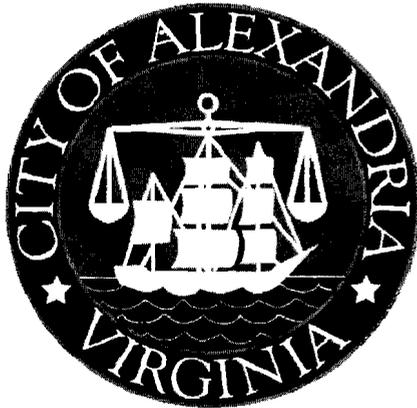


FY 2012 Budget Work Session

November 8, 2010



- **Introduction and Agenda**
- **Result of Review of City Non Personnel Costs**
- **FY 2012 City Current Services Estimates**
- **Results of Benchmark Analysis of City Salaries**
- **Linking the Strategic Plan and Budget**
- **Council Discussion of Possible FY 2012 Budget and CIP Guidance**

Overview of Work Session Objectives

- **Monday, October 18**
 - **FY 2012 Revenue Outlook**
 - **FY 2012 – FY 2021 Long Range Forecast**
 - **CIP FY 2012 – 2021 Outlook and Issues**

- **Tuesday, October 19**
 - **FY 2011 Approved Staffing and Status**
 - **Current Service Estimates for Compensation and Benefits**
 - **Inventory of Employee Benefits**
 - **Retirement Issues and Options**

- **Monday, November 8**
 - **Review of City Non Personnel Costs**
 - **FY 2012 City's Current Services Estimates**
 - **Benchmark Pay Analysis**
 - **Efforts to Link the Strategic Plan and Budget**
 - **Discussion of FY 2012 Budget Guidance**



Overview of Work Session Objectives

- **Tuesday, November 16 -- Joint School Board and City Council Work Session**
 - Schools Operating Budget Outlook
 - Schools CIP Outlook
- **Tuesday, November 23 – Adoption of Budget Guidance**



Non-Personnel Review

- **Personnel budget presented at Oct. 19th Work Session**
- **\$5.2 increase from FY 2011 to FY 2012**
 - **Merit/Step \$3.3 million**
 - **Health premiums \$0.2 million**
 - **Retirement rate increase \$1.7 million**



Non-Personnel Review

- **OMB review of budgeted and actual expenditures in the non-personnel budget by the following areas:**

- Contracts and Consultants
- Travel and Education
- Facilities
- Fleet
- Information Technology
- Print Services
- Commodities and Other Charges



Contracts & Consultants

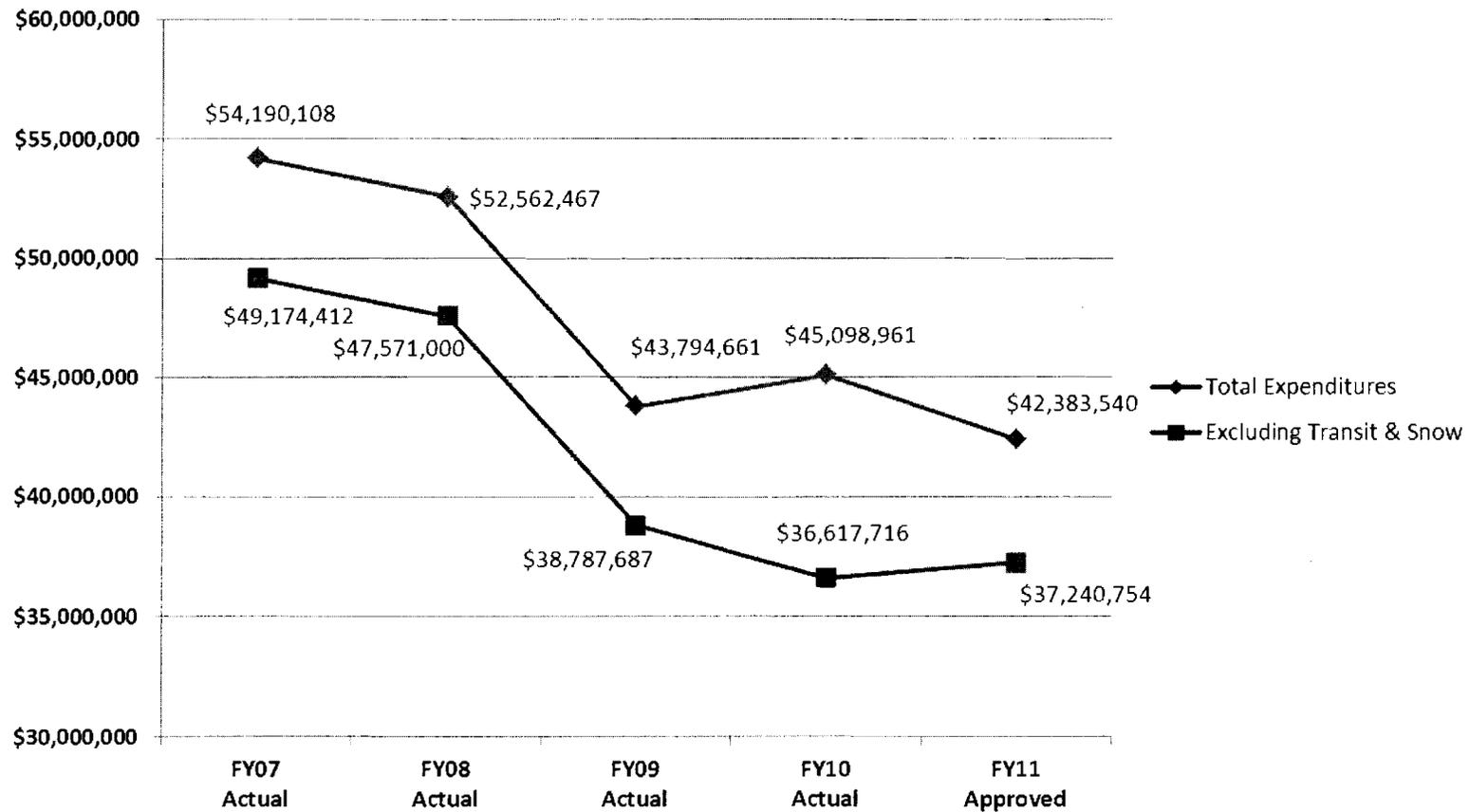
• Key Findings:

- City contract services have decline steadily in recent years
- FY 2011 contract services budget is \$2.7 million less than FY 2010 actual expenditures
- Nearly one-half of City contract expenditures provide services directly to the community
- Expenditures on consultants represent 6.3% of contract expenditures



Contracts & Consultants

Contractual Services Expenditures (All Funds)



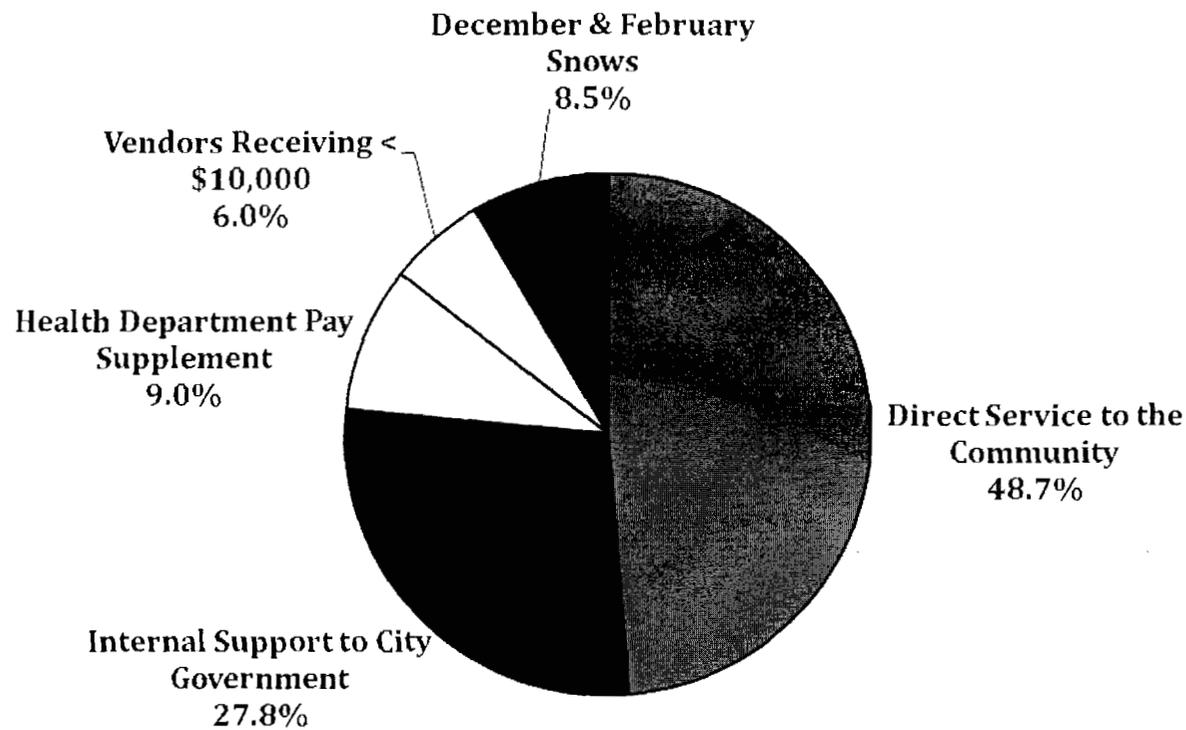
Contracts & Consultant Expenditures

- **All funds contract expenditures decreased by \$9.1 million (16.8%) from FY 2007 to FY 2010**
- **General Fund contract expenditures decreased by \$6.6 million (14.8%) from FY 2007 to FY 2010**



Contracts & Consultant Expenditures

FY 2010 All Funds Expenditures (\$45.1 Million)



Contracts & Consultant Expenditures

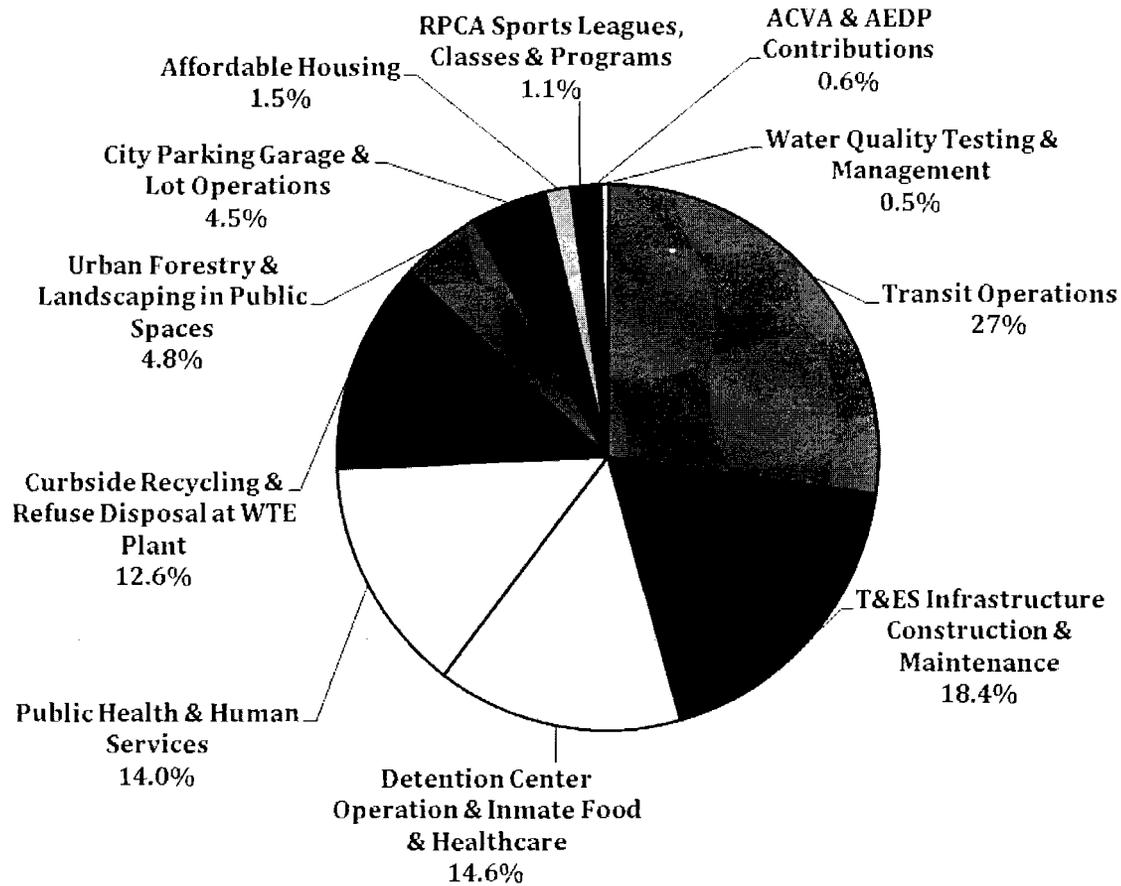
• **49% of City contract expenditures provide service directly to the community. Examples:**

- Street repairs by construction contractors
- Refuse disposal at the Waste-to-Energy Plant
- Landscaping in public spaces
- Medical treatment for Health Department, DHS, MH/MR/SA clients
- Recreation class instructors
- Food and medical services in the Adult Detention Center
- Consultations with first-time home buyers
- Paratransit taxi and van trips



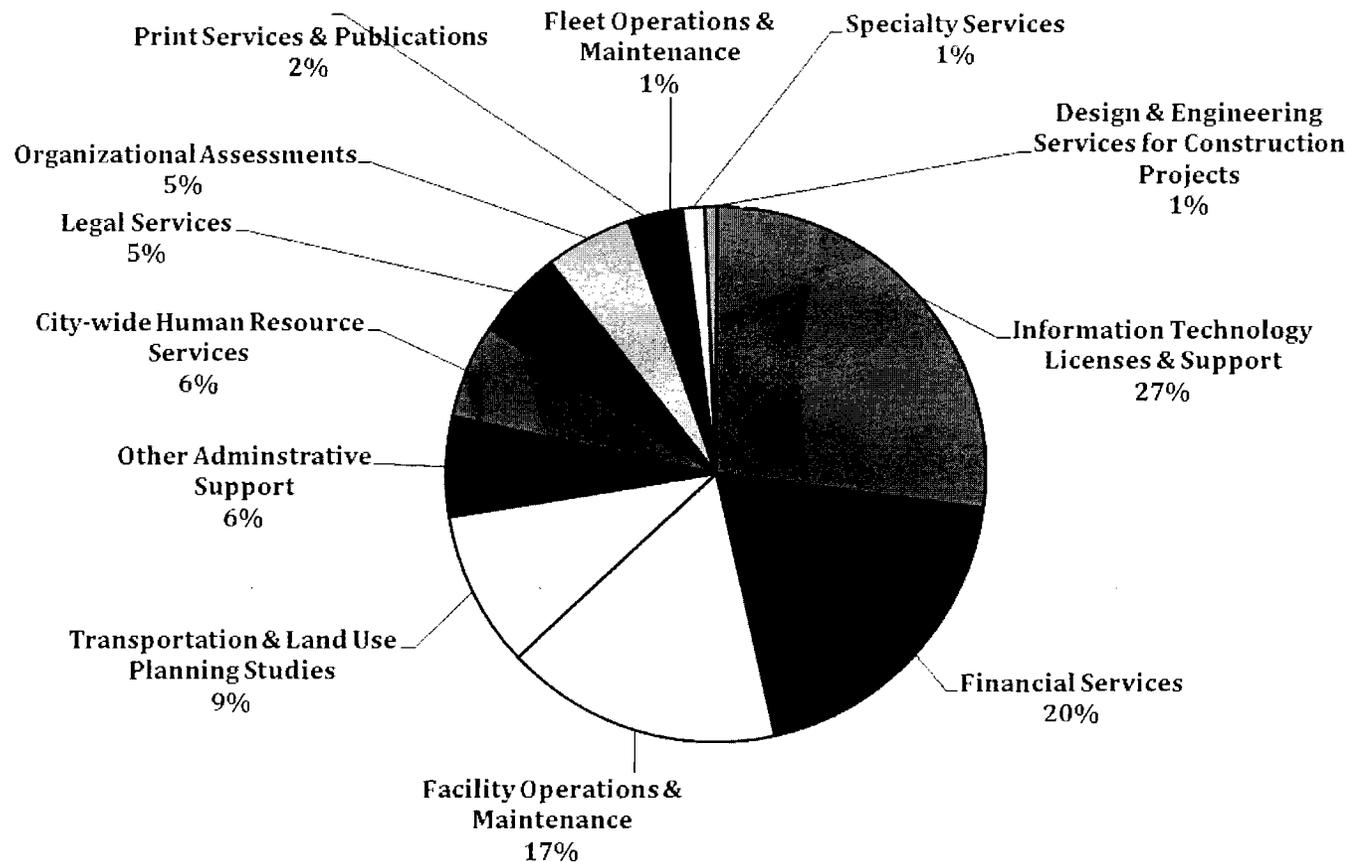
Contracts & Consultant Expenditures

FY 2010 All Funds Expenditures Services to the Community (\$22.0 Million)



Contracts & Consultant Expenditures

All Funds Expenditures Internal Support (\$12.5 Million)

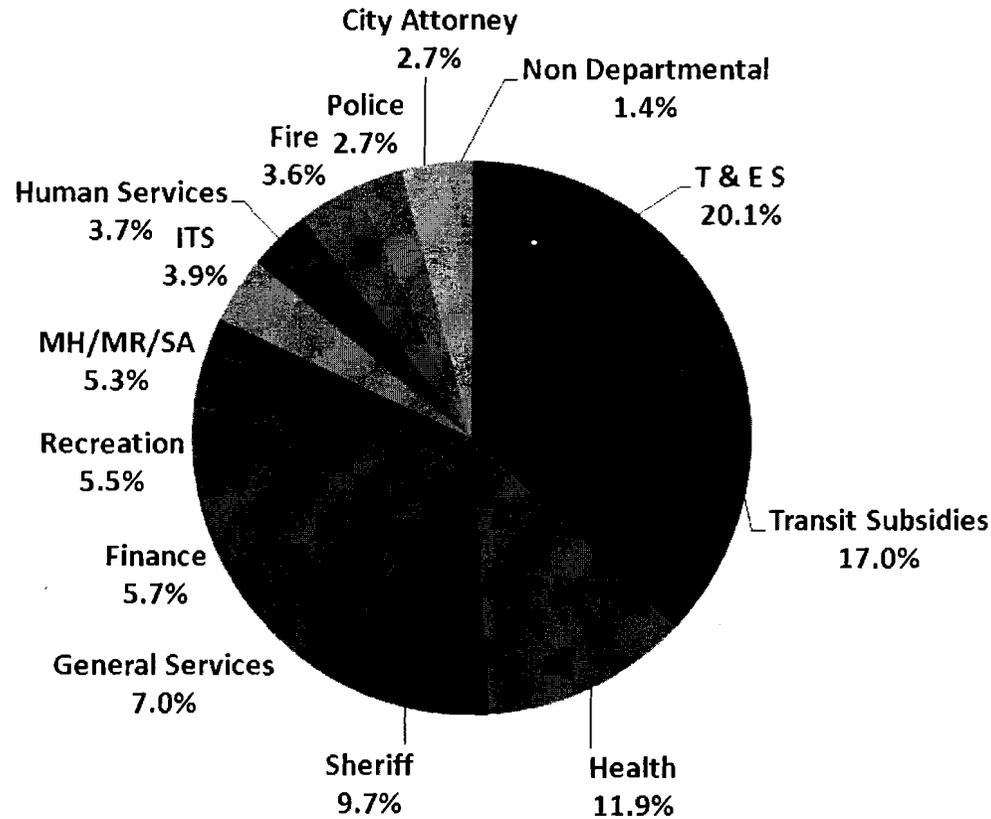


Contractors & Consultant Expenditures

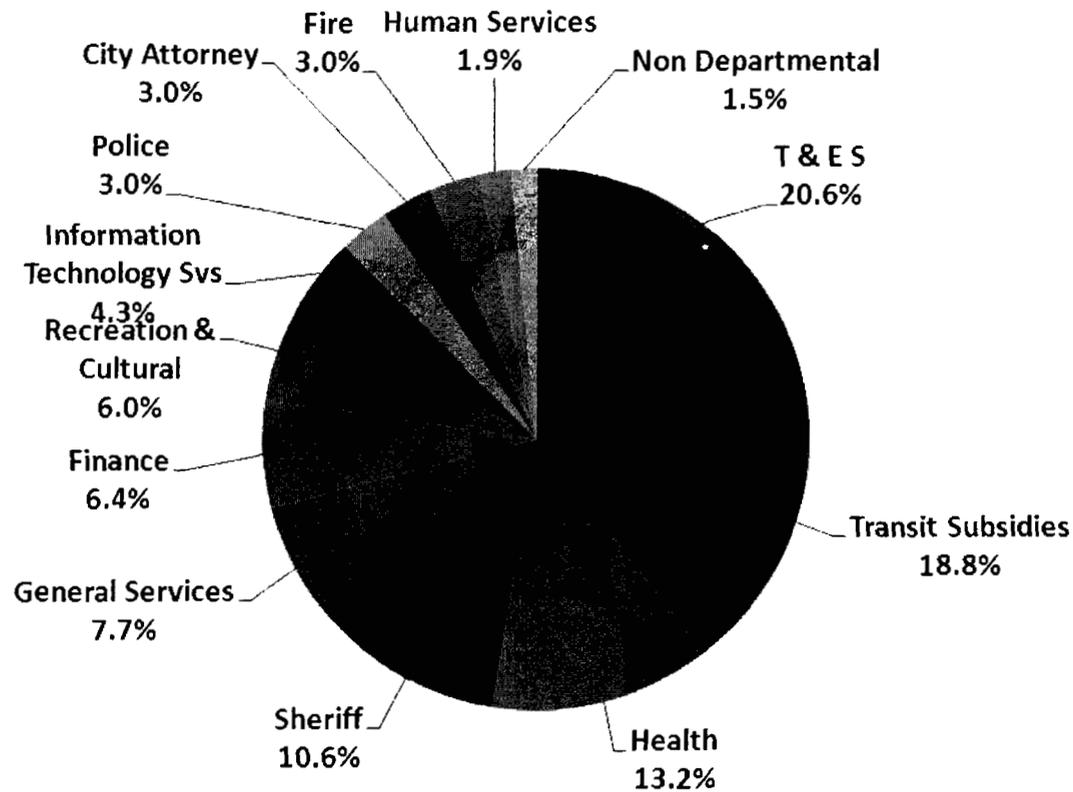
- Expenditures on consultants represented \$2.8 million or 6.3% of total contractual spending in FY 2010
- Consultants advise the City on courses of action but do not have primary responsibility for their implementation
- Examples:
 - Classification & Compensation Study
 - Information Technology Assessment
 - Wellness Program Assessment
 - City Estate Property Asset Study
 - North Potomac Yard Plan
 - Housing Master Plan



All Funds FY 2011 Contractual Services Budget by Department (\$42.4 Million)



General Fund FY 2011 Contractual Services Budget by Department (\$37.8 Million)



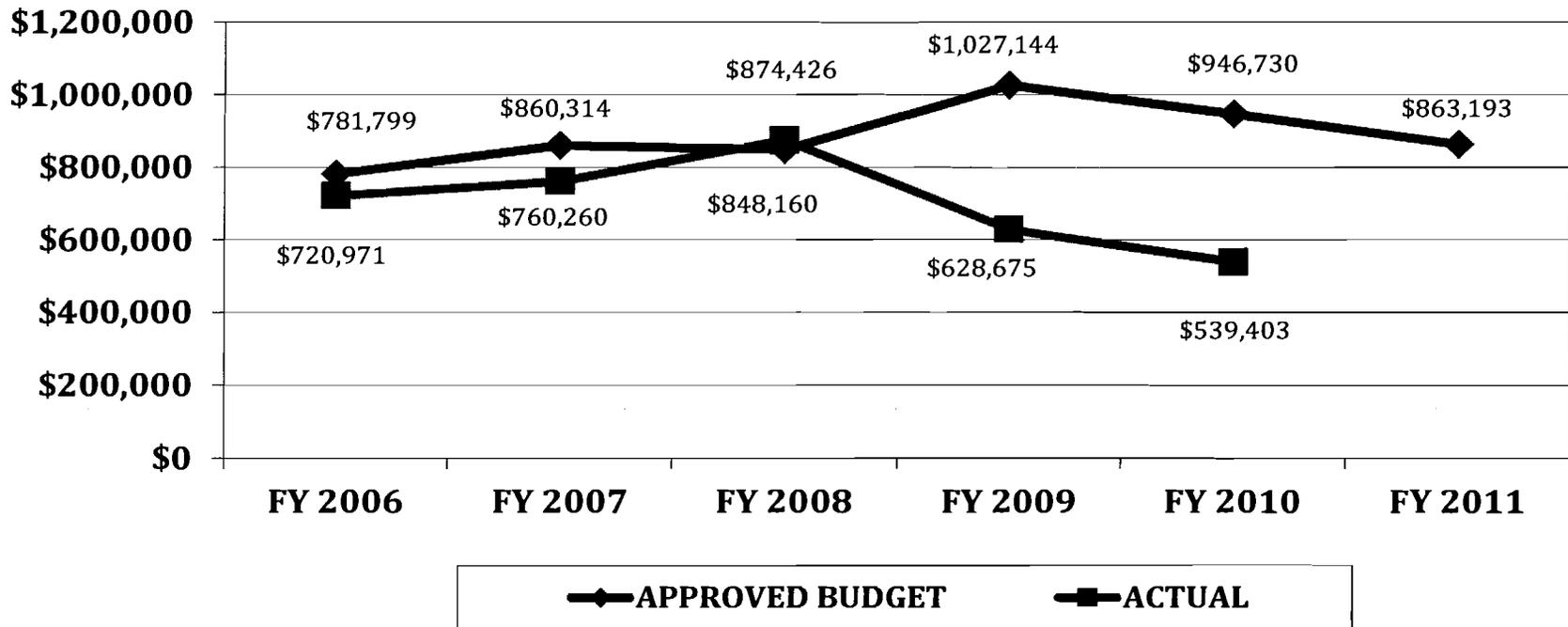
City-Wide FY 2011 Reductions

- **FY 2011 approved budget includes \$300,000 in unspecified reductions to travel and education and fees for professional services**
- **To be specified in the December appropriations ordinance**
- **City Manager and OMB still identifying particular reductions**



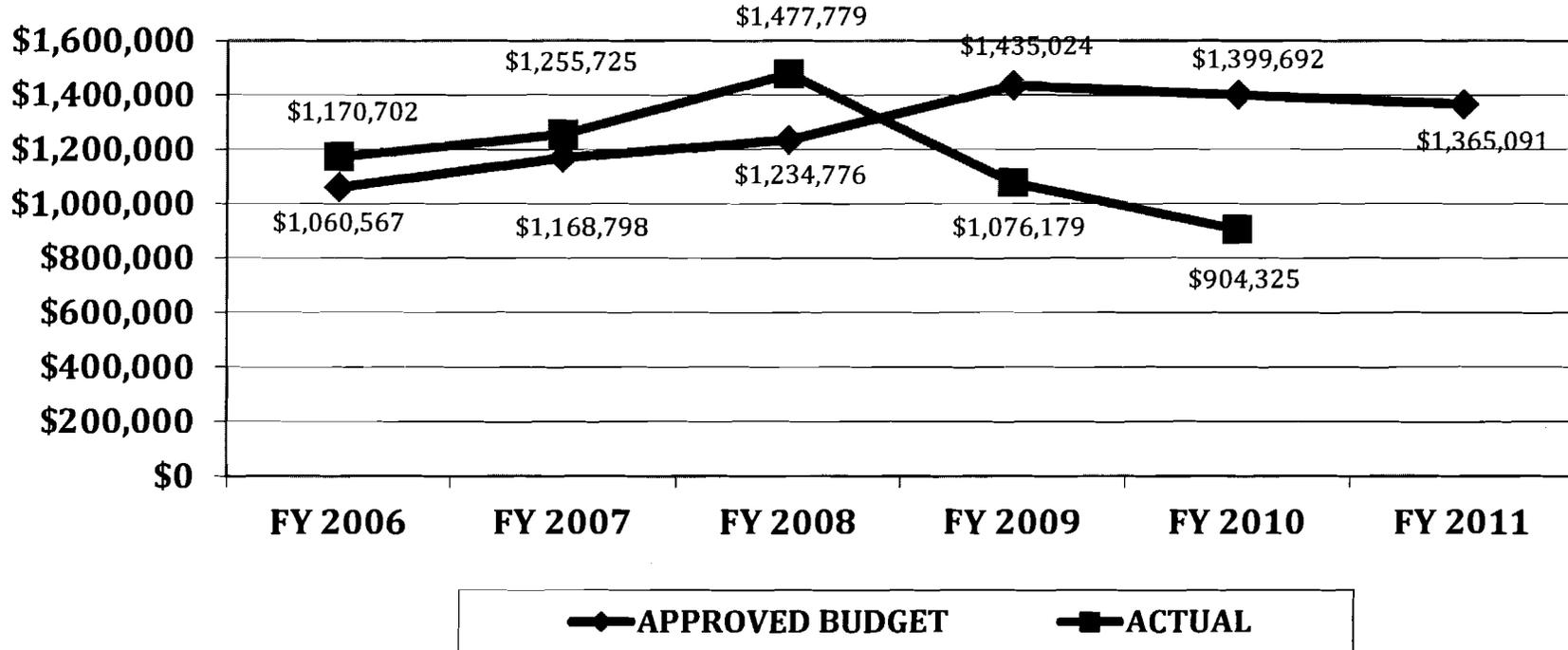
Travel & Education

General Fund FY 2006 - FY 2011 Approved Budget to Actual Expenditures



Travel & Education

All Funds FY 2006 - FY 2011 Approved Budget to Actual Expenditures



Travel & Education

Budget and Spending Constraints	
Fiscal Year	Explanation
FY 2009	Departments directed to freeze all non-essential travel & education spending; hiring freeze kept positions vacant; less staff meant less training opportunities. Only 61% of General Fund travel & education budget expended.
FY 2010	Restrictions on travel & education lifted, but departments encouraged to be frugal. Reduced resources in other budget line-items necessitated reallocation of existing resources; soft hiring freeze still in place. Only 57% of General Fund travel & education budget expended.
FY 2011	<p>Potential travel & education reductions -</p> <ul style="list-style-type: none"> •General Fund: 16% - 38% reduction from FY 2009 Approved Budget •All funds: 5% - 21% reduction from FY 2009 Approved Budget <p>Staff continues to review travel & education and consulting services budgets to identify possible efficiencies in reducing those line-items by \$300,000.</p>



Travel & Education

Efficiencies and Opportunities

- Increased use of technology to deliver training (i.e. webinars, on-line courses, etc.)
- Public transportation and carpooling for local and regional travel associated with job duties
- Taking advantage of non-cost and/or local training
- Maximizing utilization of grant funds (when appropriate) to take burden off General Fund
- In-house training from current City staff



Travel & Education

Potential Impacts of Reductions

- Unable to provide professional educational opportunities necessary for staff development
- Less staff and new projects equates to limited opportunities for professional development
- Limited opportunities to continue to explore “Best Practices” techniques
- Limited opportunities departmental staff to receive additional training (limited pool of money)
- Reduced State of Virginia reimbursements necessitate spending reductions in discretionary budget line-items

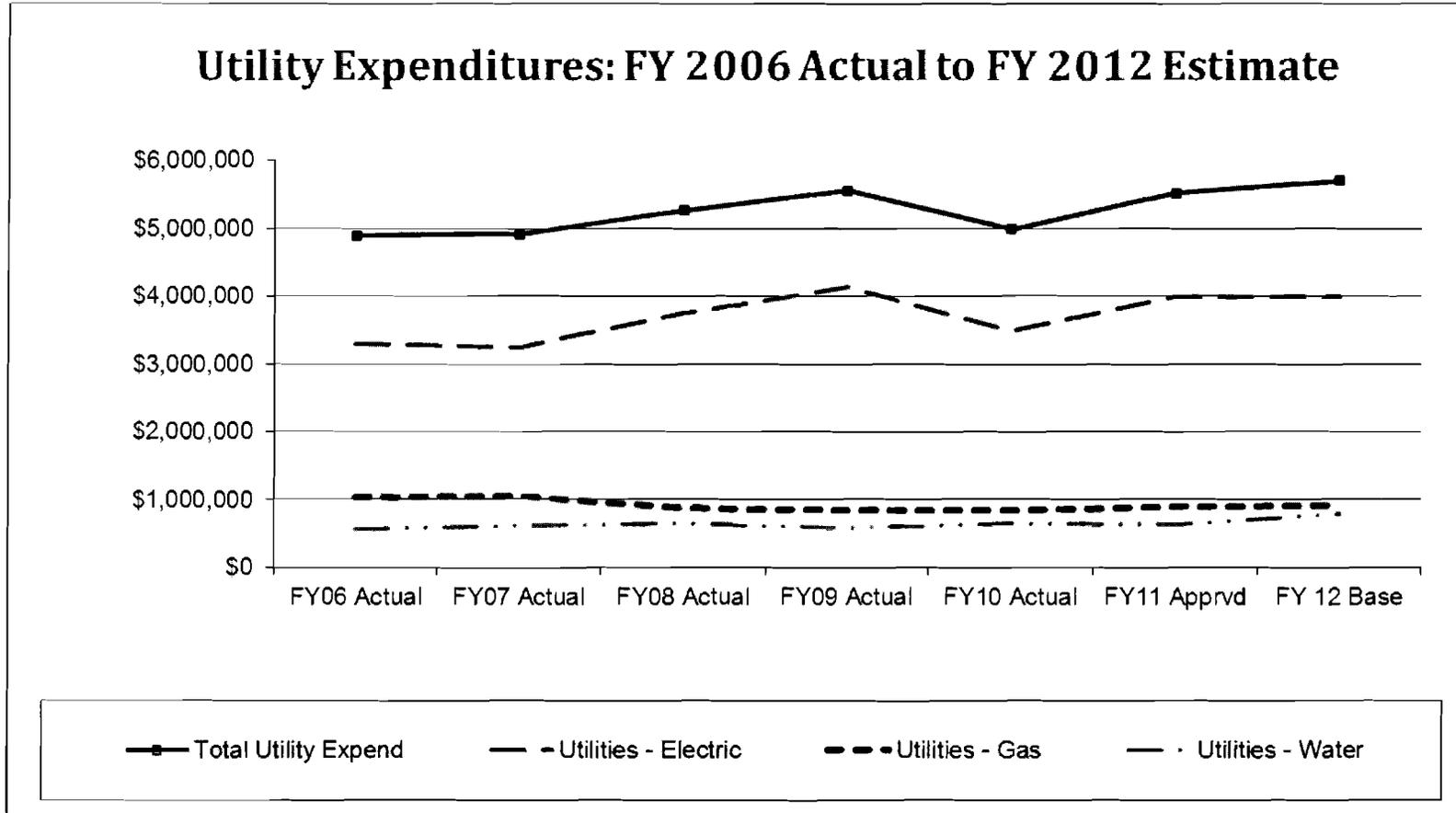


City Facility Operations

- **The City will continue to budget around \$2.5 million in FY 2012 for contracted services and supplies & materials to operate our existing and new facilities.**
 - **Includes security, custodial services, and minor maintenance tasks.**
- **Utility costs (electricity, water, & natural gas) at City facilities in FY 2012 are estimated to increase by approximately \$0.2 million, or 3.6%, from \$5.5 million to \$5.7 million.**
 - **This represents no substantial change from FY 2011, but is the result of offsetting increases and decreases in both pricing and usage.**
- **The FY 2012 budget for office space leases will decrease by approximately \$0.8 million to a total of \$6.1 million.**
 - **This is primarily due to the termination of APD leases corresponding with the opening of the new APD Facility.**

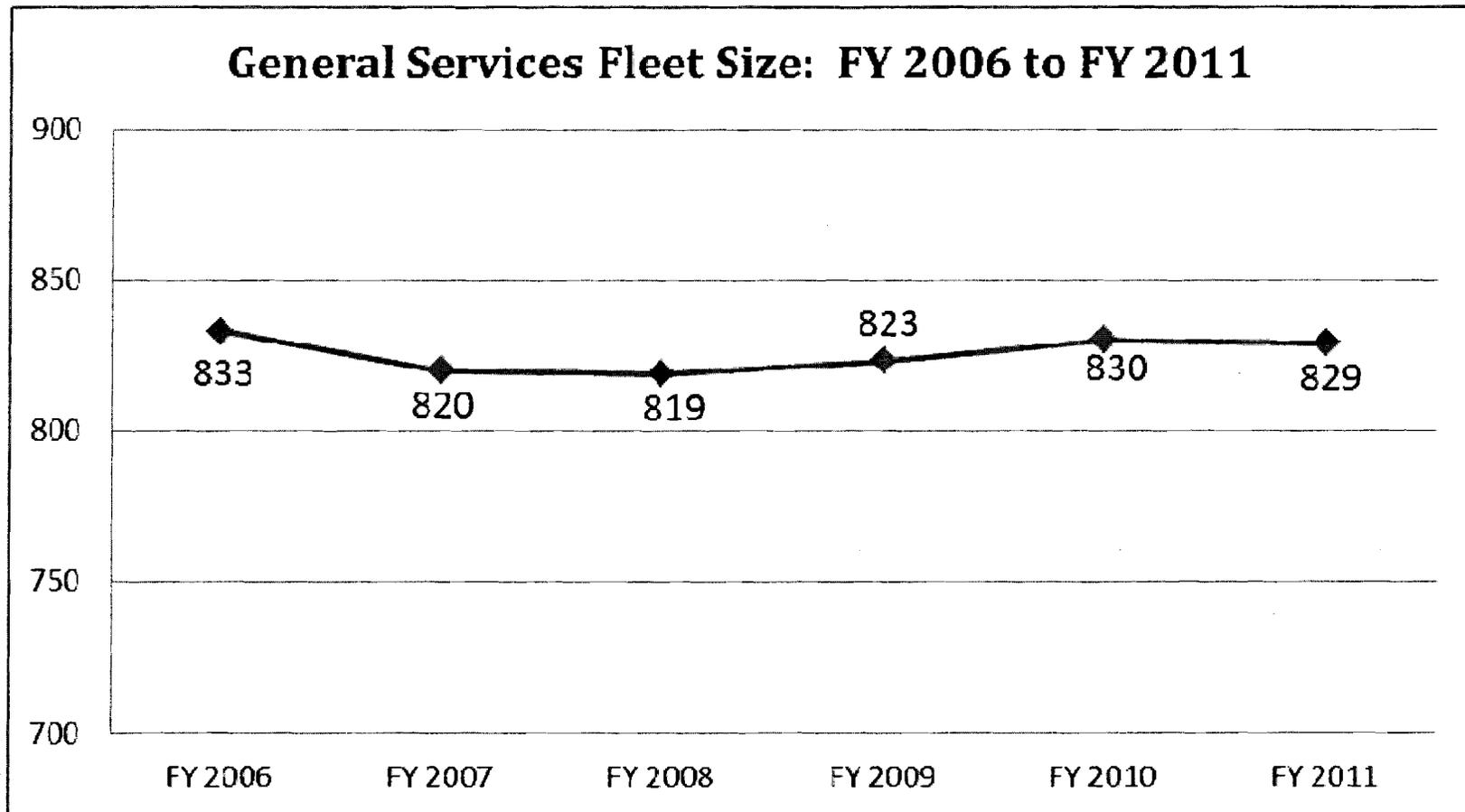


Facilities: Utilities



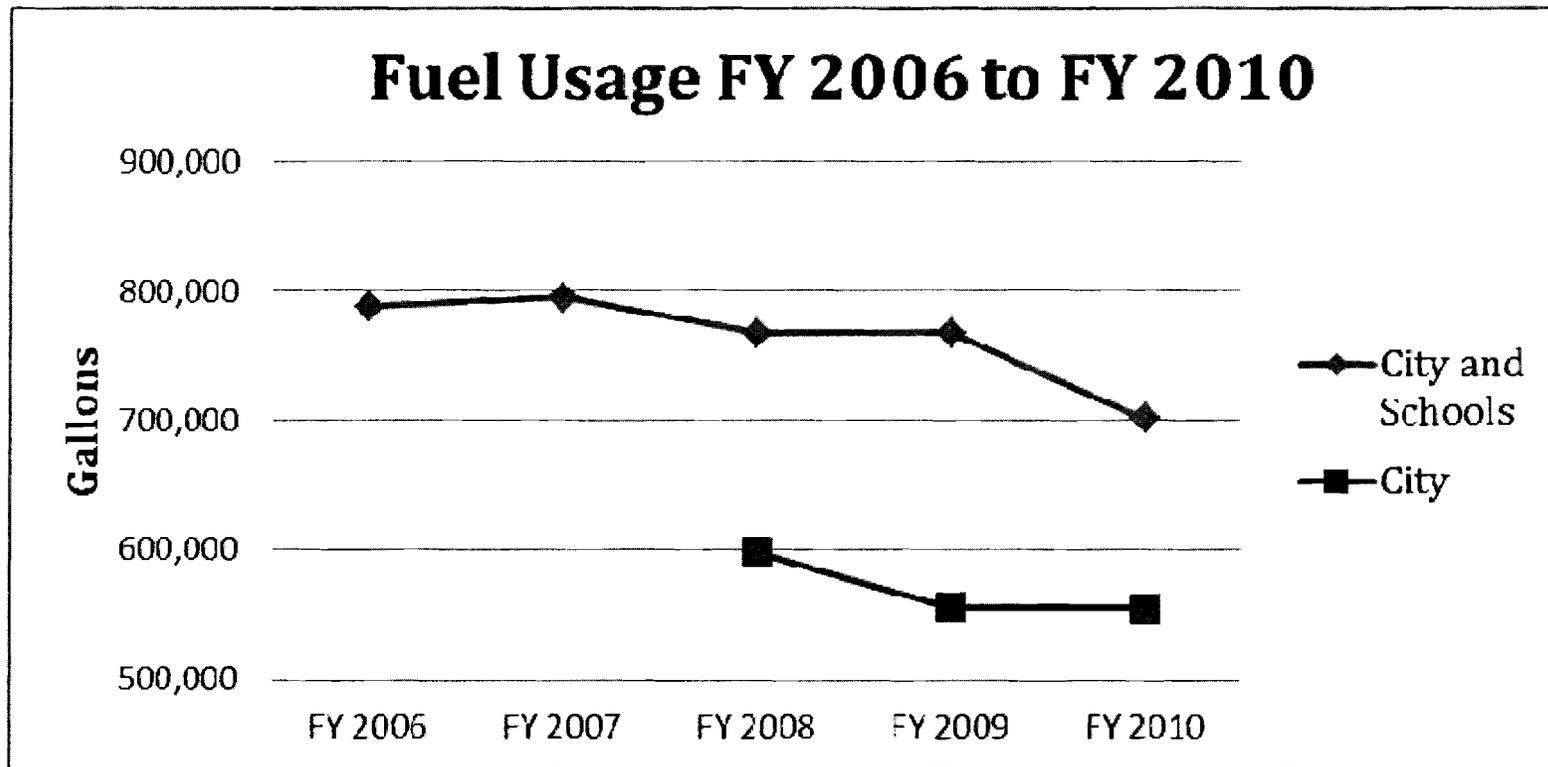
Fleet: Vehicles

- Vehicle growth is flat from FY 2006 to FY 2011



Fleet: Fuel

- City fuel usage has declined since FY 2008

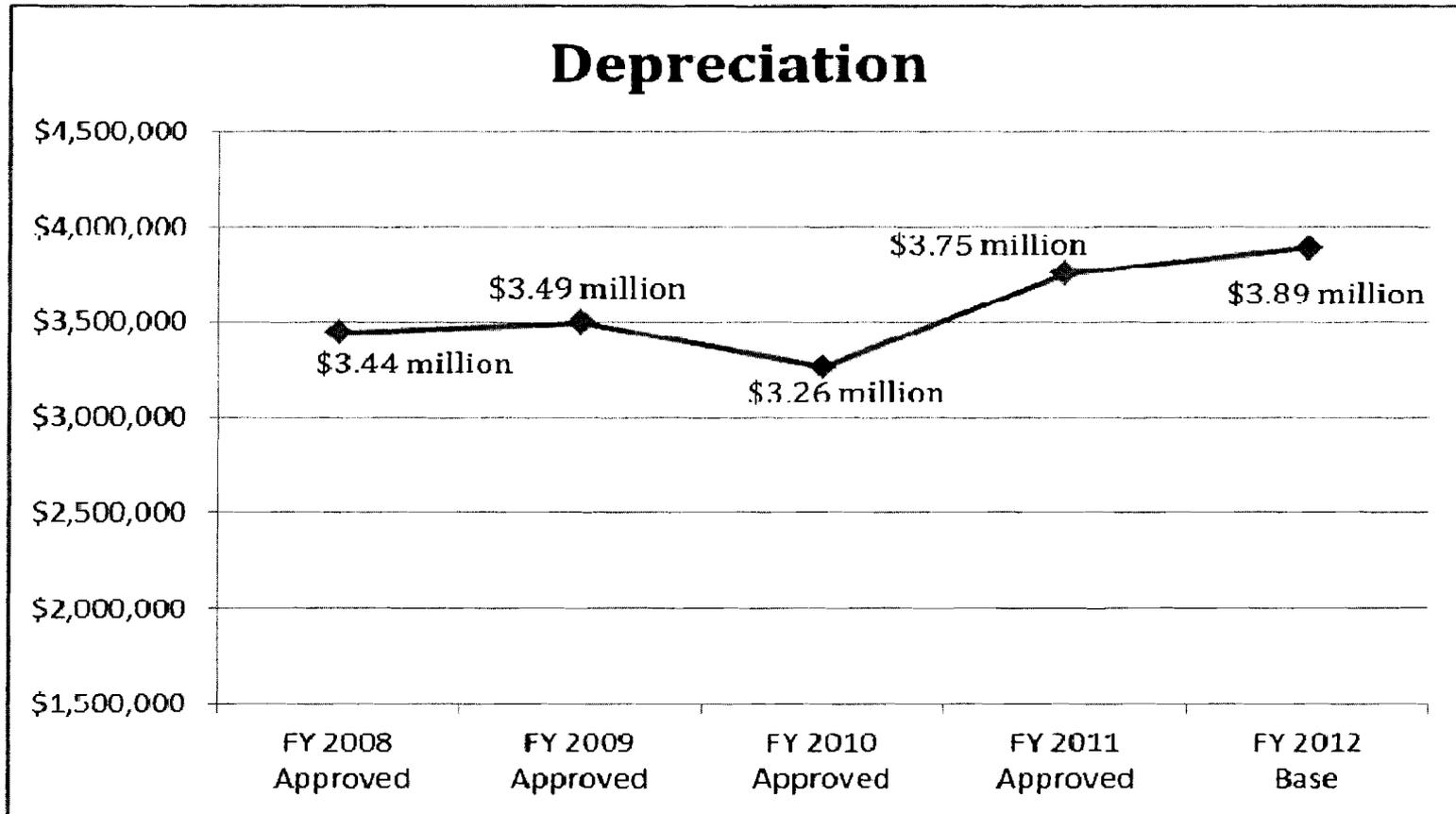


*In FY 2008, fuel costs were distributed to departments from General Services.



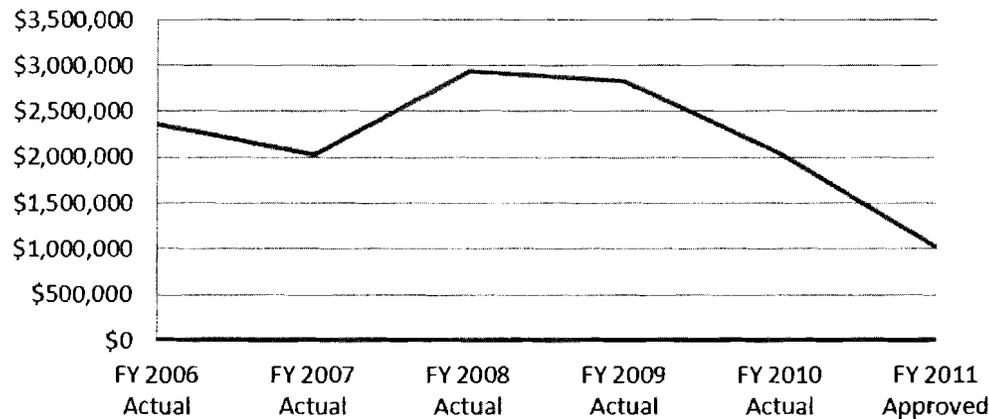
Fleet: Depreciation

- Depreciation increased \$0.5 million, or 13.1%, from FY 2008 to FY 2012, which is approx. \$125,000 or 3.6% annually.



Information Technology Equipment

CONTROL DATA EQUIPMENT , IT EQUIPMENT RENTAL & PURCHASE, EXPENDITURE HISTORY

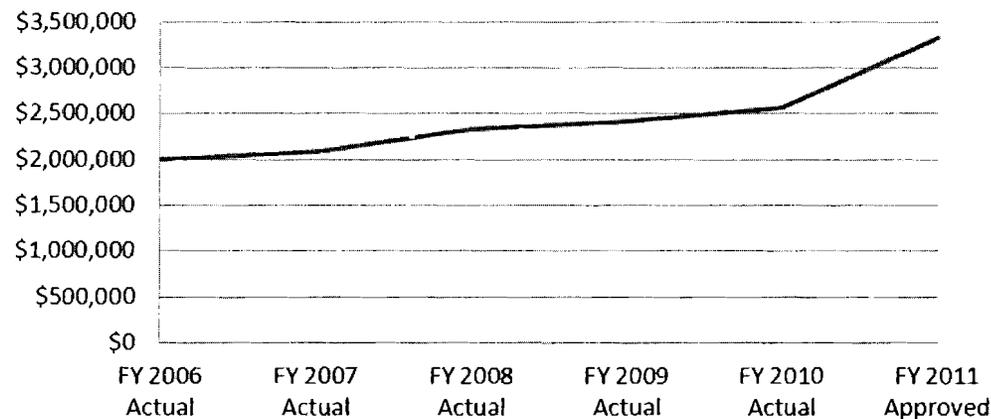


- Between FY2006 and FY 2010, actual expenditures increased by \$477,445, or 20.7%.
- Between FY 2009 and FY 2010 actual expenditures decreased by \$785,451, or 27.7%.
- The equipment replacement fund (\$765,000) was suspended beginning in FY2010.



Information Technology Maintenance

OTHER EQUIPMENT MAINTENANCE EXPENDITURE HISTORY

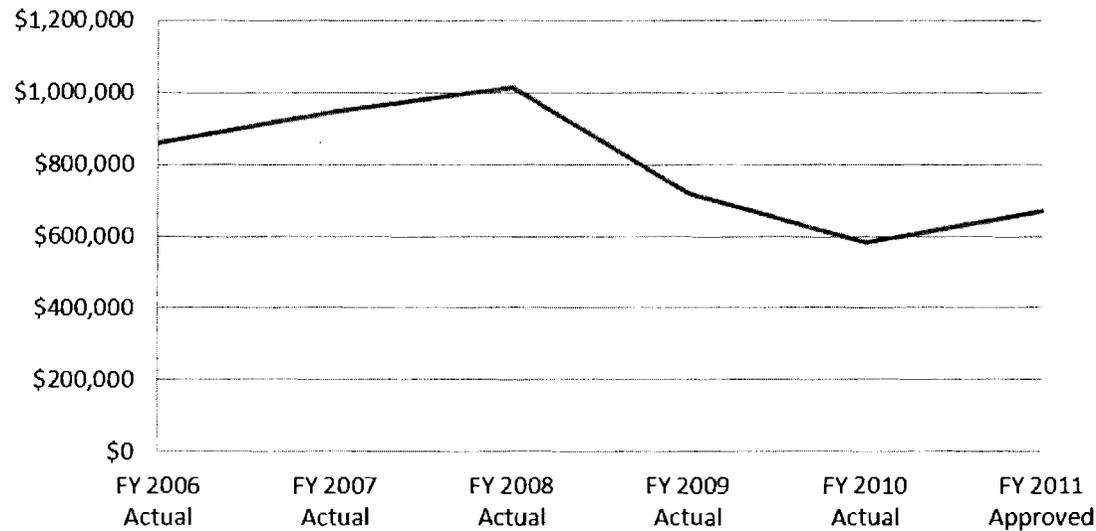


- FY 2011 approved budget includes one time expenditures for public safety records management system maintenance (\$27,000), Wide Area Network support/maintenance (\$244,867), connectivity costs for TLS Broadband Internet (\$102,000), Other IT software and VoIP maintenance costs (\$136,800), and public safety mobile data browsers. (\$272,861)



Printing, Binding & Photocopying

**PRINTING, BINDING & PHOTOCOPYING
EXPENDITURE HISTORY**

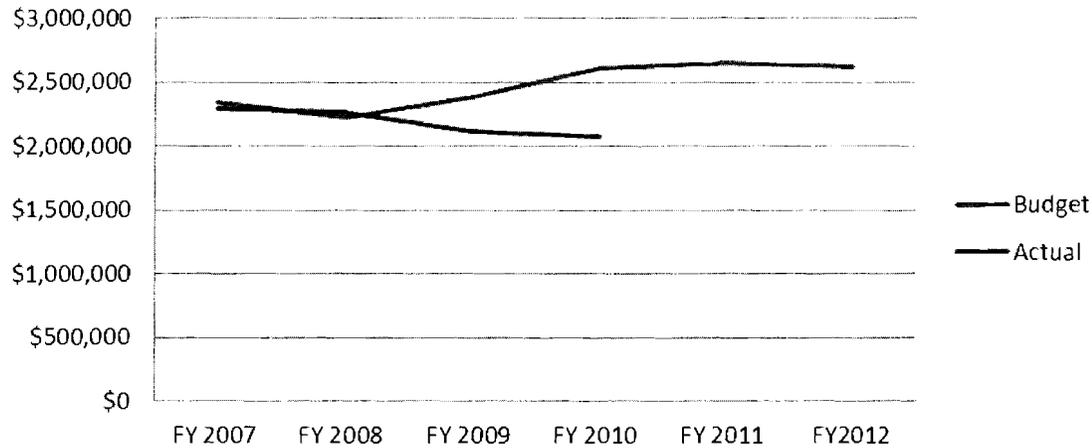


- Between FY 2006 and FY 2010 actual printing and photocopying costs decreased by 32.2%.



Telecommunications

Telecommunications Expenditure History



- Between FY2006 and FY 2010, actual expenditures decreased by \$223,602, 9.7%.
- FY2011 approved expenditures includes VoIP installation expenses and anticipated additional units to be installed during FY2011.



Commodities and Other Charges

	FY 2010	FY 2011		Average 5-year
Commodities	Actuals	Budget	Difference	Growth
Office Supplies	570,909	668,297	97,388	1.7%
Food Supplies	1,061,969	1,003,060	(58,909)	-0.5%
Operating Supplies & Materials	3,981,552	3,474,276	(507,276)	1.6%
Uniforms and Wearing Apparel	647,904	673,334	25,430	4.9%
Medical and Laboratory Supplies	199,363	290,630	91,267	6.8%
Total	6,461,697	6,109,597	(352,100)	

- Performed a quantitative line item analysis of categories such as Office Supplies, Food Supplies, Postal and Other Charges, and Membership Charges, among others.
- Generally small line items, collectively making up less than 4% of the total All Funds budget.
- In recent years, expenditures have been tightened, and budgets have been reduced to reflect actual expenditures.



Preliminary Estimate of Cost To Maintain City Current Services in FY 2012

**Work Session
November 8, 2010**



Current Services Preliminary Estimates

	FY 2011	FY 2012		
	Approved	Changes	Current Services	% Change
City Operations	\$305.5 M	\$5.2 M	\$310.7	1.7%
Personnel Costs		\$5.2 M		
Non Personnel Costs		0.0 M		



Current Services Preliminary Estimates

	FY 2011	FY 2012		
	Approved	Changes	Current Services	% Change
City Operations	\$305.5 M	\$5.2 M	\$310.7	1.7%
Personnel Costs		\$5.2 M		
Non Personnel Costs		0.0 M		
CIP Debt Serv. & Cash Cap	42.2 M	5.5 M	47.7 M	13.0%



Transit Subsidies Current Services

- Subsidy to WMATA in FY 2011 = \$20.3 million
 - If 10% increase, \$2.0 million cost increase
- Subsidy to DASH = \$6.4 million
 - DASH estimates \$0.4 million increase to maintain current services
- Balances at Northern Virginia Transportation Commission can cover \$2.4 million increase
 - Remainder of balance necessary for future WMATA operating increases and transit capital needs
- Other transit subsidy increases (VRE, Dot Paratransit, and employee transit subsidies) will be insubstantial



Current Services Preliminary Estimates

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	Approved	Changes	Current Services	% Change
City Operations	\$305.5 M	\$5.2 M	\$310.7	1.7%
Personnel Costs		\$5.2 M		
Non Personnel Costs		0.0 M		
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Transit Subsidies	16.0 M	0.0 M	16.0 M	0.0%



Current Services Preliminary Estimates

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	Approve	Changes	Current Services	% Change
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Personnel Costs		\$5.2 M		
Non Personnel Costs		0.0 M		
CIP Debt Serv. & Cash Cap	42.2 M	5.5 M	47.7 M	13.0%
Transit Subsidies	16.0 M	0.0 M	16.0 M	0.0%
Subtotal City Managed Services	363.7 M	10.7 M	374.4 M	2.9%



Current Services Preliminary Estimates

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Subtotal City Managed Services	363.7 M	10.7 M	374.4 M	2.9%
City Strategic Initiatives		?		
Schools Transfer	167.9 M	?	?	



Current Services Preliminary Estimates

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Subtotal City Managed Services	363.7 M	10.7 M	374.4 M	2.9%
City Strategic Initiatives		?		
Schools Transfer	167.9 M	?	?	
Total General Fund	531.6 M	10.7 M	542.3 M	2.0%



Current Services Preliminary Estimates

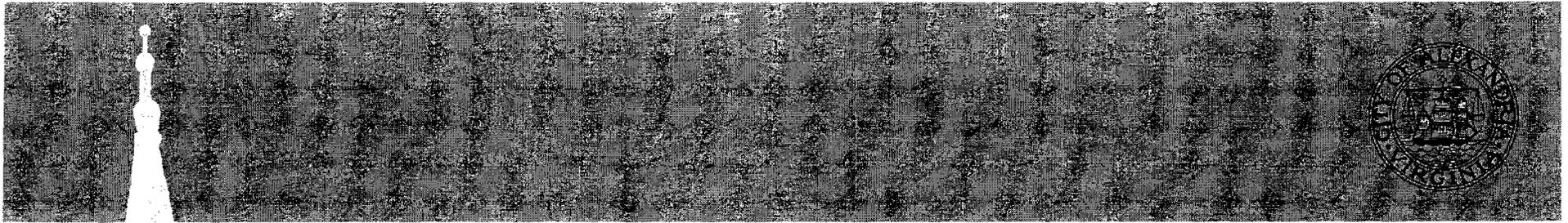
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Personnel Costs		\$5.2 M		
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CIP Debt Serv. & Cash Cap	42.2 M	5.5 M	47.7 M	13.0%
Transit Subsidies	16.0 M	0.0 M	16.0 M	0.0%
Subtotal City Managed Services	363.7 M	10.7 M	374.4 M	2.9%
City Strategic Initiatives		?		
Schools Transfer	167.9 M	?	?	
Total General Fund	531.6 M	10.7 M	542.3 M	2.0%
Available Revenues at Current Tax Rates and Fees	531.6 M	19.2 M	550.8 M	3.6%



Current Services Preliminary Estimates

	FY 2011	FY 2012		
	Approved	Changes	Current Services	% Change
City Operations	\$305.5 M	\$5.2 M	\$310.7	1.7%
Personnel Costs		(5.2 M)		
Non Personnel Costs		(0.0 M)		
CIP Debt Serv. & Cash Cap	42.2 M	5.5 M	47.7 M	13.0%
Transit Subsidies	16.0 M	0.0 M	16.0 M	0.0%
Subtotal City Managed Services	363.7 M	10.7 M	374.4 M	2.9%
City Strategic Initiatives		?		
Schools Transfer	167.9 M	?	?	
Total General Fund	531.6 M	10.7 M	542.3 M	2.0%
Available Revenues at Current Tax Rates and Fees	\$531.6 M	\$19.2 M	\$550.8 M	3.6%
Difference between Available Revenue & City Current Services			8.5 M	





Benchmark Study Presentation to City Council

By Cheryl D. Orr, SPHR, IPMA-CP
Human Resources
November 8, 2010

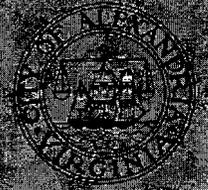


Human

Resources

Department

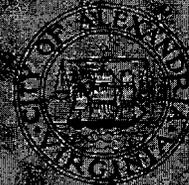
Total Compensation Goal



- Attract and retain a workforce of capable, experienced and committed City employees, through a competitive, total compensation package:
 - Benefits Package
 - Classification
 - Compensation
 - Pension



Benchmark Survey Definition



Benchmark surveys are used to determine how the City of Alexandria's jobs and salary compare to the Labor Market (by comparing to five comparator jurisdictions). By conducting a benchmark survey, the City is able to measure its competitiveness in the Labor Market.



Overview of Benchmark Survey Data

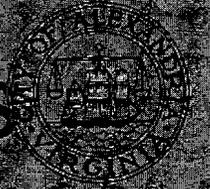


- Total GS and PS Classifications (jobs) identified from new Classification System 172
 - Number of General Employee jobs which had a minimum of two matches 128
 - Number of Public Safety Jobs matched 22
- Total Number of Benchmark matches 150

(Attachment # 1 – Benchmark spreadsheets)



Overview of Benchmark Classes



Number of City Employees in Benchmark Classes**

Number of Current Employees in the 150 Benchmark Classes	956
Number of GS Pay Scale Employees	625
Number of PS Pay Scale Employees	331

City Workforce**

Number of City Employees (Regular FT and PT)	2856
Number of GS Pay Scale Employees	2151
Number of PS Pay Scale Employees	705

**Does not include State employees supplemented by the City



Benchmark Results



General Service Employees

- 7 Jobs at 80% and below
- 31 Jobs 81% to 90%
- 56 Jobs 91% to 100%
- 34 Jobs at 100% and above

128 Total Benchmark Jobs

Public Safety Employees

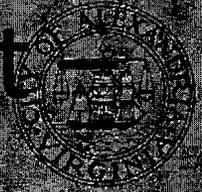
- 11 Jobs between 90% and 100%
- 11 Jobs at 100% and above

22 Total Benchmark Jobs



Benchmark Implementation Cost

100% Threshold



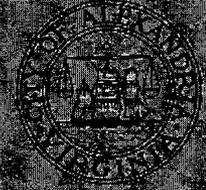
Current Pay Scales

0% Pay Increase + Grade(s) Increase + Placement (A to Q)

- # of Employees Affected: 956
- Cost with Benefits: 1.4 Mil



Compensation Philosophy – Pay Scales



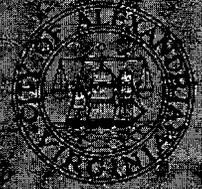
“The City will promulgate pay scales for all employees that will provide information on salary increases that an employee can expect from year to year, if performing satisfactorily. The specific (pay) schedules will be competitive at 100% of the average pay levels for the relevant labor market and will be adjusted whenever necessary to maintain market competitiveness”

(Attachment # 2 City’s Compensation Philosophy)



Resources
Department

Salary Structure



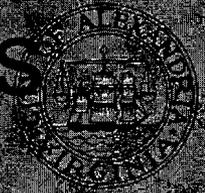
- Salary Structure (Pay Scales) is a tool that can be used to:
 - Support the org.'s compensation strategy
 - Align salaries to the competitive marketplace
 - Provide a framework for rewarding performance (merit increases)
 - Provide managers with flexibility for recruiting and retention

(Attachment 3 - Current Pay Scales)

Taken from Report on Findings for Pay for Performance, Position Classification and Compensation, Pg 18, June 11, 2009



Overview of Current Pay Scales



- **Current Pay Scales**

- 35 grades

- 16 steps

- 5% - 3.5% and 2.3% Merit spread

- Implemented in FY 1999

- From 1994 to 1998 : City had Min – Max scale

- From 1970s to 1993: City had Step Plans

- Attempts have been made to keep Pay Scales up to date, such as Market Rate Adjustments and the addition of individual Steps throughout the years.

- Scales are not aligned with the City's comparator groups – Market

- Towers Watson (formerly Watson Wyatt) indicated that the City's current pay scales would not support a market review of jobs, therefore recommended that the pay scales be realigned

- Explore options for pay scale realignment



Pay Scale Reform



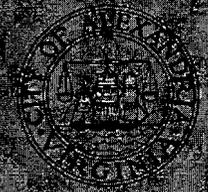
- Consider moving to Broad Banding over next two years using the current Classification System's Job Families
- Requires incremental steps to totally update the current pay scales
- Supports the opportunity to move towards Pay for Performance



Human

Resources
Department

Methodology for Creating Job Family Broad Pay Bands



- Design pay scales based on the “Grade Span” (pay bands) by Job Families in the City’s new Competency Based Classification System (CBCS)
 - Develop pay bands for each Job Family.
 - Use percentages to advance through the Pay Band
 - Must have sophisticated technology to support the move to pay bands.

Attachments 6 – CBCS Job Matrix

Attachment 7 – Grade Span by Job Family



Human

Resources
Department

Job Families and Levels: The Competency Based Classification Matrix



Contributes through Performance of Routine or Repetitive Activities and Tasks Level 1	Contributes through Support Level 2	Contributes through Experience/ Collaboration/ Problem Resolution Level 3	Contributes through Advanced Knowledge/ Skill/ Expertise Level 4	Implements Departmental Strategic Direction or Contributes Through Highly Complex Expertise Level 5	Establishes City's Strategic Direction Level 6
Technical and Administrative Support Operations Professions					
Public Safety and Enforcement Professions					
		Medical/Scientific/Engineering/Technology Professions			
		Legal Professions			
					 Strategic Management Leadership Professions

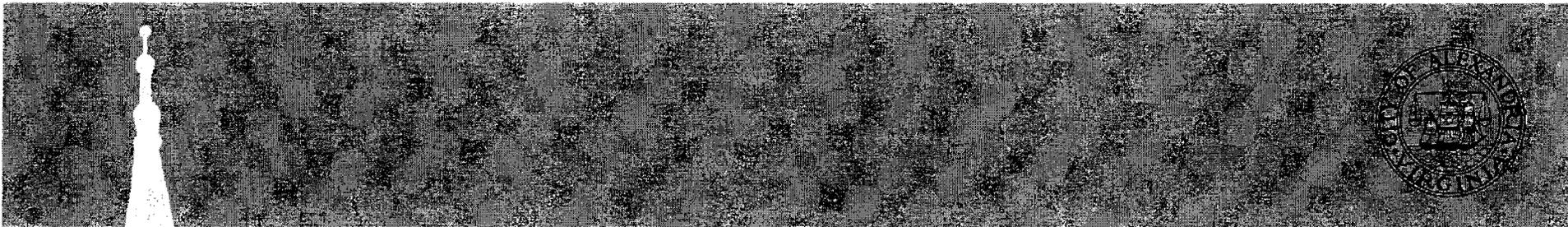
FINAL

Grade Span by Job Families

Data as of November 1, 2010

Employees Population by New Grade, Role and Level

	GS02	GS03	GS04	GS05	GS06	GS07	GS08	GS09	GS10	GS11	GS12	GS13	GS14	GS15	GS16	GS17	GS18	GS19	GS20	GS21	GS22	GS23	GS24	GS25	GS26	GS27	GS28	GS29	GS30	GS31	GS32	Grand Total		
Strategic Management/Leadership	5																									3	3	19	9	3	2			39
	6																																22	
	Total																									3	3	19	9	3	11	11	2	61
Legal Professions	3													1						8													9	
	4														1						2		4		6								13	
	5																								4	3	1						8	
	Total													1	1					8	2		4		6	4	3	1					30	
Medical/Scientific/Engineering/Technology Professions	3													11	12	6	21	19	11														80	
	4																		16	14	26	19	14	29	1								119	
	5																					1	9	10	2	4		6	1				33	
	Total													11	12	6	21	35	25	26	19	15	38	11	2	4		6	1			232		
Business Operations Professions	3												9	25	21	4	3	4															66	
	4																																102	
	5																					1	6	2		14	13	1	1				38	
	Total												9	25	21	16	6	25	44	15	13	3	14	13	1	1						206		
Social Sciences Operations Professions	3																																283	
	4																																216	
	5																																29	
	Total												31	66	63	25	25	59	2	54	68	74	14	15	26	4						528		
Public Safety and Enforcement Professions	1			24			8																										32	
	2							14	1	3																							18	
	3										11	30	11	8	14																		74	
	4														10	3	2	3	2	1													21	
	5																																1	
	Total				24		8		14	1	3	11	30	11	8	24	3	2	3	2	1					1							146	
Technical Operations & Administrative Support Professions	1	25	17	17	99	4	4																										196	
	2				48	15	123	96	45	69	37	2	4																				441	
	3							18	4	31	120	9	73	23	11	11																	299	
	Total	55	17	17	147	22	127	116	49	97	157	10	77	23	11	11																	936	
Grand Total	55	17	17	171	22	127	124	49	111	158	44	154	125	85	77	106	32	116	141	125	49	33	83	31	12	28	12	10	12	11	2	2139		



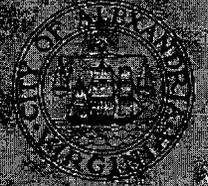
FINAL
Grade Span by Job Families
Data as of November 1, 2010
Employees Population by Current Grade, Role and Level

		PS08	PS09	PS10	PS11	PS12	PS13	PS14	PS15	PS16	PS18	PS19	PS20	PS21	PS22	Grand Total
Strategic Management/Leadership	5													3	6	11
	Total													3	8	11
Public Safety and Enforcement Professions	2		193													193
	3			129	89	133	3									354
	4							81	3	54						138
	5										1		21			22
	Total	0	193	129	89	133	3	81	3	54	1	0	21			707
Grand Total		0	193	129	89	133	3	81	3	54	1	0	21	3	8	718



Human
 Resources
 Department

Recommendations



- Staff provide recommendations for realignment of current pay scales and evaluate the implementation of Board Banding.
- Recommended that Public Safety Pay Scales not be realigned as they currently support the promotional progression of the rank structure.



Human

Resources
Department

Linking the Strategic Plan and the Budget

Work Session
November 8, 2010



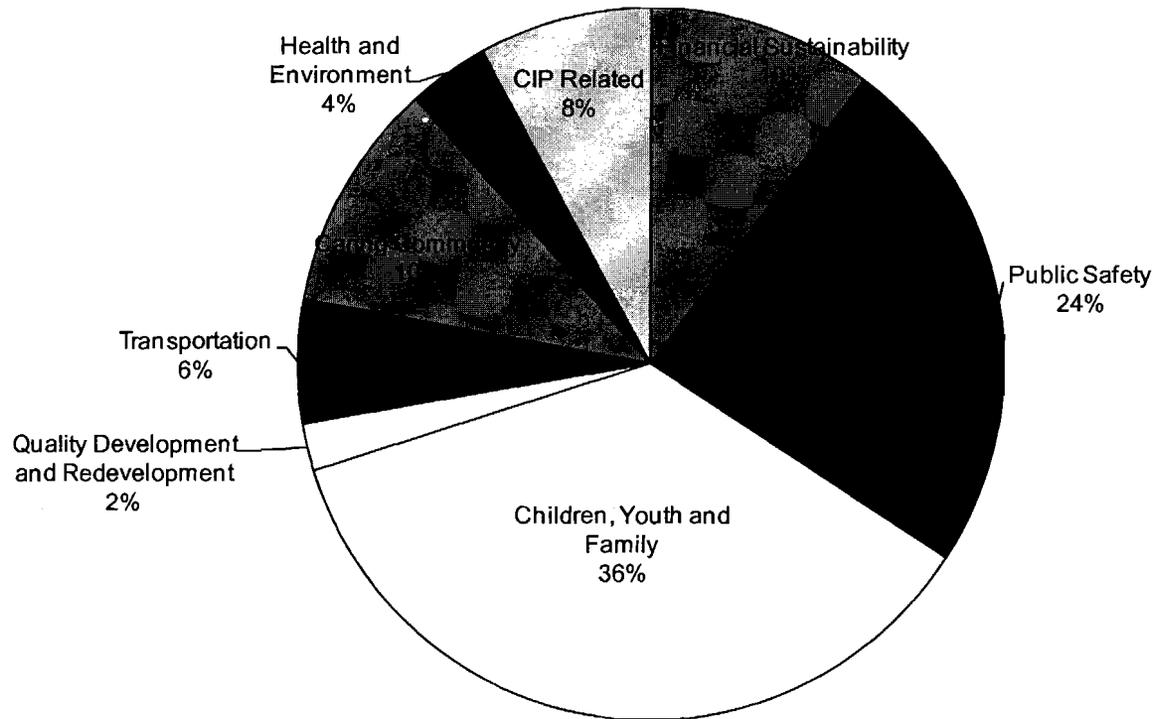
Why Link the Strategic Plan and the Budget?

- To provide a strategic context for making budgetary tradeoffs
 - A good strategic plan
 - Should be specific enough to help inform budget decisions
 - Provides a better understanding of what the public and its elected leaders want to achieve with the funds available
 - A good budget
 - Should reflect citywide strategic, long term priorities and not individual or departmental priorities
 - Should provide detailed information on the results achieved with the money made available



FY 2011 General Fund Budget by Strategic Goal Area

FY 2011 General Fund Budget By Strategic Goal Area



Recent General Fund Budget History
By Strategic Goal Area
(\$ in millions)

	FY 2009	FY 2010	FY 2011	% Change FY 10 to FY 11	% Change FY 09 to FY 11
Goal 1 Quality Development and Redevelopment	\$ 16.6	\$ 14.6	\$ 11.4	-22.0%	-31.1%
Goal 2 Health and Environment	\$ 18.4	\$ 19.3	\$ 19.7	1.7%	7.0%
Goal 3 Transportation	\$ 26.3	\$ 29.6	\$ 29.8	0.9%	13.3%
Goal 4 Children Youth and Family	\$ 192.1	\$ 188.9	\$ 191.2	1.2%	-0.5%
Goal 5 Financial Sustainability	\$ 56.7	\$ 53.5	\$ 54.8	2.5%	-3.3%
Goal 6 Public Safety	\$ 126.8	\$ 127.4	\$ 126.8	-0.5%	0.0%
Goal 7 Caring Community	\$ 59.3	\$ 54.9	\$ 55.7	1.4%	-6.1%
Capital Improvement Program Debt					
Service and Pay-As-You-Go Cash	\$ 44.2	\$ 41.8	\$ 42.2	0.9%	-4.4%
Total General Fund Budget	\$ 540.4	\$ 530.0	\$ 531.6	0.3%	-1.6%



Linking the Strategic Plan and the Budget

- 7 Strategic Goals
- 110 Strategic Initiatives
 - Possible candidates for 2012 Budget
 - 44% (48) initiatives are operating budget candidates
 - 11% (12) initiatives are CIP candidates
 - Other 45% (50) either absorbed or could be scheduled for future years
 - Range of possible costs per initiative*
 - 26% (29) less than \$100,000
 - 25% (27) between \$100,000 and \$1 million
 - 8% (9) between \$1 million and \$5 million

*Note 6 initiatives have multiple action items in more than one range that count more than once



Linking the Strategic Plan and the Budget

- **372 action Items currently developed in support of 110 Initiatives**
 - 36% potential FY 2012 funding
 - 56% would require no additional operating funds or changes to Approved CIP
 - 6% depend on grant funding or other non-General Fund sources of revenue
 - 3% would affect General Fund revenues



Initiatives with Potential Budget Impact

Goal Area	Oper. Budget	CIP		< \$100K	\$100K to \$1 M	\$1 M to \$5 M
Goal 1 Econ. Dev.	9	3		5	5	2
Goal 2 Health & Env.	9	5		6	6	2
Goal 3 Transportation	4	0		1	3	0
Goal 4 Children/Youth/Famil	3	0		2	1	0
Goal 5 Financially Sustainable	3	1		2	1	1
Goal 6 Public Safety	8	1		7	5	2
Goal 7 Caring Community	12	2		6	6	2
Total	48	12		29	27	9



Goal 1 – Economic Development and Redevelopment

Potential Impact on FY 2012 G.F. Budget

Objective	Operating Budget	CIP		< \$100K	\$100K to \$1 M	\$1 M to \$5 M
Waterfront & King St. Corridor	3	2		1	3	1
Increase Office and Retail Occupancy Rates	4	0		3	0	1
Thriving Business Environment	2	1		1	2	0
Total	9	3		5	5	2



Goal 2 - Health & Environment

Potential Impact on FY 2012 G.F. Budget

Objective	Operating Budget	CIP		< \$100K	\$100K to \$1 M	\$1 M to \$5 M
Essential Health and Behavioral Health Services	4	0		2	2	0
Quality and Sustainability of the Environment	3	4		2	3	2
Healthy Lifestyles and Disease Prevention	2	1		2	1	0
Total	9	5		6	6	2



Goal 3 – Transportation

Potential Impact on FY 2012 G.F. Budget

Objective	Operating Budget	CIP		< \$100K	\$100K to \$1 M	\$1 M to \$5 M
Local, reliable funding mechanisms to support fiscally constrained plans	1	0		0	1	0
Linkages and coordination between transportation & land development	2	0		1	1	0
Safe and accessible travel	1	0		0	1	0
Increase transit options	0	0		0	0	0
Total	4	0		1	3	0



Goal 4 – Children, Youth and Families

Potential Impact on FY 2012 G.F. Budget

Objective	Operating Budget	CIP		< \$100K	\$100K to \$1 M	\$1 M to \$5 M
All K-12 school children prepared for success	1	0		0	1	0
Promote the well-being of children, youth and families	2	0		2	0	0
Effective alignment of City, School & Community Services	0	0		0	0	0
Total	3	0		2	1	0



Goal 5 – Financially Sustainable, Efficient, Community Oriented, and Values Employees

Potential Impact on FY 2012 G.F. Budget

Objective	Operating Budget	CIP	< \$100K	\$100K to \$1 M	\$1 M to \$5 M
Structurally balanced, efficient and effective resource management	0	1	0	1	0
Community informed satisfied and engaged with City government	1	0	1	0	0
Competitive Pay and Benefits	2	0	1	0	1
Total	3	1	2	1	1



Goal 6 – Public Safety

Potential Impact on FY 2012 G.F. Budget

Objective	Operating Budget	CIP		< \$100K	\$100K to \$1 M	\$1 M to \$5 M
Cooperative community efforts to prevent harm to life, property and environment	3	0		2	1	1
Professional service delivery meeting contemporary standards	4	1		4	4	1
Well informed community and workforce	1	0		1	0	0
Total	8	1		7	5	2



Goal 7 - Caring Community

Potential Impact on FY 2012 G.F. Budget

Objective	Operating Budget	CIP		< \$100K	\$100K to \$1 M	\$1 M to \$5 M
Continuum of Affordable Housing Opportunities	2	0		0	2	0
Equitable access to lifelong learning opportunities	4	1		4	0	1
Prevention, early intervention and treatment for those most in need	6	1		2	4	1
Total	12	2		6	6	2



Linking the Strategic Plan to the Budget

- Challenge - achieving strategic goals in a constrained fiscal environment
- Recommended approach
 - Need to prioritize action items, initiatives, and objectives within goal areas
 - Need to deemphasize lower priority, low yield programs and activities
 - Need to identify efficiencies
 - Need to emphasize multi-year strategy

