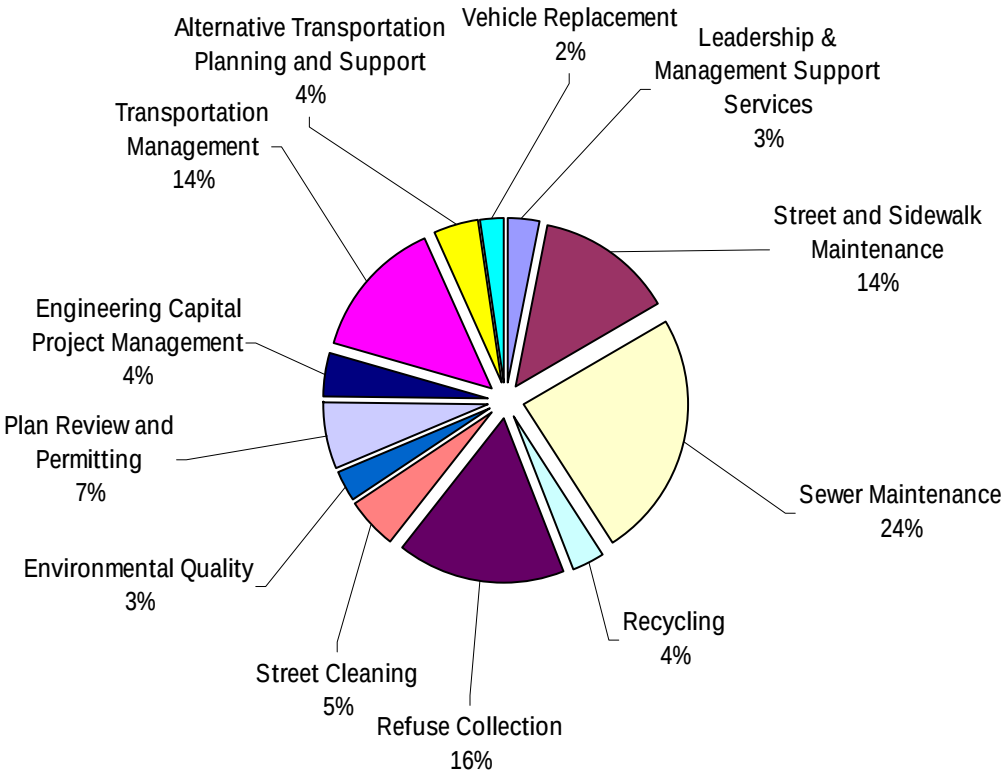
• Right-of-Way and Excavation permit fees are increasing from $30 to $45 and $100 to $150.

• More detailed descriptions of these reductions and fee increases of provided at the end of this section.

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of department-wide performance outcomes and goals achieved	0.57	0.7	0.7
% of streets and sidewalks in good to excellent condition	NA	90%	90%
% of sanitary sewers operational	100%	100%	100%
% of storm sewer repairs completed within 3 working days	100%	80%	85%
% of citizens who use alternative transportation as indicated through a bi-annual survey	NA	TBD	26%
% of the waste stream diverted by recycling	22%	32%	32%
% of customers who rate refuse collection as good to excellent	NA	90.0%	90.0%

FY 2010 Proposed Expenditures by Program



Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services[1]	$3,628,883	$1,005,946	$1,158,456	15.2%
Street and Sidewalk Maintenance	5,131,217	6,153,715	4,963,108	-19.3%
Sewer Maintenance	9,225,143	8,738,562	8,777,262	0.4%
Recycling	1,004,812	1,197,193	1,271,948	6.2%
Refuse Collection	4,908,824	5,888,763	6,010,706	2.1%
Street Cleaning[2]	1,937,475	1,611,557	1,782,902	10.6%
Environmental Quality	1,238,543	1,220,651	1,106,305	-9.4%
Plan Review and Permitting[3]	2,798,286	4,081,863	2,459,197	-39.8%
Engineering Capital Project Management[3]	1,951,724	1,078,369	1,499,137	39.0%
Transportation Management	4,672,022	5,595,962	5,162,658	-7.7%
Alternative Transportation Planning and Support	1,776,801	1,537,704	1,566,220	1.9%
Vehicle Replacement	353,706	1,405,022	826,960	-41.1%
Total Expenditures	$38,627,436	$39,515,307	$36,584,859	-7.4%

[1] Leadership & Management increases by 15.2% due to the reallocation of fuel costs that were previously budgeted in General Services and are now budgeted in the departments that incur the costs.

[2] Street Cleaning increases by 10.6% due to an increase in vehicle depreciation costs resulting from the recent acquisition of new equipment.

[3] Employee allocations between Plan Review & Permitting and Capital Project Management have been adjusted in FY 2010 to more accurately reflect actual workloads.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Leadership & Management Support Services	8.3	8.3	8.3	0.0%
Street and Sidewalk Maintenance	22.0	22.0	20.6	-6.4%
Sewer Maintenance	23.9	23.9	23.7	-0.8%
Recycling	6.6	7.6	5.1	-32.9%
Refuse Collection	34.0	34.0	34.6	1.8%
Street Cleaning	18.2	18.2	20.3	11.5%
Environmental Quality	8.5	8.5	8.3	-2.4%
Plan Review and Permitting	37.3	41.3	27.8	-32.7%
Engineering Capital Project Management	7.9	7.9	15.4	94.9%
Transportation Management	30.4	31.9	31.5	-1.3%
Alternative Transportation Planning and Support	8.9	9.4	9.4	0.0%
Total FTE's	206.0	213.0	205.0	-3.8%

FY 2010 includes the reduction of the following 8.0 FTEs. The remaining changes from FY 2009 to FY 2010 reflect the adjustment of FTEs between programs to more accurately reflect their actual allocation.

- Laborer II in Street and Sidewalk Maintenance
- Traffic Calming Coordinator in Transportation Management
- Engineer split between Capital Project Management and Plan Review & Permitting
- Woodrow Wilson Bridge project Engineer in Capital Project Management
- Woodrow Wilson Bridge project Administrative Technician in Capital Project Management
- 2 Potomac Yard developer funded Inspector II's in Plan Review & Permitting
- Potomac Yard developer funded Engineer Aide in Plan Review & Permitting

T&ES Programs and Activities

Leadership & Management Support
- Leadership and General Management

Streets & Sidewalk Maintenance
- Street Maintenance
- Sidewalk, Curb & Gutter Maintenance
- Snow Plowing & De-Icing

Sewer Maintenance
- Sanitary Sewer Maintenance
- Storm Sewer Maintenance
- Fire Hydrant Maintenance

Recycling
- Residential Recycling Collection
- Commercial Recycling
- Other Recycling

Capital Project Management
- Design Management
- Construction Management
- Bridge Inspection & Maintenance

Transportation Management
- Signals, Signs & Markings
- Parking Meters
- Plan Review
- Special Events
- Traffic Calming
- Street Lighting
- Impound Lot

Refuse Collection
- Commercial Refuse Collection
- Residential Refuse Collection
- Spring Clean-Up

Street Cleaning
- Street Sweeping
- Special Events
- Leaf Collection
- King Street Cleaning

Environmental Quality
- Air Quality
- Water Quality
- Noise Quality
- Contaminated Land

Plan Review & Permitting
- Site Plan Review
- Development Site Inspection
- Permitting
- Flood Plain Management

Alternative Transportation Planning & Support
- Regional Transportation Planning
- Alternative Transportation Promotion
- Paratransit Services Administration
- Bicycle & Pedestrian Coordination

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Doug McCobb, Deputy Director for Operations
Bill Skrabak, Director, Office of Environmental Quality
Antonio Baxter, Administrative Services Division Chief

Leadership & Management Support Services Program

The goal of the Leadership and Management Support Services is to provide leadership and policy guidelines for the Department of Transportation and Environmental Services, and to provide departmental support in information technology, public information, and fiscal management.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	9.4%	2.5%	3.2%
Total Expenditures	$3,628,883	$1,005,946	$1,158,456
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$3,628,883	$1,005,946	$1,158,456
Program Outcomes			
% of department-wide performance outcomes and goals achieved	57%	70%	70%
T&ES operating expenditures per capita	$276	$280	$258

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to develop and administer departmental policy, manage and coordinate personnel, maintain APWA accreditation, manage the departmental budget and grants, and oversee purchasing.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$3,628,883	$1,005,946	$1,158,456
FTE's	8.3	8.3	8.3
# of department FTEs managed	206.0	213.0	205.0
$ amount of departmental expenditures	$38,627,436	$39,515,307	$36,584,859
Leadership & Management Support Services expenditures as % of department total	9.4%	2.5%	3.2%
% of departmental effectiveness targets met	57%	95%	95%

Streets & Sidewalks Program

The goal of Street and Sidewalk Maintenance is to maintain existing roads and sidewalks for the safe and efficient movement of vehicles and pedestrians.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	13.3%	15.6%	13.6%
Total Expenditures	$5,131,217	$6,153,715	$4,963,108
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$5,131,217	$6,153,715	$4,963,108
Program Outcomes			
% of streets and sidewalks in good to excellent condition[1]	NA	90%	90%
Average pavement condition rating[2]	NA	NA	70%

[1] The Citywide resident survey was conducted in FY 2005 and FY 2007. No data is available for FY 2008. It is scheduled to be completed again in FY 2009.

[2] T&ES is in the process of implementing a maintenance management system that will include a pavement rating function. Data should be available beginning in late FY 2009.

Activity Data

STREET MAINTENANCE – The goal of Street Maintenance is to repair potholes within 24 hours of notification, maintain the riding surface of streets and alleys in a safe condition by resurfacing them on an as-needed basis, and restore to City standards the public right-of-way disturbed by utility companies and private contractors within 30 days of permanent underground installation.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$4,219,892	$4,482,432	$3,842,757
FTE's	20.3	20.3	18.9
# of lane miles resurfaced	14	40	25
Cost per lane mile resurfaced	$77,137	$35,577	$64,680
% of residents rating the condition of local roads as good[1]	NA	100%	100%
SIDEWALK, CURB, & GUTTER MAINTENANCE – The goal of Sidewalk, Curb and Gutter Maintenance is to maintain sidewalks, provide pedestrian safety, and maintain good drainage of streets through the continued maintenance and repair of curbs and gutters.			
Expenditures	$656,054	$944,712	$397,333
FTE's	0.1	0.1	0.1
# of sidewalks replaced (square yards)	9,271	8,000	4,000
Cost per square yard of sidewalk replaced	$45.00	$45.00	$55.00
# of curb and gutter replaced (linear feet)	8,338	5,000	3,000
Cost per linear foot of curb and gutter replaced	$23.75	$25.00	$25.00
% of residents who rate the conditions of sidewalk, curb and gutter as good[1]	NA	75%	75%

[1] The Citywide resident survey was conducted in FY 2005 and FY 2007. No data is available for FY 2008. It is scheduled to be completed again in FY 2009.

Streets & Sidewalks Program

The goal of Street and Sidewalk Maintenance is to maintain existing roads and sidewalks for the safe and efficient movement of vehicles and pedestrians.

Activity Data

SNOW PLOWING & DE-ICING – The goal of Snow Removal is to clear the City streets from snow and ice in a timely manner consistent with City standards.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$255,271	$726,571	$723,018
FTE's	1.6	1.6	1.6
# of lane miles plowed	1,541	6,000	6,000
# of snow events responded to	2	6	6
# of inches of snow fall annually	12	12	12
Cost per lane mile plowed	$77	$120	$160
% of residents rating City snow removal operations as good[1]	NA	75%	75%

[1] The Citywide resident survey was conducted in FY 2005 and FY 2007. No data is available for FY 2008. It is scheduled to be completed again in FY 2009.

Sewer Maintenance Program

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	23.9%	22.1%	24.0%
Total Expenditures	$9,225,143	$8,738,562	$8,777,262
Less Revenues	$8,051,271	$7,632,575	$7,654,514
Net General Fund Expenditures	$1,173,872	$1,105,987	$1,122,748
Program Outcomes			
% of sanitary sewers operational	100%	100%	100%

Activity Data

SANITARY SEWER MAINTENANCE – The goal of Sanitary Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and to eliminate structural and health hazards.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$8,051,271	$7,632,575	$7,654,514
FTE's	15.0	15.0	14.9
# of linear feet of sanitary sewers cleaned and inspected	571,997	525,500	550,000
Cost per linear foot of sewer cleaned and inspected	$0.45	$0.56	$0.63
% of linear feet of sewers cleaned and inspected on schedule	97%	95%	97%

STORMWATER SEWER MAINTENANCE – The goal of Stormwater Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and find and eliminate structural and health hazards.			
Expenditures	$947,994	$922,408	$935,434
FTE's	8.7	8.7	8.6
# of repair work orders completed for storm sewers	300	90	225
Cost per repair completed	$311	$500	$550
% of storm water repairs completed within three working days	100%	80%	85%

FIRE HYDRANT MAINTENANCE – The goal of Fire Hydrant Maintenance is to repair existing and install new City fire hydrants in order to keep fire hydrants in working order.			
Expenditures	$225,878	$183,579	$187,314
FTE's	0.2	0.2	0.2
# of fire hydrants repaired overhauled	1,044	650	700
Cost per fire hydrant repaired overhauled	$179	$500	$400
% of fire hydrants overhauled on schedule	92%	100%	100%

Recycling Program

The goal of Recycling is to provide residential, commercial, multi-family and other collection services to divert at minimum 25% of the waste stream.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	2.6%	3.0%	3.5%
Total Expenditures	$1,004,812	$1,197,193	$1,271,948
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,004,812	$1,197,193	$1,271,948
Program Outcomes			
% of the waste stream diverted	22.0%	32.0%	32.0%

Activity Data

RESIDENTIAL RECYCLING COLLECTION – The goal of Residential Recycling Collection is to provide residential curbside recycling collection on a weekly basis in order to divert materials from the waste stream.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$943,111	$1,054,276	$1,092,015
FTE's	5.7	5.7	3.7
Tons of residential recycling collected	5,845	6,000	6,200
Cost per residential ton recycled	$113	$115	$189
% of waste stream diverted	20%	20%	32%
% of recycling complaints resolved within one business day	99%	100%	100%

COMMERCIAL & MULTI-FAMILY COLLECTION – The goal of the Commercial and Multi-family Collection program is to establish implementation plans for recycling in commercial and multi-family establishments in order to divert materials from the waste stream.			
Expenditures	$49,081	$114,379	$116,255
FTE's	0.8	1.8	1.3
Tons of commercial and multi-family recycling reported	25,000	TBD	25,000
Cost per commercial and multi-family recycling plan monitored	NA	TBD	$57.00
% of waste stream diverted	NA	TBD	32%

OTHER COLLECTIONS – The goal of Other Collections is to provide weekly collection and environmentally safe disposal of common household products that could harm our workers or the environment, to provide drop off centers for computers and electronic items, and to provide collection of white goods on a weekly basis.			
Expenditures	$12,620	$28,538	$63,678
FTE's	0.1	0.1	0.1
Tons of other items collected	1,565	1,900	1,800
Cost per ton of other items collected	$144.00	$9.00	$144.00
% of services requests completed on schedule	99%	100%	100%

Refuse Collection Program

The goal of Refuse Collection is to provide business, church, school, and residential collections and spring clean up in order to maintain a clean environment.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	12.7%	14.9%	16.4%
Total Expenditures	$4,908,824	$5,888,763	$6,010,706
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,908,824	$5,888,763	$6,010,706
Program Outcomes			
% of customers who rate refuse collection as good to excellent*	NA	90.0%	90.0%

* The Citywide resident survey was conducted in FY 2005 and FY 2007. No data is available for FY 2008. It is scheduled to be completed again in FY 2009.

Activity Data

COMMERCIAL COLLECTION – The goal of Commercial Collection is to provide weekly refuse collection for businesses, churches and schools in order to maintain a clean environment.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$868,283	$941,874	$939,179
FTE's	6.5	6.5	6.4
Tons of commercial trash collected	2,443	4,500	4,500
Cost per ton of commercial trash collected	$355	$209	$209
% of routes completed on schedule	98%	98%	98%

RESIDENTIAL CURBSIDE COLLECTION – The goal of Residential Curbside Collection is to provide weekly refuse collection for residents in order to maintain a clean environment.			
Expenditures	$4,033,349	$4,766,447	$4,844,357
FTE's	27.4	27.4	27.4
Tons of residential curbside trash collected	20,790	32,000	32,000
Cost per ton of residential curbside trash collected	$194	$149	$151
Refuse/recycling fee (100% cost recovery rate)	$264	$301	$330
% of routes completed on schedule	98%	98%	98%

SPRING CLEAN-UP – The goal of Spring Clean-Up is to provide Saturday refuse collection in the spring in order to maintain a clean environment.			
Expenditures[1]	$7,192	$180,442	$227,170
FTE's	0.1	0.1	0.8
Tons of trash collected	549	600	600
Cost per ton of trash collected	$13	$301	$379
% of neighborhoods completed on schedule	100%	98%	98%

[1] Spring clean-up overtime and Waste-to-Energy plant disposal costs were incorrectly charged to other accounts in FY 2008

Street Cleaning Program

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	5.0%	4.1%	4.9%
Total Expenditures	$1,937,475	$1,611,557	$1,782,902
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,937,475	$1,611,557	$1,782,902
Program Outcomes			
% of complaints resolved within 24 hours	96%	97%	98%

Activity Data

STREET SWEEPING – The goal of Street Sweeping is to sweep and flush City streets in order to ensure that streets are clean and sanitary.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,349,738	$1,067,346	$1,083,154
FTE's	13.0	13.0	13.0
# of lane miles swept and flushed	42,424	34,000	43,000
Cost per lane mile swept and flushed	$42	$74	$69
% of complaints resolved within one business day	96%	97%	98%

SPECIAL EVENTS – The goal of Special Events is to provide a clean environment for event participants.			
Expenditures	$17,583	$62,898	$79,100
FTE's	0.1	0.1	0.3
Tons of material collected	23	17	24
Cost per ton of material collected	$764	$3,700	$3,296
% of customers satisfied with special event clean up*	NA	75%	80%

* The Citywide resident survey was conducted in FY 2005 and FY 2007. No data is available for FY 2008. It is scheduled to be completed again in FY 2009.

LEAF COLLECTION – The goal of Leaf Collection is to provide vacuum and bag leaf collection for residential customers during the late fall in order to ensure that streets and catch basins are clean.			
Expenditures	$407,259	$376,649	$469,048
FTE's	3.3	3.3	4.6
Cubic yards of leaves collected	25,536	33,000	32,000
Cost per cubic yard of leaves collected	$15.95	$11.41	$14.66
% of streets cleaned on schedule	96%	97%	97%

KING STREET CLEANING – The goal of King Street Cleaning is to provide a desirable environment that will attract visitors to the City's historic district of shops and restaurants.			
Expenditures	$162,895	$104,664	$151,600
FTE's	1.8	1.8	2.4
# of blocks cleaned per day	18	20	20
Cost per block cleaned per day	$29	$33	$34
% of litter problems resolved in the same business day	95%	97%	98%

Environmental Quality Program

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	3.2%	3.1%	3.0%
Total Expenditures	$1,238,543	$1,220,651	$1,106,305
Less Revenues	$160,051	$84,222	$48,842
Net General Fund Expenditures	$1,078,492	$1,136,429	$1,057,463
Program Outcomes			
% of complaints closed in 30 days	94%	95%	95%

Activity Data

AIR QUALITY – The goal of Air Quality is to investigate complaints, monitor air quality and inspect regulated facilities in order to administer and enforce the City Air Pollution Control Code (Title 11,Chapter 1) to enhance air quality.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$816,189	$642,964	$432,648
FTE's	4.5	4.5	3.3
# of inspections conducted	23	24	24
# of complaints responded to	39	35	35
Cost per capita of air quality activity	$5.82	$4.53	$3.05
% complaints closed within 30 days	99%	80%	80%

WATER QUALITY – The goal of Water Quality is to conduct reviews and inspections of City site plans and ensure regulatory requirements are met for City permits in order to protect and manage the watershed.			
Expenditures	$295,759	$357,304	$375,649
FTE's	2.5	2.5	2.8
# of site plans reviewed	369	300	270
# of complaints resolved	47	15	15
Cost per capita of water quality activity	$2.11	$2.53	$2.64
% complaints closed within 30 days	100%	100%	100%

NOISE QUALITY – The goal of Noise Quality is to investigate noise complaints in order to ensure compliance with the noise regulations to enforce the City Noise Control Code (Title 11, Chapter 5).			
Expenditures	$39,995	$119,251	$131,086
FTE's	1.0	1.0	1.0
# of complaints responded to	91	50	45
Cost per capita of noise quality activity	$0.29	$0.85	$0.92
% of noise complaints resolved satisfactorily within 30 days	95%	90%	90%

Environmental Quality Program, continued

Activity Data

CONTAMINATED LAND – The goal of Contaminated Land is to administer the contaminated land ordinance, manage City contaminated sites, and insure that the development of contaminated sites is done in a safe and responsible manner.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$86,600	$101,132	$166,922
FTE's	0.5	0.5	1.2
# of contaminated sites reviewed	12	3	6
Cost per capita of contaminated land activity	$0.62	$0.72	$1.18
% of site plans reviewed on schedule	80%	90%	90%

Plan Review & Permitting Program

The goal of Plan Review and Permitting is to provide site plan, development site, inspection and other services to the citizens, contractors and developers in a timely manner to insure compliance with T&ES standards.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	7.2%	10.3%	6.7%
Total Expenditures	$2,798,286	$4,081,863	$2,459,197
Less Revenues	$197,553	$782,496	$276,350
Net General Fund Expenditures	$2,600,733	$3,299,367	$2,182,847
Program Outcomes			
% of plans reviewed on schedule	82%	95%	95%

Activity Data

SITE PLAN REVIEW – The goal of Site Plan Review is to review private development plans for conformance with T&ES design requirements.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$1,226,062	$1,629,658	$769,920
FTE's	14.3	15.8	7.6
# of plan submittals reviewed	484	450	440
Cost per plan submittal reviewed	$2,533	$1,000	$3,261
% of submittals reviewed by two-week deadline	82%	95%	95%

DEVELOPMENT SITE INSPECTION – The goal of Development Site Inspection is to conduct inspections to insure construction of public infrastructure for conformance with T&ES requirements.			
Expenditures	$1,060,963	$1,656,484	$1,136,189
FTE's	16.2	16.2	13.1
# of erosion and sediment control inspections conducted	1,061	1,061	1,200
Cost per site monitored	$999	$1,561	$1,561
% of erosion and sediment control inspections conducted on schedule	100%	100%	100%

PERMITTING – The goal of Permitting is to issue permits for construction activities within the public right-of-way and review building permits for impact on the public right-of-way for conformance with T&ES requirements.			
Expenditures	$393,248	$666,141	$518,400
FTE's	5.3	7.8	6.8
# of T&ES permits issued	3,907	3,064	3,371
# of Code Enforcement permits reviewed	3,632	3,586	3,945
Cost per T&ES permit issued	$100.00	$100.00	$100.00
% of Code Enforcement permits reviewed within three days	100%	100%	100%

Plan Review & Permitting Program, continued

Activity Data

FLOOD PLAIN MANAGEMENT – The goal of Flood Plain Management is to comply with the National Flood Insurance program and maintain the City's participation in the community rating system in order to provide City property owners with access to discounted flood insurance.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$118,013	$129,580	$34,688
FTE's	1.5	1.5	0.3
# of acres of floodplain managed	614	614	614
Cost per acre of floodplain managed	$192.20	$211.00	$211.00
$ saved in flood insurance premiums	$84,000	$80,000	$80,000

Capital Project Management Program

The goal of Capital Project Management is to provide design and construction management services for City infrastructure projects to safely meet the needs of the City while minimizing the impacts on the City.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	5.1%	2.7%	4.1%
Total Expenditures	$1,951,724	$1,078,369	$1,499,137
Less Revenues	$998,516	$0	$0
Net General Fund Expenditures	$953,208	$1,078,369	$1,499,137
Program Outcomes			
% of projects constructed on time and within budget	90%	90%	90%

Activity Data

DESIGN MANAGEMENT – The goal of Design Management is to provide a design solution to an infrastructure problem to maintain the integrity of the City's public infrastructure.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$592,474	$728,372	$1,353,662
FTE's	4.7	4.7	14.2
# of design projects in process	NA	50	50
Average cost per design	NA	$ 14,567	$ 14,000
% of design task orders completed on time	90%	90%	90%
% of design task orders completed within budget	90%	90%	90%

CONSTRUCTION MANAGEMENT – The goal of Construction Management is to implement the design solutions for infrastructure problems to maintain the integrity of the City's public infrastructure.			
Expenditures	$1,345,541	$335,608	$138,259
FTE's	3.1	3.1	1.1
# of construction projects managed	6.0	9.0	9.0
$ value of construction projects managed	$8,527,045	$11,756,920	$12,000,000
Construction management costs as a % of value of projects under construction	15%	15%	15%
% of construction projects completed witihin budget	100%	100%	100%

BRIDGE INSPECTION & MAINTENANCE – The goal of Bridge Inspection and Maintenance is to inspect and maintain bridges in order to ensure the safety of bridge infrastructure.			
Expenditures	$13,709	$14,389	$7,216
FTE's	0.1	0.1	0.1
# of bridges inspected	8	15	8
Cost per bridge inspected	$1,714	$959	$902
% of bridges in satisfactory condition	100%	100%	100%

Transportation Management Program

The goal of the Transportation Management Program is to provide the infrastructure needed on the City's roadways in order to assure an efficient flow of traffic for residents and travelers in Alexandria, in order to enhance vehicular and pedestrian safety and to reduce air pollution.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	12.1%	14.2%	14.1%
Total Expenditures	$4,672,022	$5,595,962	$5,162,658
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,672,022	$5,595,962	$5,162,658
Program Outcomes			
Citizen satisfaction with the ease of traveling through the City[1]	NA	70%	70%

[1] The Citywide resident survey was conducted in FY 2005 and FY 2007. No data is available for FY 2008. It is scheduled to be completed again in FY 2009.

Activity Data

SIGNALS, SIGNS, & MARKINGS – The goal of Signals, Signs and Markings is to promote efficient flow of traffic to ensure pedestrian and vehicular safety and guide motored and non-motored traveling public through the City safely.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$2,089,527	$2,234,460	$1,976,073
FTE's	16.6	16.6	18.1
# of signals maintained	286	285	288
Cost per signal maintained	$7,306	$7,840	$6,861
% of signal outages responded to within one hour	98%	95%	90%

METERS – The goal of Metering is to provide parking management to assure that there is adequate turnover of parking spaces to give motorists the opportunity of finding a place to park.			
Expenditures	$402,624	$755,379	$633,886
FTE's	5.9	6.9	4.9
# of meters maintained	1,040	1,040	1,040
Cost per meter collected from and maintained	$387	$726	$610
% of meters collected from on schedule	97%	95%	95%

PLAN REVIEW – The goal of Plan Review is to ensure quality development and redevelopment that is consistent with the City's strategic plan goal and that complies with federal, state, and local regulations for traffic management. This activity also includes transportation planning and parking planning.			
Expenditures	$154,623	$247,434	$329,372
FTE's	1.6	2.1	3.0
# of development submittals reviewed	164	120	100
Cost per submittal reviewed	$943	$2,062	$3,294
% of site plan submittal reviews completed on schedule	95%	90%	95%

Transportation Management Program, continued

SPECIAL EVENTS – The goal of Special Events is to assure traffic flow during times that City streets will be more crowded than usual, which will support economic development in the community.	FY 2007 Actual	FY 2008 Approved	FY 2009 Approved
Expenditures	$14,348	$80,620	$83,143
FTE's	0.5	0.5	0.5
# of special events	7	20	7
Cost per event	$2,050	$4,031	$11,878
% of temporary traffic flow structures removed within two hours of special event	100%	95%	95%

TRAFFIC CALMING – The goal of Traffic Calming is to promote vehicular and pedestrian safety by assuring that motorists will not use excessive speed in residential areas, in areas near schools, and in other "cut through" areas of traffic.			
Expenditures	$257,740	$346,327	$183,431
FTE's	2.8	2.8	1.5
# of traffic calming projects coordinated	NA	6	TBD
$ value of projects coordinated	NA	TBD	TBD
Average cost per traffic calming project managed & constructed	NA	TBD	TBD
Average speed reduction (in mph)	NA	5	TBD

STREET LIGHTING – The goal of Street Lighting is to pay for electricity and report outages to Dominion Virginia Power for repair.			
Expenditures	$1,397,681	$1,555,669	$1,587,611
FTE's	0.0	0.0	0.5
# of street light outages reported to Dominion Virginia Power by the City	797	800	9
Utility cost per street light	$147	$164	$167
% of online complaints passed on to Virginia Dominion Power	100%	100%	100%

IMPOUND LOT – The goal of Impounding is to provide secure storage of vehicles that have been impounded from City streets or due to traffic violations, and either restoring possession of these vehicles to their owners or disposing of the vehicles in an efficient manner.			
Expenditures	$355,479	$376,073	$369,142
FTE's	3.0	3.0	3.0
# of vehicles processed	2,600	2500	2,500
Cost per car impounded	$137	$150	$148
% of vehicles that are sold at auction	100%	100%	100%

Alternative Transportation Planning & Support Program

The goal of Alternative Transportation Planning and Support is to develop and administer plans and programs that encourage residents and employers to use alternative transportation in order to minimize the use of motorized vehicles in the City, thereby reducing traffic congestion and improving air quality.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% Total All Funds Budget	4.6%	3.9%	4.3%
Total Expenditures	$1,776,801	$1,537,704	$1,566,220
Less Revenues	$610,395	$313,300	$383,672
Net General Fund Expenditures	$1,166,406	$1,224,404	$1,182,548
Program Outcomes			
% of citizens who use alternative transportation modes as indicated through a bi-annual survey[1]	NA	TBD	26%

[1] The Citywide resident survey was conducted in FY 2005 and FY 2007. No data is available for FY 2008. It is scheduled to be completed again in FY 2009.

Activity Data

REGIONAL TRANSPORTATION PLANNING – The goal of Regional Transportation Planning is to benefit taxpayers of the City by taking advantage of available public and private sector funding for transportation initiatives and to assure that the City's tax dollars are spent on projects that provide benefit to residents.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$181,095	$349,201	$284,163
FTE's	1.6	2.1	2.1
# of grants secured by Transit Services	6	6	4
$ of grant revenues secured by Transit Services	$4,180,000	$4,200,000	$3,040,000
% of Transit Services expenditures funded by grants	35%	45%	76%

ALTERNATIVE TRANSPORTATION PROMOTION & PLAN REVIEW – The goal of Alternative Transportation Promotion and Plan Review is to administer City employee, City resident, and private employer incentive programs and ensure that all major development projects include Transportation Management Plans (TMP) for alternative transportation in order to decrease congestion and improve air quality.			
Expenditures	$1,254,546	$901,211	$938,841
FTE's	4.9	4.9	4.9
# of City employees receiving transit benefit	230	215	261
Cost per transit benefit provided	$58.60	$80.00	$61.00
% of City workforce that participates in transit benefit program	6.1%	4.2%	9.8%

Alternative Transportation Planning & Support Program, continued

Activity Data

PARATRANSIT SERVICES ADMINISTRATION – The goal of Paratransit Services Administration is to provide Paratransit service for people from Alexandria with disabilities who are traveling to locations in the DOT service area in order to provide them with necessary travel options and to comply with the rules of the Americans with Disabilities Act.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Expenditures	$89,052	$90,316	$81,979
FTE's	1.1	1.1	1.1
# of trips	43,426	59,800	62,500
Average cost per trip	$24.26	$25.00	$24.50
Complaints received as a percentage of total trips	4%	15%	0.12%

BICYCLE & PEDESTRIAN COORDINATION – The goal of Bicycle and Pedestrian Coordination is to encourage the use of non-motorized transportation modes through new development and improvement of existing facilities for bicycles and pedestrians, which will decrease congestion and improve air quality.			
Expenditures	$252,108	$196,976	$261,237
FTE's	1.3	1.3	1.3
# of pedestrian and bicycle projects coordinated	97	100	100
Cost per linear foot added to the bikeway network	$0.73	$1.37	$1.37
% of streets that have appropriate bicycle facilities	25%	32%	35%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FY 2010 Proposed
Street Maintenance	*1. Street Paving*	**$185,000**
The amount budgeted for street paving is increased in the base from $1,298,397 to $1,483,397 as an adjustment for the increasing cost of asphalt.		
Street Maintenance	*2. Lorton Landfill Fees*	**$15,000**
The amount budgeted for the disposal of old pavement and construction materials by the City is increased in the base budget from $180,000 to $195,000 due to an increase in the Lorton Landfill disposal fee rate from $250 per truck load to $300.		
Sewer & Fire Hydrant Maint.	*3. Maintenance Contract*	**$10,000**
The amount budgeted for the sewer and fire hydrant maintenance contract is budgeted to increase by 1% due to a CPI-U adjustment.		
Residential Recycling	*4. Curbside Collection Contract*	**$135,000**
The contract for residential curbside recycling collection will expire in December 2009. Based on rates currently paid by other jurisdictions, it is likely the new contract will result in a cost increase. An increase of $135,000 has been included in the base budget. This increase is funded by an increase in the FY 2010 residential refuse collection fee from $301 to $331.		
Other Recycling	*5. Recycling at City Facilities*	**$21,630**
The contract for recycling collection at City facilities will expire concurrently with the residential curbside contract. An increase of $21,630 has been included in the base budget to fund the cost increase expected to result from the new contract.		
Residential Refuse Collection	*6. Waste-to-Energy Tip Fee*	**$46,370**
The cost for the City to dispose of residential refuse at the Waste-to-Energy plant is budgeted to increase from $76.54 per ton to $78.00 per ton in FY 2010. The cost of this increase is funded by an increase in the FY 2010 residential refuse collection fee from $301 to $331.		
Alternative Transportation	*7. Employee Transit Benefit*	**$46,000**
The City contributes up to $75 per month toward transportation costs for City and Schools employees who take transit to work. Increased popularity of the program and recent fare increases have increased the cost to the City. A base budget adjustment of $46,000 has been provided to increase the budget from $141,480 in FY 2009 to $187,480 in FY 2010.		

Summary of Budget Changes, continued

Supplemental Adjustments to the Budget		
Activity	**Supplemental Request**	**FY 2010 Proposed**
Other Recycling	*1. Recycling at City Facilities*	**$8,646**
Additional funding is recommended to expand recycling collection to the Alexandria Detention Center, fire stations, and the Black History Museum.		

Summary of Budget Changes, continued

Expenditure Reductions

Activity	FTEs	FY 2010 Proposed
Design Management	**(1.0)**	**($272,671)**
The following reductions have been made in the capital projects design management activity: - Half of one Engineer overhire position (shared with Site Plan Review) is eliminated ($60,838) - Half of one Administrative Technician (shared with Construction Management) assigned to the Woodrow Wilson Bridge project is eliminated ($37,223). The bridge portion of the WWB/Route 1 project is nearing completion. - Fees for outside consultant assistance with project design are reduced ($149,610). - Funding for temporary employees is reduced ($25,000).		
Construction Management	**(1.5)**	**($160,610)**
The following reductions have been made in the capital projects construction management activity: - One Engineer overhire position assigned to the Woodrow Wilson Bridge project is eliminated ($122,687). The bridge portion of the WWB/Route 1 project is nearing completion. - Half of one Administrative Technician (shared with Design Management) assigned to the Woodrow Wilson Bridge project is eliminated ($37,223). The bridge portion of the WWB/Route 1 project is nearing completion. - Office supplies are reduced by $700.		
Site Plan Review/Development Site Inspection	**(0.5)**	**($164,884)**
The following reductions have been made in the development site plan review activity: - Half of one Engineer overhire position (shared with Design Management) is eliminated ($60,838). - Fees for outside consultant assistance with plan review is reduced ($75,000). - Funding for temporary employees is reduced ($25,000). - Supplies for the Development Site Inspection activity are reduced ($4,046).		
Street Maintenance	**(1.0)**	**($846,163)**
The following reductions have been included in the street maintenance activity: - One Laborer II position is eliminated ($39,163). - Funds for supplies are reduced based on prior year expenditures with no impact on service ($157,000). - Street repaving is reduced, resulting in approximately 11 less lane miles repaved in FY 2010 as compared to prior prior years ($650,000). A $185,000 increase was funded in the base budget for a net decrease of $465,000.		

Summary of Budget Changes, continued

Expenditure Reductions

Activity	FTEs	FY 2010 Proposed
Sidewalk Maintenance		**($539,509)**
The following reductions have been made in the sidewalk maintenance activity: - Fees for professional services are reduced based on prior year expenditures with no impact on service ($9,509). - Sidewalks are frequently repaired concurrently with street repaving in order to minimize construction disruptions. The budget for sidewalk repairs has been reduced to correspond with the reduced number of streets to be repaved in FY 2010 ($530,000).		
Traffic Signals, Signs & Markings		**($358,200)**
The following reductions have been made in traffic signals and signs and pavement markings: - Street markings are reduced, resulting in a reduction in the amount of lane markings, crosswalks and stop bars to to be repainted in FY 2010 ($268,000). The need for pavement marking is partially reduced by the reduction in the number of streets to be repaved. - Traffic signal and sign supplies and equipment are reduced based on prior year expenditures with no impact on service ($50,200). - Staff overtime is reduced by creating a second signal and sign repair team and operating staggering shifts in order to reduce the amount of call backs during off-duty hours. The second team has been created by converting a Transportation Coordinator to a repair team leader and splitting the members of the current.		
Traffic Calming	**(1.0)**	**($130,500)**
The following reductions have been made in the traffic calming activity: - The traffic calming coordinator position is eliminated ($110,500). - Funds for maintaining existing traffic calming measures (such as speed tables) are reduced in the operating budget ($20,000). - Prior year funding to install new traffic calming measures remains in the CIP.		
Regional Transportation/Alternative Transportation		**($195,100)**
Funding for transportation studies has been reduced in the regional transportation coordination ($50,000) and alternative transportation promotion ($145,100) activities.		
Environmental Quality Program		**($66,366)**
Operating supplies and fees for professional services are reduced in the following environmental activities, resulting in the need for developers to fund more of the environmental impact analysis of their proposed projects: - Air quality ($24,200) - Water quality ($13,750) - Noise quality ($11,666) - Contaminated land ($16,750)		
Street Lighting/Bicycle & Pedestrian Coordination		**($10,300)**
Efficiency reductions have been made in the street lighting ($5,300) and bicycle/pedestrian coordination ($5,000) activities with no impact on service.		

Summary of Budget Changes, continued

Fee Increases		
Activity	**Fee Adjustment**	**FY 2010 Proposed**
Parking Meters	*1. Carlyle Meter Rates*	**$54,112**
Parking meter revenues are increased by raising the rate for meters in the Carlyle/Eisenhower East area from $1.00 per hour to $1.25 per hour.		
Permitting	*2. Right of Way and Excavation Permits*	**$44,970**
Permit fees for obstructing the public right-of-way for private purposes are increasing from $30 to $45 per permit and fees for excavation in public streets are increasing from $100 to $150 per 90 day period.		
Residential Refuse Collection	*3. Household Refuse Fee*	**$518,190**
The residential refuse collection fee is increasing from $301 to $331 per household. Of the 30 cent increase, 10 cents is the result of the direct service cost of providing refuse collection ($172,730) and 20 cents is due to the inclusion of indirect administrative costs that were not previously included in the fee and therefore being subsidized by the General Fund ($345,460). The table on the following page shows a comparison of the fee between FY 2009 and FY 2010.		

Refuse Collection and Sanitary Sewer Cost Recovery Tables

Residential Refuse Collection Fee	FY 2009 Approved	FY 2010 Proposed
Personnel Costs	$1,660,129	$1,670,575
Disposal Costs at the WTE Plant	$2,102,194	$2,143,927
Vehicles, Supplies & Materials	$527,479	$527,479
Residential Recycling Contract	$571,949	$693,449
Spring Clean-up	$0	$40,000
Leaf Collection	$338,984	$300,915
Indirect Costs (City administrative support)	$0	$341,233
Total Expenditures	$5,200,735	$5,717,578
Residences Served	17,273	17,273
Residential Refuse Fee	$301	$331

Sanitary Sewer Fund Sources & Uses	FY 2009 Approved	FY 2010 Proposed
Operating Costs - Inspections, Cleaning & Maintenance	$1,677,665	$1,635,115
Cash Capital - Funding for CIP Repair and Expansion Projects	$4,631,000	$4,745,050
Debt Service - Bond Financing Costs for CIP Projects	$1,323,910	$1,274,349
Total Expenditures	$7,632,575	$7,654,514
Sewer Usage Fee	$5,943,353	$5,943,353
Sewer Connection Fee	$1,545,000	$1,575,900
Use of Sewer Fund Balance	$144,222	$135,261
Total Revenues	$7,632,575	$7,654,514

Transit Subsidies

Mission Statement: The mission of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors by subsidizing the operation of the DASH, DOT paratransit, King Street Trolley, Virginia Railway Express (VRE) and Washington Metropolitan Area Transit Authority (WMATA) transit systems.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Non-Personnel	$14,136,261	$16,747,745	$16,054,474	-4.1%
DASH operations (non-City funded)	$3,200,690	$3,421,000	$3,710,000	8.4%
Total Expenditures	$17,336,951	$20,168,745	$19,764,474	-2.0%
Less Revenues				
Special Revenues	$0	$0	$0	0.0%
DASH operating revenues	$3,200,690	$3,421,000	$3,710,000	8.4%
Total Designated Funding Sources	$3,200,690	$3,421,000	$3,710,000	8.4%
Net General Fund Expenditures	$14,136,261	$16,747,745	$16,054,474	-4.1%
Total Department FTE's	0.0	0.0	0.0	0.0%

Highlights

• Overall expenditures for Transit Subsidies are decreasing by $404,271, or 2.0% in FY 2010. This is largely driven by a $300,000 decrease in the King Street Trolley operating budget, with the remaining decrease a result of a $110,211 net decrease in the DASH operating budget ($399k City revenue reduction plus $289k DASH operating revenue increase).

• City General Fund expenditures are decreasing by a total of $693,271, or 4.1%. Again, the decrease is due to reductions in the City funding for DASH and the King Street Trolley.

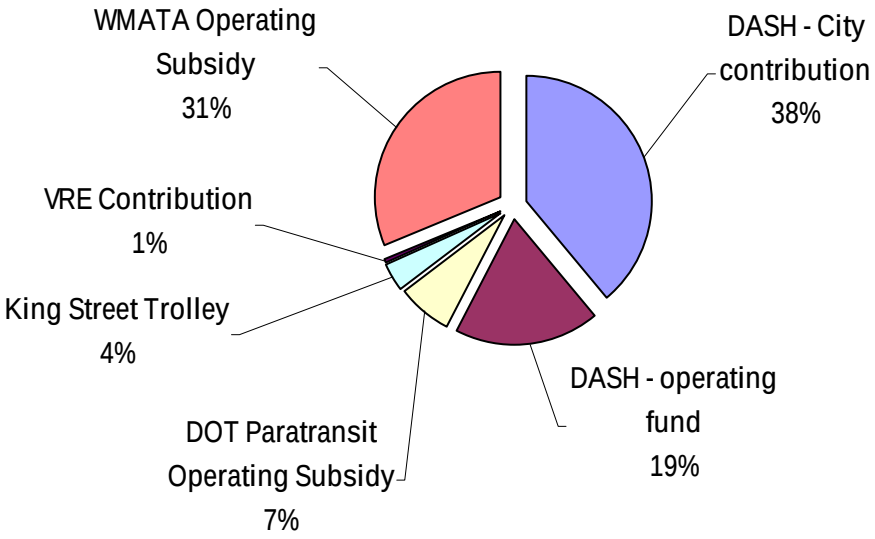
• The City subsidies for DOT paratransit service and WMATA remain flat in FY 2010. However, discussions at WMATA are ongoing in order to find a solution for a $72.7 million overall gap in its operating budget for FY 2010. The City's approximate share of the shortfall is $2.9 million, but it appears that a reasonable combination of efficiencies, service reductions, and fare increases can be found to cover this amount.

Transit Subsidies

Selected Performance Measures

Selected Performance Measures	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
DASH trips	3,978,773	3,770,000	4,130,000
Metrobus trips	2,790,000	2,770,000	2,765,000
Metrorail trips	11,337,215	12,523,692	12,900,000

FY 2010 Proposed Expenditures by Activity



Transit Subsidies

Activity Level Summary Information

Expenditure Summary

Expenditure By Activity	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
DASH - City contribution	$7,491,522	$8,067,000	$7,667,789	-4.9%
DASH - operating fund (non-City funded)	$3,200,690	$3,421,000	$3,710,000	8.4%
DOT Paratransit	$1,407,818	$1,432,828	$1,432,828	0.0%
King Street Trolley	$249,608	$1,000,000	$700,000	-30.0%
Virginia Railway Express (VRE)	$113,140	$118,797	$124,737	5.0%
WMATA	$4,874,173	$6,129,120	$6,129,120	0.0%
Total Expenditures	$17,336,951	$20,168,745	$19,764,474	-2.0%

Staffing Summary

	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2009-2010
Transit Subsidies*	0.0	0.0	0.0	0.0%
Total FTE's	0.0	0.0	0.0	0.0%

* Transit Subsidies consists of contributions to transit agencies outside the City government. There are no City employees included in this budget. FTE's for managing the City's transit subsidies are located in Transportation & Environmental Services.

Transit Subsidies Agencies

Transit Subsidies
- DASH
- DOT Paratransit
- King Street Trolley
- Virginia Railway Express (VRE)
- WMATA

Department Information

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Transit Subsidies

Transit Subsidies Program

The goal of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

Program Totals	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
% of Total All Funds Budget	100%	100%	100%
Total Expenditures	$17,336,951	$20,168,745	$19,764,474
Less Revenues	$3,200,690	$3,421,000	$3,710,000
Net General Fund Expenditures	$14,136,261	$16,747,745	$16,054,474
Program Outcomes			
DASH trips	3,978,773	3,770,000	4,130,000
Metrobus trips	2,790,000	2,770,000	2,765,000
Metrorail trips	11,337,215	12,523,692	12,900,000

Activity Data

DASH - The goal of DASH is to supplement the regional rail and bus service provided by WMATA and provide local bus service that is designed to support specific community objectives; safe, reliable, convenient, comfortable, and courteous; efficient in the use of resources, whatever their source.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
City Contribution Expenditures (Total prior to netting out fare and other revenues)	$7,491,522	$8,067,000	$7,667,789
Operating Revenues (Gross DASH Budget Less City Contribution)	$3,200,690	$3,421,000	$3,710,000
FTE's	N/A	N/A	N/A
Miles of service	1,345,867	1,534,900	1,568,000
DASH trips	3,978,773	3,770,000	4,130,000
Operating ratio (% of costs recovered through fares and other revenue)	28.1%	28.4%	31.7%

DOT Paratransit - The goal of DOT is to provide specialized transportation service for residents of Alexandria and visitors who cannot use regular transit buses or rail due to their disability.			
Expenditures	$1,407,818	$1,432,828	$1,432,828
FTE's	N/A	N/A	N/A
Total trips	43,426	59,800	56,986
Average cost per trip	$32	$24	$25

King Street Trolley - The goal of the King Street Trolley is to offer free expanded land shuttle service on King Street in Old Town to serve tourists, businesses, day time workers, and residents in order to promote economic development and enhance the character of Alexandria.			
Expenditures*	$249,608	$1,000,000	$700,000
FTE's	N/A	N/A	N/A
# of riders**	16,402	600,000	500,000
Cost per rider	$15.22	$1.67	$1.40

* King Street Trolley service was only provided for the final three months of FY 2008.

** The projected ridership decrease in FY 2010 is due to the reduction in service levels initiated in January 2009 (3 trollies per hour instead of 4; service begins at 11:30 a.m. instead of 10:00 a.m.).

VRE - The goal of VRE is to provide safe, cost-effective, accessible, customer-responsive, reliable, rail passenger service as an integral part of a balanced, intermodal regional transportation system.			
Expenditures	$113,140	$118,797	$124,737
FTE's	N/A	N/A	N/A

Transit Subsidies Program, Cont'd

Activity Data

WMATA - The goal of WMATA is to be an integral part of the Washington metropolitan area by ensuring the best in safe, reliable, cost-effective and responsive transit services, by promoting regional mobility and by contributing toward the social, economic and environmental well-being of the community.	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
General Fund Subsidy (after netting out fares, State aid, gasoline taxes, and other revenue)	$4,874,173	$6,129,120	$6,129,120
FTE's	N/A	N/A	N/A
Metrobus trips	2,790,000	2,770,000	2,765,000
Metrobus operating ratio	34%	30%	30%
Metrorail trips	11,337,215	12,523,692	12,900,000
Metrorail operating ratio	85%	79%	80%

Summary of Budget Changes

Status of Transit Subsidies

Activity	Adjustment	FY 2010 Proposed
DASH	*Operating Subsidy*	**-$399,211**

The City General Fund contribution for DASH is decreasing by $399,211, or 4.9%, in FY 2010. Total operating expenses for DASH in FY 2010 are decreasing by $110,211 or 1.0%. This decrease reflects the reduction in the City subsidy ($399,211) coupled with an increase in DASH operating revenues of $289,000.

While it is anticipated that the elimination of a merit increase for DASH employees and a reduction in anticipated fuel costs could mostly offset this decrease in the City share, the final decision about whether or not DASH will need to implement service reductions in FY 2010 lies with the DASH Board.

DOT Paratransit	*Operating Subsidy*	**$0**

The City's FY 2010 operating costs for DOT Paratransit are projected to stay flat at $1,432,828.

King Street Trolley	*Operating Subsidy*	**-$300,000**

Beginning in January 2009 as a FY 2009 mid-year budget reduction, the City reduced service on the King Street Trolley to operate from 11:30 a.m. to 10:00 p.m. daily with 20 minute headways. This results in approximately 64 dailys trips as opposed to 96 daily tips at previous service levels. These new service levels will be extended through the whole of FY 2010 for an annual budget savings of $300,000, or 30%.

Summary of Budget Changes, continued

Activity	Adjustment	FY 2010 Proposed
VRE	*Operating Subsidy*	**$5,940**
The City's annual contribution to VRE increases by 5.0% to $124,737 per the VRE Master Agreement with member jurisdictions.		
WMATA	*Operating Subsidy*	**$0**

The FY 2010 Proposed Budget is assuming a flat operating subsidy for WMATA. The direction given to WMATA staff by the WMATA Board was to keep jurisdictional subsidies flat for FY 2010. In the initial base budget estimates put together by WMATA staff with no changes to service levels, flat jurisdictional subsidies create a budget gap of about $73 million. The City of Alexandria's approximate share of that shortfall would be $2.9 million.

City staff is involved in ongoing discussions with transit staff from Arlington and Fairfax Counties, as well as WMATA staff, in order to come up with feasible proposals for overcoming this budget shortfall. Both service reductions and fare increases are being considered in the analyses. The ultimate objective is to find a reasonable combination of service reductions and fare increases that will allow the City to keep a flat subsidy in FY 2010.

It may be necessary for City Council and City staff to revisit this subsidy assumption prior to the approval of the FY 2010 Operating Budget in May.

DASH & WMATA Operating Budgets

~Total Sources and Uses~

DASH Operating Budget	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Operating Revenues*	$3,200,690	$3,421,000	$3,710,000
Operating Expenses	$10,658,367	$11,303,000	$11,157,789
Net Operating Cost	$7,457,677	$7,882,000	$7,447,789
Capital Outlays	$33,845	$185,000	$220,000
Total City Subsidy	$7,491,522	$8,067,000	$7,667,789

WMATA Subsidy Funding	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Proposed City Share of WMATA Subsidy	$20,320,695	$20,027,492	$20,027,492
Revenues to Offset City Expenditures			
NVTC State Aid	$11,808,706	$11,548,372	$11,198,372
Motor Vehicle Fuel Sales Tax	$2,509,428	$2,350,000	$2,700,000
Prior Year City Savings at WMATA	$1,128,388	$0	$0
Revenue Subtotal	$15,446,522	$13,898,372	$13,898,372
General Fund Budget	$4,874,173	$6,129,120	$6,129,120

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Education

Alexandria City Public Schools 19-2
Northern Virginia Community College 19-9

Alexandria City Public Schools

Mission Statement: The mission of the ACPS School Board is "in partnership with our families and community, to effectively educate all learners to succeed in a changing world."

Expenditure By Classification	FY 2008 Actual	FY 2009 Approved**	FY 2010 Proposed	% Change 2008-2009
Expenditures - Operating Budget only *				
Total	$184,806,733	$198,993,272	$195,913,036	-1.5%
Less Revenues				
State Aid	$26,592,456	$28,921,036	$25,484,022	-11.9%
Fund Balance	1,781,367	1,009,222	4,355,938	331.6%
Other	938,759	1,109,265	1,478,402	33.3%
Total Designated Funding Sources	$29,312,582	$31,039,523	$31,318,362	0.9%
Net General Fund Transfer***	$160,239,697	$167,953,749	$164,594,674	-2.0%

* The Schools Operating Budget excludes expenditures associated with the FY 2010 School Lunch Fund ($5.5 million) and the Grants and Special Projects Fund ($9.5 million).

** FY 2009 reflects the final School Board approved budget. Subsequent to Council adoption of the FY 2009 approved budget, the School Board adopted a final budget with $28,921,036 in State revenue; this decrease was offset by an increase in other local revenue, and does not impact the General Fund transfer to the Schools of $167,953,749.

*** The Net General Fund Transfer for FY 2010 reflects the target provided to ACPS in City Council's FY 2010 budget guidance which was adopted on November 25, 2008.

Highlights

• The proposed City General Fund transfer to the Schools for operating expenditures for FY 2010 is $164,594,674. This is a decrease of $3,359,075 or 2.0% from FY 2009.

•In November 2008, City Council adopted a resolution to establish the annual budget process and to set specific guidance for the FY 2009 budget. The resolution also stated that the operating budget transfer to the Schools should not exceed $164,594,674 (a 2.0% decline from the previous fiscal year).

•On January 8, 2009, the Superintendent presented a Proposed FY 2010 Operating Budget to the School Board. The proposed budget totaled $197,236,360 (a 0.9% decrease) and requested a transfer from the City of $165,484,829 (a 1.5% decrease).

•The proposed operating budget includes a step increase to be granted half-way through the contract year ($1.87 million), and a longevity increase for eligible employees who have been at the top of the pay scale for two years ($.017 million). The budget also reduces the VRS rate for ACPS employees to 13.81%. This adjustment acknowledges the rate contained within the Governor's 2009-2010 Biennial Budget.

Highlights Continued,

•In the School's proposed budget, State aid decreases by $3,025,572 (a 10.5% decrease) which is the result of projected reductions in general fund revenues and lower sales tax revenue collections. Projections of state revenue are based on the General Assembly's Final Budget of March 2008 and actual sales tax receipts for FY 2008. State revenue does not incorporate the Governor's proposed categorical changes from December 2008.

•Enrollment is projected to increase in FY 2010 by 353 students (a 3.1% increase) bringing the total ACPS student population to 11,578. The projected enrollment increases will partially offset the decreases in the State aid.

•On February 5, 2009, the School Board approved a FY 2010 Operating Budget of $196,803,191. The total Approved FY 2010 Operating Budget decreased by $433,169 from the proposed budget due to the expectation of further reductions in State aid and other local funds. The School Board's General Fund transfer request to the City remained unchanged at $165,484,829, which remains $890,155 above the guidance established by City Council.

• In addition to the operating budget, the School Board approved a FY 2010-2015 Capital Improvement Program totaling $82.3 million, which includes a $19.4 million request for FY 2010. As requested by the City, the Schools categorized projects for FY 2010 and FY 2011 based on the whether projects maintain existing facilities or improve facilities. The City Manager's FY 2010-2015 Proposed CIP includes $39.9 million in funding for the Schools, of which, $10.6 million is dedicated for FY 2010. CIP requests are discussed separately in the Proposed FY 2010-2015 Capital Improvement Program document.

•Details of the ACPS budget are available on the ACPS website at http://www.acps.k12.va.us/

Alexandria City Public Schools

Program Level Expenditure Summary

Operating Budget by Major Program

Expenditure by Major Program	FY 2008 Actual	FY 2009 Approved*	FY 2010 Proposed	% Change 2008-2009
Instruction and Instructional Support	$143,122,424	$153,766,476	TBD	
Administration, Health, and Attendance	$18,195,510	$20,829,086	TBD	
Operations and Maintenance	$16,168,702	$16,385,179	TBD	
Transportation	$6,804,158	$7,552,749	TBD	
School Food Services & Other Non-Instructional	$515,939	$419,874	TBD	
Division-wide	$0	$39,908	TBD	
Total Operating Expenditures	$184,806,733	$198,993,272	$195,913,036	-1.5%

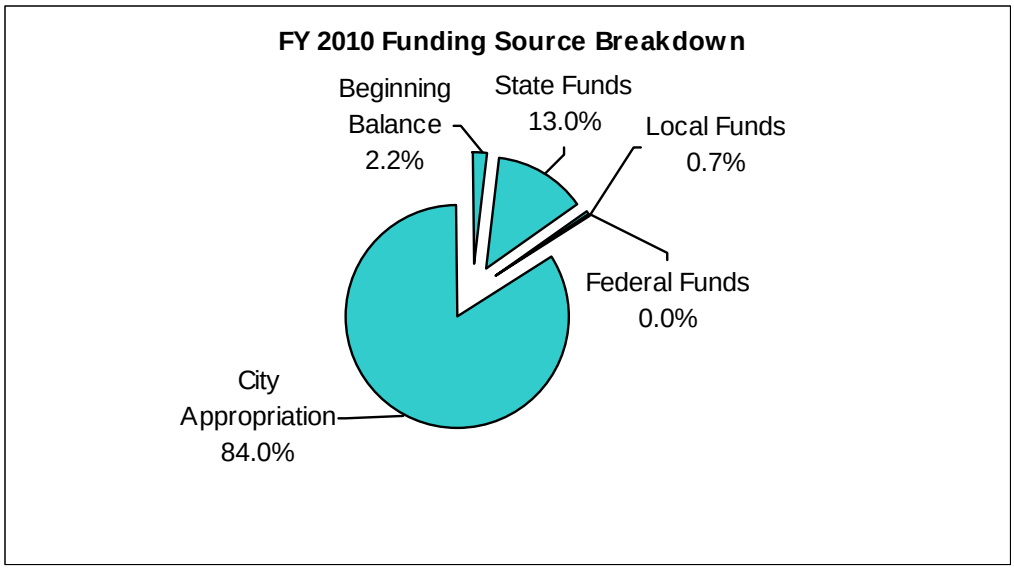
* Subsequent to Council's budget adoption on May 5, 2008, the School Board approved a final budget on May 29, which included adjustments in State aid and other revenues, totaling $198,993,272. This did not impact the approved General Fund transfer to the Schools, of $167,953,749.

Staffing Summary by Major Program

Authorized Positions (FTE's) by Major Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed	% Change 2008-2009
Instruction & Instructional Support (including Reserves)	1,494.2	1,540.5	TBD	
Administration, Health, & Attendance	124.4	126.3	TBD	
Operations & Maintenance	134.4	124.3	TBD	
Transportation	128.0	134.0	TBD	
School Food Services & Other Non-Instructional	11.5	14.0	TBD	
Total FTE's **	1,892.4	1,939.1	TBD	

** Positions are for the Operating Fund only and do not include positions supported by the Grants and Special Projects Fund or the School Lunch Fund.

Alexandria City Public Schools



ACPS Program Areas

Instruction & Instructional Support
- Classroom Teachers
- Special Education Teachers
- ESL Teachers
- Guidance Counselors
- Social Workers
- Staff & Curriculum Development
- Library & Media Services
- Instructional Technology Services
- Differentiated Resources

Administration, Health & Attendance
- Central Business Services
- Information Technology Services
- Nurses & Psychologists
- School & Division Administrators
- Public Information
- Evaluation & Planning

Operations & Maintenance
- Utilities & Leases
- Custodians/Maintenance
- Building Engineers

Transportation
- Regular Day Transportation
- Special Educ. Transportation
- Activity Buses/Field Trips
- Summer School
- Athletic Events

School Food Service & Other
- Cafeteria Hostesses
- Community Services

Division-wide
- Division-wide responsibilities

Dept Info

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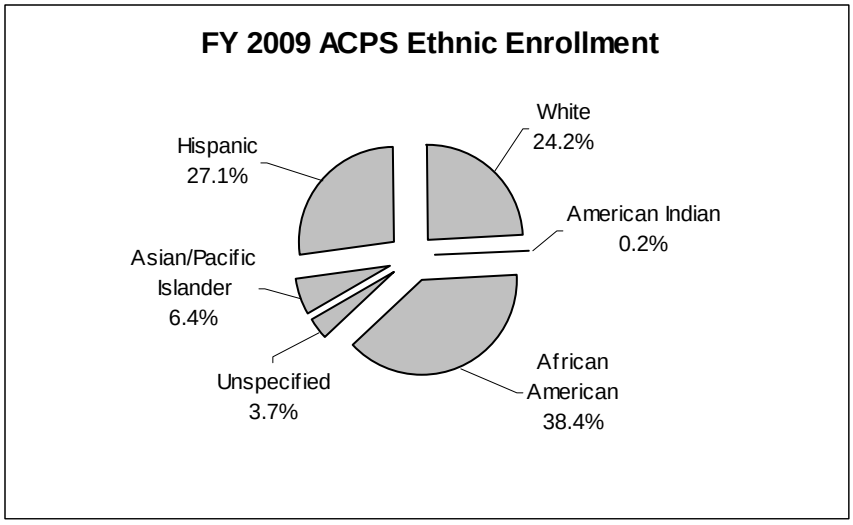
superintendent@acps.k12.va.us

Staff
Cathy David, Deputy Superintendent
Jay Grymes, Asst. Superintendent
John Porter, Asst. Superintendent
Margaret Byess, Asst. Superintendent
Dr. Larry Byers, Interim Asst. Supt.

ACPS Statistics



Note: Demographic data for FY 2010 in not yet available.

Enrollment of ELL Students WABE Guide Data FY 2008	
Division	Percent of Total Enrollment
Alexandria City	15.7%
Arlington County	17.9%
Fairfax County	13.1%
Loudoun County	5.6%
Prince William	15.3%
WABE = Washington Area Boards of Education	

Enrollment of Students with Disabilities FY 2008	
Division	Percent of Total Enrollment
Alexandria City	16.8%
Arlington County	15.1%
Fairfax County	14.1%
Loudoun County	9.9%
Prince William	11.3%
State Total	13.6%
Source: Virginia Department of Education	

Free/Reduced Price Lunch WABE Guide Data		
Division	Free & Reduced Price Meal Eligible*	City/County Income Below Poverty Level**
Alexandria City	52.0%	6.5%
Arlington County	30.0%	7.2%
Fairfax County	21.0%	5.2%
Loudoun County	12.0%	2.8%
Prince William County	27.0%	4.8%

*Source: 2009 WABE Guide

**Souce: 2007 U.S. Census

Cost per Pupil WABE Guide Data	
Division	FY 2009
Alexandria City	$ 19,078
Arlington County	$ 19,538
Fairfax County	$ 13,340
Loudoun County	$ 12,780
Prince William County	$ 10,776

ACPS Statistics

Students per Teacher Scale Position WABE Guide Data FY 2009 Final Budget			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	8.4	12.4	13.0
Arlington County	10.1	15.6	15.2
Fairfax County	13.0	17.9	18.8
Loudoun County	15.1	15.6	17.1
Prince William County	14.4	19.2	20.5

Students per Classroom Teacher WABE Guide Data FY 2009 Final Budget			
Division	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	19.2	21.3	24.0
Arlington County	18.6	19.6	17.8
Fairfax County	20.9	23.7	24.5
Loudoun County	22.1	21.1	24.2
Prince William County	20.4	27.4	27.8

HISTORICAL AND PROJECTED ENROLLMENT BY GRADE

Fiscal Year	Year - Fall	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Special Place-ments	Deten-tion Center	Total
FY 2001	2000	92	1155	1080	1069	956	956	865	800	758	702	699	911	666	568	68		11,345
FY 2002	**2001**	**76**	**1056**	**1107**	**985**	**1006**	**923**	**914**	**803**	**776**	**707**	**720**	**903**	**655**	**562**	**81**		**11,274**
FY 2003	2002	92	1035	1017	1008	915	936	870	847	750	730	756	817	736	585	105	40	11,239
FY 2004	**2003**	**90**	**1057**	**973**	**945**	**915**	**855**	**894**	**804**	**805**	**721**	**724**	**838**	**674**	**587**	**113**		**10,995**
FY 2005	2004	110	1025	1014	933	925	850	809	832	760	740	754	763	708	590	108		10,921
FY 2006	**2005**	**152**	**1018**	**929**	**927**	**829**	**827**	**770**	**748**	**760**	**699**	**763**	**730**	**697**	**600**	**72**		**10,521**
FY 2007	2006	188	1038	945	861	873	776	730	705	709	719	698	720	691	588	91		10,332
FY 2008	**2007**	**155**	**1057**	**1036**	**886**	**826**	**836**	**780**	**706**	**686**	**683**	**731**	**720**	**742**	**601**	**112**		**10,557**
FY 2009 *	2008	124	1179	1111	1023	889	820	834	766	709	706	751	786	756	656	115		11,225
FY 2010	**2009**	**177**	**1188**	**1164**	**1058**	**973**	**865**	**794**	**795**	**767**	**704**	**735**	**749**	**797**	**697**	**115**		**11,578**
FY 2011	2010	177	1203	1183	1112	1029	949	834	740	781	751	731	747	759	715	110		**11,821**
FY 2012	**2011**	**179**	**1219**	**1198**	**1127**	**1083**	**1005**	**919**	**776**	**727**	**764**	**794**	**743**	**757**	**681**	**105**		**12,077**
FY 2013	2012	181	1235	1214	1141	1097	1059	971	855	762	710	738	807	753	679	102		**12,304**
FY 2014	2013	183	1251	1228	1157	1111	1071	1024	904	839	743	772	750	818	675	99		**12,625**

* FY 2009 projections have been revised due to enrollment increases during FY 2008. ACPS also revised projections for subsequent years.

ACPS Statistics

2007 SOL SPRING RESULTS AND COMPARISON OF PASSING PERCENTAGES

SOL Test	2004	2005	2006	2007	Change 2006-07
Grade 3					
English	72	81	81	79	-2
Mathematics	87	87	91	90	-1
History	81	82	88	89	+1
Science	79	82	87	90	+3
Grade 5					
English: Reading	81	82	86	81	-5
English: Writing	84	91	87	86	-1
Mathematics	75	80	85	86	+1
History	88	84	82	81	-1
Science	77	74	80	86	+6
Grade 8					
English: Reading	76	72	73	71	-2
English: Writing	80	72	90	75	-15
Mathematics	88	80	64	69	+5
History	74	74	84	84	0
Science	87	81	78	82	+4
High School					
English: Reading	82	80	85	85	0
English: Writing	82	85	84	90	+6
Algebra I	76	76	76	80	+4
Geometry	73	71	71	70	-1
Algebra II	87	90	91	88	-3
Earth Science	57	76	78	80	+2
Biology	69	68	69	74	+5
Chemistry	94	95	96	94	-2
World History I	71	80	85	81	-4
World History II	77	81	79	85	+6
Virginia & U.S. History	87	84	89	86	-3

NOTE: This information is the most recent data available from ACPS.

Northern Virginia Community College

Description: The City of Alexandria contributes to the Local Maintenance and Operating Budget of the Northern Virginia Community College (NVCC). NVCC is a two-year institution serving Northern Virginia. The local contribution supports the College's programs for the business and educational needs of Northern Virginia residents. Local contributions provide funds for services and activities that would not be possible with State funds alone. Area governments contribute funding based upon each jurisdiction's share of the combined population of the localities served. Population data is from the Weldon Cooper Center for Public Service at the University of Virginia.

FY 2010 Budget Highlights

- The total Local Maintenance and Operating Budget has remained constant from FY 2009 to FY 2010. However, population changes result in varying requests to jurisdictions from FY 2009 to FY 2010.

- The requested contribution from Alexandria has increased by $300, or 2.5%.

- The City of Alexandria also contributes a proportionate share of NVCC's locally-funded capital costs. Please refer to the City's Approved FY 2009-2014 Capital Improvement Program document for more information.

Expenditure Summary

Program	FY 2008 Actual	FY 2009 Approved	FY 2010 Proposed
Northern Virginia Community College	$12,399	$12,004	$12,304

Participating Jurisdictions – Percent Shares

Summary Table FY 2010			
Jurisdiction	Population	Percent	Operating Budget Request
City of Alexandria	136,732	6.6%	$12,304
Arlington County	201,163	9.7%	$18,101
City of Fairfax	23,215	1.1%	$2,089
Fairfax County	1,012,512	48.5%	$91,110
City of Falls Church	11,280	0.5%	$1,015
Loudoun County	275,596	13.2%	$24,799
Manassas City	36,528	1.8%	$3,287
Manassas Park City	13,950	0.7%	$1,255
Prince William County	371,939	17.9%	$33,469
Total	2,082,915	100.0%	$187,429

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Capital Improvement Related Information

Capital Improvement Program Overview……..20-3

FY 2010 – FY 2015

Capital Improvement Program

Overview

FY 2010 – FY 2015 Capital Improvement Program Overview

The City of Alexandria's Capital Improvement Program (CIP) is a comprehensive plan, which identifies capital projects related to the City's future infrastructure needs and the corresponding funding required to meet those needs.

The CIP addresses two broad areas of expenditure:

- Protection of the City's investment in existing physical assets; and
- Planning and construction of major new facilities and new or replacement IT systems.

The adoption of the CIP by the City Council is an indication of its support of both the capital projects that the City intends to pursue, and a plan for the anticipated levels of financing needed to fund these capital projects over the six-year period.

The adoption of the six-year CIP is neither a firm commitment to a particular project nor a limitation to a particular cost. As a basic tool for scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and managing future debt service requirements. The first year of the CIP (FY 2010) does represent a funding commitment for the project to proceed to the next stage, or to be implemented depending on the level of funding provided.

Definition of a Capital Project

- *Greater than $10,000*
- *Acquires or improves physical assets with useful life of 3 or more years*
- *Not day-to-day maintenance*

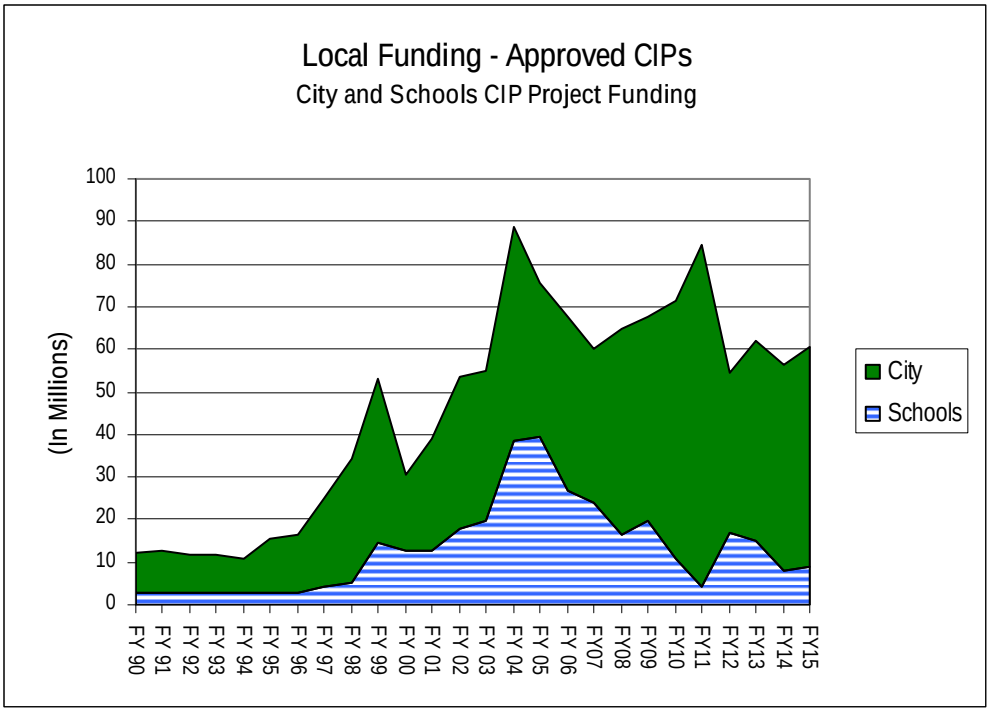
The City defines a capital project expenditure (as opposed to an operating expenditure) as an expenditure of more than $10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than $10,000) carpentry, electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

FY 2010 – FY 2015 Capital Improvement Program Overview

The City Council Approved FY 2010-FY 2015 Capital Improvement Program totals $389.5 million in local funding and $403.0 million in total funding. This represents a decrease of 3.3 percent in local funding and a decrease of 11.6 percent in all sources of funding.

FY 2010 Proposed vs. FY 2009 Approved				
			Change	
	FY 2009 Approved	FY 2010 Proposed	$	%
All Funds	$456.1	$403.0	-$53.1	-11.6%
City Share	$402.8	$389.5	-$13.3	-3.3%

The chart below shows the portion of local CIP funding dedicated to Schools capital projects versus City capital projects from FY 1990 – FY 2015



FY 2010 – FY 2015 Capital Improvement Program Overview

City Council gave the City Manager specific guidance on the CIP for FY 2010 – FY 2015.

The budget guidance given by City Council in November 2008 contained language specific to the Capital Improvement Program. Council guidance directed staff that the CIP should contain no new CIP (City and Schools) spending aside from expenditures meeting the following exceptions:

– Expenditures relating to the new Police Headquarters.
– Expenditures subject to contractual obligations or other situations where cancellation or deferral would cause significant financial loss for the City.
– Expenditures to maintain existing infrastructure and those that are deemed emergency in nature.
– Expenditures that may be funded using prior-year unallocated balances already within the CIP.

City Council also directed that the City Manager could propose additional CIP projects ("alternative CIP") above those currently funded if deemed necessary. These alternative CIP projects would be funded by an additional dedicated penny on the real estate tax rate.

Process to Develop CIP for FY 2010 – FY 2015

CIP Community Meeting

The funding gap for the CIP continues to grow in the FY 2010 – FY 2015 CIP to $127.5 million.

The community's appetite for capital investment continues to grow at a rapid rate. The FY 2008 – FY 2013 Approved CIP identified $85.3 million of projects above what the City could afford. This shortfall number was $61.3 million in the FY 2009 – FY 2014 Approved CIP. Now, in the FY 2010 – FY 2015 Proposed Capital Improvement Plan, the gap between requested capital expenditures and the City funding capacity has grown to $127.5 million.

Recognizing this growing shortfall issue, City Council directed City staff to hold a Community Meeting on November 6, 2008 to discuss the Capital Improvement Program. The goal of this meeting was two-fold. The City wanted to educate the public on the scope and complexity of the CIP as well as collect information on the types of capital projects the participants of the meeting felt should be priorities.

In November 2008, the City held a CIP Community Meeting to educate the public on the CIP as well as to collect information on the community's priorities for capital investment.

Community members at the meeting started by participating in an information capital project fair where they could learn the details of capital projects from City staff. The project fair was followed by facilitated small group meetings where participants discussed the types of capital projects they believed should be prioritized. CIP funding levels and strategies were also discussed. The final segment of the CIP Community Meeting was an electronic poll where participants were asked a series of questions about categories of projects and overall CIP financing.

The CIP Community Meeting provide City Staff and City Council general information on community priorities for capital investment.

For the Community Meeting, staff divided projects in the Capital Improvement Plan were into seven categories: Schools; Environmental Protection and Sewers; Police, Fire, Jail, and Courts; Recreation and Historic Attractions; Transportation; Information Technology; and General Government. Each of these lists of projects was subsequently broken down into projects that maintain current levels of service and those that improve upon it. This effectively produced fourteen total project categories. Overall, the electronic poll and the small group discussions suggested that capital projects that maintain capital assets should be prioritized ahead of those that proved improved services. More specifically, participants favored projects involving schools, environmental protection & sewers, public safety, and recreation & historic attractions.

While the data collected from this exercise were certainly not statistically valid to a point where the City could base all funding decisions in the FY 2010 – FY 2015 CIP on them, the Community Meeting was still a valuable experience. Participants were able to walk away with a greater knowledge of the CIP, and City Council and City staff was able to gain new information on community priorities that could be used, along with numerous other pieces of information, when making prioritization decisions.

Initial Project Prioritization

The specific plan and priorities for the FY 2010 - FY 2015 CIP were initially developed by the City's internal staff CIP Review Committee. This committee, comprised of four department heads, OMB staff, and two Deputy City Managers, is charged with recommending the priorities to the City Manager from among the many requested and needed projects within the City.

The CIP Steering Committee reviewed and prioritized over 240 existing, new, or revised projects.

The CIP Review Committee assessed over 240 new and revised project requests for the FY 2010 - FY 2015 Capital Improvement Program. Various revisions were made to the project schedules and cost estimates to reflect both operational realities and funding constraints. FY 2010 and FY 2011 projects were then categorized into two categories, projects that maintain current service levels and projects that improve upon them.

CIP projects were first categorized into two categories: Maintain and Improve.

- MAINTAIN: capital projects that maintain existing facilities and other capital infrastructure and their current level, providing sufficient resources over time to ensure the quality and quantity of service to the public does not decline.

- IMPROVE: capital projects that improve the size or capabilities of facilities or capital infrastructure to provide additional quality or quantity of services to the public.

Maintain projects were generally considered of higher priority than Improve projects.

After dividing project requests into these two categories, each department on the Committee was asked to provide an individual project ranking for both their Maintain and Improve project lists. Based on consideration of these departmental rankings, the availability of existing project balances, and City Council's budget guidance, the Committee created 12 project "subgroups," including 6 Maintain subgroups, 5 Improve subgroups, and 1 subgroup tied to the inclusion of an additional dedicated penny on the real estate tax rate.

To prioritize these subgroups against each other, staff started with the assumption that all Maintain projects were of higher importance than all Improve projects.

With that direction in mind, staff started with the Improve 1 subgroup and compared it against the Maintain groups to decide whether or not it should be considered to be of higher priority. This was repeated with each of the Improve subgroups until a final priority order was decided upon. This exercise resulted in the following rank order:

Subgroups Maintain Group 1 through Improve Group 2 are funded in the FY 2010 and FY 2011 proposed plans. The 1-Penny Priority Group is shown next. The remaining groups are unfunded.

- Maintain Group 1
- Improve Group 1
- Maintain Group 2
- Maintain Group 3
- Maintain Group 4
- Improve Group 2

Proposed Funding Level

- 1 Penny Priority Group

Proposed Funding Level + 1 Penny

- Maintain Group 5
- Improve Group 3
- Improve Group 4
- Maintain Group 6
- Improve Group 5

Based on the CIP financing plan, it was determined that the only subgroups through Improve Group 2 could be funded in the FY 2010 and FY 2011 plans. Projects falling in the remaining groups are listed as "unfunded" in this document. These unfunded project requests are displayed as placeholders and are shown as shaded, bolded dollar amounts. They do not add into subtotals and totals in the charts they appear in.

FY 2010 – FY 2015 Capital Improvement Program Overview

A funding gap of $127.5 million exists in the FY 2010 – FY 2015 Capital Improvement Plan.

The FY 2010 – FY 2015 CIP differs from previous plans in that it includes fully developed spending plans for all six years. This means that while the funded All Funds total for six years is $403.0 million, this document actually contains total project requests of $530.5 million. This difference represents a funding gap of $127.5 million over six years. In FY 2010 and FY 2011, specific unfunded projects have been identified totaling $54.9 million. In FY 2012 – FY 2014, the expenditure totals seen in this document represent total requests. The funding gap in those years has been accounted for at the macro level. More specifically, in the Total Sources and Uses Tables in the Summary Expenditure and Funding Tables sections, there is a line for Expenditure Reductions to-be-determined showing that a total of $72.6 million in reductions will need to be made in FY 2012 through FY 2015.

Per Council's budget guidance, the City Manager proposes that additional capital expenditures, above those able to be funded within the existing FY 2010 revenue sources, be considered. These proposed capital expenditures would be funded by an additional penny on the real estate tax rate dedicated specifically as a CIP cash funding source. A penny in FY 2010 is worth $3.3 million. It is recommended that the additional $1.6 million raised in FY 2009 from an additional penny be set aside in fund balance as further protection against a FY 2010 revenue shortfall. The projects tied to this additional penny are all unfunded in the FY 2010 CIP. These projects include:

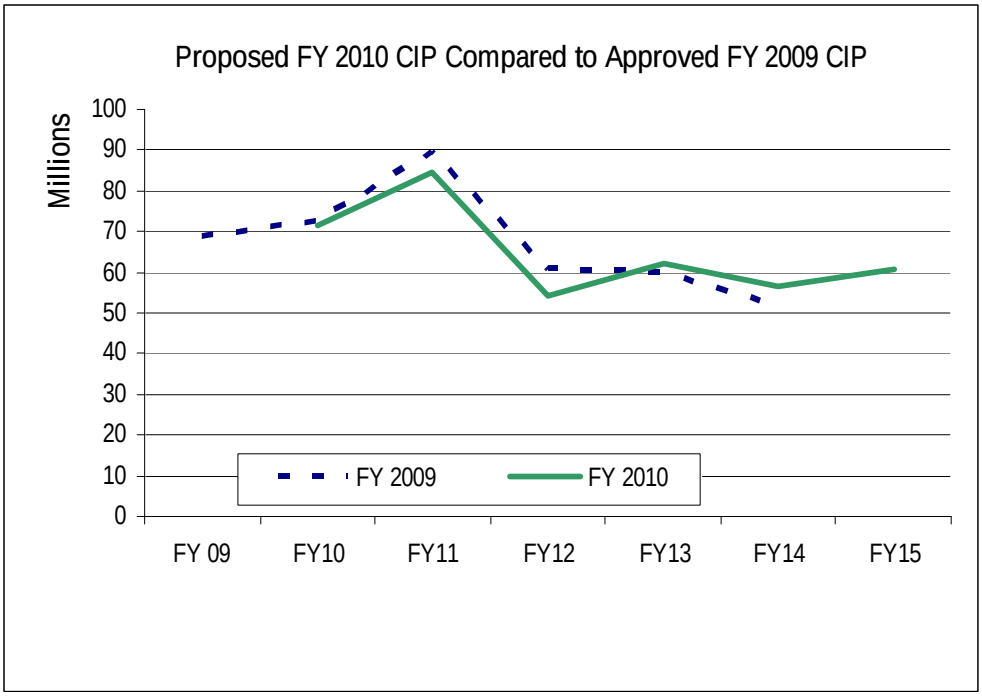
- James Polk Elementary School Gymnasium - $1.4 million
- Back-up Government Operations Center - $0.3 million
- Artificial Turf Field Program - $0.9 million
- Transit Pedestrian Improvements Grant Match - $0.3 million
- Street & Sidewalk Reconstructions - $0.4 million

These projects have been identified as the highest priority unfunded projects in the FY 2010 CIP. The James Polk Gymnasium is an important project that will help ACPS better deal with growing capacity issues. The Back-up Government Operations Center is a key element in the City's emergency preparedness. Funding the Artificial Turf Athletic Field Program will allow the City to continue this City Council priority and help reduce overall City operating costs over time. Funding the City match for the Pedestrian Improvements at Transit Facilities Project would both leverage $990,000 in grant revenues and improve safety around transit facilities. Funding the $400,000 in Street and Sidewalk Reconstruction work would help balance out some of the Operating Budget reductions in this area. Having this money available would help ensure the quality of the City's streets and sidewalks can be maintained.

FY 2010 – FY 2015 Capital Improvement Program Overview

The realities of the City's financial situation, as well as the need to meet the budget guidelines established by City Council were critical to final decisions on recommended CIP projects.

The result of the efforts of the CIP Review Committee, and subsequent City Manager review and decision-making, is a proposed six-year $403.0 million total CIP, representing a 11.6 percent decrease as compared to the Proposed FY 2009-FY 2014 CIP of $456.1 million. The chart below illustrates the difference in funding for the FY 2010 – FY 2015 Proposed CIP compared to the FY 2009 – FY 2014 Approved CIP.

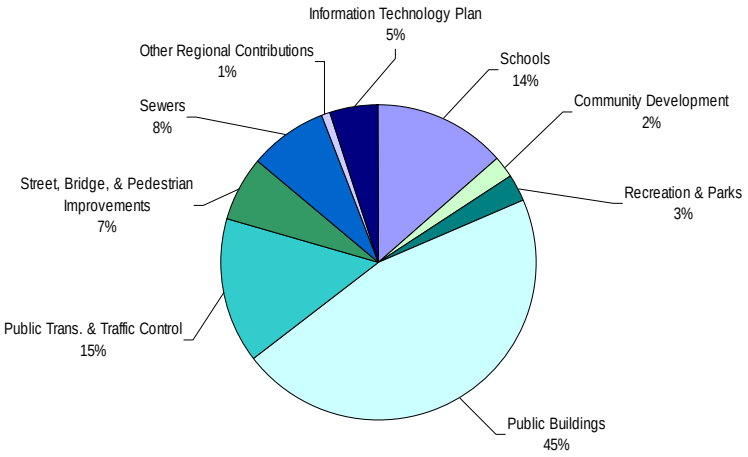


FY 2010 – FY 2015 Capital Improvement Program Overview

The Proposed FY 2010 capital budget includes $78.1 million in total funding and $71.4 million in local funding.

The total Proposed CIP for FY 2010 is for $78.1 million, which includes $6.7 million in grants and other special revenues. The locally funded CIP is for $71.4 million, a $0.9 million (1.2%) decrease from what was previously planned for FY 2010 in last year's approved CIP.

FY 2010 All Funds Capital Budget By CIP Project Category
($78.1 million)



A summary of the FY 2010 major capital budget highlights follows:

<u>Schools</u>:

- $10.6 million for Alexandria City Public Schools, including $5.3 million for HVAC systems at Minnie Howard and John Adams as well as $0.4 million to help deal with capacity issues

<u>Community Development</u>:

- $1.6 million for stream, channel, and waterway maintenance projects
- $1.0 million is unfunded for the City Wayfinding System project

Highlights of the FY 2010 Capital Budget

Recreation and Parks:

- $1.4 million is budgeted for the various maintenance programs supporting recreation and park facilities
- $200,000 to begin planning for a new Patrick Henry Recreation Center is unfunded
- $937,000 to continue the artificial turf program in FY 2010 is unfunded

Public Buildings:

- $31.3 million for construction work on the New Police Facility
- $1.5 million for the Public Safety Center Slab Replacement project
- $0.7 million for the elevator replacement program
- $1.2 million for capital facilities maintenance programs

Public Transportation and Traffic Control:

- $8.9 million for the City's contribution to WMATA "Metro Matters"
- $2.8 million for the replacement of DASH buses is unfunded

Street, Bridge, and Pedestrian Improvements:

- $2.0 million for Edsall Road reconstruction to be offset by $1.0 million in state revenue sharing
- $0.5 million to maintain the City's bridges
- $0.9 million for the repaving of King Street
- $0.7 million for iN-STEP (traffic calming) is unfunded in FY 2010
- $0.7 million to construct the Monroe Avenue Bridge Pedestrian Access is unfunded

Highlights of the FY 2010 Capital Budget

Sewers:

- $4.7 million for sanitary sewer projects funded entirely with sanitary sewer system revenues, including $1.0 million for infiltration and inflow remediation in the Holmes Run sewershed and $1.4 million for the reconstruction and extension of sanitary sewers Citywide
- $1.4 million for storm sewer projects

Other Regional Contributions:

- $0.36 million for the City's capital contribution to the Northern Virginia Regional Park Authority
- $141,369 for the City's annual capital contribution to Peamansend Creek Regional Jail
- $136,732 for the City's capital contribution to the Northern Virginia Community College

Information Technology:

- $4.0 million for Information Technology Plan projects, including $2.0 million for the new Payroll / Human Resources system

FY 2010 – FY 2015 Capital Improvement Program Overview

The City Council Approved FY 2010 – FY 2015 CIP includes $403.0 million in all sources of funding and $389.5 million in local funding.

The City Manager Proposed FY 2010-FY 2015 Capital Improvement Program totals $403.0 million. This represents an increase of 11.6 percent decrease in total funding.

The FY 2010 - FY 2015 Capital Improvement Program focuses on repairing, refurbishing, renovating, rehabilitating, and reconstructing existing physical assets. In addition, the proposed CIP calls for new capital projects that will save future operating costs. The chart on page 2-17 illustrates CIP spending (both City and Special Revenue sources) according to project category for each year in the six-year plan.

Schools:

- A total of $63.4 million over six years (FY 2010 – FY 2015) has been proposed in this CIP for the capital needs of the Alexandria City Public School System (ACPS) for Schools projects.

Community Development:

- A total of $11.1 million over six years (FY 2010 – FY 2015) is planned for stream and channel maintenance. $3.0 million of this amount will address long-term flood clean-up and prevention issues, identified by T&ES after the flood events of June/July 2006.
- Implementation projects stemming from the Waterfront, Braddock, King Street, Landmark/Van Dorn, and Arlandria area plans are being considered with currently to-be-determined funding amounts.
- The miscellaneous street lighting project ($250k over six years) is to be expanded to include other small initiatives that help deter crime.

Highlights of the FY 2010 –FY 2015 Capital Improvement Program

Recreation and Parks:

• The dedicated Open Space one percent of the real estate tax revenues is being decrease in FY 2010 – FY 2015 to only cover related debt service costs. The $10.1 million in remaining balance will continue to be used to acquire and do initial development work on desirable open space parcels.

• A total of $20.2 million is planned starting in FY 2012 to design and construct the expansion of the Chinquapin Recreation Center. The funding schedule, is planned over three years (FY 2012-FY 2014). It should be noted that $20.2 million is a " placeholder" as a program has not yet been developed for the use of the renovated and expanded space.

• $11.7 million is planned over the six years for the various maintenance and repair programs for park and recreation facilities.

• A total of $9.6 million over four years (FY 2012 – FY 2015) is planned for the design and installation of artificial turf fields City-wide.

• $5.5 million remains as a placeholder to implement improvements to the Windmill Hill bulkhead.

Public Buildings:

• $78.1 million over three years (FY 2010-FY 2012) is planned for the construction of the new Police facility headquarters office on Wheeler Avenue. Of this total, $19.7 million is for IT related equipment (including E-911, Computer Aided Dispatch equipment, and the public safety radio system) and installation at the new APD Facility has been now included as part of this project budget. Many of these IT costs would have had to be funded during this time period independent of the need for a new Police facility.

• $8.3 million in new funding is planned (FY 2010-FY 2012) for the construction of a new fire station in the Eisenhower Valley.

• Other major fire station projects are also being planned throughout the City. These include Fire Station 203 (Cameron Mills Rd) and Fire Station 206 (Seminary Rd). Specific scope and cost estimates will follow programming for these projects. An additional Fire Station project is anticipated for FY 2012 – FY 2015, but the specific location will be driven by an analysis of fire coverage needs.

Highlights of the FY 2009 –FY 2014 Capital Improvement Program

Public Buildings (Continued):

- $2.6 million over two years (FY 2010-FY 2011) is planned to complete the Public Safety Center Slab Replacement project.
- $1.7 million over six years has been budgeted for the preservation of historic facilities to address capital facility maintenance requirements at the City's historic buildings and sites managed by the Office of Historic Alexandria (OHA).
- $2.9 million over six years (FY 2009 - FY 2014) has been planned for capital repairs, maintenance and improvements at facilities managed by the Office of the Sheriff, particularly the Detention Center.
- $0.5 million is budgeted for the potential development of a City office complex at the intersection of King and Beauregard Streets once the land donation to the City transaction is complete.. To-be-determined expenditures are also anticipated in FY 2013 – FY 2015.

Public Transportation and Traffic Control:

- $74.2 million has been planned over six years (FY 2010-FY 2015) to meet the City's capital obligations for Metrobus and Metrorail as part of the Washington Metropolitan Area Transit Authority's (WMATA) "Metro Matters" and potential "Beyond Metro Matters" Capital Improvement Program (CIP).
- $30.0 million over four years (FY 2012-2015) has been planned for the replacement and expansion of the DASH fleet over this period. Since the City can no longer anticipate State Urban Funds for these buses, City funding is now the planned source. $11.1 million in FY 2010 and FY 2011 is unfunded for this project.

Street, Bridge, and Pedestrian Improvements:

- $19.2 million is planned over six years (FY 2010 – FY 2015) for street improvements, including $6.8 million for the reconstruction of Madison and Montgomery Streets,$4.0 million for Edsall Road; $3.1 million for traffic calming, and $3.4 million for a bridge repairs.
- $3.8 million is planned over six years (FY 2009 – FY 2014) for bridge repairs City-wide.

Highlights of the FY 2010 –FY 2015 Capital Improvement Program

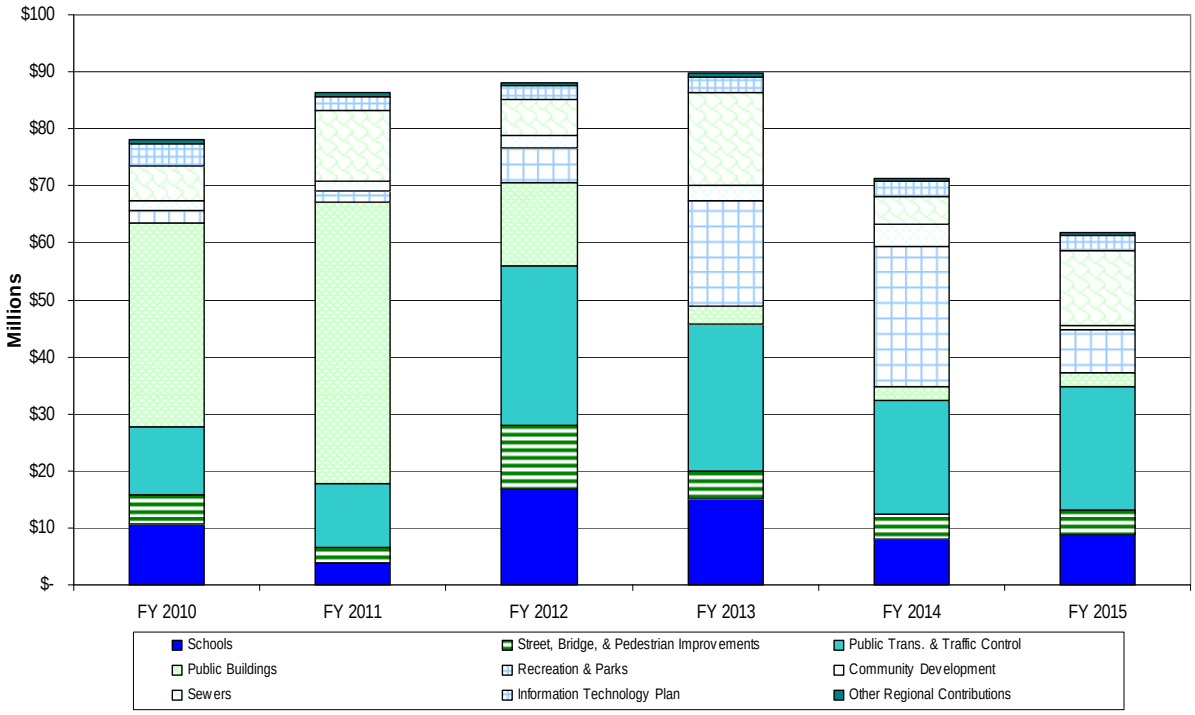
Sewers:

•A total of $59.1 million over six years (FY 2010 - FY 2015) is planned for City-wide sanitary and storm sewer projects, including $25.9 million for the Holmes Run Infiltration and Inflow project and $6.7 million to address unforeseen conditions and cost increases in existing sanitary sewer projects. Sanitary sewer projects will be financed by the revenues collected through the Sanitary Sewer Enterprise Fund (sanitary sewer connection and use Fees).

Information Technology:

•The Proposed FY 2010-FY 2015 CIP continues the City's commitment to building and maintaining an essential information technology infrastructure. The plan will enhance information technology services and build on existing City hardware, networks, and software that have been implemented over the past decade. The Information Technology (IT) Plan component of the CIP is $16.9 million. The largest single element is $3.0 million in FY 2010 and FY 2011 to fund the new Payroll / Human Resources System.

CIP USES: FY 2010 - FY 2015



NOTE: This chart does not reflect "Expenditure Reductions to-be-determined" in FY 2012 ($32.5 million), FY 2013 ($26.4 million), and FY 2014 ($13.7 million) that are included in the overall FY 2010 – FY 2015 Capital Improvement Plan. The total expenditures displayed above exceed the City's funding ability in those years and will be adjusted down accordingly in future plans.

FY 2010 – FY 2015 Capital Improvement Program Overview

A total of $54.9 million in approved CIP projects remain unfunded.

Even after rescheduling many projects to a later time, there is insufficient funding to meet all the capital needs in FY 2009 - FY 2014.

The City Manager's Proposed CIP included a total of $47.2 million in projects specifically designated as unfunded projects over three years, including:

- $22.5 million in FY 2010;
- $29.7 million in FY 2011; and
- $2.7 million in FY 2012.

The following are some of the projects that remain unfunded in this CIP.

FY 2010

- $1.0 million for the Wayfinding Sign Program;
- $1.4 million for the James Polk gymnasium;
- $0.1 million for the Braddock Area Plan implementation;
- $0.2 million to begin the Patrick Henry Rec Center;
- $0.9 million for the artificial turf athletic field program;
- $0.3 million for the back-up government operations center;
- $1.4 million for the pistol range;
- $2.8 million for DASH bus replacements;
- $0.3 million for a Transit Pedestrian Services grant match; and
- $0.5 million for street and sidewalk reconstructions.

FY 2011

- $0.6 million for the Wayfinding Sign Program;
- $3.5 million for the Patrick Henry Rec Center;
- $8.3 million for replacement and expansion DASH buses;
- $1.0 million for traffic signal maintenance; and
- $1.0 million to fully complete the Edsall Road paving project.

FY 2012

- $0.7 million for the Wayfinding Sign Program; and
- $2.0 million for the Patrick Henry Rec Center.

Unfunded requests appear as shaded, bolded values in the FY 2010 – FY 2015 document and are not added into any subtotals or totals.

Throughout the FY 2010 – FY 2015 Proposed CIP document, these unfunded requests will appear as shaded, bolded values in order to distinguish them from the funded projects. The unfunded requests should not add into any table subtotal or total amounts.

FY 2010 – FY 2015 Capital Improvement Program Overview

Additional expenditure reductions to-be-determined totaling $72.6 million need to be identified

A funding gap of $72.6 million over three years (FY 2012 – FY 2014) exists in the Proposed FY 2010 – FY 2015 CIP. Expenditure reductions of the following amounts will need to be identified in the coming years:

- $32.5 million in FY 2012;
- $26.4 million in FY 2013; and
- $13.7 million in FY 2014.

The City has significant major capital investment opportunities and challenges to be addressed in the future.

The following major capital investment opportunities will be studied in the short term, and funding options (tax-increment financing, special tax districts, etc.) and structures (revenue bonds, lease-financing, etc.) will be studied.

- New Metrorail Station at Potomac Yard;
- Landmark Mall redevelopment;
- Braddock area plan implementation items;
- Future waterfront plan implementation;
- King-Beauregard City Office Complex; and
- Bus Rapid Transit (BRT) network citywide

FY 2010 – FY 2015 Capital Improvement Program Overview

The FY 2010 – FY 2015 CIP will be primarily financed with General Obligation Bonds, Cash Capital, Grants and Other Special Revenue, and Bond Interest Earnings.

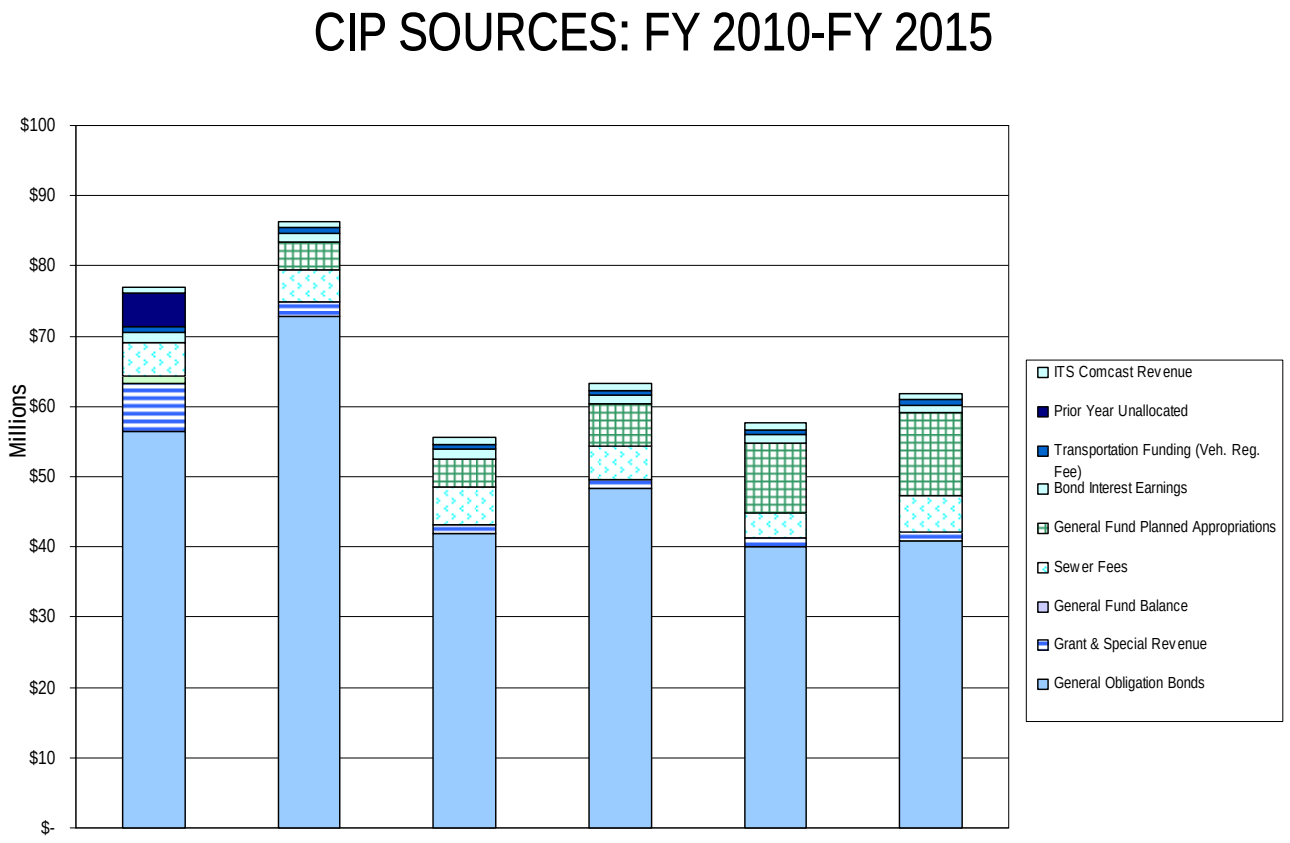
The City will continue to use pay-as-you-go cash capital financing over the next six years to maintain compliance with its debt-related financial policies and, to the extent possible, as dictated by the economy and resulting pressure on the operating budget. The chart on the following page shows the breakdown of funding sources (both City and Special Revenue sources) for each year of the six-year plan.

Funding the total capital program for the City and the Schools will be provided through a mix of sources including:

- $300.7 million in general obligation bond borrowing;
- $13.5 million in grants and other special revenue; and
- $88.8 million in cash from various sources, including:
    - $36.0 million in cash capital appropriations;
    - $28.1 million in cash capital from sanitary sewer fees
    - $7.7 million in bond interest earnings,
    - $1.1 million in bond premiums;
    - $1.0 million in general fund balance for capital projects;
    - $5.9 million in Comcast revenues
    - $4.2 million in revenue raised from the decal fee; and
    - $4.8 million in prior year unallocated funds.

The FY 2010 - FY 2015 capital funding plan reflects the planned issuance of $300.7 million in bonds through FY 2015, including:

- $56.5 million in general obligation bonds in FY 2010;
- $72.9 million in FY 2011;
- $42.0 million in FY 2012;
- $48.3 million in FY 2013;
- $40.0 million in FY 2014; and
- $41.0 million in FY 2015.


CIP SOURCES: FY 2010-FY 2015
Millions
$100
$90
$80
$70
$60
$50
$40
$30
$20
$10
$-
ITS Comcast Revenue
Prior Year Unallocated
Transportation Funding (Veh. Reg. Fee)
Bond Interest Earnings
General Fund Planned Appropriations
Sewer Fees
General Fund Balance
Grant & Special Revenue
General Obligation Bonds

FY 2010 – FY 2015 Capital Improvement Program Overview

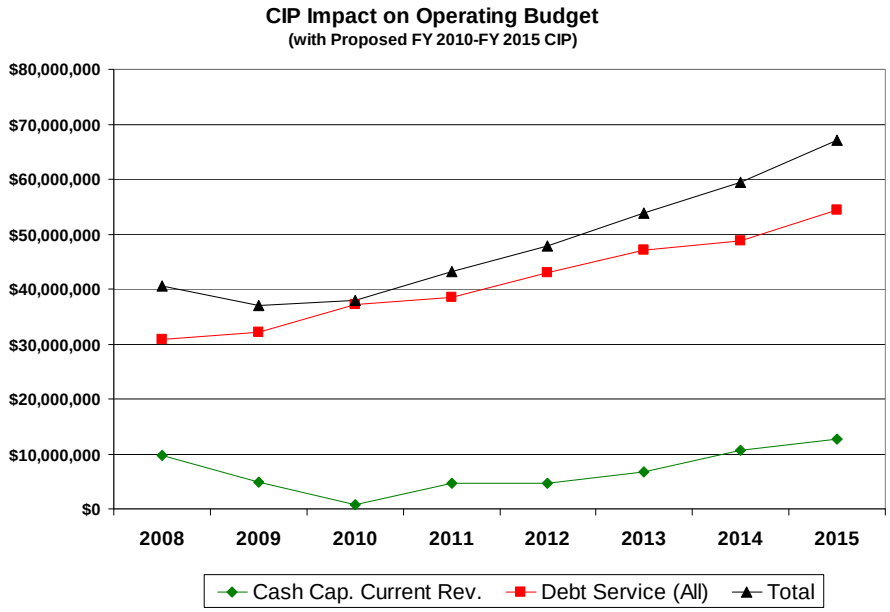
Annual impact on the operating budget significantly impacts amount of debt the City can issue.

This proposed capital program, while accommodating many needs, does not address all of the requests from City agencies and the community. As referenced earlier, a total of $127.5 million over six years remains unfunded. The impact on the operating budget of proposing additional cash capital or bond issuance to fund this $127.5 million is more than existing or projected revenues at current tax rates could finance.

The increasing amount of debt outstanding should not endanger the City's hard-earned AAA/Aaa bond ratings, but will impact the annual operating budget.

Debt service payments increase each year of the CIP, peaking at $54.4 million in FY 2015.

As illustrated by the chart below, the annual repayment on the principal and interest due on our general obligation bonds will increase from $32.2 million in FY 2009 to $37.3 million in FY 2010, and increase each year until peaking at $54.4 million in FY 2015.

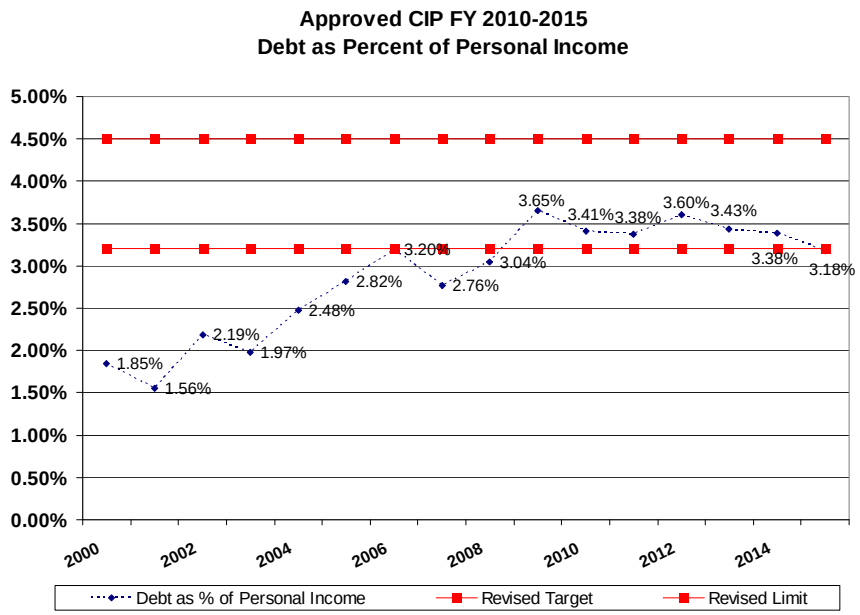


The City will remain in compliance with adopted debt ratio limits.

As shown in the "Summary Funding Tables" section of the document and in the figures below, the City will remain in compliance with our adopted debt ratio limits, but will likely exceed two key debt ratio targets.

The City Manager recommended and City Council adopted a revision of the debt policy guidelines (Debt as a percent of Personal Income).

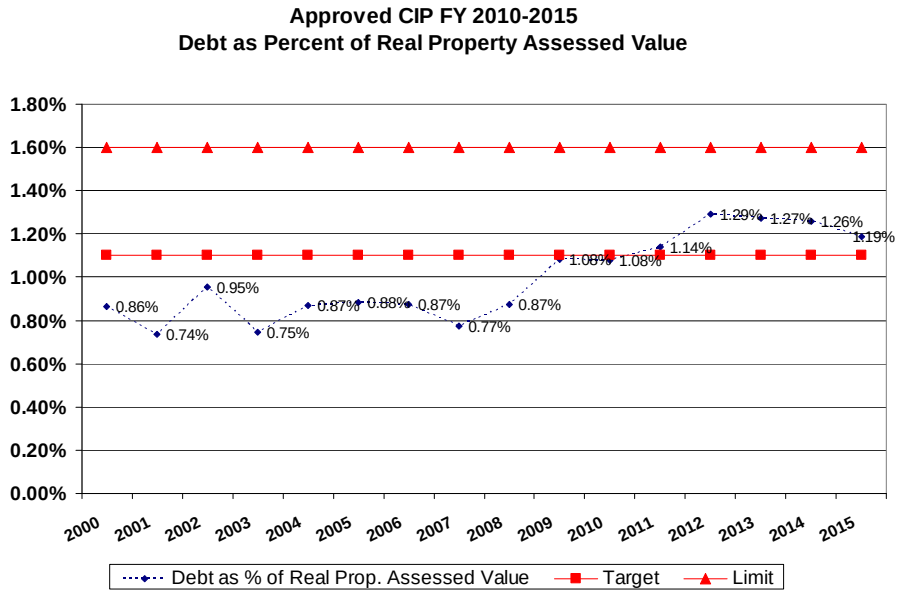
Based on comparison with other AAA/Aaa rated jurisdictions and recommendations by the Budget and Fiscal Affairs Advisory Committee (BFAAC), the City Manager recommended and Council adopted on June 24, 2008 a revision to one guideline: the debt per capita as a percent of per capita income guidelines was adjusted upward to a 3.2 percent target and 4.5 percent limit. This new target and limit are in the range of what other Washington area jurisdictions experience that have a triple A bond rating. This revision also would resynchronize this guideline with that for debt as a percent of the fair market value of real property. These two indicators have diverged since they were last reviewed and adopted by City Council in December 1997.



The City's FY 2010 ratio of debt as a percent of personal income will be 3.41 percent, which will exceed the 3.2 percent target, but stay below the limit of 4.5 percent. This is down slightly from the FY 2009 ratio of 3.65 percent.

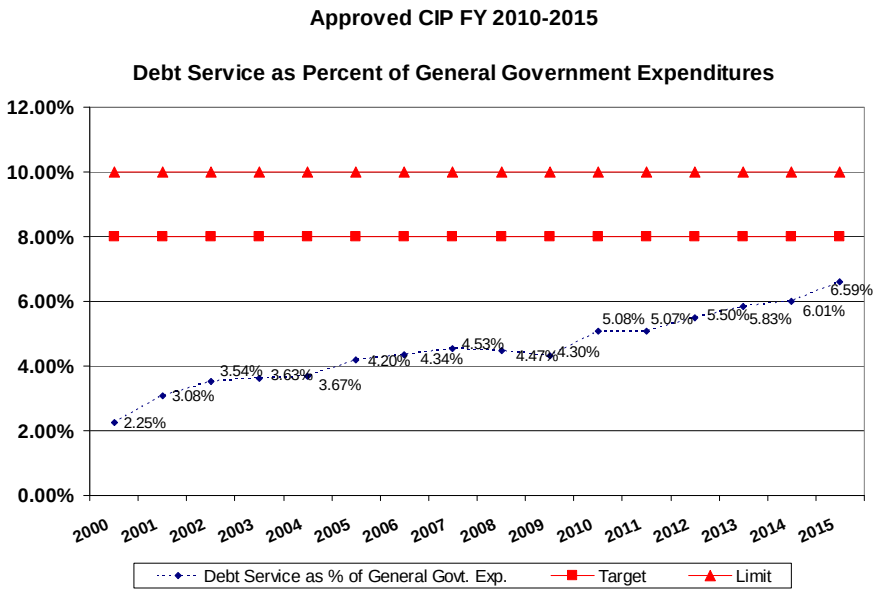
Debt as a percent of fair market value exceeds the City's target, but stays below limit.

Under this funding plan, the City's debt as a percentage of the fair market value of real property increases to just above the 1.1 percent target, but still well below the 1.6 percent limit during the entire FY 2010 to FY 2015 time period. This is the most important debt ratio considered by the bond rating agencies.



The City's projected debt to tax base ratio peaks in FY 2013 at 1.35% and then begins to move back down towards the target. Most of this debt level is well below that of most of the other AAA/Aaa jurisdictions in Virginia and Maryland.

Although the City will remain below its debt policy ratio for debt service to general governmental expenditures, as the figure below shows, the impact of debt service on the operating budget is increasing at a significant rate. It is the year-to-year debt service payments; and the impact those projects has on the real estate tax rate, that present a challenge to the City as it looks for ways to finance needed capital improvements in those years.



FY 2010 – FY 2015 Capital Improvement Program Overview

The City Manager is implementing a five phase capital review process to improve the management of major capital projects.

Following the CIP worksession with City Council, the CIP Steering Committee formed two workgroups to develop proposals to implement the recommended best management practices. The City Manager reviewed these proposals and is recommending their implementation.

The first best management practice to be implemented is the capital project phase review process. This process includes the following five phases:

- Identification of Need or Problem,
- Development of Initial Requirements/Initial Study,
- Alternatives Analysis, Design,
- Invitation to Bid Issuance, and
- Construction Contract.

In FY 2009, the following 14 projects were identified to be part of this review process:

- New Police Facility
- Fire Station 203 Expansion (Cameron Mills)
- Fire Station 210 (Eisenhower Valley)
- Public Safety Center Slab
- Emergency Operations Center
- Holmes Run Infiltration & Inflow
- Taylor Run Infiltration & Inflow
- Madison/Montgomery
- Chinquapin Recreation Center
- Athletic Fields
- Patrick Henry Recreation Center
- Windmill Hill
- Coordinated Sign and Wayfinding Program

In addition, certain Information Technology projects such as the acquisition of a new City phone system , the replacement of the financial/human resource/purchasing systems, as well as other significant IT systems will also be subject to a similar review process.

In the FY 2010 – FY 2015, the following project will be added to the review process:

- Fire Station 206 (Seminary Rd)

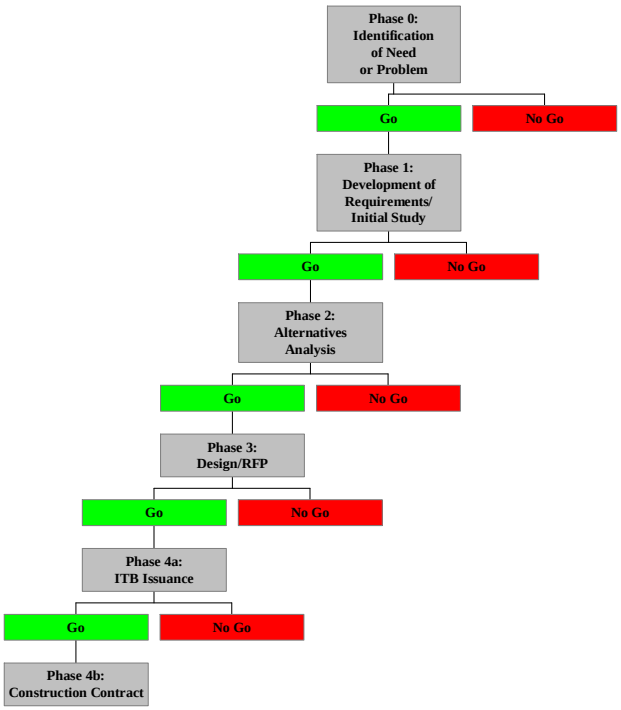
Additionally, the implementation projects stemming from the Waterfront, Braddock, King Street, Landmark/Van Dorn, and Arlandria area planning processes may be subject to the phase review process.

Departments are required to submit project information for approval before it can proceed to the next phase.

When a project is ready to proceed to the next phase, Departments are required to submit the information listed below to City Manager's Office.

- Project Scope/Concept
- Cost Estimate
- Financing Estimate
- Schedule
- Customer Service Level Impact
- Quantity
- Efficiency
- Quality
- Criticality or Risk of not doing project
- Operating Budget Impact Management Team
- Public/Stakeholder Input
- SUP/Other Formal Approval Required

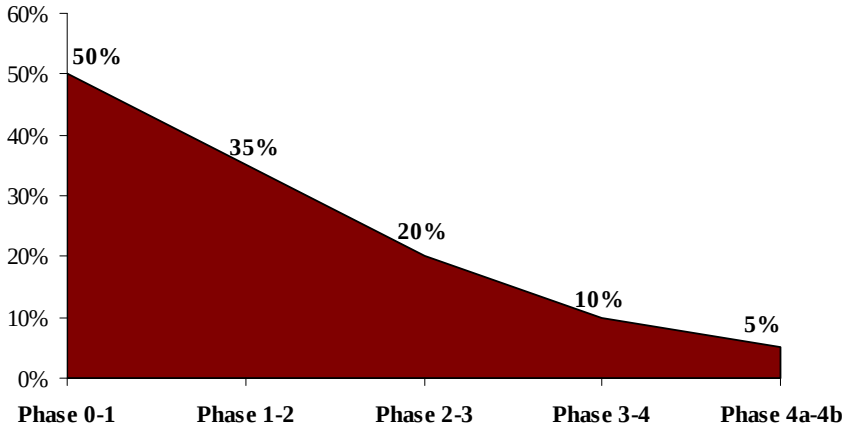
The City Manager's Office then decides whether or not the project should move forward. The chart below illustrates this process.



FY 2010 – FY 2015 Capital Improvement Program Overview

Cost estimates increase in accuracy as project moves through phase review process.

As a project proceeds through each phase of this process, the accuracy of information required (specifically the cost and financing estimates) becomes greater. In Phases 0-1, cost estimates appearing in the budget may vary by +/- 50 percent. However, when a project reaches Phase 4a, the variance allowable decreases to +/-10 percent. The chart below illustrates the level of accuracy expected as a projects move through each of the phases.



Capital project performance measures will be used to keep projects on-budget and on-schedule.

Capital project performance measures have been developed for each of the projects in the phase review process. All projects will be measured on whether they are on-time and on-budget. The measures below illustrates how these measures appear in the budget document.

Capital Performance Measures
On-time (within projected time period)
On-budget (within projected range of costs)
Quality measures to be determined

In addition, managing departments have developed or will develop measures assessing the quality of the project (i.e. customer satisfaction). These quality measures vary by project.

Departments have also provided the customer service level impact for projects in the phase review process. In addition, the operating impact is provided for all projects. A summary table of the operating impacts is included on the following page. This information can be found under the project descriptions located in the Capital Details Summary.

City of Alexandria, Virginia

Community Profile

City of Alexandria, Virginia

Community Profile

Community Profile

OVERVIEW

Alexandria is an independent City in Northern Virginia, just across the Potomac River from Washington, DC. Rich in history and diversity, Alexandria is nationally recognized as one of the best places to live and do business on the east coast.

Alexandria was established on May 11, 1749 by an Act of the Virginia General Assembly, and was later incorporated in 1779. The City was named after its landowners, the Alexanders. The charter, which currently governs the City, was adopted in 1922.

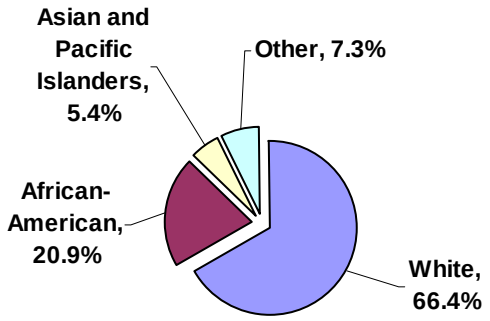
DEMOGRAPHICS

As illustrated in the chart below, Alexandria is home to a diverse population, which is expected to increase to 142,588 in FY 2010.

The per capita income is projected to be $72,636 for FY 2010. There are a total of 70,541 households, with an average size of 2.04 persons per unit.

Race and Ethnicity

Source: U.S. Census Bureau, 2006 American Community Survey



* 13.0% of Alexandrians are of Hispanic or Latino ethnicity (of any race)

GOVERNANCE

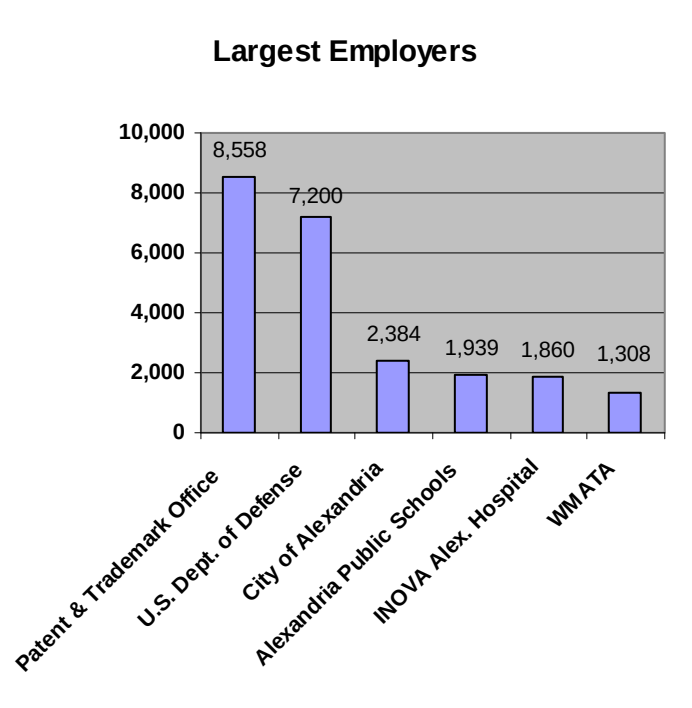
In 1921, the overwhelming majority of Alexandrians voted, by referendum, to implement the Council-Manager form of city government. As a result, legislative authority and responsibility are centralized in the elected City Council, while administrative authority resides with the City Manager.

The City Council is comprised of the Mayor and six at-large Council Members who are responsible for appointing the City Manager, City Clerk, and City Attorney. The City Manager serves as the Chief Executive Officer and is responsible for the daily operations of the City.

The City of Alexandria also has a strong commitment to citizen participation, which is evidenced by the 76 citizen boards and commissions established by City Council. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are responsible to City Council, and appointments are made by Council at their regular legislative meetings.

ECONOMY

Alexandria is home to over 8,000 thriving businesses and organizations, which includes a large concentration of technology companies, the fourth-largest concentration of professional associations in the country, the United States Patent and Trademark Office (PTO), and a tourism industry that hosts nearly two million visitors a year. Chart 2 illustrates the City's largest employers.



As of November 2008, Alexandria's unemployment rate is 3.2 percent, while Virginia's rate is 4.6 percent and the national rate is 7.2 percent.

There is approximately 20 million square feet of office space and over 6 million square feet of retail space existing in the City today. As of December 2008, the office space vacancy rate was 8.0 percent, while Northern Virginia's rate was 14.6 percent and the Washington, D.C. Metro Area's rate was 12.5 percent. For 2008, total retail sales in the City equaled $2.3 billion.

TOURISM

As the most visited destination in Northern Virginia, Alexandria enjoys about 2 million visitors annually. The City offers an array of historic and cultural attractions including many historic homes, churches, businesses and museums.

Seven of the premier historic sites, including the Black History Museum, the Alexandria Archaeology Museum, Fort Ward Museum and Historic Park, Friendship Firehouse, Gadsby's Tavern, the Lyceum, and the Stabler-Leadbeater Apothecary Museum are owned and operated by the City of Alexandria.

The tourism industry supports 24 hotels with 4,500 rooms within the City of Alexandria. For 2008, the average occupancy rate was 67 percent. For the same time period, the average daily rate for hotel rooms in the City was $156.

HOUSING MARKET

In 2008, the residential real estate market leveled off and slowed dramatically. In 2009, average assessed value of residential real property in Alexandria is approximately $476,490, which represents a 4.75 percent decrease from 2008. The average assessed value for single-family homes is $637,154, a decrease of 3.46 percent from 2008. The average assessed value for condominiums is $301,718, a decrease of 7.57 percent from 2008. While housing values declined in 2007 and 2008, the decline was much smaller than the outer suburb jurisdictions of the Washington, D.C. region. For 2009, housing values are likely to continue to decline slightly.

The City of Alexandria has several affordable housing programs in order to assist low to moderate income individuals with home purchases. Initiatives include the Moderate Income Homeownership Program and the Housing Counseling Program. In addition, the City provides relocation counseling to those seeking suitable rentals in the City.

In addition, the City assists non-profit housing groups, as well as the City Housing Authority, by providing loans to preserve or expand multi-family rental housing. In the area of new development, the City often receives voluntary developer paid contributions of cash or units in order to provide new affordable rental or ownership units.

The number of housing units in Alexandria is 74,333, which includes 21,870 single-family units, 18,247 condominium units, 33,066 rental apartments, and 1,150 public housing and public housing replacement units. According to the U.S. Census Bureau (2005), approximately 43 percent of housing units are owned and 57 percent are rented.

RECREATION AND PARKS

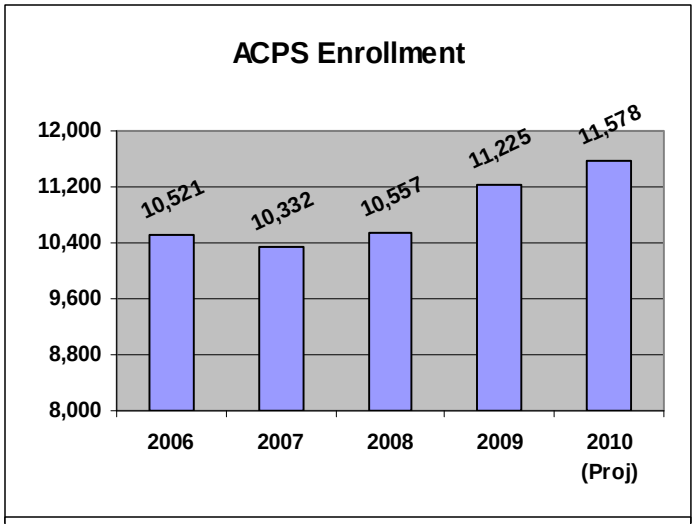
The City of Alexandria contains 964.6 acres of public parks and open space, resulting in a per capita total of about 7 acres per 1,000 residents.

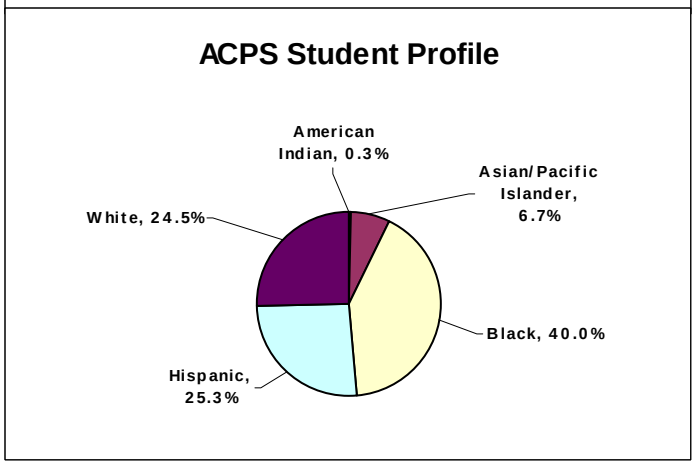
There are 45 playground areas, 7 swimming pools, 16 gymnasiums, 28 outdoor basketball courts, 36 tennis courts, and 52 athletic fields.

In recent years the City has adopted an Open Space Plan and has been actively acquiring property for new or expanded parks, as well as regaining open space as an element of new development projects.

EDUCATION

The Alexandria City Public School System provides elementary and secondary education for the City's youth. It currently has one high school, one ninth grade school, one Alternative high school, two middle schools, and 13 elementary schools. The number of students expected for the 2009-2010 school year is 11,578, which represents an increase in public school membership since 2006.





There are a number of institutions of higher education in Alexandria. These include: Northern Virginia Community College, Virginia Tech, George Washington University and the Episcopal Theological Seminary.

TRANSPORTATION

The City has an extensive transportation system in place. Passenger rail service is provided by Amtrak and the Virginia Railway Express (VRE). There is also an extensive public transportation system, which includes Alexandria's local bus system (DASH), one regional Metro bus system, the Fairfax County REX service and Metrorail subway service (4 stations and 2 lines).

Domestic and international air service is provided by Ronald Reagan National Airport, just 5 minutes away from downtown Alexandria, Dulles International Airport, located 33 miles away from the City, and Baltimore / Washington International airport, located 38.5 miles away. All major domestic and international carriers service these airports.

City residents have easy access to anywhere in the Washington, D.C. Metro area via the Capital Beltway (I-495), Interstates 66, 95, & 395, U.S. Route 1, and State Routes 7, 236, 241, and 401.

Beginning in FY 2008, the City provides free trolley service between the waterfront and the King Street Metro Station and water taxi service between Old Town and the new National Harbor.

Glossary

ACPMT: Alexandria Community Policy and Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families in Alexandria.

ACTIVITY: A significant element of an agency's program responsibilities. One or more activities constitute a program. Activities may encompass several related service delivery or support components.

ACTUAL: Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

ADA: Americans with Disabilities Act
.
ADEA: Age Discrimination in Employment Act.

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS): A client-server based multi-agency computer system serving the criminal justice and public safety agencies in the City.

ALLOCATION: A dedication of a portion of governmental resources, within appropriated amounts, to a specific project or for a specific activity. In the context of the City's Capital Improvement Program, City Council grants authorization for capital projects through approval of an allocation for a particular project through the City's monthly capital allocation.

APPROPRIATION: An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one year period.

ASSESSMENT: Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as street paving, sidewalks and sewers.

ASSESSED VALUE: The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Department of Real Estate Assessments (for real property).

BFAAC: Alexandria's Budget & Fiscal Affairs Advisory Committee.

BPOL: Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the City.

BOND - GENERAL OBLIGATION: A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

BUDGET: A plan of financial operation comprised of an estimate of approved expenditures for a fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

BUDGET CALENDAR: The schedule of key dates which a government follows in the preparation and adoption of the budget.

BUDGET ORDINANCE: The legal means to amend the budget through recognizing revenue increases or decreases; transferring funding from one department to another, or from an existing capital project to a new capital project; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project. The City Council adopts or declines all budget ordinances.

BUDGET REVIEW PROCESS: The evaluation of a proposed budget's content and purpose by public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final budget approval.

CAPITAL BUDGET: Monies appropriated for the first year of the Capital Improvement Program.

CAPITAL GOODS: Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over $10,000.

CAPITAL IMPROVEMENT PROGRAM (CIP): A six-year plan of proposed capital expenditures for long term improvements to the City's public facilities and public works as well as School capital projects.

CAPITAL PROJECT: A public improvement project undertaken as part of the Capital Improvement Program.

CAPITAL PROJECT EXPENDITURE: An expenditure of more than $10,000 that acquires, expands, repairs, or rehabilitates a physical asset with a useful life of at least three years. It does not include day-to-day maintenance expenditures such as custodial or janitorial services, painting, minor (less than $10,000) carpentry, electrical and plumbing repairs, or repair or routine replacement of fixtures or furniture.

CASH BASIS ACCOUNTING: The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

CASH CAPITAL FUNDING: Monies appropriated for capital projects from the current operating budget.

CITY DEPARTMENTS - DEPARTMENT, PROGRAM, ACTIVITY: An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Programs and into Activities, each with more specific goals and measures.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A general purpose federal grant primarily used by the City to facilitate the production and preservation of low- and moderate-income housing.

COMPENSATION PHILOSOPHY: A policy document approved by City Council on May 27, 1997, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy addresses the establishment of fixed pay steps, which supercede the minimum-maximum (min-max) salary schedule formerly in effect; defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendix A of the budget document.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Annual audited results of the City's financial position and activity.

CONSTITUTIONAL OFFICERS: Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff and Commonwealth's Attorney.

CONSUMER PRICE INDEX (CPI): A measure commonly used to indicate the rate of inflation, as calculated by the United States Bureau of Labor Statistics.

CONTINGENT RESERVES: An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.

CPI: Consumer Price Index published monthly by the U.S. Department of Labor. The CPI-U is an index of prices for urban areas and a separate index, the CPI-U-DC is published for the Washington Metropolitan Area.

DASH: Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

DELIVERED SERVICES: Services that are provided to individuals, at the premise they occupy, by a City agency.

DEBT SERVICE: The amount of interest and principal that the City must pay on its debt.

DISTINGUISHED BUDGET PRESENTATION AWARD: The Distinguished Budget Presentation Award is designed and awarded by the Government Finance Officers Association to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

DOCKET: An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal causes to be tried or registering legal actions, such as judgments and liens.

ENCUMBRANCE: An accounting reservation of funds representing a legal commitment to pay for future goods and services.

ENTERPRISE FUND: Allows for separate accountability of certain operations within the City of Alexandria which are financed similar to private businesses.

EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND: A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment (such as vehicles and computers).

EXPENDITURE: Actual outlay of monies for goods and services.

EXPENSES: Expenditures and other obligations (e.g., encumbrances) to expend monies for goods and services.

FISCAL YEAR (FY): A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2009 begins on July 1, 2008, and ends on June 30, 2009.

FRINGE BENEFITS: Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package
.
FULL-TIME EQUIVALENT (FTE): A measure for calculating personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with 1 full-time equivalent position.

FULL ACCRUAL BASIS ACCOUNTING: A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent. Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

FULL-TIME POSITION: A position regularly scheduled to work 40 hours per week, or 2,080 hours per year (2,912 for firefighters).

FUND: A separate self-balancing accounting unit with its own specific revenues and expenditures, assets and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

FUND BALANCE: In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance, which is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus", that is available for appropriation by City Council, and that has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

GASB: The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

GENERAL FUND: The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund.

GFOA: Government Finance Officers Association of the United States and Canada. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

GIS: Geographic Information System.

GOALS: Within the City's Performance Measurement processes, goals are broad statements of program and activity impacts or desirable outcomes. They are not necessarily quantified and may describe long-term aims.

GRANTS: A transfer of State or federal monies to the City, usually for specific programs or activities.

HB 599: This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

ITSC: Information Technology Steering Committee.

INTERGOVERNMENTAL REVENUE: Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

INTERNAL SERVICES FUND: A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

LIABILITY INSURANCE: Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

MANAGER'S MESSAGE: Written explanation of the budget and the City's financial plan and priorities presented by the City Manager to City Council.

MANAGING FOR RESULTS INITIATIVE: A City-wide management initiative implemented by the City Manager to increase government transparency and improve resource planning. The elements of MFRI are activity-based budgeting (presenting and managing costs at a lower level), performance measurement (tracking and reporting results), and business planning (developing interdepartmental plans for achieving the City's short- and long-term strategic goals). The MFRI began in FY 2007 and these three elements continue to be implemented and refined in FY 2008 and FY 2009.

MARKET RATE ADJUSTMENT: An increase in salaries to offset the adverse effect of inflation on compensation.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the period in which they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forth-five days of the fiscal year-end. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

NON-PASS THROUGH MONIES: Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

NON-PERSONNEL SERVICES: Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

NVTA: Northern Virginia Transportation Authority, the regional authority created by the Commonwealth of Virginia to provide regional transportation planning and enable NVTA member jurisdictions to realize additional revenues for transportation initiatives.

OBJECTIVES: Within the City's Performance Measurement processes, objectives are the specific, measurable steps required to achieve the goals established for City programs. Achievement of an objective may be determined by one or more indicators and measures.

ORDINANCE: A statute or law which sets out general laws. Ordinances require public hearings before they may be adopted.

OVERHIRES: Positions authorized by the City Manager to be filled as a result of (1) the availability of special revenue sources for time-limited special projects or activities; (2) needs arising that require an immediate, temporary response sometimes prior to the next budget cycle; and (3) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police and fire suppression staff).

PART-TIME POSITION: A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

PERFORMANCE INDICATORS: Within the City's Performance Measurement processes, measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes inputs, outputs, efficiency, service quality and outcomes.

PERSONAL PROPERTY TAX: A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

PERSONNEL SERVICES: Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

PROGRAM: An organized set of activities directed toward a common purpose or goal.

PURCHASED SERVICES: Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

RECLASSIFICATION: An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City's personnel classification system.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance.

REDUCTION IN FORCE (RIF): The elimination of positions due to lack of work or lack of funding. The City's RIF policy regulates the process for eliminating positions and reducing adverse impact on Employees.

REVENUES: Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

SPECIAL REVENUE FUND: Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

TAX BASE: All forms of property wealth under the City's jurisdiction that are taxable.

VACANCY RATE/SAVINGS: Percentage and amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover and unfilled positions.

WMATA: Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

Legislative References

Relevant Budget Legislative References……..... 23-2

Ordinance 4291 (BFAAC)..…… 23-6

Resolution 2303 (Setting Guidance to FY 2010 Budget Preparation)…… 23-9

Resolution 2256 (Establishing the Processes to be Used to Plan and Adopt Operating Budgets and Capital Improvement Programs)…….. 23-14

Reduction in Force (RIF) Administrative Regulation 6-22……. 23-19

Debt Ratio Policies…….. 23-28

Relevant Budget Legislative References

State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

City Charter

General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.05 : Work programs, allotments. Before the beginning of the budget year, the head of each office, department or agency shall submit to the Director of Finance, at such time as may be set by him, a work program for the year, which program shall show the requested allotments of the appropriations for such office, department or agency, for such periods as may be designated by the City Manager, for the entire budget year. The City Manager shall review the requested allotments and may revise, alter or change such allotments Before approving the same. The aggregate of such allotments shall not exceed the total appropriation available to said office, department or agency for the budget year.

Sec. 5.06: Allotments constitute basis of expenditures and are subject to revision. The Director of Finance shall Authorize all expenditures for the offices, departments and agencies to be made from appropriations on the basis An approved allotments and not otherwise. An approved allotment may be revised during the budget year in the same manner as the original allotment was made. If, at any time during the budget year, the City Manager shall ascertain that the available income, plus balances, for the year will be less that the total appropriations, he shall Reconsider the work programs and allotments of the several offices, departments and agencies and revise the allotments so as to prevent the making of expenditures in excess of the said income.

Sec. 5.07: Transfer of appropriations. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof within the accounts of an office, department or agency. The Council when advised of The details by the City Manager may be duly docketed resolution transfer any unencumbered appropriation balance or portion thereof form one office, department or agency to another. (Acts 1968, ch. 510, Sec. 1)

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

Responsibility of the City Manager for the Budget:

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

(a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;

(b) An estimate of receipts from current ad valorem taxes on real estate and personal property, and from all other sources;

(c) A statement of debt service requirements;

(d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,

(e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the Proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

Responsibility of the City Council for the Budget:

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

Ordinance 4291 - Adopted February 22, 2003,[1]
Establishing the Budget and Fiscal Affairs Advisory Committee

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

(1) seven members, one each of whom shall be designated by the mayor and members of city council;

(2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;

(3) one member designated by the Alexandria School Board; and

(4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or chamber of commerce designating such person, and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at large shall serve for a term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

[1]The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

(d) All members of the committee shall:

(1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;

(2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and

(3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.

(4) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the city to the entity or organization of which the member is an officer or director.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

(1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;

(2) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the city and burden of taxation imposed on Alexandria citizens and business organizations;

(3) an evaluation of the comparative tax, revenue and expenditure levels in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and

(4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the availability of funds and staff, and recognizing that the city manager must give priority attention to requests from the city council, the city manager is authorized to provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

Resolution No. 2303

Budget Resolution Setting Guidance for FY 2010 General Fund Operating Budget

WHEREAS, the City Council of Alexandria passed Resolution 2256 on November 27, 2007, established The process to be sued for formulating the budget during the remaining term of this Council and requires that City Council set budget guidance for the City Manager and the School Board for the FY 2010 budget;

WHEREAS, the City Council held a public hearing on the FY 2009 budget on October 30, 2008; and

WHEREAS, the City Manager and the Alexandria City Public Schools presented to City Council at its October 25, 2008, retreat their preliminary forecasts of revenues, expenditures and capital needs; and

WHEREAS, The City Council's deliberations on the budget each and every year reflect a balancing of the needs of the community, with the community's ability to afford services to meet those needs; and

WHEREAS, the City council is committed to continuously improving City government effectiveness And efficiency, and expects the City Manager and City staff to focus on managing for results; and

WHEREAS, sufficient time for the budget process is necessary for the City Council and the community To deliberate on the various issues raised given the budget's complexity and importance;

WHEREAS, the City Council is committed to continue performing fully its obligations to provide the core services expected of a municipal government and to continue to provide quality services and Facilities for the residents and businesses of Alexandria; and

WHEREAS, the FY 2010 Budget process presents the City Council and City government with a Unique set of unprecedented challenges amid the most stringent economic environment in the past Thirty years;

WHEREAS, This places demands on the City's ability to deliver services, maintain and expand its Infrastructure as well as meeting the expectations of City residents; and

WHEREAS, The City cannot tax our way out of this problem, but by the same token the City cannot Cut its way out of it either, and

WHEREAS, The City Manager's initial round of $10.5 million of service cuts and efficiency Measures have begun the process of adjusting City expenditures for the FY 2010 revenue that we are Currently forecasting; and

WHEREAS, With a gap of at least $35 million (assuming replication of nearly all of FY 2009 cuts into FY 2010) in FY 2010, coupled with our existing Capital Improvement Program funding needs, significant Intergovernmental revenue cuts (state and Federal), and further revenue deterioration in FY 2009, the City faces difficult decisions:

WHEREAS, City Council fully expects that there will be substantial service reductions in the Proposed budget.

WHEREAS, City Council furthermore recognizes that this proposed budget will likely contain Significant reductions in the City workforce.

WHEREAS, City Council recognizes that the situation requires an approach to this effort that reflects full clarity, aggressive communication and above-all, compassion.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA:

1. Real Property Tax Rate: That the City Manager shall submit a proposed FY 2010 Operating Budget and Capital Improvement Program to the City Council no later than February 10, 2008, that contains a proposed real estate tax rate that will be based on the average homeowner paying the same amount of real estate tax in 2009 as paid in 2009.

2. Alternative Revenue and Efficiency Options: That the City Manager shall endeavor to produce a budget that considers other taxes, fines, fees and charges, as well as reductions in programs and activities through efficiencies and reduced service levels, in order to balance the budget as required by section 6.05 of the City Code. The Council encourages the City Manager and City Staff to identify new and creative revenue sources and to make any such proposals to the Council that are deemed appropriate.

3. Alternative Capital Improvement Program: To the extent that the City Manager deems additional capital expenditures in excess of those included in the proposed budget within the guidance provided by section 1 of this resolution, the City Manager shall provide an alternative CIP budget option for the Council and community to consider that allows for an additional one cent on the Real Estate Tax Rate fully allocated to capital improvement projects.

4. Schools Transfer: That the School Board of the Alexandria City Public Schools is requested to approve a FY 2010 Operating Budget and Capital Improvement Program by no later than February 10, 2008.

    a. Such budget shall seek not to exceed a target of $164,594,674 for the operating budget transfer provided to the Alexandria City Public Schools. (This is a 2.0% decline from the previous year's budget).

    b. The City Manager must include this guidance amount in the proposed budget to be submitted by the City Manager to Council on February 10, 2008.

5. Guidance for the Preparation of the Capital Improvement Program (CIP):
The budgeting of no new CIP (City & Schools) spending aside from those expenditures meeting the following exceptions:

   a. Expenditures related to the new Public Safety Center.

   b. Expenditures subject to contractual obligations or other situations where cancellation or deferral would cause significant financial loss for the City.

   c. Expenditures to maintain existing infrastructure and those that are deemed emergency in nature.

   d. Expenditures that may be funded using prior-year unallocated balances already within the CIP.

6. Clear Priorities for Community and Council Evaluation: That the budget documents of both the City Manager and the School Board shall clearly describe what operating programs and activities and capital projects could be funded within the budget guidance and what operating programs and activities and capital projects and other policy options may exceed the budget guidance and, to the extent possible, what the impact would be on the performance of those programs (the results) that are proposed either for possible expansion or reduction.

7. Market Rate Adjustment Salary Increases in Budget Proposal: That the City Manager and the School Board shall assume on a preliminary basis that no minimum market rate adjustment is included in the guidance established in the sections above.

   a. The City Manager may recommend, and Council may adopt, a different percentage market rate adjustment than that assumed above, but such a recommendation shall not change the guidance established by the section above.

   b. City and School employees should be competitively compensated. The City Manager should closely monitor regional employee trends to ensure that Alexandria is not at a competitive disadvantage in our efforts to attract and retain the City's workforce.

   c. In addition, the Council encourages the City Manager to identify creative forms of compensation to reward employees, including additional vacation accrual, reduced evening meetings, and opportunities to work from home.

   d. During FY 2010, using the input from the completed Watson Wyatt study, the City Council shall adopt revisions to its Compensation Philosophy as well as a multi-year plan for implementation.

8. Credit Rating: The City Manager's proposed budget shall not make any material changes that may threaten the City's AAA/aaa bond rating.

9. Additional Guidance:

   a. Use of Unreserved, Undesignated Fund Balance: Aside from the use of prior-year surpluses, City Council requests that the City Manager's proposed budget not include the use of unreserved, undesignated fund balance.
   b. Public Safety: The City Manager should propose a budget that provides for the public safety of our residents:
   c. Safety Net: The City Manager's proposed budget shall strive to maintain critical health and safety net services for the most vulnerable in the community.
   d. Education: The City Manager should work closely with the Superintendent to minimize any program cuts that would harm classroom education and the progress we have made in recent years. The Manager is also asked to identify and execute on opportunities to combine additional programs or services with ACPS.
   e. Property Values: The City Manager should work to avoid reductions in areas where cuts would directly harm property values or would diminish Alexandria's ability to recover from this economic downturn.
   f. Economic Sustainability: The City Manager should work to avoid reductions to spending that generate additional commercial tax revenues to the City-including economic development and business retention efforts.
   g. Transportation: The proposed budget should provide sufficient funding so that transportation provided during peak-travel times should not be diminished.
   h. Regional Cooperation: The City Manager is encouraged to work with his counterparts in the region to determine if there are inter-jurisdictional initiatives that could yield savings for Alexandria taxpayers-including the creation of regional authorities to provide critical services.
   i. Civic Partnerships: City Council encourages the City Manager to look for new ways for civic associations, service clubs and residents to take over some municipal responsibilities – for example, expansion of the Adopt-A-Park program, utilization of CERT volunteers for Special Events, the expansion of neighborhood public safety programs, etc.

10. Additional FY 2009 Budget Reductions: The City Manager evaluate which of the FY 2010 cuts could be implemented prior to the end of FY 2009 and shall be prepared, with the release of the City Manager's proposed budget, to implement an additional $2 million of sustainable (able to be carried forward in FY 2010) cuts to the approved FY 2009 Operating Budget. These cuts shall be identified as part of the budget presentation in February.

11. Inconsistencies with Resolution 2256: Where any inconsistencies exist between the provisions of this Resolution and Resolution 2256, the provisions of this Resolution shall prevail.

ADOPTED: November 19, 2008

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WILLIAM D. EUILLE, MAYOR

ATTEST:

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Jacqueline M. Henderson, CMC City Clerk

Resolution No. 2256

Budget Resolution Establishing the Processes To Be Used To Plan For and to Adopt Operating Budgets and Capital Improvement Programs

WHEREAS, the Alexandria City Council wishes to establish specific policies to guide upcoming budget deliberations to ensure responsible actions with current economic resources; and

WHEREAS, resolutions No. 2008, 2150, and 2166 and previously adopted by City Council have now expired; and

WHEREAS, City Council believes there should be more flexibility in diversifying the sources of revenue available to find the General Fund Operating Budget; and

WHEREAS, City Council's deliberations on the budget each and every year reflect a balancing of the needs of the community, with the community's ability to afford services to meet-those needs; and

WHEREAS, the City Council is committed to continue performing fully its obligations to provide the core services expected of a municipal government and to continue to provide quality services and facilities for the residents and businesses of Alexandria; and

WHEREAS, residential real estate taxes have borne an increasing share of the burden of paying for City and School services; and

WHEREAS, the City Council is committed to managing the growth of City General Fund operating and capital expenditures in order to help address the issue of increased residential real estate taxes; and

WHEREAS, the City Council is committed to assisting Alexandria City Public Schools in achieving its mission and being among the best in Northern Virginia; and

WHEREAS, the City Council is committed to maintaining a fair, reasonable and competitive compensation plan for City and School employees; and

WHEREAS, the City Council is committed to continuously improving City government effectiveness and efficiency, and expects the City Manager and City staff to focus on managing for results, and

WEHREAS, the City Council is committed to maintaining its top AAA/Aaa credit ratings; and

WHEREAS, the City Council desires to achieve the vision and strategic goals and objectives outlined in the City Council' adopted Strategic Plan; and

WHEREAS, sufficient time for the budget process is necessary for the City Council and the community to deliberate on the various issues raised given the budget's complexity and importance;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Alexandria, Virginia, that the Council shall, for the purposes of consideration of the Budget for the City of Alexandria, repeal Resolution 2205, adopt this resolution in lieu thereof, and adhere to the following rules of procedure:

Section (a) The Timing of the Setting of Budget Guidance by City Council and the City Manager's Budget Submission to City Council

(1) That the City Manager shall plan and prepare the proposed Operating Budget and proposed six year Capital Improvement Program and that such preparations shall include, but not be limited to, requests for City departments to identify efficiencies, low priority programs not crucial to achieving City Council strategic objectives, potential discretionary supplemental increases crucial to achieving City Council's strategic objectives, and potential City-wide process changes that would be beneficial to City operations and to the public.

(2) That the City Manager shall present to City Council in time for the fall Council Retreat a preliminary forecast and outlook for (a) revenues (including the outlook for real estate assessments), (b) expenditures necessary to maintain appropriate services and policies (including in the City in the City Manager's forecast of cash capital and debt service costs related to the most recently approved Capital Improvement Program and estimates of the cost of an appropriate cost-of-living adjustment for City and School staff), (c) the outlook for additional requests for City operating needs in the upcoming fiscal year and succeeding 5 fiscal years, (d) the outlook for Federal and State grants and the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(3) That the Alexandria City School System shall separately present to City Council, but in a format coordinated with the City Manager, its preliminary forecast and outlook for (a) expenditures necessary to maintain appropriate services and policies, (b) the outlook for additional requests for Schools operating in the upcoming fiscal year and capital needs through the upcoming fiscal year and the succeeding five years, (c) the outlook for Federal and State grants, and (d) the outlook for the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

(4) That as part of its fall Retreat, City Council will consider this information and any other relevant information available to it at that time from the efforts described above, including citizen input to be provided by a public hearing on the upcoming budget to be conducted prior to City Council's fall Retreat.

(5) That City Council shall, as a result of information available to it at the Retreat, direct that the City Manager prepare a budget resolution to be adopted by City Council to guide the preparation of the upcoming Operating Budget and next Capital Improvement Program and that such a resolution would contain (a) a maximum real estate tax rate (b) a maximum target for City General Fund expenditures (including any market rate adjustment (MRA) for City staff and cash capital and debt service), and (c) a target for a budget transfer to the Alexandria City Public Schools (including the cost of any MRA for School staff). The City Manager must include this amount in the proposed budget to be submitted in accordance with section 9 below.

(6) City Council shall establish for the City Manager and the Schools what preliminary minimum percentage MRA should be included in the guidance established in sections 5(a), 5(b) and 5(c) above.

(7) That City Council plans to adopt such a budget resolution during the month of November.

(8) That the Board of the Alexandria City Schools is requested to approve an Operating Budget and Capital Improvement Program by no later than January 31, prior to the upcoming fiscal year. Such budget, if it shall exceed the Council approved budget guidance for the Operating Budget transfer given to the Alexandria City Schools, shall clearly identify what operating programs and activities would be funded if additional funding were provided above that guidance.

(9) That the City Manager shall submit a proposed Operating Budget and Capital Improvement Program to the City Council no later than the first legislative meeting in February, that does not exceed the guidance for the rate of change in the real estate tax rate, and the guidance for General Fund expenditures established by City Council. Such budget shall clearly identify what operating program and activities and capital projects would be recommended if additional funding were provided, and/or what other tax rate and fee changes could be enacted with whatever additional revenues might be available above the revenues needed to meet the expenditure guidance and still provide a structurally sound budget, including a proposed real estate tax rate necessary for financing the budget provided for that rate, as well as provide tax, fee and other revenue options necessary for financing the budget, as appropriate, so long as the real estate tax rate proposed does not exceed that allowable under section 5(a) above.

(10) That the City Manager shall endeavor to produce a budget that substitutes other taxes, fines, fees and charges for real estate taxes, as well as reductions in programs and activities through efficiencies and reduced service levels in order to balance the budget as required by section 6.05 of the City Code. To the extent that the City Manager deems additional expenditures in excess of those included in the proposed budget within the guidance provided by section 5(a) of the resolution, but within the guidance provided by sections 5(b) and (c) of this resolution, the City Manager shall separately specify as a recommended "add" to the proposed budget the additional recommended expenditures by program and activity and the reasons therefore, and the required real estate tax rate necessary to balance the budget.

(11) The City Manager may recommend, and Council may adopt, a different percentage MRA in his proposed budget than that established by City Council under section 6 above, but such a recommendation shall not change the guidance established by sections 5(a), (b) and (c) above. The proposed Operating Budget shall include as a line item of expenditure (instead of as a designation of fund balances) the cost of any other market-based salary adjustments proposed to maintain the City's ability to attract and retain any class or classes of employee. The City Manager may separately list all or a portion of the minimum market rate adjustment as one of those additional expenditures that would need to be added to the proposed budget to be paid for by an increase in the real estate tax rate under section 10 above. If that expenditure is so listed it would also reduce the Schools target specified in section 5(c) above by the amount of the minimum market rte adjustment for Schools employees.

(12) That City Council shall consider these recommendations and endeavor to enact an Operating Budget and Capital Improvement Program that balances the needs of the community with the community's ability to afford services to meet those needs.

Section (b) Proposed Budget for the City of Alexandria –

(1) For purposes of this resolution, the proposed budget of revenue rates and expenditure levels for the fiscal year shall be that proposed by the City Manager.

(2) For purposes of this resolution, the Office of Management and Budget shall provide revenue and/or expenditure projections for any motion or amendment that could affect the proposed budget specified in Section (b) (1).

Section (c) Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Undesignated Fund Balance in Proposed Budget

(1) It shall not be in order in the Alexandria City Council to consider any motion or amendment to the proposed budget of the City of Alexandria if such motion or amendment would have the effect of increasing any specific budget outlays above the level of such outlays contained in the proposed budget specified in Section (b) of this resolution, or would have the effect of reducing any specific revenues below the level contained in the proposed budget specified in Section (b) of this resolution, unless such motion or amendment makes at least an equivalent reduction in other specific budget outlays, identifies an equivalent increase in other specific revenues, or an equivalent combination thereof.

(2) In the Alexandria City Council, any appropriation from the Undesignated Fund Balance or any like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

(3) In the event that the City Manager recommends final revenue adjustments that result in a net increase or net decrease from the revenue estimates specified in section (b) of this resolution, the net change in the revenue estimate shall be reflected as a change in the proposed appropriation from the Undesignated Fund Balance. As specified in Section c (2), any appropriation from the Undesignated Fund Balance beyond that proposed in the Manager's proposed budget, including the net effect of final revenue adjustments, shall require an affirmative vote of five Council Members.

(4) It shall not be in order for any member of the Alexandria City Council to initiate any amendment to the proposed budget of the City of Alexandria which would increase any specific budget outlay by more than $50,000, unless written public notice of the member's intent to offer such an amendment, and a general description of the proposed amendment, is given to the City Manager and City Clerk at least one week prior to the spring budget public hearing.

(a) The provisions of this paragraph may be waived if the proposed amendment is raised by a member of the public at the spring budget public hearing (but not an amendment raised at the separate public hearing on the effective real estate tax) and at least three members of the Alexandria City Council formally request a budget memorandum from staff in regard to such proposed amendment within 3 days of the public hearing.

(b) The provisions of this paragraph also may be waived for good cause by an affirmative vote of five Council Members. As used in this paragraph, "good cause" shall include, but not be limited to, a change in the amount of state or federal funding included in the proposed budget.

Section (d) Adoption of Budget that exceeds target.

The adoption of a budget that in total exceeds the guidance established in accordance with sections5(a), 5(b) and 5(c) (or the highest target if more than one target is established for each section) shall require an affirmative vote of five Council Members.

Section (e) Expiration – The provisions of this resolution shall expire on June 30 2009.

ADOPTED: November 27, 2007

_____/SS_____

WILLIAM D. EUILLE, MAYOR

ATTEST:

_____/SS_____
Jacqueline M. Henderson, CMC City Clerk

Reduction In Force (RIF)
A.R. 6-22

PURPOSE: This Administrative Regulation will establish the policy of the City Administration in the event of a Reduction in Force (RIF) of the employees of the City of Alexandria.

POLICY: The City of Alexandria will implement a Reduction in Force only when such action is required by a lack of work or a lack of funds may be the result of a policy decision by the City Council, or it may be made necessary by program modification or funding shortfall.

The City Manager will determine whether a layoff will apply across the City or, within a Department only, through the issuance of a RIF order.

A reduction in force is to be accomplished in a way which will reduce adverse impact on employees to the greatest extent which is reasonable under the circumstances, and in a manner consistent with the City's affirmative action commitment.

Exceptions to any part of this policy may be made by the City Manager, as needed to ensure that service levels are maintained. Events not expressly covered by this policy shall move forward with a recommendation by the City of Human Resources.

REDUCTION IN FORCE: The administration shall consider the following in order as listed:

1. Normal attrition.
2. Job sharing or reduced work schedules.
3. Termination of temporary appointments in the affected classes.
4. Reassignment to funded, vacant positions approved for hiring (voluntary demotions).
5. Layoff of regular employees in the affected classes.

DEFINITIONS:

Administration: The City Manager or his or her designee.

Affected Class: The class to which the employee is assigned when he/she becomes subject to the reduction in force procedure.

Bumping Rights: An employee's right, based upon higher seniority, to transfer from one job classification/position designated for elimination under a RIF order to the same or lower job class series, which maintaining current salary, within a Department or between Departments or agencies. The result may be the removal of the current employee in that job classification/position that has less seniority.

Department: All offices, divisions, and other work units that are under the control of a single Department head.

Month: For the purposes of seniority, a month is credited after an employee serves 15 calendar days of the month in which the employee is in a paid status.

Probationary Employee: An employee who is serving the first twelve months of a regular position is considered to be a probationary appointment. The initial probation may be extended up to an additional six months. Employees are removed from probationary status by written approval of their department head or designee.

Reduction in Force (RIF): a Reduction in Force is the elimination of a position or positions due to a lack of funding, a change in a work program, design or service within a department of City-wide, or a technological change or advancement that impacts work force needs. Employees subject to a RIF may be separated from the City payroll.

Grant Funded Employee (Restricted/Unrestricted): A source of funding for an employee's position. May include grant only or grant/City funding sources.

Seniority: Continuous employment (without an unpaid interruption greater than six months) with the City of Alexandria in a benefited position, except absences on approved leave with or without pay for absences to serve in the Armed Forces (action forces, Reserves, or National Guard), of the United States. Employees who have a break in service greater than six months will be credited with the total continuous months served in a paid, benefited position since the last date of rehire. Ties will be broken by performance records followed by the last four digits of the employees payroll identification number. The higher number prevails.

Service Needs: A position within an affected class that requires unique knowledge, skills, and abilities that are not required for every position in the affected class and that cannot be acquired by other employees in 6 months or less.

Temporary Appointment Employee: This includes any City employee designated as seasonal, Undefined, temporary, regular/limited term. Exceptions from the RIF of temporary appointments Can be made based on the service needs of the department.

REDUCTION IN FORCE PROCEDURE

The City Manager will make a determination of a need to reduce the work force as the result of Inadequate work available or as the result of inadequate funding to meet payroll obligations for any Specific program, and within a department. The affected Department Head will recommend to the Office of Management and Budget the positions to be eliminated. The Director of Management And Budget, in concert with the Director of Human Resources will forward recommendations with Appropriate comments to the City Manager. Upon the approval of the City Manager, the Human Resources Director shall be responsible for the implementation of the Reduction in Force directive. The directive shall specify the number of positions in each classification to be affected.

REDUCTION IN FORCE PROCEDURE

A. Department-specific only reduction in force.
B. City-wide reduction in force, or
C. Some combination of A and B.

A. Department – Specific, Reduction in Force (RIF)

If the City Manager determines that the RIF will be Department – specific only, the following procedures shall be followed unless an exception is made by the City Manager:

Step 1. Normal Attrition

Upon receipt of the determination of the City Manager to implement a Reduction in Force (RIF), the Director Human Resources shall halt the processing of advertising or selection for all classes of employees indicated in the RIF order. No further applications for affected positions will be released to any department.

Step 2. Notice to Affected Employees on the City Payroll

The Director of Human Resources shall develop a list of employees by classification and seniority ranking. This list will be used to identify the affected classes in the RIF order. The Human Resources Director will issue a written termination notice to employees in the affected classes as soon as practicable upon receipt of the RIF order. Individual employees will be given a written notice with a minimum of thirty (30) days prior to termination. Copies of all such notices will be forwarded to the employing department.

Step 3. Placement in a Funded, Vacant Positions Approved for Hiring

At the sole discretion of the Department Head, outstanding vacancies in affected positions which are approved for hire by OMB may be filled by placing an employee whose position has been identified for elimination, in the same or appropriate positions in the Department which has not been designated for elimination. Employees who have completed their probationary periods will have the first opportunity for such placements.

Any employee refusing a placement to the same classification will be laid off without further consideration. The Director of Human Resources will notify the employees affected by the RIF of the proposed effective date of placement.

When implementing such a placement, the ability of the employee to perform the work assignment will be assessed. The employees will be required to demonstrate their ability and will serve a new probationary period of one year. All employees so placed will be evaluated at the end this probationary period and their demonstrated performance will be the sole basis of any determination to retain or to terminate the employee from the assignment. In consultation with the affected Department, the Director of Human Resources will determine what constitutes an appropriate position/classification for placement.

Step 4. Layoff of Regular Employees

The layoff of regular employees will be initiated, if necessary, to complete the reduction specified in the RIF order. Employees in the affected classes will be laid off by least seniority order, until the requirements of the RIF order are met. Years/months or seniority will be reduced for each adverse performance or disciplinary action that occurred within the last five years preceding the data of the RIF order according to the following chart.

YEARS OF SERVICE/SENIORITY	Adverse Performance or Disciplinary Action (within the past five years of the RIF notice)
Minus 2 yrs. (24 months) each	MINOR DISCIPLINE (excludes suspensions) Extended probation(s) Each denied merit increase Unsatisfactory Performance Evaluation
Minus 5 yrs. (60 months) each	MINOR SUSPENSIONS or loss of annual leave (up to 3 days)
Minus 10 yrs. (120 months) each	MAJOR DISCIPLINE (greater than 3 day suspension or loss of annual leave)

Once the required number of positions is eliminated in each position/classification, placement may be initiated to vacant funded positions which have been approved for hire within the Department(s) or division(s) identified in the RIF order.

All employees who are affected by internal Departmental placements will be required to demonstrate their ability in their new assignment and a new one-year probationary period will be required. Exceptions to the above procedure (Steps 1 through 4) may be made by the City Manager based on the Department's service and/or business needs.

B. City-wide, Reduction In Force (RIF)

If the City manager determines that the RIF will be City-wide, the following procedures shall be followed unless an exception is made by the City Manager.

Step 1. Normal Attrition

Upon receipt of the determination of the City Manager to implement a Reduction in Force, the Director of Human Resources shall halt the processing of advertising or selection for all classes of employees within the City indicated in the RIF order. No further applications for affected positions will be released to the hiring Departments.

Step 2. Notice to Affected Employees on the City Payroll

The Department of Human Resources shall develop a list of employees by classification and seniority ranking. This list will be used to identify the affected classes in the RIF order. The Director of Human Resources shall issue a written termination notice to employees in the affected classes, as soon as practicable upon receipt of the RIF order. Individual employees will be given a minimum of thirty (30) days notice prior to termination. Copies of all such notices will be forwarded to the employing Department.

Step 3. Placement in a Funded, Vacant Position Which has been Approved for Hiring

At the sole discretion of the Department Heads, outstanding vacancies in affected positions which are approved for hire may be filled by placing an employee whose position has been identified for elimination, in the same or appropriate positions in the City. Employees who have completed their probationary periods will have the first opportunity for such placements. Any employee refusing a placement to the same classification will be laid off without further consideration. The Director of Human Resources will notify both the Department which will receive the employee and the Department affected by the RIF, of the proposed effective date of placement. The Director of Human Resources in consultation with the affected Departments will determine what constitutes an appropriate placement.

When implementing such placement, the ability of the employee to perform the work assignment will be assessed. The employees will be required to demonstrate their ability and will serve a new probationary period of one year. All employees so transferred, will be evaluated during this probationary period and their demonstrated performance will be the sole basis of any determination to retain or to terminate the employee from the assignment.

Step 4. Layoff of Regular Employees

The layoff of regular employees will be initiated if necessary to complete the reduction specified in the RIF order. Employees in the affected classes will be laid off by least seniority order, until the requirements of the RIF order are met. Years/months of seniority will be reduced for each adverse performance or disciplinary action that occurred within the last five years preceding the date of the RIF order according to the following chart:

YEARS OF SERVICE SENIORITY	Adverse Performance or DISCIPLINARY ACTION (within past five years of the RIF notice)
Minus 2 years (24 months) each	MINOR DISCIPLINE (excludes suspensions) Extended probation(s) Each denied merit increase Unsatisfactory Performance Evaluation
Minus 5 yrs. (60 months) each	MINOR SUSPENSIONs or loss of leave (up to 3 days)

Minus 10 yrs. (120 months) each	MAJOR DISCIPLINE (greater than 3 days suspension or loss of annual leave

Layoff will be implemented without regard to the employing department of the affected individual. Once the required number of positions is eliminated in each position/classification, placement may be initiated to vacant funded positions which have been approved for hire in any department according to the RIF order.

All employees who are affected by internal placements will be required to demonstrate their ability in their new assignment and a new one-year probationary period will be required. Exceptions to the above procedure (Steps 1 through 4) may be made by the City Manager based on the Department's service and or business needs.

CALCULATING SENIORITY AND BUMPING PROCEDURES

A. Department-Specific RIF Procedure:

Step 1. A list of affected employees, identified for layoff, their job classes and seniority calculated in months, (Part-time and Full-time lists are combined), in a department, shall be compiled.

Step 2. The Human Resources Director will notify affected employees of their bumping rights within 10 days of an employee's notification letter.

Step 3. The Human Resources Department will compile a list of incumbents holding the same identified jobs and/or classifications or class series, listed by name, title and seniority in months, in the employee's department.

Step 4. The Human Resources Department, in consultation with the affected Department, will determine which positions to offer employees, based on classifications, class series and seniority.

Step 5. The bumping employee has 10 working days to accept the offer of a placement within the employee's current classification or class series. Full-time positions will not be reduced to accommodate Regular part-time employees. Acceptance of the bump/transfer is voluntary. If placement is available and declined, the employee is terminated under the RIF and no further action will be required. The employee will be eligible for leave payouts and severance pay.

Employees who accept a lateral or lower position as a result of bumping, will not see a reduction in their pay, but will incur a new merit date and new probationary period as the result of occupying a new position. In no case will an employee move to a higher grade. If the same job classification and/or series does not exist in the Department, the employee will be subject to termination.

B. City-wide RIF Procedure:

Step 1. A list of affected employees, identified for layoff, their job classes and seniority calculated in months, (part-time and full-time lists are combined), City-wide, shall be compiled.

Step 2. The Human Resources Director will notify affected employees of their bumping rights within 10 days of the employee's notification letter.

Step 3. The Human Resources Department compiles list of incumbents holding the same identified job and/or classification or class series, listed by name, title, seniority in months, across City Departments.

Step 4. The Human Resources Department, in consultation with the affected Department Heads will determine which positions to offer employees based on classifications, class series and seniority.

Step 5. The affected employee has 10 working days to accept the offer of a placement. Full-time positions will not be reduced to accommodate Regular part-time employees. Acceptance of the bump/transfer in voluntary. If placement is available and declined, employee is terminated under the RIF and no further action will be required. The employee will be eligible for leave payouts and severance pay.

Employees who accept a lateral or lower position as a result of bumping, will not see a reduction in their current pay, but will incur a new merit date and new probationary period as the result of occupying a new position. In no case will an employee move to a higher grade. If the same job classification and/or class series does not exist in the City, the employee will be subject to termination.

SALARY ASSIGNMENTS

Regular full-time and part-time employees placed as the result of t his Administrative Regulation, to a work assignment in their same position/classification, shall retain their same salary step and within-scale eligibility date. Employees who accept a lower classification shall be placed on the step of their new salary grade which is the nearest to their original salary. If placed between two pay steps, the employee will receive the higher step in the new grade.

Employees will receive a new merit date that documents the start of the one-year probation. Employees, who bump into a position whose salary is at the top of or above the pay scale, shall have their salary frozen at their current salary level.

SEVERANCE PAY

Severance pay is authorized to be paid at an employee's current rate of pay at the time of lay off and granted to Regular employees laid off under the procedures of this regulation and in accordance with the following formula. The pay does not count toward hours worked in any pay period in which it is granted.

Completed YEARS OF SERVICE	WEEKS OF SEVERANCE PAY
0 to 5	3 weeks pay
6 to 10	4 weeks pay
11 to 15	5 weeks pay
16 or more	6 weeks pay

REEMPLOYMENT AND RECALL LISTS

All employees who are affected by the RIF action will be placed on a Recall List for their position/classification for a period of one year from separation. All future vacancies in these classification will be filled by the recall of the individual with the longest period of satisfactory service with the City (seniority) for the duration of the Recall List. Individuals recalled to fill the same classification from which they were removed (vacated) will be restored to regular employment and at the same step/grade. Individuals recalled to a classification other than that in which they have been previously employed will be required to satisfactorily complete a new one-year probationary period. If any employee accepts an alternative city position (one which they may have applied for and were selected), will be removed the recall list.

EMPLOYEE RESPONSIBILITY

Any employee laid off and placed on a Recall List will be responsible for notifying the City Human Resources Department of any change in address or telephone number. Employees will be notified to return to work by registered mail. Any employee who fails to report to work as directed (within ten working days) following receipt of notification to return to work, will forfeit all further recall rights.

AID TO EMPLOYEES

Individuals who are laid off under this Administrative Regulation shall be entitled to Unemployment Compensation as provided by the Code of the Commonwealth of Virginia. The City Human Resources Department will provide assistance to aid in filing for such unemployment compensation. Laid off employees will be paid for any earned annual leave or compensatory time (if eligible for payment) on the next pay day following their lay off. Upon re-employment within six months, all earned but unused sick leave will be reinstated if not reduced to zero by a sick leave payout at termination. The employee's annual leave accrual rate at the time of the lay off will be restored upon reemployment in a benefited position.

All recalled employees shall be subject to the provisions of AR 6-18, for purposes of reemployment and RIF. For the duration of any lay off, laid off employees will be given priority consideration for any employment opportunity for which they apply and are qualified.

GRANT FUNDED OR PARTIALLY GRANT FUNDED POSITIONS

A grant funded position is considered restricted when the grant and required match is funding only the scope of the position outlined in the grant. This position would not be expected to backfill other duties in the City or assist in a different capacity for the general City benefit as in doing so would be outside the scope of expectations outlined in the grant. Under this scenario, the employee occupying this position is not eligible for the benefits or the RIF policy.

A grant funded position is considered unrestricted when the grant and its required match supports a greater level of service or benefit to an existing City service/benefit, or when the grant covers a broad range of duties not intended in its award to be directed to a specified position or number of positions. The employee(s) occupying this position is eligible for benefits under the City's RIF policy.

Positions created to perform restricted grant functions that aren't fully supported by the grant are eligible for the benefits in the City's RIF policy. Existing positions that are subsequently assigned in whole or in part to restricted grant functions are eligible for the benefits of the City's RIF policy. Using the aforementioned definition, the Human Resources Department in conjunction with Office of Budget and Management will create lists of employees who are eligible and not eligible for benefits under the City's RIF policy.

APPEAL

Any employee who believes that the City did not follow the prescribed RIF process as specified in this Administrative Regulation shall have access to an administrative hearing with the Director of Human Resources, utilizing the procedure contained in A.R. 6-20. A reduction in force implemented under the Reduction in Force regulation is not grievable pursuant to A.R. 6-21, Grievance Procedure, (IV)(B)(6).

James K. Hartmann
City Manager

Debt Ratio Policies
Debt Related Financial Policies

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the designation of fund balance for capital project funding.

On June 24, 2008, City Council adopted the City Manager's recommendation, endorsed by BFACC, to revise the target limit upward reflecting the ratio of debt as a percentage of personal income.

These updated polices are as follows:

Debt as a Percentage of Fair Market Real Property Value
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the\ City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

Debt as a Percentage of Total Personal Income
Target = 3.2 percent; Limit = 4.5 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's Income.

Debt Service as a Percentage of General Government Expenditures
Target = 8.0 percent; Limit = 10 percent

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

Unreserved General Fund Balance as a Percentage of General Fund Revenue
Target = Not applicable; Limit = 10 percent

Undesignated General Fund Balance as a Percentage of General Fund Revenue
Target = 5.5 percent; Limit = 4.0 percent

Unrestricted Net Assets as a Percentage of General Revenues
Target = 5.5 percent; Limit = 4.0 percent

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Unreserved General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unreserved General Fund Balance that is comparable to the ratio maintained by other double triple A rated jurisdictions, but not to fall below the limit of 10 percent. The Undesignated General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unreserved balance includes designations that the City Council has made but presumably could change.

Net assets corresponds to stockholders' equity for publicly traded companies. The larger the undesignated General Fund Balance or unrestricted net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for undesignated general fund balance and unrestricted net assets are calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be a designation within the General Fund fund balance for pay as you go capital.

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance City will annually prepare a six-year capital improvement program. In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve The capital structure, each year the City will prepare and adopt a six-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt Issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of six-year scenarios of possible future revenues and expenditures that match the six year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of six-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2008 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2008

Assessed Value of Real property, January 1, 2008		$35,554,958,000
Debt Limit: 10 Percent of Assessed Value		3,555,495,800
Amount of Debt Applicable to Debt Limit:		
General Obligation Bonds	$260,350,000	
Less Total General Obligation Debt		(260,350,000)
LEGAL DEBT MARGIN REMAINING		$ 3,295,145,800

Limitations on the Incurrence of General Obligation Debt:

There is no requirement in the Virginia Constitution, the Virginia Statutes or in the Charter of the City of Alexandria that the issuance of general obligation bonds of the City be subject to approval of the electors of the City at referendum.

Under the City Charter, the City Council has full authority to authorize and issue general obligation bonds. The authorizing procedure consists of the passage on first reading of an ordinance authorizing the issuance of the bonds followed by a notice of public hearing at a subsequent meeting and the final passage on second reading following the public hearing.

The only constitutional limitation on the issuance of general obligation bonds is contained in Article VII, Section 10 of the Virginia Constitution, which states that: No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment for taxes.

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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.

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, 2009 - June 30, 2010

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: The City does not anticipate changes.

Police Salary Schedule

Effective July 1, 2009 - June 30, 2010

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, 2009 - June 30, 2010

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, 2009 - June 30, 2010

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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General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
PAY PLAN: Administatively 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
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	SALARY: $28,080 to $40,137
Apprentice Tree Trimmer	Equipment, Facilities and Services
Clerk II	Administrative, Clerical and Office Services
Clerk Typist I	Administrative, Clerical and Office Services
Motor Vehicle Operator	Equipment, Facilities and Services
Receptionist/Telephone Operator	Administrative, Clerical and Office Services
Records Center Clerk	Administrative, Clerical and Office Services
Traffic Services Worker I	Equipment, Facilities and Services
GRADE : 05	SALARY: $27,974 to $41,985
Account Clerk I	Accounting, Budget and Finance
Assistant Registrar II	Miscellaneous Occupations
Automotive Parts Driver	Equipment, Facilities and Services
Data Entry Operator I	Automatic Data Processing
Laborer II	Equipment, Facilities, and Services
Mail Distribution/Duplication Clerk	Administrative, Clerical and Office Services
Program Aide I	Social Science and Welfare
Recreation Leader I	Recreation
School Crossing Guard	Public Safety and Education
Security Monitor	Public Safety and Education
GRADE : 06	SALARY: $27,862 to $43,908
Clerk Typist II	Administrative, Clerical and Office Services
Cook	Equipment, Facilities and Services
Data Entry Operator II	Automatic Data Processing
Medical Records Assistant	Administrative, Clerical and Office Services
Personnel Clerk I	Personnel Management and Employee Relations
Property Clerk	Public Safety and Enforcement
Rod and Chain Operator	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	SALARY: $30,524 to $50,507
Assistant Impounding Officer I	Public Safety and Enforcement
Assistant Registrar III	Miscellaneous Occupations
Communication Clerk/T&ES	Administrative, Clerical and Office Services
Coordinator/Fleet Maintenance	Equipment, Facilities and Services
Equipment Operator II	Equipment, Facilities and Services
Lab Aide	Medical, Dental, Hospital & Public Health
Laborer III	Equipment, Facilities and Services
Mental Health/Mental Retardation Tech I	Social Science and Welfare
Museum Aide II	Information and Arts
Museum Technician	Information and Arts
Planning Assistant I	Planning and Urban Development
Police Services Clerk	Public Safety and Enforcement
Public Health Nurse Aide	Medical, Dental, Hospital & Pubic Health
Sign Fabricator	Equipment, Facilities and Services
Supervisory Custodian	Equipment, Facilities and Services
GRADE : 10	SALARY: $31,860 to $52,718
Account Clerk III	Accounting, Budget and Finance
Computer Operator II	Automatic Data Processing
Dental Assistant	Medical, Dental, Hospital & Public Health
Equipment Maintenance Specialist	Equipment, Facilities and Services
Horticultural Specialist I	Biological Sciences
Legal Secretary I	Administrative, Clerical and Office Services
Library Assistant III	Library and Archives
Licensed Practical Nurse	Medical, Dental, Hospital and Public Health
Medical Records Technician	Administrative, Clerical and Office Services
Offset Press Operator I	Equipment, Facilities and Services
Parking Enforcement Officer II	Public Safety and Enforcement
Recreation Leader III	Recreation
Sanitation Inspector	Public Safety and Enforcement
Secretary II	Administrative, Clerical and Office Services
Supervisory Bus Driver	Equipment, Facilities and Services
Supervisor/Shelter	Social Science and Welfare
Traffic Services Worker III	Equipment, Facilities and Services
Transit Services Assistant	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	SALARY: $34,937 to $57,809
Rehabilitation Vocational Counselor I	Social Science and Welfare
Secretary III	Administrative, Clerical and Office Services
Special Police Officer	Public Safety and Enforcement
Supervisory Account Clerk	Accounting, Budget and Finance
Supervisory/School Crossing Guard	Public Safety and Enforcement
Therapeutic Recreation Leader	Medical, Dental, Hospital and Public Health
Traffic Signal Repair Technician	Equipment, Facilities and Services
GRADE : 13	SALARY: $36,589 to $60,543
Administrative Assistant	Administrative Clerical and Office Services
Assessment Records Specialist	Business and Industry
Building Systems Technician	Equipment, Facilities and Services
Caseworker	Social Science and Welfare
Code Enforcement Inspector I	Engineering and Architecture
Coordinator/Family Advocacy Project	Social Science and Welfare
Coordinator/Public Works Services	Equipment, Facilities and Services
Curator I	Information and Arts
Eligibility Worker II	Social Science and Welfare
Employment and Training Specialist	Social Science and Welfare
Engineering Aide II	Engineering and Architecture
Epidemiology Program Representative	Medical, Dental, Hospital and Public Health
Executive Secretary	Administrative Clerical and Office Services
Facilities Maintenance Specialist	Equipment, Facilities and Services
Food Services Specialist	Equipment, Facilities and Services
Impounding Officer	Public Safety and Enforcement
Legal Secretary II	Administrative Clerical and Office Services
Library Associate II	Library and Archives
Personnel Technician	Personnel Management and Employee Relations
Real Estate Appraiser I	Business and Industry
Recreation Leader IV	Recreation
Relocation Advisor I	Housing
Revenue Collection Specialist II	Business and Industry
Sewer Inspector (TV)	Equipment, Facilities and Services
Supervisory Administrative Technician	Administrative, Clerical and Office Services
Supervisory/Battered Women Shelter	Social Science and Welfare
Supervisor/Labor	Equipment, Facilities and Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 13	SALARY: $36,589 to $60,543
Supervisory/Parking Enforcement Officer	Public Safety and Enforcement
Supervisor/Records	Administrative, Clerical and Office Services
Supervisor/Recreation Leader I	Recreation
Surveillance Officer	Engineering and Architecture
Survey Instrument Operator	Engineering and Architecture
Traffic Survey Technician	Transportation and Environmental Services
Victim-Witness Specialist I	Legal, Paralegal and Kindred
Workplace Safety Specialist	Business and Industry
GRADE : 14	SALARY: $38,436 to $63,600
Accounting Technician	Accounting, Budget and Finance
Assistant Superintendent/Solid Waste	Equipment, Facilities and Services
Automotive Mechanic	Equipment, Facilities and Services
Automotive Services Advisor	Equipment, Facilities and Services
Code Enforcement Inspector II	Engineering and Architecture
Coordinator/Building Services III	Equipment, Facilities and Services
Customer Support Engineer I	Automatic Data Processing
Emergency Communications Technician	Public Safety and Enforcement
Emergency Mgmt Outreach Specialist	Public Safety and Enforcement
Fleet Services Technician I	Equipment, Facilities and Services
Horticultural Specialist II	Biological Sciences
Law Clerk	Legal, Paralegal and Kindred
Law Clerk I	Legal, Paralegal and Kindred
Museum Education Specialist	Information and Arts
Outreach/Prevention Specialist	Social Science and Welfare
Senior Eligibility Worker	Social Science and Welfare
Senior Planning Technician	Planning and Urban Development
Senior Residential Counselor	Social Science and Welfare
Supervisory Cartographer	Planning and Urban Development
Supervisor Detox Center	Social Science and Welfare
Supervisor/Equipment Maintenance	Equipment, Facilities and Services
Supervisor/Facilities Maintenance	Equipment, Facilities and Services
Supervisor/Mail Distribution/Duplication	Administrative, Clerical and Office Services
Supervisor/Maintenance Project	Equipment, Facilities and Services
Supervisory Secretary III	Administrative, Clerical and Office Services
Therapist I	Social Science and Welfare
Traffic Signal Repair Technician	Equipment, Facilities and Services
Traffic Operations Technician	Transportation and Environmental Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 14	SALARY: $38,436 to $63,600
Victim-Witness Specialist II	Legal, Paralegal and Kindred
Volunteer Developer	Social Science and Welfare
Zoning Inspector	Planning and Urban Development
GRADE : 15	SALARY: $40,353 to $66,770
Accountant I	Accounting, Budget and Finance
Administrative Assistant/Mayor	Administrative, Clerical and Office Services
Administrative Officer I	Administrative, Clerical and Office Services
Assistant Director/ADHCC	Social Science and Welfare
Asst Superintendent/Construction & Maint	Equipment, Facilities and Services
Assistant Superintendent/Transportation	Transportation and Environmental Services
Buyer I	Procurement and Supply
Community Services Specialist II	Social Science and Welfare
Consumer & Citizens' Affairs Investigator	Business and Industry
Contract Administrator	Procurement and Supply
Contract Procurement Specialist	Business and Industry
Coordinator/Employment Services	Social Science and Welfare
Coordinator/Youth Services	Public Safety and Enforcement
Eligibility Fraud Investigator	Social Science and Welfare
Fire Inspector I	Engineering and Architecture
Fiscal Analyst	Accounting, Budget and Finance
Hack Inspector	Public Safety and Enforcement
Human Rights Investigator	Legal, Paralegal and Kindred
Landscape Architect	Engineering and Architecture
Librarian I	Library and Archives
Landlord/Tenant Investigator	Housing
Nutritionist	Medical, Dental, Hospital and Public Health
Police Personnel Recruiter	Personnel Management and Employee Relations
Police Range Officer	Public Safety and Enforcement
Polygraph Examiner	Public Safety and Enforcement
Public Information Specialist	Information and Arts
Recycling Program Specialist	Transportation and Environmental Services
Research Historian	Library and Archives
Safety Officer	Business and Industry
Supervisory Administrative Assistant	Administrative, Clerical and Office Services
Telecommunications Specialist	Equipment Facilities, and Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 15	SALARY: $40,353 to $66,770
T&ES Inspector I	Engineering and Architecture
Traffic Computer Specialist	Automatic Data Processing
Urban Planner I	Planning and Urban Development
Vocational Services Specialist	Social Science and Welfare
Youth Services Program Specialist	Social Science and Welfare
GRADE : 16	SALARY: $42,374 to $70,115
Assistant Superintendent/Parks & Facilities	Equipment, Facilities and Services
Assistant Superintendent/Tree Maint	Equipment, Facilities and Services
Automotive Parts Manager	Equipment, Facilities and Services
Behavior Management Specialist	Social Science and Welfare
Coordinator/Employee Development Prgm	Personnel Management & Employee Relations
Coordinator/Police Emergency Comm Trng	Public Safety and Enforcement
Coordinator/Pool Site	Recreation
Customer Supporter Engineer II	Automatic Data Processing
Deputy Registrar	Miscellaneous Occupations
Fleet Services Specialist	Equipment, Facilities and Services
Fleet Services Technician II	Equipment, Facilities and Services
Health & Community Education Specialist	Information and Arts
Infant Development Specialist	Social Science and Welfare
Latent Print Examiner	Public Safety and Enforcement
Lease Management Assistant	Business and Industry
Management Analyst I	Administrative, Clerical & Office Services
Park Manager	Equipment, Facilities and Services
Personnel Analyst I	Personnel Management and Employee Relations
Public Health Nurse I	Medical, Dental, Hospital and Public Health
Registered Nurse	Medical, Dental, Hospital and Public Health
Rehabilitation Vocational Counselor II	Social Science and Welfare
Revenue Collection Specialist III	Business and Industry
Sanitarian I	Medical, Dental, Hospital and Public Health
Supervisor/Therapeutic Rec Leader I	Medical, Dental, Hospital and Public Health
Supervisor/Traffic Signal Repair	Equipment, Facilities and Services
Survey Party Chief	Engineering and Architecture
T&ES Inspector II	Engineering and Architecture
Therapeutic Recreation Specialist	Medical, Dental, Hospital and Public Health
Therapist II	Social Science and Welfare
Transit Specialist	Transportation and Environmental Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 17	SALARY: $44,490 to $73,616
Arborist	Biological Sciences
Audiologist	Medical, Dental, Hospital and Public Health
Civil Engineer I	Engineering and Architecture
Code Enforcement Inspector III	Engineering and Architecture
Coordinator/Jury	Legal, Paralegal and Kindred
Coordinator/Volunteer Services	Social Science and Welfare
Curator II	Information and Arts
Dockmaster	Business and Industry
Fire Inspector II	Engineering and Architecture
Fire Protection System Specialist	Engineering and Architecture
Inmate Classification Counselor	Public Safety and Enforcement
Internal Auditor I	Accounting, Budget and Finance
Law Clerk II	Legal, Paralegal and Kindred
Librarian II	Library and Archives
Maintenance and Renovation Specialist	Engineering and Architecture
Master Electrician	Equipment, Facilities and Services
Medical Laboratory Technician	Medical, Dental, Hospital and Public Health
Naturalist I	Biological Sciences
Police Personnel Specialist	Personnel Management and Employee Relations
Real Estate Appraiser II	Business and Industry
Relocation Advisor II	Housing
Revenue Collection Specialist IV	Business and Industry
Social Worker I	Social Science and Welfare
Supervisory Administrative Officer I	Administrative, Clerical and Office Services
Supervisory Emergency Comm Tech	Public Safety and Enforcement
Supervisor/Employment and Training	Social Science and Welfare
Supervisor/Horticulture	Biological Sciences
Supervisory Nutritionist	Medical, Dental, Hospital and Public Health
Supervisor/Recreation Leader II	Recreation
Supervisor/Technical	Equipment, Facilities and Services
Superintendent/Refuse Collection	Equipment, Facilities and Services
Superintendent/Refuse Disp & St Cleaning	Equipment, Facilities and Services
GRADE : 18	SALARY: $46,718 to $77,303
Assistant Vocational Services Manager	Social Science and Welfare
Buyer II	Procurement and Supply
Computer Programmer	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/Transportation	Transportation 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/Telecommunications	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 Dvlpmnt 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/Transit Services	Transportation and Environmental Services
Division Chief/Transportation	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 Srvc'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/ITS	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	SALARY: $79,663 to $131,816
Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
Deputy Commonwealth's Attorney	Legal, Paralegal and Kindred
Director/Communications	Policy Determining
Medical Supervisor	Medical, Dental, Hospital and Public Health
GRADE : 30	SALARY: $83,642 to $138,400
Director/Finance	Accounting, Budget and Finance
Director/General Services	Equipment, Facilities, and Services
Director/Library	Library and Archives
Director/Management & Budget	Accounting, Budget and Finance
Director/Office of Citizen Assistance	Policy Determining
Director/Office of Code Enforcement	Engineering and Architecture
Director/Office of Historic Alexandria	Information and Arts
Director/Office of Housing	Housing
Director/Personnel Services	Personnel Management and Employee Relations
Director/Real Estate Assessments	Business and Industry
Director/Recreation, Parks & Cultural Activities	Recreation
Senior Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
GRADE : 31	SALARY: $87,818 to $145,310
Director/Human Services	Social Science and Welfare
Director/ITS	Automatic Data Processing
Director/MH, MR & SA	Social Science and Welfare
Director/Planning and Zoning	Planning and Urban Development
Director/T&ES	Transportation and Environmental Services
Fire Chief	Public Safety and Enforcement
Chief of Police	Public Safety and Enforcement
Sheriff	Public Safety and Enforcement
GRADE : 32	SALARY: $92,209 to $152,576
Deputy City Manager	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	OCCUPATIONAL GROUP
GRADE : 09	SALARY: $43,618 to $72,173
Police Officer I	Public Safety and Enforcement
Police Officer II	Public Safety and Enforcement
GRADE : 11	SALARY: $48,088 to $79,570
Police Officer III	Public Safety and Enforcement
GRADE : 12	SALARY: $50,489 to $83,544
Police Officer IV	Public Safety and Enforcement
GRADE : 14	SALARY: $55,661 to $92,101
Police Sergeant	Public Safety and Enforcement
GRADE : 16	SALARY: $61,365 to $101,539
Police Lieutenant	Public Safety and Enforcement
GRADE : 19	SALARY: $70,837 to $117,212
Police Captain	Public Safety and Enforcement
GRADE : 22	SALARY: $82,002 to $135,686
Deputy Chief/Police	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	SALARY: $43,618 to $72,173
Deputy Sheriff I	Public Safety and Enforcement
Deputy Sheriff II	Public Safety and Enforcement
GRADE : 11	SALARY: $48,088 to $79,570
Deputy Sheriff III	Public Safety and Enforcement
GRADE : 12	SALARY: $50,489 to $83,544
Deputy Sheriff IV	Public Safety and Enforcement
GRADE : 14	SALARY: $55,661 to $92,101
Deputy Sheriff/Sergeant	Public Safety and Enforcement
GRADE : 16	SALARY: $61,365 to $101,539
Deputy Sheriff/Lieutenant	Public Safety and Enforcement
GRADE : 19	SALARY: $70,837 to $117,212
Deputy Sheriff/Captain	Public Safety and Enforcement
GRADE : 21	SALARY: $78,101 to $129,231
Deputy Sheriff/Chief	Public Safety and Enforcement
GRADE : 22	SALARY: $82,002 to $135,686
Undersheriff	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	SALARY: $41,543 to $68,740
Medic/Emergency Rescue Technician I	Medical, Dental, Hospital & Public Health
GRADE : 09	SALARY: $43,618 to $72,173
Fire Fighter I	Public Safety and Enforcement
GRADE : 10	SALARY: $45,802 to $75,787
Fire Fighter II	Public Safety and Enforcement
Medic/Emergency Rescue Technician II	Medical, Dental, Hospital & Public Health
GRADE : 11	SALARY: $48,088 to $79,570
Deputy Fire Marshal I	Public Safety and Enforcement
GRADE : 13	SALARY: $53,015 to $87,722
Deputy Fire Marshal II	Public Safety and Enforcement
GRADE : 14	SALARY: $55,661 to $92,101
Fire Lieutenant	Public Safety and Enforcement
Medic/Emergency Rescue Technician III	Medical, Dental, Hospital & Public Health
GRADE : 15	SALARY: $58,445 to $96,708
Deputy Fire Marshal III	Public Safety and Enforcement
GRADE : 16	SALARY: $61,365 to $101,539
Asst Fire Marshal	Public Safety and Enforcement
Fire Captain	Public Safety and Enforcement
GRADE : 18	SALARY: $67,650 to $111,939
Fire Marshal	Public Safety and Enforcement
GRADE : 20	SALARY: $74,379 to $123,073
Fire Battalion Chief	Public Safety and Enforcement
GRADE : 22	SALARY: $82,002 to $135,686
Asst Fire Chief	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 2010 City Compensated Holidays

July 1, 2009 through June 30, 2010

Independence Day	Friday	July 3, 2009
Labor Day	Monday	September 7, 2009
Columbus Day (observed)	Monday	October 12, 2009
Thanksgiving Day	Thursday	November 26, 2009
Thanksgiving Day (in lieu of Veteran's Day)	Friday	November 27, 2009
Christmas Eve	Thursday	December 24, 2009
Christmas Day	Friday	December 25, 2009
New Year's Holiday	Friday	January 1, 2010
Martin Luther King, Jr., Day (observed)	Friday	January 15, 2010
Presidents' Day (observed)	Monday	February 15, 2010
Memorial Day (observed)	Monday	May 31, 2010

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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 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.

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

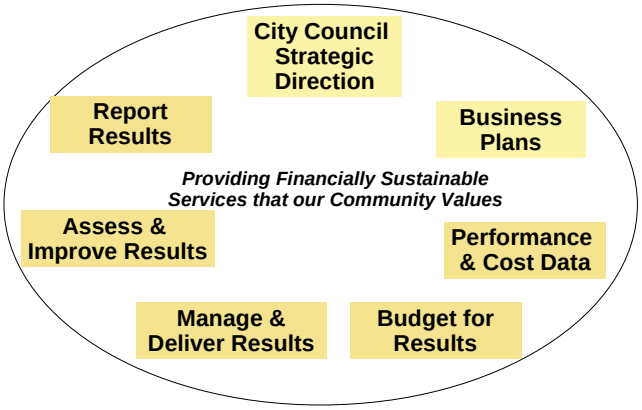
Provides Accountability to the Community

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 – Began in 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					
2007	Jan - June	Use	Develop		Train		
	July - Dec	Refine	Use & Refine	Develop	Use & Refine		
2008	Jan - June	Use				Develop	
	July - Dec	Refine		Develop & Use		Use, Refine & Expand	Change as Approp
2009	Jan - June	Use					
	July - Dec	Refine					
2010	Jan - June	Use					
	July - Dec	Refine					

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 has been divided into <u>165</u> different programs, each with its own goal, budget and performance measures.

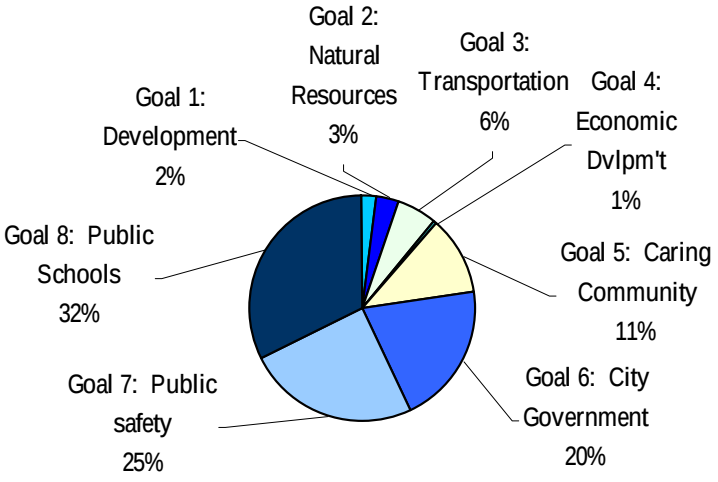
FY 2010 Proposed Program and Activity Budget by Strategic Plan Goal

The 165 programs are subdivided into <u>467</u> individual activities, each with its own goal, budget and performance measures.

<u>Connecting Budgets to Results</u>

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 was 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 as more complete cost and performance data are available, services are being evaluated both for alignment with the City's goals and for the effectiveness and quality they deliver.

The Operating Budget & 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 worked 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 has been reallocated and accounted for on a program and activity basis. This includes 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.

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. The first annual report on performance results will cover FY 2008 actual data and will be released soon. Similar future annual reports on actual results for the completed fiscal year will be published in the fall.

Business Plans for City services began to be developed 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. In FY 2008, the City began developing coordinated business plans for key results areas that support Council's strategic plan and policies. 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.

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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