

City of Alexandria, Virginia

MEMORANDUM

DATE: OCTOBER 15, 2008

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER *J*

SUBJECT: COMMENTS ON REPORT FROM THE COUNCIL COMMITTEE ON
BOARDS AND COMMISSIONS

ISSUE: Receipt of comments from Council-appointed groups on the Report from the Committee on Boards and Commissions.

RECOMMENDATION: That City Council receive the comments from the public. (This item will be docketed for Council consideration on Tuesday, October 28.)

DISCUSSION: During the June 24 City Council meeting, the Council received the report and requested the Executive Secretary for Boards and Commissions to distribute the docket item to all Council-appointed groups for review and comment. Responses were received from 18 Council-appointed groups and the Alexandria Council of Human Service Organizations (Attachment 1). Following are highlights of the comments (see Attachment 2 for full text of all comments received):

Proposed Recommendations of a General Nature

Most of the groups did not comment on this category of recommendations. Of those that did:

- All but one group (the Traffic and Parking Board) agreed that annual reports should be submitted; however, several noted that their program year or other reporting requirements would prohibit them from submitting the reports at the same time as the Annual Attendance Reports.
- Most groups do not recommend any change to their meeting schedules because of their mandates and/or program activities.

Boards, Commissions and Committees Mission Review Recommendations

- Only the Traffic and Parking Board commented on recommendations in this section. The Board agrees that the Transportation Safety Commission can be abolished and notes that it has not met in several years.

- The Commission on Information Technology agrees with the recommendation that its mission statement be updated. The Commission recommends that the responsibility for reviewing telecommunication (including cable) subscriber complaints be retained by the Office of Citizen Assistance without additional review by a board or commission. The Consumer Affairs Commission notes that they are willing to accept any additional responsibilities assigned by the City Council.
- The Commission on HIV/AIDS notes that in 2007, the group reviewed its membership and selected four seats for removal and one seat was broadened (the seat formerly designated for T.C. Williams High School student was changed to Any student who attends a high school located in Alexandria. These changes were approved by Council in June 2007 (but have not been codified), and the Commission feels that the remaining designated seats are valuable and should remain.
- The Affordable Housing Advisory Committee (AHAC) considered the recommendation to merge with the Fair Housing Testing Program Advisory Committee. They decided that the group's mission was not a "good fit" with AHAC's mission and that of the Human Rights Commission is better suited to handle any required oversight of the fair housing testing program. The Human Rights Commission is willing to assume responsibility for the functions of the Fair Housing Testing Program Advisory Board.

Term Limits

All but one of the groups commented on the proposal to limit terms. Most opposed term limits and felt that if implemented should apply across the board. Concerns were raised about potential unintended consequences such as extended vacancies, lack of continuity in program operations, and loss of institutional memory. Several groups believe that Council has the authority to limit terms by not re-appointing the incumbent. Two suggested that the term limits need to apply to committee chairs.

The Sanitation Authority had its attorneys review the term limit proposal and their attorneys concluded that term limits would be inconsistent with the ordinances and resolutions creating the Authority. The City Attorney's comments on term limits for the seven groups that have policy-making and/or regulatory authority will be submitted under separate cover.

ATTACHMENTS:

Attachment 1: List of Groups Responding to Report on Boards and Commissions

Attachment 2: Responses from 19 Groups

STAFF: Rose Williams Boyd, Executive Secretary for Boards and Commissions

List of Groups Responding to Report on Boards and Commissions

1. Historic Alexandria Resources Commission
2. Public Records Advisory Commission
3. Commission on Information Technology
4. Gang Prevention Task force
5. Archaeological Commission
6. Human Rights Commission
7. Commission on HIV/AIDS
8. Landlord-Tenant Relations Board
9. Budget and Fiscal Affairs Advisory Committee
10. Commission on Aging
11. Social Services Advisory Board
12. Community Services Board
13. Alexandria-Caen Sister City Committee (comments from two members)
14. Alexandria Sanitation Authority
15. Traffic and Parking Board
16. Consumer Affairs Commission
17. Park and Recreation Commission
18. Affordable Housing Advisory Commission
19. Alexandria Council on Human Service Organizations

Alexandria Traffic & Parking Board
City Hall, 301 King Street
Alexandria, VA 22314

8 August 2008

Rose Williams Boyd
Executive Secretary for Boards & Commissions
Citizen Assistance Office
P.O. Box 178
Alexandria, VA 22313

RECEIVED
AUG 11 2008
CITIZEN ASSISTANCE
OFFICE

Re: Report of the Council Committee on Boards & Commissions

Dear Ms. Boyd:

The Traffic & Parking Board docketed this item for consideration and review at our July 28 scheduled meeting. Below are the results of our discussion.

Regarding "General" recommendations, item #3 suggests a requirement for annual reports. The Traffic & Parking Board has specific duties as set out in the City Code, including but not limited to: curb cuts (5-2-14), permit parking districts (5-8-72 to 5-8-75), restricted overnight parking (5-8-82), parking meter zones (5-8-92), on-street parking standards (5-8-160), change of controls (10-2-8) and many aspects of the taxi industry (9-12-1) including an annual review of the taxi industry which requires a report to the City Manager. With all of the actions taken in response to the items noted above and included in our minutes, the Board feels that an annual report should not be required.

Our goals are as specified in the City Code.

General recommendation #6: The Traffic & Parking Board maintains a schedule of monthly meetings (excluding August) and meets more frequently if circumstances require.

The Boards & Commissions recommendation suggests abolishment of the Transportation Safety Commission. The Board (all of which are members of the Transportation Safety Commission) agrees that the Commission, which has not met in several years, should be eliminated if there is no statutory requirement to retain it.

In regard to term limits, the Board members are opposed to such limits. Similar to the bodies listed as exempt, the Board is vested with policy making and/or regulatory authority. We feel that incumbent members have gained unique and valuable knowledge as they have served and they have shown a willingness to serve and to attend meetings on a regular basis. If there are term limits, these limits should apply to all Boards and Commissions.

We hope that this input from our Board will assist the Council in their consideration of the Committee's recommendations.

Sincerely,

Converse M. West

Converse M. West,
Chairman, Alexandria Traffic & Parking Board

Cc: Members, Traffic & Parking Board
Tom Culpepper
Robert Garbacz



Mildrilyn Davis/Alex
10/14/2008 04:43 PM

To Rose Boyd/Alex@Alex

cc

bcc

Subject Board and Commission report -- AHAC/FHTPAC
recommendation

The Affordable Housing Advisory Committee considered the recommendation to merge FHTPAC and AHAC on September 18, 2008. As Nancy Carson had resigned her chairmanship during the summer and a new chair had not yet been elected, I am writing to convey the comments of the group. The paragraph below, from the minutes of that meeting, reflect AHAC's position that the two committees should not be merged, and their view that the Human Rights Commission is better suited to handle the oversight of the Fair Housing Testing Program.

After some discussion about the Fair Housing Testing Program's mission not being a good fit with AHAC's mission and that the Human Rights Commission is better suited to handle any required oversight of the fair housing testing program, Ms. Maxwell offered a motion to reject a merger of AHAC and FHTPAC. Ms. Susskind seconded the motion. The motion unanimously passed with 8 approvals.



Kim Kaplan
<kdherter@yahoo.com>

09/30/2008 08:40 PM

Please respond to
kdherter@yahoo.com

To Rose.Boyd@alexandriava.gov

cc Darryl.Edwards@alexandriava.gov

bcc

Subject Consumer Affairs Commission Comments on Boards &
Commissions Report

History: This message has been replied to.

Rose:

This e-mail is to inform you of the position of the Consumer Affairs Commission on the Boards & Commissions Report.

The members of the Consumer Affairs Commission discussed the Boards and Commissions report at the regularly scheduled Consumer Affairs Commission meeting on September 2, 2008. The members of the Commission voted on, and approved, the following comment: the Consumer Affairs Commission agrees to absorb any responsibilities from other Commissions, including the IT Commission, that City Council sees fit.

Kim H. Kaplan
Chair, Consumer Affairs Commission



"Judy Noritake"
<jnoritake@nka-arch.com>
10/12/2008 05:27 PM

To <Rose.Boyd@alexandriava.gov>
cc
bcc
Subject

History: This message has been replied to.

Rose:

It was good to see you yesterday. Attached is the letter (sans department letter head and signature) that was sent to City Council on the matter of term limits. I hope this will serve the purpose.
Judy

Judy Guse-Noritake, AIA, LEED AP

NORITAKE
associates

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jnoritake@nka-arch.com



term limit letter - 9 08.doc

Park and Recreation Commission

September 10, 2008

The Honorable William Euille
Vice Mayor Redella Pepper
Councilman Ludwig Gaines
Councilman K. Rob Krupicka
Councilman Timothy Lovain
Councilman Paul Smedberg
Councilman Justin Wilson

Re: Recommendations on Boards and Commissions

Dear Mayor and Council Members:

The Park and Recreation Commission reviewed the June 19, 2008 report City Manager Jim Hartman submitted to you at our July meeting. As requested I am writing with our response to the recommendations presented in that report.

We agree with the general recommendations presented in the report, but take exception to the recommendation on instituting term limits for boards and commissions. It was pointed out in our discussion that there has been a long-standing tradition and recognized need in our City to have at least some members of these appointed bodies serve over many years due to the complexity of the issues some commissions deal with and the expertise that some citizen members bring to our boards and commissions. We are fortunate to live in a community where we can boast of residents that bring unique in-depth knowledge from their professional lives to these appointed, unpaid positions. It might be unwise to limit that contribution.

In addition, it was pointed out that long-serving members of several commissions have institutional memory on important issues that goes farther back than most of the current City's staff. Time and again this institutional memory has proven to be invaluable. We should not take that contribution for granted.

We were also reminded that all board and commission appointments are made or renewed every few years and that members of these bodies who wish to continue to serve must fill out a detailed form each time, including a recently added section that asked for a justification of why another term should be granted in the case of long service. You, the City Council, always have the ability to appoint a different board or commission member if you believe there is sufficient justification for doing so. That has certainly occurred in the case of the Park and Recreation Commission within recent times.

It is often difficult to find good people who are willing and able to make a real contribution to our City by serving on boards and commissions. In the past I have even contacted some of you for potential candidate names when a vacancy came open on this commission and in general I have had to actively recruit applicants for open seats. In the last ten years we have had significant turn over of commissioners, and currently have only two members who have served more than eight years. The rest have served less than four years. It takes several years of commission work to understand and become familiar with the full breath of issues we deal with. Institutional memory is very important to the work we do and we feel removing our few long serving members would make a significant deleterious impact on that work. Therefore we make a strong recommendation against adopting term limits for Alexandria's boards and commissions. The mechanism to effect necessary change in membership of the boards and commissions, the vote of City Council, is already in place.

We would also like to note at this point that the staff of the RPCA Department spends a great deal of time attending various commission and community meetings. In fact is our observation that the number of these meetings has increased significantly over the last few years and is impacting the ability of staff to deal with some of their regular responsibilities and forward looking planning that is needed to meet the demands of the future. Many times in the recent past we have observed that multiple meetings on the same topic are scheduled by three different departments over a short period of time. Most often we have seen this occur on Park and Recreation capital projects like new athletic fields or recreation center improvements. Our Commission always holds an open hearing where the user group(s) will come to testify about both program elements and design aspects of projects. General Services then often schedules a community meeting on the same topic, followed shortly by a community meeting hosted by the Planning Department staff, again covering the same material. This is all generally before a project even goes before the Planning Commission and then the City Council for more rounds of hearings. The same set of RPCA staff, as well as staff from other departments, will be present at every one of these meetings. The citizens interested in supporting and speaking about these projects is generally confused by the multiple meetings. For the most part they believe that if they show up once to testify that they have been heard and there is no need to so again for a different department or commission. In general recreation users will always come before our commission, but will not attend any of the meetings or hearing by other bodies on the same topic.

While you are looking for ways to cut operating budgets and increase efficiencies, we need to examine the efficient use of staff time, because in very real terms it represents tax payer expenditures. We should examine our community involvement processes to see if they can be better coordinated and consolidated to bring more efficiency for citizens and staff. There is a case to be made that our process of community involvement has become too much of a good thing. It is our impression that the RPCA staff has limited capacity, particular on the planning side, to take on critical new projects waiting in the wings because too much staff time is spent attending essentially the same meetings multiple times. This is also true of the increasing demands on the time of our appointed commissioners.

By way of note, the RPCA currently has 4 advisory committees and commissions that it fully staffs including:

- Beautification Committee
- Commission on the Arts
- Waterfront Committee
- Parks and Recreation Commission

The Department also spends significant time staffing the Youth Policy Commission, Office of Aging Commission, the Anti-Gang Task Force, the Open Space Committee, the Youth Sports Board, the Four Mile Run Joint Task Force plus several others. Members of our Commission are doing double-duty as appointees to many of these other commissions and task forces. While our Commission has no concrete suggestions about addressing the time impact on staff and commissioners, as we talked through the issue it was suggested that a discussion might begin about consolidating or reconfiguring some commission/group responsibilities especially where certain responsibilities overlap. The over-extension of the RPCA staff cannot continue to escalate or they will never be able to address all the pressing current needs or plan creatively for future challenges.

In closing we would like to say that these comments and suggestions are offered in a spirit of what is best for the broad community, not just the Park and Recreation Commission. Each of us that serve here take pride in what we do and are pleased to have the opportunity to give to our community through our service on the Park and Recreation Commission. If we may be of further assistance in these matters, please just ask.

Respectfully,

Judy R. Guse- Noritake, AIA, LEED AP
Chair, Park and Recreation Commission

Cc: Jim Hartmann, City Manager
Kirk Kincannon, Director

Historic Alexandria Resources Commission

220 North Washington Street
Alexandria, Virginia 22314-2521
(703) 838-4554



Alexandria, Virginia

September 19, 2008

Ms. Rose Williams Boyd
Executive Secretary for Boards and Commissions
Citizen Assistance Office
P.O. Box 178
Alexandria, Virginia 22313



2 2 2008

Dear Ms. Boyd:

On September 16, 2008, the Historic Alexandria Resources Commission reviewed the recommendations of the City Council Committee on Boards and Commissions. The discussion focused on three suggested recommendations, as follows.

The Historic Alexandria Resources Commission does submit a yearly annual report, the most recent of which was received by City Council in June 2008. While we refer generally to goals in our annual report, we have not included specific goals for the coming year. The members agree that this is good practice and endorse this recommendation.

The Historic Alexandria Resources Commission meets ten months a year, from September through June. Groups should be encouraged to meet only as often as is needed to accomplish their mandate and to review their schedule yearly. As it is currently practiced by HARC, the ten-month schedule is appropriate for our commission.

The issue of term limits has been raised in the past and deserves consideration. The members of HARC note that few of the members of our commission would be affected by term limits as written in the recommendations because most of our members are in designated positions. This is true of many other commissions as well. Page two of the current application states, "If you have served more than two consecutive terms on this board, please state the specific qualifications you possess which merit consideration for continued service." This clause, in effect, gives City Council the ability to limit an applicant's continued service unless it can be justified. Thus the current system when enforced provides City Council with flexibility to meet the needs of individual commissions and at the same time prevents lengthy tenure without justification.

We are anxious to learn the outcome of the City Attorney's findings regarding the seven groups listed as possibly being exempt from term limits. *In fact, the greatest public concern about lengthy tenure on commissions is about these very groups.* Any imposition of term limits should be applied consistently to all groups. And, since these groups have policy-making and/or regulatory authority, term limits are most important to ensure broad citizen participation.

The Historic Alexandria Resources Commission appreciates the work of your committee and the opportunity to provide feedback on these recommendations.

Sincerely,

Ellen F. Stanton

Ellen F. Stanton, Chair



Charles Ziegler
<candjziegler@hotmail.com>
09/29/2008 11:05 AM

To <rose.boyd@alexandriava.gov>
cc "Arnold, Virginia" <varnold13@comcast.net>, "Chamberlain, Ginger" <gbc501800@yahoo.com>, "Cohan, Jackie" <jackie.cohan@alexandriava.gov>, "Collins, Sammye"
bcc
Subject Recommendations of the City Council Committee on Boards and Commissions

Dear Ms. Boyd,

At its September meeting the Public Records Advisory Commission reviewed the recommendations of the City Council Committee on Boards and Commissions, and subsequently--through e-mail discussion--reviewed the letter of September 19, 2008 submitted by the Historic Alexandria Resources Commission on the same subject. The PRAC wishes to be recorded as endorsing the HARC letter. More specifically, with regard to the PRAC:

1. The PRAC submits an annual report after its last meeting in June, and prior to its first meeting in September. Goals and concerns are noted in the annual report.
2. The PRAC meets nine times per year, September through June (December excepted). We regard monthly meetings as important for continuity and intend to continue this practice.
3. The PRAC agrees with the HARC letter that the City Council already has the ability to limit an applicant's continued service unless it can be justified.
4. Finally, the PRAC agrees with the HARC letter that we are anxious to learn the outcome of the City Attorney's findings regarding the seven groups listed as possibly being exempt from term limits. *In fact, the greatest public concern about lengthy tenure on commissions is about these very groups.* Any imposition of term limits should be applied consistently to all groups. And, since these groups have policy-making and/or regulatory authority, term limits are most important to ensure broad citizen participation.

The Public Records Advisory Commission appreciates the opportunity to provide feedback on the work of your commission.

Yours sincerely,

Charles Ziegler
Chairman
Public Records Advisory Commission

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Ltr.Stanton_to_Boyd.Comm.forBds.&Comms.09.19.08.doc

September 19, 2008

Ms. Rose Williams Boyd
Executive Secretary for Boards and Commissions
Citizen Assistance Office
P.O. Box 178
Alexandria, Virginia 22313

Dear Ms. Boyd:

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The Historic Alexandria Resources Commission does submit a yearly annual report, the most recent of which was received by City Council in June 2008. While we refer generally to goals in our annual report, we have not included specific goals for the coming year. The members agree that this is good practice and endorse this recommendation.

The Historic Alexandria Resources Commission meets ten months a year, from September through June. Groups should be encouraged to meet only as often as is needed to accomplish their mandate and to review their schedule yearly. As it is currently practiced by HARC, the ten-month schedule is appropriate for our commission.

The issue of term limits has been raised in the past and deserves consideration. The members of HARC note that few of the members of our commission would be affected by term limits as written in the recommendations because most of our members are in designated positions. This is true of many other commissions as well. Page two of the current application states, "If you have served more than two consecutive terms on this board, please state the specific qualifications you possess which merit consideration for continued service." This clause, in effect, gives City Council the ability to limit an applicant's continued service unless it can be justified. Thus the current system when enforced provides City Council with flexibility to meet the needs of individual commissions and at the same time prevents lengthy tenure without justification.

We are anxious to learn the outcome of the City Attorney's findings regarding the seven groups listed as possibly being exempt from term limits. *In fact, the greatest public concern about lengthy tenure on commissions is about these very groups.* Any imposition of term limits should be applied consistently to all groups. And, since these groups have policy-making and/or regulatory authority, term limits are most important to ensure broad citizen participation.

The Historic Alexandria Resources Commission appreciates the work of your committee and the opportunity to provide feedback on these recommendations.

Sincerely,

Ellen E. Stanton, Chair

**City of Alexandria
Commission on Information Technology**

Date: September 15, 2008
To: Rose Williams Boyd, Executive Secretary for Boards and Commissions
From: Kostas Liopiros, Chair, Commission on Information Technology
Subject: Report from the City Council Committee on Boards and Commissions

The Commission on Information Technology provides the following comments and recommendations on the report of the Council Committee on Boards and Commissions.

Proposed Recommendations of a General Nature:

The Commission concurs with the six proposed recommendations.

Boards, Commissions and Committees Mission Review Recommendations:

1. Groups that completed their task - The Commission has no comment.
2. Groups that need to be studied

Beautification Commission – The Commission has no comment.

Commission on Information Technology

The Commission agrees with the recommendation that we should update our mission statement.

The Commission recommends that only the responsibility for reviewing telecommunication (including cable) subscriber complaints be retained by the Office of Citizen Assistance without additional review by a board or commission.

Alexandria Economic Development Partnership Board - The Commission has no comment.

Commission on HIV/AIDS - The Commission has no comment.

Fair Housing Testing Program Advisory Committee and Affordable Housing Advisory Committee - The Commission has no comment.

Term Limits

No statute update required.

Mike Mackey/Alex
09/30/2008 08:47 AM

To "Rose Boyd" <rose.boyd@alexandriava.gov>
cc
bcc
Subject Boards Report

Hi Rose - I "re-sent" the following to the Gang Prevention Community Task Force on 9/18. I had sent it in the summer and we went over this (Councilman Lovain) on 9/17 in person. I asked people to provide me with feedback by yesterday at 5. No one provided any feedback.

Letter from Ms. Rose Boyd, Director of Citizen Assistance and Executive Secretary for Boards and Commissions, and report from the Council Committee on Boards. Please provide comments, if any, to mike.mackey@alexandriava.gov by 9/29 @ 5:00 p.m.

Mike Mackey
City of Alexandria
Gang Prevention & Intervention Coordinator
18th District Court Service Unit
520 King Street
Alexandria, VA 22314
(703)-838-4144, x 242
www.alexandriava.gov/gangprevention
www.preventgangsnova.org

Alexandria Mentoring Partnership
Mentor a Child. Change Two Lives.
www.alexandriava.gov/mentoring



Boards & Commissions Letter.pdf di35.pdf



Kathleen Pepper
<jennifer.barker@alexandriav
a.gov>

09/30/2008 10:28 AM

Please respond to
Kathleen Pepper
<jennifer.barker@alexandriava
.gov>

To william.euille@alexandriava.gov, timothylovain@aol.com,
councilmangaines@aol.com, council@krupicka.com,
delpepper@aol.com, paulcsmedberg@aol.com,

cc

bcc

Subject COA Contact Us: Comments Re: Brd & Comm Ann Rprt
Deadlines &Term Limits

COA Contact Us: Mayor, Vice Mayor, and Council Members

Time: [Tue Sep 30, 2008 10:28:39] IP Address: [206.113.148.2]

Issue Type: Mayor, Vice Mayor, and Council Members
First Name: Kathleen
Last Name: Pepper
Street Address: Alexandria Archaeological Commission
Alexandria Archaeology Museum
105 N.
Union Street, #327
City: Alexandria
State: VA
Zip: 22314
Phone: 703-838-4399
Email Address: jennifer.barker@alexandriava.gov
Subject: Comments Re: Brd & Comm Ann Rprt Deadlines &Term Limits
This is being sent by Jennifer Barker, Secretary of Alexandria Archaeology,
for Kathleen Pepper, Chair of AAC
September 30, 2008

Mayor

William Euille and City Council
City Hall
301 King Street, Room

2300
Alexandria, VA 22314

Dear Mayor Euille and City Council

members:

The Alexandria Archaeological Commission (AAC) has reviewed the
recommendations made by the Council Committee on Boards and Commissions in

its June 19, 2008, report to you. We have the following comments regarding the annual report submission deadlines for each Board and Commission and the proposals for term limits for members of Boards and Commissions.

The

AAC does not support the recommendation for term limits for members of Boards and Commissions, as presently drafted. First, the proposal does not affect all Boards and Commissions equally as seven Boards and Commissions are explicitly exempt from the requirement, including some which have the longest serving members and the least turnover, such as the Board of Architectural Review. Members who represent private organizations or societies are also excluded from the term limits since each must nominate one of its own members for a Board or Commission position. The result of these two categories of exemptions is that only persons who have "At-Large" or Planning District I, II, or III, positions on some, but not all, Board or Commission are subject to term limits. This does not seem to adequately address the apparent problem of long-term incumbency on Boards and Commissions.

Comments:

Second, the term limits recommendation does not address the issue of unfilled vacancies. If an incumbent is prohibited by term limits from applying for a vacancy but no one else applies, then that position is vacant until either someone eventually applies or the term expires so that the now-former incumbent can again apply. This leaves a Board or Commission short-handed. Depending upon the size of the Board or Commission and the number of vacancies, this can adversely affect the ability of that Board or Commission to effectively fulfill its mission. The AAC recommends that an exemption be permitted, at the request of the Board or Commission, for positions that have vacancies for which the outstanding incumbent is still interested.

Third, the proposal for term limits does not clearly address how term limits come into play in situations where an incumbent was an organizational designee but changed to an "At-Large" or Planning District representative or changed from an

"At-Large" to a Planning District representative or changed

from one Planning District representative to another Planning District

representative. If an organizational designee served at least 10

consecutive years in a designated position but then sought to be

appointed to an "At-Large" or Planning District representative

position, would that person be ineligible since he or she had already

served 10 consecutive years? What if a member moved from Old Town to the

West End but had served at least 10 consecutive years as the representative

from Planning District I but now to sought to be the representative from

Planning District III or a member "At-Large"? Are the term limits

to be applied to a person or to a position?

The AAC recommends

acceptance of the annual report deadline. The AAC does not support the term

limits provision, as drafted, but recommends further consideration of the

term limits issue. We appreciate the opportunity to respond to this

proposal.

Sincerely,

S. Kathleen Pepper, Chair
Alexandria

Archaeological Commission

jeb

Attachment: c1b2a3e7cd8a577de53deddccc89d1335.doc



c1b2a3e7cd8a577de53deddccc89d1335.doc

City of Alexandria, Virginia

MEMORANDUM

DATE: OCTOBER 1, 2008

TO: ROSE WILLIAMS BOYD, DIRECTOR, CITIZEN ASSISTANCE

FROM: JEAN KELLEHER NIEBAUER, DIRECTOR, HUMAN RIGHTS

SUBJECT: REPORT OF COMMITTEE STUDYING BOARDS & COMMISSIONS

The Human Rights Commission at its September monthly meeting discussed the report of the committee studying boards and commissions and offered the following comments:

1) Term Limits

- Imposing term limits will have unintended consequences
- Consider how designated seats will be impacted (for example, a commissioner or board member might have served more than 10 years on the primary entity, but fewer years in the designated seat on another)
- Permit existing terms to run, so that institutional knowledge is preserved
- Consider a waiver provision, similar to the residency waiver, so that vacancies can be filled

The HRC does not oppose the imposition of term limits outright, because it values diversity and encourages new input on boards and commissions.

2) Consolidation

- If there are vacancies that are difficult to fill or entities that cannot convene a quorum regularly, then combine functions or eliminate certain boards or commissions
- Consider the budget implications of staffing

The HRC is willing to assume responsibility for the function of the Fair Housing Testing Advisory Board. This Board has unfilled vacancies and has difficulty convening a quorum. Housing and Human Rights staff work together and recommend periodic reporting to and oversight by the Executive Committee of the HRC. Similarly, the designated seat on the HRC for the Economic Opportunities Commission should be eliminated; perhaps the mission of the EOC itself should be redefined and the commission merged with another.

3) Record Keeping

- Minutes and official records of boards and commissions should be scanned for electronic archives
- Roster/chart should be checked for accuracy – for example, the HRC is omitted and the Commission for Women description is incorrect



Derek Schultz/Alex
09/17/2008 04:42 PM

To Rose Boyd/Alex@Alex
cc
bcc
Subject BFAAC Motion

Rose,

I'm not sure if you are the correct person to send this to. Below is a motion by the BFAAC committee that occurred last night. If you aren't the correct person to send it to I apologize and ask who should I send it to?

Thank you,

Derek Schultz
City of Alexandria
Office of Management and Budget
(703) 838-4806 x382 (voice)
(703) 706-3991 (fax)

As you know, BFAAC took an action last night regarding the term limit question re members of City boards, commissions and committees. Attached is a copy of the motion and the text is also shown below. Please send on for the record to Derrick as well, since I do not have his full name and therefore email address. Thanks. Jim

Motion: At its September 16, 2008 meeting, the Budget and Fiscal Affairs Advisory Committee considered the request for comment contained in the June 19, 2008 Memorandum Subject: Report from the Council Committee on Boards and Commissions. Based on the information provided in the Memorandum, BFAAC sees no need to institute a policy for Term Limits (as described in the Memorandum on page 3).

Jim Butler, BFAAC Secretary

Work: 703.797.6018
Jbutler@nachri.org
Home: 703.370.3334
Butlers2@erols.com
Cell #: 703.798.1032



Motion re term limits 09 16 08.doc



"Bill Harris"
<wpharris@comcast.net>
09/16/2008 08:39 AM

To "Rose Boyd" <rose.boyd@alexandriava.gov>
cc "MaryAnn Griffin" <MaryAnn.Griffin@alexandriava.gov>, "Debbie Ludington" <Debbie.Ludington@alexandriava.gov>
bcc
Subject Response to July 1st Letter re Docket Item 35/6-24-08

Rose,

The recommendations accompanying your July 1, 2008 letter to committee and commission chairs were distributed to the Commission on Aging for the members to review prior to the commission's first monthly meeting last week. The recommendations were discussed. No votes were taken but there was consent by the members on the following items:

1. The Commission on Aging needs to meet monthly.
2. There should NOT be a ten year limit on terms.
3. Annual reports should be submitted to the City Council.

Bill Harris, Chair
Commission on Aging



OFFICE OF HOUSING
LANDLORD/TENANT RELATIONS

421 King Street, Suite 200
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September 30, 2008

Rose Williams Boyd
Executive Secretary for
Boards and Commissions
Citizen Assistance Office
P. O. Box 178
Alexandria, Virginia 22313

Dear Ms. Boyd,

At its September 3, 2008, meeting, the Landlord-Tenant Relations Board reviewed the report from the City Council Committee on Boards and Commissions. The Board is extremely concerned with the recommendation to implement term limits of no more than 10 consecutive years. Most of the Landlord-Tenant Relations Board's members have served more than 10 years. While we recognize the need to allow all members of the community to serve, we note that in some instances positions on the Landlord-Tenant Relations Board have been vacant for several months, and in the case of a current vacancy, more than one year.

Long term vacancies present a problem. Unlike most Boards and Commissions which consider a quorum to be more than half of occupied positions, the Landlord-Tenant Relations Board cannot exclude a vacant position in determining a quorum. The nine member Landlord-Tenant Relations Board was created by ordinance, and City Code specifies that the presence of a minimum of six members is required for a quorum. There have been occasions meetings were canceled because of lack of a quorum due to vacancies. If at any given time two positions are vacant, a quorum cannot be established if more than one other member needs to be absent from the scheduled meeting.

At its September meeting the Landlord-Tenant Relations Board voted six to one to recommend that the Board be exempt from any term limits established for Boards and Commissions. However, if Council rejects this recommendation and decides that term limits should apply to the Landlord-Tenant Relations Board, we request that incumbents unopposed for appointment be exempted from any term limits imposed.

Thank you for the opportunity to comment and consideration of our concerns.

Sincerely,

Cynthia Clare, Chairperson
Landlord-Tenant Relations Board



"Dechant, Jason A"
<jdechant@ida.org>
09/10/2008 10:39 AM

To <Rose.Boyd@alexandriava.gov>

cc

bcc

Subject Boards and Commissions Report Response

Rose Boyd
Citizen Assistance Office
P.O. Box 178
Alexandria, VA 22313

Rose:

Thank you for the opportunity to provide comment and feedback on the report from the City Council Committee on Boards and Commissions. Below are the comments from the Social Services Advisory Board (SSAB). Please don't hesitate to contact me with any questions.

* The SSAB agrees, in principle, with the third recommendation requiring that annual reports be submitted. The board feels that this is an important means of communicating accomplishments and goals. One open question is whether departmental annual reports can satisfy the reporting requirement of the individual boards that support its mission. For example, the Department of Human Services' annual report frequently documents the accomplishments of its board-would this satisfy the requirement?

* The SSAB discussed its meeting schedule (per recommendation #6) and determined that it needs to continue to meet on a monthly basis in order to accomplish its goals.

One issue on which there was not consensus but that I would still urge you to consider is a more thorough assessment of the boards and commissions and opportunities for streamlining them. There are natural intersections between some of them creating the opportunity for consolidation of some and relieving the "planning fatigue" cited by some in the city.

Again, thank you for the opportunity to provided feedback on the report. I stand by to answer any questions.

Regards,

Jason Dechant
Chair, Social Services Advisory Board



ALEXANDRIA COMMUNITY SERVICES BOARD

Promoting Respect, Recovery, Hope



Mary Riley, Chair

720 North Saint Asaph Street
Alexandria, Virginia 22314

Phone: 703-838-6400

TDD: 703-838-5054

Fax: 703-838-5070

Michael Gilmore, Ph.D.
Executive Director

September 5, 2008

Ms. Rose Williams Boyd
Executive Secretary for Boards
and Commissions
Citizen Assistance Office
P.O. Box 178
Alexandria, VA 22313

Dear Rose,

Our Board reviewed the report from the *City Council Committee on Boards and Commissions* at its September 4, 2008 meeting and had the following comments:

- Several members commented that the current requirement for Council-appointed Board and Commission members to go to the Courthouse to be sworn in by the Clerk of the Court is too time-consuming. The suggestion was made that either the Board Chair or the CSB's Executive Director be empowered to administer the oath of office so that the trip to the Courthouse could be avoided.
- It would not be possible for our Board to submit its Annual Report at the same time as the Annual Attendance Reports are due, as our Annual Report is typically not published until late Fall. We can, however, submit our strategic goals for the coming year, as well as a status report on the previous fiscal year's goals, by September of each year.
- Our Board is not able to meet less frequently than monthly, due to the extensive workload and the need to approve grant applications and other items with short timelines.
- In the CSB Mission Statement, please replace "mental retardation" (appears twice) with "intellectual disabilities" and change the last line to read: "services to those persons with mental illness, intellectual disabilities and substance use disorders."

If you should have any questions, please give me a call at 703-836-8823 or email maryriley@comcast.net.

Thanks, Rose.

Sincerely,

Mary

Mary Riley



Jacqueline Schenkel
<js@schenkelonline.com>

08/29/2008 05:45 PM

Please respond to
Jacqueline Schenkel
<js@schenkelonline.com>

To william.euille@alexandriava.gov, timothylovain@aol.com,
councilmangaines@aol.com, council@krupicka.com,
delpepper@aol.com, paulcsmedberg@aol.com,

cc

bcc

Subject COA Contact Us: Term Limit proposal for the city's
committees

COA Contact Us: Mayor, Vice Mayor, and Council Members

Time: [Fri Aug 29, 2008 17:45:32] IP Address: [71.191.25.118]

Issue Type: Mayor, Vice Mayor, and Council Members
First Name: Jacqueline
Last Name: Schenkel
Street Address: 2602 Ridge Road Drive
City: Alexandria
State: VA
Zip: 22302
Phone: 703-549-3209
Email Address: js@schenkelonline.com
Subject: Term Limit proposal for the city's committees

Good afternoon,
I am the Secretary on the Alexandria-Caen Sister Cities
Committee. I have been on the committee for almost three years. I am in
favor of terms limits for the City's Committees and in particular for
Chairmanship of the committees.

I actually thought we already had term
limits of two years and that renewal was not automatic. When I reapplied
last year, I expected that my name and request would be put back in the
'hamper' along with other applicants. I did not take it for granted that I
would be renewed.

But since we have the opportunity to comment, here is
a proposition:

- Have term limits on Chairmanship of the Committees of
one term of 3 years and
- turn over of membership (2 terms of 2 years
limit) with possibility to be 'called back' or to re-apply after one year

off or when space opens up whichever is sooner;
- allow excused absence

for vacation (apparently only medical or work-related absences are excused); you need to be careful here because for some committees, volunteers are not that numerous.

the chair could be elected by

Committee members and approved by the City Council.
The term limit for

members does not change what I thought was in force right now; it allows for renewal if there are more volunteers than applicants while maintaining less popular committees reasonably staffed.

I think it would be a

mistake to have absolute committee members term limit, i.e., one serves xx years and is gone because some committees like ours are never full. we would then be in a situation of turning away volunteers when there is no one to replace them.

Comments:

I propose term limits on Chairmanship in particular because the Chair has a particularly strong impact on the a committee's direction. Members who join committee should be expected and allowed to contribute in a variety of ways and not just in particular projects 'because this is the way we have always done it', i.e., according to the Chair or a small group of long time serving members. Challengers for that position in particular should be welcome.

My experience with other volunteer organizations is that 'officers', i.e, Chair, Vice-Chair, Secretary and Treasury are elected annually.

The election does not mean incumbent officers cannot be re-elected, it simply states that if members are interested in serving, they can have a shot at any position they wish on their committee. This keeps members interested and active. my observation is that when members stay too long in one position, there tends to develop a cliquish attitude which becomes a turn off for new members who soon leave; Or, ideas from new comers are not welcome and valuable new

volunteers' potential is not put to good use for the City.

if you have

come to this point, thank you for reading my comments and thank you for the work you do for the City.

Sincerely,
Jacqueline Schenkel.



mdelligatti@comcast.net
08/17/2008 04:38 PM

To Rose.Boyd@alexandriava.gov (Rose Boyd)
cc
bcc
Subject second try to send

Rose,

Second try, Can't remember if I copied you on the attached. I sent it to the Council and their aids. If I recall correctly, I'll be in Caen when they discuss this, so I won't get a chance to speak to it. But I doubt that the input of someone like me will matter very much. The members of the Committee were all pretty upset by the report. I don't think Del and Tim quite understand the sensitivity of people who serve without remuneration and who often spend hundreds of dollars a year out of their own pockets to make these committees work.

Best regards,



Mark term limits.doc

I am writing to suggest an alternative to term-limits as a solution to the problem addressed in the Pepper-Louvain Report on Boards, Committees, and Commissions.

I believe that, while term-limits may resolve an issue the City Council faces in filling vacancies on a limited number of Boards, Committees, and Commissions, term-limits would have unanticipated consequences on those Boards, Committees, and Commissions which depend upon experienced, dedicated members to accomplish their missions.

Another pathway exists which would potentially reduce the amount of time that seats remain vacant on Boards, Committees, and Commissions and reserve the more draconian term-limits for those select cases where low or no turnover truly prevent new members from participating. The Council could adopt a policy of approving all qualified members who apply for a vacancy, with the understanding that those approved will be seated as vacancies occur, based upon the date of their applications. This certainly makes sense for committees like the one on which I serve, where turnover is fairly constant.

A second benefit of the approach I am proposing is that it would cut down on the amount of time it takes to fill a vacancy on Boards, Committees, and Commissions. Currently, depending on when the vacancy occurs, it may take anywhere from two to five months to fill a vacancy (that longer time reflecting vacancies that occur too late to be filled before the Council goes on summer break). If my recommendation were adopted, the Office of Citizens Assistance could contact approved candidates immediately upon learning of a vacancy and maintain fuller rosters on committees where turnover occurs regularly.

For those Boards, Committees, and Commissions that have one or no vacancies in the course of a calendar year, and where there are a significant number of interested applicants, then term-limits could be considered, but only after making the Board, Committee, or Commission aware of the situation and seeking volunteers to step down. In this way, the "nuclear option" of removing a valued and dedicated member of an organization would only be a last resort.

As Chairman of the Alexandria-Caen Sister City Committee, I was provided a copy of the Pepper-Louvain Report. The Pepper-Louvain Committee should be commended for the time and effort it put into this project. While I believe that the Mayor and City Council have been diligent in carrying out their duties with regard to choosing members for Alexandria's Boards, Committees and Commissions, I understand that it must be difficult in those cases where you must choose among qualified candidates. From the report, I infer that there are cases where very little turnover on a committee has led to a perception, at least, that it is difficult for interested citizens to get appointed to such committees.

I have been a member of the Alexandria-Caen Sister City Committee for about 8 years. In the years that I have served on the committee, I have seen its membership shrink to as few as 3-4 members. In fact, by the fourth year that I served on the committee, it had had about an eighty percent turnover. Rarely has the Committee had its full complement of 17 members for more than a few months, before one or more vacancies occur. I do not imagine that an interested person would have had to try more than twice to gain a seat on the Committee.

One thing that has become abundantly clear to me since I accepted the Chair of the Alexandria-Caen Sister City Committee is that the work we do benefits greatly from a

core group of long-term dedicated members. As anyone who has served on a City committee can tell you, there is little glamour or glory that comes from the service. In the case of Alexandria's three Sister City Committees, we need people who are open to learning and

accepting the culture of another part of the world. We also need people who are willing and able to assist in planning and carrying out all of the activities that go into hosting a delegation of citizens from one of our sister cities. In all that we do, we are acting as "citizen diplomats," the term President Eisenhower chose when he created *Sister Cities International* over 50 years ago. He believed that by getting to know other cultures, we could prevent future wars. I credit those who have served longest on my committee with doing the most to maintain and deepen the ties between Alexandria and Caen.

Were term-limits to be adopted, they would have the effect on the Alexandria-Caen Sister City Committee of forcing the most experienced and dedicated members to leave a committee that historically always has had a high turnover in membership. What good would that serve? Sister city committees simply do not work efficiently or effectively when there are not members who know and understand the culture of the Sister City and have a solid relationship with their counterparts in the Sister City.

I would ask you to consider my proposal with an open mind. I truly believe that no good can come from term-limits. We need only look to the State of California to see what havoc term-limits create. Within a few years after term limits were enforced, the State's economy and budget were a shambles. All political comity was lost in the State Legislature. A vindictive and expensive recall was undertaken of the State's governor and to this day, this wealthy and prosperous State teeters on the brink of fiscal insolvency because of the lack of an experience core of members of its legislature. Please don't visit this plague on our fair city.

Finally, I would ask you the following question. Should you impose term-limits on citizen volunteers, will not those who have repeatedly been denied seats on the City Council begin to ask the question of why term-limits should not be imposed on you?

These views are my own and do not necessarily reflect the views of the members of the Alexandria-Caen Sister City Committee.

Sincerely,

Mark S. Delligatti



Barbara Jayne Clancy
<clancydawson@comcast.net
>

08/17/2008 01:24 PM

Please respond to
Barbara Jayne Clancy
<clancydawson@comcast.net>

To william.euille@alexandriava.gov, timothylovain@aol.com,
councilmangaines@aol.com, council@krupicka.com,
delpepper@aol.com, paulcsmedberg@aol.com,

cc

bcc

Subject COA Contact Us: Term Limits for Boards and Commissions

COA Contact Us: Mayor, Vice Mayor, and Council Members

Time: [Sun Aug 17, 2008 13:24:45] IP Address: [76.21.187.239]

Issue Type: Mayor, Vice Mayor, and Council Members
First Name: Barbara Jayne
Last Name: Clancy
Street Address: 223 North Saint Asaph Street
City: Alexandria
State: VA
Zip: 22314
Phone: 703-549-8663
Email Address: clancydawson@comcast.net
Subject: Term Limits for Boards and Commissions

I am writing with regard to the proposal to impose term limits on citizens serving on City Boards and Commissions. While I generally do not agree with terms limits in federal, state, city and county office because I believe that experience is extraordinarily important in carrying out the business of governing, in the case of Council's proposal for term limits for boards and commissions I am not opposed to such a proposal. While experience is an asset in working on boards and commissions, it should not be decisive. There are other equally important qualities that should be considered such as enthusiasm, commitment and openness to new ideas and follow through. I would recommend that the term be extended to twelve years, however, to make sure that the experience factor is totally utilized.

I currently serve on the Alexandria/Caen Sister City committee and believe that the work we do in fostering goodwill and relations between these cities is invaluable. Thank you for the opportunity to serve the

ALEXANDRIA SANITATION AUTHORITY

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ALEXANDRIA, VIRGINIA 22313-1987

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THOMAS VAN WAGNER, VICE CHAIRMAN
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DAVID C. NICHOLS, MEMBER
JIM LARRISON, MEMBER



KAREN L. PALLANSCH, P.E., DEE
ENGINEER-DIRECTOR

McGUIREWOODS LLP
GENERAL COUNSEL

August 20, 2008

Ms. Rose Williams Boyd
Executive Secretary for Boards and Commissions
Citizen Assistance Office
P. O. Box 178
Alexandria, VA 22313

AUG 25 2008

CITIZEN ASSISTANCE
OFFICE

RE: Report from the Council Committee on Boards and Commissions

Dear Ms. Boyd,

The members of the Alexandria Sanitation Authority have reviewed the referenced memo. Please find attached a memo prepared by the Authority's legal counsel at the Board's direction raising several issues regarding term limits for Authority Board members.

There are a few other comments that we would like noted. Under Item 2, ASA has had a long term presence on the Local Emergency Planning Committee and would like that presence maintained should its status as a committee change. Item 3 requires an annual yearly submission in July. The Authority's fiscal year runs October through September. Annual and financial reports and audits are presented to Council in late January of the following year. A reporting deadline in July would be impractical and not offer City Council a timely nor complete picture. The Authority requests that it maintain its reporting dates in January as opposed to the recommended July date.

Please contact me at 703-838-4060 x202 or Ms. Karen Pallansch with ASA if you have any questions.

Sincerely,

Edward Semonian
Chairman
Alexandria Sanitation Authority

Cc: ASA – K. Pallansch

TO: ASA Board of Directors

FROM: Jonathan Rak and Stanley Franklin

DATE: August 18, 2008

RE: Proposed Board Term Limits

Issue

As you requested, we have reviewed the Report from the City Council Committee on Boards and Commissions. This Report includes the following recommendation:

The Committee recommends that unless specified by federal, state or City legislation, after serving 10 consecutive years on any board, commission or committee, at the expiration of the current term, the incumbent would not be eligible for immediate reappointment to that group, but can apply for the next vacancy. Any incumbents as of the effective date of the ordinance would be eligible for at least one more consecutive term. This limitation would not apply to the groups listed below or to organizational designees in designated positions, elected officials and their designees, and city staff.

The following groups have policy-making and/or regulatory authority and the Committee and the City Attorney will study whether there are legal obstacles to imposing term limits on these groups.

1. Planning Commission
2. Board of Architectural Review
3. Board of Real Estate Assessments
4. Board of Zoning Appeals
5. Community Services Board
6. **Sanitation Authority**
7. Building Code Board of Appeals

City Council has requested comments from the affected boards and commissions on the proposed term limits.

experience, even when city council is satisfied with the performance of a board member.

Impact on Bond Financing:

ASA routinely borrows money for capital projects through the issuance of bonds. The interest rates paid on those bonds depends in large part on the confidence of ratings agencies and institutional investors in the experience and stability of management at ASA. The long tenure of certain members of the Board gives confidence to the markets in ASA's ability to manage the projects financed by bonds. Imposition of term limits which force greater turn-over on the Board may be a negative factor in the bond markets.

Conclusion

The ASA Board has very different roles from the other Boards and Commissions subject to the proposed term limits. ASA has neither an advisory nor regulatory role in the city government. Rather it has direct responsibility for the operation and expansion of a critical public service. The stability of its governance is very important in serving this function. The city has been well-served by having board members serve for long periods of time. We believe that the proposed term limits are not advisable and may contradict the statutory authority for ASA.

The Alexandria Commission on HIV/AIDS reviewed the Report from the Council Committee on Boards and Commissions as requested. The commission commented on the following sections pertaining specifically to the commission.

Committee Recommendation:

It was noted in Section 2 of the Review Recommendations that the “membership of this group should be restructured by broadening the positions (it appears that there are too many designated positions that are currently unfilled) and reducing its size.”

Commission Response:

In 2007, the commission reviewed all seats on the commission and noted those agencies with long term vacancies, those who are no longer operating, and those that no longer offer HIV/AIDS services to the community. The commission selected four seats for removal and one seat was broadened (the seat formerly designated for T. C. Williams High School was changed to Alexandria High School student to include Alexandria students who attend private schools located in Alexandria). The recommendation was put before City Council and approved in June of 2007. The commission feels the remaining agencies holding seats on the commission are valuable to the commission.

Term Limits:

The commission did not have any strong feelings either way to the recommendation of term limits. It was noted that three commissioners have held seats on the commission since its inception and all three are organization/agency designees, which the term limit would not apply to.



OCT 07 2008

September 29, 2008

The Honorable Mayor and Members of City Council
City Hall
301 King Street
Alexandria, VA 22314

Dear Mayor William D. Euille and Members of City Council:

In June 2008, the Alexandria Council of Human Service Organizations (ACHSO) issued a comprehensive needs assessment. Among the report's strategic and cross-cutting recommendations, are ones that identify the need to streamline the collaborative planning groups addressing human service issues in order to address *planning fatigue*.

While ACHSO is not a City Council appointed group with a direct relationship to the City's recently released report on City boards and commissions, its members serve on or participate with many of the City's boards and commissions, or serve and represent clients impacted by these groups. Consequently, we commend the report for its recognition of the need to streamline planning groups.

Specifically, we strongly encourage the City and its boards and commissions to look at areas for collaboration or merger. Additionally, we support the recommendation that encourages existing boards and commissions to review the frequency of their meetings.

ACHSO's purpose is to *improve human services through cross sector collaboration to benefit the entire Alexandria community, resulting in an innovative and integrated human service model*. The Council's goals are to:

- Convene representatives for non-profit and City agencies to foster collaborations and partnerships.
- Promote best practices and information exchange in human service delivery in Alexandria.
- Advocate for human service needs on the behalf of constituents.
- Build organizational capacity through training and information-sharing sessions.

Since our first meeting in March 2006, non-profit and City agency executive directors and senior administrative officers, including the Alexandria City Public Schools administrators, have



Attachment

ALEXANDRIA COUNCIL OF HUMAN SERVICE ORGANIZATIONS

MEMBERS

Alexandria City Public School
Alexandria Community Trust
Alexandria Department of Human Services
Alexandria Department of Mental Health, Retardation & Substance Abuse
Alexandria Department of Recreation, Parks & Cultural Activities
Alexandria Health Department
Alexandria Juvenile & Domestic Relations Court Service Unit
Alexandria Library
Alexandria Neighborhood Health Services, Inc.
Alexandria Office on Woman
Alexandria Olympic Boys & Girls Club
Alexandria Seaport Foundation
Alexandria Tutoring Consortium
Alexandria Volunteer Bureau
ALIVE!
Alzheimer's Family Day Center
American Red Cross/Alexandria Chapter
Arlington-Alexandria Coalition for the Homeless
Bethany House of Northern Virginia, Inc.
Brain Injury Services, Inc.
Carpenter's Shelter
Center for Alexandria's Children
Community Lodgings, Inc.
Computer C.O.R.E.
CrisisLink
Friends of Guest House
Hispanic Committee of Virginia
Hopkins House
Housing Department
K.I. Services, Inc.
Legal Services of Northern Virginia
Literacy Council of Northern Virginia
New Neighbors Education Center
Northern Virginia AIDS Ministry
Northern Virginia Family Service
Northern Virginia Health Education Center
Northern Virginia Resource Center for Deaf and Hard of Hearing Persons
Northern Virginia Urban League
Parent Leadership Training Institute of Alexandria
Prevention of Blindness Society
Rebuilding Together
Senior Services of Alexandria
Stop Child Abuse Now/SCAN
Tahirih Justice Center
The Campagna Center
The Child & Family Network Centers
The Reading Connection
Whitman Walker Clinic, Inc.