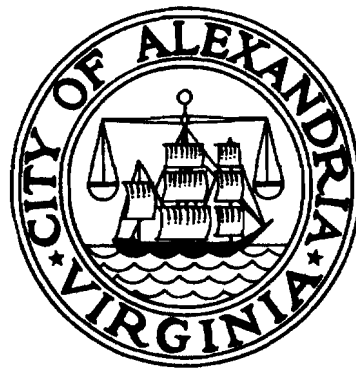


**The Affordable Housing Advisory Committee
2008 – 2009 Annual Report**



September 2009

**The Affordable Housing Advisory Committee (AHAC)
Annual Report, 2008-2009**

The Affordable Housing Advisory Committee (AHAC) is comprised of members appointed by the Alexandria City Council. A list of the committee make up and its members during the 2008-09 period is included at the end of this report. The purpose of the committee is to advise City Council on issues regarding the maintenance and promotion of affordable housing, to make recommendations for policies governing the expenditures of the City's Housing Trust Fund and Housing Opportunities Fund monies, and to oversee the administration of the Trust Fund. The Committee meets on the first Thursday of each month at 7:00 p.m. and is staffed by the Office of Housing.

During the past year the Committee dealt with the following funding requests, affordable housing plans, and issues:

1. **Considered and approved EYA/ARHA's Proposed Affordable Housing Plan for the James Bland Redevelopment (9/08):** The Committee approved a plan which included the set aside of 134 new units (100 two-bedroom and 34 three-bedroom units) as affordable rental housing for income eligible ARHA-assisted households. The units will serve as replacement units for 134 of the now-existing 194 James Bland public housing units pursuant to Resolution 830. Also pursuant to Resolution 830, 44 units additional James Bland units shall be relocated to the redeveloped Glebe Park and Old Dominion sites (when completed) and 16 units will be relocated to a City-identified and secured location that is acceptable to ARHA.
2. **Considered and approved a revised affordable housing proposal from IDI for Hunting Towers in support of its redevelopment plan for Hunting Terrace (Hunting Creek Plaza) (9/08).** IDI's proposal will enhance initial affordability of units (for affordable and workforce levels) as well as preserve ongoing affordability by providing an equity share feature and an appreciation cap mechanism.
3. **Considered and approved a Request from Rebuilding Together Alexandria (RTA) for Housing Trust Fund monies (11/08):** The Committee approved the allocation of \$35,000 in Housing Trust Fund (HTF) monies as a grant to Rebuilding Together Alexandria to fund RTA volunteer-driven rehabilitation activities in FY2009. At least 75 percent of the City's grant funds are for the purchase of supplies and materials. It was reported that there has been steady growth in the number of households served throughout the year, including younger families who are not able to affordable home repairs. During national volunteer day in April 2009, RTA plans to assist over 75 Alexandria resident homes with home repairs, as well as repairing facilities for some local non-profit agencies.
4. **Considered and approved a Community Lodgings Inc. (CLI) Housing**

Opportunities Fund Request (12/08) – The Committee approved a loan of \$46,512 from the HOME fund portion of the Housing Opportunities Fund to complete replacement of the main sewer line and to repair/install new ceramic tile flooring, as needed, in the hallways of the buildings at 3912 and 3916 Elbert Avenue for a total estimated cost of \$36,000. The balance of the money will be used to replace existing commodes with 36 water efficient toilets and to replace showerheads as well as bathroom and kitchen sink aerators with energy saving fixtures at a total estimated cost of \$10,512. CLI was directed to undertake a strategic review of its properties, including a capital needs assessment as a condition of the loan. CLI may return to AHAC with a revised funding request for this work once the cost is determined.

5. **Considered and approved a request from Alexandria Housing Development Corporation (AHDC) for HOF monies (2/09)** – The Committee approved funding for AHDC’s proposed FY 2010 annual operating budget of \$207,880 from the Housing Opportunities Fund (HOF). Any unused monies from AHDC’s FY 2009 budget will be applied toward this total.

6. **Considered and approved the Stevenson Avenue Affordable Housing Plan, (3/09):** Committee approved the Affordable Housing Plan for 6125 Stevenson Avenue which included the following conditions:

“The developer shall also provide nine (9) affordable units for income eligible households. Six (6) will be one bedroom units and three (3) will be two-bedroom units. A parking space shall be provided for each unit.”

“The developer shall provide a voluntary contribution totaling \$121,172 (representing \$2.00 per gross floor area of for-sale residential development), or if the project is developed as rental project, the corresponding voluntary contribution shall be \$90,879, representing \$1.50 per gross floor area for rental residential development; and if at a future date the City Council approves a text amendment to the Zoning Ordinance Section 7-700 to allow for a cash contribution to be made in lieu of the provision of affordable housing, the requirement for on-site affordable units set forth in (b) may be converted to a cash contribution by mutual agreement between the City and the developer. The per unit cash contribution will be the difference between the market price and the Office of Housing’s affordable for sale limit at the time of sale. If the project is developed as a rental project, the cash contribution will be the present value of the 30-year discount for the rental units defined in b above.”

7. **Reviewed and endorsed the Proposed FY 2010 Housing Trust Fund Budget. (3/09):** Given the City’s fiscal situation, the Committee endorsed the allocations as contained in the City Manager’s Proposed Budget.

8. **Reviewed and commented on the Affordable Housing Initiatives Work Group Final Report (3/09):** The committee comments were as follows:

- The City should maintain a commitment to ARHA units
 - Committee members expressed a preference for mixed-income development to include affordable units in each new development (even in small numbers), rather than cash contributions
 - In the development process, the City should give developers of affordable housing priority treatment in obtaining permits, as saving time will reduce project carrying costs-- a major cost factor (“fast tracking”)
 - While there was not a complete consensus, several members recommended that, the Housing Master Plan should also consider accessory housing and alternatives like boarding houses as an additional means of providing affordable housing.
9. **Considered and approved a City Loan to Enable the Glebe Park Redevelopment Project to Proceed (4/09):** The committee approved a \$1.4 million loan to the Alexandria Redevelopment and Housing Authority (ARHA), to bridge planned developer land payments for market and workforce lots needed to support the development of Glebe Park public housing units. Loan funds will come from currently available affordable housing bond and dedicated real estate tax revenues.
10. **Discussion with Eric Wagner, past Chair of the Alexandria Planning Commission (6/09).** Chairman Kaufmann invited Mr. Wagner to discuss the roles, relationships and activities of AHAC and the Planning Commission. Mr. Wagner pointed out that the Planning Commission is authorized in the City’s charter, and vested with specific authority for certain approvals. AHAC is an advisory group, created by the City Council. The Planning Commission has broad powers and must consider the totality of any action, whereas AHAC is focused on one topic only. Mr. Wagner told AHAC that the Planning Commission must get the best deal from developers on many issues; open space, infrastructure, etc., as well as housing. Questions and discussion followed.
11. **Considered and approved programmatic changes to the Moderate Income Homeownership Assistance Program (MIHP) (6/09).** The committee approved changes that will add an equity sharing as a requirement for all loans provided under the MIHP program and establish tiered assistance levels, based on household size and income.

Monthly Activities:

- Reports were made by representatives from ARHA, AHDC, and AHIWG.
- Financial reports on the status of the Homeownership Programs, Housing Trust Fund and the Housing Opportunities Fund.
- On an as needed basis staff prepared briefings on the City Budget, Small Area Plans and affordable housing projects.

Number of Members: 17

Voting Members:

- 1 Builder or developer of residential property
- 1 Real estate professional with knowledge and experience in residential real estate
- 1 Landlord of residential property in the City
- 1 Residential tenant in the City
- 1 Homeowner in the City
- 1 Commissioner from the ARHA Board
- 1 Representative of the City's faith community
- 1 Representative of a civic association in the City
- 1 Representative who is employed by or affiliated with an organization that promotes and maintains affordable housing
- 1 Financial professional with knowledge and experience in the field of finance as it relates to residential housing
- 1 Representative of an employer in the city who employs at least 100 employees
- 1 Licensed and practicing attorney
- 1 Person designated by, but who need not be a member of the Commission on Aging
- 1 Person who is either a City employee or a teacher with the Alexandria City Public Schools

Non-Voting Members:

- 1 Representative from the Office of Housing
- 1 Representative from the Dept. of Planning and Zoning
- 1 Representative from the Department of Human Services

Voting Members during 2008-09

Michael Caison, John Corrado, Carter Flemming, William Harris, Janice Howard, Shelly (Bob) Kaufman, Chair, Pat Phibbs Rizutto, Michelle L'Heureux, Laura Lantzy, Marilyn Patterson, Amy Rose, Amy Susskind, Desiree Maxwell, Nancy Carson, Kerry Ann Powell. (Members whose names appear in bold were active members at the end of the fiscal year).

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**Annual Report
Alexandria Gang Prevention Community Task Force
July 24, 2009**

In accordance with Article III of the Northern Virginia Regional Gang Task Force Memorandum of Understanding (established in February, 2005 and amended in September, 2008), the Alexandria Gang Prevention Community Task Force (with the Senior Policy Work Group on Gangs) was established.

The charge to the Task Force, by the Alexandria City Council (established by Resolution 2128 in December, 2004, and amended in October, 2006), is as follows:

1. To receive briefings on the status of gang suppression, prevention and intervention programs and activities in the City and, insofar as directly relevant to the City, the status of similar programs and activities in the metropolitan region;
2. To assist in informing and educating the Alexandria community about the gang suppression, prevention and intervention programs and activities that are occurring in the City and in the region;
3. To assist in identifying programs and activities that will address specific gang-related problems or issues in the City, with a particular emphasis on programs and activities that will prevent individuals from joining gangs and/or that will intervene with individuals who are members of a gang to facilitate their withdrawal from such membership;
4. Assist in identifying opportunities to obtain funding for programs and activities that will address such gang-related problems or issues in the City; and
5. Assist in identifying state or local laws that should be enacted or amended to enable the City, and possibly other local governments, to better address problems and issues arising from or related to gangs.

Summary of Activities for 2008 – 2009:

In collaboration with fellow members of the Northern Virginia Regional Gang Task Force and in partnership with collaborative efforts in conjunction the Council of Governments, the Alexandria Gang Prevention Community Task Force - consisting of 17 members, chaired by 2 City Council Members and staffed by the Gang Prevention & Intervention Coordinator - continued to support, sustain, improve and create activities, services and resources that remove and mitigate the existence of gang membership, in accordance with recommended national best-practices.

The Task Force, which is advised by the Senior Policy Work Group on Gangs – the membership of which includes multiple City and School leadership positions – met and communicated regularly throughout the year. It was kept apprised of specific criminal and other incidents related to gang activity; interventions in place to support those who may have involved themselves in gang behavior and needed help to separate themselves from such involvement; and prevention and education efforts to provide protective factors within the community, family and individuals to diminish gang behavior prior to its occurrence.

The following is a listing of some of the major activities undertaken and advised by the Task Force and the Senior Policy Work Group on Gangs:

Crime and Graffiti Briefings:

The group was regularly apprised of gang crime and related incidents by special gang and graffiti reports and intelligence by the Northern Virginia Regional Gang Task Force, the Alexandria Police Department, the Alexandria Sheriff's Department, the Commonwealth Attorney's Office, the Office of Adult Probation and Parole and the Juvenile Court Service Unit. Integral to the workings of the Task Force has been the provision of accurate and up-to-date local, regional and national information and trends specifically related to gang activity, which has informed its strategies.

Included in these reports and responses has the streamlined and highly touted graffiti removal system within the City, which attained statewide acclaim. Other examples included specific neighborhood issues such as those at Community Lodgings and Chatham Square. The Gang Prevention Community Task Force was informed and provided resources such as the collaborative efforts of its Gang Prevention & Intervention Coordinator's work with recreation outreach workers, detectives and others and in the development of programming at the family resource center at ARHA.

Intervention Prevention Education (IPE):

The Alexandria Gang Prevention Community Task Force provided regular input on the development and implementation of a specialized, highly effective program within the City and region. The IPE program – a free, 90 day professional intervention program for youth and families at-risk of, or involved with, gang membership – continued in full-force; much to the credit of the support and influence of the Task Force and its leaders. The program, which operates by referrals submitted by City and non-profit professionals, school officials, parents and other community members; received a plethora of service requests from agents representing a wide-cross-section of staff members; so much so that the number of staff deployed in Alexandria was double of that which existed in some larger, more populated jurisdictions in the region. In Alexandria, staff members were proactive in getting services for those in need. Due to this outpouring of pro-activity within the Alexandria community and the excellent outcomes exhibited by the program, IPE continued, despite precarious federal funding problems, because of the support of the Task Force and its Council Co-Chairs.

Subcommittee Drop-Out Prevention:

Task Force at-large member Jim Copple, an internationally renowned expert in conflict, gangs, and drug abuse, chaired a Subcommittee to carry out one of the Task Force's mission objectives – that of working on the problem of young people dropping out of school. Over 12 agency representatives and community members worked with Mr. Copple and the group researched this area extensively, the work of which resulted in the creation of a document of principles that was supported by the Superintendent of ACPS and presented, along with recommendations, to City Council. The Subcommittee has focused on several areas - Drop-Out Prevention Information Exchange, Family Literacy Committee, Student Re-Entry Initiative, and Building Connections. Following the creation of the local subcommittee, the Commonwealth of Virginia held a statewide Summit on Drop-out Prevention (October, 2008) and the Northern Virginia region held a collaborative meeting that included local partners (May, 2009). Alexandria, among the first to address this issue, actively participated in these meetings through the Task Force.

Outreach & Education:

Visibility of the Gang Task Force and its activities is an integral part of mitigation of risk factors that contribute to gang activity. Community members were exposed to information (an average of 1 presentation per week) during the course of the year. Collaborative efforts with local and regional police, other regional prevention coordinators and other experts; including the Office of the Attorney General, were continued to provide specialized information within the local and regional community and to encourage and enlist the support of community members in building protective factors for positive youth and family development. A major venue for outreach and education continued to exist within the school system; particularly for those deemed at-risk by school professionals.

Youth and Parent Focus:

The Alexandria Gang Prevention Community Task Force was fortunate to have a multiple-year youth representative included in its ranks. His participation was seen as a valuable portion of reporting and feedback; so much so that a special "youth focus" report was created. Very frank discussions about what was being seen in the school and community occurred. He was a June recipient of a youth award through the Alexandria Regional Council of the National Capitol Area United Way.

The Parent Representative on the Task Force assumed a leadership role during the course of the year. She chaired meetings and co-led community trainings on gang and other risk behavior community prevention information sessions.

Some of the other areas of support that the Task Force provided oversight and expertise included the following:

- Regional Gang Assessment
- Tattoo Removal
- Relocation
- Regional Soccer Tournament
- Multicultural Volunteerism
- Alexandria Mentoring Partnership

Statement of the Group's Specific Goals for the Coming Year:

The Alexandria Gang Prevention Community Task Force will continue to oversee the activities and goals of its strategic plan to mitigate risk factors that may contribute to involvement in gangs. Specifically, it will work in collaboration with its partners within the Northern Virginia Regional Gang Task Force, the Council of Governments and jurisdictions within Virginia, Maryland and the District of Columbia. It will continue to receive specific and specialized reports from law enforcement and will oversee its local intervention program. Among some of the more specific areas of work will be in the receipt and response of the nation's first regional gang assessment, the development of a specialized soccer league for at-risk youth, and the expansion of the fledgling Alexandria Mentoring Partnership to include local school mentoring.

Recruitment and Leadership Plans:

The Alexandria Gang Prevention Community Task Force will recruit within the local community to fill vacant positions. City Council continues to serve as the Chairpersons of the Task Force.

Cycle for Ensuring Turnover in Leadership:

Leadership within the Task Force is determined by City Council.

Respectfully submitted,

Lucian Brooks for Michael Mackey
Gang Prevention/Intervention
Coordinator

Annual Report

Alexandria Gang Prevention Community Task Force

July 24, 2009

Summary of Activities for 2008 – 2009:

In collaboration with its membership within the Northern Virginia Regional Gang Task Force and in partnership with efforts within the Council of Governments, the Alexandria Gang Prevention Community Task Force - consisting of 17 members, chaired by 2 City Council Members and staffed by the Gang Prevention & Intervention Coordinator - continued to support, sustain, improve and create activities, services and resources that remove and mitigate the existence of gang membership, in accordance with recommended national best-practices.

The Task Force, which is advised by the Senior Policy Work Group on Gangs – the membership of which includes multiple City and School leadership positions – met and communicated regularly throughout the year. It was kept apprised of criminal and other incidents related to gang activity; interventions in place to support those who may have involved themselves in gang behavior and needed help to separate themselves from such involvement; and prevention and education efforts to provide protective factors within the community, family and individuals to diminish gang behavior prior to its occurrence.

The following is a listing of some of the major activities undertaken and advised by the Task Force and the Senior Policy Work Group on Gangs:

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The group was regularly apprised of gang crime and related incidents by special gang and graffiti reports and intelligence by the Alexandria Police Department, the Alexandria Sheriff's Department, the Commonwealth Attorney's Office, the Office of Adult Probation and Parole and the Juvenile Court Service Unit. Integral to the workings of the Task Force has been the accurate and up-to-date knowledge of local, regional and national trends related to gang activity. Included in these reports was the streamlined and highly touted graffiti removal system within the City, which attained statewide acclaim.

Other examples of discussion included specific neighborhood issues such as those at Community Lodgings and Chatham Square. The Gang Prevention Community Task Force was informed and was able to provide and recommend resources such as collaborative efforts of its Gang Prevention & Intervention Coordinator's work with, for example, recreation outreach workers, detectives and others and in the development of programming at the family resource center at ARHA.

Intervention Prevention Education (IPE):

The Alexandria Gang Prevention Community Task Force provided regular input on the development and implementation of a fledgling and increasingly effective program within the City and region. The IPE program – a free, 90 day professional intervention program for youth and families at-risk of, or involved with, gang membership – continued in full-force; much to the credit of the support and influence of the Task Force and its leaders. The program, which operates by referrals submitted by City and non-profit professionals, school officials, parents and other community members; received a plethora of service requests from agents representing a wide-cross-section of staff members; so much so that the number of staff deployed in Alexandria was double of that which existed in some larger, more populated jurisdictions in the region. In Alexandria, staff members were proactive in getting services for those in need and the program continued, despite precarious federal funding problems, because of the support of the Task Force.

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Outreach & Education:

Visibility of the Gang Task Force and its activities is an integral piece of community supports in this area and community members were exposed to information weekly during the course of the year. Collaborative efforts with local and regional police, other regional prevention coordinators and other experts; including the Office of the Attorney General, were continued to provide specialized information within the local and regional community.

Youth Focus:

The Alexandria Gang Prevention Community Task Force was fortunate to have a multiple-year youth representative included in its ranks. His participation was seen as a valuable portion of reporting and feedback; so much so that a special "youth focus" report was created. Very frank discussions about what was being seen in the school and community occurred. He was a June recipient of a youth award through the Alexandria Regional Council of the National Capitol Area United Way.

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- Regional Gang Assessment
- Tattoo Removal
- Relocation
- Regional Soccer Tournament
- Multicultural Volunteerism
- Alexandria Mentoring Partnership
- Soccer Tournaments and Provision of Leisure Time Activities

Statement of the Group's Specific Goals for the Coming Year:

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youth, and the expansion of the fledgling Alexandria Mentoring Partnership to include local school mentoring.

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Cycle for Ensuring Turnover in Leadership:

Leadership within the Task Force is determined by City Council.

Respectfully submitted,

**Mike Mackey
Gang Prevention & Intervention Coordinator**

ALEXANDRIA MARKETING FUND FY 2009 Report

Background

The Alexandria Marketing Fund is a program administered by the Alexandria Marketing Committee. Reinvigorated in October 2007 by the Alexandria City Council, the fund is designed to increase revenues within the City by fostering public/private partnerships that promote Alexandria as a destination for visiting, shopping, dining and doing business. City Council appropriates funding on an annual basis and the Alexandria Marketing Fund Committee reviews and approves applications for funding.

The Marketing Coordinating Council provides advisory support to the Marketing Committee by providing information to prospective grantees, providing preliminary application reviews and feedback to the Marketing Fund Committee, and providing direct pre-and post-application technical assistance to applicants and grantees.

Goals of the Alexandria Marketing Fund include:

- Fostering marketing projects that enhance the long-range marketing priorities of the City.
- Coordinating the marketing plans among City, civic, and business organizations in Alexandria.
- Increasing awareness, while expanding the quality of Alexandria's diverse retail, dining, hospitality, cultural attractions and other businesses.
- Promoting Alexandria to specific target audiences, including residents and visitors.
- Generating additional business sales and tax revenues in Alexandria.

Grantmaking Activities

In FY 2009, the Alexandria Marketing Fund awarded seven grants.

Round II

- **Campagna Center:** \$28,402 in support for new, expanded marketing initiatives for the Scottish Christmas Walk Weekend.
- **Del Ray Business Association:** \$9,720.23 for the creation and implementation of an advertising campaign to promote dining, shopping, cultural and recreational activities in Del Ray to DC area families and individuals.
- **Old Town Business and Professional Association:** \$59,000 for development of a holiday shopping coupon book, targeting 100,000 Alexandria residents and those within a 15-mile radius of the City.

Round III

- **American Red Cross, Alexandria Chapter:** \$20,000 to support expanded efforts to marketing the annual Waterfront Festival through multiple marketing channels, including print advertising, radio and television advertising, Web advertising and e-mail marketing, and other methods.
- **Del Ray Business Association:** \$800 to support development and promotion of “Discover Del Ray Dining Week.”
- **Old Town Boutique District:** \$24,000 in support of expanded marketing efforts, including enhancement of the OTBD Web site and a new e-mail marketing program.
- **Senior Services of Alexandria:** \$7,225 in support of marketing efforts associated with the signature fundraising event, “SpringDine,” which benefits Alexandria Senior Services.

Workshops

In addition to grantmaking, the committee, in conjunction with the Marketing Coordinating Council, developed and implemented three workshops targeting Alexandria businesses, nonprofit organizations, and community organizations. The purpose of the workshops was to introduce the Alexandria Marketing Fund and its principles to the community, to introduce the members of the Marketing Coordinating Council and the Marketing Fund Committee, and to encourage eligible organizations to submit applications. The workshops were promoted through contacts made by Marketing Fund Committee/Marketing Coordinating Council members, through press releases distributed on the City’s Web site and through the Alexandria eNews service, and distributed by organizations such as the Alexandria Chamber of Commerce and the Alexandria Economic Development Partnership.

Morning and afternoon “Marketing in Alexandria 101” workshops were held in January 2008. Nearly 100 people attended the workshops, which included discussions on Marketing Fund Guidelines, Marketing Fund Committee and Marketing Coordinating Council structure, information on business development and marketing resources in the City, and a question/answer session with Coordinating Council and Marketing Fund Committee members. (A copy of the workshop presentation is attached.) A follow-up session for prospective applicants was held in February, which attracted about 45 people.

Statement of 2009 Goals

The reinvigorated structure of the Alexandria Marketing Committee has allowed the Marketing Committee/Coordinating Council to develop expanded objectives to achieve the overall goal of the committee: to increase revenues within the City by fostering public/private partnerships that promote Alexandria as a destination for visiting, shopping, dining and doing business. These expanded objectives include the following:

That the Alexandria Marketing Committee

- Serve as an incubator/support for new and replicable marketing ideas and projects
- Support new technologies and marketing techniques
- Encourage participative collaboration among Alexandria organizations to achieve mutual marketing goals
- Provide applicants with access to Marketing Coordinating Council members for application review and feedback during the application development process
- Provide grantees with limited “post-award” access to Marketing Fund Committee members for program review and feedback after the grant is awarded

The Marketing Fund Committee and the Marketing Coordinating Council are working to establish policies and procedures to 1) fulfill these expanded objectives; 2) increase grantee (and Committee) accountability; and 3) provide the Committee with a means to measure the overall success of the grant program, and its impact on grantees and the City.

Toward this end, during the last year, the Committee and Coordinating Council have

- formalized Marketing Fund application review and review meeting procedures,
- distinguished the role of the Marketing Coordinating Council in relationship to the Marketing Fund Committee, and
- formalized and established interim and final reporting requirements and other measures to track grantee accomplishments and programmatic success.

Recruitment and Leadership Plans

The Marketing Fund Committee lost one member in FY 2009, and will recruit another member in the coming weeks. Both groups will meet throughout the summer to receive a formal orientation (in the leadership transition that occurred when Communications Director Jeanne Bonds left the City, an orientation was never provided), to elect officers, and to develop strategic plans for the coming year.

ALEXANDRIA – GYUMRI SISTER CITIES COMMITTEE

Report to the Alexandria City Council

June 2009



Introduction

For the past 19 years, the City of Alexandria has maintained a formal connection with the people of Gyumri, Armenia's second largest city, through a sister city affiliation. This international linkage is a prominent example of our city's willingness to look beyond itself in response to the needs of others and an example of the power and value of cross-cultural partnership in addressing many of the challenges faced by communities worldwide.

Alexandria's longstanding relationship with Gyumri has produced a highly unique sister city twinning arrangement – one that provides rich insights and special opportunities for both Alexandria and Gyumri. This report is designed to shed some light into that unique connection by reporting the activities of the Alexandria-Gyumri Sister Cities Committee and providing an overview of Gyumri and Armenia.

The first part of the report summarizes the Committee's history, recent activities and future orientation. The second part of the report provides a brief insight into the proud, ancient and sometimes troubled story of Armenia and our sister city, Gyumri.

The Relationship

1988 Earthquake Disaster



At 11:41 am on the bitterly cold Wednesday morning of December 7, 1988, a powerful earthquake struck the Caucasus region of Central Asia in the northwest corner of the Armenian Soviet Socialist Republic. The initial shock of the earthquake measured 6.9 on the Richter scale and was followed four minutes later by an aftershock of magnitude 5.8. Near the quake's epicenter, the Armenian city of Spitak (population 25,000) was instantly leveled.

In the nearby city of Leninakan (formerly known as Gyumri¹), the second largest city in Armenia (pop. 250,000), the shocks also wrought massive destruction - collapsing houses and buildings, destroying civil infrastructure, killing thousands and sending panicked, terrified survivors into the frozen winter streets. Over half of all of structures in the ancient city, known as a cultural and artistic center since the 5th Century BC, were left in utter ruin.

During the course of this tragic event, an estimated 25,000 citizens of the region were killed due to the collapse of poorly-constructed buildings, freezing temperatures and a shoddily-executed response from the ossified and rapidly fading Soviet central government. An additional 25,000 people were rendered homeless, and thousands upon thousands of lives were shattered. The regional economy was basically destroyed. For months afterward, terror and devastation persisted as aftershocks, some as large as magnitude 5.0, continued to rattle the region and hamper efforts at recovery.

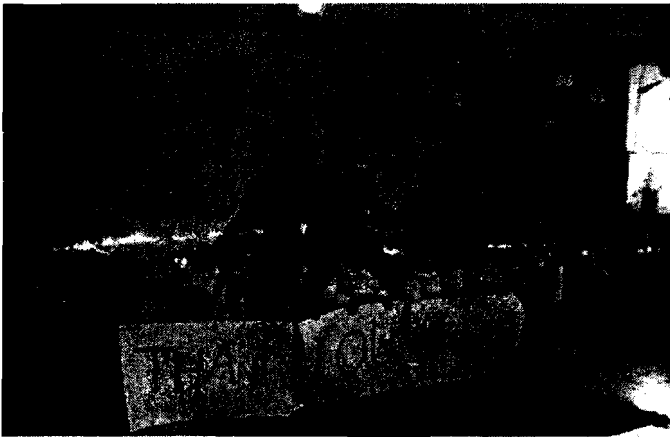
¹ The city currently known as Gyumri has undergone several name changes throughout its long history. While known ancient times as 'Kumayri', the city was later named Alexandropol (1840-1924), Leninakan (1924-1990). After 1990 the city re-adopted the name 'Gyumri' in accordance with traditional, pre-Soviet nomenclature.

Alexandria Responds



The magnitude of the humanitarian disaster led then-Soviet premier Mikhail Gorbachev to the unprecedented decision to allow aid, relief workers and journalists to pour into from Western donors. As part of a large international outpouring of assistance, the City of Alexandria, Virginia seized this opportunity to take action. A number of Alexandria citizens petitioned the Alexandria City Council to assist in the

humanitarian response, and an ad hoc committee was organized to provide assistance to Leninakan. One year later, on March 27, 1990, the Alexandria City Council established the "Alexandria – Leninakan Exchange Committee" to develop a long-term program of cultural, educational and professional exchange between the two cities. That year, a delegation of Alexandria officials, led by Vice Mayor Patsy Ticer, traveled to Armenia in order to meet with officials of Leninakan and to commemorate the agreement.



Later that year, the official "Sister City" relationship between Alexandria and Gyumri was formalized by a written agreement. A resolution passed by the City Council on October 11, 1990 changed the name of the Exchange Committee to the "Alexandria – Gyumri Sister Cities Committee." The Mayor of the city of Gyumri visited Alexandria at that time and presented gifts to the city of

Alexandria on behalf of the citizens of Gyumri.

It was in this collaborative response to disaster that the city of Alexandria was able to successfully forge a bond with the people of Gyumri, and in subsequent years, the partnership has grown beyond its humanitarian roots to encompass a broader mission of cultural awareness and understanding.

The Committee

Purpose

Drawing from its purpose as a vehicle for humanitarian response, the Alexandria – Gyumri Sister Cities Committee has, over the years, undertaken a number of projects designed to assist the people of Gyumri in addressing their extraordinary and pressing needs. Notably, the Committee has emphasized the needs of Gyumri's children in targeting grant aid to local community organizations. In addition to this humanitarian mission, the Committee has worked to enhance awareness and appreciation of Armenian culture in Alexandria and in Northern Virginia, and to likewise foster understanding of the United States' history and traditions among the citizens of Gyumri.

Partnerships

The Committee works with the citizens of Gyumri through various organizations - some in Gyumri and others in the U.S. (with close ties to Gyumri). The Committee receives generous contributions from individuals and raises funds through cultural and other events. The following is a partial list of the many organizations that have provided support for the Committee's efforts in the past:

- The United States Peace Corps
- Armenian Missionary Association of America
- Armenian Network of America
- Embassy of the Republic of Armenia
- Knights of Vartan
- Daughters of Vartan
- Saint Mary Armenian Apostolic Church
- Holy Cross Armenian Apostolic Church

Activities and Accomplishments

Humanitarian Assistance through Grant Awards

Over the years, the Committee has provided grants to non-governmental organizations, schools and orphanages in Gyumri to support the extraordinary needs of children and youth. Examples of such humanitarian assistance are provided as follows:

- Five orphaned children have received consistent, sustaining support from the Committee since 1999 through a program run by the Armenian Missionary Association of America. Known as the "Alexandria Children," Arman Grigorian, Hripsime Grigorian, Aramik Mghdesian, Karineh Petrossian and Avetik Tovmasian, attest to the invaluable support they are provided in annual correspondence to the Committee.

- A project entitled “**Winter Warmth**” benefited the children of the Gyumri State Orphanage through a proposal from Peace Corps Volunteers serving in Gyumri. Funds were used for heating fuel and warm clothes for the orphans. The Committee has also sponsored Christmas parties for the 200 needy children living at the orphanage.
- On an ad hoc basis, the Committee has responded to appeals for funds for such things as **heating fuel for schools** in poor neighborhoods. The Committee has also provided funds for the purchase of badly needed **school equipment** such as a fax machine, tables, chairs and desks for various schools in poor Gyumri neighborhoods. In addition, it has funded the purchase of textbooks, computers and school supplies, and sponsored an exchange of architects. Other grants have helped train elementary level school teachers and provided textbooks in Armenian.
- Working through the Knights of Vartan, the Committee has provided annual grants to the World Bank’s Armenian Social Investment Fund (ASIF) specifically directed to the “Adopt a School Project”. Through this project, every one dollar of contributions is matched by nine dollars from the World Bank for the purpose of rebuilding the Armenian public school system. To date, the Knights of Vartan have raised \$1.9 million to support 186 school projects in Armenia, many of which were in Gyumri.

These photos have been provided by grantees and illustrate how the Committee's funds have been used over the years:



More recent events:

The Committee has a formal process for soliciting and considering proposals for competitive and discretionary grants. We encourage qualifying requests from both Non-Governmental Organizations (NGOs) and community organizations that focus on the needs of children, including education. The process requires organizations to verify their legitimacy and operations in the host country, to describe their accounting practices and to provide a business plan that describes in detail how the grant funds would be used.

The Committee funds those proposals that are most consistent with its stated criteria to the extent that funds are available. During the 2009 grant cycle, the Committee benefited from a rigorous and deliberative grant-making process in order to optimize the quality of the projects funded and the effectiveness and legitimacy of the Armenian organizations receiving grants.

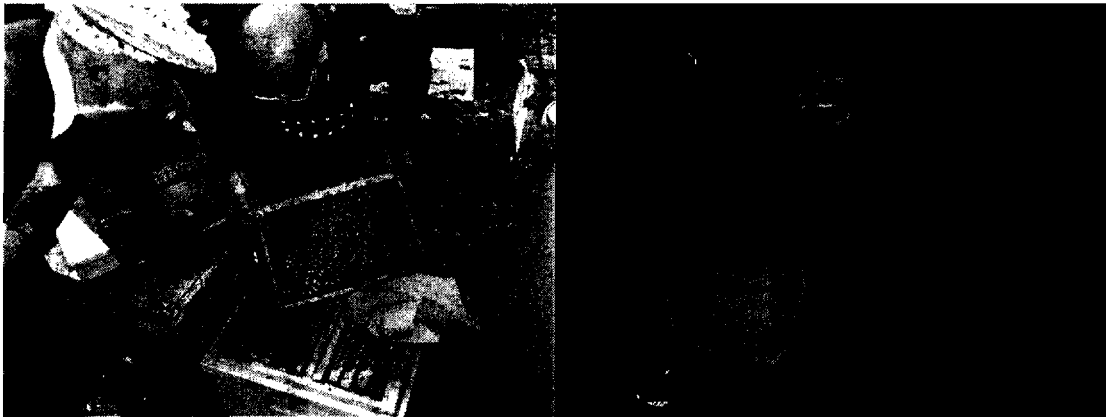
The Committee has adopted a scoring system to evaluate grant proposals and, this past year, ran an announcement in the US Embassy's widely-distributed newsletter – the *Bari*

(translated: *Good News*) to solicit proposals. This announcement generated a number of inquires and resulted in the receipt of fourteen grant proposals.

This year's winning proposal is described thusly:

UMCOR (United Methodist Committee on Relief): Hope for the Children of Hope

UMCOR proposes to develop a beekeeping farm with the help of Hope Orphanage staff and residents in order to strengthen the community, build a sense of ownership and improve the health and quality of life for the children at Gyumri's Hope Orphanage. The project will also focus on teaching vocational skills to the orphans and improving the diet of 85 vulnerable children. The funds will be used to purchase agricultural inputs and a honey processing machine, and pay for training. UMCOR is working with USDA to assure the quality of the honey produced. A \$3,845 grant was approved that will be disbursed in two installments.



Last year, grants were awarded to the following two NGOs:

a) Women for Development: Peace and Conflict Resolution Education in Schools

This project focused on the publication of handbooks for teachers to provide guidance when dealing with conflict situations, the provision of related training materials and the organization of seminars in local schools and other such training events for teachers.

b) CIVITAS: Next Step Toward Educated Youth

CIVITAS seeks to expand its Virtual (on-line) School by offering two sets of extracurricular activities designed to provide target groups with vocational skills and informal instruction in the areas of culture, civic pride, environment and conservation. CIVITAS expects to reach approximately 150 Gyumri university students through on-line programs.

Cultural Awareness

- The Committee has presented **concerts** showcasing the talents of young Armenian and Armenian-American artists at the Masonic Temple and the Lyceum, and has held **lectures** on Armenian culture and history. It sponsored an exhibition of Armenian children's art and supported exchanges of secondary students between Alexandria and Gyumri. For many years, the Committee organized the **Alexandria Armenia Day Festival**, which has featured Armenian food, Armenian vocal, dance and instrumental performances, as well as arts and crafts. These events have been undertaken in order to promote appreciation of Armenian culture and history within the Alexandria community and to raise funds for Gyumri projects.
- A decade ago, the Committee helped organize the display of a sculpture by renowned artist **Fred Sagoyan** at the American Red Cross headquarters in Washington. This gift was financed by Mr. Frederick Hart. This beautiful artwork recognizes the assistance received from the American people during the devastating 1988 Armenian earthquake. Because of this event the Committee eventually realized thousands of dollars for its grants.

Official Linkages



Over the years, the Committee has formed some important official links between Alexandria and Armenia. In 2006, Alexandria Mayor Bill Euille and the Committee hosted a visit from a small contingent of Armenian officials led by Artur Baghdasaryan, a member and former Chairman (2003-6) of the Armenian National Assembly, founder and leader of the Armenian "Rule of Law" Party and member of the Assembly's Committee on Foreign Policy. During his visit,

Baghdasaryan recognized the work of the Committee and thanked Alexandrians for their generous support for the city of Gyumri, highlighting its positive impact among the city's youth.

Relations with the Armenian Embassy have been cordial and congenial; the Embassy has represented Gyumri and Armenia at a number of Committee events, and has supported the Committee in numerous ways.

Financial Status

The Committee's funds are maintained by the City of Alexandria. Total cash resources available as of June 1, 2009 are approximately \$7,377.28.

Future Plans

Relationship with Gyumri: The Committee will explore the scope for establishing a more direct and formal relationship with the political, civic and business leadership in Gyumri and has established a sub-committee to explore recommendations. In this context, we hope to facilitate a visit by Mayor Euille and other officials to Gyumri at some point in the future.

Fund-Raising: For many years, the Committee has relied heavily on the annual Alexandria Armenia Day Festival both to raise funds for its grant program and to expand awareness of the Armenia culture and history. In order to optimize its fundraising capacity, the Committee decided in 2009 to forego Festival planning in favor of exploring other options for fund-raising, public outreach and other Committee goals. To this end, the Committee plans to organize a special event at the Lyceum in September 2009, which is expected to attract members of the both Armenian and Alexandrian communities.

Membership: Currently, there are ten (10) official members of the Committee. In addition, participants (non-voting members) provide ad hoc support and periodically attend meetings. The total number of positions allocated by the City is eighteen (18). The Committee is actively recruiting for new members to fill the remaining slots. One application is currently pending the approval of the City Council. New members have been recruited through advertising conducted by the City of Alexandria's Citizen Assistance Office, and some have been identified by other Committee members. The City's support in this regard is highly appreciated.

The Committee welcomes any questions or comments that Council Members may have and can be contacted through the Citizen Assistance Office at the following address:

Alexandria-Gyumri Sister City Committee
c/o Citizen Assistance Office, City Hall
P.O. Box 178
Alexandria, VA 22313

www.alexandria-gyumri.org

Committee Members:

Phyllis Ahlman (Secretary)
Jane Coughran
Sandra Goshgarian (Chair)
Nicole Green
Kenneth Hill
Araxi Julian
Judith Markarian
Suzanne McNicholas
Dean Shahinian
Forrest Wilhoit (Treasurer)
Jennifer Zakriski

GYUMRI & ARMENIA

Cultural and Historical Background

The City of Gyumri



Alexandria's sister city in Armenia is located in the northwestern corner of that country, some 126 km (~75 miles) from the capital city of Yerevan. In 2008, its population was estimated to be approximately 168,918. Even though Gyumri is a capital city of the Shirak Marz (region) and Armenia's second largest city, it lags significantly behind Yerevan in terms of economic, education, and cultural development.

Gyumri was first settled in the 5th century BC and existed as a small settlement until the mid 19th century, when it began to grow and prosper as a result of its role as a

military garrison for expansionist Russian Imperial military activities in the Transcaucasus region. Its appointment in 1837 as a major outpost precipitated one of a few name changes, as the city was named Alexandropol by Tsar Nicholas I. In the 19th and early 20th century, the city grew to include over 30,000 citizens and became one of the most notable hubs of trade and culture in the entire Caucasus. During the Soviet era and following the death of Soviet Leader Vladimir Lenin, the city changed its name to Leninakan and continued to build its prosperity as a major industrial center for the Armenian Soviet Socialist Republic. Following the dissolution of the Soviet Union and the restoration of Armenian independence, the city yet again claimed its ancient name of Gyumri.

Despite its proud history as one of Armenia's oldest towns, Gyumri has struggled economically since the 1988 earthquake, even given the efforts of the international community to assist with reconstruction and development. Temporary homes (*dolmiks*) were provided in the form of metal containers that were supposed to last a couple of years, but even today there are still thousands of people living in them in and around Gyumri – a particularly dire reality, given that winter is colder and lasts longer in Gyumri than it does in Yerevan, usually starting in November until April or May. The legacy of the 1988 earthquake disaster persists still today in terms of high unemployment, substandard infrastructure and housing shortages.

Armenia

Armenia's history is long and diverse, its geographic area being first settled as recently as 6000 B.C, although there are remnants of human activity claimed to date back some 100,000 years. The modern Republic of Armenia is located in the Caucasus region of Central Asia and shares borders with Turkey, the Republic of Georgia, Azerbaijan, and Iran. A landlocked country with an area somewhat smaller than that of Maryland, its capital and largest city is Yerevan (population: 1.1 million). The country is mostly mountainous, with a highlands climate that is characterized by wide temperature variations between summer and winter seasons. Its most prominent geological feature is Mount Ararat (alt. 13,435 ft.) – a feature of both Biblical and national significance.

While Armenia was one of the most industrial Republics during its time as part of the Soviet Union, its economy has struggled in the post-Soviet era of more scarce external support. Not only have the distorted legacies of Soviet central planning economy hampered efforts to restructure and to attract foreign investment, but the devastation of the 1988 Spitak earthquake, as well as effects of an ongoing (but at this point largely managed) military conflict with neighboring Azerbaijan over the Nagorno-Karabakh region have also played a significant role.

The Caucasus and Central Asia



The country is a recipient of assistance from a number of international financial institutions such as the World Bank and IMF, and has made progress in recent years in terms of improving macroeconomic indicators and reforming key sectors of the economy. In terms of US support, Armenia has signed a compact with the Millennium Challenge Corporation which qualifies it to receive a 5-year, \$236 million infrastructure and

agricultural reform package. In 2006, other US aid support totaled \$76.5 million for projects in Democracy Programs, Economic & Social Reform, Security & Law Enforcement, and Humanitarian Assistance.

As of 2007, Armenia ranked 83rd in the UN Human Development Index. The country experiences an unemployment rate of around 30.6%, and there are some 240,000 internally displaced persons (IDPs) within Armenia's borders. In terms of agriculture, while approximately 40% of Armenia's land is arable, although there are severe sectoral management problems in that arena. Armenia depends heavily on external sources of energy, coming in the form of gas and oil imports from Russia.

The country is divided into 11 administrative districts, known as *marzer* and has been a constitutional republic since the adoption of its constitution in 1995. The structure of the Armenian government is very similar to that of the traditional European parliamentary system, being composed of a president, a unicameral national assembly and an independent federal judicial system. Given these structural affinities, however, Armenia has had some difficulty in terms of electoral and polling processes and efficiency. The head of state is currently President Robert Kocharian, who was re-elected in 2003 to his second 5-year term.

From an ethno-religious perspective, the country is quite homogenous, with some 93% of the population being ethnic Armenian. There are very small minorities of Azeris, Russians and Kurds. 94% of the population is Christian Armenian Orthodox.

Armenia enjoys friendly relations with the United States, and is considered an important strategic partner due to its position as a key “East-West” country with ties to Eurasia, Europe and the Middle East. Additionally, the US government perceives security in the Transcaucasus region to be important in maintaining global access to hydrocarbons and hydrocarbon transit routes. Finally, the Armenian Diaspora in the United States numbers around 1.5 million and plays a vital and active in American political, cultural and economic life.

ALEXANDRIA ARCHAEOLOGICAL COMMISSION

ANNUAL REPORT

for

**FISCAL YEAR 2009
JULY 2008 - JUNE 2009**

I. SUMMARY

The Commission had another very active year pursuing its three-fold mission of preservation, education, and advocacy for Alexandria's archaeological and historical resources as they arose regarding issues involving development, the natural and historic environment, transportation, economy/tourism, diversity of community, and efficient, community-oriented government.

During Fiscal Year 2009, the AAC:

- Sent a letter the Planning and Zoning Department regarding the Archaeological Commission's recommendations and concerns regarding waterfront planning and spoke in support of the those comments at a waterfront planning public forum;
- Sent a letter to the Recreation and Parks Department expressing the AAC's concerns and recommendations regarding the historic cemeteries at Fort Ward and the need for planning and preservation of the cemeteries and the post-Civil War African-American settlement ("The Fort") which are located at Fort Ward and negatively impacted by the maintenance yard and nursery;
- Sent a letter to City Council opposing a developer's proposed amendment to the Old and Historic District which would remove a land parcel at Hunting Terrace from the district in order to allow planned construction on the parcel to exceed the district's height restrictions;
- Sent a letter to City Council, in response to the proposed FY10 budget, recommending reinstatement of the City's Research Historian position and an increase in the staffing and hours at the Barrett Library Local History Special Collections, and spoke in support of the letter at the budget public hearing;
- Sent an email response to the Environmental Policy Commission with the AAC's recommendations to add references and actions regarding history and green building impacts on historic structures to the proposed draft action plan from the Eco-Summit.

- Responded to the City Council Committee on Boards and Commission report with the AAC's concerns regarding that Committee's recommendations for term limits for members of Boards and Commissions and deadlines regarding the filing of Annual Reports from the City's Boards and Commissions;
- Presented Ben Brenman Archaeology awards to recipients T. Michael Miller, Chan Mohney, the Friends of Freedmen's Cemetery, and the Historic Alexandria Foundation.
- Refined the nomination and selection process for the Ben Brenman Archaeology Award, which recognizes individuals and businesses who help to promote and preserve Alexandria's archaeological past;
- Updated and finalized the Archaeological Commission's Strategic Plan;
- Finalized an issue paper which was sent to the Director of the Office of Historic Alexandria to begin a discussion regarding the building of a modern archaeology museum that would increase tourism and local support for historic and archaeological interests; and
- Discussed drafts of a letter to be sent to Manchester, England, to see if they would like to become an archaeology sister city.

II. RECOMMENDATIONS FOR FY 2010

The Commission recommends:

- Working with other City organizations or civic groups which are interested in historic preservation and the waterfront for greater co-ordination on issues concerning the waterfront;
- Incorporating archaeological and historic resources into discussions and planning involving tourism and economic development;

III. GOALS FOR FY 2010

The Archaeological Commission set as its goals for July 2009 - June 2010:

- Continued active involvement in proposals involving the Alexandria Waterfront, which contains several historic structures;

- Working with other City organizations or groups which are interested in historic preservation and the waterfront for greater co-ordination on issues concerning the waterfront;
- Incorporating archaeological and historic resources into discussions and planning involving tourism and economic development;
- Conducting information meetings or “history chats” in various neighborhoods in order to bring history to City residents.
- Submission of history related articles written by members to various newspapers, such as the Alexandria Times.

IV. AAC ACTIVITIES CONDUCTED IN FY 2009

The Archaeological Commission conducted a variety of activities during FY 2009. These activities are set forth below and are organized within headings taken from the City’s Strategic Plan in order to facilitate an understanding of how the Commission’s activities relate to the vision, goals, and objectives of the City.

QUALITY DEVELOPMENT AND REDEVELOPMENT

Waterfront Planning: AAC members attended a waterfront tour, conducted by City Archaeologist, in order to better understand the history and issues involved in the waterfront planning process. A member from the Historic Alexandria Resources Commission also attended. Members also were present at the April 23 public meeting and Katy Cannaday presented the AAC’s recommendations and concerns regarding development of the waterfront. The AAC also submitted a written statement on its recommendations and concerns for inclusion in the Waterfront Planning website. AAC members also participated in the June 27th public roundtable forum on the waterfront and attended the April 30th presentation by consultants on various waterfront planning issues.

Ben Brenman Archaeology Awards: The Commission selected four recipients for the second annual Ben Brenman Archaeology Awards, which were presented in October 2008 during Alexandria Archaeology Month. The award winners were: T. Michael Miller, City Historian; Chan Mohny, former AAC member and primary mover behind the creation of the Alexandria Heritage Trail; the Friends of Freedmen’s Cemetery, and the Historic Alexandria Foundation. The awards are given to individuals, families, or organizations or developers for their significant contributions to archaeology in Alexandria. In addition, members refined the nomination and selection process and timeline for the Ben Brenman award.

Old and Historic District Proposed Amendment: Katy Cannaday briefed the members on a developer’s proposed amendment to the Old and Historic District which would remove a section of land at Hunting Terrace from the district so that the developer’s

planned construction for the property could exceed the City's height restrictions in the district. It was noted that the height restrictions were endorsed by the National Park Service. The members discussed and approved sending a letter to City Council opposing the amendment.

Small Area Plans: Several AAC members attended and spoke about history related to areas within those Small Area Plans that Alexandria is updating, including Landmark/Van Dorn, Braddock Metro, and Potomac Yard.

THE NATURAL AND HISTORIC ENVIRONMENT

Fort Ward: Members discussed the proposed planning for Fort Ward and the fact that the historic, post-Civil War African-American settlement ("The Fort") and related cemeteries were not mentioned in the planning. Members expressed their concerns that the City had a maintenance yard and nursery on the site of the cemeteries, which still contain a gravestone, and probably many graves. They adversely impact the graves but also prohibit people from visiting the cemeteries. Members approved sending a letter to the Recreation, Parks and Cultural Activities Department recommending that any Fort Ward plan include a stewardship plan for cemeteries, historical and archaeological work on the cemeteries and "The Fort," and removal of the maintenance yard and nursery as inappropriate uses.

Eco-City Environmental Action Plan: The AAC discussed the draft action plan from the Environmental Policy Commission (EPC) which arose from the City's Eco-Summit and is part of Alexandria's Eco-City endeavor. The members noted that there was no mention of history or historic structures in the action plan. Members approved drafting a letter which set forth the Commission's recommendations for action items which recognize history and the confluence of green building initiatives on historic structures. The AAC sent an email response to the EPC which set forth the Commission's recommendations.

ECONOMY/TOURISM

Archaeology Museum: Vince LaPointe drafted an issue paper to begin discussion with the Director of the Office of Historic Alexandria regarding the building of a modern archaeology museum that would increase tourism and local support for historic and archaeological. Members discussed this before approving the final issue paper.

Sister Cities: Vince LaPointe drafted a letter to Manchester, England, to see if they would like to become an archaeology sister city. Members discussed this before agreeing that a further draft letter would be needed.

DIVERSE COMMUNITY

Freedmen's Cemetery: The AAC continued to be keep abreast of the issues regarding the Freedmen's Cemetery and the Contraband's and Freedmen's Cemetery Design Steering Committee. The Steering Committee selected a winner, second, and third place from the three finalists. The Committee also discussed the proposed design as re-drafted to address budget concerns and the Committee's recommendations. This Committee will not meet again until there is a final design for the public art sculpture, which is to be placed in the cemetery, since the public art sculpture has a separate selection process. AAC Chair, Kathleen Pepper represents the AAC on that committee and Lillie Finklea represents the Friends of Freedmen's Cemetery and both serve as co-chairs of the Steering Committee.

Coffee Chats: Vince LaPointe organized and conducted several informal "coffee chats" at various locations in the Old Town area, including Freedmen's Cemetery, for residents to tour nearby historic or archaeological sites and talk about history and archaeology topics relevant to the neighborhood. These "coffee chats" are outreach efforts to residents to help them learn more about their neighborhoods and to ask questions about history and archaeology.

Other Issues: The Commission was involved in discussions regarding other issues of archaeological and historic preservation interest including the proposed memorial at the site of the Bruin Slave Pen, the proposed Hunting Terrace development, the Potomac Yards parks design, the Wayfinding Sign committee, and the Alexandria Heritage Trail. The AAC also participated in honoring the work of Archaeology Museum volunteers and hosted a joint meeting with the Friends of Alexandria Archaeology, a volunteer organization supporting Archaeology Museum activities.

EFFICIENT, COMMUNITY-ORIENTED GOVERNMENT

Alexandria Budget for FY2010: The members discussed the proposed City budget for FY2010, including the proposed staffing and hours reduction for the Barrett Library Local History Special Collections and the proposed elimination of the City Historian (Research Historian) position. Members approved sending a letter to City Council recommending that the City Historian position be retained, particularly given the Waterfront Planning and other major endeavors that are on-going, and increasing the staffing and hours of use for the Special Collections.

Alexandria Boards and Commissions Committee Report: The Commission discussed the report from the Alexandria Boards and Commissions Committee which made several recommendations, including the setting of term limits for members of some Boards and Commission and of deadlines for the submission of Annual Reports from the various Boards and Commissions. Members approved sending a letter to City Council regarding their concerns that term limits were not to be applied equally to all Boards and Commissions or to all members of a Board or Commission. In addition, the letter also

expressed the Commission's comments regarding a summer deadline for the submission of Annual Reports.

Alexandria Archaeological Commission Strategic Plan and Goals: The AAC finalized its refined strategic plan by setting goals and actions items. The Commission's goals in its strategic plan were linked to specific City Strategic Plan goals. Vice-chair Vincent LaPointe developed a master tracking document to record the status and progress on the specific action items. Kathleen Pepper, Chair, recommended that the Commission revise the setting of its goals from a calendar year basis to a fiscal year basis in order to conform the goals to the period needed for the Annual Report. Members approved this change.

Alexandria Archaeological Commission Off-Site Meetings: The Commission members met at the Virginia Theological Seminary in July. At that meeting, member Dave Cavanaugh introduced Elizabeth Douglas, a long-time resident of the Seminary area, and presented background information on the history of the Seminary Hill area, including the Virginia Theological Seminary property. Dave Cavanaugh also led a brief tour of the Aspinwall Hall and discussed its use as a hospital during the Civil War and as a place of refuge and work for former slaves and their families. At that meeting, the Rev. Robert Prichard, Professor of Christianity in America and Instructor in Linguistics at the Seminary, provided information to the AAC members on the Seminary's plans for a visitors' center and a self-guided tour of the Seminary campus.

STRUCTURE OF THE ALEXANDRIA ARCHAEOLOGICAL COMMISSION

The Alexandria Archaeological Commission (AAC or Commission) serves in an advisory capacity to the Mayor and City Council on matters relating to the City's archaeological resources and related issues within the City. Included among the AAC's responsibilities are the establishment of goals and priorities which contribute to the history and heritage of colonial, federal and historic Alexandria; propose local ordinances and state statutes to the City Council and the City Manager which promote the goals and aims embodied in Ordinance No. 3733; plan, develop and recommend short-, mid- and long-term archaeological plans and programs for the City; encourage the integration of archaeological and historical information and site preservation into master plans and development efforts; study and make recommendations to City Council with respect to additional activities involving the City's archaeological program and artifacts; promote the use of the highest professional standards by Alexandria Archaeology staff; and enhance the visibility of the City of Alexandria as a leader in archaeology throughout Virginia, the United States and the world.

AAC meetings are held at least 10 times per year, on the third Wednesday of every month at 7:00 p.m. in City Hall, the Alexandria Archaeology Museum, or occasionally at other sites of interest to the Commission. The fourteen (14) members of AAC include five (5) members at large, three (3) citizen members representing each of the City's three planning districts and six (6) members representing various City organizations.

Elections are held in October of each year. The Commission officers consist of a Chair, Vice-Chair, and Secretary. Due to changes in membership and elections, persons serving on the Commission may be listed in more than one representative or leadership capacity. The Commission welcomed new members Seth Tinkham, representing the Historic Alexandria Foundation, and Tom Fulton, representing the Alexandria Association, and said goodbye to Diane Riker, who represented the Alexandria Association. The following people served on the Commission during all or part of Fiscal Year 2009.

MEMBERS AT LARGE:

James Clark
Ann Davin
Lillie Finklea
Peter Petersen
Ted Pulliam

PLANNING DISTRICT MEMBERS:

Planning District I: Vincent C. LaPointe, Vice-Chair
Planning District II: Donald Kent, Jr.
Planning District III: Janice Magnuson, Secretary

ORGANIZATION REPRESENTATIVES:

The Alexandria Association: Diane Riker; Tom Fulton
Alexandria Chamber of Commerce: Adron Krekeler
Alexandria Historical Society: Katy Cannaday
Alexandria Society for the Preservation of Black Heritage: S. Kathleen Pepper, Chair
Friends of Alexandria Archaeology: Dave Cavanaugh, Secretary
Historic Alexandria Foundation: Seth Tinkham

ALEXANDRIA ARCHAEOLOGICAL COMMISSION

ANNUAL REPORT

for

FISCAL YEAR JULY 2007 - JUNE 2008

I. SUMMARY

The Commission had another very active year pursuing its three-fold mission of preservation, education, and advocacy for Alexandria's archaeological and historical resources as they arose regarding issues involving development, the natural and historic environment, transportation, economy/tourism, diversity of community, and efficient, community-oriented government.

During fiscal year 2007-2008, the AAC:

- Presented Ben Brenman Awards to recipients Milner Associates, Eakin/Youngentob and E. Sanders Partee in December 2007;
- Solicited nominations for the 2008 Ben Brenman awards, which recognize individuals and businesses who help to promote and preserve Alexandria's archaeological past;
- Endorsed the Preservation Action Plan submitted to City Council by the Historic Alexandria Resources Commission;
- Submitted a letter to the Environmental Policy Commission, in response to its request for Commission views on issues regarding the environment and quality of life;
- Endorsed the invitation that Alexandria host the annual conference for the National Association for Preservation Commissions in July 2010 and writing a letter of support for such invitation;
- Discussed drafts of letter to be sent to Manchester, England, to see if they would like to become an archaeology sister city;

- Prepared an issue paper to begin discussion with the Director of the Office of Historic Alexandria for the building of a modern archaeology museum that would increase tourism and local support for historic and archaeological interests;
- Conducted, by members Ted Pulliam and Diane Riker, research and published articles on the Fitzgerald Warehouse, the stable on the 200 block of N. Pitt Street, and the waterfront block between Duke and Wolfe Streets where the Robinson Terminal South is located;
- Conducted, by member Dave Cavanaugh, research which resulted in recognition of an African-American school previously located on the site of the new T.C. Williams High School;
- Hosted Stephanie Brown, Director, Alexandria Convention and Visitor's Center, as a guest speaker who spoke about the Alexandria Brand and Image Research Report;
- Participated in the Freedmen's Cemetery Memorial Design Steering Committee and discussing issues related to the Freedmen's Cemetery;
- Organized and conducted informal "coffee chats" in Old Town with residents to discuss history and archaeology topics relevant to the neighborhood and toured nearby historic or archaeological sites;
- Discussed archaeological and historical preservation issues involving display of artifacts at Alexandria hotels, the Bruin slave pen memorial, the proposed Hunting Terrace development, the Potomac yards parks design, the Wayfinding Sign committee, and the Alexandria Heritage Trail;
- Participated in honoring the work of Archaeology Museum volunteers and hosted a joint meeting with the Friends of Alexandria Archaeology, volunteer organization supporting Archaeology Museum activities;
- Conducted meetings in various locations as part of the Commission's outreach program, including a boat trip to National Harbor and a visit to the Payne Street Archaeology Storage facility;
- Refined the AAC's strategic plan and using it for identifying and following specific action items tied to that plan;
- Drafted a proposal to improve City residents understanding and knowledge of archaeological resources on private property and working with City Archaeologist Pam Cressey to present a seminar for Preservation Month in May on these issues;

- Discussed archaeological storage issues and joining with the Public Records Commission in sending a letter to City Council on the importance of planning for expected archival and artifact storage needs in the next few years; and
- Discussed issues concerning the Alexandria waterfront.

II. RECOMMENDATIONS

The Commission recommends:

- Continued active involvement in proposals involving the Alexandria Waterfront, which contains several historic structures;
- Working with other City organizations or groups which are interested in historic preservation and the waterfront for greater co-ordination on issues concerning the waterfront;
- Incorporating archaeological and historic resources into discussions and planning involving tourism and economic development;
- Planning for future storage needs for the City's archaeological and historic resources begin before existing storage space is exhausted.

III. GOALS FOR FY 2008-2009

The AAC set as its goals for 2008-2009 that it will:

- Participate and assist in developing historically significance themes for consideration in the waterfront planning process;
- Assist and collaborate with other groups interested in preserving Alexandria's heritage;
- Increase public interest, importance and awareness of Alexandria archaeology and history through "coffee chats", publications in journals and newspapers, and events;
- Facilitate and support necessary consideration of archaeology resources in developing tourism and economic development; and
- Support preservation, protection and storage of artifacts and archaeological materials for public reference and use.

IV. AAC ACTIVITIES CONDUCTED IN FY 2007-2008

The Archaeological Commission conducted a variety of activities during FY 2007-2008. These activities are set forth below. The listings are organized within headings taken from the City's Strategic Plan in order to facilitate an understanding of how the Commission's activities relate to the vision, goals, and objectives of the City.

QUALITY DEVELOPMENT AND REDEVELOPMENT

Ben Brenman Award: The Commission solicited nominations for the second Ben Brenman Awards which are given to individuals, families, or organizations or developers for their significant contributions to archaeology in Alexandria. The members set as a goal to present these awards in October during Alexandria Archaeology Month. Members discussed the need to refine the nomination and selection process and timeline.

THE NATURAL AND HISTORIC ENVIRONMENT

Preservation Action Plan: Members discussed the draft Preservation Action Plan drafted by the Historic Alexandria Resources Commission. The proposed plan was a result of the Preservation Summit held in Spring of 2007. Upon approval by the members, a letter was sent to the Mayor and City Council endorsing the Preservation Action Plan.

Environmental Policy Commission Request for Comments: The Environmental Policy Commission (EPC) sought comments from Boards and Commissions on issues of relevance to each Board and Commission as it related to the environment and quality of life. Members discussed this and found seven issues to be important to future planning involving archaeology and preservation: waterfront planning, preservation planning, open space, green building design, infill development, internal environmental review process, and pollution and rising sea levels. A letter setting forth the AAC's views on these seven issues, in response to the EPC request, was sent to the EPC with a copy to the Mayor and City Council, as well as other City Department heads, following approval by the members.

National Association for Preservation Commissions Conference: The National Association for Preservation Commissions invited Alexandria to host its annual conference in July 2010. Members approved endorsing the invitation and writing a letter of support.

Sister Cities: Vince LaPointe drafted a letter to Manchester, England, to see if they would like to become an archaeology sister city. Members discussed this before agreeing that a further draft letter would be needed.

Archaeology Museum: Vince LaPointe drafted an issue paper to begin discussion with the Director of the Office of Historic Alexandria for the building of a modern archaeology museum that would increase tourism and local support for historic and archaeological. Members discussed this before agreeing that a further draft letter would be needed.

Research and News Articles: Dave Cavanaugh shared his research on Seminary School, an African American school that operated from 1927 to 1950 on a site now occupied by T.C. Williams High School. From her research on waterfront properties in Alexandria, Diane Riker had an article on the Fitzgerald Warehouse published in the Alexandria Historical Society's *Chronicle*. Ted Pulliam informed members of his research into the ownership of a former stable on the 200 block of N. Pitt Street in Old Town which had been reputed to have been built or owned by Moses Hepburn, a prominent 19th century businessman and freed black. In addition, Ted also published an article in the Fall 2007 edition of the Alexandria Chronicle on the waterfront block between Duke and Wolfe Streets where the Robinson Terminal South is located.

ECONOMY/TOURISM

Tourism and Archaeology: The Commission had Stephanie Brown, Director, Alexandria Convention and Visitor's Center, as a guest speaker in January. She spoke to members on the recent Alexandria Brand and Image Research Report. Members learned that a survey of visitors and residents showed that Alexandria's historical ambience and period architecture were among the City's strong features. Members also learned of the ACVA's plans for future marketing strategies and asked questions regarding those proposed strategies' effect on history and archaeology.

DIVERSE COMMUNITY

Freedmen's Cemetery: The AAC continued to be keep abreast of the issues regarding the Freedmen's Cemetery and the Freedmen's and Contraband's Cemetery Design Steering Committee. The Steering Committee selected three design finalists and will be selecting a winner, second, and third place from those finalists. AAC Chair, Kathleen Pepper represents the AAC on that committee and Lillie Finklea represents the Friends of Freedmen's Cemetery and both serve as co-chairs of the Steering Committee.

Coffee Chats: Vince LaPointe organized and conducted several informal "coffee chats" at various locations in the Old Town area for residents to tour nearby historic or archaeological sites and talk about history and archaeology topics relevant to the neighborhood. These "coffee chats" are outreach efforts to residents to help them learn more about their neighborhoods and to ask questions about history and archaeology.

Other Issues: The Commission was involved in discussions regarding other issues of archaeological and historic preservation interest including the having artifacts displayed at the Hotel Monaco, the proposed memorial at the site of the Bruin Slave Pen, the proposed Hunting Terrace development, the Potomac Yards parks design, the Wayfinding Sign committee, and the Alexandria Heritage Trail. As part of the Commission's commitment to outreach, AAC meetings were scheduled aboard a boat trip to National Harbor and at the Payne Street Archaeology Storage facility. The AAC also participated in honoring the work of Archaeology Museum volunteers and hosted a joint meeting with the Friends of Alexandria Archaeology, a volunteer organization supporting Archaeology Museum activities.

EFFICIENT, COMMUNITY-ORIENTED GOVERNMENT

Alexandria Archaeological Commission Strategic Plan: The AAC continued refining its strategic plan by setting goals and actions items. The Commission's goals in its strategic plan were linked to specific City Strategic Plan goals. Vice-chair Vincent LaPointe developed a master tracking document to record the status and progress on the specific action items.

Archaeology Education Project for City Residents: Vince LaPointe drafted a proposal to improve City residents understanding and knowledge of archaeological resources on private property. The draft proposal was in response to members' concerns that residents do not understand what resources are available which has resulted in the loss or destructive scavenging of historic artifacts from residential renovations/excavations. Pam Cressey, City Archaeologist, and Vince LaPointe worked together to present a seminar for Preservation Month in May on these issues.

Archaeology Storage Issues: The Commission addressed the need for expanded storage for Alexandria Archaeology as well as for the City's Archives and other museums. Members recommended that a joint letter with the Public Records Commission be sent to the Mayor and City Council expressing mutual support for the use of this space for expanded storage. That letter was sent to Council by the Public Records Commission at the end of the fiscal year.

STRUCTURE OF THE ALEXANDRIA ARCHAEOLOGICAL COMMISSION

The Alexandria Archaeological Commission (AAC or Commission) serves in an advisory capacity to the Mayor and City Council on matters relating to the City's archaeological resources and related issues within the City. Included among the AAC's responsibilities are the establishment of goals and priorities which contribute to the history and heritage of colonial, federal and historic Alexandria; propose local ordinances and state statutes to the City Council and the City Manager which promote the goals and aims embodied in Ordinance No. 3733; plan, develop and recommend short-, mid- and long-term archaeological plans and programs for the City; encourage the integration of archaeological and historical information and site preservation into master plans and development efforts; study and make recommendations to City Council

with respect to additional activities involving the City's archaeological program and artifacts; promote the use of the highest professional standards by Alexandria Archaeology staff; and enhance the visibility of the City of Alexandria as a leader in archaeology throughout Virginia, the United States and the world.

AAC meetings are held at least 10 times per year, on the third Wednesday of every month at 7:00 p.m. in City Hall, the Alexandria Archaeology Museum, or occasionally at other sites of interest to the Commission. The fourteen (14) members of AAC include five (5) members at large, three (3) citizen members representing each of the City's three planning districts and six (6) members representing various City organizations.

Elections are held in October of each year. The Commission officers consist of a Chair, Vice-Chair, and Secretary. Due to changes in membership and elections, persons serving on the Commission may be listed in more than one representative or leadership capacity. The Commission welcomed new members Georgia (Katy) Cannady, representing the Alexandria Historical Society, Dave Cavanaugh, representing the Friends of Alexandria Archaeology, and James Clark, member at-large. and said goodbye to Walter Hall, who represented the Historic Alexandria Foundation, and Bill Tabor, who represented the Alexandria Historical Society. The following people served on the Commission during all or part of Fiscal Year 2007-2008.

MEMBERS AT LARGE:

James Clark
Ann Davin
Lillie Finklea
S. Kathleen Pepper, Chair
Peter Petersen
Tim Peterson
Ted Pulliam

PLANNING DISTRICT MEMBERS:

Planning District I: Vincent C. LaPointe, Vice-Chair and Acting Chair
Planning District II: Donald Kent, Jr.
Planning District III: Janice Magnuson

ORGANIZATION REPRESENTATIVES:

The Alexandria Association: Diane Riker
Alexandria Chamber of Commerce: Adron Krekeler
Alexandria Historical Society: Bill Tabor, Secretary; Katy Cannaday

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Alexandria Society for the Preservation of Black Heritage: S. Kathleen Pepper, Chair
Friends of Alexandria Archaeology: Dave Cavanaugh
Historic Alexandria Foundation: Walter Hall

City of Alexandria Budget and Fiscal Affairs Advisory Committee

Report on the City Manager's Proposed Budget for Fiscal Year 2010

Dennis Auld
Elliott Branch
James Butler, Secretary
Mark Feldheim, Vice Chair
Paul Friedman
Margaret Gullen
Holly Hemphill
Dennis Jones
Laurie MacNamara
Tracy Rickett, Chair
Matt Tallmer
Lindsey Vick
Michael Wenk

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EXECUTIVE SUMMARY

The Budget Process

- BFAAC recommends a continued review of the factors used in MFRI and an analysis of the experience to date to continue to improve the process. This review should be supplemented by movement toward combining an enhanced and revised City Council Strategic Plan, based on broad citizen input, and detailed planning by programs and activities, over a longer time horizon, that links the Strategic Plan, performance measures, program evaluation efforts and the annual budget process.

The Operating Budget

- BFAAC commends the City's Manager's willingness to make hard personnel choices, including a salary freeze, and to employ MFRI for the value-added delivery of services.
- BFAAC supports the intent of the Compensation and Classification study now moving toward implementation and looks forward to seeing the results, with implementation as quickly as possible.
- BFAAC supports the concept of performance-based compensation and encourages the City to continue to move toward implementing it.
- BFAAC supports efforts to reduce the emphasis on benefits, as is being proposed this year in relation to new employees. BFAAC also believes in a "total compensation" approach with an appropriate balance between salary and benefits as the means to attract and retain competent employees.
- BFAAC supports and encourages the City to work with departmental managers and the Executive Safety Committee to implement the City's enhanced efforts to improve safety, reduce risk and attempt to lower workers' compensation claims and costs.
- A system should be established to provide for monitoring the status and employment history, if any, of those on full disability retirement.
- In view of recent reports in other jurisdictions of misuse of the disability retirement option afforded public employees, the City should provide a more transparent review of the disability retirement program. BFAAC also recommends that a study be made of the efficacy of the current system for both the City and affected employees.

-
- The City should further examine the possibility of moving toward a 5-year financial forecasting approach tying the significant positive changes in recent years of budgeting by programs and activities, MFRI, to longer term financial planning.
 - As the City intends to “wind down” AHOP, BFAAC believes it needs to make this process more transparent and further recommends that AHOP be reevaluated within 3 years to see if reactivation is needed.
 - City staff should continue efforts to prepare maintenance cost estimates when open space acquisition is under consideration.
 - We understand that RPCA uses non-City funds to reimburse civic organizations. Nevertheless, BFAAC urges the City to review the relationship, possibly reengineering the process or seeking alternative solutions that would provide for adequate open space maintenance in a constricted budget environment.
 - ACPS and City staff should continue to closely monitor student populations throughout the system, paying particular attention to the demographic trends that may impact the school population.
 - BFAAC commends the City Manager for taking prompt and necessary action to ensure the City is in compliance with regulations concerning take-home vehicles. In light of the recent changes made by the Police Department with regard to take-home vehicles, BFAAC recommends that the City reevaluate the take-home vehicle limitations set by Administrative Regulation 7-3, to ensure consistency with MFRI and the recommendations set forth in the Matrix study.
 - BFAAC commends the Chief of Police for taking prompt and appropriate action consistent with MFRI to address the discrepancy between the Department’s take-home vehicle policy and the Matrix study recommendations.
 - The City should review the take-home policies of Alexandria’s surrounding jurisdictions and consider the provision of take-home vehicles as part of a total compensation package.

The Capital Improvement Program (CIP)

- We recommend that the CIP clearly identify and rank all projects; that there be a list of projects that will clearly be funded and a separate list of projects that may have been considered but did not make the cut.

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- We recommend that the CIP Steering Committee require managing departments to provide a cost/benefit justification for each CIP maintenance/improvement project, and use these justifications to rank projects individually rather than by project groups.
 - The City should develop a cash capital policy similar to the one it has successfully utilized with respect to debt policy.
 - When considering cash capital contributions to the CIP, Council should consider the equities between current and future taxpayers that are inherent in funding the CIP budget.
 - The timing as to receipt of stimulus funding by whatever method is uncertain; therefore the Council should not rely on the availability of stimulus funding to make budgetary decisions for the FY 2010–2015 CIP.
 - Consistent with state and federal regulation, stimulus funding should first be applied to projects scheduled for FY 2010 and FY 2011; the next priority should be programs funded in the out-years that can be accelerated, thus potentially reducing cash capital and debt loads.
 - Any new starts made possible by stimulus funding should be subjected to the rigorous process recommended by BFAAC with respect to project prioritization.

Revenues and Outlook

- The percentage of per capita income that goes to pay the residential real property tax should continue to be monitored and Council should be especially cautious, particularly in the current economic environment, in setting tax rates that that would result in ratios significantly above historic ranges.
- If real estate values continue to fall as projected, this indicator may prove helpful in setting the tax rate in future years inasmuch as it is an indication of the taxpayers' ability to pay.
- BFAAC believes that the established debt policy guidelines have served as an important tool for fiscal discipline. We strongly support efforts to remain within all of the guidelines.
- Any additional borrowing should be analyzed against the debt policy guidelines and with consideration of the effect that increasing debt service payments will have on future operating budgets.

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- Borrowing in excess of the targets should be temporary and undertaken only with the most careful deliberation, and only in circumstances where the projects to be funded are essential under the strategic goals and result in significant long-term benefits to the City, or represent the City' commitment to fulfill a prior obligation, (e.g., Metro).
 - It is imperative that the City increase its efforts to identify a financially capable developer to proceed expeditiously with the redevelopment of Landmark so that, at such time as redevelopment of Landmark becomes viable, the City has positioned itself well to attract the desired development as a result of the City's adoption of the flexible design guidelines.
 - BFAAC commends AEDP, ACVA and SBDC for their progress in the adoption of performance measures, and we urge the City to be proactive in assisting all economic development entities in the establishment of appropriate indicators to assist in the measurement and evaluation of economic development benchmarks.
 - BFAAC urges the City to make implementation of the Economic Sustainability Work Group a priority with increased focus and resources for the necessary planning, policy guidance, oversight and control of City spending on economic development activities.
 - Implementation of the economic sustainability recommendations requires, as a priority, the assignment of a qualified City employee economic development professional to coordinate economic development planning, policy guidance and oversight
 - The City should ensure that regularly scheduled/periodic status reports covering the progress of implementation of the economic sustainability recommendations are produced to provide progress accountability and transparency.
 - The City should take immediate steps to identify and prioritize the desired projects that may be undertaken pursuant to the economic stimulus legislation.
 - The Commercial Real Estate Add-On Tax remains a viable option to address the City's transportation needs and should be evaluated annually in the context of market conditions.
 - In setting the BPOL tax rates, we recommend that the City evaluate the effect of the rate in retaining and attracting commercial activity to expand the tax base.
 - An increase in the cigarette tax may be warranted at this time.

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- BFAAC recommends that the City Manager's Proposed Annual Budget Document set forth the maximum tax rate permitted by law for each revenue option.
 - Council should approve as part of its regular budget adoption the normal recurring grants received by the City.
 - The City should continue to explore grant sources to supplement other City tax revenues.
 - Recurring grant applications should be submitted to Council in a single monthly docket item.
 - The City should formulate a uniform grant application policy whereby agencies must demonstrate to the satisfaction of OMB and the Manager that each grant meets the agency's core mission, as defined by the City's Strategic Plan, and is consistent with the City's implementation of MFRI.
 - Recurring grants that are no longer economically sustainable in future years because of reduced grantor funding, or increased operating costs, should be eliminated unless the accepting agencies are able to absorb additional cost within their own budget.

I. THE BUDGET PROCESS

For several years now, BFAAC has tracked and commented on the City's evolving budget process. We have advocated transparency, greater opportunities for citizen input, use of performance measures and the incorporation of the Managing for Results Initiative (MFRI). We supported the City's transition from an organizational-based budget process to a program and activity-based budget process, which now has been employed for three years. On the whole, we find the evolving budget process superior to that which went before it. MFRI has provided the City with useful tools for making the tough decisions that have resulted from the economic downturn.

However, as we previously recognized in our FY 2008 report, MFRI is evolutionary and therefore its activity measurements need continued scrutiny and recalibration to make it more effective. We understand that meetings, at the direction of the City Manager, are currently being held to address this issue. To refresh this process, the City should continually reevaluate the measures used, and critically analyze data used for budget decisions. BFAAC heartily endorses this step as being critical to the successful evolution of MFRI and its continuing improvement in the budget process.

In previous reports we recommended that budget decisions be made in the context of a long-term strategic plan and be consistent with MFRI. To that end, we understand the City Council will be developing a new Strategic Plan beginning in FY 2010. We recommend that the plan incorporate extensive citizen input as to the services they desire and their relative ranking of those services. Recently, governments have used new forms of public involvement – surveys, focus groups, neighborhood councils, and automated feedback systems (on city web sites), among others – as inputs to decisions about service levels and preferences, community priorities and organizational performance.¹

Good public participation practices can help governments be more accountable and responsive, and can also improve the public's perception of governmental performance and the value the public receives from the government. Focusing on the service priorities would move the budget process from one of applying cuts and adds to the current services budget, to a process that starts with reviewing those citizens' priorities.² With inputs from the multi-year financial analysis combined with economic and demographic factors, the resulting product would be a budget that addresses the citizens' requirements and aligns the resources necessary to do so. It may, in fact, produce a very different set of priorities showing how Alexandria's citizens and businesses believe their tax dollars should be spent.

In some respects OMB is already employing some of these tactics. Decisions based upon MFRI determine resources available to departments based upon their abilities to effectively use those resources. As the City has transitioned to MFRI, so too can it evolve from a current services base upon which budget decisions are made, to a budget based upon what the citizen's priorities are,

¹ www.gfoa.org/downloads/PublicParticipationbudget.pdf, 2009.

² www.transformgov.org/assets/0/72/1412/88b0f4af-8cea-4806-89a8-7e1875afc474.doc, 2009.

and what they will cost. The incentive here is to produce the best results at a cost that the citizens are willing to pay.

Although citizen priorities are critical, the City also needs to incorporate demographic and economic factors in developing the long range budgeting plan. The City may well be at the beginning of several years of tremendous economic challenges that will have significant impact upon the ability of the City to deliver the services required and/or desired by its citizens. Evolving demographic factors such as aging, or citizens downsizing residences, or reducing spending, could have impacts on what services our citizens' need, such as a greater dependence not only on mass transit but utilizing various ways of transportation around the City.

These economic and demographic factors could well be magnified by the possibility of policy changes at the federal level (such as health care and the effects of the stimulus package) which could produce significant impacts on the City's budget and operations. These changes must be factored in to planning for some time to come.

Budgeting for results and outcomes links strategic planning, long-range financial planning, performance measures, budgeting and evaluation. It also links resources to objectives at the beginning of the budgetary process, so that the primary focus is on outcomes rather than organizational structure.³ Budgeting for results and outcomes is consistent with the adoption of MFRI, and takes the City into the next evolution of the budgeting process.

RECOMMENDATION

- **BFAAC recommends a continued review of the factors used in MFRI and an analysis of the experience to date to continue to improve the process. This review should be supplemented by movement toward combining an enhanced and revised City Council Strategic Plan, based on broad citizen input, and detailed planning by programs and activities, over a longer time horizon, that links the Strategic Plan, performance measures, program evaluation efforts and the annual budget process.**

³ www.gfoa.org/downloads/budgetingforresults.pdf, 2009.

II. THE PROPOSED OPERATING BUDGET

A. Compensation

The City of Alexandria is facing its most severe budget challenge in more than 30 years. The City Manager has called for a decrease in spending of 3.3%, or \$17.8 million, below the FY 2009 Approved Budget. In order to accomplish these cuts, the Manager has proposed a reduction in force of 121 positions (a net reduction of 91.6 FTEs) and employee pay will be frozen for one year. In addition, benefits for new employees' will be reduced. The net effect of these actions results in a 3.2% reduction in expenditures for total compensation to \$243.4 million from \$251.6 million.

As was indicated in the FY 2009 BFAAC report, we are eager to see the results of the two compensation studies by the City and outside consultants now underway. We understand that the City Employee Project Advisory Team has worked collaboratively with management and the Watson Wyatt consultants to review the City's Compensation and Classification and pay system processes since January of 2008, and that initial recommendations are now being reviewed. The preliminary report includes a proposed revised Compensation Philosophy, a more detailed example of a competency-based classification system, and several related recommendations. BFAAC is encouraged by the direction these efforts are moving and encourages all participants to develop appropriate market pricing of jobs to achieve the establishment of a system based on pay-for-performance and market forces.

While it is important for all representative groups to be fully vested in the process, and to have all of their concerns addressed, it is BFAAC's hope that the process will not take several years to implement, as is indicated in the report. We all know that the next several years will be difficult economically. As the chief cost driver, employee compensation and productivity will be central to the City's ability to deliver needed services in an increasingly cost effective manner. Implementation of the results as soon as possible will greatly enable the City to achieve that objective.

RECOMMENDATIONS

- **BFAAC commends the City's Manager's willingness to make hard personnel choices, including a salary freeze, and to employ MFRI for the value-added delivery of services.**
- **BFAAC supports the intent of the Compensation and Classification study now moving toward implementation and looks forward to seeing the results, with implementation as quickly as possible.**
- **BFAAC supports the concept of performance-based compensation and encourages the City to continue to move toward implementing it.**

B. Benefits

In prior years' reports, BFAAC has stressed the need for the City to exercise greater cost containment of benefits. BFAAC is pleased that the City has moved in that direction in the current budget proposal. BFAAC has also stated that it wishes the City to shift its position as a leader on benefits compared to nearby regional jurisdictions and move to more emphasis on total compensation. The studies regarding compensation should enable the City to properly address that issue. The recently presented Watson Wyatt comparison reports on benefits reviews – medical, dental, life insurance, paid sick leave, disability, vacation and holiday, defined contribution, post-retirement medical, and post retirement life insurance plans. These reports show Alexandria, in many categories, to be the leading jurisdiction with the four comparator jurisdictions. The Watson Wyatt finding is inconsistent with the City's traditional compensation philosophy of being neither the leader nor the laggard in terms of compensation. We repeat our oft-stated recommendation that total compensation be viewed as the basis for decisions, and that approach, rather than salary alone, be the basis for any and all subsequent benchmark reviews.

A staff committee has yet to react to the report. BFAAC hopes that both the benefits and salary analysis produces an outcome that favors an emphasis on total compensation, and a comparatively reduced reliance on benefits as the main employee attractor and retainer.

RECOMMENDATION

- **BFAAC supports efforts to reduce the emphasis on benefits, as is being proposed this year in relation to new employees. BFAAC also believes in a “total compensation” approach with an appropriate balance between salary and benefits as the means to attract and retain competent employees.**

C. Risk Management, Workers' Compensation and Disability Retirement

In view of recent published reports of abuses of workers' compensation and disability benefits in nearby jurisdictions, BFAAC is reviewing the City's programs involving risk management and two measures relating to work-related absences and disability: 1) amount of medical claims and absence from work due to work-related injuries, and 2) partial or full-disability retirement pay.

Risk Management: In last year's report, BFAAC recommended a more aggressive and proactive approach in managing risk. We have learned that the City has retained a new firm that will handle Workers Comp and liability claims. It will also provide the City with significantly improved information upon which better analysis of risks and trends will occur. In addition to the retention of this firm, the City has embarked on several programs targeting a better understanding and reduction of risk, such as building inspections, creation of a city-wide safety committee, and the establishment of departmental safety staffing.

Absence from Work: The Finance Office states that the major use of workers' compensation for job injuries is minimal, with few employees completely off work due to an at-work injury. Highest usage is for payment of medical expenses, not time off work. In FY 2008, for example, 258 workers compensation claims were filed. Of that number, 210 were medical only, and 48 involved some loss of time from work.

Recently, Budget Memorandum # 45 addressed the workers' compensation issue, including related costs and steps taken. It also makes recommendations for additional actions to monitor such incidents and create a culture of safety within the City workforce.

In February 2009, the new Citywide Executive Safety Committee met with representatives from Risk Management, Fire, Police, Sheriff, Transportation and Environmental Services (T&ES), and Recreation. The purpose of the Committee is to share ideas to reduce on-the-job injuries, to promote and support the work of departmental safety committees, and to improve communication among those departments most at-risk for at-work injuries. BFAAC commends the City for addressing the issues and creating such a committee.

Disability Retirement: The City covers disability retirement under two different plans: the Prudential plan provides disability payments for fire and police employees; others by a plan provided through the Virginia Retirement System.

Public safety employees under the current disability plan and a predecessor plan in force from 1979 through 2003, show the following number of individuals currently receiving benefits:

	Number	% of Salary
Total disability, service-related	6	70
Partial disability, service-related	44	66.67
Total disability, non-service-related	0	66.67
Partial disability, non-service-related	21	50

In addition there are 27 retired from a pre-1979 plan, but little data exists for those still collecting benefits or their survivors collecting benefits. The Virginia Retirement System does not provide the same access to data as does Prudential, so information about other City employees was not available on short notice.

City staff involved in accounting for this function report the following information:

- Fire & Police disabilities outnumber all others combined, as is the pattern in most jurisdictions;
- Most disabilities incurred by general service employees are from departments that entail more physical labor in the trade and labor occupations, such as accidents and repetitive use syndromes/injuries in departments such as Parks & Recreation, T&ES, and other functions outside an office setting.
- Employees are allowed to work in less stressful positions or light duty positions while receiving partial disability benefits.

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- There is a Cost of Living Adjustment for those on Disability Retirement.

BFAAC does not have data on any individual case, nor what further work history, if any, exists for those collecting full disability benefits. The numbers of individuals on full-time work-related disability seems within reason when compared to the number of covered individuals. The Risk Management Office makes periodic reports to City management and the Council that, in part, provide information about disability retirements.

RECOMMENDATIONS

- **BFAAC supports and encourages the City to work with departmental managers and the Executive Safety Committee to implement the City's enhanced efforts to improve safety, reduce risk and attempt to lower workers' compensation claims and costs.**
- **A system should be established to provide for monitoring the status and employment history, if any, of those on full disability retirement.**
- **In view of recent reports in other jurisdictions of misuse of the disability retirement option afforded public employees, the City should provide a more transparent review of the disability retirement program. BFAAC also recommends that a study be made of the efficacy of the current system for both the City and affected employees.**

D. Financial Forecasting

Last year, BFAAC introduced the concept of the City developing and employing multi-year financial forecasting. With the City facing current and likely long-range effects of the economic crisis, BFAAC strongly supports the adoption of this process. Multi-year financial forecasting can, in effect, bridge the gap between the City's Strategic Plan and MFRI. We suggest taking the priorities as outlined in the Strategic Plan as well as emerging local economic and demographic factors as part of financial forecasts for at least five years forward. This would provide the City with consistent evaluation criteria to monitor changes in the City's financial condition and demonstrate the impact of decisions among competing priorities. It would also insure that resources are available and devoted to addressing the citizens' prioritized needs.

The addition of multi-year financial forecasting combined with budgeting for results and outcomes will address the citizens' priority list of services, and the long-range ability of the City to fund those services. This approach then can guide OMB as to what level of funding is needed in the departments to effectively provide those prioritized services. Instituting multi-year financial planning significantly aids the City in determining what the future will look like in relation to the resources needed to support the services. It will also aid the City in determining what policies should be established and pursued.

The Government Finance Officers Association (GFOA), a supporter and advocator of this approach to budgeting, surveyed municipalities that incorporate multi-year financial planning and found that such an approach:

- Reduces staff time devoted to budget development
- Improves long-range and strategic planning
- Encourages a more policy-oriented budget process
- Strengthens performance management
- Reduces costs associated with printing an annual budget document.⁴

One model gaining acceptance is a five-year plan which involves two- and three- year components. Five years are projected on a program and activity basis, with the first two years balanced. Revenues for the remaining three years are still prepared at the line item level; however, a city can summarize projected expenses at the personnel, operating and capital level. The city does not attempt to balance these three future years. Staff can then formulate action plans to identify future gaps in revenues and expenses in the final three years of the budget. Staff can also identify any specific revenue or expense options necessary to close the gaps.

The most important part of multi-year financial planning/budgeting is that a city is addressing long term problems in the present, years before they occur. This gives a city adequate time to prepare for problems and refine decisions to ease financial pressures. A city no longer considers long-range decisions in the scope of a single year. Instead, a city deals with problems proactively rather than reactively. Therefore, long-range financial pressures no longer catch city administrations off guard. Forecasting of major revenue and expense items allows a city to predict the impacts (both short and long term) of current and proposed policies. The ability to predict impacts allows it to plan for those events

The long range budget/forecast additionally offers the opportunity for more citizen comment and dialogue on what the community wants to accomplish with its financial resources, a significant goal of a community oriented government.

RECOMMENDATION

- **The City should further examine the possibility of moving toward a 5-year financial forecasting approach tying the significant positive changes in recent years of budgeting by programs and activities, MRFI, to longer term financial planning.**

⁴ www.allbusiness.com/accounting/budget/236463-1.html, 2009.

E. Targeted Residential Real Estate Tax Relief

The City has offered need-based residential real estate tax relief to seniors and disabled persons since 1963 (the Elderly and Disabled Tax Relief Program) and to low and moderate income homeowners since 2004 (the Affordable Home Ownership Preservation Grant Program or AHOP). Both programs grew significantly in 2004-2007, years of marked increases in real estate assessments. BFAAC observed in our report on the FY 2008 budget that these programs could continue to grow in cost and eventually become unsustainable; we called for an evaluation of the programs for efficacy and alignment with the Council's strategic goals. Last year, the City decided to curtail the AHOP program by lowering the income eligibility threshold and by closing the program to new participants, based on the fact that home assessments had dropped and on certain assumptions about a declining target population.⁵ The AHOP program accordingly will wind down in the next few years. For FY 2010, \$300,000 is set aside in the budget for AHOP, and the City plans to discontinue the program in FY 2011. The tax relief program for the elderly and disabled will be continued for FY 2010 at approximately the same level as recent years, with \$3.4 million set aside in the budget.

We take no position on the decision to phase out the AHOP program in circumstances of the current economic downturn where assessments have continued to drop and City expenditures must be cut for budget reasons. However, we think that the City's decision with respect to AHOP should be more transparent to the community and notice clearly given that the program will gradually come to a close. We also recommend that a fresh assessment be made in 1-3 years whether there is a need to reactivate the program.

RECOMMENDATION

- **As the City intends to “wind down” AHOP, BFAAC believes it needs to make this process more transparent and further recommends that AHOP be reevaluated within 3 years to see if reactivation is needed.**

F. Open Space Maintenance

The City recognizes the enhancement of open space as a vital element of its vision for a beautiful city, as evidenced by its strategic goal to respect, protect and enhance the natural environment. Specifically, the Strategic Plan identifies several objectives of this goal, including increasing the amount of open space acreage per resident and protecting and expanding the City's overall tree coverage. However, the Plan also noted inadequate maintenance of the City's open space and specifically, the health of City trees – key components of the City's goal to respect, protect and enhance the environment.

Appreciating the expected economic challenges ahead, BFAAC urged Council to give greater weight to the annual costs of maintaining open space in its fiscal analysis when purchasing properties. We are pleased with the City's response that cost estimates are prepared in the consideration of open space acquisitions and we appreciate the efforts staff put forth to improve

⁵ Budget Memorandum #34, Six-Year Summary of Real Estate Tax Relief Programs Offered by the City of Alexandria, March 14, 2008.

the quality and accuracy of budget impact estimates. Continuing to improve this budget analysis will facilitate a transition to long-term financial forecasting.

BFAAC has previously supported exploration of more cost-effective methods of maintaining open space. Currently, the City administers a program that reimburses civic organizations for maintaining open space, but has indicated that complete funding of this reimbursement program will be unlikely given the current fiscal situation. Given that the Department of Recreation, Parks and Cultural Activities has lowered standards concerning maintenance schedules from 100% on-time completion in FY 2009 (up from 92% in FY 2008) to only a proposed 85% on time completion, BFAAC again asks that the City review the plans of civic organizations to perform open space maintenance functions and determine if more cost-effective methods exist that would require reengineering, not expansion, of the existing program. An alternative could be transitioning to a volunteer-based program, similar to Arlington County's invasive plant removal program, which has proposed a significant volunteer-to-staff ratio increase for FY 2010.

RECOMMENDATIONS

- **City staff should continue efforts to prepare maintenance cost estimates when open space acquisition is under consideration.**
- **We understand that RPCA uses non-City funds to reimburse civic organizations. Nevertheless, BFAAC urges the City to review the relationship, possibly reengineering the process or seeking alternative solutions that would provide for adequate open space maintenance in a constricted budget environment.**

G. ACPS

In our report on the Proposed FY 2009 Budget, we commented that the Alexandria City Public School System (ACPS) was seeing the fiscal effects of providing services to students who may have emigrated from Prince William County. We urged ACPS and City staff to monitor the pupil attendance figures on a monthly basis, and discuss the issue at ACPS/City budget meetings.

BFAAC is pleased to note that the ACPS tracks pupil population data on a monthly basis, and provides those reports to City Staff, and has posted the information on its web site.

Should the economy not rebound by the middle of 2010, as Federal Reserve Chairman Bernanke has stated it might, BFAAC believes that ACPS likely will see a further increase in student population – although it is impossible to predict how many children will enter the system. It is likewise impossible to estimate the increased costs to ACPS in the 2011 Fiscal Year. BFAAC recommends that ACPS closely monitor the situation. We also suggest that the City Manager and Council plan for and anticipate that ACPS may require additional funding in the FY 2011 budget.

Above and beyond the potential population increases outlined above, we are advised that ACPS anticipates nearly 1,400 new students by FY 2015, due to changing City demographics. ACPS has been working with Planning & Zoning staff, as well as with the Census Bureau, to refine its method of predicting future population trends.

BFAAC recommends that ACPS closely monitor the situation. Through judicious use of available funding, ACPS has been able to manage the combination of enrollment growth and reduced funding for FY 2010, while still maintaining current programming and class size. However, continued enrollment growth coupled with constrained revenues could be challenging for ACPS to sustain over a multi-year period.

RECOMMENDATION

- **ACPS and City staff should continue to closely monitor student populations throughout the system, paying particular attention to the demographic trends that may impact the school population.**

H. Take-Home Vehicles

In an ongoing effort to promote transparency in government and apply the principles of MFRI, the City authorized a study of its fleet management policy, which was delivered by the Matrix Consulting Group in December 2007. At the time of the study, Alexandria had 188 take-home vehicles, despite Administrative Regulation 7-3 limiting that number to 58. The Police Department accounted for 152 of these vehicles; 93 of these vehicles were taken out of the City. As an immediate response, the City Manager revised Administrative Regulation 7-3, effectively increasing total allowable take-home vehicles to 195. In our FY 2009 report, BFAAC recommended that the City should review the fleet take-home policies of surrounding jurisdictions, apply an MFRI approach to the take-home policy set forth in Administrative Regulation 7-3 and consider revising Administrative Regulation 7-3 to reflect the recommendations provided by the Matrix study.

BFAAC applauds the Chief of Police for taking swift and responsible action to address the immediate conflict between the City's fleet take-home policy and the Matrix study's recommendations. In these hard economic times, the Chief convened an intra-agency committee to review the policy and recommend revisions – an action that promoted ownership and accountability for this politically charged benefit. The committee recommended reducing the number of the Police Department's take-home vehicles to 89. This represented a reduction of 63 vehicles, some of which were vehicles kept within the City limits.

Two barriers existed to this recommendation: 1) the City of Alexandria continued to be served when police take-home vehicles remained within the jurisdiction; 2) there was insufficient parking for the rescinded vehicles. After obtaining 25 additional parking spaces, the Chief ultimately reduced the number of out-of-city take-home vehicles from 93 to 62, retaining vehicles taken home within the City limits and for staff who met the more narrow eligibility requirements recommended by the Matrix study. Due to prior arrangements between the Commanders Association and the previous City Manager, five of the 31 rescinded vehicles were restored, resulting in a net decrease in take-home vehicles of 26 vehicles, or 28%.

As we noted last year, BFAAC would like to see Administrative Regulation 7-3 revised to be consistent with an MFRI approach. The City Manager's justification for increasing the maximum allowable take-home vehicles is unclear. It appears that the approach utilized by the Police Department is consistent with MFRI, and this approach resulted in a 28% reduction in take-home

vehicles. Therefore, BFAAC recommends that the City revisit Administrative Regulation 7-3 to determine if the policy is consistent with both MFRI and the recommendations of the Matrix study.

Further, BFAAC has yet to see comparison of Alexandria's fleet management and take-home vehicle policies to our surrounding jurisdictions. We understand that OMB is preparing such an analysis. A *Washington Post* article in June 2008, addressed this controversial issue in Fairfax County.⁶ The article noted a stark difference in percentages of Fairfax County Police Department vehicles taken home outside the jurisdiction in comparison to the neighboring Montgomery and Prince George's Counties. Similarly sized, these jurisdictions allow 10% and 3%, respectively, to cross the county line, whereas Fairfax County officials acknowledged that most vehicles leave their county. As we noted in our FY 2009 report, it is unfortunate that the Matrix study did not provide the City with comparison data with respect to Arlington County's take-home vehicle policy and statistics. We understand that the City has recently completed such a comparison and that the City continues to examine our policy to determine if it is in line with comparable jurisdictions.

Additionally, the article lists employee incentive among the reasons provided to continue offering take-home vehicles to Police Department staff. As the City moves towards greater emphasis on total compensation, BFAAC urges the City to evaluate the impact of take-home vehicles and determine how the benefit should be calculated in a total compensation package.

RECOMMENDATIONS

- **BFAAC commends the City Manager for taking prompt and necessary action to ensure the City is in compliance with regulations concerning take-home vehicles. In light of the recent changes made by the Police Department with regard to take-home vehicles, BFAAC recommends that the City reevaluate the take-home vehicle limitations set by Administrative Regulation 7-3, to ensure consistency with MFRI and the recommendations set forth in the Matrix study.**
- **BFAAC commends the Chief of Police for taking prompt and appropriate action consistent with MFRI to address the discrepancy between the Department's take-home vehicle policy and the Matrix study recommendations.**
- **The City should review the take-home policies of Alexandria's surrounding jurisdictions and consider the provision of take-home vehicles as part of a total compensation package.**

⁶ Tom Jackman, "Officers' Free Rides Questioned in Fairfax," *Washington Post*, June 18, 2008.

III. THE PROPOSED CAPITAL IMPROVEMENT PROGRAM

A. Overview

The FY 2010 budget summary indicates that "the community's appetite for capital investment continues to grow." The CIP for FY 2010-2015 proposes \$403 million in capital investments over a six year period. As the community's appetite for capital investment has grown, so has the challenge of funding that investment. The FY 2008-2013 approved CIP identified \$85.3 million for projects more than the City could afford without increasing taxes or incurring greater debt. Comparatively, the shortfall was \$61.3 million in the FY 2009 to FY 2014 approved CIP cycle. For the FY 2010 to 2015 proposed CIP, the gap between requested capital expenditures and the City funding capacity has grown to \$ 127.5 million. While greater debt may appear to be an attractive alternative in the current economic environment, over the long term, the greater the debt load, the greater the debt service. Significant increases in debt service in the out-years would reduce the City's ability to fund the operating budget.

To meet these growing challenges, the CIP section focuses on further re-financing the CIP, especially the priority ranking process. This section will address the role of cash capital in the capital planning process and will include a discussion of the potential impact of the American Recovery and Reinvestment Act (Federal Stimulus Package) on the City's CIP.

B. CIP Prioritization and Development

The FY 2010- FY 2015 CIP includes more fully developed spending plans for all six years. The City manager followed—to some degree—a framework for assessing proposed capital projects as recommended by BFAAC last year. The development of the FY 2010-2015 CIP was relatively similar to the process used the last few years:

City departments developed capital project requests for six years:

- The requests were divided into projects that maintain facilities and infrastructure at current levels and those that improve upon the size or capabilities of those functions;
- The projects were grouped together into six "maintain" categories and "five" improve categories. (Pages 2-6 and 2-7 of the FY 2010- FY 2015 proposed CIP address the categorization and prioritization process fully.)
- The Department's ranked their submission within the "maintain" and "improve" project lists;
- A CIP Steering Committee produced an overall ranking of project groups for FY 2010 and FY 2011. All projects within a group are considered of equal priority. The FY 2012 - FY 2015 projects were not priority ranked individually.

Despite these improvements, the FY 2010-2015 CIP, in our judgment does not yet present the budget at the desired level of clarity. Some members of the City Council have pointed out that prioritization of all projects is critical; that more justification for each project listed is necessary;

that the CIP proposals should better reflect financial realities and that the CIP needs to clearly outline what will be funded, what can be done and what falls outside of the City's funding capability.

This method ranks a project's priority in large chunks: Maintain Group 1; Improvement Group 2. This type of ranking engenders many questions as Budget Memo 13, "CIP Projects Immediately Above and Below Proposed Funding Line," points out.

Council's various working sessions on the CIP indicate that the CIP as currently structured may present "difficulties with managing expectations." Projects appear in the CIP that are not likely to be funded for years, if at all. It is difficult to fully identify the realistic funding capabilities of the CIP over the six year period. All projects by the Departments seem to be included—and which is frequently referred to as "a wish list." As currently presented, the CIP gives the impression to the community that a particular project is included when in several cases there is no money for the project. (There are examples where project design dollars may be identified in one year but there is no realistic possibility that the project will be fully funded in the near future.)

As noted in previous reports, BFAAC strongly supports a CIP prioritization process as the major means for ensuring a strong relationship between the City's Strategic Plan, the MFRI, and planned CIP expenditures, and commends the City Manager and City staff for putting a formal process in place starting with the development of the FY 2009–FY 2014 CIP budget. In last year's report we recommended that the City adopt a structured business case approach (including estimates of full lifecycle costs; analysis of two to four alternatives; and defined project dependencies and risks) for all new CIP projects and stand by this recommendation as a management best practice. We recognize, however, that the City's challenging fiscal situation has resulted in project start delays, making the structured business case approach we have proposed less relevant.

Even with the FY 2010 – FY 2015 CIP budget's emphasis on facilities/infrastructure maintenance and improvement (*vs.* new project starts), BFAAC recommends that a more rigorous prioritization process be adopted to aid Council in making challenging resource decisions. In particular, we urge the CIP Steering Committee to require managing departments to provide justifications for each proposed maintenance/improvement project that include detail on what (real or opportunity) costs the City will incur as result of maintenance/improvement deferral as well as any cross-project impacts of which the Committee, and by extension the City Manager and Council, should be aware. Based on this cost/benefit analysis, the Committee should rank projects individually rather than using the project "group" approach, which we believe falls short of providing adequate guidance to the City Manager and Council and risks leaving projects on the list which have no reasonable chance of being funded in the short-to-medium term.

RECOMMENDATIONS

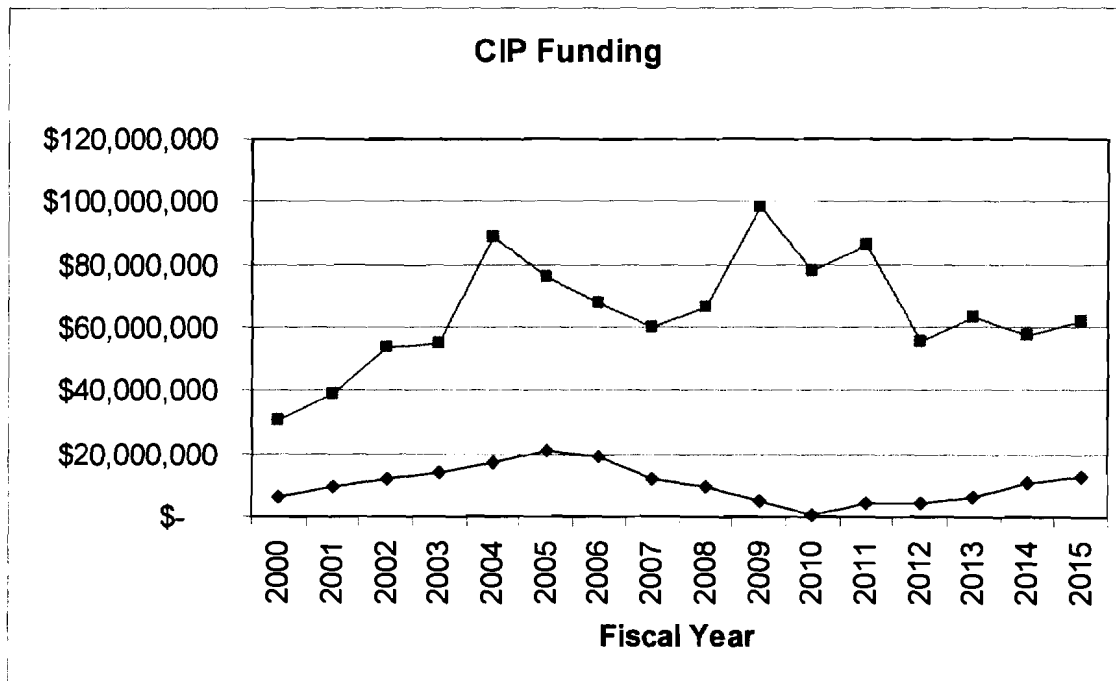
- **We recommend that the CIP clearly identify and rank all projects; that there be a list of projects that will clearly be funded and a separate list of projects that may have been considered but did not make the cut.**

- We recommend that the CIP Steering Committee require managing departments to provide a cost/benefit justification for each CIP maintenance/improvement project, and use these justifications to rank projects individually rather than by project groups.

C. Cash Capital

There is always something of a balance that BFAAC hopes the City achieves when it comes to the relationship in the CIP between cash capital contributions and debt. Historically, we have chosen to address this issue as an equitable one—how much of any given project should be paid by existing taxpayers and how much should be paid by future taxpayers given that capital projects, by definition, are designed to benefit the City long term? In our 2005 report to Council, for example, BFAAC noted the increasing size and significance that cash capital contributions had made to the expanding CIP and that such contributions had remained high for a number of years. We then observed that cash capital contributions "may have reached the point where today's taxpayers are paying more than their fair share for projects that will also be enjoyed by future residents." We thus recommended that Council reduce the planned cash capital contribution and "spread the burden out more equitably to future generations of Alexandrians."

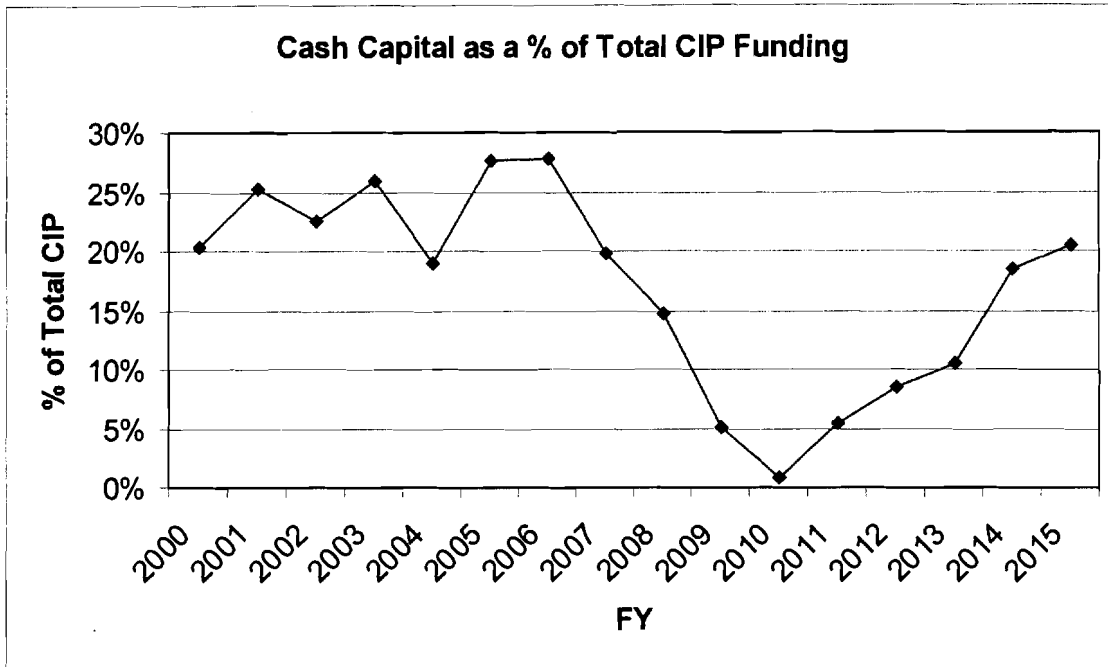
In past years, BFAAC has simply looked at the City Manager's proposed cash capital contribution(s) in relation to the amount of debt projected in the CIP and made a judgment call about whether the burden seemed more weighted toward current or future taxpayers.



Note: Top line represents total CIP funding; bottom line represents cash capital.

Back in FY 2005, when it was BFAAC's judgment that cash capital contributions had been too high, the contribution was \$21,132,339. For FY 2006, BFAAC recommended cash capital be reduced when the contribution was \$18,859,735. Those may well have been too high, but no one

can argue that this year's \$700,000 contribution is equitably weighted between current and future taxpayers. In fact, when looked at as a percentage of the City's total contribution to the CIP, you can see how significantly cash capital has declined.



BFAAC is mindful of the many City capital needs as well as the favorable environment that currently exists for debt financing. We are also acutely aware of the City's revenue situation and the challenges inherent in making a significant contribution to cash capital. To the extent possible going forward, BFAAC recommends that Council considers the equities between current and future taxpayers that are inherent in funding the CIP budget.

RECOMMENDATIONS

- **The City should develop a cash capital policy similar to the one it has successfully utilized with respect to debt policy.**
- **When considering cash capital contributions to the CIP, Council should consider the equities between current and future taxpayers that are inherent in funding the CIP budget.**

D. Stimulus Spending

On February 17, 2009, President Obama signed H.R. 1, "The American Recovery and Reinvestment Act of 2009." The Act is intended:

- To preserve and create jobs and promote economic recovery.
- To assist those most impacted by the recession.

-
- To provide investments needed to increase economic efficiency by spurring technological advances in science and health.
 - To invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits.
 - To stabilize State and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.

The Act provides \$789 billion spread over three broad categories: tax cuts (\$288 billion); state and local fiscal relief, with the vast majority of funding targeted for Medicaid and education (\$144 billion); and federal social programs and spending programs (\$357 billion).

From Alexandria’s perspective, the funds provided by the Act will be expended through the traditional channels used by the Federal government to provide assistance to the state and local level: block grants, formula grants, categorical grants, and contracts. It should also be noted that not all program funds provided by the Act will be distributed to state and local governments. Some of the funding will be provided to the private sector through the federal procurement process.

Currently, the Commonwealth of Virginia estimates that its apportionment of ARRA funding will be approximately \$4.8 billion allocated across the following areas:

Health and Human Services	\$1,833 million
Education	\$1,548 million
Transportation	\$811 million
Commerce and Trade	\$309 million
Finance	\$218 million
Natural Resources	\$81 million
Public Safety	\$47 million

These funds enable the Commonwealth to temporarily avoid draconian cuts in education and human services that otherwise might be the consequence of falling state revenue. The funds also provide an unprecedented opportunity for the Commonwealth, and by extension the City of Alexandria, to make investments in infrastructure that will be the foundation of our economic future.

To ensure that this historic opportunity was open to the greatest number of stakeholders, Governor Kaine implemented an open and structured process to determine where these investments are best made across the State. Through the web site www.stimulus.virginia.gov, the Commonwealth solicited suggestions for potential project that might benefit from federal stimulus funds. From February 10, 2009 through March 6, 2009, citizens, localities and other groups submitted 9,160 project ideas. Of those project ideas, 195 ideas pertained to possible uses

of stimulus funding in Alexandria. Project ideas were submitted from a wide variety of sources—elected officials, City department heads, non-profit organizations, and citizens.

These project ideas have been screened by the Governor’s Stimulus Working Group and are currently being reviewed and evaluated by the Governor’s cabinet. The members of the cabinet will ultimately recommend which projects merit stimulus funding. As the Governor makes his decisions, detailed information on these projects will be made available to the public.

RECOMMENDATIONS

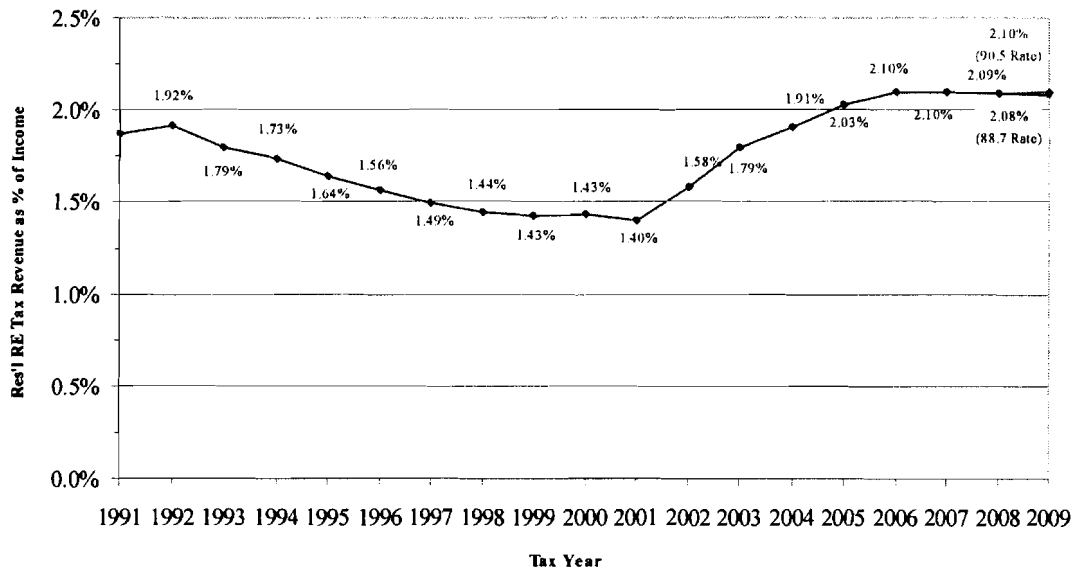
- **The timing as to receipt of stimulus funding by whatever method is uncertain; therefore the Council should not rely on the availability of stimulus funding to make budgetary decisions for the FY 2010–2015 CIP.**
- **Consistent with state and federal regulation, stimulus funding should first be applied to projects scheduled for FY 2010 and FY 2011; the next priority should be programs funded in the out-years that can be accelerated, thus potentially reducing cash capital and debt loads.**
- **Any new starts made possible by stimulus funding should be subjected to the rigorous process recommended by BFAAC with respect to project prioritization.**

IV. REVENUES AND OUTLOOK

A. Tax Burden Issues

BFAAC has been tracking the percentage of per capita income that goes to pay the residential real property tax for several years. This measure may be an indication of taxpayers' ability to pay. We have observed that on average, Alexandrians have typically paid less than 2.0% of their income for this tax; we have cautioned against setting rates that would result in tax/personal income ratios above historic ranges. As shown in the chart below, after declining in the 1990s when personal income outpaced appreciation in property values, the ratio began a steep rise in 2001, reflecting a strongly appreciating real estate market relative to personal income. The ratio has leveled off in the last four years, with a more constant ratio that is expected to hold into the current year, at slightly more than 2.0%. This measure should continue to be monitored, particularly in the current economic environment where personal income may be declining. FY 2010 Proposed Budget page 7-7.

Residential Real Estate Tax Revenue as a Percent of Per Capita Income⁷



RECOMMENDATIONS

- **The percentage of per capita income that goes to pay the residential real property tax should continue to be monitored and Council should be especially cautious, particularly in the current economic environment, in setting tax rates that that would result in ratios significantly above historic ranges.**

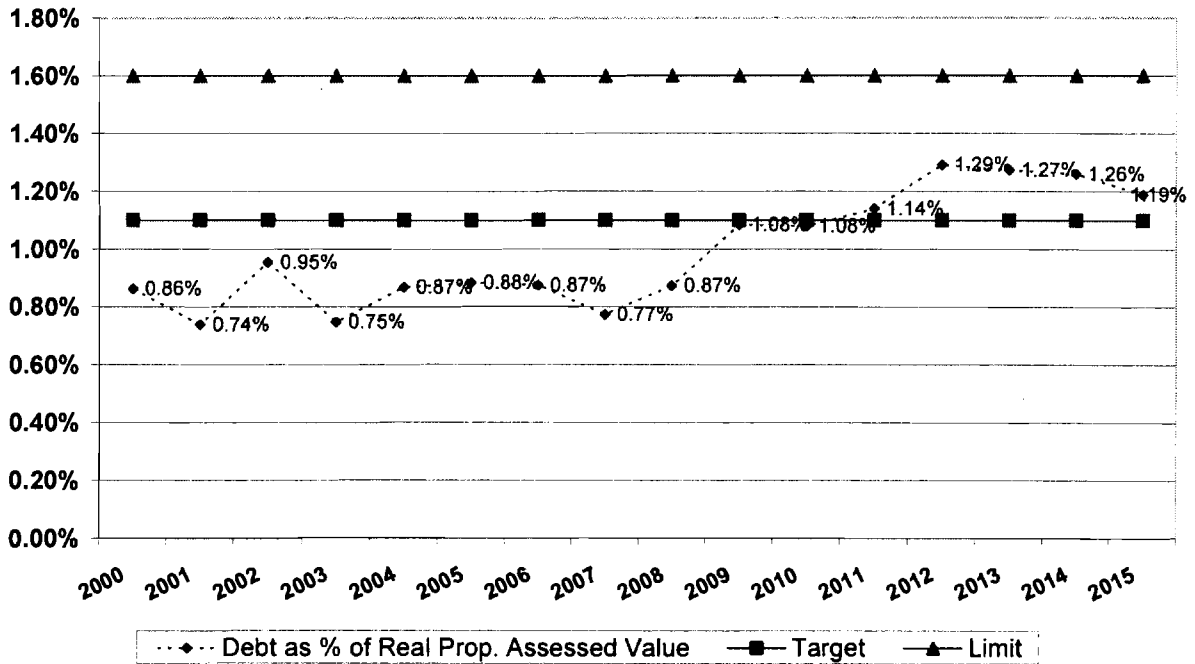
⁷ This chart includes multi-family rental properties, as well as single family, under the assumption that most landlords pass along property taxes to tenants in the form of higher rents.

- If real estate values continue to fall as projected, this indicator may prove helpful in setting the tax rate in future years inasmuch as it is an indication of the taxpayers' ability to pay.

B. Debt Burden Issues

Last year, this Committee registered its concern about the growing portion of City expenditures represented by debt service payments. Since 2000, when debt service payments were 2.25% of government expenditures, the percentage was expected to grow to more than 6.0% in the out years. This year, as shown in the City Manager's FY 2010 Proposed Budget (p. 20-25), the percentage of debt service is expected to grow to 6.59% in FY 2015. The chart below shows that the level of debt service as a percent of government expenditures is below the debt policy guideline target for this factor (8.0%) and well below the debt policy guideline limit (10.0%). Nevertheless, we reiterate our concerns about the growing amount of expenditures that must be devoted to debt service payments. These payments will begin to crowd out funds available for City operations, and the City Manager has so noted in the Proposed Budget pages 20-22 and 20-25.

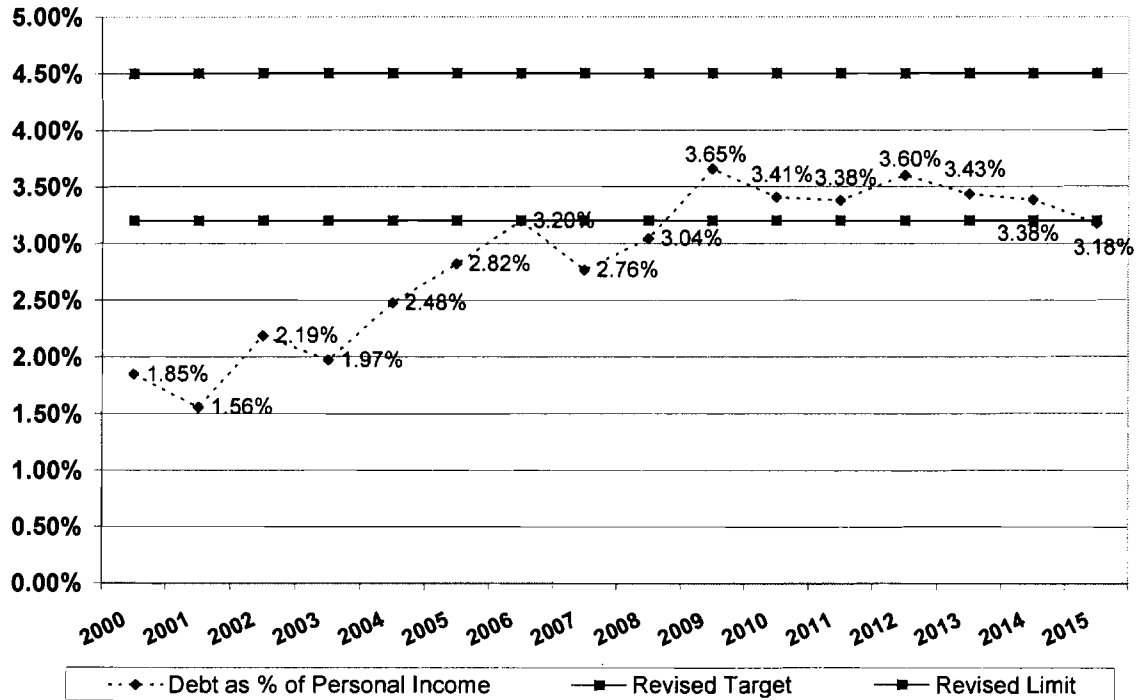
Debt as Percent of Real Property Assessed Value



An analysis of debt under the other two debt policy guideline measures shows some reason for concern as well. Although neither measure approaches the limit, both exceed the target

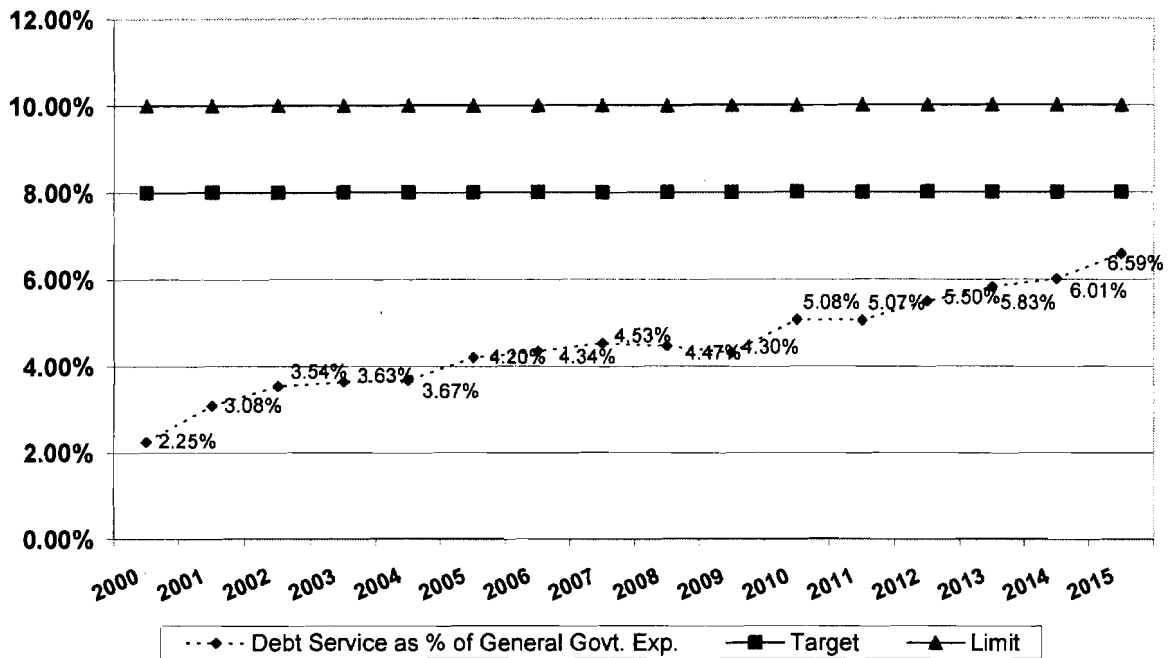
established by the guidelines for debt as a percent of personal income (3.25% target; 4.5% limit)⁸ and debt as a percent of real property assessed value (1.1% target; 1.6% limit). These relationships are shown in the following charts from the Proposed Budget (p. 20-23 and 20-24):

Debt as Percent of Personal Income



⁸ In accord with recommendations of this Committee, this guideline was recalibrated last year by raising the target and limit from 2.25% and 3.25% respectively. See Memorandum from James K. Hartmann, City Manager, Modification to the City's Debt Related Financial Policies: Debt Per Capita as a Percent of Per Capita Income, June 18, 2008.

Debt Service as Percent of General Government Expenditures



The City Manager has advised that this level of debt will not have an adverse effect on the City's double triple-A bond rating. Nevertheless, we raise a note of caution against borrowing in excess of the targets, given the effect that increasing debt service has on operating budgets in future years. At the same time, we understand that the City may wish to take advantage of favorable conditions for further borrowing (meaning that market interest rates would be lower for highly-rated bonds in this economic climate) to finance the police headquarters facility and other capital projects and has taken steps to issue a new round of borrowing.

BFAAC observes that as reflected in the proposed FY 2010 budget, the CIP debt as a percent of real property value is expected to hold approximately flat while debt as a percentage of personal income is expected to reverse its upward climb. Moreover, debt service as a percentage of general government expenditures remains below the target rate but is increasing.

RECOMMENDATIONS

- **BFAAC believes that the established debt policy guidelines have served as an important tool for fiscal discipline. We strongly support efforts to remain within all of the guidelines.**
- **Any additional borrowing should be analyzed against the debt policy guidelines and with consideration of the effect that increasing debt service payments will have on future operating budgets.**

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- **Borrowing in excess of the targets should be temporary and undertaken only with the most careful deliberation, and only in circumstances where the projects to be funded are essential under the strategic goals and result in significant long-term benefits to the City, or represent the City's commitment to fulfill a prior obligation, (e.g., Metro).**

C. Revenue Diversification

BFAAC remains concerned about the City's continued heavy reliance on the uncertain, and recently declining, residential real estate tax revenue.⁹ The proposed FY 2010 budget projects that nearly 56% of the anticipated revenues relies upon real estate assessments, 31.2% of which is dependent upon residential property. In fact, if you remove commercial multi-family rental from the commercial classification and include it with residential,¹⁰ the residential accounts for 69% of the real estate tax base. Notwithstanding the fact that expansion of the commercial tax base will ease the burden on residential owners, Council should be cognizant of the anticipated reduction of commercial real estate assessments in CY 2010 and beyond. The recent contraction of credit markets, increasing capitalization rates, lower rental rates and increased vacancies will result in declining commercial real estate assessments and revenues.¹¹

(1) Economic Development

In recent years, BFAAC has stressed the importance of economic development in maintaining a sustainable and predictable revenue source, repeatedly noting that revenue diversification reduces the real estate tax burden on homeowners.¹² The Proposed FY 2010 Budget provides \$3.2 million for economic development activities, a 5.9% reduction over the FY 2009 approved budget. While BFAAC recognizes progress in some respects, we remain concerned that the City does not fully appreciate the urgency in implementing a comprehensive and coordinated approach toward making the recommendations of the Mayor's Economic Sustainability Work Group a reality:

Landmark Mall

Redevelopment of this site should be one of the City's highest priorities. Landmark Mall has been characterized as the single most significant land use activity in the City's West End.¹³ However, the real estate assessment for Landmark Mall has plummeted in recent years. The property is currently appraised at \$85,279,276 which is 42% of the CY 1991 assessed value.¹⁴ Landmark Mall's reduction in value continues to cost the City valuable revenue. The City's other 28 shopping centers continue to perform well with high occupancy levels and stable operating

⁹ In CY 2009 residential property decreased 4.39% (\$883.7 million) While this was somewhat offset by a 1.24% increase in commercial real estate assessments, the net reduction of 2.06% in the overall real property tax base was the first drop in the total tax base since CY 1994. Budget Memo #2, February 10, 2009.

¹⁰ BFAAC notes that the City already has this capacity as a result of last year's adoption of the commercial add-on capability.

¹¹ Budget Memo #2, February 10, 2009.

¹² Our FY 2008 BFAAC Report contains an extensive history of the City's economic sustainability initiatives.

¹³ Technical Assistance Panel Report, ULI Washington, September 29-30, 2004.

¹⁴ By way of comparison, T.C. Williams High School is appraised at \$134.5 million.

positions.¹⁵ In addition to the lost real estate tax revenue, the City is also losing tax revenues from gross receipt sales, business licensing, and meals tax. OMB advises that these lost tax revenues are immeasurable at this time. Moreover, the pending redevelopment of Springfield Mall and the success of the Shirlington mixed use development pose a significant competitive threat to Landmark.

While we are not unmindful of the fact that current economic conditions are likely to delay redevelopment, we urge the City to continue to take an active role in seeking out a financially capable developer to proceed expeditiously.¹⁶ While financing may be an issue, the lower cost of labor and materials make this an opportune time to make the redevelopment a reality. We also commend the City's adoption of a flexible design guideline to help promote redevelopment at the appropriate time.¹⁷

AEDP

In FY 2009 pending AEDP reorganization, Council set aside \$125,000 of funding in its contingent reserves, of which \$63,000 was subsequently allocated in October 2008. In the interim, AEDP has reconstituted its Board of Directors,¹⁸ established performance measures and completed a detailed strategic plan.¹⁹ BFAAC now believes that AEDP has taken steps to assume an important role in the City's economic sustainability initiatives. This is particularly significant in light of the commercial competition Alexandria faces from surrounding jurisdictions.²⁰

ACVA

BFAAC observes that ACVA has also undergone some organizational changes including the hiring of a new Executive Director and the development of a new marketing plan. Significant changes in their media buying strategies, a new high tech website presence, and the adoption of a number of performance measures has been accomplished. While it may be too early to analyze the impact of these changes, their work plays a significant role in the City's implementation of an overall economic development plan.

SBDC

Although 37% of the SBDC proposed budget is non-City funding, the proposed 5% reduction in the City's contribution for FY 2010 poses a significant impact on the SBDC's ability to provide assistance for local business owners at a time when small businesses particularly need their

¹⁵ Budget Memo #2, February 10, 2009.

¹⁶ General Growth Properties, current owner of much of the Mall property, is still trying to negotiate extensions on its bond debt payments and has advised creditors that it will seek bankruptcy court protection if it cannot get additional time. *Washington Post*, A-14 (March 31, 2009).

¹⁷ The plan envisions a lively, walkable mixed-use town center incorporating retail, residential, office and hotel development with a number of urban parks and plazas. Landmark/Van Dorn Master Plan Amendment (February 21, 2009).

¹⁸ The current Board of Directors (effective October, 2008) includes a number of local business owners as well as persons with expertise in finance, business development and a Mayor's designee. Two City Council slots have been eliminated.

¹⁹ Further complicating AEDP's efforts, the newly hired CEO resigned last fall and the search for a new CEO is pending.

²⁰ AEDP reports that several trade associations and at least one of our prized technology businesses are being lured away. Budget Public Hearing Testimony of AEDP Board Member Chuck Collins, (March 11, 2009).

expertise and assistance.²¹ Although SBDC has an established system of performance measures through its annual business survey, a more detailed approach is required if it is to maintain a significant role in the City's economic development initiatives.

King Street Retail

In FY 2005, the City received the report of the King Street Retail Study. Notwithstanding receipt of the report in 2005, and the creation of an implementation schedule, the bulk of the recommendations have not been addressed.²² A new study is underway and preliminary findings and recommendations were publicly introduced on March 19, 2009. BFAAC urges the City to complete the study as expeditiously as possible and to consider the economic impacts of prompt implementation.

Federal Economic Stimulus

BFAAC commends the City for its conspicuous absence of any reliance on the American Recovery and Reinvestment Act to backfill its proposed budget. Nevertheless, we urge the City to be prepared in the event that funding opportunities arise, by evaluating and prioritizing the estimated \$340 million projects set forth in its March 17, 2009 submission.²³ We also recognize the City for its foresight in establishing the Council Stimulus Subcommittee and its use of the City website to transparently communicate the projects under consideration.

Economic Sustainability Recommendation Implementation

In our FY 2009 Report to Council, BFAAC noted the progress of implementation in certain respects, but registered our concern over the slow, and in some instances absence of, progress in implementing many of the recommendations of the Mayor's Economic Sustainability Work Group. While we recognize that "Economic Sustainability" requires a long-term effort and may not be immediately achievable, a concerted, collaborative and immediate effort is required.²⁴

While we are cognizant of the recent hire of the Assistant City Manager for Management Improvement and his role in "...overseeing the implementation of many of the..." recommendations of Work Group,²⁵ we also recognize that the position requires a number of other responsibilities. Notwithstanding the reorganization of AEDP and its progress in conjunction with ACVA, SBDC and other economic development entities, there is still no coordinated economic development planning, policy guidance and oversight.

²¹ SBDC data indicates that the adverse impacts will affect 60 or more business owners as a result of the 243 annual hours reduction of their independent business consultant. FY 2010 Proposed Budget, p.16-30.

²² While the outdoor pilot dining program, retail storefront guidelines, undergrounding utilities, trolley and valet parking procedures have been commenced, completed or in progress, the bulk of the recommendations have not been addressed.

²³ Memorandum from City Manager James K. Hartman, March 17, 2009.

²⁴ Status Reports on the Implementation of Economic Sustainability Recommendations were issued in October, 2008 and March 1, 2009.

²⁵ Memorandum from City Manager James K. Hartman, January 14, 2009.

RECOMMENDATIONS

- **It is imperative that the City increase its efforts to identify a financially capable developer to proceed expeditiously with the redevelopment of Landmark so that, at such time as redevelopment of Landmark becomes viable, the City has positioned itself well to attract the desired development as a result of the City's adoption of the flexible design guidelines.**
- **BFAAC commends AEDP, ACVA and SBDC for their progress in the adoption of performance measures, and we urge the City to be proactive in assisting all economic development entities in the establishment of appropriate indicators to assist in the measurement and evaluation of economic development benchmarks.**
- **BFAAC urges the City to make implementation of the Economic Sustainability Work Group a priority with increased focus and resources for the necessary planning, policy guidance, oversight and control of City spending on economic development activities.**
- **Implementation of the economic sustainability recommendations requires, as a priority, the assignment of a qualified City employee economic development professional to coordinate economic development planning, policy guidance and oversight**
- **The City should ensure that regularly scheduled/periodic status reports covering the progress of implementation of the economic sustainability recommendations are produced to provide progress accountability and transparency.**
- **The City should take immediate steps to identify and prioritize the desired projects that may be undertaken pursuant to the economic stimulus legislation.**

(2) Revenue Options

The City Manager has identified a number of taxation/revenue alternatives for Council's consideration along with the statutory authority and a description of the extent to which the City has the ability to increase the rates.²⁶ While BFAAC has commented on a number of these alternatives in prior reports, current economic conditions warrant additional consideration:

Commercial Real Estate Add-On Tax

In our FY 2008 Report on the City Managers Proposed Budget BFAAC observed that the commercial add-on tax afforded the City an opportunity and was worthy of consideration as it continued to analyze its transportation needs. In the proposed FY 2009 council advertised a

²⁶ Budget Memo #23, March 16, 2009.

maximum add-on rate of \$0.02²⁷ but in the context of the developing economic downturn, set the rate at 0 in the adoption of the FY 2009 budget. While noting that each \$.01 would raise about \$1.0 million annually for transportation needs, the City Manager did not recommend the adoption of an add-on tax in the proposed FY 2010 Budget. BFAAC continues to believe that this option should be maintained and be available as Council deems appropriate.

BPOL

The City of Alexandria (as do all Virginia localities) levies a business professional occupational license tax (BPOL) on the gross receipts of persons, firms, corporations, or partnership engaging in business within the City.²⁸ The following chart illustrates the current rates for the Business, Personal and Repair Service tax rates expressed as rate per \$100 of gross receipts:

BPOL Tax Rates by Jurisdiction (Rate per \$100)				
Alexandria	Arlington County	Fairfax County	Loudon County	Prince William County
\$0.35	\$0.35	\$0.19	\$0.17	\$0.21

While BFAAC observes that the City has generally been competitive with our neighboring jurisdictions in setting the real estate tax rates, the marked difference in the BPOL rates with Fairfax, Loudon and Prince William counties warrants review and re-evaluation. BFAAC remains committed to its position on revenue diversification but in the context of the City’s economic sustainability initiatives, care must be taken to ensure that our taxation structure is consistent with the attraction and retention of commercial activity that will help expand our tax base.²⁹

Cigarette Tax

Currently the City imposes a \$0.70 tax on each package of cigarettes and unlike our neighboring counties, there is no limit. Although the proposed budget recommends no change in the tax rate, BFAAC notes that the City Manager’s projects that each \$0.05 increase in the tax rate would provide an additional \$0.2 million in revenue. The current rate has remained in effect since 2005.³⁰ An increase in the tax will generate additional revenue and further emphasize the City’s initiatives promoting healthy lifestyles.

²⁷ March 15, 2008 City Council Public Hearing.

²⁸ Business Services, Personal Services and Repair Services are distinguished from Financial Services which can be subject to a higher maximum rate. See Budget Memo #23, March 16, 2009.

²⁹ By way of example, BFAAC observes that even if the City had a site or existing building capable of accommodating the Hilton Corporate Headquarters need for 130,000 s.f. and 3,500 employees, the current BPOL tax structure may have posed a disincentive.

³⁰ Budget Memo #23, March 16, 2009.

RECOMMENDATIONS

- **The Commercial Real Estate Add-On Tax remains a viable option to address the City's transportation needs and should be evaluated annually in the context of market conditions.**
- **In setting the BPOL tax rates, we recommend that the City evaluate the effect of the rate in retaining and attracting commercial activity to expand the tax base.**
- **An increase in the cigarette tax may be warranted at this time.**
- **BFAAC recommends that the City Manager's Proposed Annual Budget Document set forth the maximum tax rate permitted by law for each revenue option.**

D. Grant Revenues

BFAAC observes that 20% of the FY 2010 City Manager's Proposed Budget relies on estimated Special Revenue Funds including grant sources. State and federal grants account for \$78.2 million of the total \$102.5 million Special Revenue Sources. While these revenues are used for a number of valuable programs, we find that the grant application and the City's current process for receipt of grant funds is inefficient, labor intensive, and costly. Council is required to approve all grant applications prior to the actual application, and upon receipt of the grant funds, must approve an allocation of the funds as part of its usual ongoing budget process; agency and OMB staff spend time and money preparing hundreds of routine grant docket items each year, and Council, likewise, reviews and votes on each of those items. This results in a strain on Staff time, Council time, and money, especially unfortunate in this time of fiscal restraint.

BFAAC agrees with OMB's efforts to streamline, to the extent possible, the grant approval process. We recommend that the Council approve as part of its regular budget adoption the normal recurring grants received by the City (as outlined on pages 7-51 through 7-56 of the Proposed FY 2010 Budget). BFAAC recommends that all other grant applications and approvals be combined into a single monthly docket item, so as to save agency, Staff, and Council time.³¹

BFAAC further finds that the City lacks a grant application policy. We previously have stated our concern that many grants create programs that are not essential to City operations but, once created, have a resident constituency and, thus, are difficult to reduce in times of fiscal stress. We recommend Council adopt a resolution requiring agencies to demonstrate to OMB and the City Manager that any grant meets the agency's core mission, as defined by the City's Strategic Plan, and is consistent with the City's implementation of its MFRI. Grants should be subject to the same results-focused management system as other government programs.

³¹ BFAAC is well aware that some grant applications come to Staff's attention on short notice and have accelerated response deadlines. Nevertheless, all grants are not created equal and the City should employ a reasoned analysis of the risks and rewards associated with a specific grant application.

As BFAAC has noted repeatedly in virtually every report issued over the past several fiscal years, the City needs to diversify its revenue. One way to do so is to seek any and all additional funding it can; however, grant funding may warrant a caveat and cautionary note inasmuch as many grants contain conditions with which the City may not wish to be encumbered; others limit the amount of grantor funding while containing no such ceiling on the City's contribution. As a result, an unintended consequence known as "grant creep" occurs when, due to inflation, or otherwise, the City costs of maintaining certain grants increase and may eventually be unsustainable.³² In order to halt "grant creep," BFAAC recommends that OMB require agencies that accept grants to absorb any additional grant costs within their own budget, and not request new City funding.

BFAAC had recommended that the City hire a grants coordinator and place that person within the City Manager's office. The City did so, but that position has been eliminated due to the budgetary constraints.³³ BFAAC recommends the City reconsider creating such a position when it has the budgetary means to do so. In the meantime, we recommend that OMB serve as the clearinghouse for all grants, but that agencies individually apply for and administer agency- and program-specific grants.³⁴

RECOMMENDATIONS

- **Council should approve as part of its regular budget adoption the normal recurring grants received by the City.**
- **The City should continue to explore grant sources to supplement other City tax revenues.**
- **Recurring grant applications should be submitted to Council in a single monthly docket item.**
- **The City should formulate a uniform grant application policy whereby agencies must demonstrate to the satisfaction of OMB and the Manager that each grant meets the agency's core mission, as defined by the City's Strategic Plan, and is consistent with the City's implementation of MFRI.**
- **Recurring grants that are no longer economically sustainable in future years because of reduced grantor funding, or increased operating costs, should be eliminated unless the accepting agencies are able to absorb additional cost within their own budget.**

³² By way of example, the City was awarded the Staffing for Adequate Fire and Emergency Response Grant (SAFER) on February 20, 2009. During the March 24, 2009 Council Work Session it was noted that the grant provides \$325,140 over 5 years with a declining Federal contribution each year.

³³ Prior to its elimination, the position had been filled twice but the incumbents left because of reported frustration and other opportunities.

³⁴ BFAAC observes that the grant searching, grant writing and grant management are essential functions that must be managed by the individual departments in the interim.

E. Fees

Recently the City adopted a fee compendium recommended by BFAAC. We commend the City's adoption of the compendium and its ease of access on the City website and urge the City to continue a periodic review to ensure that the fees are in line with neighboring jurisdictions and that they are set at such a level so as to promote cost recovery for provided services.



ALEXANDRIA CITIZEN CORPS COUNCIL 2008 ANNUAL REPORT

The Alexandria Citizen Corps Council (CCC) is a 15- member volunteer citizen body appointed by the Mayor and City Council. The Council is currently comprised of 12 individuals, including two City Council members, citizens and representatives of business, volunteer, civic and community groups.

During 2004, an interim Citizen Corps Council was established to develop a mission statement, organizational structure, and final recommendation for a permanent body for consideration by the City Council. After the City Council permanently established CCC in 2005, the CCC started filling its roster as citizens applied and were appointed to serve on the CCC. By September 2005, CCC was ready to hold its first official meeting and spent the first few subsequent meetings organizing structurally as well as electing leadership positions. The Council's monthly meetings are typically held at the Alexandria Fire Department Headquarters, 900 Second Street in the second floor meeting room, at 7:00 p.m. on the fourth Monday of each month.

The CCC conducts community outreach and education to individuals and business in the City to help Alexandria minimize the impact of disaster through prevention, preparation, and effective response measures. By enhancing preparedness and volunteer mechanisms, the Citizen Corps Council helps ensure that Alexandria is a community that unites together to prevent and minimize the consequences of a disaster or threat to people's health, property and safety.

The Alexandria Citizen Corps Council respectfully submits its annual report for the fiscal year 2008, highlighting the Council's activities and accomplishments.

During 2008, the CCC gave a presentation to Child Protective Services as part of National Preparedness Month. The CCC also participated in several local events to distribute information and educate citizens on emergency preparedness. These events included but were not limited to:

- Alexandria Red Cross Waterfront Festival
- Del Ray Farmer's Market
- Alexandria Birthday Celebration
- Friendship Firehouse Festival
- National Night Out
- USDA National Preparedness Month Fair
- Meetings of local civic associations

The CCC hosted the 3rd Annual Be Ready Day, which this year was called "Be Ready Alexandria", to conduct community outreach to the citizens of Alexandria. This year we linked ourselves with already established events going on in the City to maximize our outreach efforts. We collaborated with Community Emergency Response Teams (CERT), Medical Reserve Corps (MRC), American Red Cross, Health Department, Tenants and Workers United, Animal Welfare League, Olde Towne School for Dogs and Volunteer Alexandria. The CCC distributed over 500 Be Ready Bags with emergency preparedness information as well as other brochures and pamphlets secured from FEMA. The CCC participated in the following events:

- Olde Towne Dogge Walk, Sunday, September 14, 2008
- Multicultural & Health Fair, Saturday, September 27, 2008
- World Rabies Day, Sunday, September 28, 2008

As a result of our efforts for Be Ready Alexandria, the CCC received the 2008 FEMA Region III "Making a Difference" Award.

The CCC obtained and distributed 100 copies of a Sesame Street video geared towards 3-5 year olds about safety and preparedness and in collaboration with the Red Cross. Distribution focused on Alexandria day care and pre school facilities.

Alexandria received grant funds in the amount of \$83,675 through the 2007 Urban Area Security Initiative fund for volunteer recruitment, training and retention. These monies were used for project plans with the Alexandria Red Cross Chapter and Volunteer Alexandria. The City contributed \$5,000 to the Pet Shelter Plan. A total of \$443.07 was used to purchase Citizen Corps shirts for members conducting outreach and to buy 2 emergency preparedness kits to use as demos for outreach.

At the beginning of the year the CCC was attempting to operate three subcommittees. It was later realized that the subcommittee approach was impractical and was contrary to the laws and regulations regarding the operation of citizen-based committees. At the end of the year the CCC dissolved the subcommittees and committed to focusing its efforts on public education and outreach.

Thomas Walczykewski
Chairman

The Alexandria Commission on Aging
Annual Report
to
the Alexandria City Council
for
2008 – 2009



Respectfully Submitted by William Harris, Chair

Alexandria Commission on Aging

July 2009

Members of the 2008-2009 Alexandria Commission on Aging



l. to r. Back Row: David Horne, Bill Harris, Lewis Simon, Bob Eiffert, John Smucker, Don Fowler; Middle Row: Irene Carpenter, Jane King, Patt Sullivan-Perry, Cedar Dvorin, Eileen Longstreet, Janet Barnett; Front Row: Vice Mayor Del Pepper, Klara Guyton, Ben Kellom, JoAnn Miller. Not shown: Sabrina Reilly, Bob Breiner, Carol Downs, and Nicole Liffrog Molife

Alexandria Commission on Aging Annual Report 2008-2009

The Alexandria Commission of Aging represents the senior adults of the City of Alexandria and provides oversight for matters affecting their well being. By City Ordinance the Commission is responsible for “identifying the needs of the elderly, developing overall planning to meet those needs, evaluating service delivery plans as implemented, and advocating on behalf of the elderly.” In carrying out these responsibilities the Commission met nine times during this past year.

Commission Committee Structure Changes

From the Commission’s beginning its bylaws called for standing committees. These committees varied widely in their effectiveness. Some years some were effective and others not so effective, or not effective at all. Too often they were simply committees on paper.

In its meetings during the summer prior to the start of the in 2008-2009 year the Commission’s Executive Committee decided to recommend changes in the Commission’s bylaws to eliminate all standing committees, except the Executive Committee, and replace them with ad hoc committees appointed for specific purposes and defined terms. The Commission in its first meeting of the new year approved the Executive Committee’s recommendation, and revised the bylaws accordingly.

Progress on Stated Goals for 2008-2009

In its 2007-2008 Report to Council the Commission listed the following goals for the 2008-2009 year:

- Engage a firm to examine and evaluate the needs of the coming Baby Boomers, and develop an action plan that will guide the City in its efforts to make Alexandria a more liveable community for all ages.

While this goal was not met some progress was made. The City Council budgeted \$80,000 to hire a consulting firm to develop a strategic action plan, but tabled the matter and put the money in contingent reserve pending clarification of DIIS’s proposal. Subsequently OAAS staff and Commission representatives worked to prepare a draft RFP and endeavored unsuccessfully to find a university or other group that would do the project pro bono.

During the summer of 2009 the staff from the Office of Aging, working with the Executive Committee of the Commission on Aging, will be developing an RFP and working with the City’s Purchasing Department to publish it. Members of the Executive Committee of the Commission will be working closely with staff in this endeavor.

- Appoint one person in each City department as a liaison to the OAAS and Commission on matters affecting senior adults, to become knowledgeable about the special needs of

the elderly, and to advocate for meeting those needs in all matters considered by their departments. They are to meet as necessary under the direction of the Director of the OAAS for the purpose of sharing information and coordinating efforts to help make Alexandria a More Liveable Community for All Ages, especially the elderly.

This goal by the Commission was moved forward by DHS staff through required channels and received necessary approval for implementation. Each relevant City department has been asked to appoint one person to be liaison to OAAS and the Commission. Currently 14 departments have made appointments. OAAS staff is in the process of preparing suggested guidelines and an organizational meeting is planned for September, with full implementation of the program to follow.

- Convene Town Hall Meetings in several locations in the city for the purpose of getting first hand information from residents about the needs and concerns of elderly citizens.

The efforts to reorganize the Commission committee structure and other priorities delayed action on this goal. A town hall meeting was planned, scheduled, and invitations sent out for June 11th at the Lee Center, but the building became unavailable as a result of extensive water damage. This goal will be continued in 2009-2010.

Results of Changes in Commission Committee Structure

The following ad hoc committees were established at the beginning of the year. Each completed its assigned work and provided written reports to the Commission, with recommendations for Commission action as deemed appropriate.

City Website Review

Assignment: Review the City's website for its value to and ease of use by senior adults, and make recommendations for improvement.

Report: The committee reviewed the City's website, as well as websites for several neighboring jurisdictions. Information important to senior adults was scattered throughout the City's website and not easily found. It did not rate well compared with other websites. The committee recommended changes to the City IT staff.

Recommend: The Commission work with City staff in a continuing effort to improve the City's website to see that it adequately meets the needs of all senior adults.

Transportation

Assignment: Review the City's forms and programs of transportation available to senior adults.

Report: The committee looked at all modes of transportation, including walking and bicycling, and reviewed the City's Master Plan, which was revised last year. In general the options for transportation in Alexandria rate favorably with other neighboring jurisdictions. The committee expressed concern that even though taxi fares are subsidized by the City, the cost can be burdensome to low-income seniors who must take taxis on frequent and repeated trips for dialysis, chemotherapy, etc. *Of particular concern were the uneven brick sidewalks, particularly in*

Old Town, that make wheelchair and walker use difficult and create tripping hazards.

Recommend: Continue to monitor compliance with the City's Master Transportation Plan and develop a closer relationship with transportation office staff.

Senior Housing Benefits

Assignment: Review the City's housing program benefits for low-income seniors.

Report: The committee met with staff in both housing and tax offices. It found many good programs that provide financial assistance to low-income elderly, some of which are little used.

Recommend: Find ways and means to better publicize the existing programs.

Senior Center Programs

Assignment: Review and evaluate the programs offered by the City's senior centers.

Report: Committee members visited all the City's senior centers, and met with their directors. They also visited several senior centers in neighboring jurisdictions. The committee reported in detail about the programs in each of the City's centers, and also noted that the Department of Parks and Recreation also has many good programs specifically for seniors.

Recommend: Find ways and means to encourage more participation by seniors, and enhance the programs as funding is available.

OAAS Contracts Review Committee

Assignment: At the request of the former Deputy Director of DHS, review the OAAS contracts with the various service providing partners, evaluate their value to the City, and make recommendations regarding them.

Report: OAAS funds 13 programs with 10 service providers. The money comes from three sources: City Funds, \$955,331; Virginia Department of Aging, \$222,443; and Community Partnership Programs, \$73,476; for a total of \$1,251,250. In the past some vendors have worked with OAAS on the basis of informal agreements. The Committee found OAAS is working with the Purchasing Department to write sole source contracts with all vendors whose contracts are not current, and prioritizing the contracts to develop the requests for proposals.

Recommend: In six months review with OAAS contract staff progress they have made in formalizing all contracts. Make occasional site visits to services providers, as appropriate. (Some services are confidential and therefore inappropriate for site visits.)

Budget Review and Support

Assignment: Monitor and advise staff regarding the OAAS budget and advocate as necessary.

Report: Meetings were held with the OAAS, Director and the OAAS Fiscal Officer to review the budget. The committee expressed concern with the effect of the severe budget cuts on services to frail and/or low-income senior adults, and in testimony petitioned the City Council to do everything possible to minimize the effect of necessary budget cuts on the most vulnerable citizens.

Recommend: Convene this committee early enough in 2009-2010 to be able to council OAAS during the budget development process.

Annual Commission Awards

Each year the Commission gives out three awards to individuals and organizations that have demonstrated extraordinary service to benefit elderly Alexandria citizens. An awards program was held at City Hall in the Vola Lawson Lobby and sponsored by the Hermitage of Northern Virginia and R.S.V.P. The accomplishments of the following recipients were recognized:

Annie B. Rose Lifetime Achievement Award:

Virginia Hahn

Excellence in Aging Award for Organization:

Rebuilding Together Alexandria

Lois Van Valkenburgh Excellence in Aging Award for an Individual:

Donald Templeman

NVAN (Northern Virginia Aging Network)

NVAN is an informal networking organization made up of the Area Agencies on Aging and the Commissions on Aging of all Northern Virginia jurisdictions, including Alexandria. Meetings are held every other month to share concerns and ideas about how to better support each other in helping to improve the lives of all elderly citizens. A major function each year is the development of a legislative platform and the presentation of same to state legislators at an annual legislative breakfast meeting each fall. NVAN is recognized as one of the state's more effective advocacy groups for the betterment of the elderly. The Alexandria AAA staff and Commission on Aging are active participants.

Organizations in Alexandria with which the Commission has liaison relations:

- Charles Houston Senior Center
- Senior Services of Alexandria
- Alexandria Recreation, Parks and Cultural Activities
- Alexandria Police Department
- Successful Aging
- Alexandria Commission on Persons with Disabilities
- Affordable Housing Advisory Committee
- AARP
- Alexandria Adult Day Services Center
- Alexandria Homeless Services Coordinating Committee
- Commission on Human Rights
- RSVP
- TRIAD/SALT Council
- St. Martins de Porres Senior Center

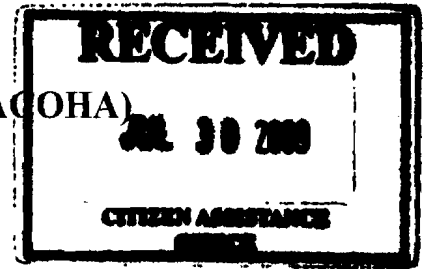
Goals for 2009-2010

- Continue efforts started last year to develop a strategic action plan that will guide the City in its efforts to meet the needs of the coming age wave of Baby Boomers, and to make Alexandria a more liveable community for all ages.
- Continue the process started last year to appoint one liaison in each City department to be knowledgeable about the special needs of the elderly, to advocate for meeting those needs in all matters considered by each department, and to coordinate these efforts through the OAAS and the Commission on Aging.
- Convene a Town Hall Meeting for the purpose of getting first hand information from residents about the needs and concerns of elderly citizens.
- Move forward with efforts to develop an affordable assisted living facility to meet the needs of the frail elderly citizens in the City who cannot afford the cost of market rate facilities.

The Alexandria Commission on Aging presents this report for the year 2008/2009, with appreciation for the opportunity to have been of service to the City and its senior citizens.

Bill Harris, Chair
David Horne, Vice Chair
Jane King, Secretary
Janet Barnett
Robert Breiner
Irene Carpenter
Carol Downs
Cedar Dvorin
Robert Eiffert
Don Fowler
Klara Guyton
Ben Kellom
Eileen Longstreet
Joann Miller
Nicole Liffrig Molife
Mary Parker
Sabrina Reilly
Lewis Simon
John Smucker
Patricia Sullivan-Perry
Vice Mayor Del Pepper, Liaison from City Council
MaryAnn Griffin, Director, OAAS
Debbie Ludington, Long Term Care Coordinator, OAAS

City of Alexandria Commission on HIV/AIDS (ACOHHA)
2008-2009 Annual Report



Dear Members of the Alexandria City Council:

The Alexandria Commission on HIV/AIDS (ACOHHA) advises City Council in the formulation and implementation of public policy on the prevention, care, and treatment of HIV/AIDS through education, community collaborations and awareness programs.

ACOHHA has individual representatives from various institutions, organizations, and the community, each of which work to promote the above mentioned goals.

During this year, ACOHHA was able to accomplish many achievements in line with its goals to promote community awareness in the City of Alexandria.

- June 2008: Commission members participated in the “Mayors Campaign against HIV” where free HIV testing, entertainment and personal testimonies were provided for youth at the Mt. Vernon Community Center in honor of National HIV Testing Day. Additionally, commission members participated in a HIV & Methadone screening at Freddie’s Restaurant.
See Attachment National Testing Day for a detailed description of the event.
- December 2008: In honor of Worlds AIDS Day, the Commission sponsored the Second Annual World AIDS Day Service Awards. This event, which honors individuals who work to promote not only prevention and education, but those who care for individuals living with HIV and AIDS, was a great success. Mayor Euille honored us by helping acknowledge these individuals and local businesses and organizations donated food and provided financial support. This year’s attendance was five times that of last year, demonstrating the city’s commitment to this important issue.
See Attachment Service Awards for a detailed description of the event.
- April 2009: In conjunction with the Alexandria Health Department, Commission members participated in a “4-3-2-1 Testing Campaign.” This effort provided free testing for Gonorrhea, Chlamydia, Syphilis and HIV to Alexandria adolescents in part of a region-wide outreach effort to bring testing to local populations. Twenty-one local students were tested for Gonorrhea and Chlamydia, with three students testing positive. Seventeen students were tested for HIV, with none testing positive.
See attachment 4-3-2-1 for a detailed description of the event.
- May 2009: ACOHHA published the “**Facts and Stats Newsletter**,” which was developed by Commission Vice-Chair Funmi Adesanya. The newsletter offers a glimpse into the status of HIV and AIDS in Alexandria in comparison and surrounding communities, and common myths.
See attachment Facts & Stats for a copy of the Newsletter.

For the coming year, ACOHHA members will continue to increase community involvement, working on additional fund raising to support HIV and AIDS prevention and education events, encouraging outreach efforts for at risk populations, and supporting individuals and organizations in their efforts to care for individuals living with HIV and AIDS. We are proud to have a full functioning Commission with participating and feedback from every member. It is my hope and that of the Commission to become a sustainable entity in Alexandria, educating and rooting itself in being a voice for those infected and affected by HIV and AIDS.

Respectfully yours,

A handwritten signature in cursive script that reads "Christine Jones".

Christine Jones

Chairperson, Alexandria Commission on HIV/AIDS

**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT**

JULY 1, 2008 THROUGH JUNE 30, 2009

COMMISSION: HIV/AIDS

CHAIRPERSON: Christine Jones

MEMBER'S NAME	2008						2009					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Funmi Adesanya							X	X	X	X	X	X
Bonnie Bernstein	N	E	E	X	OFF	S	OFF	OFF	OFF	OFF	OFF	OFF
Merry Brinkley	O	X	X	X	X	E	X	E	X	X	E	
Dennis Burstein		X	X	X	X	R	X	X	X	U	X	E
Tomas Cabrera	M	X	X	OFF	OFF	V	OFF	OFF	OFF	OFF	OFF	OFF
Rose-Marie Chaperon	E	U	U	OFF	OFF	I	OFF	OFF	OFF	OFF	OFF	OFF
Elizabeth Clarey	E	X	X	X	X	C	OFF	OFF	OFF	OFF	OFF	OFF
Patricia Dickson	T					E	X	X	X	X	X	X
Nadine Eads	I	X	X	E	X		X	E	X	E	X	X
Gina Gunn	N				X		U	X	X	U	OFF	OFF
Christine Jones		X	X	E	E	W	X	X	X	X	X	X
Rebecca Kudla		E	X	X	X	A	X	X	X	X	E	E
Brent Minor		X	E	E	E	R	X	X	E	X	E	X
Kimberly Moore		U	E	X	E	D	E	OFF	OFF	OFF	OFF	OFF
Robert Nast		X	X	X	X	S	X	U	X	U	U	U
Lillian Thompson		X	X	X	X		X	X	E	U	X	X
Tara Villano		X	E	X	X		X	X	X	X	X	E

INDICATE: X - FOR PRESENT E - FOR EXCUSED U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

(FORM MUST BE SIGNED BY CHAIRPERSON)

Christine Jones

APPROVED:

(Chairperson)

National HIV Testing Day 2008

In June, members of the Alexandria Commission on HIV/AIDS participated in events held in recognition of National HIV Testing Day. On Monday, June 23, a movie viewing and discussion of "Meth: The Movie" was sponsored by the Northern VA HIV Prevention and Education Committee and held at Freddie's Beach Bar and Restaurant in Crystal City, VA. Several members of the commission enjoyed the movie which highlighted the connection between methadone use and HIV infection. The use of Methadone decreased personal judgment, therefore increasing risky behaviors. A discussion led by members of the Prevention Committee followed with participating from commission members as well as restaurant patrons.

On Friday, June 27th, members of the commission supported the "Mayor's Campaign Against HIV" held at Market Square. Vice Mayor Euille presented a proclamation to representatives of the National Association of People with AIDS (NAPWA) who sponsors the event each year. Program participants included former commission chair Carlos Velazquez and personal testimonies from persons living with HIV. Young Lyric of Alexandria performed 2 rap songs written specifically for National HIV Testing Day. HIV testing was provided by staff from the Alexandria Health Department and various agencies provided outreach and information tables.

**Alexandria Commission on HIV/AIDS
2nd Annual World AIDS Day Service Awards**

Nadine Eads, Committee Chair

Event Logistics

- Date: Monday, December 1, 2008, 7-8:30 p.m.
- Location: First Baptist Church of Alexandria
- Approximate Attendance: 112
- Entertainment provided by T. C. Williams Music Department and Commissioner Gina Gunn
- Chairperson of the Commission, Christine Jones, was the Master of Ceremonies

Overall

- The event was very successful, in part, due to the foundation that was established in year one!
- This year's event attracted the Mayor, as well as others in government and advocacy organizations.

Honorees

- Monte L. Jones for Client Services of Casey Health Clinic in Alexandria, VA
- Todd Brown for Prevention and Education of Northern Virginia AIDS Ministry (NOVAM)
- Neshelle Terrell for Lifetime Achievement of Alexandria Health Department

Sub-Committee Reports

Nominations

The Nominations Committee: Merry Brinkley, Lillian Thompson, Gina Gunn

1. Determined award categories
2. Produced the Award Announcement
3. Reviewed nominations
4. Selected and contacted honorees
5. Coordinated the selection and procurement of plaques

Logistics

The Logistics Committee: Robert Nast, Tara Villano, Dennis Burstein

1. Confirmed venue
2. Conducted walk-through of venue
3. Solicited donors for in-kind services and monetary gifts
4. Coordinated refreshments
5. Coordinated entertainment
6. Coordinated acknowledgement letters to donors

Publicity

The Publicity Committee: Elizabeth Clarey, Rebecca Kudla, Nadine Eads

1. Produced press releases for nominations and the event
2. Placed announcements in local papers: Alexandria Times, Gazette Packet and City Government Website.

3. Created and printed the event program.
4. Coordinated post event media (see attachment).

Food

1. Buzz Restaurant
2. Stardust Restaurant
3. Clyde's Mark Center
4. Chadwick's of Old Town
5. Planned Parenthood of Metropolitan Washington, DC
6. Fuddrucker's
7. La Prima Catering

Monetary Gifts

1. Alexandria Health Department
2. Alexandria Gay and Lesbian Community Association (AGLCA)

Lessons Learned

Nominations

1. Plan to launch the Call for Nominations earlier such as the first week in November; this will allow for a second announcement if necessary.

Logistics

1. Consider an event sponsor – though successful, a lot of time was spent soliciting food and coordinating pick-up and delivery.
2. Consider RSVP's as a requirement to estimate level of participation
3. Kitchen access is important when serving food. A swing space was needed and staging area.
4. People arrive early and they need to be engaged; suggest pre-program activities – guest books; information booths; door prizes, etc.
5. Organize event materials in a binder as a tool for disseminating information from year to year.

Alexandria Times

The 2nd Annual World Aids Day HIV/AIDS Service Awards

THURSDAY, DECEMBER 4 2008

The Alexandria Commission on HIV/AIDS held its second annual World AIDS Day Service Excellence Awards Program at the First Baptist Church on King Street Tuesday evening, where four individuals were acknowledged and honored for their efforts in the fight against HIV/AIDS.

In his introductory remarks, Mayor Bill Euille said that, "It is important to pause and reflect on why we are here tonight." He spoke about how Alexandria is a very caring community, with residents dependent upon each other for support, and he congratulated the Commission and the recipients of the peer-nominated awards.

Commissioner Nadine Eads reminded those in attendance that this is the 20 year anniversary of World AIDS Day. The first World AIDS Day was held to draw attention to the global AIDS epidemic. Eads said that there are 33.2 million cases of AIDS world-wide and that 2.5 of those are children.

More than 2.5 million cases were diagnosed in 2007 and half of those are under the age of 25. "We have World AIDS Day to remind us that AIDS has not gone away," said Eads. "We are not finished fighting this battle and we won't rest until this disease is defeated."

The Commission on HIV/AIDS is comprised completely of volunteers with the exception of staff members Debby Dimon and Nechelle Terrel, who are with the Alexandria Health Department. The Commission advises City Council in the formation and implementation of public policy on treatment and prevention. They promote educational programs on awareness, treatment and prevention.

Before the presentation of the awards, Commissioner Lillian Thompson said that, "Tonight is a celebration of the many lives saved by education and prevention."

The awards winners are:

Monte L. Jones for Client Services. Jones is a case manager at Casey Health Clinic in Alexandria. He was recognized for the outstanding service he provides to his clients and his dedication to their health and well-being. As his citation read, "In addition to caring for his clients, Mr. Jones has built relationships with various local agencies and community partners to ensure adequate resources, services, and responsiveness to the needs of people living with HIV."

Todd Brown for Prevention and Education. Brown, Director of Education at Northern Virginia AIDS Ministry, has been instrumental in providing educational opportunities to youth throughout Alexandria schools, recreation centers, and church sponsored events. As a pastor of a local Baptist church he uses his leadership in the faith community to encourage other pastors and churches to get involved in the fight against HIV.

Nechelle Terrell for Lifetime Achievement. Terrell was selected for this award by her peers for her dedication, both professionally and in her private life, to the eradication of HIV in Alexandria and the surrounding community. She has coordinated numerous events and as Chair of the Northern Virginia HIV Prevention and Education Committee, her outreach extends to Arlington and Fairfax Counties. She was praised for her innovation in her efforts to raise awareness.

A special award was presented to Philip Bailey, the 2008 Outstanding Service Award. Bailey is a consumer advocate for AIDS Awareness and he has been an activist and lobbyist for many years. He was recognized for his commitment to HIV/AIDS prevention and education by the Prevention and Education Committee of the Northern Virginia HIV Consortium.

When he was called to the podium to make a few remarks, he stood silently for a few moments and then with a catch in his voice said, "I've been HIV positive for 17 years. I want to remind all of us what this day is all about. Our brothers and sisters who have gone, especially my friends Alan, Ivory, Doug, Craig, Richard, Albert and Dale. I appreciate the opportunity I've had to help other people. I'm very appreciative."

The evening concluded with an original composition written and played by Commissioner Gina Gunn. "I wrote a song about how personal this is. We all want to be supported by friends and family."

June 10, 2009

Report to: Alexandria Commission on HIV/AIDS
From: Deborah Dimon
PHN Supervisor
Subject: 4-3-2-1 Get Tested Event at Adolescent Health Center

Event logistics

- 4-3-2-1 Get Tested
- April 3, 2009, 3:00-5:00 pm
- AHD Adolescent Health Center
- Attendance: 21
- Goal to provide walk-in HIV rapid testing and screen for Gonorrhea and Chlamydia to youth attending T.C. Williams and Minnie Howard High Schools
- Youth outreach supported by Northern Virginia AIDS Ministries and the AHD Teen Pregnancy Prevention, Youth Peer Leaders
- Alexandria Commission on HIV/AIDS provided generous gift card incentives and on-site support
- American Red Cross, Alexandria Chapter provided small gift incentives
- An anonymous volunteer provided pizza.

Overall

The event was considered very successful. This was the first screening event that has ever occurred at the Adolescent Health Center. The Alexandria Health Department received affirmation from the parents and school personnel for making this service available. Some asymptomatic Chlamydia infections were identified and the youth received treatment and partner counseling and referral services. There were no positive HIV rapid tests.

Logistics

The logistics activities included the following items.

Kathie Doerr, AHD Laboratory Tech.

1. Arranged for all items for specimen collection and form completion to be onsite for HIV rapid testing and urine tests for Chlamydia and gonorrhea.
2. Arranged for specimen receipt, shipping and reporting back to the Adolescent Health Center personnel.

Merry Brinkley, Commissioner Representing the Sherriff's Office

3. Solicited donors for incentive purchases
4. Purchased and provided gift card incentives to youth attending the event.

Alexandria Health Department Staffing

5. Felisa Batista, Health Counselor; Debby Dimon, PHN Supervisor; Stephanie Gilliam, Receptionist; Melinda Gray, Social Worker; Monte Jones, Health Counselor; Margaret Kirk, Counselor; Ann Price, Nurse Assistant; Victor Robinson, Health Counselor; Nechelle Terrell, Administrative Assistant; Robert Wolverton, MD.

Alexandria Commission on HIV/AIDS, Commissioner Volunteer Support

6. Merry Brinkley, Dennis Burstein, Nadine Eads, Rebecca Kudla provided on-site support
Northern Virginia AIDS Ministries
7. Kim Jappel, Youth Speak Program Coordinator, Northern Virginia AIDS Ministries attended the event bringing music, attractive decorations and poster made by the Youth Peer Leaders. She assisted them with outreach to youth leaving Minnie Howard and able to walk over to the Adolescent Health Center

Publicity

1. Fliers prepared by Debby Dimon were posted throughout TC Williams and Minnie Howard High School campuses.
2. Youth Peer Leaders distributed fliers to personnel and co-students.
3. School nurses received copies for posting in their area of the school
4. Minnie Howard 9th grade campus shared the information in the morning announcements

Lessons Learned/Recommendations:

(Logistics)

1. The majority attendees were from Minnie Howard. Consider a different site location for testing and a better day or date when more students from both TC Williams and Minnie Howard Campuses would access testing.
2. Develop a better registration process to improve clinic flow.
3. Earlier involvement of Commission participation to allow time for members to be more actively involved, to solicit incentive contributions and/or for other activities that could promote or facilitate the event.

(Publicity)

4. Parents had requested more advanced information about the testing event to encourage youth participation. Partnership with the PTA and or School Health Advisory Committee of the School Board might help in this regard.
5. Increased communication with organizations off the school grounds to re-enforce the importance of testing among youth in the community.
6. Increased communication with school nurses, counselors and faculty to encourage their promotion of youth attendance at the testing event.
7. Identify Clubs at TC Williams High School to promote the testing event and invite additional youth participation in planning.

FACTS & STATS

What's Going on in Alexandria, Virginia and the EMA?

Virginia

In 2005, Virginia ranked 10th highest in annual reported cases of HIV in the United States.

In 2006, the rate of HIV diagnoses was 14.8 per 100,000 among men compared to 5.6 per 100,000 among women.

1 in every 824 White Virginians is living with HIV/AIDS

1 in every 106 Black Virginians is living with HIV/AIDS

1 in every 454 Hispanic Virginians is living with HIV/AIDS

Alexandria

African-Americans constitute 20% of the diagnosed HIV/AIDS cases (2006). In Alexandria, out of a total population of 138, 621 (2007), African-Americans make up 50.1% of the total number of families that live below the poverty line?


Top 3 Modes of Transmission in the Alexandria Region


- #1 Men who have sex with Men
- #2 Heterosexual Contact
- #3 Intravenous Drug Use


As of December 31, 2008, 610 individuals (including 460 males) are currently living with AIDS. 658 individuals (including 468 males) are currently living with HIV (not AIDS).


Did You Know?


According to Virginia Department of Health's 2007 Data, there are a total of 6,158 people living with HIV/AIDS:


 48% Black

 38% White

 11% Hispanic

 76% Males

 62% between 30-39 years old

 49% MSM

 27% Black MSM

5,702 Virginians living with HIV/AIDS live in Urban areas.

Source:

www.vdh.virginia.gov

www.cdc.gov



Virginia Prevalence Rates

Locality	Number	Total	
		Per 100,000	1 in every:
Arlington County	1262	617	162
Fairfax County	2043	202	494
Alexandria City	1265	903	111
Fairfax City	145	621	161
Prince William County	676	188	533

5 Most Common HIV Myths**I have HIV...I can't have children.**

This used to be true but not anymore. Women living with HIV can and do have families. While certain steps and precautions have to be taken, women can now have the families they always dreamed about.

People over 50 don't get HIV.

Don't bet on it. In fact, people over 50 make up a rapidly growing segment of the HIV population.

We both have HIV...we don't need a condom.

Not true. Experts are seeing more and more incidences of re-infection, making HIV treatment even more difficult.

HIV can be cured.

While many make claims of miraculous cures, the sad truth is there is no cure for HIV. Be careful of claims or cures and miracles. If it sounds too good to be true it probably is.

HIV is the same as AIDS

In fact this couldn't be further from the truth. HIV is a virus and AIDS is a collection of illnesses. Knowing the difference between the two is a very important part of understanding both. HIV leads to AIDS.

Sources:

<http://aids.about.com/od/top10lists/tp/hivmyths.htm>

Did You Know?

According to the CDC, individuals who are infected with STD's are at least two to five times more likely than uninfected individuals to acquire HIV if they are not exposed to the virus through sexual contact (CDC). In Virginia, gonorrhea, Chlamydia and syphilis are reportable conditions and because STD rates are reliable indicators of high-risk behavior, groups with high rates of STDs are potentially at increased risk for HIV infection.

For More Information
Visit Alexandria Health
Department

www.alexhealth.com

703-838-4400 ext. 305

**City of Alexandria
Commission on Information Technology**

FY 2009 Annual Report

Phillip Acosta
Daniel Brooks
Mark S. Feldheim
Brian Hunt, Secretary
Catherine Hogan Lewis
Kostas Liopiros, Chair
R. Mark McLindon
John Min
Scott Newsham
Redella S. Pepper
R. Heather Planey, Vice-Chair
Scott Price
Lynda Rudd
Marie Schuler
Justin Wilson

1. Introduction

The Commission on Information Technology was established originally in 1994 as the Alexandria Cable Television Advisory Commission, responsible for reviewing the City's cable television franchise activities.¹ Shortly thereafter City Council established the Alexandria Ad-Hoc Task Force on Information and Communication Technologies, which broadened the Commission's responsibilities to include information and communication technologies (ICT).² Recognizing the significant impact of ICT on City government and the delivery of City services, the City Council established in 1997 the Information Technology Commission to advise Council on cable, internet, telephone and other electronic technologies affecting the citizens of Alexandria.³ In accordance with its charter, the Information Technology Commission has prepared this report on its activities for FY 2009.⁴

2. Composition and Organization

The Commission consists of 15 members appointed by the City Council: two members from the City Council, one member representing the Alexandria City School Board, one member representing the Alexandria Chamber of Commerce, one member representing the Alexandria City Library Board, one member representing the holder of the City's cable television franchise, one member representing a provider of local telephone communication services, one member of the Budget & Fiscal Affairs Advisory Committee (BFAAC), one member representing an institution of higher education located in Northern Virginia, and six citizens-at-large.

3. Designated Commission Functions

The Commission is charged to review annually the City Manager's proposed Information Technology Plan and to make recommendations for the formulation and implementation of information and telecommunications policy and to promote citizen participation in the formulation of such policies. Another Commission function is to identify new technologies and to evaluate their potential to enhance delivery of City services and to advise Council concerning the use of funds for cable television access, programming and other public uses.

4. Principal Activities for FY 2009

Membership: The IT Commission was fully staffed at 15 members throughout FY 2009. A new citizen-at-large member, Phillip Acosta replaced Steve Cooper who did not reapply at the end of his term.

¹ Ordinance No. 3727, June 18, 1994.

² Resolution No. 1709, October 11, 1994.

³ Ordinance No. 3953, October 25, 1997.

⁴ *Id.* Section 2-4-113(a)(5).

Leadership: The leadership team for FY 2009 comprised Kostas Liopiros as chair, R. Heather Planey as vice-chair and Brian Hunt as secretary. For FY 2010 the Commission membership re-elected Kostas Liopiros as Chair and elected Daniel Brooks as Vice-Chair and Phillip Acosta as Secretary.

Alexandria City Public Schools (ACPS) and Libraries: The Commission has recommended, in prior years, that the Information Technology Staff explore the feasibility of closer collaboration and coordination with the ACPS and the Alexandria Libraries. In furtherance of that goal the Commission has conducted an ongoing dialogue with ACPS educational and IT staff. In FY 2008, Kostas Liopiros was appointed to the ACPS Technology Advisory Council and participated in the structuring and development of the ACPS 2008-2010 Technology Plan. In FY 2009, he represented the Commission on the ACPS Strategic Planning Team, which developed a strategic plan to guide the school division's activities over the next 3-5 years. He also represented the Commission on the ACPS vendor selection process for the ACPS laptop program. The Commission is also working with the ACPS IT staff to improve connectivity for high school students in the ACPS laptop program. At the Commission's suggestion, ACPS IT staff conducted a survey of the ways students use laptops while at home to access the ACPS network.

FY 2010-2015 Information Technology Plan: The City of Alexandria's Information Technology Plan is the framework within which the City's annual technology work is conducted. In preparation for the annual review, the Commission established an IT Plan Review sub-committee (Mark Feldheim, Kostas Liopiros, R. Heather Planey, Lynda Rudd and Phillip Acosta). The sub-committee reviewed the plan, met with Information Technology Service (ITS) staff to discuss some of the significant aspects and developed the final report, which was reviewed and approved by the Commission on April 20, 2008.

Formulation of the FY 2010-2015 IT Plan was particularly challenging in light of the City's diminished revenue growth projections, increased operating expenses and the pressing need to address aging infrastructure. This was a difficult environment and the ITS staff is to be commended for developing a responsive and appropriate Information Technology Plan.

Given the current and projected budget environment, it remains important that we continue to seek efficiencies and potential cost savings through the logical consolidation and centralization of City IT assets as well as to explore the feasibility of closer collaboration and coordination with Alexandria City Public Schools (ACPS) and the Libraries

Review of the Commission's Roles and Responsibilities: The IT Commission continues to examine its mission, functions and membership. In January 2008, the City Council established a Committee on Boards and Commissions to review, among other things, the City's general requirements for board and commission appointments. After consideration of the Committee's report, City Council adopted, among others, several recommendations relevant to the IT Commission. These were to: (1) require annual reports to be submitted

that include a statement of specific goals for the coming year; (2) rewrite the mission statement to reflect 21st century technology with the City using the group as a sounding board; (3) transfer cable subscriber complaints to the Consumer Affairs Commission; (4) develop a strong recruiting mechanism to attract the best candidates for Commission vacancies; (5) develop a leadership plan; and (6) include the leadership plan and recruitment plan in the annual report.

Revised Charter: As a result of our continuing review, the Committee's report and the Council's direction, the Commission developed and approved a revised charter on May 11, 2009. In the revised charter, the mission of the Commission is to advise Council on the utilization of ICT to enhance the delivery of public services as well as the operation of City government. In furtherance of its mission, the Chamber of Commerce and higher education positions were eliminated in favor of adding two additional citizens-at-large. The new IT Commission charter is enclosed at the end of this report.

Leadership Plan: The Commission developed and approved a Leadership Plan on July 13, 2009. The Leadership Plan is enclosed at the end of this report.

Recruitment Plan: The Commission developed and approved a Recruitment Plan on July 13, 2009. The Recruitment Plan is enclosed at the end of this report.

5. FY 2010 Activities

In FY 2010, the IT Commission will continue to review the City's E-Government initiatives and will look for other opportunities to enhance the delivery of services to the public and City staff. In addition to our review of the FY 2011 Information Technology Plan, we will also focus on identifying and evaluating the potential of emerging information and communication technologies. We expect to continue the dialogue with ACPS regarding IT functions and programs. In consonance with our revised charter and recruitment plan, the Commission plans to be more aggressive and forward looking in attracting qualified citizen-at-large members to the Commission.

CHARTER

Alexandria Commission on Information Technology

(a) The Mission of the Alexandria Commission on Information Technology (“commission”) is to advise Council on the utilization of information and communication technologies to enhance the operation of city government and the delivery of public services to the citizens of Alexandria.

(b) The commission shall consist of 15 members to be appointed by the city council. The composition of the commission shall be as follows:

- (1) two members from the city council;
- (2) one member representing the Alexandria City School Board;
- (3) one member representing the Alexandria City Library Board;
- (4) two members, each representing a separate provider of communications services in the city;
- (5) one member from and representing the budget and fiscal affairs advisory committee;
- (6) eight citizens-at-large.

(c) Members of the commission shall be appointed by the City council in the manner prescribed in article A of Title 2 of the City Code; provided, that a member who, under subsection (b), is representing an organization shall be nominated by the organization and appointed by city council.

(d) Members shall serve for a term of three years.

(e) All members of the commission shall, by virtue of their education, experience, interests, or employment, have a competence in information and communication technologies in one or more of the following areas:

- (1) broadband and Internet technologies
- (2) communications technologies
- (3) computer and networking technologies;
- (4) cable television;

- (5) application of information and communication technologies in education and government;
 - (6) budget and fiscal analysis; or
 - (7) public access policies
- (f) The Functions of the commission shall be as follows:
- (1) to act as a sounding board to the city on information and communications technology;
 - (2) to review annually the city-manager's proposed information technology plan;
 - (3) to make recommendations to and advise the city government in the formulation and implementation of information and communications policy, and to promote citizen participation in the formulation of such policy;
 - (4) to identify new information and communications technologies, to evaluate their potential for enhancing the operations of the city and the delivery of services by the city, and to identify the resources and legislative changes required to implement these technologies;
 - (5) to advise the city council concerning the use of public, education and government (PEG) channels and services in the city;
 - (6) to develop a strong recruiting mechanism to attract the best candidates for commission vacancies
 - (7) to develop a leadership plan, which should include a regular cycle for turnover of leadership positions on the commission; and
 - (8) to perform such other duties or functions as assigned by city council.
- (g) The commission shall prepare and submit to the city council an annual report within 60 days after the close of the fiscal year or as shortly thereafter as possible. The report shall include:
- (1) a description of the commission's principal activities during the reporting period;
 - (2) the leadership plan,;
 - (3) the recruitment plan;
 - (4) a listing of the members of the commission along with the annual attendance report;

- (5) a statement of specific goals for the coming year; and
- (6) any comments or recommendations for improving its functions or duties or making changes in other laws, procedures, policies or programs within the subject matter of its jurisdiction, including federal or state legislation.
- (h) The commission shall hold at least four regular meetings each year, and as many special meetings as the commission may deem advisable.
- (i) The commission is empowered to adopt rules and regulations in regard to procedure 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 and purpose.
- (j) A commission chair, vice-chair and secretary shall be elected annually by the commission members at the organizational meeting designated by the commission.
- (k) The department of financial and information technology services shall provide administrative and logistical support to the commission and its chair.

Leadership Plan

City of Alexandria Commission on Information Technology

The Leadership of the IT Commission plays a vital role in setting the direction of the Commission's activities and ensures that the Commission's business is conducted in accordance with City code. The roles of these vital commissioners and the method of electing them are delineated below.

ROLES AND RESPONSIBILITIES

The leadership of the IT Commission shall reside in a chairperson, a vice chairperson, and a secretary.

Chairperson

The chairperson shall be responsible for:

- Providing effective leadership of the Commission, including representing the Commission to the public and other stakeholders;
- Setting the Commission agenda, taking into account the issues and concerns of all Commission members;
- Presiding over meetings of the Commission and ensuring the efficient and effective conduct of its business;
- Ensuring that all issues before the Commission are debated fully and that all members have the opportunity to contribute;
- Leading the Commission to consensus over the disparate points of view of its members; and
- Coordinating on a regular basis with the vice chairperson to ensure continuity of opinions and advice.

Vice Chairperson

The vice chairperson shall be responsible for:

- Serving in the absence or incapacity of the chairperson, or if a vacancy in that post exists;
- Assisting the chairperson in the conduct of the Commission's business, including notifying members of expiring terms;
- Distributing the Commission agenda at least one week prior to the meeting; and
- Leading the Commission's recruitment efforts.

Secretary

The secretary shall be responsible for;

- Maintaining the official records of the Commission including:
 - An accurate recollection of its decisions,
 - A list of those present, absent and excused for each meeting,
 - A record of term start and end dates for each member;
- Ensuring that the official records are available when required for reports, elections, referenda, other votes, etc.; and
- Assisting the chairperson in the conduct of the Commission's business.

ELECTING OFFICERS

The chairperson, vice chairperson and secretary shall be elected by the full Commission for one-year terms starting at the beginning of the City's fiscal year (September to August).

The Commission shall form a nominating committee that evaluates the interested candidates for each position and recommends a slate containing a single nominee for each position. The full Commission shall then votes to approve or deny the proposed slate.

The nominating committee shall be formed at the Commission meeting prior to the one during which elections will be held. Since new officers must be named each August, this will result in the nominating committee forming during the May Commission meeting. The committee shall be formed by soliciting volunteers.

Upon its formation, the committee shall request that all interested parties express their interest in the positions. The committee shall meet to evaluate the interested parties and shall make its recommendation to the full Commission during the July meeting. The Commission shall discuss the slate and puts it to a vote and/or take nominations from the floor. The newly elected officers shall assume their roles during the September Commission meeting.

Leadership Election Timeline

May	June	July	August	September
Nominating Committee formed	Nominating Committee solicits candidates	Nominating Committee presents slate to Commission	Current Chairperson submits names of new officers to City	New officers assume duties
	Nominating Committee meets to develop slate	Commission votes on slate and/or takes nominations from the floor	Current officers transition to new officers	

This method allows all interested candidates to vie for the Commission's leadership positions. It permits any person interested in influencing the recommendation of the proposed slate to volunteer for the committee. And it provides the ability for any Commission member to express concern over any proposed nominee. It serves the needs of the Commission members, of the Commission itself, and of the City of Alexandria.

Recruitment Plan

City of Alexandria Commission on Information Technology

The IT Commission shall be aggressive in attracting highly qualified candidates for Commissioner to support its efforts to perform its mission of advising Council on the utilization of information and communication technologies (ICT).

A permanent recruitment committee shall be formed and chaired by the Commission vice chairperson. The recruitment committee shall track empty and expiring terms and shall be responsible for executing the recruitment plan set out below.

OBJECTIVES

The recruitment plan is based on accomplishing two main objectives:

1. To identify qualified applicants for Commission vacancies.
2. To conduct an unbiased and constructive endorsement process.

Identification of Applicants

The committee shall utilize various means to identify potential applicants, possibly including:

- Posting the notification of an available position on the Commission's page on the City's web site;
- Preparing and distributing news releases for local media sources (e.g., newspapers, radio, PEG);
- Advertising vacancies on social networking sites (e.g., LinkedIn);
- Contacting selected organizations in Alexandria to place articles in their employee publications, neighborhood association and organization newsletters;
- Soliciting Council members, commissioners, city staff and citizens of Alexandria for recommendations.

Applicants shall be invited and encouraged to attend at least one meeting of the Commission, if possible.

Endorsement

The committee may work with the appropriate City office to vet applicants (including current Commissioners applying for a new term). The endorsement process may include:

- Receiving and verifying applications;
- Requesting additional information as necessary;
- Preparing and submitting assessments and recommendations to the Commission.

The Commission may review the endorsement of the Recruitment Committee and make a recommendation to City Council.

IT Commission Recruitment Plan_090713

Once City Council appoints a Commissioner, the IT Commission Chairperson shall follow up with a letter of welcome.

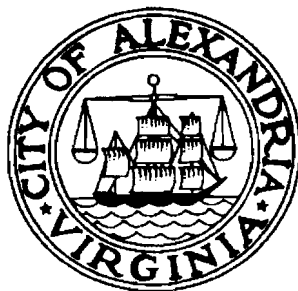
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CITIZEN ASSISTANCE
OFFICE

**ALEXANDRIA COMMISSION ON
PERSONS WITH DISABILITIES**



**ANNUAL REPORT FOR THE
FISCAL YEAR ENDED JUNE 30, 2009**

The City of Alexandria is committed to compliance with the Americans with Disabilities Act. To request this document in an alternative format e-mail mike.hatfield@alexandriava.gov or call 703.746.3148, TTY 711.

ACPD MEMBERS SERVING DURING THE FISCAL YEAR ENDED JUNE 30, 2009

Chet Avery
Tom Babinszki
Chuck Benagh, Current Chair
Joe Delfico
Stu Ellis, Jr.
James Graham
Louise Harrison
Tom Lantz, Vice Chair
Petra Osborne

Adam Osterman
Mary Hamil Parker, PhD
Abdullah Rufus
Tom Sachs
Ruth Soto
Amanda Babcock Sweda, Former Chair
Pat Troy
Ted Williams

INTRODUCTION

The Alexandria Commission on Persons with Disabilities (“ACPD” or “the Commission”) is a 17 member volunteer citizen body appointed by the Mayor and City Council. The Commission is comprised of 14 citizen members, a representative of the Alexandria Commission on Aging, and two representatives of the business community (one from the Alexandria Chamber of Commerce and one at-large). A majority of the citizen members are persons with disabilities. The ACPD is organized into an executive committee and five standing committees, as well as ad hoc committees. Through its committees, the Commission focuses its work on disability issues related to transportation, accessibility, housing, employment, and public awareness. ACPD’s monthly meetings are held at City Hall, Room 2000, at 7 p.m. on the second Wednesday of each month.

Among other things, ACPD provides advice to the Mayor, City Council, and City Manager on policies, programs, and legislation affecting Alexandria residents who have a disability; makes recommendations regarding the City’s affirmative action plan; and provides a forum for the expression of issues and concerns by persons with disabilities. The ACPD also serves as Alexandria’s Disability Services Board (“DSB”) and administers the local Rehabilitative Services Incentive Fund (“RSIF”) to leverage private and public dollars to improve service delivery and public awareness to people with disabilities. The Virginia General Assembly through the Virginia Department of Rehabilitative Services funds the RSIF. During the 2009 Virginia legislative session, funding for the DSB and RSIF programs was eliminated.

The Alexandria Commission on Persons with Disabilities respectfully submits its annual report for the fiscal year ended June 30, 2009, highlighting the Commission’s activities and accomplishments in the areas of transportation, accessibility, housing, employment, awards and public awareness.

Special Note: Following Chair Amanda Babcock Sweda’s resignation in October 2008, Vice Chair Chuck Benagh served as interim Chair for the remainder of the fiscal year. Subsequently, the Commission unanimously elected Tom Lantz to fill the vacant Vice Chair position for the same time period. In June 2009, the ACPD held its scheduled elections and voted unanimously to select Chuck Benagh as Chair and Tom Lantz as Vice Chair. Both individuals will serve two-year terms.

TRANSPORTATION

Accessible Taxicabs

One of the most significant problems facing persons with disabilities in Alexandria is the insufficient availability of prompt, accessible taxi service in the City. ACPD is committed to correcting this by instituting enhanced training and retraining programs, performance monitoring, and supporting meaningful penalties for noncompliance. Working closely with staff from Transportation and Environmental Services ("T&ES") and Councilmember Timothy B. Lovain, the City's representative on the Transportation Planning Board of the National Capitol Region and Chair of the Board's Human Services Transportation Coordination Task Force, the ACPD's Transportation Committee ramped up its efforts to address and resolve the taxi problem this fiscal year. These efforts produced immediate, promising results. After meeting with Yellow Cab and other local taxi companies, the Committee helped arrange the addition of new accessible cabs to service the area's individuals with disabilities. One company in particular, VIP Cab, has dedicated an accessible cab to be held on reserve at all times for wheelchair users. In another effort, the Committee worked with T&ES to draft an *Accessible Taxi Brochure* outlining how persons with disabilities might take advantage of accessible cabs in the City. In early 2009, the brochure was distributed to 1700 DOT subscribers.

DASH and DOT

ACPD continues to have a strong relationship with DASH and DOT, which are both celebrating 25 years of service in 2009. ACPD and staff from T&ES are planning a celebratory event to be held some time in October.

The Transportation Committee has been advocating that DASH adopt and implement a fare waiver program for people with disabilities like other transportation systems in the region. Currently, people with disabilities must pay full fare to use DASH. The Committee gathered data from WMATA on the number of trips taken by persons with disabilities using their MetroAccess ID cards and presented it to the City Council. DASH has acknowledged ACPD's position, and while it has not been adopted, ACPD still considers it a very high priority and will continue working to get this initiative instituted.

During FY09, DOT continued to provide exemplary service to its users and the Transportation Committee has established an excellent relationship with DOT's new Paratransit Coordinator, Robert Fulk, who has worked closely with ACPD on projects including, but not limited to, an accessible taxicab brochure, DOT's recent fare increase for in-City trips, and DOT's Driver of the Year Award.

In recognition of the reductions of revenues for City transportation and other services due to the downturn of the economy, DASH raised its fare from \$1 to \$1.25. And acknowledging that ADA paratransit fare rules allow jurisdictions to charge up to twice the fixed route fare for Paratransit transportation services, the Commission supported a fare increase from \$2.00 to \$2.50 for DOT trips within the City, which brings it to the same fare as trips outside the City in the WMATA area of Northern Virginia. This increase was implemented on July 1, 2009.

Washington Metropolitan Area Transportation Authority ("WMATA")

The ACPD received a presentation at its March 2009 meeting from Donna Moss, director, Office of Eligibility Certification, at MetroAccess, which is the paratransit program offered by

WMATA for persons with disabilities who are unable to ride the fixed route system. WMATA is centralizing the eligibility function at its main headquarters where orientation mobility experts, rehabilitation therapists, occupational therapists, and mental health professionals will conduct consistent assessments onsite. ACPD and Ms. Moss also discussed and addressed issues such as frequency of assessments for individuals with permanent and temporary disabilities, excessive costs of recertification to local jurisdictions, lengthy time commitment for recertification, availability of applications and recertification materials in alternative formats, request for ability to file electronically, and model policies and procedures.

ACPD recognizes the difficulties that transit systems present to persons with disabilities and continued its efforts to alleviate these issues. ACPD's supported a grant to WMATA for a new pilot project to provide travel training for people with disabilities. The Comprehensive Individualized Level of Travel Training is a regional initiative in collaboration with state and local nonprofits and government agencies including disability boards such ACPD. The proposal is to provide travel training for people with disabilities throughout the DC metropolitan region. In addition, a portion of the project will focus on helping low income people with disabilities learn how to travel to and from job sites and employment-related activities. Due in part to the Commission's assistance and support, the Initiative received full funding totaling more than \$1 million. The ACPD will help market and promote the project, provide information and referral of consumers with disabilities to travel training services, and have a representative serve on the project's advisory committee.

ACCESSIBILITY

The ACPD's Accessibility Enhancement Committee continued to work closely with the City of Alexandria to identify and eliminate existing barriers and to monitor developing projects in an effort to ensure full accessibility to the City's residents, employees, and visitors.

Accessible Alexandria

One of ACPD's working goals is "Accessible Alexandria" -- a focused effort to make Alexandria the most accessible city in the United States by 2012. To further this goal, the Accessibility Enhancement Committee is fully committed to developing awareness and support at the business level, increasing government awareness and cooperation, and involving residents. If successfully implemented, these initiatives would result in an enhanced reputation for the City, positive publicity, and increased revenues from tourism. The ACPD's efforts have already received significant recognition -- in March, for the third straight year, the City of Alexandria was announced as a finalist for the National Organization on Disability's 2009 Accessible America Award.

Code Enforcement

At ACPD's February 2009 meeting the director of the City's Office of Building and Fire Code Administration gave a presentation on the offices and responsibilities within their agency, the International Building Code, the Virginia Uniform Statewide Building Code, and ANSI 117 technical standards. In addition, ACPD learned more about the accessibility requirements of buildings and how they are implemented and enforced in Alexandria and the differences in the accessibility requirements for new buildings and existing structures and what triggers or requires an upgrade in accessibility elements.

Site Reviews and Accessibility

Under the terms of its Memorandum of Understanding with T&ES, during the past fiscal year the Accessibility Enhancement Committee continued to receive, review, and provide detailed responses and recommendations on several site plans for trails, sidewalks, curb ramps, and crosswalks in the City including, but not limited to, the Tarleton Trail; Cambridge Road sidewalk; East Glebe Road, Montrose Avenue, and Ashby Street improvements; King and Beauregard sidewalk improvements; Somerville Street and John Ticer Drive intersection; and the Eisenhower Avenue Greenway Path. In addition, Accessibility Enhancement Committee members and the Commission on Aging liaison conducted an informal walk-through visit at the Charles Houston Senior Center. The members identified several accessibility barriers requiring correction, including the relocation of furniture and the adjustment of several doors.

At its May 2009 meeting, ACPD heard presentations from Yon Lambert, Pedestrian / Bicycle Coordinator, T&ES, and Steve Milone, Division Chief, Zoning and Land Use Services, Planning & Zoning. They addressed members' concerns about accessible streetscape issues in the City including curb ramps, contrast and color of detectable warnings, audible pedestrian signals, sidewalks, and crosswalks. In addition, ACPD's Chair met with the director of the City's Department of Planning and Zoning to establish a cooperative relationship and to elaborate on ACPD's mission, accessibility issues, and ACPD's goals of full accessibility for all future developments in the City.

Boats

The Accessibility Enhancement Committee in conjunction with the Transportation Committee was involved during the past year to ensure that the Water Taxi and its dock were fully accessible and identified some issues regarding the Miss Mallory, a boat with which the City had contracted for a water tour. The boat has several barriers and areas of restricted access and the committees brought this to the attention of Planning & Zoning and the City Attorney.

HOUSING

The ACPD's Housing Committee has been rejuvenated and plans to take on a more active role in the upcoming fiscal year and intends to continue to advocate on behalf of persons with disabilities regarding the dire and critical need of more affordable and accessible housing in the City. The Committee will also look at ways to incorporate more Universal Design projects in the City.

EMPLOYMENT

Disability Employment Awareness Month

The Employment Committee collaborated with the City on several annual activities for Disability Employment Awareness Month in October. These activities included:

1. Mayor's annual Disability Employment Awareness Month Proclamation,
2. City Employment and Training data for People with Disabilities,
3. Disability Mentoring Day,
4. Annual departmental ADA Coordinator Training,
5. Disability Awareness Training for Supervisors, and
6. Summer Youth Employment Program.

City Survey of Employees

During FY08, the City and ACPD's Employment Committee collaborated on developing and disseminating a voluntary self-identification survey to determine the number of people with disabilities employed in City government and in what positions they were employed. The results were tabulated during FY09. City staff returned only 205 self-identification surveys, which is a 10% return rate. While "survey fatigue" was mentioned as a possible rationale, the definitive nature of the poor response rate was not able to be determined. However, it was noted that with such a small sample any numbers or percentages would not be truly representative or meaningful, but it did provide some basic information.

AGENDA AND BY-LAWS

A Policies and Procedures for Commission Meetings, Committees, and Members manual was adopted in March 2009. In addition, the ACPD revised its By-Laws, which are expected to receive final approval and adoption at its September 2009 meeting.

ACCESSIBILITY OF SERVICES TO FAMILIES WITH SPECIAL NEEDS CHILDREN

In response to a need for increased advocacy for children with disabilities, ACPD Chair Chuck Benagh appointed an ad hoc committee chaired by Ted Williams to identify the accessibility of services to families with special needs children. This committee will become more active during FY10 under its new Chair, Petra Osborne.

PUBLIC AWARENESS AND AWARDS

The ACPD held its annual awards ceremony on June 23 by hosting a reception at City Hall. Mayor William D. Euille, members of City Council, award recipients, family, and friends attended. Each year, the Commission's awards recognize Alexandria's outstanding students, advocates, and organizations working in the community to ensure equal opportunities and access for persons with disabilities.

Mary Riley was the recipient of the John Duty Collins III Outstanding Advocate Award for 2009. The John Duty Collins III Outstanding Advocate Award, established in 1989 in memory of John Duty Collins III, a founder and Vice Chair of the Commission, is presented to an individual who has worked tirelessly for persons with disabilities by advocating on their behalf. The award includes a \$500 donation in the recipient's name to an organization of the recipient's choice that contributes to the promotion of equal opportunity for persons with disabilities within the City. Ms. Riley selected Friends of the Alexandria Mental Health Center to receive the donation. Ms. Riley has advocated for persons with mental illness, people with substance use dependencies, the homeless, and persons with intellectual disabilities for more than 20 years. She dedicates her time and talents to the community and has served as chair for the Alexandria Community Services Board on which she continues to serve.

The ACPD's second award, The Community Organization Grant, was given to Rebuilding Together Alexandria ("RTA"). The Community Organization Grant was established to assist nonprofit agencies throughout Alexandria with their efforts to remove barriers and extend services to Alexandria's residents with physical or sensory disabilities. RTA will use this year's \$500 grant toward their program of installing interior and exterior stairway lifts, grab bars, handrails, and other accessibility features for residents with disabilities so that they can live safely and independently in their homes.

The third and final award is the Gerry Bertier Scholarship, given this year to Robert Brown. The Commission gives this award annually to a student who is a resident of Alexandria with physical or sensory disabilities seeking post-high school training, technical school, community college, undergraduate, or graduate education. The amount of this year's award was \$1,000. Mr. Brown recently graduated from T.C. Williams High School and plans to attend Virginia State University in the fall. He has demonstrated his interest and determination to help teens struggling in school and encourage people with disabilities to pursue sports.

LIAISONS

ACPD has appointed members serving on the Citizen Corps Council, the Human Rights Commission, the Workforce and Affordable Housing Work Group, and the Wayfinding Stakeholder Advisory Group.

SUMMARY

The above is just a sample of ACPD's activities during the past fiscal year. The ACPD will continue to do all it can to work on behalf of persons with disabilities in Alexandria to remove any and all remaining physical and attitudinal barriers to ensure equal access to and full participation in all City programs, services, and activities. In addition, ACPD will remind and encourage the City's leadership and employees to maintain a commitment to persons with disabilities and the ADA, which protects people with disabilities from discrimination in employment, provides access to telecommunications and public and private services and accommodations, and creates an environment that promotes equal opportunity and independence.

ACPD recognizes that the many positive accomplishments in Alexandria result not only from civil rights ensured by the ADA, but also from the significant dedication and involvement of the Mayor, City Council members, and the employees and residents of Alexandria. On behalf of all Alexandrians with disabilities, the ACPD will continue to advocate, challenge, and partner for further progress for all people with disabilities to live, work, be independent, and enjoy the benefits of full access to community life in the City of Alexandria.

Annual Community Criminal Justice Board Report
July 1, 2008 – June 30, 2009

Summary of Activities

The Board brought in a guest speaker to talk about an Alcohol Monitoring program. The instructor advised the Board of the benefits of the program, and how the program is paid for by the client.

The Board invited a guest to speak on a program specifically for Domestic Violence. The instructor focused on the benefits of assisting the offender who is convicted of Domestic Violence and other misdemeanor assaults.

The Board discussed a plan of having a Public Outreach Committee. The committee would review the significance of having the public become more aware of the functions of the CCJB, and their purpose to the community.

The Board was advised of a report from the Jail Diversion Subcommittee asking the Board for its approval for the grant application, the Board moved to approve the grant. The Jail Diversion Program designates where Police Officers take people who are arrested for "drunk in public", and treatment is offered in lieu of incarceration.

The Board was advised of an open invitation to attend the Alexandria Sheriff's Office 20th Anniversary of the Sober Living Unit on December 4, 2008. (A program to celebrate the completion of sobriety education.)

The Board was advised of a Sex Offender Sweep on October 22, 2008. The sweep was to check on (15) sex offenders who are registered in the Alexandria area. The sweep was successful and one person was apprehended in Florida by the U.S. Marshals.

The Board was advised of the City of Alexandria's iMentoring Program. The program is designed to help at (risk youths) to help build relationships and acquire technical skills. The program was held on February 10, 1009.

CCJB Specific Goals

The CCJB Board instituted subcommittees in order to review potential grant funded programs and new policy and procedures. The subcommittee would consist of three to five people who meet periodically to plan and execute the existing project(s). The head of the subcommittee would enlighten the CCJB Board members on the status of each project. In the event of a grant application, approval of the Board is required.

The Chairman presented the Board with a packet of information stating how Boards & Commissions should be conducted. This is to ensure that the Board is meeting the goals and expectations of the City.

The Chairman & the Board have begun the process of reviewing the Criminal Justice Plan that was created in 2007. Based on this review, the Criminal Justice Plan will be updated to reflect modified goals for the next 2-3 years.

The Police Department advised the Board of a new statistical upgrade and announced the launch of an online crime reporting system. This site can be accessed through the Alexandria Police Department's website.

The Board is researching a new grant of having a Crisis Intervention Program, sponsored by DMH/MR/SAS. The focus is to train patrol officers & deputy sheriff's in using a national model engaging people suffering from mental health and substance abuse issues. This would assist reducing the chance of injury and divert people from the jail and into treatment.

The Board was advised by the Assistant City Manager, that the City of Alexandria will be required to reduce their budgets significantly in order to meet the City's budget crisis. Budgetary constraints and concerns remain a focus point for the Board.

Recruitment and Leadership Plans

The Board has an election of officers each May. The officers began their one year term in September. In September 2008, new officers were nominated, and a unanimous decision was made by the Board to approve Mr. Raighne Delaney – Chair, Ashley McNeff – Vice Chair, & Heidi Meinzer – Secretary. The terms will expire on August 31, 2009.

Alexandria Community Policy and Management Team

2525 Mt. Vernon Avenue Alexandria, Virginia 22301

Phone: (703) 838-0822 TDD: (703) 836-1493 Fax: (703) 836-2355

Vacant Family Representative	Ron Lemley Court Services Unit	Suzanne Chis, MSW Social Services	Deborah Warren, CSW Community Services Board	Rob Krupicka City Council
Gretchen Abell, MS Private Provider	Veronica Aberle, MSN RN ACPMT Chair, Health Department	Bruce Johnson Management & Budget	Jane Quenneville, PhD "Acting" ACPMT Student Services	

FY09 ACPMT Annual Report Summary

The Alexandria Community Policy Management Team (ACPMT) consists of representatives from City Council, the City Manager, the Alexandria City Public Schools, the Division of Social Services, Court Service Unit, Health Department, the Community Services Board, plus a representative from the Northern Virginia Private Providers Association. The ACPMT oversees the expenditure of funds that implement the mandates of the Comprehensive Services Act (CSA). Services are provided under the CSA for at-risk children in or possibly needing foster care and children requiring special education services through individual education plans (IEPs).

The ACPMT focused in FY09 on making sure every child has a permanent home, nurturing the strengths of our children and their families, and creating innovative community-based partnerships to address the challenges facing the City of Alexandria's at-risk children and families. State and legislative initiatives and priorities, as well as challenging fiscal times, demanded that services support permanency planning, be individualized, be child and family-centered, and be delivered whenever possible in our community. The ACPMT embarked upon an internal transformation to position ourselves to better meet these needs, developing a family centered policy focusing our resources on the delivery of flexible, individualized services in our community. To this end the ACPMT developed a CSA Service Improvement and Cost Containment Strategy in November 2008. The ACPMT took a bold and immediate move to transform its policies and procedures to support the ambitious goals of:

1. Bringing our children home;
2. Preventing our children from leaving the community
3. Strengthening existing, and developing new, community resources and
4. Maintaining services within our budgeted allocation.

In response to these goals, the ACPMT developed objectives for implementing cost containment measures and created quality indicators and monitoring timelines. Results included:

1. A 69% cumulative decrease in residential and group home placements in FY09. 97% of those discharged maintained their placement setting. 80% had no criminal activity. 88% did not run away. None were hospitalized.
2. A \$764,379 decrease in expenditures for DSS residential/therapeutic foster care through the third quarter FY09 compared to FY08;
3. Local cost decreased from 53% in FY08 to 49% in FY09, with a projected savings of \$264,188.25;
4. Increased shift to community based services;
5. Meetings with all contracted Therapeutic Foster Care and Home Based providers to discuss cost containment strategies, innovative treatment services, timelines, and moving children to the lowest level of care.
6. Implementation of Alexandria's System of Care wraparound service for all children at risk of or coming out of, residential placement.

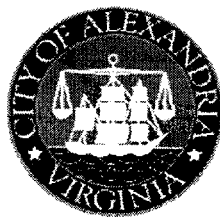


alexandria
community services board

1969-2009
celebrating 40 years of service



fy 2009 annual report



Department of Mental Health, Mental Retardation and Substance Abuse



table of contents

The Alexandria Community Services Board (CSB) was established in 1969 to set policy for and administer Alexandria's publicly-funded mental health, intellectual disability and substance abuse services. The CSB is a group of citizen volunteers who are appointed by and report to the City Council.

The CSB's Executive Director serves as the Director of the City's Department of Mental Health, Mental Retardation and Substance Abuse.

The Department has an administrative division and three operating divisions: Acute and Emergency Care, Extended Care and Child, Family and Prevention Services.

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mission and vision

Mission

The Alexandria CSB provides compassionate and effective services that support self-determination, recovery and resiliency for residents affected by mental illness, intellectual disabilities and substance use disorders.

Vision

Alexandria residents whose lives are affected by mental illness, intellectual disabilities and substance use disorders are able to achieve and maintain the highest possible level of satisfaction in relationships, work and community life.

fy 2009 board members

Chairs

Mary Riley
(through 2008)
Mary Anne Weber

Vice Chairs

Tiffany Sanchez
Masharia Holman

Members

Ruth Chamowitz
Joseph Dunn
Terence Everitt
Miles McGinnis
Mary Morrow-Bax
Roberta New, Ph.D.
Amber Nightingale

Dana Payne
Robert Pinney, M.D.
Lourdes Quinteros
Roy Shannon, Jr.
Doris Stanley
Susan Thompson
Marleen Venter



*Margaret Kirk, Therapist,
at the CSB's 40-Year
Anniversary Celebration.*

Cover photos from the 1960s-theme CSB Anniversary Celebration.

a message from the csb

Dear Friends,

This year marked our fortieth year providing mental health, intellectual disability and substance abuse services in Alexandria. More than 500 people attended our Anniversary Celebration, which was funded by individual contributions and restaurant donations. We also honored Friends of the Alexandria Mental Health Center for 25 years of fund-raising, advocacy and support to CSB clients. Together, the CSB and Friends celebrated with a 1960s theme and CSB clients helped make decorations. This grim economic climate might seem like an unlikely environment in which to host a celebration; but now, more than ever, it is important to promote awareness about the CSB's remarkable service and to rededicate ourselves to continuing this vital work.

Mid-year City and State revenue reductions forced us to deliberate which programs to reduce for the upcoming year, while minimizing the effect on those already receiving services. We reallocated staffing as vacancies occurred to maintain services for those with the most urgent needs. We continue working with an ethicist to prioritize our programs, pursue other funding options and review caseloads to ensure that those with the most acute needs receive services.

Children's programs focused on returning youth with severe emotional problems to their homes. Alexandria's System of Care partners successfully transitioned 69% of children in residential care back to the community, saving the City more than \$1 million.

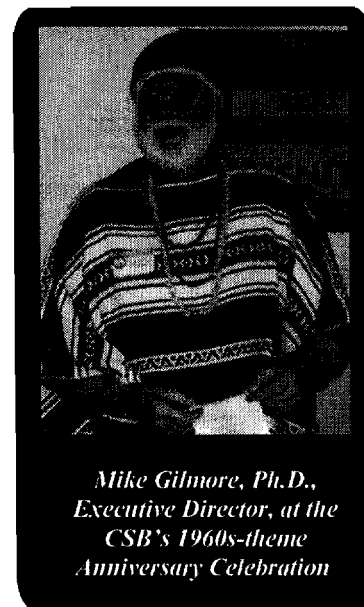
In our ongoing effort to reduce the incarceration of individuals with a mental illness, the Jail Diversion Program was initiated. This program improves City-wide coordination of services for those with mental illness and a history of involvement with criminal justice. With treatment, these persons can live law-abiding lives in the community.

Work continued on the site development for Riley's Place. Named in honor of former CSB board member, Mary Riley, this Safe Haven program will provide housing and supportive services for homeless persons with mental health and co-occurring substance use disorders. The program is scheduled to open early in 2010.

We served an unduplicated total of 5,079 Alexandrians last year, 17% more than the previous year. This increase was due in part to changes in the State documentation process, which now captures a greater number of individuals served. We increased the number of people served in grant-funded children's programs, and the Jail Diversion Program brought an influx to Detox of clients charged with drunk in public.

We extend our appreciation to our staff, volunteers, and to members of City Council for their ongoing support. The CSB strives to deliver comprehensive services that are collaborative, consumer-directed, recovery-oriented, coordinated, culturally competent, welcoming, accessible and outcome-focused. Your comments and suggestions are encouraged and appreciated.

Mike Gilmore, Ph.D., Executive Director
Mary Anne Weber, Chair



financial information

The numbers below reflect the CSB's activities for FY 2009.

fy 2009 city government

Mayor
William D. Euille

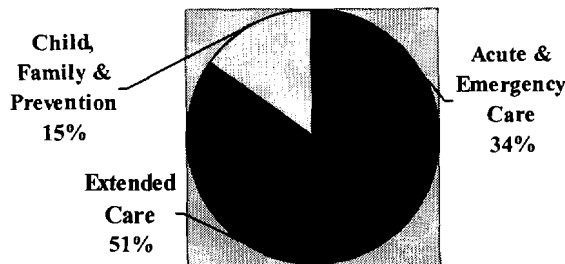
Vice Mayor
Redella Pepper

City Council
Ludwig Gaines
Rob Krupicka
Timothy Lovain
Paul Smedberg
Justin Wilson

City Manager
James Hartmann

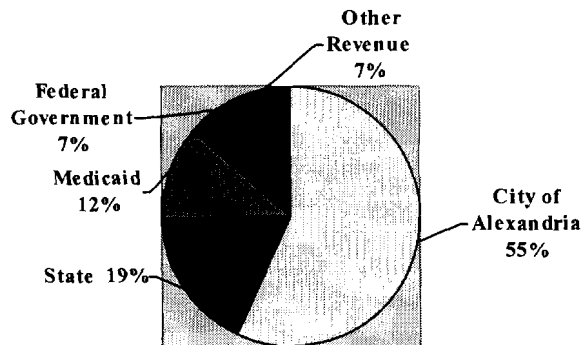
Expenditures by Service Area ¹

	\$ (Millions)	% of Total
Acute and Emergency Care	10.89	34.0%
Extended Care ²	16.06	51.0%
Child, Family and Prevention	4.80	15.0%
Total	31.75	



Revenues by Source

	\$ (Millions)	% of Total
City of Alexandria	17.43	55.0%
Commonwealth of Virginia	6.14	19.0%
Medicaid	3.69	12.0%
Federal Government	2.23	7.0%
Consumer Fees, Insurance Fees and other Revenue	2.26	7.0%
Total	31.75	



fy 2009 staff leadership team

Michael Gilmore, Ph.D.
Executive Director

Jane Hassell
Director, Administration

Carol Layer, LCSW
Director, Extended Care

Deborah Warren, DCSW
Director of Child, Family and Prevention

Liz Wixson, LCSW
Director, Acute & Emergency Care

Jim Fleming
Fiscal Officer

¹ Administration expenditures totaling \$3,365,963 (11% of total) were allocated to the service divisions as overhead and are included in the division expenditures shown above.

² Extended Care Expenditures include \$1.5 million transferred from deferred revenue accounts for the construction of the Safe Haven program site.

client and city demographics

Because the CSB primarily serves people with low incomes, there is a significant difference between the City's median household income of \$80,449¹ and that of CSB clients. Just over 45% of CSB clients earned \$4,999 or less annually. Approximately 21% earned between \$5,000 and \$9,999; 12% earned between \$10,000 and \$14,999; 11% earned between \$15,000 and \$24,999; and 11% earned \$25,000 or more.

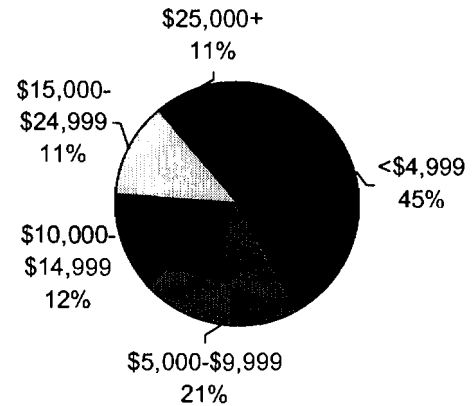
The racial make-up of CSB clients is not reflective of the City population. Approximately 45% of clients were African American, compared to 23% City-wide. Whites comprise 30% of clients, compared to 60% City-wide. Hispanics, who are represented here within several racial categories, made up 21% of clients, compared to 15% City-wide. Other races made up 23% of CSB clients compared to 12% City-wide.

Forty-four per cent of CSB clients were aged 30-54, which is the same as the City-wide statistic. Children made up 27% of clients, compared to 18% City-wide with 15% aged 10-19 and 12% aged 0-9. Persons aged 20-29 comprised the next largest age group (18%), compared to 21% City-wide. Only 11% of clients were age 55 or older compared to 17% City-wide.

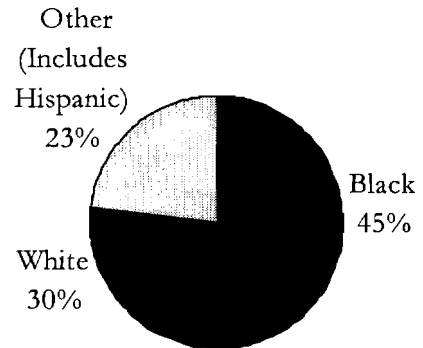
Forty-one percent of CSB clients were female, compared to 52% City-wide, and 59% were male compared to 48% City-wide.

¹ U.S. Bureau of Census, 2006 American Community Survey.

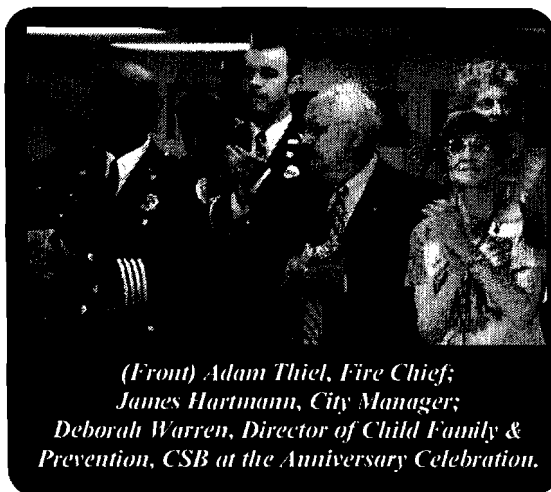
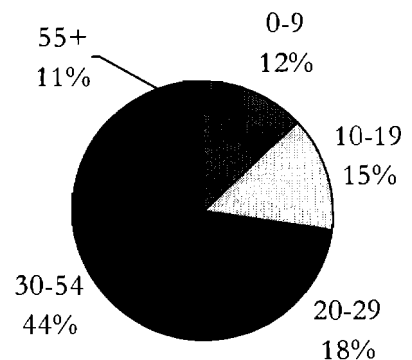
Client Income



Client Race



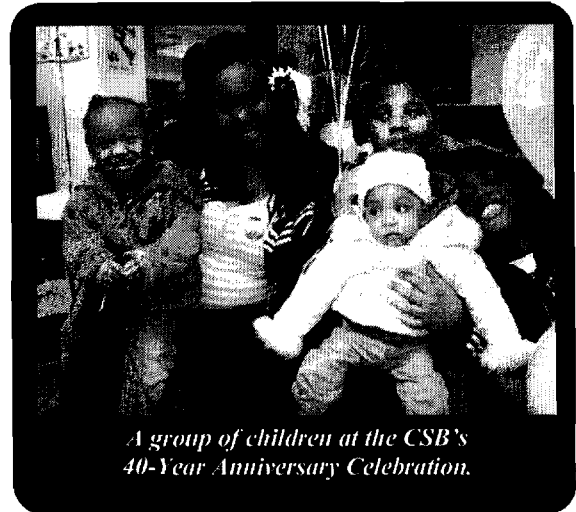
Client Age



*(Front) Adam Thiel, Fire Chief;
James Hartmann, City Manager;
Deborah Warren, Director of Child Family &
Prevention, CSB at the Anniversary Celebration.*

highlights of persons served

The CSB served an *unduplicated* total of 5,079 Alexandrians during FY 2009, 17% more than the previous year. Of these, 3,731 received Acute and Emergency Care Services, 1,395 received Child, Family and Prevention Services, and 903 received Extended Care Services. Because individuals receive services in more than one division, the division numbers add to more than the total. Some of the program-specific highlights from each division follow. These highlights do not reflect *all* of the programs within each division.



acute care and emergency services

Outpatient Mental Health and Substance Abuse Services provides individual therapy, group counseling and psychological testing. There were 601 adults, 63 geriatric adults and 44 newly-released inmates who received outpatient mental health services. There were 752 adults who received outpatient substance abuse services.

Emergency Services (ES) provides 24-hour telephone and in-person crisis intervention services to individuals having a serious mental health and/or substance abuse problem. ES helped 569 individuals.

Adult Detention Center Services helps inmates adjust to incarceration and provides therapeutic programs. The Sober Living Unit (SLU) helps inmates with addiction develop skills for a life of sobriety. The Critical Care Unit stabilizes persons with psychiatric crises. Staff working in the general jail population provide individual and group counseling. There were 668 inmates who received services and an additional 450 who received emergency mental health services.

Short-Term Case Management coordinates and monitors services and helps clients maintain their entitlements. There were 180 persons served in mental health case management and 110 served in substance abuse case management. An additional 113 persons received case management services after jail discharge.

Social Detox provides a short-term treatment environment for persons who are withdrawing from alcohol or drugs and works with them to accept ongoing treatment as appropriate. There were 294 people served in the program and an additional 307 people served for being drunk in public as part of the Police Diversion Program.

The Opioid Treatment Program helps adults stop using narcotics by prescribing and monitoring Methadone and Buprenorphine. These medications do not produce a "high" and minimize the discomfort of withdrawal. Clients participate in regular counseling sessions and abstain from illegal drugs and alcohol while in the program. There were 119 persons who received opiate treatment.

The Psychiatric Services Unit coordinates psychiatric and nursing services. Medical and nursing staff work to maximize clients' functioning through medication, monitoring and education. The Unit served 1,428 clients.

child, family and prevention services

The division served 224 more children than the previous year, an increase of 19% .

Youth and Family Outpatient Services provides psychological evaluations; individual, family and group therapy to children, parents and families. These services are provided at the CSB's main center, at the Adolescent Health Clinic, in Alexandria Public Schools and through the Drug Court. There were 477 persons who received mental health and substance abuse services. Of the children served, 66% improved functioning.

The Parent Infant Education Program (PIE) evaluates infant and toddler development and provides early intervention to those with disabilities. There were 429 infants and toddlers who received PIE services. Of the families new to the program, 100% completed an Individualized Family Service Plan within the required 45 days.

The Juvenile Detention Center Mental Health and Substance Abuse Program provides screening, evaluations, linkage to after-care services, parent engagement, family and individual therapy, and *7 Challenges*, an evidence-based substance abuse treatment program. This program served 137 youth.

Home Based Services provides crisis intervention and treatment to families with children who are at risk of being placed outside the home. As members of the Multi-Disciplinary Team at the Center for Alexandria's Children, they provide support to children who are victims of crime and provide regional restoration services to return youth to competency to stand trial. There were 131 children served; 97% remained in their homes.

The Preschool Prevention Team provides on-site mental health services, social skills development, behavior management and parent and staff training. They delivered the *Al's Pals* curriculum to 437 children in classrooms. Of these, 66% increased their social skills and 72% reduced problem behaviors. Staff provided 1,184 consultations to teachers and 194 consultations to parents. In addition, the Team provided 75 parent workshops and 30 teacher workshops.

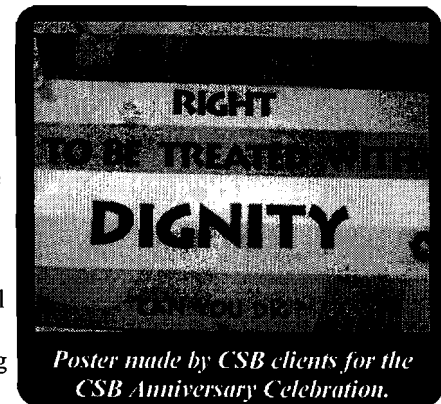
extended care services

Long Term Case Management coordinates services, monitors the long-term care clients receive and helps clients maintain their entitlements. There were 553 persons served in mental health case management, 200 served in substance abuse case management and 128 in intellectual disability case management.

Residential Services provides permanent or transitional living arrangements, support, supervision and training for persons with mental illness, an intellectual disability or substance dependency. *Group homes* provided housing, training, support and supervision to 90 people. *Supervised apartments* provided housing and support services to 157 people. There were 19 persons who received *Contracted Residential Treatment* in which the CSB pays for a person to go to a live-in treatment facility for substance dependency. In *Supported Living*, persons live in non-CSB residences while receiving drop-in support from CSB staff who assist them with daily living skills. Supported Living served 85 persons with mental illness or an intellectual disability.

Day Support provides rehabilitative work and activities and support for persons with mental illness or intellectual disabilities. There were 168 persons who received mental health day support at the West End Clubhouse and 56 who received intellectual disability day support at Alexandria Vocational Services or through a CSB-funded vendor.

Vocational Services helps people with disabilities develop job skills and obtain employment through the *Individual Competitive Employment*, *Group-Supported Employment* or *Sheltered Employment* programs. There were 74 persons with mental illness and 26 persons with an intellectual disability who participated.



highlights of acute and emergency care services

Several Jail Diversion initiatives began this year. Jail Diversion services help persons with mental illness and co-occurring disorders live law-abiding lives in the community by providing coordinated services among the behavioral health and criminal justice partners in the City. These initiatives are summarized in the following four highlights.

A Crisis Intervention Team (CIT) was developed within the Alexandria Police Department through a \$48,000 grant. CIT programs provide mental health training to patrol officers, thereby improving their ability to work with persons with mental illness, make referrals into the treatment system, decrease the number of arrests through improved interactions and access to treatment, and decrease injuries to officers and clients.

City-wide coordination of services for individuals with a serious mental illness and a history of involvement with the criminal justice system were funded by a \$242,000 grant. Services include intensive clinical coordination, specialized probation and parole services, rapid intakes and psychiatric care, and community treatment team meetings aimed at improving the coordination of services.

The Alexandria Jericho Project began. Jericho is a public defender-led program that works to develop treatment plans for individuals who have been charged with crimes, who have a serious mental illness and who, with appropriate community-based treatment, can live productive, law-abiding lives.

The Detox Unit had a 39% increase in census. In addition to the nearly 300 clients in the Detox Program, an additional 307 individuals were taken to Detox by police officers for public intoxication. Rather than going to jail, the jail diversion initiative provides these persons with an opportunity for treatment and recovery.

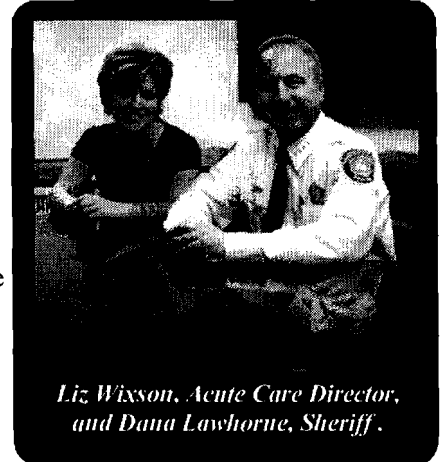
Appointment reminder calls were initiated for all clients with psychiatric appointments. Previously, calls were made only to those persons scheduled for new psychiatric evaluations. Staff made over 8,000 reminder calls this year, resulting in a reduced no-show rate.

Emergency Services clinicians are more easily able to obtain orders for involuntary treatment for clients in crisis due to changes in Virginia's mental health laws resulting in part from the Virginia Tech tragedy. Also, new screening packets for detention orders give the person in crisis an opportunity to share their opinions and preferences. Examples of the questions include: *What would be most helpful to you now? Are there any people you would like to be involved in your care? What are your top three strengths?*

The Opioid Treatment Program was awarded its third three-year accreditation from CARF. The program received an "exemplary" for the quality and diversity of clinical programming.

A Substance Abuse Education Group at the jail was developed in collaboration with the Sheriff's Office. This group provides early recovery and relapse prevention information to inmates while they await entry into the CSB's Sober Living Unit Program at the jail.

Outpatient Mental Health therapists increased the number of people served by 25%. Clinicians took a more active role in utilization review, which prioritizes who is seen and for how long. With the embracing of Recovery Model principals, long term clients were able to reduce the duration of therapy. As a result, people who are waiting will receive services more quickly.



*Liz Wixson, Acute Care Director,
and Dana Lawhorne, Sheriff.*

highlights of child, family and prevention services

The Alexandria System of Care Program (SOC) collaborates with families, professionals and natural supports to return youth with emotional or behavioral problems to their homes and help those at risk of removal remain in their homes. SOC partners returned 37 of 57 or 69% of children in residential care to the community. Of these children, 97% maintained their placement setting, 80% had no criminal activity, 88% did not run away and none required psychiatric hospitalization. SOC Family Partners held support groups for parents of children with emotional disorders, and staff held Dialectical Behavior Therapy Multi-Family groups to teach families mindfulness skills.

In recognition of Child Mental Health Awareness Week, the SOC sponsored a community forum with Dr. Anne Kendall on *Effective Parenting for the Hard-to-Manage Child*. Eighty parents attended.

The Youth and Family Unit conducted a needs assessment at the TC Williams campus that revealed a need for increased services. School staff indicated that they would make 300 referrals for mental health issues such as depression, impulsivity and behavioral changes, and 130 referrals for substance abuse concerns. As a result, the Unit developed new groups to efficiently serve more youth.

The Parent Infant Education Program, as part of the Infant and Toddler Connection of Alexandria, sponsored the red flag forum, *Putting the Pieces Together for Autism*, to educate the community on the growing problem of autism and how to access supportive services. Nearly 200 parents and community members attended.

The Intellectual Disabilities Case Management Unit completed training for the implementation of the new Supports Intensity Scale Assessment. This tool evaluates support needs in 87 activity, behavioral and medical areas for children with an intellectual disability. The assessment is completed through an interview with the child, family and service providers and aims to help people lead independent lives.

Training in Trauma-Focused Cognitive Behavior Therapy (TF-CBT), an evidence-based treatment modality, was provided to all child-serving clinical staff. The TF-CBT training was supported by a grant through the Center for Alexandria's Children.

The Substance Abuse Prevention Coalition of Alexandria (SAPCA), supported by Division staff, released a prevention plan for Alexandria in collaboration with George Mason University. Based on this plan, SAPCA initiated efforts to reduce youth access to alcohol. SAPCA elected its first board members and hired a coordinator. SAPCA, a part of the Partnership for a Healthier Alexandria, generated media attention to the problem of underage drinking.

Division staff, Friends and the Partnership for a Healthier Alexandria sponsored the Mental Health Month event *I'm Okay, But You Need Professional Help: Using Humor to Fight Stigma*. Led by David Granirer, founder of Stand Up for Mental Health, five local people living with mental illness presented comedy routines about themselves and their illness. More than 500 people attended.



Comic David Granirer and the troupe of consumer comedians who performed at the Stand Up for Mental Health event.

The School-Age Prevention Team provides services that prevent or provide early intervention for alcohol and drug use, emotional problems, violence and school drop-out. Evidence-based programs included: Too Good for Drugs, LifeSkills Training, Project Alert, Untouchables, Peer Advisors, Young Stars Success, Kids are Terrific Camp, Al's Pals and Brent Place Tutoring & Mentoring. The Team also provided skill-building, school-wide campaigns, parent outreach and education, mediation, after school programs and counseling. They worked with 2,661 students and 463 parents in 18 locations; 97% of youth had a positive change in attitudes toward risk behaviors.

highlights of extended care services

Work continued on the site development for Riley's Place. Named in honor of former CSB board member, Mary Riley, this Safe Haven program will provide housing and supportive services for homeless persons with mental health and co-occurring substance use disorders. The program is scheduled to open early in 2010.

Clubhouse members and staff held a voter registration event to register members for the presidential election. Clubhouse members who obtained jobs through the Clubhouse Employment program worked a total of 12,330 hours last year and earned over \$135,000 dollars. Members participated in fund-raising for holiday donations for a local family and delivered wish list items to their home. During Mental Health Awareness Month, members made hope ribbons to represent recovery from mental illness and distributed them in the community.

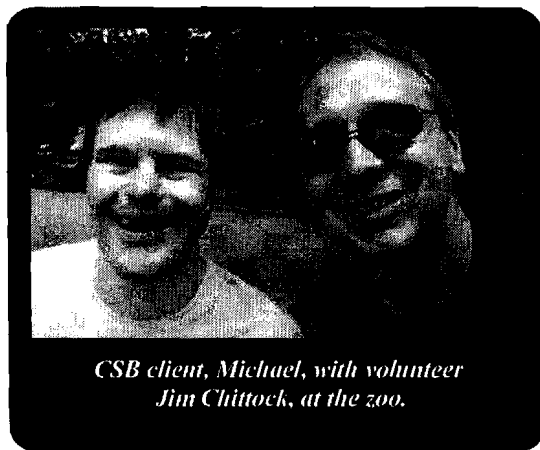
In Intellectual Disability Residential Services, staff continued to receive training in Person-Centered Planning and Person-Centered Practices. New Support and Service Plans were developed that encourage expanded input from clients and their families. ID Services developed an intensive training program for new employees that, in addition to providing an orientation, emphasizes the service philosophy of the programs and addresses how these principles are implemented in daily work.

Alexandria Vocational Services, a day support and employment program for individuals with intellectual disabilities, successfully transitioned several clients into CSB services who previously were served by private vendors funded in part by the CSB, resulting in a cost savings.

Four apartment programs for persons in recovery from mental health and substance use problems underwent interior re-design and renovation through a partnership with students from the Art Institute of Washington.

The Mental Health and Substance Abuse Residential Program exceeded its revenue targets through close monitoring of client fee collection and third-party reimbursable services. The Residential program also improved the management of personnel and food expenditures.

The Resident Advisory Committee of the Mental Health and Substance Abuse Residential Program organized a celebration of the accomplishments of 16 residents. Some moved to more independent living, and others achieved educational goals including completion of higher education programs and attainment of professional certification.



CSB client, Michael, with volunteer Jim Chitock, at the zoo.

The Comprehensive Recovery Team implemented a time-limited group for African immigrants that addressed acculturation and provided resources and education related to mental illness.

The CSB Peer Support Specialist expanded services to include a Family Support Group, a Friday Night Social and Cooking Skills Group at the Clubhouse and Detox Peer Support. The Peer Support Specialist began following up with new mental health intakes to introduce people to peer support services, and continues to encourage clients to develop WRAPs, Wellness Recovery Action Plans.

highlights of administration

The Anasazi client data system was updated to allow continued progress toward the goal of establishing an electronic health record. Specifically, Anasazi now incorporates the use of electronic signature pads and document scanning tools to further reduce the contents of the paper chart. The "Client Actions Notification" feature was implemented to help clinicians meet client documentation deadlines.

The Dashboard was developed and implemented. This data retrieval and reporting system provides clinical staff and supervisors an easy-to-use interface with real-time information about clients and caseloads.

A web interface was developed to allow staff to quickly search all of the CSB's policies using keywords.

Fiscal Services developed a new fee scale to take effect in FY 2010 and directed implementation of an automated time-keeping system to improve efficiency in payroll processing.

Technology Services coordinated with the City of Alexandria Office of Information Technology Services to implement a Voice Over Internet Protocol (VOIP) telephone system at most CSB sites. The remaining sites will join the VOIP network in FY 2010.

Quality Assurance (QA) led the department in maintaining its commitment to CARF accreditation standards and improving procedures, including preparing for the October 2009 CARF survey of Intellectual Disability and Mental Health Vocational services. The QA team held a week-long QA Fair, providing educational resources for staff to encourage compliance with quality standards.

Human Resources (HR) began using the City's new automated recruitment and selection program, NeoGov, for vacant positions. This system allows for completion of the entire recruitment process on-line, including advertising vacancies, reviewing applications, scheduling interviews and selecting candidates.

Program Evaluation staff served on the Statewide Data Management Committee, which reviews and recommends data policy for all 40 CSBs. Staff helped develop the Community Consumer Submission, which reports outcome data for all CSBs to the State. Staff collaborated with other CSBs and took the lead in developing the technical requirements for the vendor, Anasazi, to make the computer programming changes required to extract the data.

The Facilities Maintenance Team completed 1,128 work orders with average completion times of 2.2 days for emergency work orders and 11.5 days for non-emergency work orders.

There were 69 volunteers who provided over 3,300 hours of service. Representative payees managed the finances of 73 clients. Companions planned activities with residents of group homes. Guardians served as court-appointed decision makers for clients. Volunteers served on the board of Friends of the Mental Health Center and Friends responded to 140 requests for emergency assistance with client rent, utilities, medication and more. Other volunteers provided in-office support, painted apartments for two residential programs, assisted with community play groups and provided childcare for parents in recovery groups.



Mike Gilmore, CSB Executive Director, with Councilmember Rob Krupicka, sorting donated supplies at Carpenter's Shelter during Spring for Alexandria's City-wide day of volunteering.

program site directory

720 North Saint Asaph Street

Administrative Offices, 703-746-3400

Intake (Adult and Child), 703-746-3535

Emergency Services, 703-746-340

Acute Care Services (Mental Health Center), 703-746-3400

Child, Family and Prevention Services, 703-746-3400

4480 King Street

West End Club, 703-746-3456

Parent Infant Education Program, 703-746-3350

Child Assessment and Treatment Center, 703-838-4708

Extended Care Administrative Offices, 703-746-3500

2355-A Mill Road

Substance Abuse Services, 703-746-3600

Detox Center, 703-746-3636

3105 Colvin Street 703-746-3333

Alexandria Vocational Services

Intellectual Disability Case Management

1900 North Beauregard Street

Center for Alexandria's Children, 703-838-4381

In addition to these locations, the Alexandria CSB has nine group homes throughout Alexandria and approximately 170 residential program beds in houses and apartments throughout Alexandria.

Other sites where Alexandria CSB services are provided include: Adolescent Health Clinic, Alexandria City Public Schools and Recreation Centers, Alexandria Preschools and Head Start Classes, Alexandria Community Shelter and Carpenter's Shelter, Alexandria Detention Center, Alexandria Juvenile & Domestic Relations Court Services Unit and Alexandria Adult Probation and Parole Office.



Alexandria Community Services Board
720 North Saint Asaph Street
Alexandria, VA 22314



CITIZEN ASSISTANCE OFFICE

Consumer Affairs Division

P. O. Box 178

Alexandria, Virginia 22313

Phone (703) 838-4350

Fax (703) 838-6426

alexandriava.gov

November 5, 2009

The Honorable William D. Euille and Members of the Alexandria City Council
City of Alexandria
301 King Street
Alexandria, VA 22314

Dear Mayor Euille and Members of City Council:

I am writing to you on behalf of the members of the Alexandria Consumer Affairs Commission (Commission). As members of the Commission, we have appreciated the opportunity to serve the City in a volunteer capacity. The Commission has brought together a well-qualified group of people from our community including several attorneys, a business owner, and others with experience and familiarity with financial products and consumer issues. The Commission members understand that consumer protection is an integral part of ensuring citizen confidence in government and business; however, after much consideration, the Commission has come to the conclusion that we should disband so that our collective volunteer resources may be put to use in other capacities for the community we all cherish.

The Commission was formed to review and analyze consumer protection policies and regulations and make recommendations to appropriate agencies for improved consumer relations, but the Commission has not served in this role for some time. Another assigned function of the Commission is to hear from citizens about unresolved consumer complaints. However, because the Commission does not have any power to take action to resolve a complaint or to mediate disputes between merchants and consumers, citizens have not found it in their interest to appear before the Commission to present their concerns. Instead, consumers have pursued their concerns through the City's Consumer Affairs Office or other appropriate channels if that office was unable to resolve their complaint. The Consumer Affairs Office staff then briefs the Commission on complaints handled. The current economic environment has forced the City of Alexandria, like other local governments, to make tough choices regarding services offered to its citizens. One such choice was the recent approval, as part of the Fiscal Year 2010 Budget, of moving the consumer complaint intake process from Alexandria to Richmond. While there are benefits and risks associated with this decision, we feel that a principle purpose for the Commission – to work with and provide feedback to the City's Consumer Affairs Office in connection with citizen complaints – no longer exists.

Over the past two years, the Consumer Affairs Commission has taken on additional duties beyond the formal scope of our Commission. For example, members of the Commission worked in coordination with City staff and the Mayor's Dollar Wi\$e Committee on a series of financial education projects. In January 2009, a Kickoff event was held at Mount Vernon Elementary School. Participants were offered a choice of seminar topics including creative savings techniques, recommendations for reducing debit, and using credit wisely. Following the Kickoff event, members of the Commission worked with City staff to develop a curriculum for a series of financial education seminars for youth and adults. City staff members continue to work with T.C. Williams High School as well as local non-profits and financial institutions to present additional financial education seminars. This is important work, and the Commission enthusiastically supports this effort.

The concern of members of the Commission is that there is not a need for the Commission to exist solely or primarily to advise the Dollar Wi\$e Committee, on an ad-hoc basis, on projects the Committee should undertake. We understand, due to issues related to the way in which some of the activities of the Dollar Wi\$e Committee have been funded, that it is not possible for the Commission to subsume the functions of the Dollar Wi\$e Committee. Therefore, we feel that maintaining the Commission in its current role, where its primary function is to advise the Dollar Wi\$e Committee, results in an unnecessary duplication of effort. Members of the Commission who wish to participate in the activities of the Dollar Wi\$e Committee should be invited to do so, but we recommend that the Consumer Affairs Commission not be maintained as a formal Commission to serve the same purpose.

The Commission also recently took on the duty of hearing complaints from cable television subscribers and receiving City staff's report on the annual cable television subscriber survey. This duty was transferred to the Commission from the City's IT Commission. Because the Commission has no authority to act upon the cable television complaints received by the City, the members of the Commission feel that this duty is best subsumed by another board or commission, if at all.

With budget resources at a premium, we know you share our view that volunteer resources are precious. As members of the Commission, we all wish to continue to serve our community in the most effective, meaningful capacity. We look forward to hearing from you regarding this request.

Very truly yours,

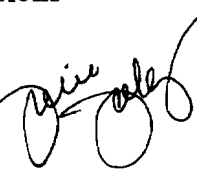
A handwritten signature in black ink, appearing to read 'Kimberley Kaplan', with a long horizontal flourish extending to the right.

Kimberley Kaplan
Chair, Consumer Affairs Commission

MEMORANDUM

DATE: July 15, 2009

TO: Rose Williams Boyd
Executive Secretary for Boards and Commissions

FROM: Julie Jakopic
Chair, Economic Opportunities Commission 

SUBJ: Annual Report

During the past year, the Economic Opportunities Commission has focused on strengthening its membership, ensuring turnover in leadership and developing a clearer focus of activities it would like to pursue.

Accomplishments have included:

- Adding five new members as a result of recruitment efforts
- Participating in board training on the EOC's relationship to the Community Services Block Grant provided by Dan Deane, State Office of Community Services
- Developing new subcommittees: Legislation, Monitoring and Advocacy for the Budget, and Program Oversight Subcommittees
- Transitioning to new leadership with a new Chair, Vice-Chair and Secretary

EMERGENCY MEDICAL SERVICES COUNCIL

City of Alexandria, Virginia

OFFICE OF THE CHAIR: PAMELA COPLEY, PO Box 320608, ALEXANDRIA, VIRGINIA 22320
TEL: (703) 909-4168 FAX: (703) 684-7476 E-MAIL: PVONGRUBER@AOL.COM

Annual Report July 2008 through June 2009

Council Membership

July 2008 through June 2009 saw the introduction of several new members onto the Alexandria Emergency Medical Services Council: Dr. John Audett, Inova Alexandria Hospital's Chief Medical Officer; Brett Fitzgerald, the representative for the City paramedics; Holly Heislup, representing Woodbine Nursing Home; W. Scooter Slade, citizen member; and EMS Director Asst. Fire Chief Andrew Snead. All have been assets to the Council. Holly Heislup and Dr. Audett have been particularly helpful and insightful.

Sadly, one of our very active and sincere members, W. Burke Wilson, retired from the Council at the end of April 2009. He initially resigned in October 2008, but at the Council's request stayed on for another six months.

Whenever there is a seat open on the EMS Council, the Chair is actively recruiting: whether that means calling the Federation of Civic Associations to fill its seat, keeping in touch with the Head of Inova Alexandria Hospital to fill its seats, calling Woodbine Nursing Home, the Red Cross, and communicating with the Citizen Assistance Office.

Council Activities for the Past Year

1. "*Call of the Quarter*": At the end of 2007, the Alexandria EMS Council inaugurated the "Call of the Quarter" honors, at the suggestion of Dr. James Vafier, Alexandria's Operational Medical Director. Four times a year, the EMS Council reviews a number of lifesaving calls made by our EMS personnel, and selects the call which most exemplifies the use of teamwork, outstanding knowledge appropriate medical protocols, skills and assessment. The honored team receives a certificate from the EMS Council, and Dinner for Two from one of Alexandria's great restaurants. This Call of the Quarter honor is now greatly appreciated, and anticipated by our medics. The Council is now in the process of creating a Citation Bar for the Call of the Quarter honorees which they will be able to wear on their day and dress uniforms. The Citation Bar award should be ready during the Autumn 2009. Burke & Herbert Bank has agreed to fund the manufacture of the Citation Bars.

2. *EMS Council Website*: The Alexandria EMS Council created its own website during this year. Working with the City web people through Assistant City Manager and EMS Council member Michele Evans, we launched the site. There are a few hiccups still to be worked out with the City on accessibility of the website, but these should be ironed out in the coming several months.

3. *Community Awareness*: One of the major goals of the Alexandria EMS Council is to continually make the public aware of the accomplishments of the City's Emergency Medical Service. The Council writes and distributes press releases about the Call of the Quarter honorees, etc. The success rate regarding the publication of these stories with pictures in the *Alexandria Gazette Packet* and *Alexandria Times* newspapers has been consistently high.

4. *Better Medic Retirement Policy*: The medics of Alexandria do not have the same retirement as the firefighters with whom they share dormitories and dayrooms. 78% of all Fire/EMS calls in the City of Alexandria are for EMS. One of the missions of the EMS Council is to work towards a more fair retirement for our extremely busy medics. We have put this matter on the agenda for discussion each meeting and it is now under regular discussion in the City Manager's office (although due to budget restrictions the matter is currently on the back burner).

5. *EMS Council Community Involvement*: The EMS Council Chair has spoken at an EMS graduation; EMS Director Vince Whitmore's retirement party; and regularly speaks at EMS Breakfasts held annually at Inova Alexandria Hospital. We will continue this public face to bring attention to our EMS personnel's accomplishments.

Goals for the Coming Year

1. *"Call of the Quarter"*: During the next year, the Alexandria EMS Council will initiate the Citation Bar in conjunction with its "Call of the Quarter" honors.

2. *Community Awareness*: The Alexandria EMS Council plans to contact the local newspapers to (hopefully) get a commitment for the Council to have a regular (monthly or quarterly) column in which it can constantly extol the value of our EMS to our citizens and workers.

3. *EMS Council Website*: We will work to get this website easier to find through external and internal (City) searches. Maintain current as well as archival content.

4. *EMS Council Community Involvement*: The Chair will continue to encourage Council members to take part in ride-alongs on ambulances, and to attend all EMS related functions in the City.

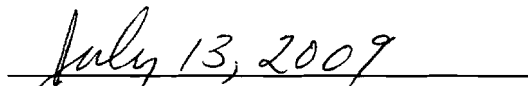
5. *EMS Retirement*: The Council will continue to keep this item on the agendas of the City Manager's office and the City Council. When the budget situation is less restrictive, we will eventually get our City's medics a retirement program which will have some parity with that of the firefighters.

Leadership Plans

I, Pamela Copley, am now serving my third term as Alexandria EMS Council Chair. The last two terms, I did not run for office, but I was unanimously voted to continue as Chair. I agreed to continue as Chair so that the programs I initiated would mature and flourish. The "Call of the Quarter" honors, for example, will be self-sustaining, as I have secured sponsorship to fund many, many years worth of Citation Bars for the honorees.



Pamela Copley, Chair



Date



ALEXANDRIA

Environmental Policy Commission

Fiscal Year 2009 Annual Report

SEPTEMBER 2009

1. Introduction

The Alexandria Environmental Policy Commission (EPC) was established under Chapter 4, Article M, of the City Code to "advise and make recommendations to the City Council and, where appropriate, to the Planning Commission and City Manager." This report provides a summary of EPC's activities during Fiscal Year 2009 (FY09), which were primarily focused on the development of the *Environmental Action Plan 2030*. This report also describes EPC activities outside of the Eco-City effort, including service on several additional commissions and hosting the City's annual Earth Day festival.

2. Who We Are

The Alexandria City Council established the EPC in 1970 to advise and make recommendations to the City Council and City Manager, where appropriate, on matters relating to the following:

- Clean air
- Land use
- Noise pollution and abatement
- Pesticides, herbicides and contaminants
- Solid waste
- Water quality and supply
- Other matters referred to the EPC by the City and citizens
- Other topics relating to the conservation and protection of Alexandria's environment

The EPC consists of 13 members, including five members from the field of environmental sciences, five citizen-at-large members, one member from the field of urban planning, one member with experience in Federal or state environmental statutes/regulations, and one student attending high school in the City of Alexandria. The student position was vacant during FY09. The Commission is supported by the City of Alexandria Department of Transportation and Environmental Services (T&ES), Office of Environmental Quality.

The table below identifies the Alexandrians who served on the EPC during FY09.

Danielle Fidler (<i>Chair</i>)	Joy Pochatila (<i>Vice Chair</i>)
Peter Pennington (<i>Earth Day Chair</i>)	Jennifer Hovis (<i>Secretary</i>)
Scott Barstow ²	Keith Freihofer
David Boxer	Patrick Hagan
Carol Braegelmann ¹	Ernie Lehmann ^{1,2}
Jessica Bayliss Brown ²	Laura Medhurst ²
David Evans ¹	Kurt Moser
	Phil Vorhees ²

¹Membership expired during FY2009.

²Membership began during FY2009.

3. Eco-City Alexandria

The primary focus of the EPC during this fiscal year was the development of the Eco-City *Environmental Action Plan 2030*, which outlines the goals and activities that will help the City and its residents achieve the vision outlined in the Eco-City Charter.

The Eco-City initiative was born in a memo from Councilman Krupicka and Vice Mayor Pepper to the City Manager in September, 2006. The Eco-City effort is a partnership between the City and the Virginia Tech Urban Affairs and Planning Program.

The initial phase of the Eco-City effort was complete in 2007 with the development of a "Greenventory" of existing City programs and policies that impact or address environmental sustainability, as well as a compendium of model practices from around the world. The next key step in the effort was the development of an Eco-City Charter, which was unanimously adopted by City Council in June 2008. The charter, which was the first of its kind in the region, outlines the City's guiding principles and vision for a sustainable Alexandria.

Phase I Environmental Action Plan

The Environmental Action Plan serves as the road map for City leaders, staff, and citizens to implement the Eco-City Charter. The Action Plan establishes general policy goals, identifies specific action steps, sets tentative timelines and develops measures of success. These goals serve as the bridge between the Charter's sustainability vision/principles and the specific actions (e.g., policies, programs and projects) that may be undertaken by the City, EPC, and the community in the coming years.

In order to initiate the development of the Environmental Action Plan (EAP), the EPC maintained the subgroups that were created during the research and drafting of the charter. Each subgroup included 3-4 EPC members and was assigned to one of the following principles outlined in the charter:

- Land Use & Open Space
- Water Resources
- Air Quality
- Transportation
- Energy
- Green Building
- Solid Waste
- Environment & Health
- Emerging Threats¹
- Implementation

In the early stage of development, the EAP was split into two phases. Phase I included goals and action steps that are either underway, or can be implemented in the short term (2009-2011). This would be followed by a Phase II Action Plan, which addresses mid- and long-term goals and actions (2012-2030).

Each subgroup worked with Virginia Tech graduate students to review the lengthy list of goals and actions suggested by the public during the development of the charter. The subgroups then met extensively with City staff to discuss activities currently underway or planned for the short term that could be included in the Phase I EAP. The draft Phase I EAP was released for

¹ This principle was subsequently renamed "Global Climate Change and Other Emerging Threats" in response to citizen requests for additional emphasis on climate change.

public comment in the fall of 2008, followed by an Open House in November at the Lee Center. The event allowed the public to discuss the proposed short-term goals and actions with EPC members and City staff, and provide feedback on priorities and potential gaps. After analyzing and incorporating the public's comments, EPC developed a final Phase I plan that consisted of 38 goals and 123 action steps to guide sustainability efforts through FY11. City Council approved the Phase I Environmental Action Plan in January 2009.

Phase II Environmental Action Plan

Upon approval of the Phase I EAP, the EPC immediately began the development of the Phase II plan that would include a comprehensive list of long term goals and actions. An Eco-City Café was held in March 2009, which provided citizens an opportunity to share their long-term vision for a sustainable Alexandria. The EPC worked closely with City staff to review the ideas generated during the café then held a weekend retreat in April in order to develop the final draft Phase II EAP. The draft Phase II EAP was the result of public comments received since the start of the Eco-City effort, as well as extensive discussions between the EPC, City departments and staff, and VA Tech. The draft Phase II plan was released to the public at the City's annual Earth Day event, on April 25, 2009.

Finally, in May 2009, the EPC convened a second Open House at the new Charles Houston Recreation Center. Unlike other events, this open house served as a "call to action" as more than 50 participants offered suggestions on how they as individuals and businesses could advance the EAP and Eco-City agenda.

The Phase II goals and actions were incorporated into the Phase I EAP; together these plans are referred to as the *Environmental Action Plan 2030*. The final EAP 2030 was unanimously approved by City Council in June 2009. The comprehensive plan contains 48 goals, 50 preliminary targets and 353 actions spread across the ten principles initially identified in the charter.

4. Other Issues

City Staff provided continuous updates to the EPC on other developments in the City, such as the settlement and subsequent engineering studies for the Mirant Potomac River Generating Station, the Norfolk Southern ethanol transloading facility, and the issuance of the final Urban Forestry Master Plan. During FY09, the EPC worked with several other City commissions and groups to address water quality, energy, air quality, green building, transportation, and open space issues facing the City.

Members of the EPC continued to serve in an official capacity on the following City commissions and working groups:

- Open Space Advisory Group
- Mirant Community Monitoring Group
- Urban Forestry Steering Committee
- Earth Day Planning Committee
- Waterfront Committee
- Transportation Commission
- Stormwater Working Group

- ACPS Environmental Stewardship Group
- Potomac Yard Planning Advisory Group Transportation Subcommittee
- Green Building Working Group
- Four Mile Run Joint Task Force

In addition to formal representation in the above organizations, EPC members routinely participated in meetings with respect to the following groups or City projects:

- Potomac Yard Planning Advisory Group
- BRAC Advisory Group
- Wayfinding Stakeholders Advisory Group
- Alexandria Transit Company (DASH) public meetings
- Braddock East Advisory Group
- Landmark/Van Dorn Corridor plan
- Flu Advisory Group
- Eisenhower West Industrial Land Use Study
- Alexandria Commission for Employment
- Environmental Coordination Group
- Energy Conservation Group
- Environmental Health Working Group/Partnership for a Healthy Alexandria

Ellen Pickering Environmental Excellence Award

In FY09, the EPC partnered with the Alexandria Sanitation Authority (ASA) to establish the *Ellen Pickering Environmental Excellence Award*. This is the first award program to formally recognize outstanding citizens who have demonstrated their commitment to protecting the natural environment and promoting sustainability. In addition to citizens, an Alexandria group, club, organization or corporate neighbor were also eligible to be nominated. The award is named in honor of Frances Ellen Pickering's lifelong dedication to preservation and conservation in the City of Alexandria.

As part of the annual Earth Day celebration, the EPC and ASA announced the selection of Elizabeth Chimento and Poul Hertel as the first recipients of the new award. Ms. Chimento and Mr. Hertel, residents of the Old Town section of Alexandria, fought tirelessly to improve air quality within the city. Aside from donating much of their time, they have also spent their own money to ensure that the City and State governments had hard technical data to support their concerns relating to emissions emanating from the Mirant Potomac River Generating Station. Their work has been the catalyst that raised the awareness of this issue to City Council and eventually led the City to achieve a \$34 million dollar settlement with Mirant aimed at installing improved stack and fugitive PM2.5 controls at this plant, in addition to the \$35 million dollars Mirant recently spent on a stack merge project. A tree was planted in honor of the award recipients during Alexandria Earth Day 2009.

Eco-City Blog

In FY09, the EPC entered the blogosphere in order to promote the Eco-City effort. With the help of VA Tech graduate students, the Eco-City Alexandria blog was created at <http://ecocityalexandria.wordpress.com/>. The blog has provided a new method of announcing important events and sharing key products with the public. This tool is also being

used to start a dialogue with individuals near and far about the small steps everyone can take to further common sustainability efforts.

In April 2009, *Washingtonian Magazine* highlighted the Eco-City Alexandria blog as one of the Best Blogs in Washington. Not only does the blog promote Eco-City Alexandria, with greater support it could be the genesis of a burgeoning green network in the region.

The EPC plans to utilize the blog more frequently in the future as implementation of the EAP moves forward. The blog will be used to announce community events and to solicit volunteers for the many action steps identified in the EAP.

Additional Outreach Activities

In addition to the blog, the EPC has participated in several other events in order to conduct outreach on the Eco-City Alexandria effort. Within the City of Alexandria, EPC members have given presentations to citizen associations, met with church leaders, and participated in special events such as the Home Ownership Fair. At the Regional level, the EPC participated in the World Water Monitoring Day event held at Haines Point, in Washington, DC and staffed a table at an Earth Day celebration at the federal Government Accountability Office (GAO).

Adopt-a-Block

In FY09, the EPC reaffirmed its commitment to the City's Adopt-a-Block program. In March 2009, the commission conducted an extensive cleanup of King Street (Route 7) between Interstate 395 and Quaker Lane. Additional cleanups have continued in FY10 and will continue to be scheduled quarterly.

Tours of Local Facilities

This year the EPC had the opportunity to tour several industrial facilities in the City, in an effort to understand operations and discuss sustainability issues. This effort began in August 2008 with a tour of the Virginia Paving facility and continued into spring with tours of the Covanta energy-from-waste facility, the ASA treatment plant, and Mirant.

5. Alexandria Earth Day

Alexandria Earth Day 2009 was celebrated at Ben Brenman Park on April 25th. This year's theme was "Take the Green Route" and more than 2,100 people attended! Attendees enjoyed live music and a puppet show, while the City Arborist held another successful tree sale. City departments, local businesses and non-profit organizations provided educational displays and hands-on activities for all ages. Exhibitors were required to sign a zero-waste contract in order to participate in the event in an effort to recycle or compost all waste materials.

In support of this year's theme, the planning committee conducted extensive outreach on the many alternative modes of transportation available to event attendees. DASH bus provided fare refunds to riders, the Washington Area Bicyclist Association (WABA) provided a free bike valet, and event sponsor VPSI, Inc. provided free shuttle service from the King Street Metro station. The exhibit area also included a variety of displays promoting fuel efficient vehicles and local biking/pedestrian amenities. The EPC's Peter Pennington served as Chair of the 2009 Earth Day Committee.

HISTORIC ALEXANDRIA RESOURCES COMMISSION**ANNUAL REPORT****2008-2009**

Patrick H. Butler III, Ph.D.
Vice-Chair
July 1, 2009

The Historic Alexandria Resources Commission (HARC), chaired by Ellen Stanton, continues many initiatives of previous years while adding new activities to its annual program. For the Commission, continuity in its programs is an important element in its activities while, at the same time, it works to add new programs to support the historic resources of Alexandria. While a part of its focus is on the Old and Historic District, the Commission seeks ways to expand and support historical programming for the entire City.

HARC began its year with the addition of two major events to its calendar, the Alexandria Forum (September 26-27, 2008) and the Historic Alexandria Museum Gala (September 27, 2008). As new responsibilities for the Commission, these events mark a major expansion of the educational and fundraising roles for the group. Beyond these two major events, the Commission continued to develop existing programs for the community and also continued to fulfill its role of advising the Mayor and Council in policy matters related to historical activities.

Alexandria Forum

Held on the weekend of September 26-27, 2008, the Forum is an event with a long history, sponsored for many years by the Alexandria Association and, more recently, by a volunteer Forum Committee. That Committee requested that HARC assume management of the event. Since the Forum had previously been scheduled for the weekend of the Historic Alexandria Museum Gala, this complicated both planning for the event and the response. Focused on consumer goods of the late eighteenth and early nineteenth centuries, response to the event was disappointing. Despite a large mailing, only thirty individuals attended the event. HARC's planning for its second Forum began in the late fall with the date set for the weekend of September 25-26, 2009, with a different structure for the activities established. The 2009 Forum will focus on the architecture and the decorative arts of the original District of Columbia, with a group of distinguished speakers and a wider variety of activities.

Historic Alexandria Museum Gala

The Historic Alexandria Museum Gala, held on September 27 in honor of Senator John Warner, is a foretaste of future opportunities. Despite a short planning period of about four months and the economic conditions, over 150 individuals attended the event, which netted over \$10,000. Described in more detail in a separate report, the Gala marked the beginning of an annual celebration designed to raise funds for all the active museums and historic sites in Alexandria, both publicly owned and private non-profit. Although somewhat disappointing in terms of the limited fundraising success, reviews of the event suggest that the Gala should continue with some modifications. The second Gala will be held in February 2010 to coincide with the celebration of George Washington's birthday and to separate it from other fall activities such as the Forum. Additional fundraising activities such as advertisements in the program and a silent auction are being planned. Taken together, circumstances auger well for a growing event.

Civil War Sesquicentennial

In September 2008, discussions began towards planning Alexandria's participation in the 150th Anniversary of the Civil War. HARC is the representative committee for the City of Alexandria's commemoration of the War. Establishing a sub-committee from its members, the Commission has developed a public planning session on June 6, 2009, to explore programming opportunities with interested Alexandria citizens. At the same time, the Commission and the Office of Historic Alexandria are developing links to the Virginia and national celebrations as the nation prepares for the 2011 kickoff.

Quarterly Maintenance Activities

Representatives of HARC meet quarterly with members of City staff and Councilwoman Pepper to focus on the needs for regular care and maintenance of the historic structures belonging to the City. Using funding provided by the Council, as well as grant funding from other sources, the state of the City's historic structures continues to improve. The majority of current capital projects for the City-owned facilities have been completed. Even so, as Council and HARC know, the care of such facilities is a never-ending process.

Fundraising Activities

The Council has charged HARC with developing an annual report on fundraising activities by private and public agencies in support of historic sites and programs. At this writing, the group is developing tools to enhance data collection prior to reporting to City Council as outlined in the Historic Preservation Action Plan.

Coordinated Activities

Efforts to develop coordinated activities took two directions in the past year. First, as is the normal pattern, HARC holds its meetings at different sites in Alexandria with programs given by staff of the sites to allow the members a better perspective on the nature of each site's programming. In the past fiscal year, HARC met at the Stabler-Leadbeater Apothecary Museum, Gadsby's Tavern Museum, the George Washington Masonic Memorial, The Lyceum, Lloyd House and the Black History Museum, and plans to meet at Fort Ward on June 16.

At the same time, HARC seeks to improve its ties to related City agencies and projects. At the May meeting, HARC and the Alexandria Commission for the Arts met together for the first time to develop ideas for mutual or shared programming that would improve programs in both the arts and history. Members of HARC continue to serve on community groups as well as on different commissions and task forces related to historic activities within the City. Among these groups are the Motor Coach Task Force, the Wayfinding Stakeholders Advisory Group, the Waterfront Planning Task Force and the Eco-City Environmental Planning Group. At meetings of these groups, HARC representatives made the case for the explicit inclusion of historic features and programs.

Related Policy and Program Activities

HARC discussed plans for the restoration and interpretation of the Gadsby's Tavern Ice Well. After endorsing the plans at its December meeting, HARC continued to discuss these plans and at the February meeting, members voted by a 7 to 5 majority to support deferral of the presentation of the proposal to the Board of Architectural Review to allow concerns raised by members and the public to be addressed. This discussion continues.

The future of Fort Ward Park at the Fort Ward Museum and Historic Site was reviewed at the March meeting. After review, members endorsed the statement of the Friends of Fort Ward.

Our second Preservation Conference was held throughout May 2008. In the Saturday workshops, actual restoration techniques for historic windows, doors, shutters and porches were demonstrated. Also, there were weekly evening lectures on historic districts, archaeology, Alexandria architecture, and the *Secretary of the Interior Standards for the Treatment of Historic Properties*. A third Preservation Conference is planned for the fall of 2009.

Finally, to honor the memory of Peter H. Smith, long-time Alexandria City staff Architectural Historian, HARC endorsed the development of a special architectural history collection at the Alexandria Library.

Goals for 2009-2010 and Plans for Transition of Leadership

At the June 2009 meeting, HARC discussed the following as being goals for next year:

- Fulfilling responsibilities outlined in the recommendations of the Historic Alexandria Preservation Plan
- Finalizing the annual report on fundraising activities by private and public sites
- Planning the Alexandria Forum
- Planning the Historic Alexandria Museum Gala
- Serving as representative committee for City's commemoration of the Civil War in developing themes, planning events, and encouraging public participation
- Participating in the waterfront planning, motorcoach task force and wayfinding stakeholders advisory group
- Continuing to meet with the City Manager, Councilwoman Pepper, and the Department of General Services on the maintenance of City-owned historic structures
- Informing City Council with a representative independent voice on issues relating to historic preservation
- Promoting tourism

Lastly, an election will be held in September 2009 electing a new Vice-Chair, followed by an election in the spring of a new Chair and Secretary for 2010-2012. Included in our membership are several individuals new to HARC who bring fresh ideas and enthusiasm to the work of the Commission. HARC reaches out to the community to recruit new members and to inform the community of the role and work of the Commission.

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY
JUNE 2009

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R.L. Kane
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Term Ending: September 11, 2011

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Term Ending: Sept. 9, 2012

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**CITY OF ALEXANDRIA
BOARDS AND COMMISSIONS
MEETINGS ATTENDANCE REPORT**

JULY 1, 2008 THROUGH JUNE 30, 2009

ALEXANDRIA INDUSTRIAL

COMMISSION: DEVELOPMENT AUTHORITY

CHAIRPERSON: SCOTT HUMPHREY

2008

2009

MEMBER'S NAME	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
AGNES ARTEMEL	/	/	/	X	/	/	/	/	/	X	/	X
CHARLES COLLUM, JR.	/	/	/	X	/	/	/	/	/	E	/	E
E. LYNN HAMPTON	/	/	/	X	/	/	/	/	/	X	/	E
SCOTT HUMPHREY	/	/	/	X	/	/	/	/	/	X	/	X
DONALD SIMPSON, SR.	/	/	/	X	/	/	/	/	/	X	/	X
LOIS WALKER	/	/	/	E	/	/	/	/	/	X	/	E
MARK WILLIAMS	/	/	/	X	/	/	/	/	/	X	/	E

INDICATE: X - FOR PRESENT E - FOR EXCUSED U - FOR UNEXCUSED

LIST OF THOSE WHO DID NOT ATTEND 75% OF MEETINGS:

(FORM MUST BE SIGNED BY CHAIRPERSON)

Scott Humphrey APPROVED:

(Chairperson)

**Alexandria Industrial Development Authority
 Applications Approved/Bonds Issued
 FY2009: July 2008-June 2009**

DATE	AMOUNT	APPLICANT	LENDER	SEE
July 2008	--	Issuers Fees from Pooled Program	Wells Fargo	\$9,705.32
Feb. 2009	--	Issuers Fees from Pooled Program	Wells Fargo	\$11,101.59

TOTALS: \$0.00 0 applications \$20,806.91

As of June 30, 2009
GRAND TOTALS: Bonds Issued \$628,144,409.00 Fees Collected \$1,409,903.76

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

October 14, 2008

5:00 p.m.

Directors

Scott Humphrey

Chair

Donald Simpson, Sr.

Vice Chair

Agnes Artemel

Secretary

Lois Walker

Assistant Secretary

Charles Collum, Jr.

Lynn Hampton

Mark Williams

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

AEDP, Inc.

Present: Scott Humphrey, Chair
Donald Simpson, Sr., Vice Chair
Agnes Artemel, Secretary
Charles Collum, Jr.
Lynn Hampton
Mark Williams

Also Present: Michael Graff, McGuire Woods LLP
Stephanie Landrum, Alexandria Economic Development Partnership, Inc.
Laura Triggs, City of Alexandria Department of Finance

I. Call to Order

Chair Scott Humphrey called the meeting to order at 5:07 p.m.

II. Approval of May 13, 2008 Meeting Summary Minutes

Chair Humphrey entertained a motion for the approval of the minutes of the May 13, 2008 meeting.

Motion: Lynn Hampton moved and Mark Williams seconded the motion.
The motion was passed unanimously.

III. Discussion of the IDA Annual Report

Authority members reviewed the IDA Annual Report and a draft letter to be sent to City Council.

IV. Annual Election of Officers

The current officers, Chair Scott Humphrey, Vice Chair Donald Simpson and Secretary Agnes Artemel all agreed to serve for an additional year.

Motion: Mark Williams moved and Lynn Hampton seconded a motion to re-elect the current slate of candidates. **The motion was passed unanimously.**

IV. Random IRS Audit- Episcopal High School Project, Series 2003

Authority members reviewed a letter from the IRS that indicated the Episcopal High School debt issuance had been selected for examination. Mike Graff explained that the audit would follow the same course as the recently cleared IRS audit of the Institute for Defense Analysis debt issue.

A motion was made to ratify and authorize the Chairman to sign a Form 2848, allowing Mr. Graff to represent the body in all future dealings related to this matter.

Motion: Mark Williams moved and Charlie Collum seconded the motion.
The motion was passed unanimously.

V. Tri-Party Agreement: IDA/City of Alexandria/AEDP

Authority members agreed to review, on an annual basis, any agreement between the parties, as needed.

VI. Old Business

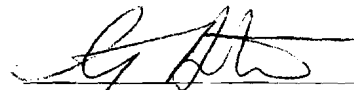
Authority members began discussions about the creation of an IDA brochure as well as an information session for prospective borrowers. The group agreed to continue planning efforts in the spring.

VII. New Business

None.

VIII. Adjourn

There being no further business, Chair Humphrey adjourned the meeting at 5:47 p.m.



Agnes Artemel
Secretary

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Summary Minutes

April 21, 2009

5:00 p.m.

Directors

Scott Humphrey

Chair

Donald Simpson, Sr.

Vice Chair

Agnes Artemel

Secretary

Lois Walker

Assistant Secretary

Charles Collum, Jr.

Lynn Hampton

Mark Williams

Present:

Scott Humphrey, Chair

Donald Simpson, Sr., Vice Chair

Agnes Artemel, Secretary

Lois Walker, Assistant Secretary

Lynn Hampton

Mark Williams

Also Present:

Michael Graff, McGuire Woods LLP

Mark Jinks, City of Alexandria, City Manager's Office

Stephanie Landrum, Alexandria Economic Development Partnership, Inc.

Laura Triggs, City of Alexandria Department of Finance

Counsel to the AIDA

Michael W. Graff, Jr.

McGuireWoods LLP

Staff to the AIDA

Stephanie Landrum

AEDP, Inc.

I. Call to Order

Vice Chair Donald Simpson, Sr. called the meeting to order at 5:08 p.m.

II. Approval of October 14, 2008 Meeting Summary Minutes

Vice Chair Simpson entertained a motion for the approval of the minutes of the October 14, 2008 meeting.

Motion:

Lynn Hampton moved and Agnes Artemel seconded the motion.

The motion was passed unanimously.

III. Stimulus Changes to Tax-Exempt Bond Provisions

Michael Graff provided the Authority with an overview of changes in the American Recovery and Reinvestment Act of 2009 that impact tax-exempt bonds. Specifically he reviewed the expansion of bank-qualified debt provisions, Build America bonds and Recovery Zone bonds.

IV. IDA Informational Session and Marketing to Prospective Borrowers

The Authority discussed plans for an information breakfast targeted to prospective borrowers, property owners and developers, bankers, and commercial real estate professionals. The breakfast will include a panel of speakers representing the banking, real estate and borrowers perspectives and will take place at the end of June.

IV. Old Business

None.

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EMAIL: INFO@ALEXECON.ORG WWW.ALEXECON.ORG/IDA.HTML

V. **New Business**

None.

VI. **Adjourn**

There being no further business, Chair Humphrey adjourned the meeting at 6:00 p.m.

A handwritten signature in black ink, appearing to read 'A. Artemel', written over a horizontal line.

Agnes Artemel
Secretary

ALEXANDRIA INDUSTRIAL DEVELOPMENT AUTHORITY

Directors

Scott Humphrey
Chair

Donald Simpson, Sr.
Vice Chair

Agnes Artemel
Secretary

Lois Walker
Assistant Secretary

Charles Collum, Jr.
Lynn Hampton
Mark Williams

Counsel to the AIDA
Michael W. Graff, Jr.
McGuireWoods LLP

Staff to the AIDA
Stephanie Landrum
AEDP, Inc.

Summary Minutes

June 9, 2009

5:00 p.m.

Present: Scott Humphrey, Chair
Donald Simpson, Sr., Vice Chair
Agnes Artemel, Secretary

Also Present: Michael Graff, McGuire Woods LLP
Stephanie Landrum, Alexandria Economic Development Partnership, Inc.

I. Call to Order

Chair Scott Humphrey called the meeting to order at 5:05 p.m.

II. Approval of April 21, 2009 Meeting Summary Minutes

Without a quorum present, the approval of meeting minutes was deferred.

III. June 30, 2009 Bond Financing Breakfast

The Authority reviewed the agenda, panel members and program for the information breakfast scheduled for the end of the month. Members provided ideas and contacts for additional prospective attendees.

IV. Old Business

None.

V. New Business

None.

VI. Adjourn

There being no further business, Chair Humphrey adjourned the meeting at 6:13 p.m.



Agnes Artemel
Secretary

CITY OF ALEXANDRIA, VIRGINIA
LOCAL EMERGENCY PLANNING COMMITTEE
ANNUAL REPORT for JULY 2008-JUNE 2009

RECEIVED

JUL 24 2009

**CITIZEN ASSISTANCE
OFFICE**

Summary of Activities

1. The LEPC held four quarterly meetings.
2. The LEPC received Tier Two Forms for calendar year 2008, and updated the list of facilities with Extremely Hazardous Substances.
3. The LEPC received briefing from EPA On-Scene Coordinator Charles Fitzsimmons.
4. The LEPC received briefings on the ethanol facility and ethanol evacuation plans.
5. The LEPC took a tour of Inova Alexandria Hospital's new command center.
6. The LEPC staff member, Charles McRorie, attended the U. S. EPA Region III Emergency Preparedness and Prevention & Hazmat Spills Conference held in Richmond October 26-29, 2008.
7. Charles McRorie, attended the hazardous materials refresher class in Alexandria on May 28, 2009.
8. Charles McRorie attended the railroad operations class given in Alexandria by CSX Transportation on May 20, 2009.

Group's Specific Goals for Coming Year

1. Conduct four quarterly meetings.
2. Receive Tier Two Forms for calendar year 2009.
3. Consider attending appropriate training and conferences.
4. Maintain LEPC web page on city's website.
5. Coordinate activities with city's new Environmental Investigation Unit.
6. Review Hazardous Materials Plan.

Recruitment and Leadership Plans

1. Recruit two representatives from the print and broadcast media.
2. Replace one city council member with a new city council member.
3. Sustain current membership and chair and vice-chair positions.

Cycle for Ensuring Turnover in Leadership

1. Maintain current leadership.
2. Federal legislation does not mandate term limits of members.



CITY OF *Alexandria* VIRGINIA



11/01/2009

2009 Annual Report

Alexandria Public Health Advisory Commission

Hello from the Chair



The Alexandria Public Health Advisory Commission (APHAC) cares about our community health. Comprised of medical professionals, community leaders, and residents appointed by the Mayor and City Council, the APHAC recommends and promotes efforts that lead to improved health. We are pleased to submit this report summarizing our key activities in the past five years.

Promoting healthiness in a community as diverse as Alexandria presents grand challenges. The good news is that Alexandrians are relatively healthy when compared to other jurisdictions like ours around the country.¹

Alexandria scores well in these areas:

- Cancer rates (breast, colon, lung) are lower.
- Infant deaths and premature births are fewer.
- Heart disease and stroke are lower.
- Auto accidents, unintentional injuries and suicide are lower.

However, Alexandria scores poorly compared to similar cities in the U.S. in:

- First trimester medical care and neonatal infant mortality
- Homicide

Alexandrians make health-related choices daily (even the estimated 15,000 residents without health insurance). About 19% of us get no exercise; 68% eat few fruits or vegetables; 16% are obese; 18% have high blood pressure; and 19% of Alexandrians still smoke cigarettes.² So while there is good news, Alexandria citizens and community leaders must be aware of the non-stop influences on our daily health and well-being.

A healthy community results from a long history of care and attention by citizens and organizations alike. Health care professionals and institutions,

¹ U.S. Dept of Health and Human Services, Comm Health Status Indicators www.communityhealth.hhs.gov.

² CDC. Behavioral Risk Factor Surveillance System, 2000-2006.

schools, shelters, and retirement home workers know how to promote good health. Our City invests in recreational places and programs to stimulate our bodies and minds. The health department keeps track and advises us of potential health threats, such as influenza, West Nile Virus, infectious diseases, and food safety. Our elected and public health leaders work closely with officials through the Washington area to keep us all healthy.

Thank you for reviewing the report. We welcome your comments.

Jerome R. Cordts, Ed.D.

Members of the Commission

Arlene Hewitt, MSW	Citizen Member
Gene Kendall	Alexandria Neighborhood Health Services, Inc.
Jerome Cordts, EdD, Chair	Citizen Member
Jessica Hill, DDS	Northern Virginia Dental Society
John Klousia, MD	Alexandria Medical Society
Lacy Fehrenbach-Marosfalvy	Health Professional
Leila Roberts	Citizen Member
Mark Penn	Office of Emergency Preparedness
Mary Anne Weber	Alexandria Community Services Board
Meredith Taylor	Citizen Member
Michael Weiner	Health Professional
Richard Merritt, Vice Chair	Citizen Member
Robin Adams, MBA	INOVA Alexandria Hospital
<u>Health Department Staff</u>	
Lisa Kaplowitz, MD	Director, Alexandria Health Department
Dean Bryant	Executive Assistant
Carrie Fesperman, MPH	Health Planner

Commission Responsibilities

Resolution 790, adopted May 12, 1981, by City Council specifies five responsibilities for the Alexandria Public Health Advisory Commission (APHAC). Over the years, APHAC has interpreted these charges within the context of an increasingly comprehensive local public health system. The Alexandria Health Department, Community Services Board, and clinics such as the Casey Clinic and Alexandria Neighborhood Health Services, Inc. (ANHSI), reach out to residents city-wide to prevent or care for health problems. The APHAC collaborates with and supports these organizations.

- a) To serve as the evaluating and advising commission to City Council regarding any and all health matters in the City of Alexandria and to help in coordinating public health agencies and activities within the City;
- b) To provide information/evaluation regarding health related-matters when requested by City Council;
- c) To investigate specific health problems on its own initiative and at the request of City Council;
- d) To act as a listening body for the community, so that any citizen, health professional or lay person may present his or her opinions to the Public Health Advisory Commission on health matters in Alexandria;
- e) To render opinions in each instance on any health care or service advantage or merit; disadvantage or danger; priority perspective within the City's overall public health needs or programs; health planning for the City and its citizens; feasibility; alternatives or modifications; evaluation; and any other factors deemed pertinent by the commission.

The commission findings shall be based on a thorough review of the facts and its recommendations will be those believed to be in the best interest of the citizens of Alexandria.

Commission Highlights 2004-09

The Commission and its members contribute to critical issues that make a difference to the City and its residents. This year's Annual Report highlights key public health accomplishments over the past five years, many of which represent collective efforts of the Commission, Health Department officials and others who share in Alexandria's public health mission.

2004 – New Facility

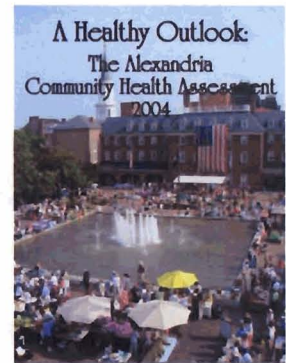
In 2004, the Alexandria Health Department relocated to its current facility at 4480 King Street after 60 years in Old Town. In its new location, the Health Department provides quality programs and services, and is more convenient for the population which it serves the most. The Commission supported this particular location following an independent study of multiple locations across Alexandria.



2005 – Community Health Assessment

(<http://www.alexhealth.org/partnership/assessment2.pdf>)

Challenged by Healthy People 2010 that set national health improvement goals, the Health Department and Commission completed the City's first *Community Health Assessment*. The final list of health priorities were derived from evidence-based data and surveys completed by hundreds of randomly chosen citizens. The Partnership for a Healthier Alexandria was formed as a result, which today involves over 175 citizen leaders.



2006 - Environmental Health Assessment

(<http://alexandriava.gov/uploadedFiles/health/info/paceEH.pdf>)

Published in 2007, this initiative examined environmental factors affecting human health in Alexandria. The assessment team reviewed health and environmental data on the City and surveyed residents on their concerns about

2007 Environmental Health Assessment Survey

1. Indoor Air Quality
2. Outdoor Air Quality
3. Surface Water Quality
4. Healthy Lifestyles
5. Food Safety
6. Disease Vector Control
7. Chemicals and Toxics
8. Recreational Safety
9. Drinking Water
10. Solid Waste
11. Noise

environmentally-linked health issues. The Commission advocated for this assessment as a companion effort to the Community Health Assessment. The top 11 priority issues are shown.

Since 2006 – The Partnership for a Healthier Alexandria

(<http://www.alexhealth.org/partnership>)

The Partnership formed in 2006 in response to key issues identified in the 2004 Community Health Assessment. Today, four workgroups (some funded externally) address critical community health issues. The Commission supports the Partnership's Executive Committee and is well-represented across the work groups. Over 175 citizen leaders work throughout the year to promote good health in four areas below:



- A. Environmental Health Work Group
- B. Anti-Stigma Mental Health Hope Campaign
- C. Healthy Lifestyles Work Group
- D. Substance Abuse Prevention Coalition

Annual Recognition of Community Health Leaders

Since 1992, the Commission has recognized 21 Alexandrians who have dedicated themselves to preventing disease and improving the health of residents. The Commission presents this *Flora Krause Casey Award* annually during National Public Health Month in April. Dr. Robert Wineland (pictured) won the award in 2008. Ms. Robin Wallin and Ms. Dee Moellering were co-recipients in 2009.



2008 – Reconstitution of Commission Membership

The Mayor and City Council approved a request to re-designate two critical seats to the Commission roster. As a result, Alexandria Neighborhood Health Services, Inc. (AHNSI) and the Alexandria Office of Emergency Preparedness are both represented on the Commission. Their involvement in 2009 coincided with both an economic downturn and a Presidential inauguration, both of which impacted the City.



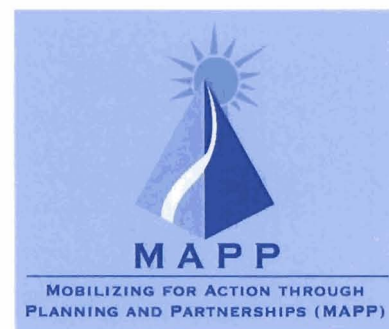
2008 – New Health Director

The Chair of the Commission participated with City and State leaders in the interviews and final selection of Dr. Lisa Kaplowitz (pictured) as Director of the City Health Department. Dr. Kaplowitz offers extensive experience at the local, state and national levels in emergency preparedness, public health, and clinical medicine, including HIV/AIDS. Her appointment followed the retirement of Dr. Charles Konigsberg.



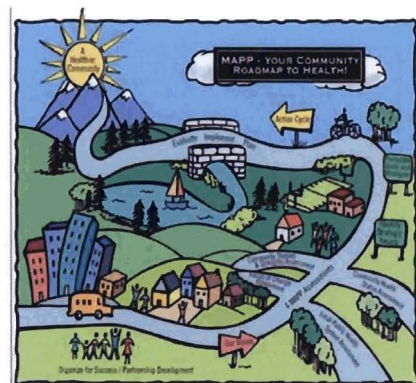
2009 – Mobilizing Action through Planning & Partnership (MAPP)

MAPP is a strategic planning approach to community health improvement. Based upon a method proven to expand community involvement in health planning, MAPP has been adopted by the Partnership, with support from the Commission, to guide its long-term planning process. In 2009, the effort led to a successful city-wide community forum, development of a vision statement, and design of a new community health assessment methodology.



Ongoing – City Health Planner

The commitment by Alexandria to support a full-time health planner meant that the entire city, not just the health department, would be involved in health promotion and disease prevention. From the early years of the community health assessments, when federal funding through the Centers for Disease Control and Prevention brought trained community health experts to Alexandria, the continuing need for these professionals has become self-evident. Through the work of the health planner, the Partnership and its multitude of offspring initiatives are able to reach nearly every citizen with valuable information to keep them healthy.



Eco-City Alexandria

(www.alexandriava.gov/Eco-City)

Alexandria's Eco-City initiative is a community commitment to healthier living and economic productivity while simultaneously reducing their impact on the environment. The Public Health Advisory Commission supported the expansion of this initiative by working with staff so that the Community Environmental Health Assessment indicators are linked into the Eco-City Environmental Action Plan.





City of Alexandria

Social Services Advisory Board



Department of Human Services Division of Social Services

2525 Mt. Vernon Avenue
Alexandria, VA 22301

TO: Alexandria City Council
FROM: Jason Dechant, Chair, Alexandria Social Services Advisory Board
703-861-4493, jasondechant@gmail.com
DATE: August 2009
SUBJECT: Alexandria Social Services Advisory Board Annual Report 2008-2009
ATTACH: Social Services Advisory Board "Goals and Objectives" Document

Pursuant to Alexandria City Code, the Alexandria Social Services Advisory Board (SSAB) is chartered to "(1) interest itself in all matters pertaining to the social welfare of the people of Alexandria, (2) serve as the public welfare advisory board of the City, and (3) monitor the formulation and implementation of social welfare programs in the City." This 2008-2009 Annual Report conveys the Board's accomplishments in performing these functions. The attachment to this report is a working "goals and objectives" document that outlines the Board's stated goals and details the tasks it performed in pursuit of those goals.

Over the past year, Alexandria's SSAB worked diligently to perform its functions for the City. All of its activities are too numerous to report here, but a number of major accomplishments rise to the Council's attention. These SSAB accomplishments include:

1. Ongoing monitoring of social services offered to Alexandria's citizens. In 2008-2009, the Board visited all of the City's major social service centers to better understand how services were administered and to provide feedback to staff on how they might improve services.

2. Routine oversight of Department of Human Service performance. As a part of regular business, the Board reviewed the Department of Human Services (DHS) monthly reports to help ensure that services were being provided in a timely and efficient manner. Any anomalies in reporting were investigated by city staff.

3. Active involvement in DHS outreach in the community. Over the past year, the SSAB worked hard to become much more active in DHS outreach by providing volunteer support to a number of DHS-related events including: Family Fun Day, Holiday Sharing

Program, Tax Preparation Sessions, Cherry Blossom Cruise, and the Annual Foster Family Picnic. Additionally, the Board co-sponsored (with Virginia's VOICES) a reception to honor Alexandria foster youth whose artwork was featured in a statewide competition and publication.

4. Advocating for Alexandria's foster youth by advancing a college tuition waiver proposal. The SSAB recognized a statewide need to provide four-year college education to qualifying foster youth. Similar opportunities are afforded to foster youth in 18 other states while Virginia has only a two-year community college program. This limits many youth's access to four-year college and/or burdens local jurisdictions that provide for college tuition by using resources that would otherwise satisfy other social service needs. The Alexandria SSAB has sought to increase awareness of this issue through the distribution of a statewide survey that collected data on needs. The Board plans to continue its advocacy of this issue until all of Virginia's qualifying foster youth are afforded a four-year college education.

5. Promoting high-quality social services by rewarding high-quality social services staff. The Board considers one of its more important goals to strengthen the quality of services by showing appreciation to the staff responsible for providing them. It has done this through its donations to the three staff appreciation months: social workers, eligibility workers, and support staff. For the first time this past year, the Board solicited donations from Mt. Vernon Ave. businesses and was able to present gifts to staff (via raffle system) with a total value over \$500.

6. Fostering of board participation and community leadership. The level of participation in citizen boards varies and the SSAB is no different. However, over the last year, the SSAB had a full roster for the first time in many years. There are likely many reasons for this, but a major contributor is that the Board actively recruited new members to fill vacancies and, in doing so, reached out to various parts of the community. Another reason the SSAB has retained a full contingent is the level of activity of board members—no single board member is responsible for the accomplishments outlined in this report. Rather, the Board has worked together to achieve these goals, therefore creating they type of environment that gives rise to community leaders and greater involvement.

In addition to extending the accomplishments above into the coming year, the SSAB has identified a number of additional areas it would like to emphasize:

1. Identify new needs that appear at the "seams" between boards. The SSAB is unique in that it has a broad charter and is not limited by narrow missions/functions (such as age, gender, etc.). In the coming year, the Board plans to identify additional issues to take on that are not addressed by other boards due to their scope or perhaps issues that are not properly addressed because they have competing boards/interests vying over them. The SSAB can work to address these issues and/or facilitate ongoing work across boards.

2. Provide support to DHS and the Council. The SSAB seeks to better support both DHS and the Council through any number of measures. It has done this over the past year by reviewing DHS initiatives and providing feedback on selected topics. The Board plans to do more of this in the coming year and is eager to support the Council in any way.

3. Continue to advocate for a foster tuition waiver. The Board has only begun its advocacy of this issue and hopes that there will be legislation on the topic in this year's cycle. If so, the Board will work with other organizations to properly promote the issue at the state level.

The preceding outlines some of the major SSAB accomplishments of 2008-2009 and the direction the Board is going in the coming year. The appendix to this report further details the activities of the SSAB and organizes them by its stated goals and objectives. None of these things would have been accomplished without the ongoing cooperation and support of the city staff. The Department of Human Services management and staff have been an integral part of the SSAB functions and rightfully share the credit.

The City of Alexandria's Social Services Advisory Board aids the City in providing the needed social services to the citizens of Alexandria. As such, it welcomes interaction and engagement with members of Council if there are matters with which the SSAB may assist.

ATTACHMENT: Social Services Advisory Board Goals and Objectives Document

April 2009

Alexandria Social Services Advisory Board Goals and Objectives

(Goals are numbers 1-4. Objectives are lettered)

- 1. Ensure safety and well-being of children at-risk of abuse and neglect and foster a permanent connection to family.**
 - a. Encourage Alexandria's citizens to become involved in protecting children by taking steps to prevent abuse and treat those who have been abused.
 - Review DHS materials and discuss how they are used.
 - Participate in public education events such as Child Abuse Prevention month, Foster Care month, Adoption Saturday, and similar events.
 - Ask SCAN to brief the SSAB on its activities and how it works with DHS.
 - Visit the Child Advocacy Center and become familiar with its services.
 - b. Carry out ongoing monitoring and oversight of child welfare activities.
 - Select areas for briefings from the budget topics and ask, after each briefing, if there are any actions the Board should take.
 - Review statistics and performance measures from the budget and the monthly report currently provided to the Board. Add additional report items as appropriate. Follow up on problem areas.
 - c. Advocate for full funding and staffing needed to implement best practices in child welfare and advocate for needed policy changes (legislative and administrative).
 - Meet at least annually with the City legislative liaison.
 - Continue to support increases in foster care rates from the State.
 - Identify additional initiatives for advocacy.
- 2. Ensure that low-income individuals and families receive needed assistance quickly and courteously.**
 - a. Routinely monitor application process for timeliness and quality.
 - Observe the application process at least once every 6 months.
 - Receive presentation on application process including an explanation of current performance reports (e.g., what do the numbers mean, where do they come from) to determine the appropriate way for the Board to monitor performance.
 - Explore whether or not we should seek a customer service survey to see how clients feel about the services they receive.
 - b. Encourage participation by eligible citizens of Alexandria.
 - Identify underutilized programs and identify the problems causing the underutilization.

- Meet with representatives of advocacy groups to seek their input into actions the SSAB might take to improve participation (quantity and quality).
3. **Develop a knowledgeable and respected voice for the Board concerning social services and child welfare issues.**
- a. Fill Board membership with interested citizens and productive members.
 - Resolve parent vs. citizen vacancies to ensure prompt listing and expedient processing.
 - Actively recruit interested and qualified friends/neighbors/colleagues to the Board.
 - Discuss how to improve advertising for members and discuss whether or not the Board should request that the current categories be changed by the City Council.
 - b. Include staff presentations as a regular part of Board meetings.
 - See 1 (b). Briefings should also include outside groups who would tell the Board what they are doing and how the Board and DHS might help.
 - Review each Board goal or objective at a meeting by coordinating the agenda to that goal/objective and reviewing progress toward the goal.
 - c. Encourage visible participation in City events.
 - Keep event calendar and have members sign up for events at each meeting to ensure visibility at all relevant activities.
 - Encourage members attending an event to report on the event and to bring back the name and contact information of someone from another agency and an issue which is important to them. Then, as a group, decide if this is an organization we need to partner with in order to help us achieve our goals. Written reports can be attached to the monthly agenda.
 - d. Develop and maintain liaison role with other Human Services Boards and the community.
 - Identify the most relevant boards.
 - Continue to send representatives to the Early Childhood Commission and the Youth Policy Commission.
 - Assign individual board members to review the minutes of meetings of specific boards where the SSAB is not represented. Receive reports on these and the other boards as appropriate.
 - Routinely share our agendas and minutes with other relevant boards.
 - Talk to other boards about how they share information. Seek advice of City Attorney if necessary. Explore how information can be exchanged on-line in an open manner.
 - e. Recognize people or organizations that have had a positive and exceptional impact on the social welfare of Alexandria. Such recognition will be in the form of a letter signed by the Board Chair.

- Board members will nominate those to be recognized and the nominator will prepare a draft letter for the review of the other Board members. Approval will be by majority vote of those attending the meeting.
- Nominees need not reside in the city and may be paid or volunteer workers or organizations that have gone beyond what would normally be expected to make a difference in the lives of Alexandrians.

4. Facilitate appreciation of Social Services staff.

- Continue contributing funds to staff appreciation days. Consider calculating the total number of events for the year and asking members to contribute for all of them at the first meeting of every year (and as part of the welcome package to new members).
- Look for other opportunities to show staff it is appreciated.

2008 Activities and Achievements

(The below table associates actions taken throughout the year to specific goals/objectives they supported.)

Last updated 19 April 2009

Goal #1	Ensure safety and well being of children at-risk of abuse and neglect and foster a permanent connection to family.
Objective	Encourage Alexandria's citizens to become involved in protecting children by taking steps to prevent abuse and treat those who have been abused.
Activities/ Achievements	1. Toured Center for Alexandria's Child (CAC) (June 2008)
Objective	Carry out ongoing monitoring and oversight of child welfare activities.
Activities/ Achievements	1. Toured Child Assessment and Treatment Center for Health (CATCH) and offered board services (Feb 2008) 2. Provided feedback on DHS Customer Service Survey (June 2008) 3. Received presentation from Project Discovery (Ron Frazier) (Oct 2008)
Objective	Advocate for full funding and staffing needed to implement best practices in child welfare and advocate for needed policy changes (legislative and administrative).
Activities/ Achievements	1. Monitored status of VA legislation and offered board support for key initiatives (Feb-March 2008) 2. Received Legislative update and process from City's Legislative Director (July 2008) 3. Continued foster care tuition issue research/advocacy (ongoing) 4. Received update on effects of budget cuts (Sept 2008)

Goal #2	Ensure that low-income individuals and families receive needed assistance quickly and courteously.
Objective	Routinely monitor application process for timeliness and quality.
Activities/ Achievements	1. Received briefing on ACHSO sponsored "Snapshot" study (July 2008)
Objective	Encourage participation by eligible citizens of Alexandria.
Activities/ Achievements	
Goal #3	Develop a knowledgeable and respected voice for the Board concerning social services and child welfare issues.
Objective	Fill Board membership with interested citizens and productive members.
Activities/ Achievements	1. Received advocacy overview and orientation from Virginia Voices for VA Children (Jan 2008) 2. Actively recruited new members through advertisement and other means (ongoing) 3. Received updates on reading case activity reports (Oct 2008)
Objective	Include staff presentations as a regular part of Board meetings.
Activities/ Achievements	Received regular updates on foster tuition issue from vice chair and selected other members (throughout 2008)
Objective	Encourage visible participation in City events.
Activities/ Achievements	1. SSAB Chair participated in Alexandria's Eco-City Initiative (Feb-March 2008) 2. Board volunteered at several city-related events: Family Fun Day (Sept 2008) and Holiday Sharing Program (Dec 2008)

Objective	Develop and maintain liaison role with other Human Services Boards and the community.
Activities/ Achievements	<ol style="list-style-type: none"> 1. Continued to be represented on Early Childhood Commission and Youth Policy Commission (throughout 2008) 2. SSAB was represented at occasional DHS Chairs' meetings with director
Objective	Recognize people or organizations that have had a positive and exceptional impact on the social welfare of Alexandria.
Activities/ Achievements	No letters of recognition presented in 2008
Goal #4	Facilitate appreciation of Social Services staff.
Activities/ Achievements	<ol style="list-style-type: none"> 1. Continued to support staff in three appreciation months, led by board member Bonnie O'Neil (Jan 2008) 2. Routinely sent thank you notes to staff presenting to board meetings

2008 ANNUAL REPORT

OLD TOWN NORTH URBAN DESIGN ADVISORY COMMITTEE

During 2008 this committee examined the plans, materials and elevations concerning alterations and building on the following sites in North Old Town: 532 North Washington Street (a proposed in-fill addition to an existing building), 321 1st Street St. Anthony's Day School (an addition to existing building) and 701 North Washington Street (a large commercial development that would have involved demolishing the present motel which occupies the site. This project has been withdrawn from consideration.

Each of these projects involved meeting with members of City Planning and the developers at City Hall. Each project also involved many exchanges of e-mails between the members of the committee, most notably for St. Anthony's Day School, because a portion of the addition is an open deck where children were going to be napping and playing. This property is located 3 blocks from the Mirant Power Plant and next door to a dry cleaning establishment. The committee had a major concern about the air quality and the impact on the children. The Health Department evaluated this situation and several changes and compromises were made in response to the committee's concerns.

We meet on an as needed basis and because of the current economic restraints on new development, we were not asked to review any other projects.

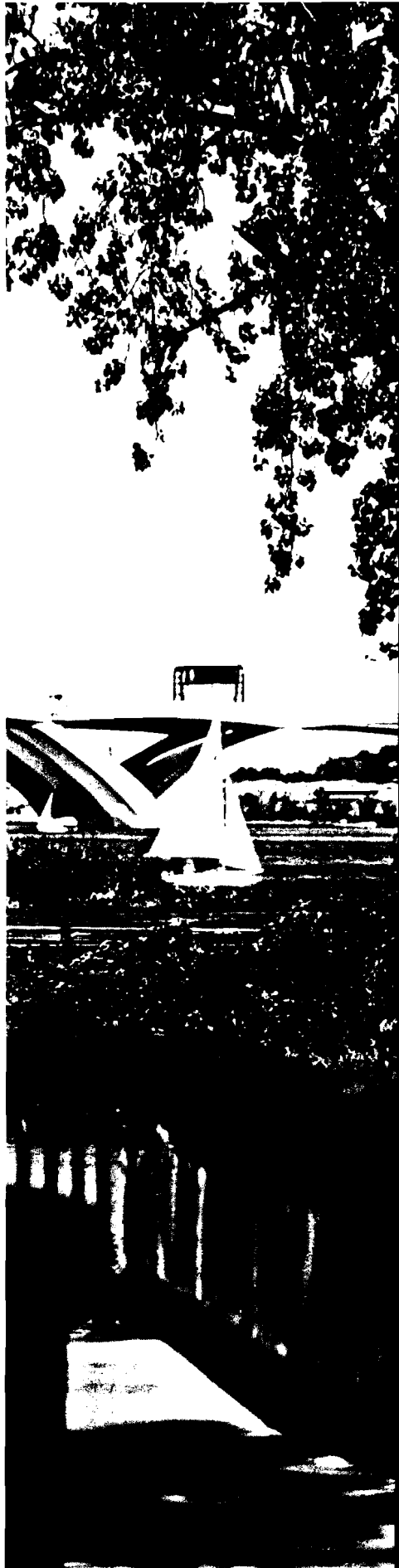
Due to the many changes in City Planning and Zoning, I met individually with members of that Department, including our new director, in order to facilitate obtaining information concerning proposed developments, which need to be reviewed by our committee, before they reached final stages of acceptance.

I will be leaving the committee in 2010 because I will have been a member for ten years at that time. Roger Waud, a resident of North Old Town, has agreed to take my place. The committee will appoint their new Chairperson from their members.

Respectfully submitted,

Sally Ann Greer, Committee Chairperson





Alexandria Sanitation Authority Annual Report 20



Alexandria Sanitation Authority

The Alexandria Sanitation Authority takes pride in the progress we achieved over the past year on behalf of the City of Alexandria and its citizens.

We provided world-class service while making wise investments in the future that will yield strong dividends for the environment, quality of life and smart economic growth.

ASA continues to lead the way in producing clean water to protect and restore the health and vitality of the Potomac River and Chesapeake Bay.

We took used water and transformed it into a clean, renewable and economic resource to meet the City's needs.

ASA stood shoulder-to-shoulder with the community as its partner in progress by protecting the public's health, promoting green practices in their day-to-day lives, and modernizing critical parts of the City's aging infrastructure.

We are a respected industry leader recognized for innovation, vision, best practices and a commitment to collaboration and cooperation.

Now ASA is poised to take this success story to the next level as we embark on our latest expansion that will help transform Alexandria into the Eco-City of the future.

And that bright future depends on clean water.



ENVIRONMENTAL STEWARD

When it comes to improving the quality of the reclaimed water we release back into the Potomac River and eventually the Chesapeake Bay, ASA is waiting for no one. Historically, we have staked out aggressive goals for producing clean water above and beyond what was required by law and set the “platinum standard” for removing nutrients – the fuel for the deadly algae blooms that choke the life out of the Bay. And now that the bar has been raised higher, ASA stands ready to lead the way again.

ASA is also working every day to shrink our own environmental footprint in meaningful ways – from the way we dispose of oily rags to reducing the number of large trucks entering the plant.

We are committed to sustainability, using byproducts from the water reclamation process to run our digesters, and during most of the year, fire our two dual fuel boilers, providing heat to much of the plant and reducing dependency on natural gas.

ENVIRONMENTAL MANAGEMENT SYSTEM

Over the past year, ASA created an Environmental Management System – or EMS – which helps organizations of all types and sizes to systematically manage their environmental and health safety issues. The potential benefits are clear, ranging from improved environmental performance and compliance with regulations, to increased efficiency and sustainable practices.

An EMS was a perfect fit for ASA, especially given our long-standing commitment to conduct our activities in an environmentally sustainable manner and to continually improve the services we provide the community. An EMS will also help ASA meet tough new nutrient reduction targets for wastewater treatment facilities in the Chesapeake Bay watershed through more efficient operations and maintenance.

After rigorous analysis and review, ASA established four environmental objectives and targets, such as completely eliminating by March 2009 overflows not related to wet weather. And to qualify for Virginia’s Department of Environmental Quality nutrient limit incentives, ASA set an objective for operating the facility at optimal efficiency and to develop an environmental management program for minimizing nutrient discharges.

As a result of developing and implementing a plant-wide EMS, ASA has reaped many benefits that include: increased environmental awareness; heightened visibility and public recognition of our environmental commitment; proactive management practices; documentation of Standard Operating Procedures; and framework for sustainable practices.

INVESTING IN CLEAN WATER

To ensure continued safe and reliable operations and meet anticipated future growth, ASA has embarked on a long-term, investment strategy to modernize some of the city's old infrastructure, such as the Commonwealth and Holmes Run Sewer Systems that convey wastewater to the plant for clean

For example, the Commonwealth Sewer dates back to 1956 when the original ASA plant began operation. However, after more than 50 years of almost continuous service, the sewer showing its age – and that spells potential trouble.

The Holmes Run Trunk Sewer is also in poor condition and with each passing year, the possibility of a major breakdown increases. It can no longer accommodate the City's present, yet alone its future capacity needs. It was critical that we restore it to full working order and efficiency. And one of ASA's major "must-do" tasks for 2008 was extending the useful life of these two major pieces of critical infrastructure.

RENEWABLE RESOURCES/SUSTAINABILITY

Excessive amounts of nutrients in the water – primarily nitrogen – are the food for the algae blooms that suck the oxygen out of the Chesapeake Bay and create massive dead zones. However, what if we could take out what's killing the Bay and turn it into life-giving material that farmers and others could use? And that's what ASA and other cutting-edge treatment facilities are doing with the biosolids they produce during the water reclamation process.

Last year, ASA produced more than 21,000 wet tons of certified Class A Exceptional Quality Biosolids that contain no traces of pathogens, extremely low levels of metals and are practically odor free – all due to a pasteurization process that is similar to what is used for milk and orange juice.

But there's one thing we don't remove. ASA's biosolids are a highly efficient organic fertilizer, making them a great resource for Virginia's farmers who can apply them to their fields and reduce the need for expensive, synthetic fertilizers that are derived from fossil fuel.



Excerpt from

The Big Necessity: The Unmentionable World of Human Waste & Why It Matters
by Rose George, who toured ASA in 2007...

A few blocks west of the expensive town houses, we find the smartest, sweetest-smelling sewage treatment plant I've ever seen... An inspection will settle it. They give me a hard hat bearing a U.S. flag and a "U We Stand" logo and we head out onto the campus. It's called a campus because it looks like one. Buildings are red-brick and compact. It has a college quadrangle neatness. I've never seen any sewage works like it, because they are usually huge and spread out and dotted with unsightly settlement tanks or aeration lanes. Sewage treatment is a messy, malodorous business, but not here. ASA built this plant to blend aesthetically with the old-worldness of Alexandria, and with the city's new-world sensitivities to smell.

ASA spent millions on an odor treatment removal system. But the "jewel in the crown" is a 115-ft building that houses solids treatment. I'd been told by another wastewater manager that I'd be able to off the floor here, and he wasn't lying.

What if we could take out what's killing the Bay and turn it into a life-giving material that farmers and others could use? That's what ASA and treatment facilities are doing.

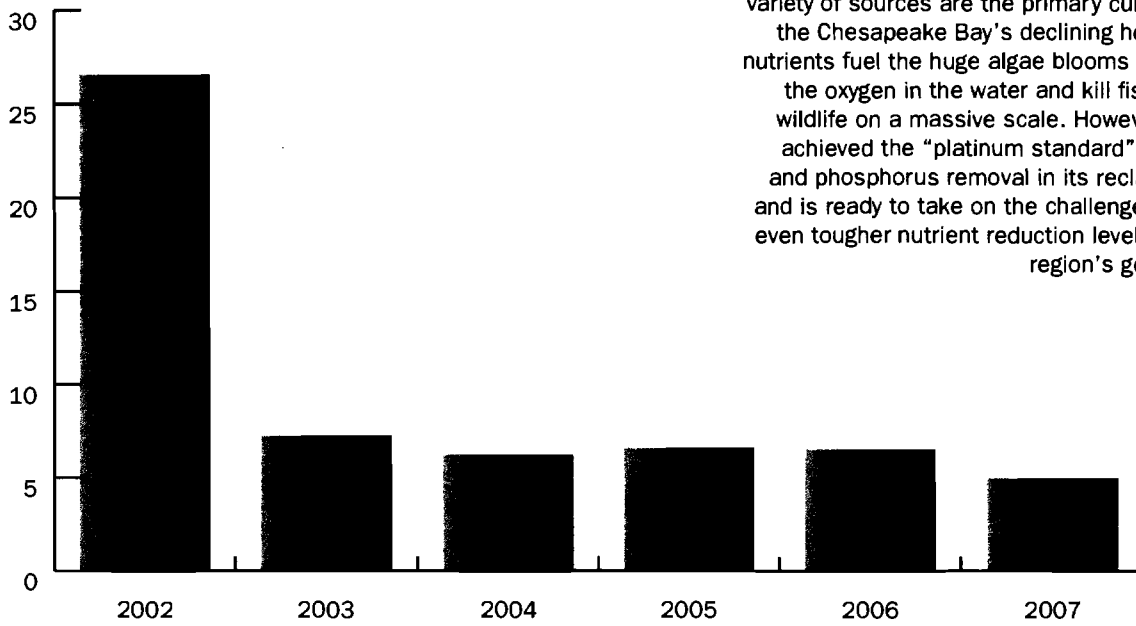
Biosolids: Putting a Renewable Resource to Work
(October 2007 – September 2008)

21,200 Wet Tons Produced
5,900 Dry Tons Produced
Class A Exceptional Quality
100% Recycled



Annual Average Total Nitrogen Discharge

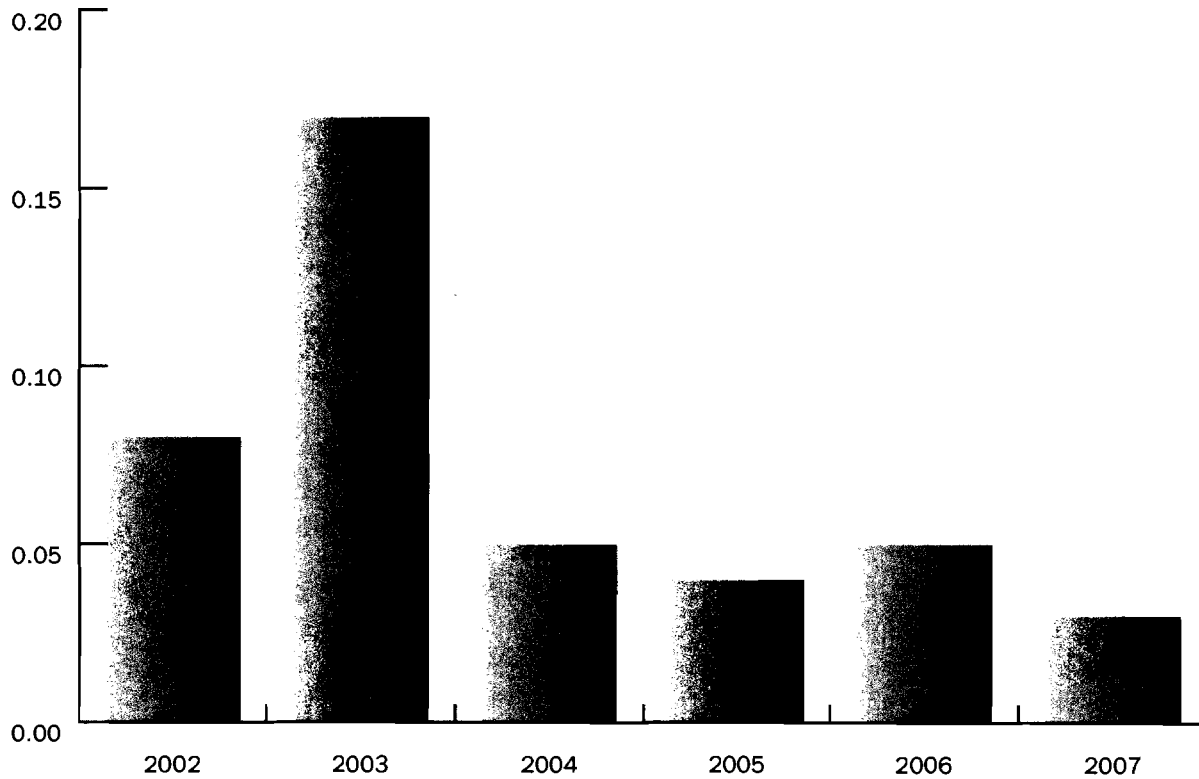
Total Nitrogen, mg/L



Nitrogen and phosphorus discharges from a variety of sources are the primary culprits behind the Chesapeake Bay's declining health. These nutrients fuel the huge algae blooms that deplete the oxygen in the water and kill fish and other wildlife on a massive scale. However, ASA has achieved the "platinum standard" for nitrogen and phosphorus removal in its reclaimed water and is ready to take on the challenge of meeting even tougher nutrient reduction levels set by the region's government.

Annual Average Total Phosphorus Discharge

Total Phosphorus mg/L



Note: High phosphorus level in 2003 was due to treatment limitations caused by ongoing facility construction, which was completed in 2005.



**Industry
leader**

INDUSTRY LEADER

ASA is a respected environmental and industry leader in the region and is gaining greater national and international recognition. But leadership should not be confused with just having the latest technology, processes and most sophisticated treatment facility. It is also about changing business practices.

Leadership is about vision, innovation, dedication, passion and setting a high standard of performance to which others can aspire and emulate. It is about facing up to problems and demonstrating a willingness to change.

Leadership is about sharing knowledge and experiences with others in the industry, such as when ASA hosted last year the Water Environment Federation and Virginia Water Environment Association Young Professionals committee to discuss sustainability and to tour the biosolids facility.

Or, it could be an ASA engineer presenting a research paper to the Joint Virginia Water Environment Association/Virginia Section American Water Works Association Annual Meeting.

ASA even helped educate a local company that wanted to learn our best management practices on wastewater treatment, and especially fats, oils and greases so these practices could be applied to the Federal prison system.

What has been particularly gratifying to ASA is that our leadership has been recognized by our industry peers and others involved in environmental excellence. For example, in 2008, ASA received the Excellence in Management Recognition award from the National Association of Clean Water Agencies which recognizes public clean water utilities that implement progressive management initiatives that help advance the goals of the Clean Water Act.

This past year, ASA also became only the 20th water reclamation facility in the Nation and the first in Virginia to be certified and admitted to the prestigious National Biosolids Partnership environmental management program. ASA held a celebratory event in Alexandria on November 14th.



Alexandria Sanitation Authority Environmental Policy Statement

It is the policy of the Alexandria Sanitation Authority to conduct our work in an environmentally sustainable manner. We are committed to continually monitoring and reducing our environmental impacts on our neighbors and world at large.

We pledge to consistently deliver exceptional public service to our customers and the community by optimizing our environmental and business performance as we strive to reduce our ecological footprint.

In carrying out this policy, we will:

- Operate in a manner that prevents pollution and minimizes adverse impacts on the environment.
- Work together to create a clean, healthy and safe work environment
- Comply with and strive to surpass, all applicable environmental, health and safety laws and regulations
- Implement and continually improve the ASA Environmental Management Systems and develop and periodically review environmental objectives.
- Seek the commitment of our employees for environmental stewardship through communication, education and recognition.
- Make this policy available to our external partners, community members and general public.
- Serve as a role model and leader for other wastewater utilities in environmental preservation.

Adherence to these principles will help us fulfill our mission of protecting the environment for today and tomorrow.

Karen Palamisch
Karen Palamisch
General Manager

Maureen O'Shughnessy
Maureen O'Shughnessy
Director Clean Rivers

Paul Gregory II
Paul Gregory II
Director Green Fields

Ralph Charlton
Ralph Charlton
Director ECPS

"ENVIRONMENT & PEOPLE - THE BEST OF BOTH"

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ASA 2007-2008 Awards

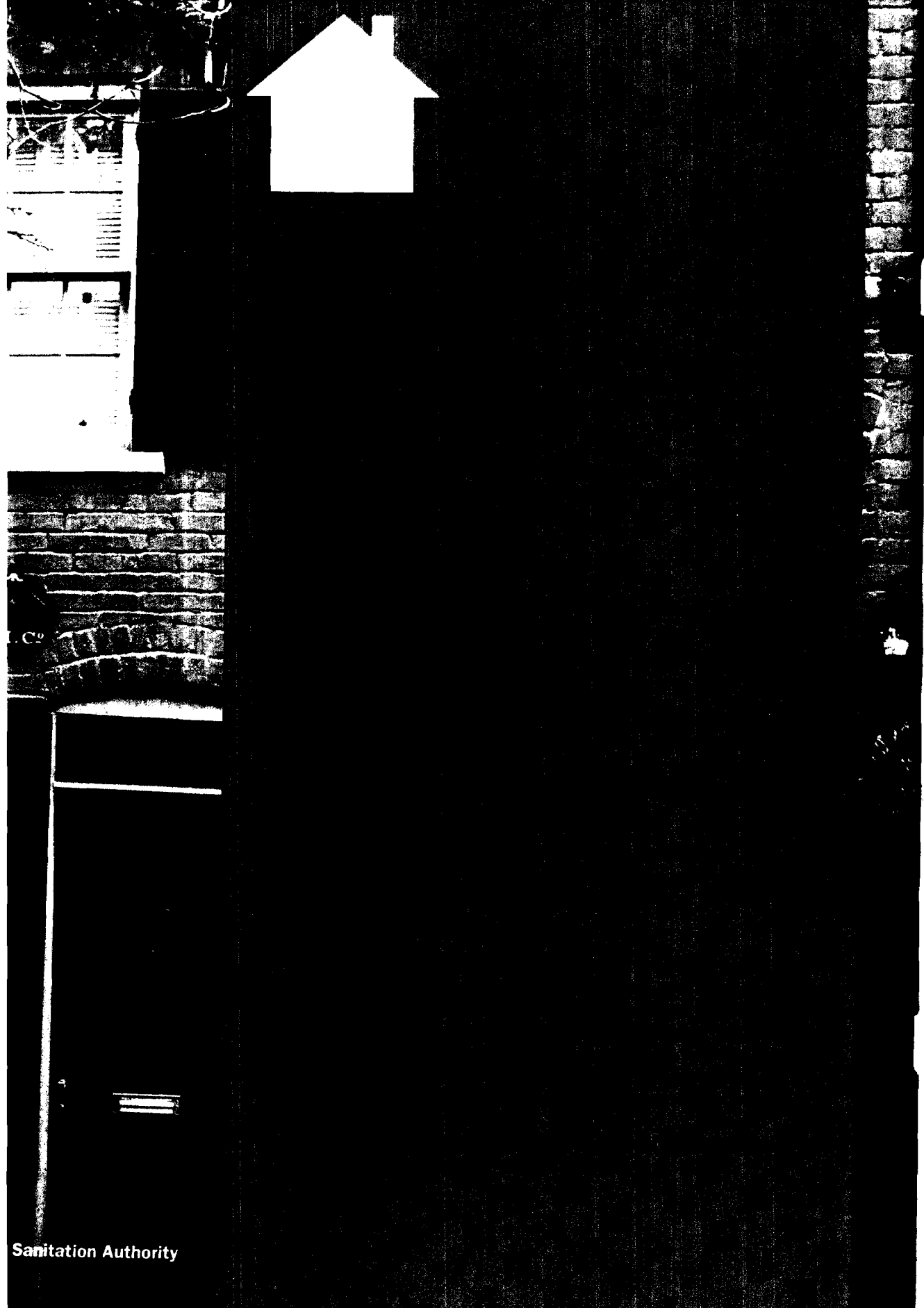
National Biosolids
Partnership Award

National Association of
Clean Water Agencies
Excellence in Management
Recognition Award and
Organizational Efficiency
through Team Work
Award

Virginia Municipal League
2007 Margaret A. Nichols
Risk Management
Leadership Award

Water Environment
Federation Safety Award

Virginia Water
Environment Association
2007
George W. Burke
Facility Safety Award



Sanitation Authority



EDUCATION

ASA is placing increasing importance on education in general, and working specifically with students at Alexandria's middle schools and T.C. Williams High School. A number of students have participated in tours of the facility, such as those involved in summer science and math enrichment programs.

During the past year, ASA also began exploring ways to get more students involved in our activities, such as internships, and to promote water reclamation as one of the most critical "green" careers where an individual can make a meaningful and positive impact on the environment.

BUILDING RELATIONSHIPS OF TRUST

As part of its commitment to the community, ASA believes in building relationships of trust with all of our neighbors. A good example is the recent modernization of the Commonwealth and Holmes Run sewer systems.

In coordinating this important work with the City and our contractors, ASA made a point of reaching out to the community to let them know what the projects would entail and how they would affect their lives and businesses.

For example, well in advance of the actual work on the Commonwealth improvement project, ASA provided door hanger notices to residents, a 24-hour construction hotline, web site information and a public meeting/open house where community members could ask questions, offer comments, review project maps and talk with project representatives.

And as one of the community's most important functions, ASA also looks for ways to assist others who provide vital services to the City of Alexandria. Last year was no exception when we offered our facilities to the City Fire Department and EMS to practice rescues from tall structures and perform other drills.

ECO-CITY ALEXANDRIA

In 2008, the City of Alexandria and Virginia Tech's Department of Urban Affairs and Planning embarked on a new collaborative process, called Eco-City Alexandria. Its goal is to create an Eco-City Charter and Environmental Action Plan to guide Alexandria toward sustainability.

Following an Eco-City Summit at T.C. Williams High School at which ASA participated, the partnership produced a "Green-Ventory" of existing City programs, plans and best practices from across the nation and around the world.

The "Green-Ventory" observed that of all the water quality programs listed in the report, "the ASA's upgrades to the Alexandria Water Reclamation Facility will have the most significant impact on water quality."

And in June, the Alexandria City Council approved the first Eco-City Alexandria Charter that outlines the City's guiding principle, vision and overall environmental future. The next step is to draft an Environmental Action Plan which will include concrete actions the City will carry out over the next 10-20 years.

ASA is committed to working with our many stakeholders and partners to make the Eco-City of the future a reality. We stand ready to lend our wealth of experience and expertise on environmental sustainability.

PLANT EXPANSION

As ASA looks to the future, one of its most important challenges is to meet tough new government regulations to remove more nutrients from the reclaimed water that treatment facilities throughout the watershed produce. At stake is the very health and survival of the Chesapeake Bay and its fragile ecosystem. To meet this worthy goal, ASA must expand our current facility.


In March 2008, the proposed plant expansion received a "green thumbs up" when both the City of Alexandria Planning Commission and the City Council voted unanimously to amend the so-called Master Plan to allow for it.

A memo from the Director of Planning and Zoning to the Planning Commission stated: "ASA's existing treatment plant must be expanded in order to continue providing the current level of service and to meet the stringent requirements for pollutant removal."

A number of important stakeholders also weighed in to support the expansion. In a letter to the Planning Commission, the Chesapeake Bay Foundation stated: "CBF strongly supports ASA's construction and implementation of state-of-the-art nutrient removal technologies....Significantly reducing nutrient levels at all municipal and industrial discharges is critical to improving the health of [the] Bay watershed and the Commonwealth meeting its obligation to cleanup the Bay watershed by the close of the decade."

Others saw benefits going beyond the obvious environmental rewards. For example, the Northern Virginia Building Industry Association made the link between the expansion and growth: "NVBIA would generally note its strong support for the concept that the City of Alexandria can and should plan and provide for expansion of capacity at the ASA facility. NVBIA is concerned that in the future, the City will face serious impediments in its ability to provide for reasonable development and planning without providing for that expansion of capacity."

"ASA's upgrades to the Alexandria Water Reclamation Facility will have the most significant impact on water quality."
Eco-City Green-Ventory



Although the expansion is still in the earliest planning stages, ASA believes that certain high-level principles and concepts will guide its development, such as involving the community at the earliest opportunity.

ASA is also committed to making the facility as “green” as possible by ensuring greater energy self-sufficiency and producing an architectural design that is aesthetically pleasing so as not to distract from the City’s great beauty and skyline.

ASA also sees the expansion as an opportunity for greater environmental awareness, conservation and protection, perhaps creating something along the lines of an education center and nature trails. Dyke Marsh Wildlife Preserve, which lies just south of ASA on the banks of the Potomac, is already one of the premier bird watching spots in the area.

Given the great variety and number of wildlife, such as herons and waterfowl that already inhabit the streams and creeks near the current plant, ASA hopes to attract birdwatchers, photographers and other nature lovers through careful conservation and preservation. Their footprints will be most welcomed.



TRIBUTE TO ELLEN PICKERING

The Alexandria Sanitation Authority mourns the passing of Ellen Pickering who died on April 26, 2008. Mrs. Pickering served as an ASA Board Member from 1992 to 2007. She will be remembered by all of us for her commitment to the environment and the City of Alexandria and its people for whom she so tirelessly worked. ASA is now exploring the best way to permanently honor and pay tribute to Mrs. Pickering’s sense of community, volunteerism and that wonderful spirit that touched us all.

**Alexandria Sanitation Authority
Balance Sheet
September 30, 2008**

Assets		<u>20</u>
Current Assets		
Cash	\$3,127,700	
Accounts receivable	<u>2,426,400</u>	
Total current assets		\$5,55
Restricted Assets		
Cash	4,173,600	
Investments	<u>12,010,800</u>	
Total restricted assets		16,18
Investments		4,02
Construction in progress		2,47
Land		86
Capital assets		
Plant	555,680,400	
Office equipment	1,692,100	
Vehicles and major equipment	<u>2,199,200</u>	
Total plant and equipment	559,571,700	
Less accumulated depreciation	<u>(102,353,400)</u>	
Capital assets, net of depreciation		457,21
		<u>\$486,32</u>
<u>Liabilities and Net Assets</u>		
Current Liabilities		
Current maturities on long-term debt	\$5,209,700	
Line of credit	<u>4,050,000</u>	
Total current liabilities		9,25
Long-term debt, net of current maturities		93,34
Net Assets		
Investments in capital assets, net of related debt	358,664,700	
Restricted	16,184,400	
Unrestricted	<u>8,870,600</u>	
		<u>383,71</u>
		<u>\$486,32</u>

This statement was prepared by management.



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