

# City of Alexandria

## FY 2002 BUDGET

### ALEXANDRIA CITY COUNCIL

Kerry J. Donley, Mayor

William C. Cleveland, Vice Mayor

Claire M. Eberwein

William D. Euille

Redella S. Pepper

David G. Speck

Joyce Woodson

### CITY MANAGER

Philip Sunderland

Michele Evans, Assistant City Manager for Council Relations and Administration

Mark Jinks, Assistant City Manager for Fiscal and Financial Affairs

Lori E. Godwin, Assistant City Manager for Operations

Daniel A. Neckel, CPA, Director of Finance

Richard Sanderson, Director of Real Estate Assessments

Prepared by the Office of Management and Budget

**Mark B. Jinks, Assistant City Manager for Fiscal and Financial Affairs**

**Carol Anne Moore, Acting Deputy Director**

**Alfred J. Coleman, Budget/Management Analyst**

**Paul R. K. Doku, Budget/Management Analyst**

**Valerie A. Moore, Budget/Management Analyst**

**Morgan E. Routt, Budget/Management Analyst**

**Angela B. Smith, Budget/Management Analyst**

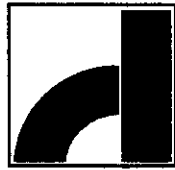
**Kendel E. Taylor, Budget/Management Analyst**

**Dawn M. Webster, Administrative Officer**

To recognize the individual efforts of OMB staff and to help locate responsibility for component parts of the budget document, the initials of primary and back-up OMB staff appear at the bottom of each page of the document.

OMB staff also wish to acknowledge the contributions of the General Services staff in the Mail Services Division and the City's Print Shop for their assistance in the preparation of this budget document.

GFOA Award

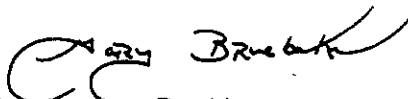


GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO  
City of Alexandria,  
Virginia**

**For the Fiscal Year Beginning  
July 1, 2000**

  
President

  
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2000.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

## Table of Contents

<p>Table of Contents . . . . . i</p> <p>I. MESSAGE</p> <p style="padding-left: 20px;">City Manager's Budget Message . . . . . 1</p> <p>II. UNDERSTANDING THE BUDGET</p> <p style="padding-left: 20px;">City Organization Chart . . . . . 2-1</p> <p style="padding-left: 20px;">Understanding the Budget . . . . . 2-2</p> <p style="padding-left: 20px;">Summary of Changes in the General Fund Budget . . . . . 2-12</p> <p>III. FACTS AND FIGURES . . . . . 3-1</p> <p>IV. SUMMARY TABLES</p> <p style="padding-left: 20px;">A. <u>Expenditure Summaries</u></p> <p style="padding-left: 40px;">Statement of Total Expenditures . . . . . 4-3</p> <p style="padding-left: 40px;">Share of Budget By Department . . . . . 4-4</p> <p style="padding-left: 40px;">Expenditure Summary . . . . . 4-7</p> <p style="padding-left: 40px;">FY 2002 Proposed Budget by Program . . . . . 4-15</p> <p style="padding-left: 20px;">B. <u>Revenue Summaries</u></p> <p style="padding-left: 40px;">General Fund Revenue Distribution . . . . . 4-26</p> <p style="padding-left: 40px;">Summary of Budgeted Revenues and Other Financing Sources . . . . . 4-27</p> <p style="padding-left: 40px;">General Fund Revenue Summary . . . . . 4-28</p> <p style="padding-left: 40px;">Statement of Estimated Real Property Tax Revenues . . . . . 4-35</p> <p style="padding-left: 40px;">Real Estate Tax Rates by Calendar Year . . . . . 4-37</p> <p style="padding-left: 40px;">Real Property Tax Base . . . . . 4-40</p> <p style="padding-left: 40px;">Real Estate Assessments by Calendar Year . . . . . 4-42</p> <p style="padding-left: 40px;">Real Property Assessments Compared to Real Property Tax Revenues . . . . . 4-44</p> <p style="padding-left: 40px;">Real Property Tax Revenue as Compared to Inflation . . . . . 4-45</p> <p style="padding-left: 40px;">Per Capita Residential Real Estate Tax Revenue . . . . . 4-46</p> <p style="padding-left: 40px;">FY 2002 Proposed Tax Rates for Major Revenue Sources . . . . . 4-47</p> <p style="padding-left: 40px;">Grant Funding Summary . . . . . 4-49</p> <p style="padding-left: 40px;">Community Development Block Grant . . . . . 4-56</p> <p style="padding-left: 20px;">C. <u>Fund Balance</u></p> <p style="padding-left: 40px;">Statement of Estimated General Fund Fund Balance . . . . . 4-59</p> <p style="padding-left: 40px;">Statement of Estimated Undesignated Fund Balance . . . . . 4-63</p>	<p style="padding-left: 20px;">D. <u>Forecast Scenarios</u></p> <p style="padding-left: 40px;">Multi-Year Revenue and Expenditure Forecast Scenarios . . . . . 4-65</p> <p style="padding-left: 20px;">E. <u>Personnel Summary</u></p> <p style="padding-left: 40px;">General Salary Adjustments . . . . . 4-74</p> <p style="padding-left: 40px;">Changes in Full-Time Positions . . . . . 4-75</p> <p style="padding-left: 40px;">Employment . . . . . 4-83</p> <p>V. LEGISLATIVE AND EXECUTIVE</p> <p style="padding-left: 20px;">City Council . . . . . 5- 5</p> <p style="padding-left: 20px;">City Manager . . . . . 5- 9</p> <p style="padding-left: 20px;">City Attorney . . . . . 5-15</p> <p style="padding-left: 20px;">City Clerk and Clerk of Council . . . . . 5-19</p> <p>VI. COURTS AND CONSTITUTIONAL OFFICERS</p> <p style="padding-left: 20px;">18th Circuit Court . . . . . 6-3</p> <p style="padding-left: 20px;">18th General District Court . . . . . 6-7</p> <p style="padding-left: 20px;">Clerk of Courts . . . . . 6-11</p> <p style="padding-left: 20px;">Commonwealth's Attorney . . . . . 6-17</p> <p style="padding-left: 20px;">Court Service Unit . . . . . 6-25</p> <p style="padding-left: 20px;">Juvenile and Domestic Relations District Court . . . . . 6-33</p> <p style="padding-left: 20px;">Law Library . . . . . 6-37</p> <p style="padding-left: 20px;">Other Public Safety and Justice Activities . . . . . 6-41</p> <p style="padding-left: 20px;">Registrar of Voters . . . . . 6-47</p> <p style="padding-left: 20px;">Sheriff . . . . . 6-53</p> <p>VII. GENERAL GOVERNMENT</p> <p style="padding-left: 20px;">Citizen Assistance . . . . . 7-3</p> <p style="padding-left: 20px;">Finance . . . . . 7-9</p> <p style="padding-left: 20px;">General Services . . . . . 7-17</p> <p style="padding-left: 20px;">Human Rights . . . . . 7-25</p> <p style="padding-left: 20px;">Information Technology Services . . . . . 7-29</p> <p style="padding-left: 20px;">Internal Audit . . . . . 7-41</p> <p style="padding-left: 20px;">Management and Budget . . . . . 7-45</p> <p style="padding-left: 20px;">Non-Departmental . . . . . 7-49</p> <p style="padding-left: 20px;">Debt Service . . . . . 7-50</p> <p style="padding-left: 20px;">Contingent Reserves . . . . . 7-52</p> <p style="padding-left: 20px;">Office on Women . . . . . 7-57</p> <p style="padding-left: 20px;">Personnel Services . . . . . 7-63</p> <p style="padding-left: 20px;">Real Estate Assessments . . . . . 7-71</p>
---	---

# Table of Contents

---

## VIII. OPERATING AGENCIES

A. <u>Public Safety</u>	
Fire .....	8-3
Police .....	8-17
B. <u>Health and Welfare</u>	
Community Partnership Fund for Human Services .....	8-31
Health .....	8-35
Human Services .....	8-51
Mental Health, Mental Retardation and Substance Abuse .....	8-71
C. <u>Community Development</u>	
Housing .....	8-85
Other Planning and Economic Development Activities .....	8-97
Planning and Zoning .....	8-105
D. <u>Parks, Recreation &amp; Cultural</u>	
Historic Alexandria .....	8-127
Library .....	8-139
Other Recreation Activities .....	8-149
Recreation, Parks and Cultural Activities .....	8-153
E. <u>Public Works</u>	
Transit Subsidies .....	8-169
Transportation and Environmental Services .....	8-177

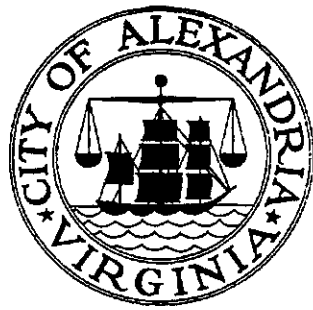
## IX. EDUCATION

Other Educational Activities .....	9-3
Schools .....	9-5

## X. APPENDICES

A. Glossary .....	10-5
B. Compensation Philosophy .....	10-11
C. General Salary Schedule .....	10-14
D. Public Safety Salary Schedule .....	10-15
E. General Schedule Classification Plan ..	10-17
F. Public Safety Classification Plan .....	10-37
G. FY 2002 City Holidays .....	10-39
H. Relevant Budget Legislative References .....	10-41
I. Layperson's Guide to Fund Balance ...	10-53

XI. INDEX .....	11-1
-----------------	------



*City of Alexandria, Virginia*

MEMORANDUM

DATE: MARCH 13, 2001

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER *PS*

SUBJECT: PROPOSED FY 2002 OPERATING BUDGET AND  
FY 2002-2007 CAPITAL IMPROVEMENT PROGRAM

---

I am pleased to present the City of Alexandria's proposed FY 2002 Operating Budget which totals \$429.4 million from all funding sources and \$349.9 million from local funding sources (the General Fund), and the proposed six-year Capital Improvement Program (CIP) for FY 2002-2007, which totals \$296.9 million from all sources of funding and \$197.3 million from local funding. Both documents reflect the solid financial health of the City. This was clearly demonstrated with last summer's strong AAA/Aaa ratings from both the major bond rating agencies, and stems in large measure from the objectivity and discipline that City Council has consistently brought to the budget process and other fiscal matters.

The proposed Operating Budget and CIP also reflect the strong economy that the City has enjoyed over the past year. The City's employment base has continued to grow as the three major segments of our economy -- technology, trade associations and tourism -- enjoyed a stellar year. Our tax base has increased by over \$1.3 billion, and demand for housing resulted in a healthy 3,449 home sales in 2000. The development of new office and new or improved retail space continued to be strong in most parts of the City.

However, while the region and the City have experienced an exceptional rate of economic growth in the past two years, growth appears to be slowing. The rate of regional job expansion is slowing, and high tech firms are experiencing a reduction in growth or have begun to layoff personnel. This slowdown in the rate of growth, coupled with national economic warning signs, have caused us to be cautiously optimistic about the fiscal year ahead. The City is well positioned, and we need to work to keep it so.

Tax Rates

The proposed Operating Budget does not recommend a change in any of the City's tax rates, including the present real property tax rate of \$1.11 per \$100 of assessed value.

## Major Objectives

The proposed Operating Budget and CIP address a number of major objectives that I believe are of vital concern to the City as we move into the new millennium.

1. Education and Children. Nothing better defines the nature of a community than the quality of education and the opportunities for positive development that it is prepared to offer its children. An essential role of local government is to help to provide quality education and development opportunities to its youth. The proposed Operating Budget and CIP work to address these principles.

The proposed Operating Budget fully funds the operating budget submitted by the School Board, and also provides for a 3% cost of living adjustment (COLA) for school personnel, for a total City support of \$108.4 million. This represents a \$9.6 million or 9.7% increase above the current fiscal year's level of City support for the Schools.

The CIP submitted by the School Board proposes capital spending totaling \$114.7 million over the FY 2002-2007 period, an increase of \$57.1 million, or nearly double the FY 2001-2006 CIP that was approved last year by Council. The proposed CIP includes \$93.8 million for the Schools' capital projects, a \$36.2 million or 63% increase over the current CIP. This fully funds all of the capital projects proposed by the School Board, except the \$20.9 million proposed by the School Board for expansion of elementary school facilities starting in FY 2005. Because the need for elementary facility expansions will depend on enrollment increases at the elementary school level over the next few years, I believe it is premature to include the elementary expansion projects in the CIP at this time. The inclusion of these projects in a CIP will be addressed when, and if, future enrollment data -- particularly kindergarten enrollment next fall -- demonstrate a clear need for these expanded facilities.

Also with respect to children, the proposed Operating Budget provides for an expansion of the City's child day care fee program to serve up to 150 additional children (\$1 million in additional federal funds and state match), and for additional City support to the Arlandria Health Clinic to assist in its child health care efforts (\$50,000).

In addition, I am recommending the establishment of a Youth Fund (\$100,000) to support particularly innovative activities that will promote and enhance positive youth development, particularly for adolescents. If approved by Council, staff will work with the Youth Policy Commission to prepare guidelines for this fund to ensure that its monies are used to advance strategies that are part of a positive youth development model, called the "developmental asset model," which has been identified by the Commission. It is anticipated that funded activities will, for example, be designed to enhance adult support of youth, create productive intergenerational relationships, provide safe places, and develop a commitment to learning and a consistent attention to values.

2. Public Safety and Public Infrastructure. The significant expansion of the City's residential and worker populations over the past ten years requires that we make appropriate adjustments to our public safety services, and highlights the need for the timely repair and



maintenance of our public infrastructure. In 1990, approximately 111,000 persons lived in Alexandria, and last week the 2000 Census reported a residential population of 128,283. In 1990, approximately 81,000 persons worked in the City; now, we estimate that over 90,000 are employed, a figure soon to be increased by the arrival of the U. S. Patent and Trademark Office (PTO) and its 7,100 employees, as well as associated law firms and other businesses which will want to locate adjacent to PTO.

The proposed Operating Budget includes the addition of a new Emergency Medical Service unit, which consists of eight paramedic personnel and an additional ambulance (\$543,300). This will increase to five the number of EMS units on duty at any time, which will enable us to reach our growing populations with timely and quality emergency medical care as we have in the past.

The proposed Operating Budget also provides City funding to continue the Domestic Violence Intervention Program, a grant-funded program operated in the Police Department, whose grant expires this year (\$328,600). This program, which is staffed by three police officers, a social worker and a support position, provides a variety of critical services to persons affected by domestic violence.

To address our public infrastructure, the proposed CIP provides added funds to evaluate and correct the problems with our aging sanitary sewers in the City's older neighborhoods, where we are experiencing the infiltration and inflow of ground and surface water (\$2.4 million over six years). The CIP also provides funds to enable us to repair on a regular basis and to reconstruct, and in some cases replace, deteriorating storm sewers (\$2.8 million over six years). In addition, funds are provided for the planned phase two repair and renovation of Market Square (\$2.4 million), and the remediation of significant structural problems at the Public Safety Center (\$5.1 million).

3. Land Use Planning and Development. We need to enhance our efforts to plan how land in the City (whether vacant or currently developed) should be used, reflecting sound land use principles, the consensus of property owners and the affected community, and uses that are realistically achievable and economically viable.

This will require the addition of substantial resources to the Department of Planning and Zoning. The proposed Operating Budget includes support for neighborhood planning activities and adds five new positions to the department, including three new professional planners, administrative support, and staff to assist City departments expand the use and utility of our geographical information system (\$446,000).

We have a significant number of approved major development projects that will require close monitoring by the City during construction. Over the next few years the Patent and Trademark Office, projects within the Carlyle development and along Eisenhower Avenue, the continued build-out at Cameron Station, the apartment and office buildings that have received preliminary site plan approval over the past 12 to 18 months, and quite possibly some development in the Potomac Yard Coordinated Development District all will be under construction.

It is essential that we have the capacity to ensure that these projects are built in accordance with approved plans, and that all public infrastructure items (e.g., roads, sidewalks, sanitary and storm sewers) are constructed in accordance with City standards. To expand and improve our construction review and inspection efforts, the proposed Operating Budget adds four new positions to the Department of Transportation & Environmental Services (\$196,800), and funds four additional construction inspectors in the Code Enforcement Bureau (\$209,700).

4. Traffic and Neighborhood Quality of Life. A major goal of the City government is to see that motor vehicles that travel through the City use our arterial and collector roads, and not our residential neighborhood streets. The achievement of this goal requires a commitment of significant resources.

The proposed CIP provides funds to plan for and undertake traffic calming measures in a number of City neighborhoods (\$400,000 a year for six years). The CIP also proposes funds to improve and enhance pedestrian safety, through the installation of new pedestrian signal heads, the erection of illuminated way-finding signs, and the redesign of heavily traveled intersections and school crossing access points (\$850,000 a year for six years).

The proposed Operating Budget provides permanent funding for the Gridlock Reduction Intervention Program (\$263,200), in order to maintain the presence of police personnel during the afternoon peak travel period at ten of the City's most congested intersections.

Another, closely related major goal of the City is to encourage residents to play a greater role in determining how to enhance the quality of life in their neighborhoods. The proposed Operating Budget provides funds for a new Neighborhood Partnership Program (\$50,000), a small grants program for relatively small neighborhood improvement projects, such as neighborhood entry signs, park play equipment, improved lighting or beautification efforts. Grants would be limited to \$5,000 so to maximize neighborhood and resident participation, and would require that residents participate in the planning and/or implementation of their project. If this program is approved for funding, proposed program guidelines will be presented to City Council later this year, and the program will begin before the end of the calendar year.

5. Recreation and Leisure Services. The City's recreation and leisure services need to be responsive to the needs of our expanding resident and work day populations. The need for added services has become very evident in the provision of library services. Since it opened last January, there has been an extremely high level of usage and demand for services and materials at the Charles E. Beatley, Jr. Central Library in the west end. The results of the Library's recent City-wide customer survey, to which nearly 1,100 citizens responded, clearly showed a desire for additional materials and services. The Duncan Branch Library is now overcrowded and in need of renovation. And we anticipate that there will be significant usage of the Burke Branch Library, which will be renovated and re-opened by the end of the year.

The proposed Operating Budget, therefore, provides funds for four additional full time, as well as additional part-time library staff at the Beatley and Burke facilities (\$241,200), the acquisition of increased materials for use at Beatley and all of the branches (\$152,700), a computer lab at the renovated Burke facility (\$44,600), and a new computer technician position to support the library

system's computer equipment (\$36,300). The proposed CIP provides funds for a much needed 8,000 square foot expansion of the Duncan Branch Library, with design work starting in FY 2002 and construction as early as FY 2003 (\$1.25 million). The CIP also includes funds to replace the Library's outdated automated catalog system (\$250,000).

With respect to parks and recreation, the proposed Operating Budget provides additional funds for improved maintenance of our parks and open space areas, the recently acquired Union Station and the waterfront (\$191,500). The proposed CIP provides an additional \$20,000 a year, for a total of \$40,000 a year, or \$240,000 over the life of the program, to undertake efforts to improve the appearance of the City's roadway median and entryway areas, including the planting of flowers, cover plants, stones and mulch.

The proposed CIP Budget also provides funds in FY 2002 for the renovation and expansion of the Jerome "Buddy" Ford Nature Center at Ramsay Elementary School (\$1.3 million in previous and new funding). The Nature Center's renovated space, which will be designed to operate "in tandem" with the new classroom space to be constructed in the former gymnasium space at Ramsay, will house an interpretive programming room, a nature gallery, a greenhouse, an animal holding and feeding area, and space for hands-on exhibits.

6. Environment. As a steward of the environment, the City government must respond when the environment is harmed. The proposed CIP includes funds to address the groundwater contamination at and near the Oronoco Street Outfall (where the storm sewer in Oronoco Street empties in the Potomac River) that is believed to have been caused by coal tar contaminants produced at the former City-owned Alexandria Gas Works that operated in the 19<sup>th</sup> and 20<sup>th</sup> centuries (\$3.2 million in previous and new funding). Remediation work is expected to be undertaken within the next 12 to 24 months, after a corrective plan is approved by the Virginia Department of Environmental Quality as part of its Voluntary Remediation Program.

The CIP also includes funds over the next six years to continue to address combined sewer overflow issues (\$2.8 million), as well as funds over the next six years for the restoration of environmentally sensitive areas to be identified (\$300,000).

7. Information Technology. It is essential that the City's information systems be current and reliable to enable the City government to respond to its citizens, deliver services and effectively administer its own internal operations. The FY 2002-2007 Information Technology Plan, which is a part of the proposed CIP, details the projects, systems and equipment that the City will require over the next six years. Included in this Plan are replacement, upgrade and consolidation of 113 City computer network servers (\$2.7 million over six years), replacement of the imaging system for the City Council meeting docket storage and retrieval system (\$0.4 million over six years), and continued improvements to City information systems involving, for example, real estate assessments, the City's web site, the development of electronic commerce systems, and other systems that support the functions of individual departments.

## Employees

The City government's most valuable resource is its employees. They need to be recognized as such, including through the provision of fair and appropriate compensation and benefits. Accordingly, the proposed Operating Budget provides for a COLA of 3% for City employees (\$4.2 million). This is slightly less than the Consumer Price Index for this region which was measured at 3.3% through November 2000. Also included in the proposed budget are merit increases for all eligible City employees (\$2.3 million), and an increase in the amount the City pays for employee health insurance to compensate for higher medical insurance costs (\$1.0 million). The funding of these compensation items is enabled, in part, by a reduction in the City's required contribution to the Virginia Retirement System (\$1.9 million).

## Affordable Housing

I have not expressly provided funding in the proposed Operating Budget in the area of affordable housing. This fall, the City Manager's Task Force on Affordable Housing will be recommending affordable housing initiatives which will be considered by City Council before the end of the calendar year. I anticipate that funding during FY 2002 for any new affordable housing initiatives will come from the Housing Trust Fund (which currently contains approximately \$3.9 million, and is likely to receive additional developer contributions over the next twelve months), and from ongoing grant monies received from the federal department of Housing and Urban Development. Funding for initiatives and activities in this area beyond FY 2002 will be determined in the context of future year budgets.

## State Budget

As I write this message, and as City staff has developed the budget, the State budget stalemate between the General Assembly and the Governor have made determination of state revenues, grants and subsidies for FY 2002 very difficult. Without final information on the State budget, we have generally assumed the same level of funding, program by program, as we have received in the current year, or as was projected early in the year by State agencies. At this time, it appears that reductions in State revenue are likely in FY 2001 and FY 2002. This is one reason we have included a contingent reserve of \$750,000 in the proposed Operating Budget. During the course of the budget process, the impact of the State funding reductions will become clearer, and may require the amendment of the proposed budget or CIP.

In the remainder of this memorandum, I provide a more detailed review of the proposed Operating Budget for FY 2002 and the proposed CIP for FY 2002-2007.

### HIGHLIGHTS OF PROPOSED OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM

Highlights of the proposed Operating Budget for FY 2002 are as follows:

- No change is proposed in the real property rate of \$1.11 per \$100 of assessed value, in any other tax rate, in the \$185 per year residential solid waste fee, or in

the twenty-cent per thousand gallon charge applied to sewer system usage. While the amount of personal property "car tax" relief is unclear at this time, it appears almost certain that the State will increase the exemption of personal property tax on the first \$20,000 of a vehicle's value to a level higher than the 47.5% exemption rate in effect in calendar year 2000.

- The proposed All Funds-supported Operating Budget for FY 2002 totals \$429.4 million, which represents an 8.3% increase from FY 2001.
- The proposed General Fund-supported Operating Budget for FY 2002 totals \$349.9 million, which represents a 9.1% increase from FY 2001.
- Of the proposed General Fund-supported Operating Budget, City support of the Schools' operating fund is proposed at \$108.4 million, which represents a 9.7% increase from FY 2001. For City departments and agencies, as well as City-funded outside organizations such as the DASH bus system, operating funds totaling \$214.1 million are proposed, which represent a 7.5% increase from FY 2001.

Highlights of the proposed Capital Improvement Program for FY 2002-2007 are as follows:

- The overall CIP, reflecting funds from all sources, totals \$296.9 million, a \$53.8 million or 22% increase from the CIP that was approved last year.
- The City-funded portion of the CIP totals \$197.3 million, which is \$41.0 million or 26% higher than the CIP adopted last year.
- The City-funded portion of the CIP funds \$93.8 million in Schools' capital projects, which represents an increase of \$36.2 million or 63% over the CIP adopted last year. The only capital projects in the School Board-submitted CIP which are not proposed to be funded are expansions of elementary school facilities (\$20.9 million). The construction of new elementary school space will be considered in future years based upon actual elementary enrollment experience.
- Funding for City government capital projects in the FY 2002-2007 time period is proposed at \$103.5 million, which represents a \$4.9 million or 4.9% increase from the CIP approved last year.
- To provide the City funding of \$197.3 million over the next six years, it is proposed that a combination of cash capital contributions and other sources totaling \$104.3 million be used over the FY 2002-2007 period to fund 53% of the CIP, and that the remaining \$93.0 million be bond financed. For the six year period of the CIP, this is approximately \$28 million more in bond funding than is contained in the current CIP.

- All City financial policies, including the important debt ratios, will continue to be satisfied under the proposed financing plan for the FY 2002-2007 CIP. The key indicator of *debt as a percent of the City's fair market real property tax base*, which has a ceiling of 1.6% and a target of 1.1%, is projected to remain at less than 1% for the entire six year period. I am confident that this financing plan for the CIP will keep the City's AAA/Aaa bond ratings well protected.

#### GENERAL FUND REVENUES PROJECTED FOR FY 2002

The proposed General Fund-supported Operating Budget is funded by projected revenues of \$346.4 million, and fund balance use of \$3.5 million.

Of these revenues, \$163.6 million or 47.2% is projected to come from real property taxes, based upon the recently released 2001 real property assessments. The 2001 assessments of real property total \$14.63 billion, which represents an increase of \$1.3 billion or 10.06% over the 2000 assessments of \$13.30 billion.

A few characteristics of the 2001 real property assessment are pertinent to note:

- Residential property constitutes 52% (\$7.57 billion) of the total 2001 assessments; commercial property (including non-locally assessed property) represents 48% (\$7.06 billion) of the total.
- Residential single-family property represents 40% (\$5.8 billion) of the total 2001 assessments; condominiums represent 12% (\$1.7 billion) of the total.
- Commercial multi-family property represents 12% (\$1.73 billion) of the total 2001 assessments; commercial office/retail/service property constitutes 28% (\$4.06 billion) of the total; commercial land and non-local assessed property represents 8% (\$1.26 billion).

Of the projected FY 2002 General Fund revenues of \$346.4 million, \$50.0 million or 14.4% is estimated to come from personal property taxes, including \$19.9 million in reimbursements from the State pursuant to the "car tax" program (this assumes an exemption of 70% of the tax on the first \$20,000 of a vehicle's value).

All City taxes other than real and personal property taxes (e.g., sales tax, meals tax, business license tax) are projected to total \$81.3 million in FY 2002. And non-tax (e.g., fees, charges, donations) and other General Fund revenue is projected to be \$51.5 million.

#### ALEXANDRIA CITY PUBLIC SCHOOLS (ACPS): OPERATING AND CIP FUNDING

##### ACPS Operating Budget

The Operating Budget I am proposing provides full funding of the School Board's submitted

operating budget of \$142.1 million. The proposed General Fund appropriation to ACPS is \$108.4 million, which represents a \$9.6 million or 9.7% increase over the General Fund appropriation to the Schools in the FY2001 Operating Budget.

Full funding of the School Board-submitted operating budget provides monies for the following:

- A merit and 3% COLA increase for all eligible school personnel (\$5.3 million).
- A system enrollment increase of 470 children (4.2%), which brings the system's total projected enrollment to 11,637 in the fall of 2001 (\$1.7 million).
- Continuation and expansion of the Board's "differentiated resources" program for elementary schools (\$1.1 million).
- Implementation of the Board's "Middle School Academic Plan" literacy program (\$397,254).
- Extension of the school day at T.C. Williams High School to seven-periods and provision for "block scheduling" at T.C. (\$663,524).
- Continuation and expansion of ACPS focus school programs (\$984,721).
- A pilot "Performance Evaluation Program" for teaching staff (\$351,554).

#### ACPS CIP Budget

The proposed CIP provides \$93.8 in General Fund funding for ACPS capital projects in the FY 2002-2007 period, which is 82% of the funds sought by the School Board.

The proposed CIP provides the following additional capital funding of \$36.2 million, beyond that provided in the CIP approved by City Council last year for the Schools. The major projects included both in the School's CIP and the proposed City CIP include:

- \$24.1 million for additions and renovations to T .C. Williams High School.
- \$12.8 million for the planned George Washington Middle School expansion (this is an addition to the \$4.8 million funded in FY 2001).
- \$10.3 million for the planned Francis C. Hammond Middle School expansion (this is in addition to the \$5.4 million funded in FY 2001).
- \$5.2 million for the Minnie Howard Ninth Grade Center addition.

CITY AGENCIES:  
OPERATING AND CIP FUNDING

The proposed General Fund Operating Budget for City agencies (including the Courts and Constitutional Officers but excluding debt service and cash capital) totals \$214.1 million, an increase of \$14.5 million or 7.5% over the \$199.5 million FY 2001 General Fund Operating Budget for City agencies.

Of this increase, the major City-wide factors in City employee compensation include \$7.6 million for compensation and benefit increases including \$2.4 million for merit increases; \$4.2 million for a 3% COLA; and \$1.0 million for an increase in the City's share of health insurance premiums.

Most of the remainder of the projected increase in the General Fund Operating Budget for City agencies, along with portions of the proposed FY 2002-2007 CIP, provide funding for the following initiatives, program enhancements and activities. These are in addition to the proposals described earlier in this memorandum.

Public Health and Safety

The proposed Operating Budget provides:

- West Nile Virus Program (\$71,600). This new funding will enable the City to protect its citizens with a program that will include spraying areas capable of holding standing water with the intent of killing the larvae of mosquitos in the spring, summer and fall months. This program would only be undertaken if conditions warrant its implementation.

The proposed CIP provides:

- New Health Department Building (\$5.5 million). Last year's CIP provided an initial \$2.5 million first-phase funding to replace the Health Department's outdated facility on St. Asaph Street to a location to be determined. The proposed CIP provides additional funding of \$5.5 million to bring the total funding for this facility to \$8.0 million. During the budget work session process, a needs assessment study relating to the relocation of the Health Department will be presented to City Council.

Community Development

The proposed CIP provides:

- Market Square (\$2.4 million). This amount is proposed for the renovation of Market Square, including waterproofing the parking garage, refurbishment of the Square's deck, planters, fountain and elevator, re-landscaping the Square and associated structural and architectural work.



- Lloyd House (\$290,000). This sum (when coupled with \$155,000 in prior City and State funding) is proposed for the renovation of Lloyd House, starting in FY 2002. This work will be undertaken pursuant to an historic structures report that has been prepared on the building, and will restore the facility and address serious interior structural issues.
- Waterfront Dredging (\$770,000). These funds are proposed to dredge the City marina from the Torpedo Factory to Founders Park, and to examine methods by which the accumulation of siltation may be minimized in the future. The accumulation of silt results in a number of boat slips being unavailable for rental, and triggers a large, periodic dredging expense.
- Alexandria Visitors and Convention Association (\$175,000). This additional funding will enable the Alexandria Convention and Visitors Association (ACVA) to meet increased operating expenses, as well as expand its marketing program.

### Youth

The proposed Operating Budget provides:

- Summer Recreation Program at Tucker School (\$11,000). Funds are provided to enable the Recreation Department to provide a recreational program this summer at the new Tucker Elementary School for children living in the City's west end.
- School Resource Officer (\$35,700). For the past four years, the Police Department has assigned a School Resource Officer to elementary schools under a grant received from the state. That grant ends in FY 2001, and City funds are proposed to continue this SRO position.
- Pre-School Psychological Services (\$62,100). Under a grant received from the Arlington Hospital Foundation in 1988, the Department of Mental Health, Mental Retardation and Substance Abuse has provided the services of a professional psychologist to ten pre-schools in the City. That grant ends in FY 2001, and the proposed budget provides for the continuation of these pre-school psychological services.

### Services to Citizens

The proposed Operating Budget provides:

- Companion Aide Services for the Elderly (\$162,600). To facilitate the hiring of qualified companion aides for the City's growing elderly population, funding is provided to increase the hourly compensation paid to companion aides. This wage increase will enable the Department of Human Services to fill vacant aide positions and thereby increase its services to the frail and disabled elderly.

The proposed CIP provides:

- Group Home Renovations (\$480,600). This amount is proposed over a six-year period to perform the capital replacement and repairs to 19 City-owned and -operated group homes for residents with special needs.

### Neighborhoods

The proposed CIP provides:

- Windmill Hill Park (\$100,000). This sum is proposed for improvements, to be performed in FY 2002, at Windmill Hill Park. These improvements may include irrigation work, relocation of the trail that leads out from the Wilkes Street tunnel, and the relocation of volleyball and basketball courts within the park. A community planning process, which will take place this spring and consist of neighborhood meetings and a work session and public hearing before City Council, will help determine the future improvements to be undertaken at this park.

### BUDGET DOCUMENT AIDS

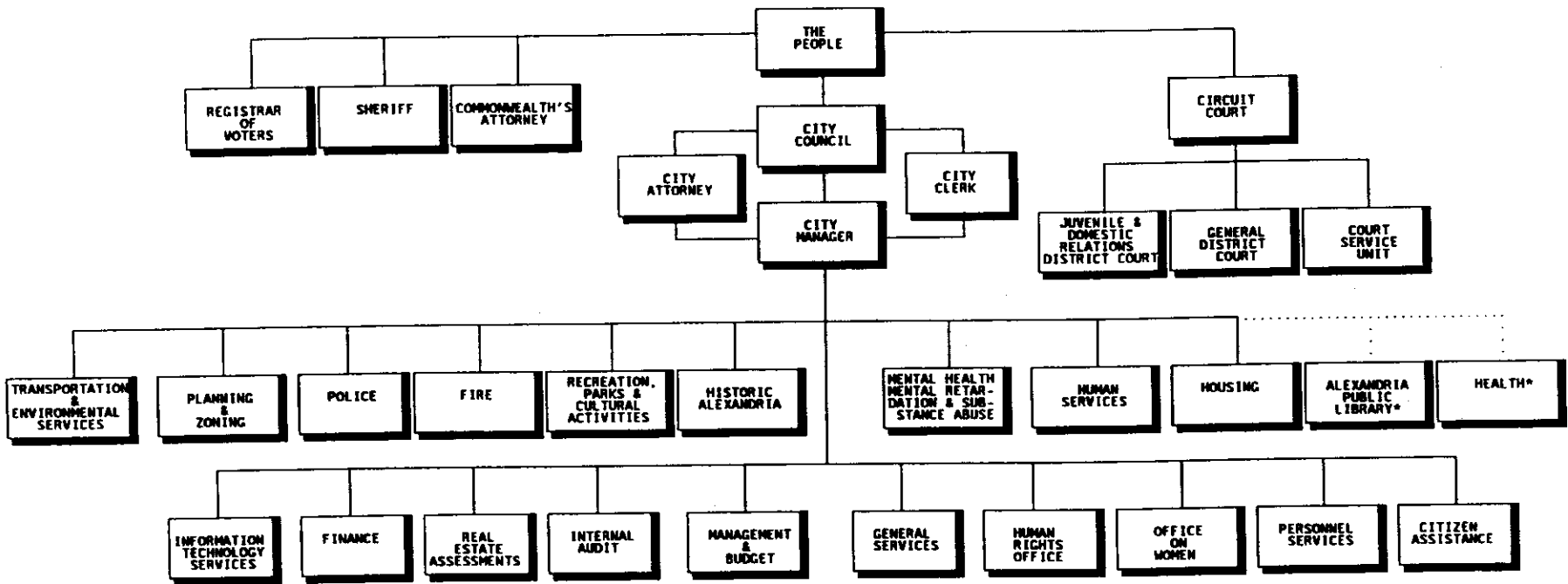
To locate additional information and to obtain further details on both the proposed Operating Budget and CIP, you will find in both the operating budget document and the CIP document a table of contents, summary information and charts, as well as an index. We hope that this information and the way that it is organized will help citizens in providing input during the budget process, and will assist Council in making the best decisions for the community for the upcoming fiscal year and the years beyond. The full proposed Operating Budget and CIP are available on line at the City's web site: [www.ci.alexandria.va.us](http://www.ci.alexandria.va.us)

### APPRECIATION

I want to thank the staff from all of our City departments and agencies who have devoted countless hours in the preparation of the budget documents. These documents simply would not have been possible without their hard work and assistance. I also want to thank the Superintendent of Schools, Herb Berg, and his staff for the help they have provided in the preparation of the proposed Operating Budget and CIP.

I especially want to express my appreciation to Assistant City Manager Mark Jinks, Carol Moore, Acting Deputy Director of the Office of Management and Budget, and the outstanding staff of OMB for their special effort in providing the underlying analysis of the budget documents, in preparing the documents themselves, and in providing invaluable advice and guidance to me during the decision making which preceded the documents preparation.

**ALEXANDRIA CITY GOVERNMENT**



Source: Alexandria Office of Management & Budget  
 \*These departments do not report to the City Manager.

## Understanding the Budget

---

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

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

Second, the budget is a management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to provide effective and efficient government services. Program goals, objectives, descriptions and activities are linked to performance measures that are detailed in the budget, as are the costs and resources required to meet the goals and objectives. As a management tool, the budget serves to establish accountability for the effective and efficient operation of specific programs and to locate responsibility for the delivery of City services.

Beginning with City Council's consideration of FY 2002 budget issues, which were first framed in the City's 2000 Annual Report and discussed at the Council retreat held on October 20 and 21, 2000, and continuing through the adoption of the FY 2002 budget on May 7, 2001, the budget process provides numerous opportunities for citizens to review and comment on the budget and the degree to which it is responsive to the City's needs. In the face of competing demands for access to finite resources, citizen involvement in the formulation of the budget is vital to the ordering of priorities and informed decision making.

### FY 2002 Budget Planning

The formative stage of the FY 2002 budget process began with City Council's discussion of the budget outlook for the coming fiscal year, July 1, 2001, through June 30, 2002, at the October 2000 retreat. Staff briefed the City Council on the projected revenue growth outlook for the coming year. At the time of the October retreat, staff projected revenue growth in excess of the FY 2001 budgeted amount. Staff also identified expenditure challenges that were already in place in the core budget, before any new or expanded initiatives and services were considered. Personnel expenditure increases included merit increases for City and Schools employees and \$2.4 million for each one percent of a cost of living adjustment for all employees. These personnel increases were expected to be offset by a to be determined reduction in the City's required contribution to the Virginia Retirement System. Projected student enrollment increases were expected to impact both the Schools operating and capital budgets as additional resources would be required to address the current membership and additional capacity would be necessary to accommodate the incoming students. Staff also identified at the retreat, the need to enhance the efficiency of the City's arterial roadway system and to develop traffic calming measures.

## Other Continuing Policy Guidance and Planning

**Youth Issues:** The Youth Policy Commission, chaired by Mayor Kerry J. Donley, convened in December 1997. This Commission had its origins in previous staff work on a comprehensive study of youth services in the City.

The Commission established three subcommittees to examine youth issues by stages of youth development: prenatal through early childhood (ages 0-5), school age (ages 6-11) and adolescence (ages 12-21). The five areas of Youth Well-Being examined by the subcommittees are Health, Education, Safety, Economic Security, and Recreation. During its first year of work, the Commission adopted goals, outcomes and indicators of success for these five areas, and currently, the Commission is continuing work on gathering and examining measures, comparative data, and service and funding data. As the Commission continues its work in the coming year, a key objective will be to foster a joint enterprise with the Schools, City departments and community agencies to address youth issues together.

The focus of the Youth Policy Commission's work for the second year, 1999, was to analyze youth services and funding; select community measures for evaluating the City's progress toward the vision for youth well-being; recommend a coordinated City youth policy; and develop strategies to implement that policy. The Commission established three subcommittees that met from February 1999 to October 1999 to select evaluative measures and conduct analyses along the five categories of youth well-being. After reviewing the subcommittees' findings, the Commission determined that the City's youth services need to target prevention and family building if our youth are to be properly prepared for the future. In sum, the Commission saw prevention and family building as the prism through which City services and funding strategies should be evaluated, and concluded that a coordinated, City-wide approach to serving youth is needed.

On February 12, 2000, the Commission recommended, and City Council adopted, the following vision statement for youth services in the City:

Alexandria is a community where diversity is embraced, and children are born healthy and grow up safe, nurtured, well-educated and prepared for life.

City Council also adopted the following policy statement:

It is the Youth Policy of the City of Alexandria to emphasize prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community.

The Council requested that the City Manager develop a strategy to implement this vision and policy within the City government, as follows:

- conduct an evaluation, using the Youth Policy Commission (YPC) subcommittees' recommendations as a framework, to determine the effectiveness of existing efforts in prevention and family building within City departments;

- optimize the use of existing resources and find new resources to enhance and develop new programs that address YPC recommendations; and
- emphasize outreach to working poor families with a focus on removing cultural and language barriers in the delivery of services.

Any initiatives that require new or reallocated funding would be proposed in the annual budget process, and several initiatives for youth were highlighted in the FY 2001 and are highlighted in the FY 2002 Proposed Budget in the City Manager's Budget Message. The Commission will monitor success in achieving goals for youth through an annual Community Report Card.

**Debt-Related Financial Policies:** The City Council's debt-related financial policies, which guide decision-making throughout the annual operating and capital budget development cycle, are printed in the Appendices section of this document.

**Compensation Philosophy:** On May 27, 1997, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2001 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

**Long Range Quality of Life Planning:** Several initiatives have recently been established or are still being formulated to address the quality of life of citizens City-wide, including the availability of affordable housing, the preservation of open space, a City-wide assessment of recreation and leisure needs, and a City-wide transportation policy and plan.

### The Annual Report and Budget Preparation Process

The City's 2000 Annual Report, which reviewed major past and prospective issues, trends and budget constraints facing City Council in the coming year, provided a framework for the development of the FY 2002 Budget. The Annual Report supplemented the discussion of budget and policy issues at the City Council Retreat.

For the FY 2002 budget process, Departments and agencies submitted detailed operating budget requests to the Office of Management and Budget (OMB) from September through December, in accordance with procedures and guidelines established by the City Manager. OMB and City Manager's Office staff met with departments and agencies during the formative stages of budget development to discuss major issues facing the agencies following years of flat or reduced budgets.

The budget requests of City agencies and departments included basic and supplemental requests. Basic requests are requests to finance currently mandated or authorized services within guidelines, or ongoing expenditures. Supplemental requests, which are identified in each department's budget text, are requests to finance the following:

- \* personnel expenditures in addition to those authorized in the past year;
- \* non-personnel expenditures which exceed those required to maintain the currently authorized level and scope of services; and
- \* capital outlays for all new equipment and for replacement of equipment with items having substantially greater capabilities than the items being replaced.

After analyzing the budget requests, OMB continued discussions with department and agency heads from November through January to formulate recommendations to the City Manager. In January, the City Manager, the City Manager's staff and OMB met with all departments that were requesting supplemental funding for new positions or initiatives. The City Manager's Proposed FY 2002 Budget reflects the Manager's consideration of these requests in light of revenue limitations and competing expenditure demands. The Manager's top priority initiatives are reflected in the Budget Message.

Consistent with the policy followed in recent years' budget processes, the City's budget calendar provides sufficient time to incorporate consideration of the School Board's Adopted FY 2002 Budget prior to the presentation of the City Manager's Proposed FY 2002 Budget. As a result, the City Manager's Proposed FY 2002 Budget is presented to City Council at the Council's March 13, 2001, legislative meeting.

As presented to City Council, the Proposed budget is intended to keep the City's financial condition sound and to provide the resources necessary to continue current services and advance the following major objectives:

- Education and Children;
- Public Safety and Public Infrastructure;
- Land Use Planning and Development;
- Traffic and Neighborhood Quality of Life;
- Recreation and Leisure Services;
- Environment;
- Information Technology; and
- Employees.

#### Organization of the Budget Document

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

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

Section I includes the City Manager's Message. Section II summarizes the budget process, provides general budget guidance, and includes a two page summary of the proposed funding level changes in the General Fund budget. Section III is the "City Facts and Figures" summary; Section IV provides revenue and expenditure summaries,

various charts and schedules that provide overall information on the City's finances, and multi-year revenue and expenditure forecast scenarios. Sections V through IX present budget information for each department. The major elements in these sections are organizational charts, graphs, goals, program descriptions, performance indicators and measures, and a summary of the budget proposal and supplemental budget requests. These sections also contain statements of estimated expenditures for each City department, classified into three expenditure categories (or expenditure "characters"): Personnel Services, Non-personnel Services and Capital Outlays. In an effort to increase the informational value of each department budget, a breakout of expenditures and staffing by division has been included for each department, where applicable.

Section X is comprised of Appendices, which include a detailed list of planned capital goods acquisitions, the salary schedules and classification structures applicable to the City government, the Alexandria Compensation Philosophy, legislative references and charter provisions relating to the budget, and a "Layperson's Guide to Fund Balance," based on a report prepared by the Council-appointed Budget and Fiscal Affairs Advisory Committee.

Section XI is the Program/Services Index, providing a locator guide to program information in the Operating Budget document.

- \* The Capital Improvement Program document describes each capital project that the City plans to undertake over the next six years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2001-2002 Capital Budget, available from the Office of the Assistant Superintendent for Financial and Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

### Budget Amendments

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

The approved budget may also be amended by City Council at the end of the fiscal year via a resolution to transfer appropriations to adjust the various departmental accounts according to projected final expenditure patterns. The transfer of appropriations has no net impact on



the aggregate approved budget amount, but rather enables the Council to adjust the budget of a given department for unanticipated expenditures.

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

### Budgetary Accounting

The City's financial operations are budgeted and accounted for in a number of "funds." A fund is an independent fiscal and separate accounting entity, with a self-balancing set of accounts including revenues and expenditures, assets and liabilities. Separate funds that have been established by the City include the following:

- The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. A detailed estimate of General Fund balance available for appropriation for general operating expenditures is provided in the Statement of Estimated Undesignated General Fund Balance, in Section IV of this document.

The following table and the descriptive material following the table are intended to respond to the Government Finance Officers Association (GFOA) budget document presentation requirement that a fund balance projection be included for each fund, in addition to the General Fund, established by the City. The other funds, discussed below, include the Special Revenue Fund, Capital Projects Fund, Enterprise Fund, and Internal Services Fund.

Governmental Funds			Proprietary Funds		
	Special Revenue Fund	Capital Projects Fund		Enterprise Fund (Recycling Fund)	Internal Service Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/00 <sup>1</sup>	\$11,779,734	\$59,185,060	Beginning Net Assets 7/1/00	\$1,644,085	\$18,431,135
Plus FY 2001 Budget Revenues <sup>2</sup>	\$68,330,298	\$27,297,193	Plus FY 2001 Budget Revenues	\$117,575	\$2,243,102
Less FY 2001 Budgeted Expenditures	\$68,330,298	\$39,109,605	Less FY 2001 Budgeted Expenses	\$784,785	\$4,282,720
Projected Fund Balance 6/30/01	\$11,779,734	\$47,372,648	Projected Net Assets 6/30/01	\$976,875	\$16,391,517
Plus FY 2002 Budget Revenues	\$72,653,507	\$53,507,463	Plus FY 2002 Budget Revenue	\$279,500	\$3,782,411
Less FY 2002 Budgeted Expenditures	\$72,653,507	\$100,880,111	Less FY 2002 Budgeted Expenses	\$733,062	\$4,117,649
Projected Fund Balance 6/30/02	\$11,779,734	\$0	Projected Net Assets 6/30/02	\$523,313	\$16,056,279

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2000

/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2001

/3 City of Alexandria, Virginia, Projected Operating Budget, Fiscal Year 2002

/4 Assumes all Capital Projects will be expended in FY 2002. In all likelihood some portion of Capital Projects will not be expended in FY 2002.

=====

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2000, the Special Revenue Fund unreserved fund balance was \$11,779,734. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2002, is \$11,779,734.
- The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2000, the Capital Projects Fund had a total fund balance of \$59,185,060. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected

Capital Projects Fund fund balance as of June 30, 2002, is \$0, assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans, some of these capital projects will not be completed by June 30, 2002.

- The Enterprise Fund accounts for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The FY 2002 budget includes one Enterprise Fund: the Recycling Fund, which is used to account for the expenditures and revenues (sales of recyclable materials) associated with the City's refuse recycling programs. Because the City has implemented GASB Statement No. 34, *Basic Financial Statements- and Management's Discussion and Analysis - for State and Local Governments* Proprietary Funds now reflect Net Assets. As of June 30, 2000, the Total Net Assets for the Recycling Enterprise Fund were \$1,644,085. The projected Enterprise Fund Total Net Assets for GFOA reporting purposes as of June 30, 2002, are \$523,313.
- The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance depreciation charges and associated expenditures to replace capital equipment. As of June 30, 2000, the Equipment Replacement Internal Services Fund had Total Net Assets of \$18,431,135. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2002 is \$16,056,279. It should be noted that the bulk of the Net Assets represents the value of equipment (such as refuse collection vehicles and police cars) currently in use within the City government.

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

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

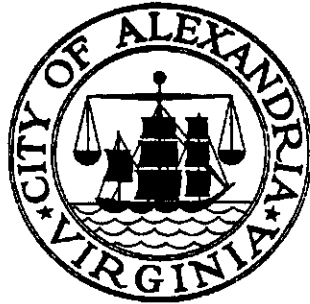
In contrast with the accounting for private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary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

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

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

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

Starting with the FY 2000 CAFR, the City converted its CAFR and its financial statements to comply with GASB Statement 34. As a result, the governmental funds major fund statements in the CAFR are presented on a current financial resource and modified accrual basis of accounting. The City of Alexandria was among the first governments in the nation (and the largest City) to convert to GASB 34 (two years ahead of the mandated implementation date).



## Summary of Changes in the General Fund Budget

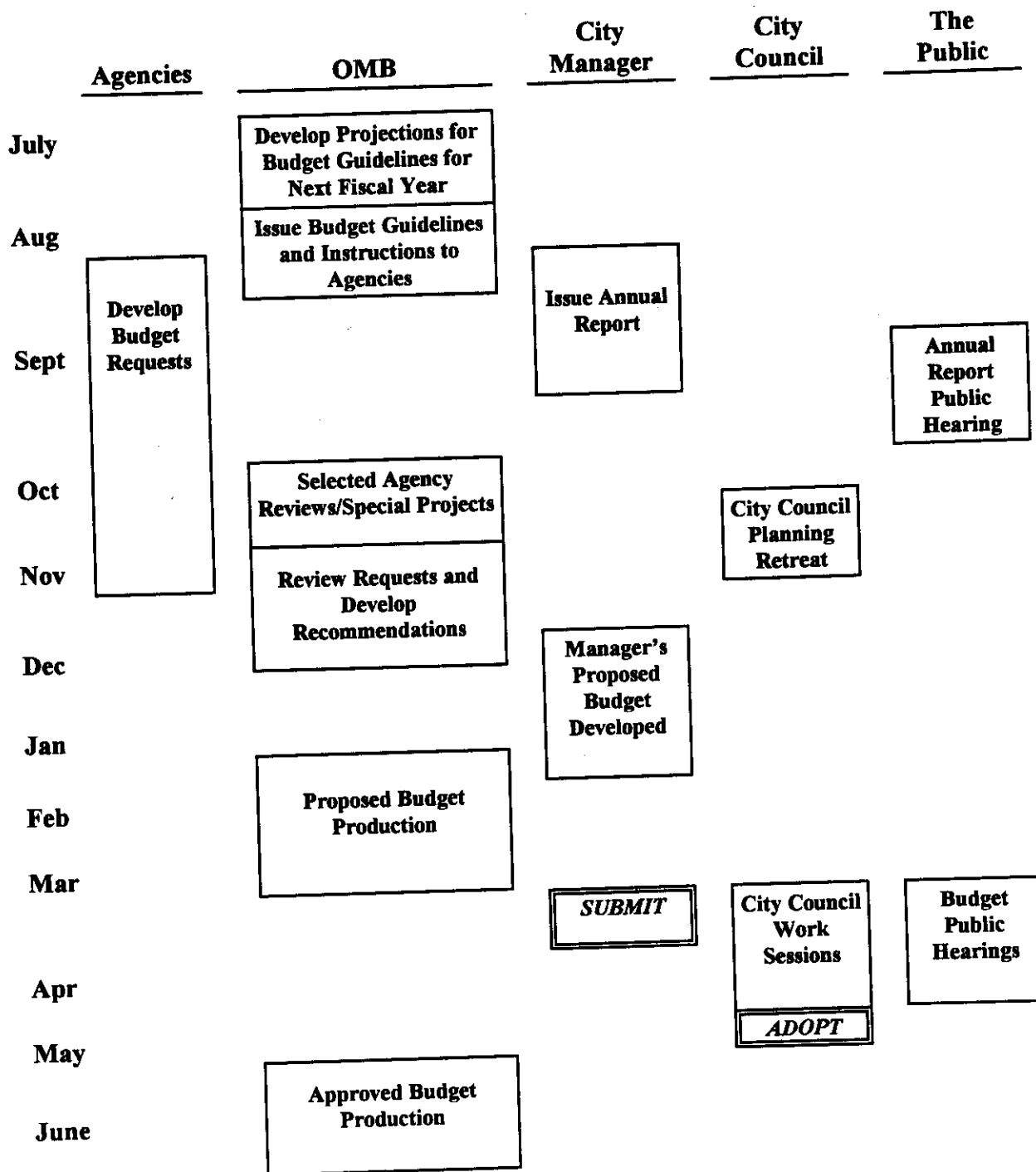
For the Fiscal Years ending June 30, 2001 and June 30, 2002

FY 2001 Amended General Fund Budget		\$320,801,862
<b><u>Schools</u></b>		
School Board's requested increase in City General Fund support	6,637,609	
FY 2002 3% General Salary Adjustment	2,950,710	
<b>Total Schools</b>		9,588,319
<b><u>Compensation</u></b>		
Merit in-step increases (estimate)	2,260,000	
FY 2002 3% General Salary Adjustment	4,200,000	
Health Insurance Adjustment	1,000,000	
Virginia Retirement Systems (VRS) Rate Reduction	(1,900,000)	
Compensation Philosophy Changes	222,317	
<b>Total Compensation Changes</b>		5,782,317
<b><u>Non-Personnel</u></b>		
Cash Capital Funding for CIP	2,154,000	
Debt Service	2,819,951	
Increases in Non-Personnel Expenditures	1,040,877	
<b>Total Non-Personnel Changes</b>		6,014,828
<b><u>Legislative, Executive and General Government</u></b>		
Neighborhood Grant Program	50,000	
Youth Fund	100,000	
Additional City Attorney I position	62,500	
DMV Co-location Pilot Program	32,500	
Network Security Technician	82,110	
Public Affairs Specialist	55,019	
Increase in Performance Accounting Maintenance Agreement	74,000	
Increase in funding for Parking Ticket Contract	48,000	
Additional Temporary Staff in Personnel Services	74,392	
<b>Total Legislative, Executive and General Government Changes</b>		578,521
<b><u>Public Safety</u></b>		
Add 5th EMS Unit and New EMS Vehicle	543,344	
Fire Department Career Ladder Funding	22,284	
Code Enforcement Over-hire Staffing	209,717	
Training for BOCA Code Change	30,000	
Additional Rodent Abatement Funding	60,000	
Retain Domestic Violence (DVIP) Grant Positions	328,551	
Continuation of Gridlock Reduction Intervention Program (GRIP)	263,163	
Additional Funding for Red Light Camera Program Contract	87,000	
Replace Laptops for Police Department	25,930	
Retain School Resource Officer Grant Position	35,698	
<b>Total Public Safety Changes</b>		1,605,687
<b><u>Health &amp; Welfare</u></b>		
Companion Aide to Full-Time at the ARCH Program	12,649	
Mosquito Larviciding	71,600	
INOVA Alexandria Hospital Outpatient Pre-Authorized Services	30,000	
Additional funding for Comprehensive Services Act (CSA) Program	300,000	
Companion Aide Wage Rate Increase	162,638	
Increased funding for Before and After School Programs	467,209	
Community Partnership Fund and Children's Fund Increase	54,732	

Replacement Furnishings for Group Homes	50,000	
Additional Accounting Technician Position in the Health Department	45,449	
Increased funding to Support the Arlandria Clinic	50,000	
Retain Psychological Services/Preschool Position	62,117	
<b>Total Health &amp; Welfare</b>		<b>1,306,394</b>
<b><u>Community Development</u></b>		
Increase in Alexandria Convention and Visitors Association (ACVA) Funding	175,000	
Additional GIS position in Planning and Zoning	53,452	
Planning and Zoning Staff Development and Retention	21,550	
Other Initiatives including Census Data Program and Neighborhood/Community Planning	40,000	
Planning and Zoning increased Fees for Professional Services	50,000	
Neighborhood Planning Community/Development Manager position	105,000	
Current Planning Manager position	83,000	
Funding to Convert a Part-Time Clerk Typist to Full-Time	22,000	
Additional Planner II position for Neighborhood Planning	71,000	
<b>Total Community Development</b>		<b>621,002</b>
<b><u>Parks, Recreation and Cultural Activities</u></b>		
Additional funds for Burke Library Computer Lab	44,574	
Additional Staffing at Burke and Beatley Libraries and a Computer Systems Maintenance Position for City-wide Library Needs	277,534	
Additional funds for Library Materials	152,679	
Increase for Providing Benefits to Part-Time Library Employees	50,177	
Improved Park Maintenance	100,000	
National Pool and Waterfront Training Program	24,723	
Approved Supplemental for West End Summer Programming	25,000	
Additional funding for Uniforms for Recreation Staff	16,500	
Extending Benefits for Part-Time Employees	78,000	
Funding for Union Station Grounds Maintenance	25,000	
Increased funding for Parks Personnel Budget	238,497	
Additional funding for Dog Park Maintenance	18,000	
Funding Centralization for Holiday Lighting Program	40,000	
2 New Vehicles for Parks Maintenance	48,500	
<b>Total for Parks, Recreation and Cultural Activities</b>		<b>1,139,184</b>
<b><u>Public Works</u></b>		
Increase in DASH Subsidy	409,790	
Increase in Paratransit Costs	100,000	
Funding for 2 new Inspector Positions and 1 Engineer Aide	139,450	
Funding for new Civil Engineer Position	57,330	
Transportation Studies by T&ES	100,000	
Infrastructure Management Software	11,250	
<b>Total Public Works</b>		<b>817,820</b>
<b><u>Miscellaneous</u></b>		
City Wide Computer Replacement Fund	765,000	
Increase in Vehicle Depreciation Charges	1,337,586	
Increase in Contingent Reserves to \$750,000	502,300	
Real Estate Tax Relief Conversion to a Revenue Offset	(635,000)	
Additional Vacancy Factor Savings	(300,000)	
<b>Total Miscellaneous</b>		<b>1,669,886</b>
<b>Total General Fund Changes</b>		<b><u>349,925,820</u></b>

# City of Alexandria Budget Process

Fiscal Year runs from July 1 to June 30





# City of Alexandria, Virginia

## Facts and Figures

## CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

### CITY GOVERNMENT

Date of Incorporation	1779
Date of City Charter	1922
Form of Government	Council - Manager
Number of Full-Time City Positions (FY 2002 Proposed)	2,229
Number of Full-Time Equivalent School Positions (FY 2002 Approved)	2,083

### PHYSIOGRAPHIC

<b>Land Area</b>	
Square Miles	15.75
Acres of Public Parks & Open Space*	944.2
Total Acres of Parks and Open Space per 1,000 Population	7.7
* Net Park Area includes new parks at Cameron Station.	

**Elevation**                    30 Feet Above Sea Level

<b>Temperature</b>	
Average January Temperature	34.6°
Average July Temperature	80°

<b>Miles of Streets, Sidewalks &amp; Alleys</b>	
Streets:	
Paved - Lane miles	506.0
Unpaved	0.17
Sidewalks	319.0
Alleys, Paved	20.46

<b>Utilities</b>	
Telephone	Verizon, Comcast
Electric	Dominion Virginia Power
Gas	Washington Gas
Water	Virginia-American Water Company
Sewer	Alexandria Sanitation Authority
Cable	Comcast

### ECONOMIC INDICATORS

<b>Persons Employed on Alexandria Job Sites*</b>	
4 <sup>th</sup> Quarter Average 1999	90,093
4 <sup>th</sup> Quarter Average 1998	87,424
4 <sup>th</sup> Quarter Average 1997	85,762

\*Includes workers covered by State unemployment insurance.

### ECONOMIC INDICATORS, continued

#### Largest Private Employers (July 2000)

INOVA Alexandria Hospital	1,600
Institute for Defense Analysis	800
Boat Owner's Association of the U.S.	580
Public Broadcasting System (PBS)	550

#### Largest Public Employers (July 2000)

U.S. Department of Defense	
Civilian	4,624
Military	3,478
City of Alexandria	2,199
Alexandria Public Schools	2,008
WMATA (Metro)	1,077
Northern Virginia Community College	960
U.S. Department of Agriculture	659
U.S. Postal Service - Alexandria	426

#### Alexandria Employment

	<u>1<sup>st</sup> Qtr '99</u>	<u>1<sup>st</sup> Qtr '00</u>	<u>%Change</u>
Construction	2,515	2,885	+14.7
Manufacturing	2,135	2,205	+3.3
Transportation, Communications, Utilities	3,666	3,551	-3.1
Trade	16,743	17,038	+1.8
Finance, Insurance, Real Estate	5,546	5,798	+4.5
Services	39,026	41,364	+6.0
Government	15,394	15,316	-0.5
Agriculture & Mining Related	619	603	-2.6

	<u>3/99</u>	<u>3/00</u>	<u>% Change</u>
<b>Unemployment Rate</b>			
Alexandria	2.4%	1.6%	-33.3
Virginia	3.0%	2.6%	-13.3
U.S.	4.1%	3.8%	-7.3

#### Retail Sales (in thousands)

	<u>3<sup>rd</sup> Qtr '99</u>	<u>3<sup>rd</sup> Qtr '00</u>	<u>% Change</u>
Alexandria	\$463,935	\$492,709	+6.2
Virginia	\$16,455,222	\$16,757,581	+1.8

#### Tourism

	<u>9/99</u>	<u>9/00</u>	<u>% Change</u>
Number of Hotel/ Motel Rooms	3,743	3,984	+6.4
Occupancy Rate	75.7%	77.5%	+2.4
Average Daily Rate	\$93.86	\$102.72	+9.4

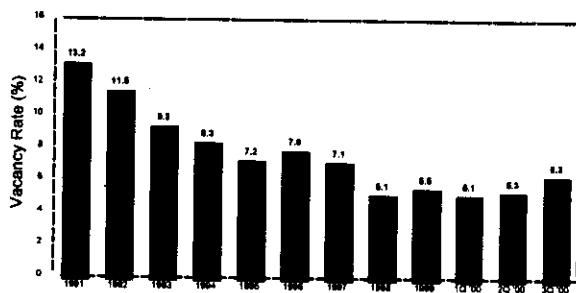
# CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

## ECONOMIC INDICATORS, continued

### Office Vacancy Rate

	3rd Qtr '99	3rd Qtr '00	% Change
Alexandria	5.7%	6.3%	+10.5

**Commercial Property  
Vacancy Rates CY 1991 - 2000**



### Taxes

#### Real Property Tax Rate

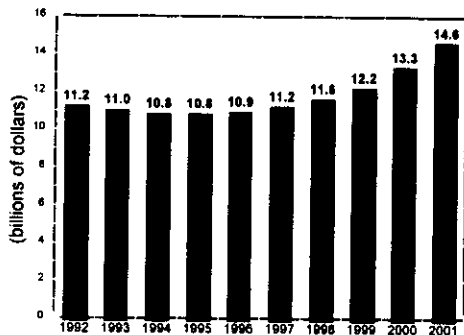
FY 2002 (Proposed)	\$1.11 per \$100 assessed value
FY 2001 (Approved)	\$1.11 per \$100 assessed value

#### Personal Property Tax Rate

FY 2002 (Proposed)	\$4.75 per \$100 assessed value
FY2001 (Approved)	\$4.75 per \$100 assessed value

FY 2002 Value of one-cent on the Real Property Tax Rate Approx. \$1.48 million

**Total Assessed Value of Real Property  
Calendar Year 1992 - 2001**



## ECONOMIC INDICATORS, continued

### City Finances

Bond Ratings	
Moody's Investors Service, Inc.	Aaa
Standard & Poor's	AAA

### Budgets

FY'02 Total Operating Budget	\$429,447,839
General Fund Budget	\$349,925,820
Special Revenue Fund*	\$72,653,507
Other Funds and Financing Sources	\$6,868,512

\*Includes Federal and State Grants.

## DEMOGRAPHICS

### Population

June 30, 2001 Estimate	126,000
1990 U.S. Census	111,183

### Households

2000 Estimate	59,900
1999 Estimate	59,100
1990 U.S. Census	53,280

### Average Household Size

1990 U.S. Census	2.04 persons
------------------	--------------

### Age (1990 Population)

(1-19)	18,829
(20-34)	41,004
(35-64)	39,961
(65 +)	11,389

### Race and Ethnicity (1998 Census estimate)

White (Non-Hispanic)	58.7%
African American	23.4%
Hispanic (all races)	12.8%
Asian & Pacific Islander	5.8%
American Indian & Alaskan Native	0.4%
Total*	100%

\* Percentage column does not sum to the total shown due to rounding.

U.S. Census data indicate net international migration for 1990 - 1998 as 9.0%.

Source: U.S. Census Bureau 1998 estimate.

## CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

### DEMOGRAPHICS, continued

<b>Median Household Income - 2000 Estimate</b>	
Alexandria	\$67,312
Northern Virginia	\$77,705
Virginia	\$45,753
1990 U.S. Census - Alexandria	\$41,472

<b>Per Capita Income</b>	
2001 - Alexandria (Estimate)	\$52,070
1998 - Alexandria	\$46,290
Northern Virginia*	\$40,891
Virginia	\$28,063
U.S.	\$27,869
1990 - Alexandria	\$31,699

\* Northern Virginia = Arlington Co., Fairfax Co., Loudoun Co., Prince William Co., Alexandria.

<b>Median Family Income</b>	
2000 Estimate - Alexandria	\$78,849
Virginia	\$49,757

<b>Registered Voters</b>	
December 31, 2000	76,005
December 31, 1999	68,842
December 31, 1990	57,614

Source: City of Alexandria Approved Budget Documents

<b>Housing</b>	
<b>Housing Units - June, 2000</b>	
Single-family Homes	20,597
Condominiums*	14,232
Rental apartments (est.)	30,020
Total	64,849

\* Townhouse condos are counted as single-family homes.

<b>Housing Units by Occupancy</b>		
	Owner	Renter
1990 U.S. Census	40%	60%

<b>Average Assessed Value (2001)*</b>	
All Residential Units	\$212,467
Single-family Homes	\$288,589
Condominiums**	\$112,561

\* Includes new construction.

\*\* Townhouse condos are counted as single-family homes.

### DEMOGRAPHICS, continued

<b>Average Market Rents</b>		<b>2000</b>	<b>1999</b>
Efficiency		\$738	\$650
1 Bedroom Apartment		878	773
2 Bedroom Apartment		1,070	976
3 Bedroom Apartment		1,176	987

#### **Median Assessed Value of Homes and Condominiums (2000)**

<u>Assessed Value</u>	<u>Units</u>	<u>Total Value</u>	<u>Median</u>
Less than \$100,000	9,970	\$700,747,300	\$69,700
\$100,000-\$149,999	6,677	\$818,104,500	\$121,700
\$150,000-\$199,999	5,233	\$926,431,900	\$177,700
\$200,000-\$249,999	4,160	\$924,937,300	\$222,700
\$250,000 and over	8,530	\$3,352,364,800	\$336,300

Source: Real Estate Assessor

### EDUCATION

<b>Public School Membership</b>	
September, 2001 (Estimate)	11,637
September, 2000	11,167
September, 1999	11,017
September, 1990	9,488

<b>Student Profile</b>	<b>9/00 Membership</b>	<b>Percent</b>
African American	5,014	44.9
Hispanic	2,937	26.3
White	2,479	22.2
Asian/Pacific Islander	704	6.3
American Indian/ Alaskan Native	<u>22</u>	<u>0.2</u>
Total *	11,167	100%

\* Columns do not sum to the total shown due to rounding.

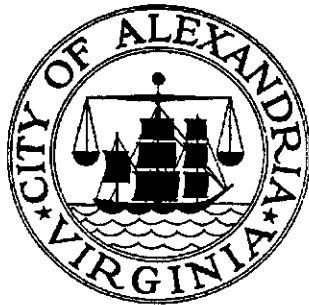
#### **Budget**

FY 2002 Total Schools Budget	\$142,062,215
Expenditures per Pupil Enrolled*	\$13,977

\* Includes both Operating and Capital Costs.

Source: All of the above education information provided by the Alexandria City Public Schools FY 2002 Approved Budget.

# FY 2002 Operating Budget Summary Tables



## Statement of Total Expenditures

	Approved FY 2001 <sup>/1</sup>	Proposed FY 2002	Percentage Change (Approved to Proposed)
<b>General Fund</b>			
City Total Operating Expenditures <sup>/1</sup>	\$199,536,607	\$214,098,295	7.5%
City Appropriation to the Schools	98,780,870	108,369,189	9.7%
<b>Capital Projects</b>			
Debt service	12,638,385	15,458,336	23.5%
Capital Projects	9,846,000	12,000,000	21.9%
<b>Total General Fund Budget</b>	<u>\$320,801,862</u>	<u>\$349,925,820</u>	9.1%
Special Revenue Fund <sup>/2</sup>	\$68,330,298	\$72,653,507	7.4%
Internal Services Fund <sup>/3</sup>	\$4,282,720	\$4,117,649	(21.7%)
Community Recycling Enterprise Fund <sup>/4</sup>	\$784,785	\$733,062	(6.6%)
Component Unit (Schools) Fund <sup>/5</sup>	<u>\$2,191,638</u>	<u>\$2,017,801</u>	(7.9%)
<b>Total Other Funds Budget</b>	<u>\$68,878,980</u>	<u>\$79,522,019</u>	15.5%
<b>Total City and Schools All Funds Operating Budget</b>	<u>\$396,391,303</u>	<u>\$429,447,839</u>	8.3%

/1 The FY 2001 General Fund budget reflects an additional \$754,950 in debt service, resulting from the acceleration by \$15 million of the City bond issuance in the June 2000 bond issuance. The additional debt service will be finance by bond interest earnings.

/2 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program.

/3 The Equipment Replacement Internal Services Fund accounts for revenues (equipment rental charges assessed to user departments as part of departmental operating budgets), depreciation charges and associated expenditures to replace vehicles and capital equipment. Equipment replacement monies are accrued for the scheduled replacement of vehicles and capital equipment and are not available for appropriation to meet general expenditure requirements.

/4 The Community Recycling Enterprise Fund is a self-supporting fund that is used to account for the expenditures and revenues (sales of recyclable materials) associated with the City's refuse recycling and residential curb-side recycling programs. For additional information, please see the budget description for the Department of Transportation and Environmental Services.

/5 The FY 2002 Proposed Budget includes the Schools' appropriation of \$2,017,801 from the Alexandria City Public Schools component unit fund balance.

Share of FY 2002 Proposed Budget by Department/1

Department	Proposed General Fund Expenditures	As a Percent of General Fund	Proposed General & Special Revenue Fund Expenditures	As a Percent of Total Expenditures
Schools	\$108,369,189	31.0%	\$142,062,215	33.1%
Police	34,446,446	9.8%	35,463,978	8.3%
Fire	24,835,657	7.1%	26,395,257	6.2%
Transportation and Environmental Services	19,835,445	5.7%	21,398,719	5.0%
Sheriff	16,345,275	4.7%	17,097,174	4.0%
Human Services	16,148,484	4.6%	40,719,615	9.5%
Recreation, Parks and Cultural Activities	13,534,716	3.9%	14,052,124	3.3%
Capital Projects (cash capital)	12,000,000	3.4%	12,000,000	2.8%
Mental Health, Mental Retardation, and Substance Abuse	9,964,818	2.9%	21,330,314	5.0%
General Services	8,800,196	2.5%	8,820,124	2.1%
Transit Subsidies	7,505,517	2.1%	7,505,517	1.8%
Finance	6,646,128	1.9%	6,680,628	1.6%
Health	6,467,370	1.9%	6,482,026	1.5%
Information Technology Services	5,665,688	1.6%	6,430,688	1.5%
Library	4,989,885	1.4%	5,392,323	1.3%
Other Correctional and Justice Activities	2,987,346	0.9%	3,319,796	0.8%
Planning and Zoning	2,627,833	0.8%	2,627,833	0.6%
Historic Alexandria	2,028,911	0.6%	2,174,122	0.5%
Personnel Services	1,951,470	0.6%	1,957,470	0.5%
Other Planning Activities	1,970,948	0.6%	1,970,948	0.5%
Commonwealth's Attorney	1,904,775	0.5%	2,171,006	0.5%
City Manager	1,625,432	0.5%	1,625,432	0.4%
Clerk of Courts	1,318,200	0.4%	1,318,200	0.3%
City Attorney	1,322,461	0.4%	1,322,461	0.3%
18th Circuit Court	1,101,893	0.3%	1,101,893	0.3%
Human Services - Children's Fund	1,003,632	0.3%	1,003,632	0.2%
Housing	970,559	0.3%	2,785,122	0.7%
Real Estate Assessments	937,958	0.3%	937,958	0.2%
Office on Women	913,954	0.3%	1,254,403	0.3%
Human Services - Community Partnership Fund	875,500	0.3%	875,500	0.2%
Management and Budget	885,247	0.3%	885,247	0.2%
Registrar of Voters	732,806	0.2%	732,806	0.2%
Citizen Assistance	622,536	0.2%	627,536	0.2%
Court Service Unit	550,277	0.2%	796,504	0.2%
City Council	446,153	0.1%	446,153	0.1%
City Clerk and Clerk of Council	317,754	0.1%	317,754	0.1%
Human Rights	289,870	0.1%	324,870	0.1%
Other Recreation Activities	196,877	0.1%	196,877	0.1%
Internal Audit	188,088	0.1%	188,088	0.0%
18th General District Court	91,343	0.0%	91,343	0.0%
Law Library	60,659	0.0%	115,659	0.0%
Juvenile and Domestic Relations Court	34,024	0.0%	34,024	0.0%
Other Educational Activities	12,923	0.0%	12,923	0.0%
<b>Subtotal Agencies and Departments/2</b>	<b>\$323,524,243</b>	<b>92.4%</b>	<b>\$403,046,262</b>	<b>93.9%</b>

/1 Please note: the proposed FY 2002 budgets for individual City departments do not include funding for the proposed 3 percent general salary adjustment, health benefit increase, or VRS employer rate decrease. Funding for these proposed compensation adjustments is budgeted in the non-departmental account and will be transferred to individual agency budgets pending Council approval in May.

/2 Percentage columns may not sum to the subtotals shown due to rounding.



Share of FY 2002 Proposed Budget by Department/1

<u>Department</u>	<u>Proposed General Fund Expenditures</u>	<u>As a Percent of General Fund</u>	<u>Proposed General and Special Revenue Fund Expenditures</u>	<u>As a Percent of Total Expenditures</u>
Other Expenditures				
Insurance, City Memberships, Tax Rebates and Other	\$10,193,241	2.9%	\$10,193,241	2.4%
General Debt Service	15,458,336	4.4%	15,458,336	3.6%
Contingent Reserves	750,000	0.2%	750,000	0.2%
Subtotal Other Expenditures/2	<u>\$26,401,577</u>	<u>7.5%</u>	<u>\$26,401,577</u>	<u>6.1%</u>
GRAND TOTAL	<u>\$349,925,820</u>	<u>100.0%</u>	<u>\$429,447,839</u>	<u>100.0%</u>

/1 Please note: the proposed FY 2002 budgets for individual City departments do not include funding for the proposed 3 percent general salary adjustment, health benefit increase, or VRS employer rate decrease. Funding for these proposed compensation adjustments is budgeted in the non-departmental account and will be transferred to individual agency budgets pending Council approval in May.

/2 Percentage columns may not sum to the subtotals shown due to rounding.



## Expenditure Summary

DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 <sup>/1</sup> (1)	APPROVED FY 2001 <sup>/2</sup> (2)	PROPOSED FY 2002 (3)	
<u>LEGISLATIVE &amp; EXECUTIVE</u>				
City Council	418,918	435,004	446,153	446,153
City Manager <sup>/3</sup>	1,124,892	1,437,115	1,625,432	1,625,432
City Attorney <sup>/4</sup>	1,178,675	1,264,621	1,322,461	1,322,461
City Clerk	293,669	308,429	317,754	317,754
Legislative Director <sup>/5</sup>	168,343	-----	-----	-----
<b>TOTAL - LEGISLATIVE &amp; EXECUTIVE</b>	<u><u>3,184,497</u></u>	<u><u>3,445,169</u></u>	<u><u>3,711,800</u></u>	<u><u>3,711,800</u></u>

- /1 The FY 2000 Actual expenditures reflect the information reported in the FY 2000 Comprehensive Annual Financial Report.
- /2 The FY 2001 Approved budget does not reflect changes to the budget that took place after the beginning of the fiscal year. For supplemental appropriations and transfer details, refer to the summary for each department.
- /3 The FY 2001 Approved budget for the City Manager's office includes the following changes as part of the City Manager's reorganization: \$177,276 that was previously recognized as the Office of the Legislative Director; \$196,581 that was previously included in the Department of Finance; and \$201,579 that was previously included in the former Department of Human Relations. The FY 2002 proposed General Fund budget for this agency reflects funding for the cost of merit adjustments and funding for the City functions (Legislative Liaison, Affirmative Action and Community Outreach) which were brought into the City Manager's Office as part of the Manager's July 1, 2000, reorganization.
- /4 The FY 2002 proposed General Fund budget for the City Attorney's Office includes recommended supplemental funding for an Assistant City Attorney I position.
- /5 As part of the City Manager's reorganization, beginning in FY 2001 this office was included in the City Manager's Office.

## Expenditure Summary

DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>COURTS &amp; CONSTITUTIONAL OFFICERS</u>				
18 <sup>th</sup> Circuit Court <sup>1</sup>	782,858	1,064,228	1,101,893	1,101,893
Court Service Unit <sup>2</sup>	425,819	546,028	550,277	796,504
Juvenile & Domestic Relations Court	29,845	30,780	34,024	34,024
18 <sup>th</sup> General District Court	72,921	111,447	91,343	91,343
Clerk of Courts	1,314,338	1,279,576	1,318,200	1,318,200
Commonwealth's Attorney	1,813,824	1,864,761	1,904,775	2,171,006
Law Library <sup>3</sup>	47,406	57,921	60,659	115,659
Registrar of Voters <sup>4</sup>	685,274	612,934	732,806	732,806
Other Public Safety & Justice Activities	2,804,577	2,899,334	2,987,346	3,319,796
Office of Sheriff	15,278,397	15,951,060	16,345,275	17,097,174
<b>TOTAL - COURTS &amp; CONSTITUTIONAL OFFICERS</b>	<u>23,255,259</u>	<u>24,418,069</u>	<u>25,126,598</u>	<u>26,778,405</u>

- /1 The FY 2001 approved budget includes \$166,663 in supplemental funding for three additional staff support positions recommended to support the Courts' Criminal Justice Information System (CJIS). Approved positions are a Computer Applications Instructor, and two Systems Analysts to more adequately support the existing CJIS system and to facilitate the development of the new AJIS system.
- /2 The FY 2001 approved budget includes \$15,000 to provide full funding for the existing youth services activities primarily funded by the Virginia Juvenile Community Crime Control Act (VJCCCA) grant.
- /3 The FY 2001 approved budget includes an increase of \$10,515 in the General Fund share of expenses to offset a portion of the impact of declining Law Library filing fees.
- /4 The FY 2001 approved budget for the Registrar of Voters reflects costs associated with the Presidential Election in November 2000, and a gubernatorial primary in June 2001. The FY 2002 proposed budget for the Registrar of Voters includes an increase of \$60,954 for rental expenditures associated with the relocation of the Registrar of Voters office space, and a recommended supplemental request in the amount of \$32,500 to continue the Department of Motor Vehicles Co-location Pilot Program.

## Expenditure Summary

DEPARTMENT/AGENCY	CLASSIFICATION	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
		ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>GENERAL GOVERNMENT</u>					
	Citizen Assistance <sup>/1</sup>	529,452	567,517	622,536	627,536
	Finance <sup>/2</sup>	6,401,305	6,453,228	6,646,128	6,680,628
	Internal Audit <sup>/3</sup>	208,415	179,659	188,088	188,088
	General Services	8,643,797	8,553,672	8,800,196	8,820,124
	Office on Women <sup>/4</sup>	713,834	933,757	913,954	1,254,403
	Human Rights Office <sup>/4</sup>	230,613	296,271	289,870	324,870
	Management and Budget	827,012	885,347	885,247	885,247
	Information Technology Services <sup>/5</sup>	5,203,127	5,419,843	5,665,688	6,430,688
	<b>SUBTOTAL - GENERAL GOVERNMENT</b>	<u>22,757,555</u>	<u>23,289,294</u>	<u>24,011,707</u>	<u>25,211,584</u>

- /1 The FY 2002 budget includes an increase of \$55,019 to fund a Public Affairs Specialist and to produce the City Manager's community newsletter for the City's Outreach Program and "welcome packages" for new City residents.
- /2 The FY 2001 General Fund decrease is attributable to the City Manager's reorganization. The Office of Internal Audit, previously budgeted as part of the Finance Department, is now budgeted as an independent office, and \$196,581, previously included in the Administration Division of the Finance Department, is now included in the City Manager's office.
- /3 Beginning in FY 2001 this department was budgeted as an independent office as part of the City Manager's reorganization.
- /4 As a result of the City Manager's reorganization, effective July 1, 2000, the functions of the former Department of Human Relations have been reorganized. The Office on Women and Human Rights have been established as separate offices, and the Affirmative Action Officer and Call to Community Initiative are within the City Manager's Office.
- /5 The FY 2001 General Fund increase is largely attributable to an increase of \$116,000 for I-net maintenance and contract support for the Criminal Justice Information System and Lotus Notes. The FY 2001 approved budget also includes \$279,392 in approved supplemental funding for a database administrator and three programmer analysts to provide needed programming and back up support for existing high priority City systems, including Performance Accounting, Permit\* Plan, GIS, payroll and finance systems and other large multi-agency systems, as well as to begin to develop e-commerce applications. The FY 2002 budget includes \$82,110 in supplemental funding for a network security technician to take the lead on the daily responsibility for network security and to provide City Departments with guidance on basic security management, and \$765,000 for the city-wide personal computer replacement program.

## Expenditure Summary

DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)	
	CLASSIFICATION	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)		PROPOSED FY 2002 (3)
<u>GENERAL GOVERNMENT, continued</u>					
Non-Departmental					
	General Debt Service <sup>/1</sup>	9,184,540	12,638,385	15,458,336	15,458,336
	Insurance, City Memberships, Tax Rebates and Other	6,272,329	6,779,545	10,193,241	10,193,241
	Contingent Reserves <sup>/2</sup>	0	247,700	750,000	750,000
	Personnel Services <sup>/3</sup>	1,742,437	1,828,361	1,951,470	1,957,470
	Real Estate Assessments	835,779	910,639	937,958	937,958
	<b>SUBTOTAL - GENERAL GOVERNMENT</b>	<u>18,035,085</u>	<u>22,404,630</u>	<u>29,291,005</u>	<u>29,297,005</u>
	<b>TOTAL - GENERAL GOVERNMENT</b>	<u>40,792,640</u>	<u>45,693,924</u>	<u>53,302,712</u>	<u>54,508,589</u>

- /1 The FY 2001 debt service is amended to reflect an additional \$754,950 in debt service costs, resulting from the acceleration by \$15 million of the City bond issuance plans in the June 2000 bond issuance. The additional debt service will be financed with bond interest earnings.
- /2 In FY 2001, \$427,700 was the approved amount at the start of the fiscal year with City Council allocations for various new initiatives since then.
- /3 The FY 2002 budget includes an increase of \$74,392 for an additional temporary position to enable current staff to plan and implement changes to the City's time and attendance and payroll/personnel information systems; and an increase of \$54,500 for education and training for City employees.

## Expenditure Summary

DEPARTMENT/AGENCY	CLASSIFICATION	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
		ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>OPERATING AGENCIES</u>					
	Fire <sup>1</sup>	22,114,245	23,189,777	24,835,657	26,395,257
	Police <sup>2</sup>	31,025,410	32,654,738	34,446,446	35,463,978
	Health <sup>3</sup>	5,730,864	6,090,069	6,467,370	6,482,026
	Human Services <sup>4</sup>	13,634,801	15,369,425	16,148,484	40,719,615
	Children's Fund <sup>5</sup>	988,780	974,400	1,003,632	1,003,632
	Community Partnership Fund for Human Services <sup>6</sup>	855,604	850,000	875,500	875,500
	<b>SUBTOTAL - OPERATING AGENCIES</b>	<u>74,349,704</u>	<u>79,128,409</u>	<u>83,777,089</u>	<u>110,940,008</u>

- /1 The FY 2002 proposed budget includes \$543,344 for the addition of a 5<sup>th</sup> medic unit; and \$209,717 for 4 overhire Construction Inspectors in Code Enforcement.
- /2 The FY 2002 proposed budget includes \$328,551 to continue funding the Domestic Violence Intervention Program (DVIP) and to retain 5 positions to administer the program, formerly funded with grant proceeds; \$263,163 to continue the Gridlock Reduction Intervention Program (GRIP); and \$87,000 to continue the Red Light Camera Program.
- /3 In FY 2001 funding for environmental quality in the amount of \$233,309 was transferred to the Transportation and Environmental Services Department as part of the City Manager's reorganization. The FY 2002 proposed General Fund budget includes the addition of a full time accounting technician position (\$45,449) to help maintain the Department's financial reporting system; \$50,000 to increase support for the partnership with the Alexandria Clinic; \$30,000 in increased support for out-patient pre-authorized services provided by the INOVA Alexandria Hospital; and \$71,600 to provide mosquito larvicides at properties in the City.
- /4 The FY 2001 approved budget includes \$300,000 for the pilot after-school program at Samuel W. Tucker School; \$222,193 to expand companion aide services for seniors and disabled individuals and to convert a part-time nurse to full time at the Adult Day Health Care Center; \$100,000 to fund a full-time position relating to adolescent services, specifically relating to teen pregnancy prevention; and \$100,000 for initiatives to assist Multicultural and non-English speaking residents. The FY 2002 proposed budget includes funding for 3 new positions in the Family Services Division; \$200,000 to more adequately fund before and after school care programs; \$300,000 to provide the local funding level needed for the Alexandria Community Policy Management Team; \$162,638 to increase the hourly wage paid to Companion Aides; and \$12,649 to convert a part-time position to full-time at the Alexandria Residential Care Home.
- /5 The FY 2002 proposed budget includes a 3 percent inflationary increase.
- /6 The FY 2001 approved budget includes \$50,000 in additional funding to increase the grant award budget for programs providing human service needs to Alexandrians who are school age or older. The FY 2002 proposed budget includes a 3 percent inflationary increase.

## Expenditure Summary

DEPARTMENT/AGENCY	CLASSIFICATION	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
		ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>OPERATING AGENCIES, continued</u>					
	Housing	968,919	941,871	970,559	2,785,122
	Planning and Zoning <sup>/1</sup>	1,775,162	2,118,283	2,627,833	2,627,833
	Other Planning and Economic Development Activities	1,626,246	1,771,034	1,970,948	1,970,948
	Historic Alexandria	1,960,143	1,955,778	2,028,911	2,174,122
	Mental Health, Mental Retardation and Substance Abuse <sup>/2</sup>	8,228,587	9,065,809	9,964,818	21,330,314
	<b>SUBTOTAL - OPERATING AGENCIES</b>	<u>14,559,057</u>	<u>15,852,775</u>	<u>17,563,069</u>	<u>30,888,339</u>

- /1 The FY 2001 budget includes funding to convert a part-time landscape architect to full-time; to provide a full-time Urban Planner/Urban Designer to work on redevelopment issues; and to provide one GIS Coordinator position. FY 2002 includes funding for a new Neighborhood Planning/Community Development Manager; a Current Planning Manager; the conversion of a part-time Clerk Typist position to a full-time Secretary; a Planner II for Neighborhood Planning; a GIS Specialist currently funded by the CIP, converted to full time in the General Fund; additional consulting services, autoCAD support; and census data analysis.
- /2 The FY 2002 General Fund budget includes an increase of \$105,804 for increased purchase of services costs for five consumers that were not previously paid for with City dollars and increase rates for contract residential programs; and increase of \$46,445 for condominium fees and utility costs associated with seven new condominiums to serve clients; and an increase of 33,000 to reflect higher costs for medications from the State pharmacy. The proposed budget also includes recommended supplemental funding of \$50,000 to replace furnishings at group homes and supervised apartments; and \$62,117 to retain a Therapist III, formerly funded with grant proceeds.



## Expenditure Summary

DEPARTMENT/AGENCY	CLASSIFICATION	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
		ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>OPERATING AGENCIES, continued</u>					
	Recreation, Parks and Cultural Activities <sup>1</sup>	11,929,460	12,790,257	13,534,716	14,052,124
	Other Recreation Activities	191,266	190,467	196,877	196,877
	Library <sup>2</sup>	3,813,427	4,430,926	4,989,885	5,392,323
	Transit Subsidies <sup>3</sup>	5,004,487	7,064,204	7,505,517	7,505,517
	Transportation and Environmental Services <sup>4</sup>	15,289,763	19,147,775	19,835,445	21,398,719
	<b>SUBTOTAL - OPERATING AGENCIES</b>	<u>36,228,403</u>	<u>43,623,629</u>	<u>46,062,440</u>	<u>48,545,560</u>
	<b>TOTAL - OPERATING AGENCIES</b>	<u>125,137,164</u>	<u>138,604,813</u>	<u>147,402,598</u>	<u>190,373,907</u>

- /1 The FY 2002 General Fund budget includes \$48,500 for new vehicles; \$25,000 for the exterior grounds maintenance and upkeep of the Union Station property; \$67,400 for the City's holiday lighting and decorations project; and \$37,523 for training initiatives. The FY 2002 budget also includes \$100,000 in recommended supplemental funding for park maintenance, emphasizing contractual services; \$25,000 for a summer playground program at Samuel Tucker and youth activity funding (such as the potential continuation of Youth Nights at the Chinquapin Recreation Center); and \$16,500 for department program staff uniforms.
- /2 The FY 2001 budget includes an approved supplemental request, in the amount of \$149,348, to ensure adequate staffing and service levels at the Charles E. Beatley, Jr. Central Library, and funding for operational costs at the new Ellen Coolidge Burke Branch Library. The FY 2002 budget includes recommended supplemental funding for additional full and part time positions at the Beatley Central and Burke Branch Libraries and in the Administration Division; and additional funding for the costs associated with the purchase of new computers for the Burke Library (\$44,574), and additional materials for the library system (\$70,369).
- /3 The budget increase from FY 2000 to FY 2001 is due to a correction of funding shown as WMATA capital in FY 2000 that is more accurately shown as WMATA operating in FY 2001, and increased funding for DASH in FY 2001. The FY 2002 budget includes a \$409,790 increase in the DASH operating subsidy for salary, benefit and fuel cost increases, and 2 new mechanic positions; a \$100,000 increase in the DOT Paratransit subsidy, and a \$4,230 increase in the VRE subsidy.
- /4 The FY 2001 approved budget includes additional funding for traffic analysis, new traffic cameras to assist in monitoring critical intersections, and increased funding for equipment to adequately store materials for snow removal. The FY 2001 approved all funds budget also includes \$233,309 for environmental quality, as part of the City Manager's reorganization, that was previously budgeted in the Health Department. The FY 2002 proposed budget includes funding for two Inspector II positions, an Engineering Aide position, a Civil Engineer III position, contract costs for transportation studies, and maintenance and support costs for the infrastructure management software system, proposed to be purchased through the Information Technology Plan in the CIP.

## General Schedule Classification Plan

---

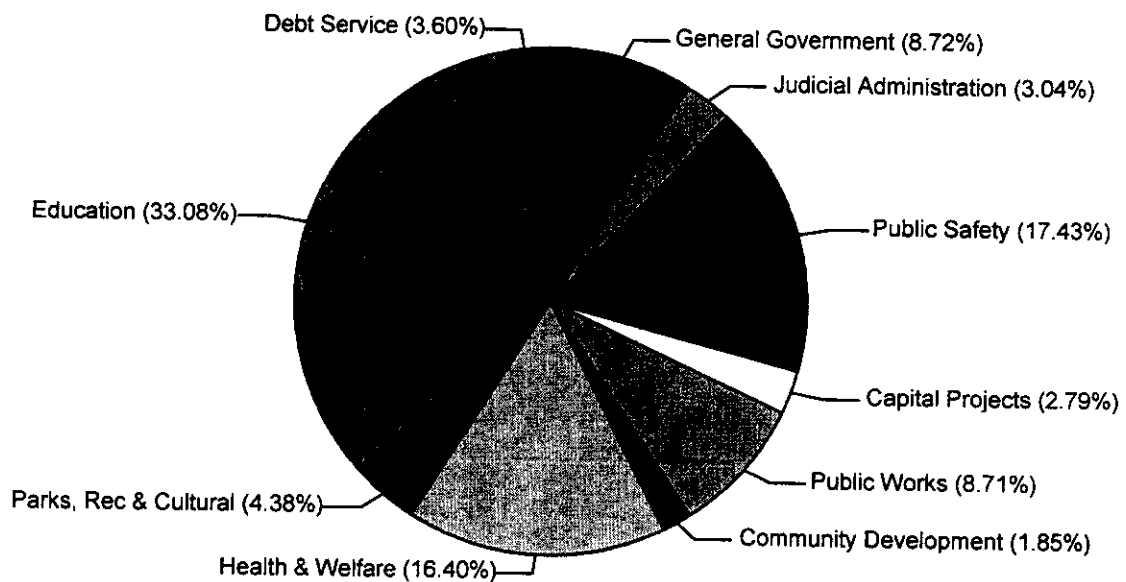
2633	Computer Systems Analyst I	Automatic Data Processing
2724	Coordinator/Human Services/ Human Relations Program I	Social Science and Welfare
3822	Coordinator/Rehabilitation Loan I	Housing
2470	Coordinator/Special Services	Recreation
2352	Coordinator/VASP	Legal, Paralegal and Kindred
3152	Existing Structures Inspections Supervisor	Engineering and Architecture
2199	Intake Officer II	Public Safety and Enforcement
2307	Law Librarian	Library and Archives
3250	Network Engineer I	Automatic Data Processing
2514	Pharmacist I	Medical, Dental, Hospital and Public Health
3154	Plans Examiner	Engineering and Architecture
2410	Senior Contracts Administrator	Procurement and Supply
3035	Superintendent/Parks and Facilities Maintenance	Equipment, Facilities and Services
2364	Supervisory Administrative Assistant to Counsel	Administrative, Clerical & Office Services
3220	Supervisory Automotive Mechanic/ Advisor	Equipment, Facilities and Services
2570	Supervisor/Alexandria Residential Care Home	Social Science and Welfare
3217	Supervisory Graphic Artist	Information and Arts
3226	T&ES Inspector III	Engineering and Architecture
2358	Transportation Information Specialist	Transportation and Environmental Services

GRADE AND SALARY: 19     \$41,055 to \$64,912

2317	Accountant II	Accounting, Budget and Finance
3819	Air Pollution Control Specialist	Medical, Dental, Hospital and Public Health
2129	Budget/Management Analyst I	Accounting, Budget and Finance
2380	Computer Programmer/Analyst	Automatic Data Processing
2644	Computer Systems Analyst II	Automatic Data Processing
2209	Coordinator/Assistant Residential Services	Social Science and Welfare
3129	Coordinator/Fire Emergency Communications	Public Safety and Enforcement
2234	Coordinator/Housing Program	Housing
2161	Coordinator/Vocational and Pre-vocational Services	Social Science and Welfare
2351	Electrical Engineer	Engineering and Architecture

## FY 2002 Proposed Budget by Program (All Funds)

---



The pie chart above presents the FY 2002 proposed budget for all City funds, categorized by program area. This type of programmatic information facilitates examination of the budget from a different perspective than the organizational scheme used in Sections V-IX of the document. This programmatic view of the proposed budget is included in the budget document at the request of the City Council's Budget and Fiscal Affairs Advisory Committee (BFAAC) as part of its on-going effort to examine and recommend improvements in the City's budget process.

The categorization scheme used in these program budget presentations is specified by the Auditor of Public Accounts (APA) of the Commonwealth of Virginia, and is used by the APA in the preparation of an annual State-wide comparative report of local government finances.

DEPARTMENT	GENERAL GOVERNMENT	JUDICIAL ADMINISTRATION	PUBLIC SAFETY	CAPITAL PROJECTS	PUBLIC WORKS	COMMUNITY DEVELOPMENT	HEALTH & WELFARE	PARKS, REC & CULTURE	EDUCATION	DEBT SERVICE	TOTAL
City Council	\$446,153	0	0	0	0	0	0	0	0	0	\$446,153
City Manager	1,625,432	0	0	0	0	0	0	0	0	0	1,625,432
Citizen Assistance	827,536	0	0	0	0	0	0	0	0	0	827,536
Management and Budget	885,247	0	0	0	0	0	0	0	0	0	885,247
Office on Women	1,254,403	0	0	0	0	0	0	0	0	0	1,254,403
Human Rights	324,870	0	0	0	0	0	0	0	0	0	324,870
18th Circuit Court	0	1,101,893	0	0	0	0	0	0	0	0	1,101,893
18th General District Court	0	91,343	0	0	0	0	0	0	0	0	91,343
Juvenile & Domestic Relations Court	0	34,024	0	0	0	0	0	0	0	0	34,024
Commonwealth's Attorney	0	2,171,006	0	0	0	0	0	0	0	0	2,171,006
Sheriff	0	4,124,705	12,972,469	0	0	0	0	0	0	0	17,097,174
Clerk of Courts	0	1,318,200	0	0	0	0	0	0	0	0	1,318,200
Law Library	0	115,659	0	0	0	0	0	0	0	0	115,659
Other Correctional/Justice Activities	0	3,319,796	0	0	0	0	0	0	0	0	3,319,796
Court Service Unit	0	796,504	0	0	0	0	0	0	0	0	796,504
Information Technology Services	6,430,688	0	0	0	0	0	0	0	0	0	6,430,688
City Clerk & Clerk of Council	317,754	0	0	0	0	0	0	0	0	0	317,754
Finance	6,680,628	0	0	0	0	0	0	0	0	0	6,680,628
Internal Auditor	188,088	0	0	0	0	0	0	0	0	0	188,088
Real Estate Assessments	937,958	0	0	0	0	0	0	0	0	0	937,958
Personnel	1,957,470	0	0	0	0	2,627,833	0	0	0	0	4,585,303
Planning and Zoning	0	0	0	0	0	1,970,948	0	0	0	0	1,970,948
Other Planning Activities	0	0	0	0	0	0	0	0	0	0	0
City Attorney	1,322,461	0	0	0	0	0	0	0	0	0	1,322,461
Registrar	732,806	0	0	0	0	0	0	0	0	0	732,806
General Services	2,774,750	0	0	0	6,045,374	0	0	0	0	0	8,820,124
Transportation & Environmental Services	0	0	0	0	20,848,048	550,671	0	0	0	0	21,398,719
Transit Subsidies	0	0	0	0	7,505,517	0	0	0	0	0	7,505,517
Fire	0	0	26,395,257	0	0	0	0	0	0	0	26,395,257
Police	0	0	35,463,978	0	0	0	0	0	0	0	35,463,978
Housing	0	0	0	0	0	2,785,122	0	0	0	0	2,785,122
Mental Health/Mental Retardation/Substance Abuse Health	0	0	0	0	0	0	21,330,314	0	0	0	21,330,314
Human Services	0	0	0	0	0	0	6,482,026	0	0	0	6,482,026
Human Services	0	0	0	0	0	0	41,723,247	0	0	0	41,723,247
Community Partnership Fund for Human Services	0	0	0	0	0	0	875,500	0	0	0	875,500
Historic Alexandria	0	0	0	0	0	0	0	2,174,122	0	0	2,174,122
Recreation, Parks & Cultural Activities	0	0	0	0	2,991,600	0	0	11,060,524	0	0	14,052,124
Other Recreational Activities	0	0	0	0	0	0	0	196,877	0	0	196,877
Library	0	0	0	0	0	0	0	5,392,323	0	0	5,392,323
Schools	0	0	0	0	0	0	0	0	142,062,215	0	142,062,215
Other Educational	0	0	0	0	0	0	0	0	12,923	0	12,923
Non-Departmental	10,943,241	0	0	12,000,000	0	0	0	0	0	15,458,336	38,401,577
<b>Total</b>	<b>\$37,449,485</b>	<b>\$13,073,130</b>	<b>\$74,831,704</b>	<b>\$12,000,000</b>	<b>\$37,390,539</b>	<b>\$7,934,574</b>	<b>\$70,411,087</b>	<b>\$18,823,846</b>	<b>\$142,075,138</b>	<b>\$15,458,336</b>	<b>\$429,447,839</b>

## BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT

---

The Program Budget format was proposed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) and approved by City Council on May 25, 1993. This format summarizes the total City budget using more specific object of expenditure groupings (expense categories) than those presented in the budget resources tables shown within each departmental description. OMB staff worked with BFAAC to develop the presentation of this format and BFAAC members requested that the total budget chart be presented on a single page.

The following notes provide additional information on the expenditure groupings presented in the BFAAC tables.

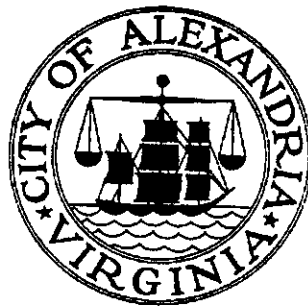
- \1 The Operating Agencies are detailed by individual departments and agencies in the expanded chart.
- \2 Budgetary data for the Alexandria City Public Schools (ACPS) are not available at the same level of detail as for other City agencies. Therefore, data have been grouped into major categories such as Salaries, Benefits, Contract Support, Facilities, Field Supplies, Training, Equipment and Other Charges. These groupings have been made based on data provided in the ACPS 2000-2001 Approved Budget, the ACPS 2001-2002 Approved Budget, and ACPS staff. Education includes Other Educational Activities (the City's contribution to the Northern Virginia Community College).
- \3 The proposed FY 2002 budgets for individual City departments do not include funding for the recommended three percent general salary adjustment, increased health care benefits, vacancy factor adjustment, or the Virginia Retirement System (VRS) rate adjustment. These funds are budgeted in a non-departmental account within the General Government category, which will be transferred to agency budgets pending Council approval.
- \4 Facilities/Infrastructure includes building leases such as the Human Services building on Mt. Vernon Avenue, the Department of Mental Health, Mental Retardation, Substance Abuse building on St. Asaph Street, other rental payments, all utilities costs, and expenditures associated with annual infrastructure maintenance. In Transportation and Environmental Services, under Operating Agencies, Citywide street lighting utility expenses, the waste disposal tipping fee and infrastructure maintenance (streets, sewers, etc.) expenses are also included in this category.
- \5 Training monies budgeted for agency-specific certifications are included in the budgets for departments under the Operating Agencies category. Funding for Citywide training opportunities is budgeted centrally within General Government agencies, in the Personnel and Information Technology Services departments.
- \6 Vehicle/Fleet/Fuel and Transportation includes expenditures associated with operating and maintaining City vehicles, including the City's motor pool. While the majority of

## BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT

---

expenditures for the City's total vehicle fleet is budgeted annually within General Government, the Fire Department maintains its own fleet, including the specialized firefighting and medic vehicles. Expenditures associated with the residential trash collection fleet are budgeted within Transportation and Environmental Services to enable more accurate costing of this fee-based service.

- \7 Public and Private Partnerships includes the expenditures for non-profit and regional agencies, such as the Northern Virginia Juvenile Detention Home and all agencies noted in Other Public Safety and Justice Activities; the contribution to the Alexandria Hospital for indigent care expenses; all agencies noted in the Community Partnership Fund for Human Services budget and expenditures for the extended day care program; all agencies noted in Other Planning and Economic Development Activities and all agencies noted in Other Recreation and Other Educational Activities.
- \8 Payments and Purchased Services for the Needy and Special Populations includes support for services such as child day care, foster care, congregate meals, companion services, housing assistance, General Relief, and emergency financial assistance, that is budgeted in Human Services, the Office of Housing, and in MH/MR/SA. In addition, the DOT Paratransit program expenditures are shown here under Transportation and Environmental Services.
- \9 Other Charges includes expenditures for the City's payment to the Waste to Energy Trust Fund; Citywide memberships such as the Virginia Municipal League; other department-specific professional dues, memberships or subscriptions, which also includes purchase of materials for the Libraries; City legal expenses and other miscellaneous charges.
- \10 Contingent Reserves includes monies budgeted centrally for general contingencies that may arise during the fiscal year. Monies cannot be expended directly from this category, and City Council action is required to transfer monies budgeted here to other accounts to be expended.
- \11 Human Services includes Community Partnership Fund for Human Services and the Children's Fund competitive grant programs.
- \12 Planning and Zoning includes Other Planning and Economic Development Activities.
- \13 Recreation, Parks, and Cultural Activities includes Other Recreation Activities.
- \14 Transportation and Environmental Services includes Transit Subsidies.



## BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT FY 2001 APPROVED BUDGET (ALL FUNDS)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies\1	Education\2	Totals
	\$2,169,513	\$13,851,477	\$14,863,575	82,475,494	\$84,678,022	\$198,038,081
Salaries\3	509,265	4,738,063	6,270,392	26,010,951	26,202,708	63,731,379
Benefits\3	95,447	1,882,032	4,653,176	13,944,234	4,609,070	25,183,959
Contract Support	0	0	0	0	0	0
Consultants	0	0	2,205,892	10,652,447	37,000	13,266,986
Facilities/Infrastructure\4	6,200	365,447	1,027,713	7,345,220	4,959,786	13,890,305
Equipment	45,885	511,701	73,672	319,162	20,800	507,931
Office Supplies	22,675	71,622	468,270	3,147,264	6,479,939	10,761,592
Field Supplies	4,517	661,602	231,053	279,950	1,500	574,022
Training\5	12,324	49,195	264,192	1,291,654	0	1,817,632
Telephone and Communications	28,549	233,237	989,732	662,823	62,500	1,757,500
Vehicle/Fleet/Fuel and Transportation\6	14,300	28,145	227,543	183,463	0	463,878
Postage and Courier	14,744	38,128	305,568	317,615	3,500	756,344
Printing	64,683	64,978	868,384	34,262	0	906,096
Insurance	0	3,450	0	3,548,210	0	3,548,210
Transit Subsidies Public and Private Partnerships\7	0	0	56,473	7,141,375	13,017	9,942,580
Payments and Purchased Services for the Needy and Special Populations\8	10,600	2,721,115	827,500	20,206,890	0	21,034,390
Other Charges\9	0	0	115,389	1,457,132	4,721,929	6,916,903
Contingent Reserves\10	48,307	574,146	462,701	346,429	0	809,130
Cash Capital	0	0	9,846,000	0	0	9,846,000
Debt Service	0	0	11,883,435	0	0	11,883,435
<b>Totals</b>	<b>\$3,047,009</b>	<b>\$25,794,338</b>	<b>\$55,640,660</b>	<b>\$179,364,575</b>	<b>\$131,789,771</b>	<b>\$395,636,353</b>



**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2001 APPROVED BUDGET (ALL FUNDS)  
OPERATING AGENCIES**

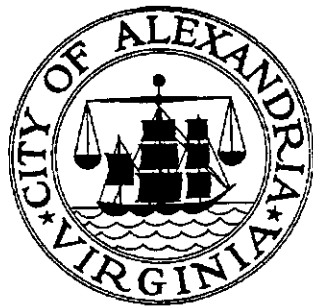
Expense Category	Fire	Police	Health	Human Services 111	Mental Health, Mental Retardation & Substance Abuse	Housing	Planning & Zoning 112	Historic Alexandria	Recreation, Parks and Cultural Activities 113	Library	Transportation and Environmental Services 114	Totals
Salaries <sup>13</sup>	\$15,249,822	\$21,561,190	\$842,859	\$10,170,058	\$12,726,713	\$1,014,001	\$1,561,477	\$1,263,560	\$7,575,474	\$2,678,699	\$7,831,641	\$82,475,494
Benefits <sup>13</sup>	5,332,125	7,726,785	296,025	2,949,516	3,596,743	313,477	435,680	304,007	1,884,051	641,232	2,531,310	26,010,951
Contract Support	866,302	720,023	3,764,868	1,874,558	1,368,988	164,867	33,600	163,594	1,191,409	270,779	3,527,246	13,944,234
Consultants	0	0	0	0	0	0	0	0	0	0	0	0
Facilities/Infrastructure <sup>14</sup>	223,073	35,839	82,912	742,348	1,390,667	34,444	500	161,613	691,917	285,092	7,004,042	10,652,447
Equipment	2,003,579	2,120,566	12,598	203,101	259,086	4,632	26,200	28,640	604,756	4,026	2,078,036	7,345,220
Office Supplies	33,911	48,190	4,766	84,652	67,932	3,785	4,000	7,439	37,417	5,020	22,050	319,162
Field Supplies	455,664	396,570	36,744	91,525	488,838	1,158	5,000	66,315	700,186	112,650	792,616	3,147,264
Training <sup>15</sup>	76,121	47,705	3,423	47,662	60,331	3,901	2,600	3,909	13,513	0	20,785	279,950
Telephone and Communications	196,900	588,700	20,642	109,043	110,600	15,895	9,660	20,333	85,780	84,688	69,413	1,291,654
Vehicle/Fleet/Fuel and Transportation <sup>16</sup>	264,575	4,070	1,474	23,368	33,307	2,340	4,700	2,587	1,682	800	323,920	662,823
Postage and Courier	4,649	7,500	190	54,741	19,392	8,651	270	7,394	43,526	12,750	24,400	183,463
Printing	12,906	35,475	9,978	29,236	14,842	11,700	28,950	18,580	108,281	5,500	42,167	317,615
Insurance	0	0	1,262	0	0	0	0	0	0	33,000	0	34,262
Transit Subsidies	0	0	0	0	0	0	0	0	0	0	3,548,210	3,548,210
Public and Private Partnerships <sup>17</sup>	14,000	2,320	702,329	4,221,009	9,850	0	1,771,834	4,560	407,923	0	0	7,133,825
Payments and Purchased Services for the Needy and Special Populations <sup>18</sup>	0	0	0	18,162,339	309,043	985,508	0	0	0	0	757,550	20,214,440
Other Charges <sup>19</sup>	26,150	393,182	49,901	117,784	20,950	6,332	4,846	39,655	50,143	657,701	90,508	1,457,132
Contingent Reserves <sup>110</sup>	0	0	346,429	0	0	0	0	0	0	0	0	346,429
Cash Capital	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>\$24,759,777</b>	<b>\$33,668,115</b>	<b>\$6,176,400</b>	<b>\$38,880,920</b>	<b>\$20,475,282</b>	<b>\$2,570,689</b>	<b>\$3,889,317</b>	<b>\$2,092,186</b>	<b>\$13,396,058</b>	<b>\$4,791,937</b>	<b>\$28,663,894</b>	<b>\$179,364,575</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
 FY 2002 PROPOSED BUDGET (ALL FUNDS)**

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies\1	Education\2	Totals
Salaries\3	\$2,627,568	\$14,571,559	\$17,575,893	86,450,883	\$93,405,031	\$214,630,934
Benefits\3	640,813	4,852,822	7,641,792	26,539,994	27,006,012	66,681,433
Contract Support	82,822	1,898,686	5,187,515	14,376,454	5,534,205	27,079,682
Consultants	0	51,452	0	0	0	51,452
Facilities/Infrastructure\4	30,500	455,325	2,196,189	10,952,826	37,000	13,671,840
Equipment	45,576	415,767	1,635,834	7,725,836	4,353,666	14,176,679
Office Supplies	27,300	75,688	80,941	329,483	24,800	538,212
Field Supplies	9,775	650,163	471,820	3,235,424	6,789,052	11,156,234
Training\5	18,830	63,100	316,407	399,026	731,563	1,528,926
Telephone and Communications	38,941	202,756	258,457	1,386,553	0	1,886,707
Vehicle/Fleet/Fuel and Transportation\6	30,472	34,891	1,049,926	796,171	64,500	1,975,960
Postage and Courier	15,685	38,290	255,789	205,248	0	515,012
Printing	65,750	74,309	313,256	331,945	3,500	788,760
Insurance	0	3,850	839,724	34,262	0	877,836
Transit Subsidies	0	0	0	3,958,000	0	3,958,000
Public and Private Partnerships\7	26,600	2,792,296	68,522	7,958,744	12,923	10,859,085
Payments and Purchased Services for the Needy and Special Populations\8	0	0	192,140	23,297,196	0	23,489,336
Other Charges\9	51,168	597,451	216,048	1,729,629	4,112,886	6,707,182
Contingent Reserves\10	0	0	750,000	666,233	0	1,416,233
Cash Capital	0	0	12,000,000	0	0	12,000,000
Debt Service	0	0	15,458,336	0	0	15,458,336
<b>Totals</b>	<b>\$3,711,800</b>	<b>\$26,778,405</b>	<b>\$66,508,589</b>	<b>\$190,373,907</b>	<b>\$142,075,138</b>	<b>\$429,447,839</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2002 PROPOSED BUDGET (ALL FUNDS)  
OPERATING AGENCIES**

Expense Category	Fire	Police	Health	Human Services \11	Mental Health, Mental Retardation & Substance Abuse	Housing	Planning & Zoning \12	Historic Alexandria	Recreation, Parks and Cultural Activities \13	Library	Transportation and Environmental Services \14	Totals
Salaries\3	\$16,184,789	\$22,554,989	\$763,890	\$10,631,163	\$13,187,133	\$1,033,622	\$1,854,044	\$1,326,493	\$7,960,557	\$2,962,912	\$7,991,291	\$86,450,883
Benefits\3	5,283,550	7,848,722	265,409	2,943,591	3,717,267	301,518	539,027	307,234	1,993,569	784,922	2,555,185	26,539,994
Contract Support	1,014,265	802,077	3,863,967	1,731,726	1,404,967	184,106	94,169	154,007	1,336,773	238,623	3,551,774	14,376,454
Consultants	0	0	0	0	0	0	0	0	0	0	0	0
Facilities/Infrastructure\4	234,620	266,850	83,487	784,633	1,526,455	46,224	275	169,263	668,296	309,117	6,863,606	10,952,826
Equipment	2,434,951	2,349,506	15,309	221,939	275,356	17,558	46,872	27,248	674,818	4,171	1,658,308	7,725,836
Office Supplies	35,018	50,925	768	84,484	67,777	6,273	5,000	8,554	38,734	5,700	26,250	329,483
Field Supplies	489,948	407,545	32,429	129,378	516,170	949	5,000	81,606	698,858	47,550	825,991	3,235,424
Training\5	107,493	74,350	2,839	62,555	66,187	5,437	15,900	3,880	29,377	0	31,008	399,026
Telephone and Communications	235,123	596,600	20,213	111,690	117,145	15,853	8,537	21,704	89,824	98,941	70,923	1,386,553
Vehicle/Fleet/Fuel and Transportation\6	323,030	36,780	1,388	26,503	36,643	3,356	12,397	4,425	9,082	800	341,767	796,171
Postage and Courier	4,421	7,015	182	55,425	17,293	14,935	85	6,647	46,366	6,706	46,163	205,248
Printing	17,215	33,375	11,551	26,163	14,495	8,951	31,977	19,126	125,474	3,500	40,118	331,945
Insurance	0	0	1,262	0	0	0	0	0	0	33,000	0	34,262
Transit Subsidies	0	0	0	0	0	0	0	0	0	0	0	0
Public and Private Partnerships\7	0	8,000	701,290	4,824,413	9,030	0	1,973,948	4,260	426,214	0	13,589	7,958,744
Payments and Purchased Services for the Needy and Special Populations\8	0	0	0	20,948,584	354,553	1,139,726	0	0	0	0	854,333	23,297,196
Other Charges\9	30,834	429,244	51,799	16,500	19,843	6,614	11,750	39,875	151,059	896,381	75,930	1,729,629
Contingent Reserves\10	0	0	666,233	0	0	0	0	0	0	0	0	666,233
Cash Capital	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>\$26,395,257</b>	<b>\$35,463,978</b>	<b>\$6,482,026</b>	<b>\$42,598,747</b>	<b>\$21,330,314</b>	<b>\$2,785,122</b>	<b>\$4,588,781</b>	<b>\$2,174,122</b>	<b>\$14,249,001</b>	<b>\$5,392,323</b>	<b>\$28,904,236</b>	<b>\$190,373,907</b>

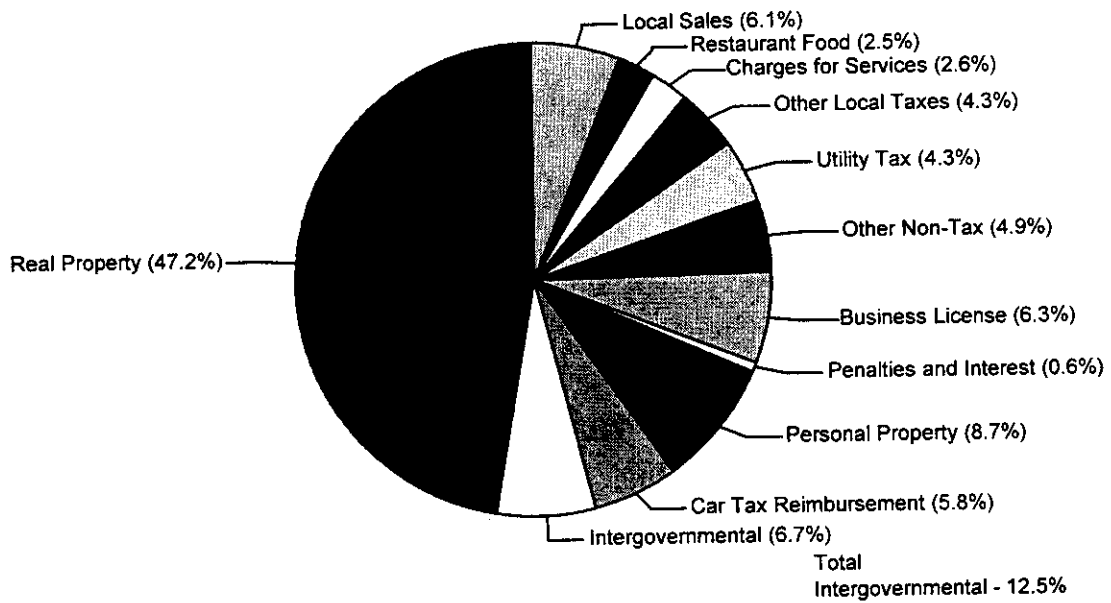


# Revenue Summary

## General Fund Revenue Distribution

Proposed FY 2002

The pie chart below shows the distribution of estimated General Fund revenues for FY 2002, excluding the appropriation from fund balance.



## Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2000 Actual	FY 2001*		FY 2002 Proposed
		Budget	Projected	
<b>General Fund</b>				
General property tax revenue				
Real property tax	142,401,311	149,135,000	155,293,000	163,620,000
Personal property tax	38,435,852	32,560,000	35,300,000	30,097,220
Penalties and interest	2,459,102	2,400,000	2,200,000	2,200,000
<b>Total general property tax revenue</b>	<b>183,296,265</b>	<b>184,095,000</b>	<b>192,793,000</b>	<b>195,917,220</b>
<b>Other local tax revenue</b>				
Local sales tax	19,802,533	20,085,000	20,600,000	21,200,000
Utility tax	14,688,574	14,454,000	14,700,000	15,000,000
Business licenses	19,022,675	17,725,000	21,300,000	21,800,000
Motor vehicle licenses	2,173,654	2,140,000	2,200,000	2,300,000
Recordation	1,710,476	1,217,000	1,800,000	1,400,000
Tobacco	1,647,047	1,649,000	1,600,000	1,600,000
Transient lodging	5,228,467	5,500,000	5,700,000	5,900,000
Restaurant food	7,911,895	7,690,000	8,400,000	8,600,000
Other miscellaneous	2,855,617	3,329,000	3,478,000	3,528,000
<b>Total other local tax revenues</b>	<b>75,040,938</b>	<b>73,789,000</b>	<b>79,778,000</b>	<b>81,328,000</b>
<b>Non-tax revenue</b>				
Licenses, permits, and fees	4,380,592	3,760,000	3,800,000	3,800,000
Fines and forfeitures	4,237,420	4,264,000	4,276,000	4,376,000
Use of money and property	7,078,467	7,759,950	9,195,000	8,395,000
Charges for services	8,684,519	9,342,400	9,267,600	9,068,600
Intergovernmental revenues/**	25,606,353	34,511,000	36,004,000	43,182,000
Miscellaneous	705,468	359,000	359,000	359,000
<b>Total non-tax revenue</b>	<b>50,692,819</b>	<b>59,996,350</b>	<b>62,901,600</b>	<b>69,180,600</b>
<b>Total General Fund revenues</b>	<b>309,030,022</b>	<b>317,880,350</b>	<b>335,472,600</b>	<b>346,425,820</b>
<b>Other financing sources (uses)</b>				
Appropriation from City fund balance		2,921,512		3,500,000
Appropriation from ACPS - component unit fund balance		2,191,638		**
<b>Total General Fund revenues and other sources</b>	<b>309,030,022</b>	<b>322,993,500</b>	<b>335,472,600</b>	<b>349,925,820</b>

\* In FY 2000, the Intergovernmental Revenue category for actual revenues excludes State aid monies, in the amount of \$4,336,609. The FY 2001 estimated State aid for road maintenance is \$4,450,000, and effective with the FY 2001 budget, these revenues are incorporated into the General Fund (instead of the Special Revenue Fund), and associated expenditures within T&ES are reflected as General Fund expenditures to simplify accounting and reporting requirements, and to improve comparability to other Virginia cities. This budget and accounting treatment change does not impact the total department expenditures, nor does it impact the receipt of State aid for road maintenance.

\*\* The ACPS - component fund balance appropriation of \$2,017,801 is included in special revenue funds and not considered a General Fund revenue in the FY 2002 proposed budget.

## General Fund Revenue Summary

---

Total FY 2002 General Fund revenues are projected at \$346,425,820, which represents an increase of \$10,953,220, or 3.3 percent, as compared to the current FY 2001 revenue projection and 9.0 percent as compared to the FY 2001 adopted budget. The FY 2002 General Fund revenues assumes continued growth in the real property tax base and a healthy but slowing local economy, increasing at a slightly higher rate of growth than the projected rate of inflation, except as noted in the detailed discussion below.

Real Property Tax Revenues FY 2002 real property tax revenues are estimated at \$163.6 million, an increase of \$8.3 million, or 5.4 percent, as compared to the current FY 2001 projection. Real property tax revenues, which are currently projected to account for 46.3 percent of total FY 2001 General Fund revenues, are expected to account for 47.2 percent of total General Fund revenues in FY 2002. As required by State law, all parcels of real estate in the City are annually assessed at 100 percent of estimated fair market value.

As detailed in the Calendar Year 2001 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2001 (calendar year) locally assessed tax base is approximately \$14.0 billion, an increase of \$1.3 billion, or 10.4 percent, as compared to the 2000 tax base. Including Public Service Corporation and railroad real property, which are assessed by the State, the total real property tax base has increased to approximately \$14.6 billion, an increase of \$1.3 billion, or 10.06 percent, as compared to the 2000 assessment. Of the total \$1.3 billion increase, approximately 31.5 percent (\$421.4 million) is the result of new growth, including \$169.8 million in new residential growth, and \$251.6 million in new commercial growth. The reassessments of existing properties increased \$895.7 million, reflecting the strong market demand for residential properties, as well as the healthy condition of income-producing commercial properties.

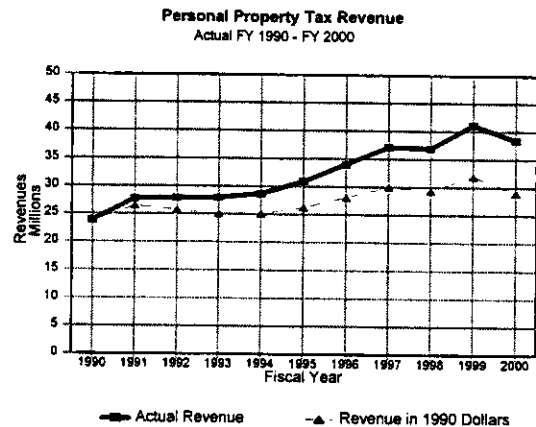
Real Property tax revenues for the first half of FY 2002 (the second half of calendar year 2001) are based on the 2001 real property assessment, no change in the current \$1.11 real property tax rate, and a 49.00 percent collection rate for the first half of the 2001 tax levy. Real property tax revenues for the second half of FY 2002 (the first half of calendar year 2002) are based on a projected 5.0 percent increase in real property assessments next year, which assumes both continued new growth in the tax base and appreciation of existing residential and commercial properties, a \$1.11 real property tax rate, and a 49.50 percent second half collection rate. (See the Statement of Estimated Real Property Tax Revenues following this summary for this calculation.)

The real property tax revenues estimate has been reduced by \$750,000 to reflect the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2001. This initiative increased income eligibility and benefits to eligible low income property owners. The programs total an estimated cost in FY 2002 of \$750,000. Also, this program was shifted from an expenditure item to a revenue offset item in the FY 2002 budget.



## General Fund Revenue Summary

**Personal Property Tax Revenues** Personal property tax revenue consists of two sources: individual personal property, which is primarily vehicles, and business personal property, which includes motor vehicles, machinery, computers, and furniture. In FY 2002, the residential personal property tax base (prior to the tax changes discussed below) of vehicles is projected to increase by 4 percent as compared to the current projection. The business personal property tax base is projected to increase by 8 percent. The FY 2002 revenue estimate is based on real growth compared to the rate of inflation, while recognizing the probability of an economic growth slow down and the falling value of some vehicles, such as Sport Utility Vehicles (SUVs). However, business personal property tax is assessed on equipment purchased as of January 1, 2001. The growth rate of 8 percent recognizes that the economy was still very strong through the end of calendar year 2000.



The City assesses the personal property and collects a portion of these tax revenues directly. The remainder is reimbursed to the City by the State as part of the Personal Property Tax Relief Act and is recognized in the FY 2001 budget as Intergovernmental Revenue. Locally collected Personal Property Tax Revenues are budgeted in FY 2002 at \$30,097,220, compared to \$35,300,000 projected in FY 2001, a decrease of 14.7 percent. Including the State's reimbursement, which is budgeted in Intergovernmental Revenues and including delinquent tax collections, the FY 2002 approved budget includes a total of \$50,021,220 in revenue generated from the Personal Property tax base, as compared to \$48,300,000 million in FY 2001, an increase of 3.6 percent. The locally-collected personal property tax is composed of \$18,025,400 in residential personal property (vehicles), \$10,864,800 in business personal property, and \$1,207,020 in delinquent personal property taxes.

Staff will continue to monitor personal property tax revenues closely during the year and report to Council in the context of the Monthly Financial Reports that are docketed for the second Council legislative meeting each month.

**Intergovernmental Revenues** State and federal aid that is not legally restricted to a specific program use is accounted for in the City's General Fund. FY 2002 General Fund intergovernmental revenues are budgeted at \$43,182,000, which represents an increase of \$7,178,000, or 19.9 percent, as compared to the current FY 2001 projection. This increase is almost entirely attributable to an increase of \$6.9 million in anticipated reimbursements from the State for the City's share of the 70.0% vehicle personal property tax relief.

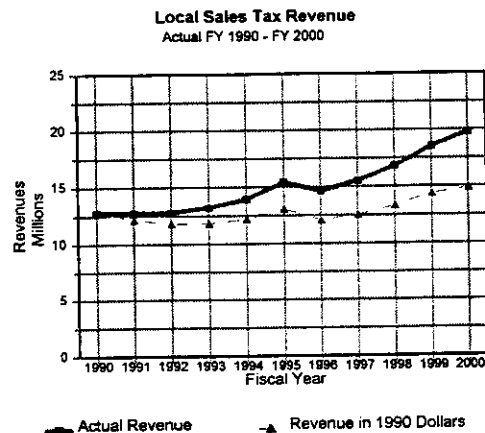
The following table provides information on budget detail estimates in the City's General Fund Intergovernmental Revenues. For additional information on State and federal aid that is restricted to specific programs or services, which is accounted for in the City's Special Revenue Fund, please refer to the Special Revenue Fund summary.

## General Fund Revenue Summary

### General Fund Intergovernmental Revenues

	FY 2000 Actual	FY 2001 Approved	FY 2001 Projected	FY 2002 Proposed
<b>STATE AID</b>				
HB 599 (law enforcement aid)	\$6,026,123	\$6,223,000	\$6,223,000	\$6,223,000
Personal Property Tax Reimbursement	6,805,486	12,300,000	13,000,000	19,924,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	5,721,047	5,397,000	5,451,000	5,580,000
Compensation Board Reimbursements for Treasury and Revenue Administration	592,793	599,000	538,000	538,000
State Prisoner Per Diem Payments	932,934	568,000	568,000	691,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	510,692	478,000	510,000	512,000
State Aid for Road Maintenance	4,450,692	4,450,000	4,630,000	4,630,000
Other State Aid	780,000	729,000	794,000	794,000
<b>FEDERAL AID</b>				
Federal Prisoner Per Diem	3,924,495	3,417,000	3,940,000	3,940,000
Other Federal Aid (Indirect costs recovered from federal grants)	312,420	350,000	350,000	350,000
<b>TOTAL</b>	<b>\$30,057,045</b>	<b>\$34,511,000</b>	<b>\$36,004,000</b>	<b>\$43,182,000</b>

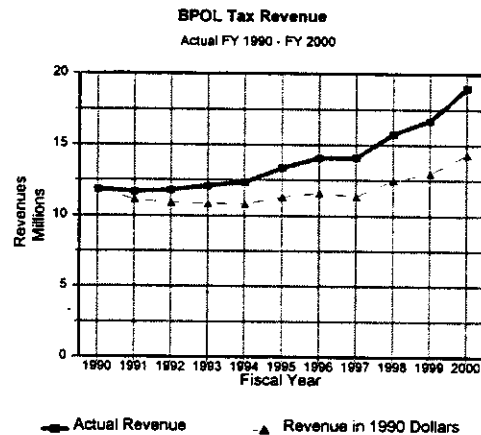
**Local Sales Tax Revenues** The total sales tax in Alexandria is 4.5 percent, which includes the locally levied sales tax of 1.0 percent and the State sales tax of 3.5 percent. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 3.5 percent State sales tax remitted to the State, 1.0 percent is allocated to education Statewide, 0.5 percent is allocated to transportation projects in Northern Virginia, and the balance is distributed to other State-funded programs. FY 2002 local 1.0 percent sales tax revenues are budgeted at \$21,200,000, which is an increase of \$600,000, or 2.9 percent, as compared to the current FY 2001 projection. Local sales tax revenues as a proportion of total General Fund revenues, currently projected to account for 6.1 percent of total FY 2001 General Fund revenues, are also expected to account for 6.1 percent of total General Fund revenues in FY 2002.



## General Fund Revenue Summary

**Consumer Utility Tax Revenues** The consumer utility tax is levied on all residential and commercial users of water, natural gas, electricity, and telephone service. The utility tax rates are detailed in the table titled "FY 2002 Proposed Tax Rates for Major Revenue Sources." FY 2002 consumer utility tax revenues are budgeted at \$15,000,000, which is an increase of \$311,426, or 2.1 percent, as compared to the FY 2000 actual revenues. Overall utility tax increases are attributable to additional households, primarily in Cameron Station, as well as the addition of second phone lines in more households to provide separate computer modem connections. Utility tax revenues as a proportion of total General Fund revenues, currently projected at 4.4 percent of total FY 2001 General Fund revenues, are expected to account for 4.3 percent of total General Fund revenues in FY 2002.

**Business Professional and Occupational Licenses (BPOL)** The BPOL tax is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For businesses with gross receipts of \$100,000 or more, the BPOL tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (contractors) to .0058 (professionals, such as doctors and lawyers). In May 1996, City Council approved the following changes to the City's BPOL tax ordinance: an increase from \$50,000 to \$100,000 in the minimum gross receipts collected by a licensable business before a BPOL tax based on the amount of gross receipts is imposed, and an increase from \$30 to \$50 in the flat fee on businesses with gross receipts below the \$100,000 cap. These changes follow the initial BPOL reforms that were approved by Council in FY 1996. In FY 2001 the due date of January 31 has been shifted to March 1 to conform to State law requirements that have now gone into effect. FY 2002 business license tax revenues are budgeted at \$21,800,000, an increase of \$500,000, or 2.3 percent, as compared to the current FY 2001 revenue projection.



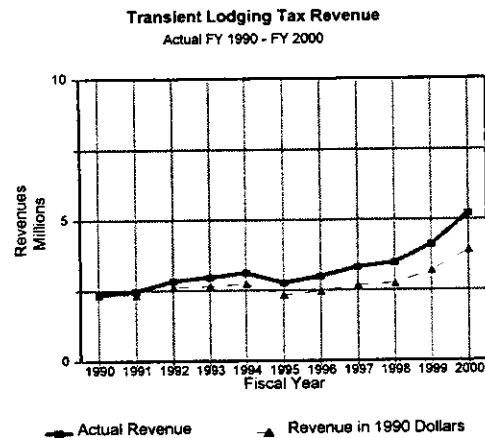
**Motor Vehicle License Revenues** The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that the license tax has been paid. (The decal is also evidence of payment of personal property taxes since decals are not issued unless personal property taxes have been paid.) FY 2002 motor vehicle license revenues are budgeted at \$2,300,000, an increase of \$100,000 or 4.5 percent compared to the current FY 2001 projection.

**Recordation Tax Revenues** The local recordation tax is assessed at the rate of \$0.05 per \$100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. FY 2002 recordation tax revenues are budgeted at \$1,400,000, which is equal to the five year average actual revenues collected from FY 1996 through FY 2000 to account for the variation in the real estate market and interest rates during this time period.

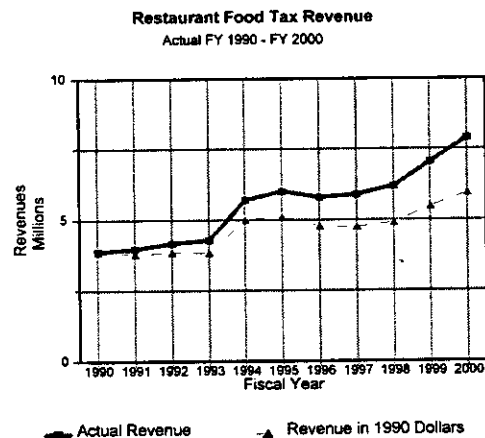
## General Fund Revenue Summary

**Tobacco Tax Revenues** The local tobacco tax is levied at a rate of \$0.30 per pack of 20 cigarettes sold in the City. FY 2002 tobacco tax revenues are budgeted at \$1,600,000, which is equal to the current FY 2001 projection. The current projection is based on the trend in actual revenues received during the first seven months of FY 2001. The FY 2002 revenue estimate assumes continuation of this trend.

**Transient Lodging Tax Revenues** In FY 2000, the local tax levied on the amount paid for hotel and motel rooms was decreased from 5.65 to 5.5 percent. The rate reduction in FY 2000 was combined with the implementation of a \$1 per night lodging fee that is levied on the charge for the room in addition to the 5.5 percent transient lodging tax rate. FY 2002 transient lodging tax revenues are budgeted at \$5,900,000, which is an increase of \$200,000, or 3.5 percent, as compared to the current FY 2001 projection. The \$200,000 increase between the current FY 2001 projection and the FY 2002 budget estimate is attributable to a projected increase in the number of rooms available in the City due to the completion and renovation of several hotels in the City, as well as some increase in tax revenue from existing hotels.



**Restaurant Meals Tax Revenues** The local restaurant meals tax rate is 3 percent. FY 2002 restaurant meals tax revenues are budgeted at \$8,600,000, which is an increase of \$200,000, or 2.4 percent, compared to the current FY 2001 projection. FY 2001 revenues are projected at \$8,400,000, or 6.2 percent, above FY 2000 actuals, based on revenues received as of December 2000. In the past year, the net number of new restaurants in the City is 14. The increase is primarily attributable to the addition of new restaurants.



**Other Miscellaneous Local Tax Revenues** Other miscellaneous local tax revenues are budgeted at \$3,528,000, which is an increase of \$50,000, or 1.4 percent, as compared to the current FY 2001 revenue projections for this category. The majority of these tax revenues are projected to be equal to FY 2000 actual revenues. Other miscellaneous tax revenues include \$700,000 for E-911 tax revenues, which is based on the rate of 50 cents per line per month, and \$750,000 for net City revenues associated with the State's telecommunications tax of 63 cents per line per month. (Other taxes included in this category are bank and other franchise taxes, which are estimated at \$1,100,000, and the daily rental tax, which is estimated at \$20,000 in FY 2002.)

## General Fund Revenue Summary

Licenses, Permits and Fees FY 2002 revenues from licenses, permits and fees are budgeted at \$3,800,000, which is equal to the current FY 2001 projection. The FY 2001 budget estimate for all licenses, permits and fees is based on the trend in actual revenues received during the first seven months of FY 2001. The FY 2002 revenue estimate assumes continuation of this trend.

Fines and Forfeitures FY 2002 revenues from fines and forfeitures are budgeted at \$4,376,000, which is an increase of \$100,000 as compared to the current FY 2001 projections. Parking fines account for \$3,200,000, or approximately 73 percent of the revenue in this category. Staff will bring recommendations to City Council for its consideration. Revenues for the new Red Light Camera Pilot Enforcement program are budgeted at \$255,000, an amount equal to the FY 2001 projection, which is based on fines collected through December 2000. The FY 2002 court fines and forfeitures are budgeted at \$810,000. Other fines included in this revenue category include false alarm fines and automobile booting removal fines.

Revenues from the Use of Money and Property FY 2002 revenues from the use of money and property are budgeted at \$8,395,000, which represents a decrease of \$800,000, or 8.7 percent, as compared to the current FY 2001 projection. This decrease is primarily attributed to a reduction in the estimate for interest revenue on General Fund investments. The City's average cash balance is projected to decline as resources are used to fund capital projects on a pay-as-you-go basis. Interest on General Fund investments is projected at \$6.0 million on an average cash balance of \$117 million at 5.5 percent, net of service charges.

Charges for Services The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. City user fees cannot exceed the City's cost to provide the service. FY 2002 revenues from charges for services are budgeted at \$9,068,600, which is an increase of \$199,000, or 2.1 percent, as compared to the current FY 2001 projection.

During FY 2002 (outside the budget process), City staff will be preparing recommendations in regard to raising parking meter rates and most City parking garage and parking lot rates and discussing options with the business and residential communities and other affected parties. The amount budgeted for parking meter, garage and lot receipts have not been increased pending the outcome of the recommendations and subsequent City Council action.

Alexandria planning and zoning fees are significantly less than the cost of providing planning and zoning services and are also generally less than the fees neighboring jurisdictions charge. Currently only about \$50,000 per year is recouped by fees, compared to an overall Planning and Zoning budget of \$2.6 million. City staff will be developing proposed new fee rates in the coming months and then working with the related business and development community on these rates and their rationale prior to presenting a specific proposal to City Council. Given the work and time necessary to work out new fee schedules, the \$185,000 in increased fee revenues would not likely be implemented before October 1, 2001. On an annualized basis this is estimated to produce \$250,000 in increased fee revenues.

## General Fund Revenue Summary

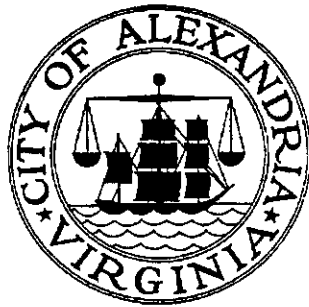
Other Miscellaneous Non-tax Revenues FY 2002 other miscellaneous non-tax revenues, such as insurance recoveries and fees to offset special events expenditures, are budgeted at \$359,000, which is based on the FY 2001 projection.

## Statement of Estimated Real Property Tax Revenues

For the Fiscal years ending June 30, 2001 and June 30, 2002

	Due Date	Assessed Value (thousands)	Tax Rate (per \$100)	Tax Year Gross Levy	Estimated Collection Rate	Net Tax Revenue
<b>Fiscal Year 2001</b>						
Second half tax year 2000						
Locally assessed real property	11/15/00	\$12,654,632	\$1.11	\$140,466,413	50.75%	\$71,286,705
Non-locally assessed property	11/15/00	640,676	1.11	7,111,502	50.75%	3,609,088
<b>Total second half tax year 2000</b>		<b>\$13,295,308</b>		<b>\$147,577,915</b>		<b>\$74,895,793</b>
First half tax year 2001						
Locally assessed real property	06/15/01	\$13,967,312	\$1.11	\$155,037,160	49.50%	\$76,743,394
Non-locally assessed property	06/15/01	665,037	1.11	7,381,916	49.50%	3,654,049
<b>Total first half tax year 2001</b>		<b>\$14,632,349</b>		<b>\$162,419,076</b>		<b>\$80,397,443</b>
<b>Total fiscal year 2001 revenue</b>						<b>\$155,293,236</b>
<b>Fiscal Year 2002</b>						
Second half tax year 2001						
Locally assessed real property	11/15/01	\$13,967,312	\$1.11	\$155,037,160	49.00%	\$75,968,208
Non-locally assessed property	11/15/01	665,037	1.11	7,381,916	49.00%	3,617,139
<b>Total second half tax year 2001</b>		<b>\$14,632,349</b>		<b>\$162,419,076</b>		<b>\$79,585,347</b>
First half tax year 2002						
Locally assessed real property	06/15/02	\$14,665,677	\$1.11	\$162,789,018	49.50%	\$80,580,564
Non-locally assessed property	06/15/02	691,638	1.11	7,677,182	49.50%	3,800,205
<b>Total first half tax year 2002</b>		<b>\$15,357,315</b>		<b>\$170,466,200</b>		<b>\$84,380,769</b>
<b>Total fiscal year 2002 revenue /1</b> (excluding delinquent taxes)						<b>\$163,966,116</b>

/1 Total fiscal year 2002 real property tax revenue as stated in the General Fund Revenue Summary on page 4-25 includes \$404,000 in delinquent real property tax revenue. The revenue total was offset by \$750,000 to reflect the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2001.





## Real Estate Tax Rates by Calendar Year

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

In Alexandria for tax year 2001 (FY 2002), the estimated fiscal impact of each one cent on the real property tax rate is \$1.48 million for a tax rate for the 2001 calendar year only, and \$2.21 million for a tax rate that carries until the end of FY 2002 (i.e., three payment periods of June 2001, November 2001, and June 2002).

### REAL ESTATE TAX RATES\*

YEAR	City of Alexandria	Arlington County	Fairfax County	Loudoun County	Prince William County**
1979	1.44	1.12	1.64	1.19	5.25 (1.73)
1980	1.39	1.12	1.54	1.25	5.25 (1.73)
1981	1.37/1.35	.96	1.51	1.02	1.40
1982	1.37	.98	1.47	1.13	1.45
1983	1.41	.99	1.47	1.13	1.42
1984	1.41	.97	1.46	1.10	1.39
1985	1.39	.95	1.39	1.13	1.42
1986	1.38/1.37	.94	1.35	1.02	1.42
1987	1.34	.92	1.32	.88	1.30
1988	1.25	.89	1.30	.95	1.38
1989	1.10	.78	1.19	.88	1.38
1990	1.045	.765	1.11	.85	1.36
1991	1.045	.765	1.11	.94	1.36
1992	1.045	.82	1.16	.96	1.36
1993	1.07	.86	1.16	1.00	1.36
1994	1.07	.897	1.16	1.02	1.36
1995	1.07	.94	1.16	.99	1.36
1996	1.07	.96	1.23	1.03	1.36
1997	1.07	.986	1.23	1.06	1.36
1998	1.11	.998	1.23	1.11	1.36
1999	1.11	.998	1.23	1.11	1.36
2000	1.11	1.023	1.23	1.08	1.34
2001/1	1.11	1.023	1.23	1.10	1.31

\* Does not reflect additional special tax district (fire, leaf collection, etc.) or town real estate tax rates (Fairfax County, Prince William County and Loudoun County).

\*\* Before 1981, real property in Prince William County was assessed at 33% of fair market value. Since 1981, real property has been assessed at 100% of fair market value.

/1 All tax rates in 2000 reflect the jurisdiction's proposed tax rate for calendar year 2001.

## Real Property Assessments

### Average Residential Tax Bills 1990 - 2001

---

The following two tables depict the average residential real estate tax bill and average single family real estate tax bill adjusted to 2001 dollars, using U.S. Bureau of Labor Statistics Consumer Price Index (CPI) information, and using real estate tax rates in place for each year.

For the owner of an average residential unit (defined as single family homes, residential condominiums, and cooperatives), the City tax bill for 2001 at a \$1.11 tax rate would be \$2,358. In today's dollars the average tax bill in 1990 for the average residential unit was \$2,507.

For the owner of an average single family residential unit (defined as detached homes, semi-detached homes [duplexes and end town home units] and row houses), the City tax bill for 2001 at a \$1.11 tax rate would be \$3,203. In today's dollars the average tax bill in 1990 was \$3,232.

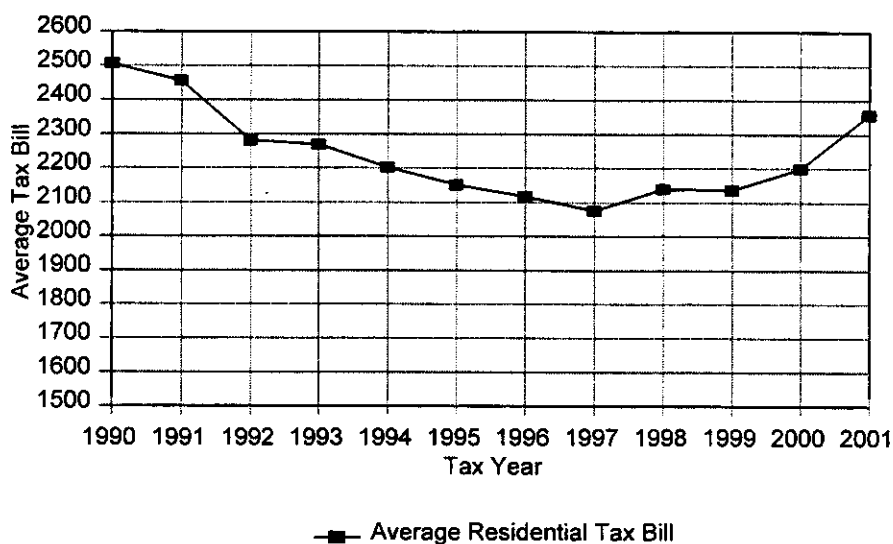
The fact that the average real estate tax bills in 2001 will be nearly the same in today's dollars as in 1990 is caused by property values that declined for most of the 1990's with increases in values generally starting in 1998, but not enough to offset the effects on inflation or the increase of 6 ½ cents in the City's real estate tax rate over the last decade.

# Real Property Assessments

## Average Residential Tax Bills 1990 - 2001

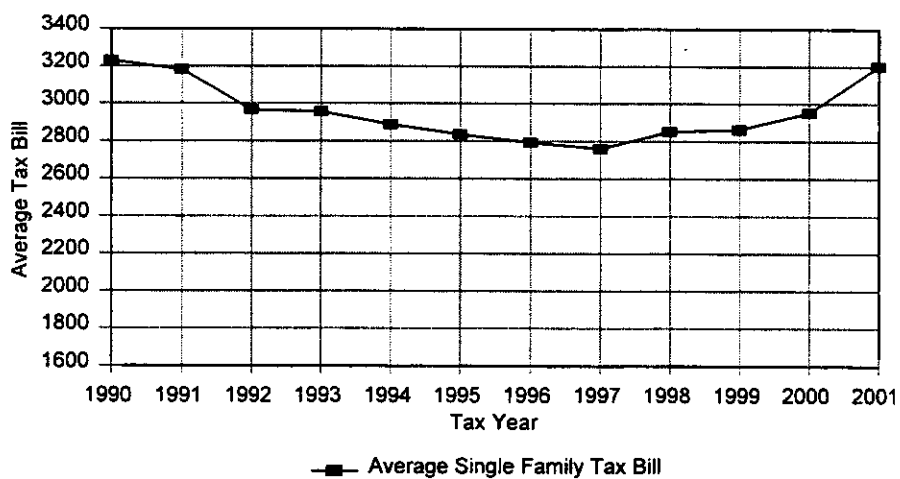
### Residential Tax Bill Comparison 1990 - 2001

Adjusted to 2001 dollars



### Single Family Tax Bill Comparison 1990 - 2001

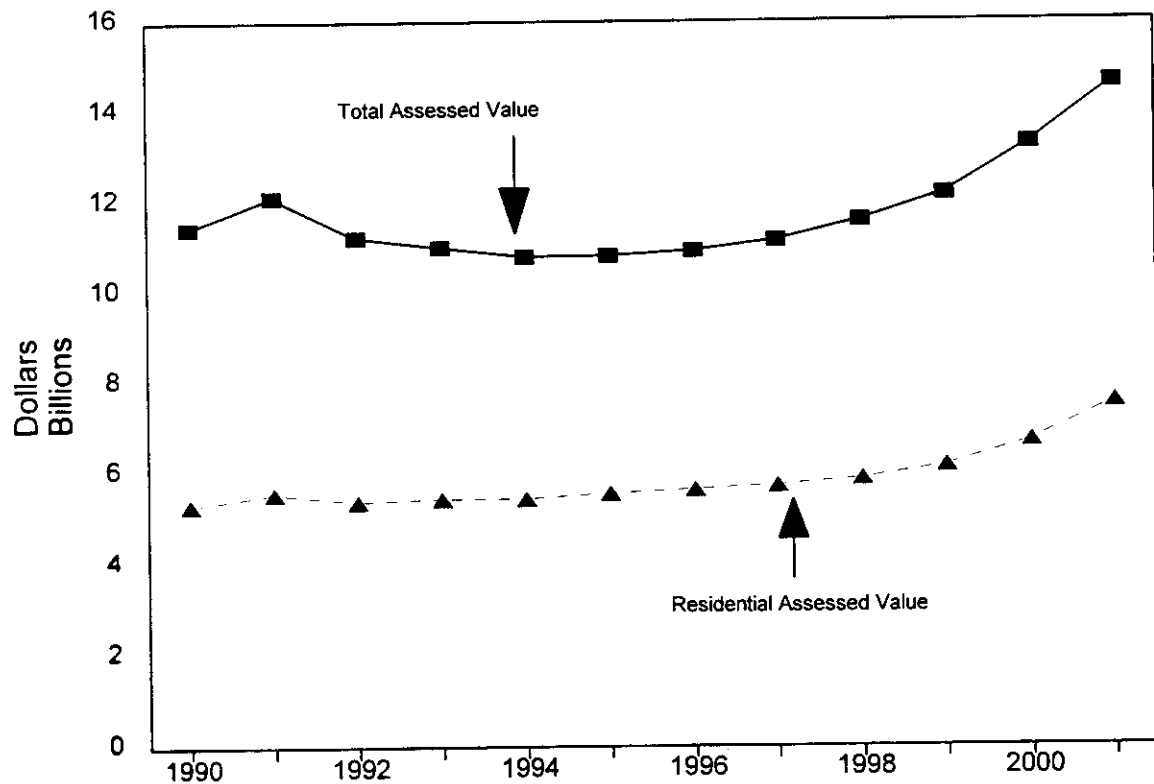
Adjusted to 2001 dollars



## Real Property Tax Base

Total Assessed Value  
Tax Years 1990 - 2001

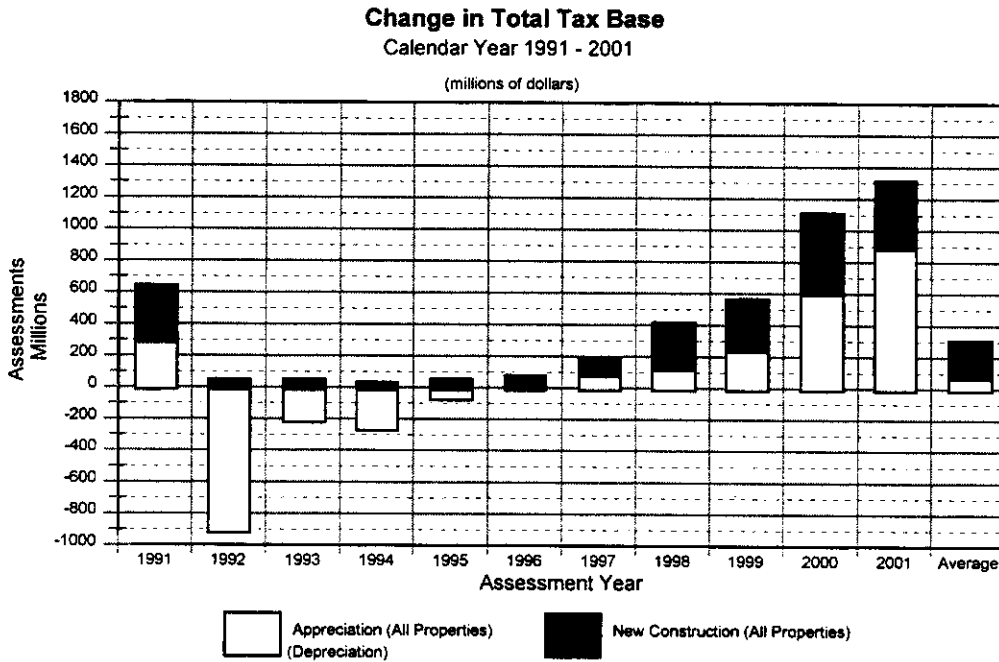
This graph displays the change in the City's real property tax base since 1990. The top line represents the total assessed value of the City's tax base and the bottom line represents the total assessed value of residential real property. After several years of commercial assessments accounting for the majority of the City's tax base, beginning in 1994, residential assessments now account for more than half of the City's total assessed value.



# Real Property Tax Base

## Change in Total Tax Base Tax Years 1991 - 2001

The following chart compares total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of new construction. Last year (tax year 2000) marked the first year since 1991 that appreciation of existing properties exceeded the value of new construction.



## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1990 <sup>/4</sup>	1991 <sup>/5</sup>	1992 <sup>/6</sup>	1993 <sup>/7</sup>	1994	1995
Residential Single Family	3,910,013	4,066,290	3,918,081	3,950,462	3,959,811	4,054,108
Residential Condominium	1,413,546	1,512,372	1,483,931	1,515,358	1,503,185	1,522,470
Commercial Multi-Family	1,497,801	1,493,358	1,417,842	1,335,147	1,337,722	1,331,188
Office/Retail Property	3,168,636	3,478,579	3,066,320	2,979,542	2,832,476	2,781,784
Other Commercial	770,185	912,989	679,893	621,746	585,345	558,318
Public Service Corporation <sup>/1</sup>	689,744	678,344	677,844	624,723	599,784	589,447
<b>Total <sup>/2</sup></b>	<b><u>11,449,925</u></b>	<b><u>12,141,932</u></b>	<b><u>11,243,911</u></b>	<b><u>11,026,978</u></b>	<b><u>10,818,324</u></b>	<b><u>10,837,314</u></b>
Residential Single Family	34.1%	33.5%	34.8%	35.8%	36.6%	37.4%
Residential Condominium	12.3%	12.5%	13.2%	13.7%	13.9%	14.0%
Commercial Multi-Family	13.1%	12.3%	12.6%	12.1%	12.4%	12.3%
Office/Retail Property	27.7%	28.6%	27.3%	27.0%	26.2%	25.7%
Other Commercial	6.7%	7.5%	6.0%	5.6%	5.4%	5.2%
Public Service Corporation <sup>/1</sup>	6.0%	5.6%	6.0%	5.7%	5.5%	5.4%
<b>Total <sup>/3</sup></b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Residential	46.49%	45.95%	48.04%	49.57%	50.50%	51.46%
Commercial	53.51%	54.05%	51.96%	50.43%	49.50%	48.54%
	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

Sources: Assessment values are from the 1990-2001 Real Property Assessment Reports.

<sup>/1</sup> -- 1990-99 Certified Assessments from Public Service Corp. Land Book --  
City of Alexandria. 2001 figures are estimated.

<sup>/2</sup> -- Individual columns may not sum to the totals shown due to rounding.

<sup>/3</sup> -- Figures in individual categories may not total 100% due to rounding.

<sup>/4</sup> -- 1990 assessments include \$261.5 million in non-locally assessed railroad property subject to litigation.

<sup>/5</sup> -- 1991 assessments include \$226.8 million in non-locally assessed railroad property subject to litigation.

<sup>/6</sup> -- 1992 assessments include \$188.5 million in non-locally assessed railroad property subject to litigation.

<sup>/7</sup> -- 1993 assessments include \$106.6 million in non-locally assessed railroad property subject to litigation.

## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1996	1997	1998	1999	2000	2001
Residential Single Family	4,151,909	4,245,411	4,387,491	4,657,845	5,119,264	5,830,209
Residential Condominium	1,506,198	1,496,966	1,495,305	1,511,210	1,597,678	1,743,688
Commercial Multi-Family	1,326,307	1,336,457	1,376,604	1,500,100	1,584,496	1,734,225
Office/Retail Property	2,806,441	2,891,476	3,094,323	3,318,516	3,744,874	4,061,051
Other Commercial	562,198	589,465	630,872	553,705	608,320	598,139
Public Service Corporation <sup>/1</sup>	589,222	611,029	620,694	646,144	640,676	665,038
<b>Total <sup>/2</sup></b>	<b><u>10,942,274</u></b>	<b><u>11,170,803</u></b>	<b><u>11,605,290</u></b>	<b><u>12,187,520</u></b>	<b><u>13,295,308</u></b>	<b><u>14,632,349</u></b>
Residential Single Family	37.9%	38.0%	37.8%	38.2%	38.5%	39.8%
Residential Condominium	13.8%	13.4%	12.9%	12.4%	12.0%	11.9%
Commercial Multi-Family	12.1%	12.0%	11.9%	12.3%	11.9%	11.9%
Office/Retail Property	25.6%	25.9%	26.7%	27.2%	28.2%	27.8%
Other Commercial	5.1%	5.3%	5.4%	4.5%	4.6%	4.1%
Public Service Corporation <sup>/1</sup>	5.4%	5.4%	5.3%	5.3%	4.8%	4.5%
<b>Total <sup>/3</sup></b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Residential	51.71%	51.41%	50.69%	50.62%	50.52%	51.76%
Commercial	48.29%	48.59%	49.31%	49.38%	49.48%	48.24%
	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>	<u>100.00%</u>

Sources: Assessment values are from the 1990-2001 Real Property Assessment Reports.

/1 -- 1990-00 Certified Assessments from Public Service Corp. Land Book --  
City of Alexandria. 2001 figures are estimated.

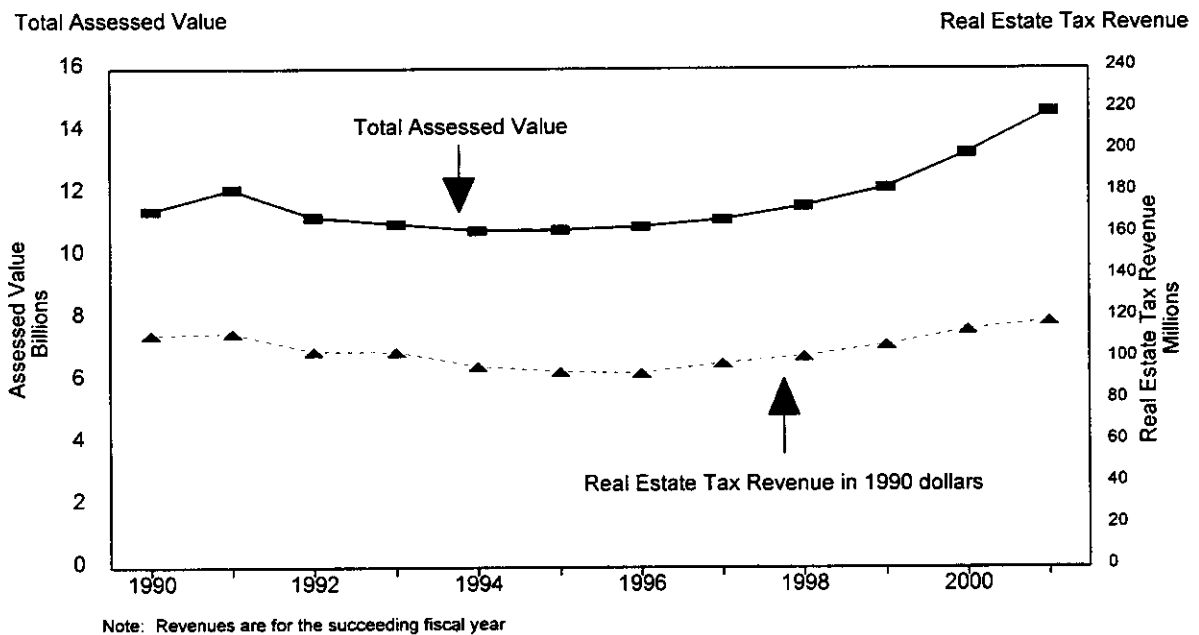
/2 -- Individual columns may not sum to the totals shown due to rounding.

/3 -- Figures in individual categories may not total 100% due to rounding.

# Real Property Assessments Compared To Real Property Tax Revenues

Tax Years 1990 - 2001

The following graph depicts the impact of real property tax rate increases on real property tax revenues. Adjusting for inflation, real property tax revenues would have increased from \$112.2 million in 1990 to \$114.7 million in 2000, for an average annual real dollar increase of 0.2 percent. In 2002, real property revenue would have been \$120.8 million. Actual real property revenues for FY 2002, which reflect the assessed value of tax year 2001, are projected to be \$163.6 million.

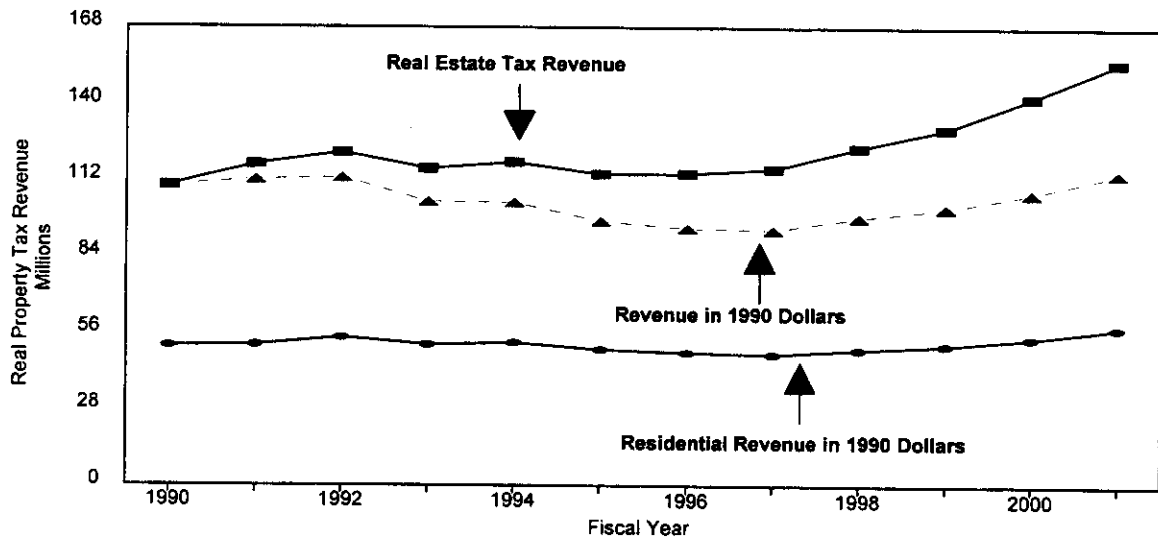




# Real Property Tax Revenue as Compared to Inflation

FY 1990 - FY 2001

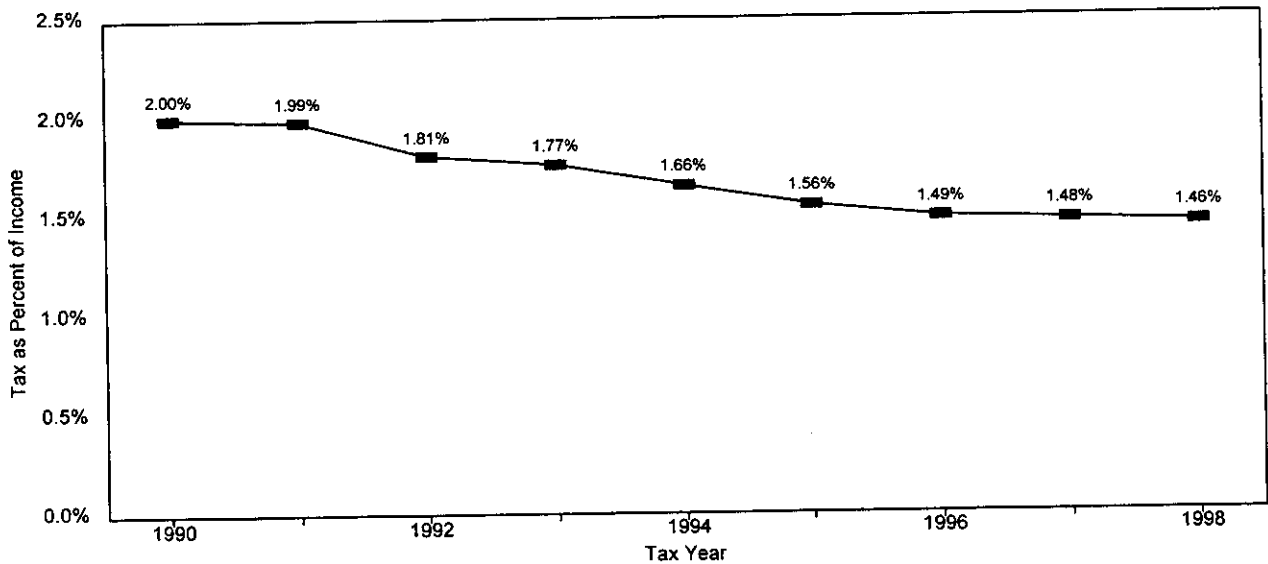
This graph shows the impact of inflation on real property tax revenues. The middle line in the graph shows real property tax revenues in constant 1990 dollars. As shown in the bottom line on this graph, which represents residential real property tax revenues in constant 1990 dollars, there has been relatively little growth in residential real property tax revenue after adjusting for inflation. Most of the growth in the City's real property tax revenue has been attributable to the increase in real property tax revenues from commercial properties.



## Per Capita Residential Real Estate Tax Revenue

Tax Years 1990 - 1998<sup>1</sup>

This graph depicts the proportion of City resident personal income that goes to pay the real property tax. For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums and apartments (multi-family housing<sup>2</sup>). As shown in the graph, the real property tax burden has declined as a proportion of income since 1990.



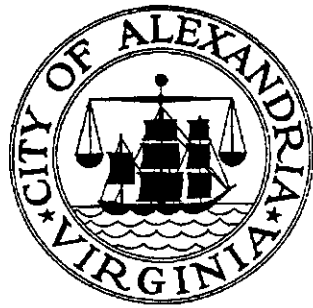
<sup>1</sup> Per capita income figures for 1998 are the most recent available at the time of printing.

<sup>2</sup> The City usually classifies apartments as commercial property because they are income-producing properties.

## FY 2001 Proposed Tax Rates for Major Revenue Sources

<u>City Approved Rate</u>	<u>Virginia Code Reference</u>	<u>Maximum Tax Rate Allowed by State</u>	
Real Estate Tax .....\$1.11 per \$100 assessed value	58.1-3200	none	
Personal Property Tax .....\$4.50 per \$100 assessed value (machinery and tools)	58.1-3507	none	
	\$4.75 per \$100 assessed value (tangible pers. prop.)	58.1-3506-b	none
	\$3.55 per \$100 assessed value (handicap vehicles)	58.1-3506.1	none
Utility Tax (for residential uses)	15% for water (no maximum)	58.1-3814	20% on 1st \$15
	16% for gas (\$2.40 maximum)	58.1-3814	20% on 1st \$15
	16% for electricity (\$2.40 maximum)	58.1-3814	20% on 1st \$15
	25% for telephone (on local service only)	58.1-3812	20% on 1st \$15
(for commercial uses)	15% of the first \$150 of monthly bill for water	58.1-3814	20%
	8.5% of monthly utility bill for gas(non-interrupt.)	58.1-3814	20%
	4.5% of monthly utility bill for gas(interruptible)	58.1-3814	20%
	8.5% of monthly utility bill for electricity	58.1-3814	20%
	25% of the first \$150 (on local phone service only)	58.1-3812	20%
Business and Professional Licenses	58.1-3700		
Gross Receipts Greater than \$10,000 and less than \$100,000	58.1-3703	\$100 until January 1, 2000; \$50 thereafter	
Amusement and Entertainment .....\$ .36 per \$100 gross receipts	through	\$0.36	
Professional .....\$ .58 per \$100 gross receipts	58.1-3735	\$0.58	
Renting of Residential Property ...\$ .50 per \$100 gross receipts		**	
Renting of Commercial Property ...\$ .35 per \$100 gross receipts		**	
Finance Services.....\$ .35 per \$100 gross receipts	58.1-3706	\$0.58	
Personal, Business and Repair Svcs \$ .35 per \$100 gross receipts		\$0.36	
Retail Merchants .....\$ .20 per \$100 gross receipts		\$0.20	
Restaurants .....\$ .20 per \$100 gross receipts		\$0.20	
Filling Stations .....\$ .20 per \$100 gross receipts		\$0.20	
Contractors .....\$ .16 per \$100 gross receipts		\$0.16	
Wholesale Merchants .....\$ .05 per \$100 of purchases		\$0.05	
Alcoholic Beverages .....\$5-\$1,500-(flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233	various	
Public Utilities:			
Telephone Co .....\$1.03 per \$100 gross receipts	58.1-2690	**	
Telegraph Co .....\$2.00 per \$100 gross receipts	58.1-2690	**	
Water, heat, light power and gas companies .....\$ .50 per \$100 gross receipts	58.1-3731	\$0.50	
E-911 Tax.....\$ .50 per line per month	58.1-3813	allow cost recovery	
Telecommunications Right of Way Tax..\$ .63 per line per month	56-468.1	minimum of \$.50 per line per month; annual rate calc. by VDOT	
Cigarette Tax .....\$ .30 on each package of twenty cigarettes	58.1-3840	none	
Daily Rental Tax .....1.0% of gross receipts	58.1-3510.1	1%	
Local Sales Tax .....1.0% added to the rate of the State tax imposed	58.1-605	1%	
Transient Lodging Tax .....5.5% of total amount paid for room rental, plus \$1 per night lodging fee	58.1-3840	none	
Restaurant Meal Tax .....3.0% on all food and drink sold in the City	58.1-3840	none	
Recordation Tax:			
Deed of Bargain and Sale			
Grantor .....\$ .50 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs	
Grantee.....\$ .50 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs	
Deed of Trust.....\$ .50 per \$1,000 of loan amount (equals State max)	58.1-3800	1/3 of State Chrgs	
Tax Penalty .....10% or \$10, whichever is greater	58.1-3916	10% or \$10	
Tax Interest .....10% per annum until January 1, 2000 after January 1, 2000 10% per annum for 1 <sup>st</sup> year, 5% per annum thereafter. Equals refund rates.	58.1-3916	10%	

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

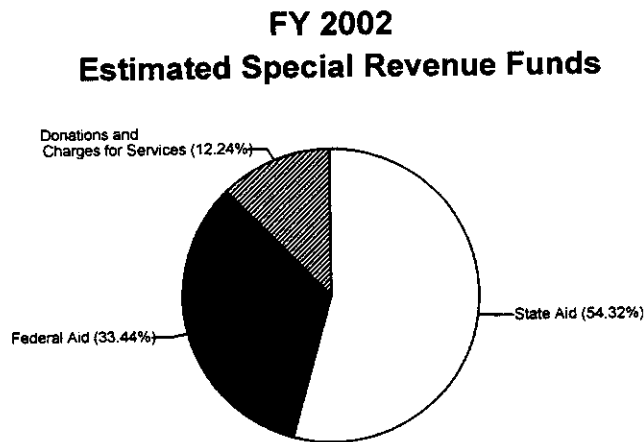


# Grant Funding Summary and Special Revenue Funds

## Grant Funding Summary and Special Revenue Funds

---

Special Revenue Funds account for revenue derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. As shown in the graph titled "FY 2002 Estimated Special Revenue Funds," the City's Special Revenue Fund budget of \$72,653,507 consists primarily of State and federal aid and discretionary State and federal grants (87.7 percent). This compares to a FY 2001 initial Special Revenue Fund budget of \$68,330,298. The 6 percent increase is primarily due to increased estimated State aid in Human Services to more accurately reflect actual revenues received.



The City Council approves, in advance, department and agency applications for discretionary grant funding. Programs and services funded by grant monies are authorized only for the term of the grant. Likewise, positions that are funded by grant sources are authorized only for the term of the grant and employees who fill these positions are notified of this condition of employment.

The table below summarizes the estimated FY 2002 Special Revenue Funds by department. Additional addendum tables have been included to provide more detailed information on federal funding for the Department of Mental Health, Mental Retardation and Substance Abuse (Addendum Table I) and the Department of Human Services (Addendum Table II). Estimates of Special Revenue Funds are based on the best available data at the time the budget is prepared. Generally, three to four times during the fiscal year, staff return to City Council with a supplemental appropriations ordinance to amend the Special Revenue Fund budget to reflect actual grant awards, to appropriate grants received that were not anticipated at the time the budget was prepared, to reduce the budget for grants that were anticipated but not actually awarded, or to appropriate donations or other sources of funding that differ from the original budget estimates. For additional information on grant funded activities, please refer to the individual department's budget chapter in this document.

## Grant Funding Summary and Special Revenue Funds

### FY 2002 ESTIMATED SPECIAL REVENUE FUNDS

Department	State Aid	Federal Aid	Charges, Donations and Other Sources	Total Special Revenue Funds
Commonwealth's Attorney's Office	0	\$266,231 <sup>/a</sup>	0	\$266,231
Law Library	0	0	\$55,000 <sup>/b</sup>	55,000
Other Public Safety	\$332,450 <sup>/c</sup>	0	0	332,450
Court Services	246,227 <sup>/d</sup>	0	0	246,227
Citizen Assistance	0	0	5,000 <sup>/e</sup>	5,000
Office On Women	13,961 <sup>/f</sup>	303,213 <sup>/g</sup>	23,275	340,449
Personnel	0	0	6,000 <sup>/h</sup>	6,000
Fire	232,000 <sup>/i</sup>	29,000 <sup>/j</sup>	2,500	263,500
Police	0	46,752 <sup>/k</sup>	25,836 <sup>/l</sup>	72,588
Sheriff	431,366 <sup>/m</sup>	0	236,345 <sup>/n</sup>	667,711
Health	0 <sup>/o</sup>		14,656 <sup>/p</sup>	14,656
MH/MR/SA	3,800,321	2,303,847	5,261,328	11,365,496 <sup>/q</sup>
Human Services	10,835,154	13,289,605	446,372	24,571,131 <sup>/r</sup>
Housing	0	1,755,000 <sup>/s</sup>	59,563 <sup>/t</sup>	1,814,563
Historic Alexandria	0	0	145,211	145,211
Recreation	19,878 <sup>/u</sup>	121,541 <sup>/v</sup>	21,000	162,419
Library	285,438	0	117,000	402,438
T&ES	168,482 <sup>/w</sup>	43,730 <sup>/x</sup>	0	212,212
Human Rights	0	35,000 <sup>/y</sup>	0	35,000
Schools	23,096,612	6,103,768	2,474,845	31,675,225
<b>TOTAL</b>	<b>\$39,461,889</b>	<b>\$24,297,687</b>	<b>\$8,893,931</b>	<b>\$72,653,507</b>

## Grant Funding Summary and Special Revenue Funds

### Notes:

- /a Includes \$189,125 for the federal grant for the Victim-Witness Program; and \$77,106 for V-Stop Domestic Violence Intervention grant.
- /b Court assessed Law Library filing fees.
- /c Virginia Juvenile Community Crime Control Act, which funds the Sheltercare program.
- /d Virginia Juvenile Community Crime Control Act monies, which funds the Day Reporting Program and other small programs.
- /e Donations for the Gyumri Sister City program.
- /f Includes \$8,500 for Project STEPOUT / MANHOOD, and \$5,461 for shelter support grant.
- /g Includes \$109,239 for the rape victim companion grant, \$8,240 for the shelter support grant, \$107,256 for the domestic violence grant, \$50,562 for the V-STOP/ Sexual Assault Response and Awareness Program (SARA), and \$27,916 for the federal Violence Against Women Act.
- /h Mann Municipal Education Charitable Trust Fund, which funds selected education courses for City employees.
- /i Includes \$127,000 for Fire Training, \$55,000 for EMS Two-For-Life, \$35,000 for HAZMAT, and \$15,000 for Fire Programs Public Education.
- /j Federal grant for Emergency Management Assistance Program.
- /k Includes \$46,752 for COPS Universal funding.
- /l Reimbursement for overtime expenditures from the Northern Virginia Regional Crack Task Force.
- /m For the Comprehensive Community Corrections Act (CCCA) programs and Pre-Trial Services Act (PSA) grant.
- /n Program fees for the Alexandria Alcohol Safety Action Program (AASAP).
- /o It should be noted that State funding for the Health Department does not pass through the City's Treasury; therefore, this funding is not reflected in this table. For additional information, please refer to the Health Department section of this budget.
- /p Foundation grant from Arlandria Neighborhood Health Services, Inc. in support of the Arlandria clinic.
- /q For a description of the federally funded grants for this department, please refer to Addendum Table I in this section of the budget document.
- /r For a description of the federally funded grants for this department, please refer to Addendum Table II in this section of the budget document.
- /s Includes \$672,000 in federal HOME monies and \$1,083,000 in Community Development Block Grant (CDBG) monies (see the description following these tables for information regarding the federal CDBG program).
- /t Includes \$10,516 for the repayment of Principal and Interest from the Commercial Loan Program, \$45,797 in repayment of Principal and Interest from the Homeownership Program, and \$3,250 in donations.
- /u Includes \$5,000 from the Local Government Challenge Grant and \$14,878 from the Litter Control Grant.
- /v U.S. Department of Agriculture Summer Food service program.
- /w Includes \$140,080 for the Ridesharing Grant, and \$28,402 for the Transit Services Employer Outreach Program.
- /x Federal Air Quality Grant.
- /y Equal Employment Opportunities Commission Grant.



## Grant Funding Summary and Special Revenue Funds

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

	FEDERAL GRANT	FY 2002 PROPOSED BUDGET ESTIMATE
Mental Health (MH)  Programs	Block Grant for Community Mental Health Services--Serious Emotionally Disturbed (Children)	\$258,488
	Block Grant for Community Mental Health Services--Serious Mental Illness (Adults)	399,975
	Projects for Assistance in Transition from Homelessness	25,062
	Welfare TANF Foster Care (Title IV E)	143,000
	Unification/Stabalization of Families	10,000
MH & SA Programs	U.S. Department of Housing and Urban Development	321,365
Substance Abuse (SA)  Programs	Substance Abuse Residential Purchase of Services (SARPOS)	137,284
	Substance Abuse Prevention and Treatment-Alcohol	209,495
	Substance Abuse Prevention and Treatment-Drugs	262,913
	Substance Abuse Prevention and Treatment-HIV/AIDS	269,470
	Acquired Immunodeficiency Syndrome Grant	41,142
	High Intensity Drug Trafficking Area Treatment Grant--Residential and Outpatient	109,069
Mental Retardation Programs	Grants for Infants and Toddlers with Disabilities	116,584
	<b>Total Federal Grants</b>	<b>\$2,303,847</b>

## Grant Funding Summary and Special Revenue Funds

### Addendum Table II

#### Department of Human Services Federally Grant-Funded Programs

FEDERAL GRANT	FY 2002 PROPOSED BUDGET ESTIMATE
Welfare Administrative Cost	\$ 135,475
Welfare Income Maintenance Eligibility	1,820,224
Welfare Clerical Cost Pool	263,025
Welfare Refugee Assistance Resettlement	52,000
Welfare Adult Child Services	2,519,140
Welfare Aid to Dependent Children	60,060
Welfare TANF Foster Care	541,866
Welfare Adoption Subsidy	155,250
Welfare Purchased Services	1,338,270
Child Day Care Supplemental	2,603,581
Older Americans Act	91,901
Home Delivered Meals	63,901
Congregate Meals	61,128
In-Home Services to the Elderly	225,744
WIA Summer Youth Program	97,105
Head Start	1,200,859
Transitional Apartment Planning & Eviction Storage (CDBG)	162,000
Community Services Block Grant (CSBG\BASIC)	197,057
Virginia Refugee Resettlement	86,000
WIA Adult Training	378,961
Food Stamp Employment Program	51,944
WIA	161,241
Employment Services\VIEW Program	685,608
Foster Parent Training	99,153
Metro Regional	148,568
All other Federal grants (includes individual program grants under \$50,000)	89,544
<b>Total Federal Grants</b>	<b>\$13,289,605</b>



## Community Development Block Grant

---

In accordance with the Housing and Community Development Act of 1974 (Public Law 93-383, commonly known as the Community Development Block Grant), the City of Alexandria has received \$32,619,000 through FY 2001 to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income levels. The City's approved FY 2002 allocation is \$1,245,000.

The program outlined on the following page is the proposed FY 2002 CDBG program. The proposed FY 2002 program will be funded, in part, with CDBG funds and program income carried over from previous years.

For additional information on community development, housing assistance, and homeless prevention programs, refer to the Office of Housing and the Department of Human Services budgets in Section VIII of this document.

### I. COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2002

<u>CITY CDBG PROGRAM YEAR</u>	<u>FISCAL YEAR</u>	<u>AMOUNT</u>
1	1976	\$1,735,000
2	1977	1,735,000
3	1978	1,735,000
4	1979	1,587,000
5	1980	1,550,000
6	1981	1,556,000
7	1982	1,497,000
8	1983	1,280,000
9	1984	1,207,000
10	1985	1,144,000
11	1986	1,134,000
12	1987	966,000
13	1988	970,000
14	1989	914,000
15	1990	950,000
16	1991	903,000
17	1992	1,009,000
18	1993	1,069,000
19	1994	1,077,000
20	1995	1,172,000
21	1996	1,302,000
22	1997	1,265,000
23	1998	1,237,000
24	1999	1,206,000
25	2000	1,213,000
26	2001	1,206,000
27	2002	1,245,000

## Community Development Block Grant

---

### II. TWENTY-SEVENTH YEAR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (FY 2002 Proposed)

#### Revenue Category

FY 2002 Funds Available CDBG	\$ 1,245,000
Carryover Funds (Prior Year CDBG Grant Funds and Program Income)	329,149
FY 2002 Program Income	<u>10,516</u>
<b>Total Program Revenues</b>	<b>\$ <u>1,584,665</u></b>

#### Expenditure Category

##### A. Potomac East and Potomac West Programs

Blighting Influences Program	117,303
Home Rehabilitation Loan Program	761,657
Potomac West Business Assistance Loan Program	<u>101,365</u>

Potomac East and Potomac West Sub-Total \$980,325

##### B. City-wide Programs

Homeownership Assistance Program	85,702
Fair Housing Testing Program	44,414
Winter Shelter	10,000
Transitional Assistance Program	115,363
Eviction Assistance and Furniture Storage	<u>152,000</u>

City-wide Programs Sub-Total \$407,479

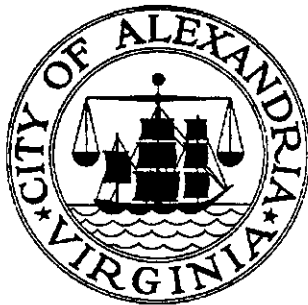
##### C. Administration

Program Administration	\$ 187,607
Federal Program Submissions/Applications	<u>9,254</u>

Administration Sub-Total \$196,861

**Total Program Expenditures** \$ **1,584,665**

**Net General Fund Budget for CDBG Programs** \$ **0**

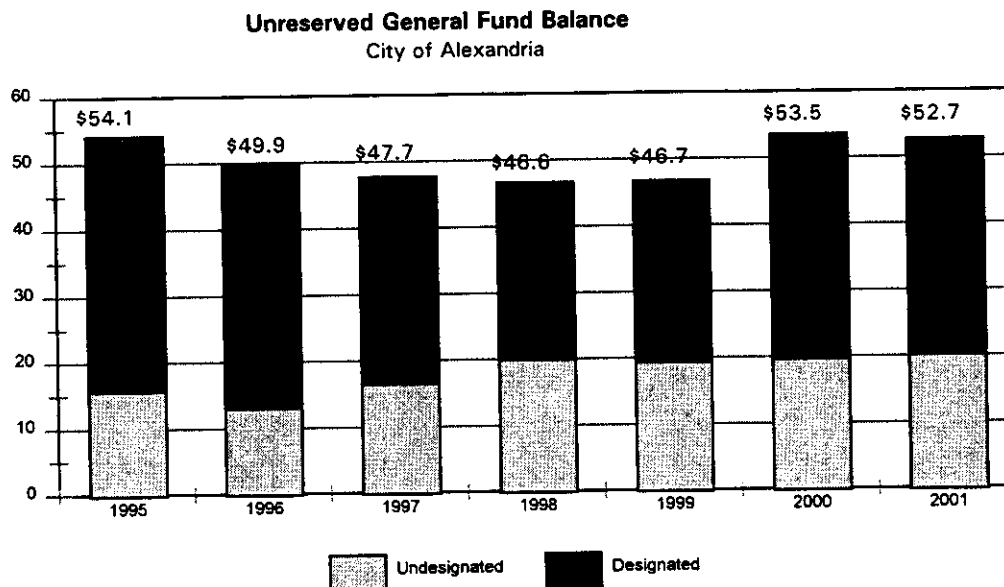


## Statement Of Estimated General Fund Balance

Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance which represents monies that have been reserved to pay for legal obligations of the City such as for purchase order encumbrances. Maintaining a prudent level of unreserved General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

The graph below shows total actual unreserved and undesignated General Fund balance from FY 1995 through FY 2000, and projected fund balance at the close of FY 2001. As shown in the chart, after nearly six years of declining fund balance, in FY 2000 the City had replenished unreserved fund balance to its highest level since FY 1996. The projected FY 2001 fund balance nearly equals the FY 2000 ending unreserved fund balance. As proposed, the budget recommends use of a certain portion of fund balance for capital projects, in addition to pay-as-you-go capital funding. Projected unreserved fund balance (the total amount available for appropriation, regardless of designations) is estimated to be \$52.7 million at June 30, 2001, which represents 15.7 percent of FY 2001 projected General Fund revenues. The City Council's adopted debt policies indicate that unreserved General Fund balance that is comparable to the ratio maintained by other double triple-A rated jurisdictions is desirable, but it is not to fall below 10 percent of General Fund revenues. In order to maintain the current level of undesignated fund balance into future years, the "pay-as-you-go" portion of capital projects will need to be funded largely out of current revenues in future years, rather than relying extensively on the one-time revenue source of fund balance to meet capital needs without additional borrowing.

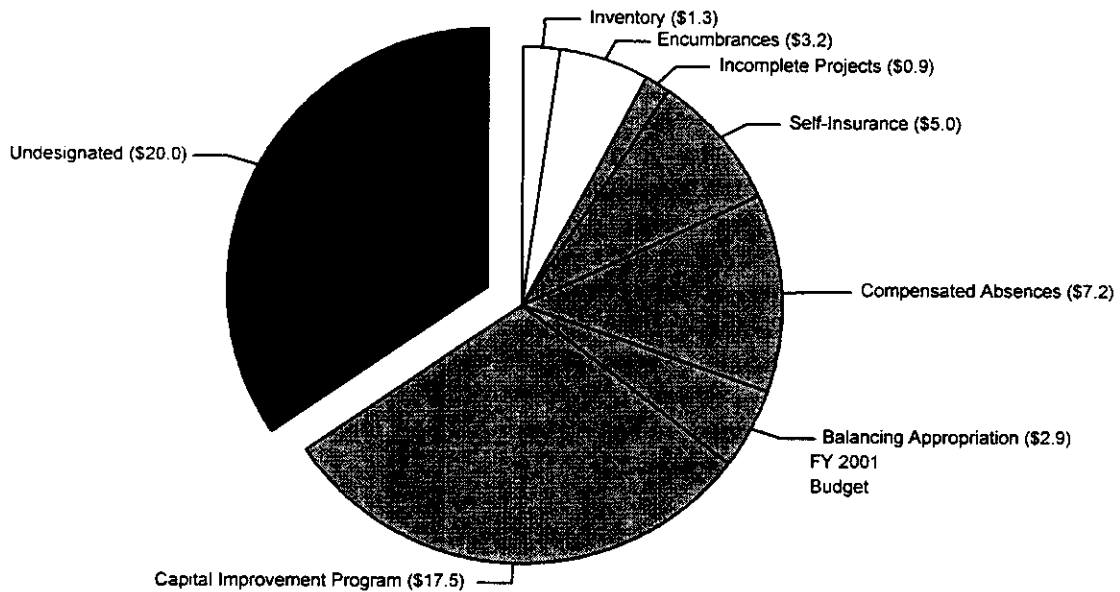
The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document. The debt policies are followed by a Layperson's Guide to Fund Balance based on the report prepared by the Budget and Fiscal Affairs Advisory Committee.



## City of Alexandria General Fund Fund Balance

This pie chart shows all of the component parts of General Fund balance (reserved, designated and undesignated) as of June 30, 2000.

### Fund Balance as of June 30, 2000 \$58.0 million



Reserve monies - not available for appropriation.

The remaining components of fund balance comprise unreserved fund balance:

Designated monies - These designated reserves are to help the City offset the cost of the specific type of obligation for which the funds are earmarked. Although technically available for appropriation, these monies are generally considered available to fund other program or service requirements by the City Manager or the City Council under the City adopted financial policies.

Undesignated - This is the amount of money generally considered to be the City's reserve fund.



## Statement of Estimated General Fund Balance

City Council's debt related financial policies, originally adopted in June 1987, and subsequently reaffirmed and updated on December 9, 1997, established a limit of 4 percent and a target of 5.5 percent for undesignated General Fund balance as a percentage of General Fund revenue, and established a limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue. Designated fund balance are reserves funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Undesignated fund balance is the amount of money considered to be the City's reserve fund. As with all monies in fund balance, it is a one-time source of revenue.

Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, unreserved General Fund fund balance includes the following designated resources at June 30, 2000:

- \$2,921,512 appropriated in fiscal year 2000 to balance the fiscal year 2001 budget as approved by City Council;
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program);
- \$7,208,635 to cover approximately 50% of the estimated liability for the City's compensated absences. This designation category was originally designed in FY 1990 to mitigate the anticipated effects of changes in the financial reporting model which was eventually adopted by the Government Accounting Standards Board (GASB) in June 1999;
- \$17,451,193 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets; and
- \$914,662 for operating fund projects that are incomplete as of June 30, 2000.

After accounting for these designations, undesignated General Fund fund balance at June 30, 2000 was \$20,006,639. The \$20.0 million in the undesignated fund balance was equal to 6.5 percent of FY 2000 actual General Fund revenues, compared with a floor of 4 percent and a target of 5.5 percent, as established by City Council's debt related financial policies. Unreserved fund balance as of June 30, 2000, of \$53.5 million was equal to 17.3 percent of FY 2000 actual General Fund revenues, compared with a City Council-established limit of 10 percent.

## Statement of Estimated General Fund Balance

### Designations in the Proposed Fiscal Year 2002 Budget

In the fiscal year 2002 operating budget, the City Manager recommends the following changes in designations:

- The proposed appropriation from fund balance required to balance the FY 2002 budget is \$3,500,000. As shown in the Statement of Estimated Undesignated Fund Balance, the City does not anticipate using the FY 2001 balancing appropriation from Fund Balance of \$2,921,512. The FY 2002 balancing appropriation results in an increase in the designation for the upcoming budget of \$578,488, from \$2,921,512 in FY 2001 to \$3,500,000 designated for the fiscal year 2002 budget.
- To help meet the projected cash capital funding requirements for projects contained in the Approved Capital Improvements Program, a total of \$16,700,000 is designated for capital projects contained in the FY 2002 and FY 2003 years of the FY 2002 to FY 2007 Proposed Capital Improvement Program.

Based on projected revenues and expenditures in fiscal year 2001, the undesignated General Fund balance at June 30, 2001 is currently estimated to be \$20,320,401, or 6.1 percent of projected FY 2001 General Fund revenues; and the unreserved General Fund balance is estimated to be \$52,729,036, or 15.7 percent of projected General Fund revenues.

# Statement of Estimated Undesignated Fund Balance

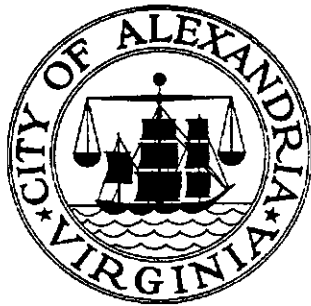
at June 30, 2001

Components: Unreserved Fund Balance  
(Note: columns 1 plus 2 equal total unreserved fund balance)

	(1) <u>Undesignated Fund Balance</u>	(2) <u>Designations</u>	(3) <u>Unreserved Fund Balance</u>
Fund Balance as of June 30, 2000 (per Comprehensive Annual Financial Report)	\$20,006,639	\$33,496,002	\$53,502,641
Add to total fund balance the projected variance in General Fund revenues for FY 2001/*	17,592,250		17,592,250
Less: Expected expenditure of unreserved fund balance designated in FY 2000 for events occurring subsequent to June 30, 2000			
Capital projects designation		(17,451,193)	(17,451,193)
Incomplete Operating Fund Projects		(914,662)	(914,662)
Changes in Designations at June 30, 2001 (These changes in designations do not impact unreserved fund balance.)			
Add: Net change in balancing appropriation for the FY 2002 operating budget /**	(578,488)	578,488	
Less: Recommended designation for capital projects contained in the FY 2002-FY 2007 Capital Improvement Program	(16,700,000)	16,700,000	
Sum of above changes to show Estimated Fund Balance at June 30, 2001	<u>\$20,320,401</u>	<u>\$32,408,635</u>	<u>\$52,729,036</u>
Estimated Fund Balance as % of FY 2001 General Fund Revenue	6.1%		15.7%
Target per financial policies	5.5%		10.0%

**Notes:**

- /\* FY 2001 projected variance based on projected FY 2001 revenues of \$335,472,600 less the FY 2001 Approved revenue budget of \$317,880,350, for a net positive variance of \$17,592,250.
- \*\* The City does not anticipate using the FY 2001 balancing appropriation from Fund Balance of \$2,921,512. The FY 2002 balancing appropriation results in an increase in the designation for the upcoming budget of \$578,488, from \$2,921,512 in FY 2001 to \$3,500,000 designated for the fiscal year 2002 budget.



# Multi-Year Revenue and Expenditure Forecast Scenarios

**REVENUE AND EXPENDITURE FORECAST SCENARIOS**  
**Three Scenarios using Low Growth, Mid-Growth & High Growth**  
**Revenue Assumptions**

The following three tables present revenue and expenditure forecasts for all funds in the City's operating budget, as requested by the Budget and Fiscal Affairs Advisory Committee and as required under the City Council's debt-related financial policies. These forecast scenarios are based on the sets of assumptions detailed below.

It is important to note that in years where the forecast scenario results in a negative variance between projected revenues and projected expenditures, the variance would have to be addressed, and each year's budget balanced, through a reduction in the planned level of expenditures, an increase in revenues (tax or fee increases or new revenue sources) or a combination of these methods. As a result, the cumulative shortfall in the out years of these forecasts will actually never occur.

The expenditure assumptions included in these scenarios remain constant in each of the scenarios, while the revenue assumptions vary. This approach illustrates the sensitivity of maintaining current services and policies with varying rates of revenue growth. In all scenarios, before individual category assumptions have been made, staff assumed a consumer price index (CPI) growth of 2.5 percent per year. It should be noted, however, that non-personnel expenditures in general are projected to increase at less than the rate of inflation, which will require that the City and the Schools continue to achieve efficiencies in service delivery. It should also be noted that the expenditure assumptions included in these scenarios are not meant to be an indication of any commitment to a particular level of planned expenditure increases in future years; rather, these assumptions are meant to illustrate the possible funding choices the City must make in future years in each revenue growth scenario.

The Mid-Range Forecast Scenario represents the most probable outcome of the three scenarios with regard to overall revenue and expenditure growth rates. However, with the many economic and policy variables that would influence revenues and expenditures in the FY 2002 to FY 2007 time period, the bottom line excess or shortfall amounts need to be considered as "order of magnitude" results that will change as the assumed economic and policy variables differ from these long-range projections. In that light, the \$3.8 million shortfall projection in the Mid-Range Forecast Scenario for FY 2003 will have some degree of variability, and because it represents approximately 1 percent of total revenues, it should not be a material concern. It does reflect; however, that even with a growing economy, because of increasing infrastructure demands, school funding needs, fair employee compensation responsibilities, and an "antiquated" tax structure that is tied largely to property taxes, the City will continue to be required to make careful fiscal, programmatic and policy choices in the years ahead.

Compared to forecasts from previous budget documents, this latest forecast features greater revenue surpluses in the high growth scenario and greater shortfalls in the low growth scenario. This is due to a broader range of percentage growth assumptions being applied to the FY 2002 proposed revenues. Lower percentage increases are used in the low growth scenario than in previous years, and higher percentage increases are used in the high growth scenario than were previously used. The broader range of assumptions is used to illustrate the bandwidth and degree of uncertainty of the City's revenue future. While the funding gap or surplus forecasts

## Multi-Year Revenue and Expenditures Forecast Scenarios

---

range from a negative \$24.8 million to a positive \$29.7 million in FY 2007, this represents only a 10% band in comparison to the total expenditure budget estimate in FY 2007. As a result, the conclusion that one can reach is that the City's finances are sound and will remain sound. However, careful financial management and sound policy decision making will be critical to keeping the City's finances sound over the long term.

### ALL SCENARIOS - EXPENDITURES

#### **EXPENDITURE ASSUMPTIONS: (Assumptions remain constant for each revenue scenario)**

- (1) FY 2002 expenditures reflect the Proposed FY 2002 budget. All expenditure assumptions build from this base.
- (2) Cash capital expenditures: The projected expenditures from FY 2002-FY 2007 for cash capital are consistent with the Capital Improvement Program Funding Summary presented in the FY 2002-FY 2007 Capital Improvement Program document, which reflects cash capital appropriations to meet planned pay-as-you-go capital funding levels.
- (3) Debt service expenditures: The projected expenditures from FY 2002-FY 2007 for debt service are consistent with the Proposed Capital Improvement Program, which reflects the issuance of \$93 million in additional new General Obligation debt: \$30.5 million in FY 2002; \$24 million in FY 2003; \$20 million in FY 2004; and \$18.5 million in FY 2005. All new debt issuance assumes 20 year issues, with principal payments structured on a phased-in basis, with a true interest cost of approximately 5.0%.
- (4) Personnel expenditures – City and Schools:
  - In FY 2003-FY 2007, City personnel expenditures increase 4.1%, which is the result of providing funding for a step increase on the declining percentage pay plan for an estimated 75 percent of the City work force not at the maximum salary on the pay scales, plus a cost of living adjustment (approximately 2.0 percent) in each year. Staffing levels in each agency are projected to remain constant at FY 2002 levels.

School personnel expenditures: Schools personnel expenditures increase at the same rate as the City with the addition of \$1.5 million per year to compensate for expected increases in enrollment (about 420 new students annually at \$3,700 each in annual incremental costs.)

- (5) Non-Personnel expenditures – City and Schools:

#### (a) City Non-personnel expenditures

- In FY 2003-FY 2007, a 2% increase is assumed for non-personnel expenditures in all categories except transit subsidies, cash capital and debt service, and as noted below. A rate of increase of 2% remains below the projected rate of inflation (2.5%).

## Multi-Year Revenue and Expenditures Forecast Scenarios

---

- Recycling costs in FY 2003 through FY 2007: Due to the increasing cost of trash disposal at the Waste to Energy plant and the need to maintain a competitive tip fee, the City is no longer able to finance its recycling program through a surcharge on the tip fee at the plant. As a result, the City's General Fund expenditures for recycling are projected to increase by \$350,000 in FY 2003, \$500,000 in FY 2004, \$521,537 in FY 2005, \$545,568 in FY 2006, and \$570,320 in FY 2007.
  - Trash disposal costs in FY 2005 through FY 2007: Based on the current projections of the remaining revenues in the Waste-to-Energy Trust Fund that are used to offset operating cost shortfalls at the Waste-to-Energy plant, if no other refuse policy actions or fee options are implemented and if flow control is not reinstated by Congress, both Alexandria and Arlington County will be required to subsidize plant operations beginning in FY 2005. These multi-year expenditure projections include an estimated City subsidy for the plant of \$2 million per year through FY 2007.
  - In FY 2003-FY 2007, a 2.5% increase is assumed for transit subsidies, equal to the projected rate of inflation.
- (b) Schools Non-personnel expenditures: In each year from FY 2003-FY 2007, Schools non-personnel expenditures are projected to increase at 2%. No other changes are projected for Schools non-personnel expenditures.



## Multi-Year Revenue and Expenditures Forecast Scenarios

### ALL SCENARIOS - REVENUE

Three different scenarios of revenue growth for the period of FY 2003 through FY 2007 have been developed based on varying assumptions about future rates of growth for each of the revenue categories listed in the table below. Each scenario is based on FY 2002 proposed tax and fee rates. All projected increases are generated by economic growth or the impact of inflation on goods and services that are taxed. The rate of growth assumed in each category for each scenario is shown below.

Revenue Category	Low Growth	Mid-Range Growth	High Growth
Real Estate Property	3% <sup>11</sup>	5%	7%
Personal Property <sup>12</sup>	5%	7%	9%
Penalties & Interest	1%	3%	5%
Local Sales	3%	5%	7%
Utility	1%	1%	1%
Business License	3%	5%	7%
Motor Vehicle License	1%	1%	1%
Recordation	0%	5%	7%
Tobacco	0%	0%	0%
Transient Lodging	1%	3%	5%
Restaurant Food	3%	4%	5%
Other Miscellaneous	3%	3%	3%
Intergovernmental \2	0%	3%	5%
Other Non-Tax Revenue	3%	3%	3%
Other Special Revenue	3%	3%	3%
Equipment Replacement Fund	3%	3%	3%

<sup>11</sup> In the Low Growth Scenario, Real Estate Property Tax revenues increase by 5% in FY 2003 and the 3% each year thereafter.

<sup>12</sup> In all three scenarios, Personal Property Tax revenue decreases in FY 2003 due to the final year of the Personal Property Tax Reduction Act phase-in, in which the percent of revenue collected by localities on the value of vehicles below \$20,000 decreases from 30% to 0% while the percent of revenue reimbursed by the State increases from 70% to 100%. As a result, a corresponding increase is seen in Intergovernmental revenue.

**Low Growth Forecast Scenario**

	FY 2002 Proposed (1)	FY 2003 Low Growth Forecast (2)	FY 2004 Low Growth Forecast (3)	FY 2005 Low Growth Forecast (4)	FY 2006 Low Growth Forecast (5)	FY 2007 Low Growth Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	163,620,000	171,801,000	176,955,000	182,263,700	187,731,600	193,363,500
4 Personal property tax	30,097,200	22,636,200	23,768,000	24,956,400	26,204,200	27,514,400
5 Penalties and interest	2,200,000	2,222,000	2,244,200	2,266,700	2,289,300	2,312,200
6						
7 Total general property tax revenue	195,917,200	196,659,200	202,967,300	209,486,800	216,225,200	223,190,200
8						
9 Other Local Tax Revenue	81,328,000	83,213,800	85,151,600	87,142,800	89,189,100	91,291,900
10						
11 Other Non-Tax Revenue	69,180,600	81,216,100	83,652,600	86,162,200	88,747,100	91,409,500
12						
13 Total General Fund Revenues	346,425,800	361,089,100	371,771,500	382,791,800	394,161,400	405,891,600
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
17						
18						
19 Total General Fund revenues and other						
20 sources	349,925,800	364,589,100	375,271,500	386,291,800	397,661,400	409,391,600
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,017,800	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
23 Other Special Revenue (donations/charges)	72,653,500	74,833,100	77,078,100	79,390,400	81,772,200	84,225,300
24 Enterprise Fund	733,100	755,100	777,700	801,000	825,100	849,800
25 Equipment Replacement Fund	4,117,600	3,200,000	3,264,000	3,329,300	3,395,900	3,463,800
26						
27 Total Special Revenue & Other Funds	79,522,000	80,788,200	83,119,800	85,520,800	87,993,100	90,538,900
28						
29 Total Revenues, All Funds	429,448,000	445,377,300	458,391,300	471,812,600	485,654,500	499,930,500
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	158,611,000	165,114,000	171,884,000	178,931,000	186,268,000	193,904,000
34 City Non-personnel, including Transit	101,304,000	103,905,000	106,719,000	111,624,000	116,661,000	121,840,000
35 Debt service	15,458,300	19,189,900	19,949,700	20,110,600	19,542,000	18,062,900
36 Cash capital	12,000,000	14,000,000	14,000,000	15,200,000	14,800,000	12,600,000
37						
38 Schools Personnel	120,411,000	126,847,900	132,048,700	138,962,700	146,160,100	153,652,700
39 Schools Non-personnel	21,664,100	22,097,400	24,039,300	24,520,100	25,010,500	25,510,700
40						
41 Total Expenditures	429,448,000	451,154,000	468,641,000	489,348,000	508,442,000	525,570,000
42						
43 Excess/(Shortfall) of Revenues and Other						
44 Sources over Expenditures and Other Uses						
45 Note: In reality, the projected deficits would not occur.	0	(5,776,700)	(10,249,700)	(17,535,400)	(22,787,500)	(25,639,500)
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.9%	0.8%	0.7%
51 Debt per capita as a % of per capita income	1.9%	2.0%	2.0%	2.0%	1.8%	1.6%
52 Debt Service as % of General Fund Estimated Expenditures	3.6%	4.3%	4.3%	4.1%	3.8%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	12.2%	Not projected	Not projected	Not projected	Not projected	Not projected

**Mid-Range Growth Forecast Scenario**

	FY 2002 Proposed (1)	FY 2003 Low Growth Forecast (2)	FY 2004 Low Growth Forecast (3)	FY 2005 Low Growth Forecast (4)	FY 2006 Low Growth Forecast (5)	FY 2007 Low Growth Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	163,620,000	171,801,000	180,391,100	189,410,600	198,881,100	208,825,200
4 Personal property tax	30,097,200	22,636,200	24,220,700	25,916,200	27,730,300	29,671,400
5 Penalties and interest	2,200,000	2,266,000	2,334,000	2,404,000	2,476,100	2,550,400
6						
7 Total general property tax revenue	195,917,200	196,703,200	206,945,800	217,730,800	229,087,600	241,047,000
8						
9 Other Local Tax Revenue	81,328,000	84,347,800	87,502,700	90,798,800	94,243,000	97,842,200
10						
11 Other Non-Tax Revenue	69,180,600	81,216,100	83,652,600	86,162,200	88,747,100	91,409,500
12						
13 Total General Fund Revenues	346,425,800	362,267,100	378,101,100	394,691,800	412,077,700	430,298,700
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
17						
18						
19 Total General Fund revenues and other sources	349,925,800	365,767,100	381,601,100	398,191,800	415,577,700	433,798,700
20						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,017,800	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
23 Other Special Revenue (donations/charges)	72,653,500	74,833,100	77,078,100	79,390,400	81,772,200	84,225,300
24 Enterprise Fund	733,100	755,100	777,700	801,000	825,100	849,800
25 Equipment Replacement Fund	4,117,600	3,200,000	3,264,000	3,329,300	3,395,900	3,463,800
26						
27 Total Special Revenue & Other Funds	79,522,000	80,788,200	83,119,800	85,520,800	87,993,100	90,538,900
28						
29 Total Revenues, All Funds	429,448,000	446,555,300	464,720,900	483,712,600	503,570,800	524,337,600
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	158,611,000	165,114,000	171,884,000	178,931,000	186,268,000	193,904,000
34 City Non-personnel, including Transit	101,304,000	103,905,000	106,719,000	111,624,000	116,661,000	121,840,000
35 Debt service	15,458,300	19,189,900	19,949,700	20,110,600	19,542,000	18,062,900
36 Cash capital	12,000,000	14,000,000	14,000,000	15,200,000	14,800,000	12,600,000
37						
38 Schools Personnel	120,411,000	126,847,900	132,048,700	138,962,700	146,160,100	153,652,700
39 Schools Non-personnel	21,664,100	22,097,400	24,039,300	24,520,100	25,010,500	25,510,700
40						
41 Total Expenditures	429,448,000	451,154,000	468,641,000	489,348,000	508,442,000	525,570,000
42						
43 Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	0	(4,598,700)	(3,920,100)	(5,635,400)	(4,871,200)	(1,232,400)
44						
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.9%	0.8%	0.7%
51 Debt per capita as a % of per capita income	1.9%	2.0%	2.0%	2.0%	1.8%	1.6%
52 Debt Service as % of General Fund Estimated Expenditures	3.6%	4.3%	4.3%	4.1%	3.8%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	12.2%	Not projected	Not projected	Not projected	Not projected	Not projected

### High Growth Forecast Scenario

	FY 2002 Proposed (1)	FY 2003 Low Growth Forecast (2)	FY 2004 Low Growth Forecast (3)	FY 2005 Low Growth Forecast (4)	FY 2006 Low Growth Forecast (5)	FY 2007 Low Growth Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	163,620,000	175,073,400	187,328,500	200,441,500	214,472,400	229,485,500
4 Personal property tax	30,097,200	22,636,200	24,673,500	26,894,100	29,314,500	31,952,800
5 Penalties and interest	2,200,000	2,310,000	2,425,500	2,546,800	2,674,100	2,807,800
6						
7 Total general property tax revenue	195,917,200	200,019,600	214,427,500	229,882,400	246,461,100	264,246,200
8						
9 Other Local Tax Revenue	81,328,000	85,439,800	89,810,400	94,456,800	99,397,400	104,651,800
10						
11 Other Non-Tax Revenue	69,180,600	81,216,100	83,652,600	86,162,200	88,747,100	91,409,500
12						
13 Total General Fund Revenues	346,425,800	366,675,500	387,890,500	410,501,400	434,605,600	460,307,500
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance for Operating Budget	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
16						
17						
18						
19 Total General Fund revenues and other sources	349,925,800	370,175,500	391,390,500	414,001,400	438,105,600	463,807,500
20						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,017,800	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
23 Other Special Revenue (donations/charges)	72,653,500	74,833,100	77,078,100	79,390,400	81,772,200	84,225,300
24 Enterprise Fund	733,100	755,100	777,700	801,000	825,100	849,800
25 Equipment Replacement Fund	4,117,600	3,200,000	3,264,000	3,329,300	3,395,900	3,463,800
26						
27 Total Special Revenue & Other Funds	79,522,000	80,788,200	83,119,800	85,520,800	87,993,100	90,538,900
28						
29 Total Revenues, All Funds	429,448,000	450,963,700	474,510,300	499,522,200	526,098,700	554,346,400
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	158,611,000	165,114,000	171,884,000	178,931,000	186,268,000	193,904,000
34 City Non-personnel, including Transit	101,304,000	103,905,000	106,719,000	111,624,000	116,661,000	121,840,000
35 Debt service	15,458,300	19,189,900	19,949,700	20,110,600	19,542,000	18,062,900
36 Cash capital	12,000,000	14,000,000	14,000,000	15,200,000	14,800,000	12,600,000
37						
38 Schools Personnel	120,411,000	126,847,900	132,048,700	138,962,700	146,160,100	153,652,700
39 Schools Non-personnel	21,664,100	22,097,400	24,039,300	24,520,100	25,010,500	25,510,700
40						
41 Total Expenditures	429,448,000	451,154,000	468,641,000	489,348,000	508,442,000	525,570,000
42						
43 Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	0	(190,300)	5,869,300	10,174,200	17,656,700	28,776,400
44						
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.9%	0.8%	0.7%
51 Debt per capita as a % of per capita income	1.9%	2.0%	2.0%	2.0%	1.8%	1.6%
52 Debt Service as % of General Fund Estimated Expenditures	3.6%	4.3%	4.3%	4.1%	3.8%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	12.2%	Not projected	Not projected	Not projected	Not projected	Not projected

# Personnel Summary

## General Salary Adjustment History

The table below shows the General Salary Adjustments granted to City employees from FY 1983 through FY 2001, along with the previous calendar years' inflation rates. The General Salary Adjustments include cost of living (COLA) adjustments given to City employees. The salary adjustments below do not include merit adjustments, which are based on employee performance.

Fiscal Year	General Salary Adjustments	Inflation Rate <sup>/A</sup> (for previous calendar year)
1983	5.0	5.5 (1982)
1984	3.0	4.5 (1983)
1985	5.0	4.8 (1984)
1986	4.0	4.2 (1985)
1987	4.0	2.9 (1986)
1988	4.0	3.6 (1987)
1989	4.0	4.1 (1988)
1990	3.0	5.8 (1989)
1991	3.0 (July 1, 1990 - Dec. 31, 1990) 0.5 (Jan. 1, 1991 - June 30, 1991) <sup>/B</sup>	5.9 (1990)
1992	2.0	4.1 (1991)
1993	0.0	2.5 (1992)
1994	2.5	3.2 (1993)
1995	2.0	1.9 (1994)
1996	3.0	2.0 (1995)
1997	2.0	2.8 (1996)
1998	2.0 (July 1, 1997 - Dec. 31, 1997) 3.0 (Jan. 1, 1998 - June 30, 1998) <sup>/C</sup>	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.5 (2000) <sup>/D</sup>

<sup>/A</sup> Source: National Consumer Price Index, all Urban Consumers for the Washington, DC-MD-VA region (CPI-U-DC) 1982 - 1984 = 100, Bureau of Labor Statistics, U.S. Department of Labor, average to average annual rate. The inflation data have been revised from previously published documents to show the CPI-U-DC, a regional measure of inflation, consistent with the inflation measure called for in the City's Compensation Philosophy.

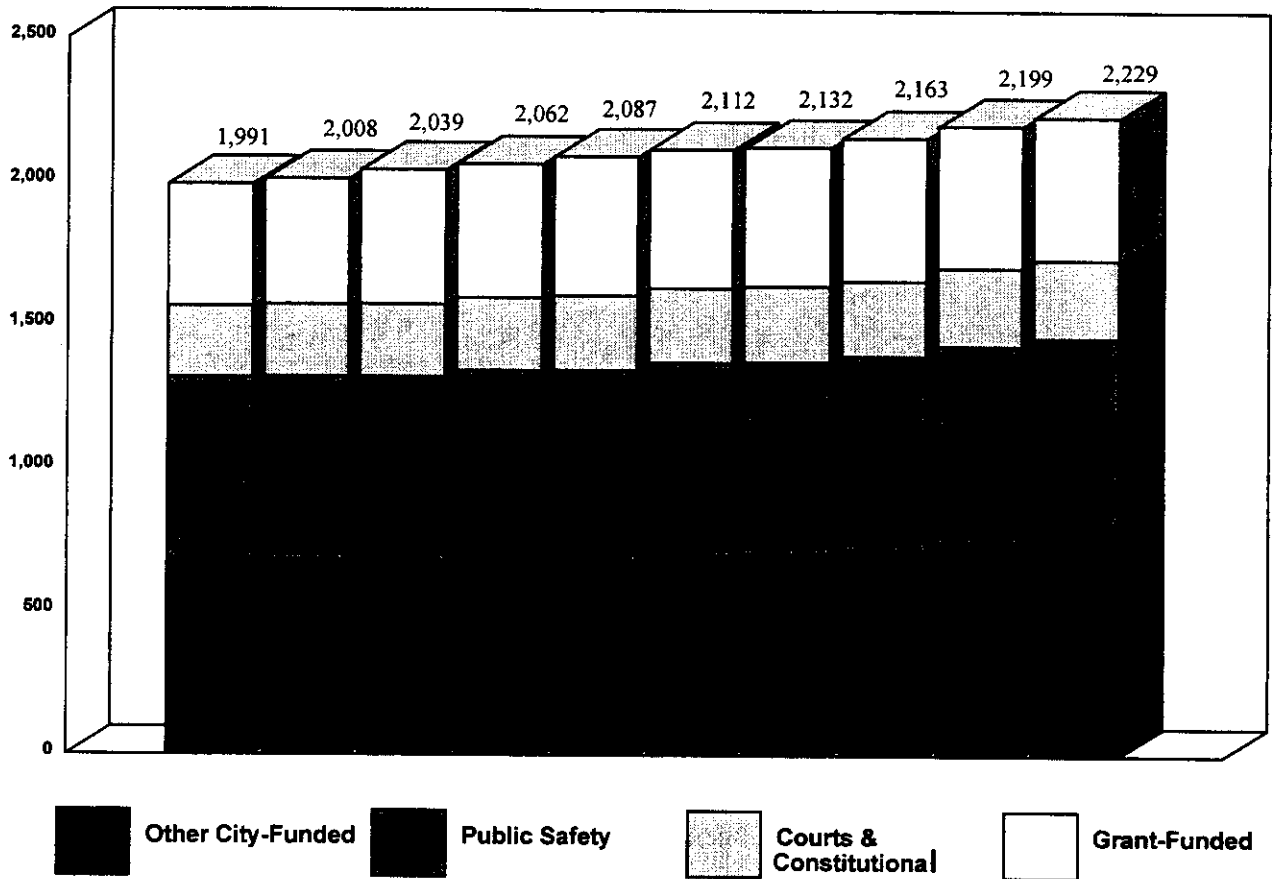
<sup>/B</sup> In FY 1991, City Council approved a three percent general salary adjustment effective from July 1, 1990 to December 31, 1990, and an additional one-half of one percent general salary adjustment effective on January 1, 1991. The effective general salary adjustment for FY 1991 was 3.25 percent.

<sup>/C</sup> In FY 1998, City Council approved a two percent general salary adjustment (COLA) effective July 1, 1997, plus a three percent market rate adjustment effective on January 1, 1998. City Council approved the market rate adjustment based on the results of a consultant survey that documented that some City classifications were below market comparators.

<sup>/D</sup> Data shown is the November to November rate since the average to average annual rate was not available at the time of printing.

# CHANGES IN FULL-TIME POSITIONS

## FY 1993 - FY 2002



## Changes in Full-Time Positions Ten Year Summary (FY 1993 - FY 2002)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
<b>I. PUBLIC SAFETY DEPARTMENTS</b>										
Fire	264	264	267 <sup>a5</sup>	267	267	266 <sup>a8</sup>	266	268 <sup>a0</sup>	268	276 <sup>a2</sup>
Police	<u>367<sup>a3</sup></u>	<u>377<sup>a4</sup></u>	<u>378<sup>b5</sup></u>	<u>399<sup>a6</sup></u>	<u>401<sup>a7</sup></u>	<u>405<sup>b8</sup></u>	<u>406<sup>a9</sup></u>	<u>415<sup>b0</sup></u>	<u>420<sup>a1</sup></u>	<u>420</u>
SUBTOTAL PUBLIC SAFETY	<u>631</u>	<u>641</u>	<u>645</u>	<u>666</u>	<u>668</u>	<u>671</u>	<u>672</u>	<u>683</u>	<u>688</u>	<u>696</u>
<b>II. OTHER CITY-FUNDED DEPARTMENTS AND AGENCIES</b>										
Human Relations (formerly Affirmative Action, Human Rights & Office on Women)	16	16	16	16	18 <sup>b7</sup>	20 <sup>c8</sup>	20	20	0	0
Citizen Assistance	9	8 <sup>b4</sup>	8	8	8	8	8	7 <sup>c0</sup>	8 <sup>b1</sup>	8
City Attorney	13	12 <sup>c4</sup>	12	12	12	12	12	14 <sup>d0</sup>	14	15 <sup>b2</sup>
City Council	7	7	7	7	7	7	7	7	7	7
City Council Administrative Aides*	7	7	7	7	7	7	7	7	7	7
City Clerk	3	3	3	3	3	3	3	3	3	3
City Manager	8	8	8	8	8	8	8	8	15 <sup>c1</sup>	15
Finance	67 <sup>b3</sup>	68 <sup>d4</sup>	68	68	68	74 <sup>d8</sup>	80 <sup>b9</sup>	85 <sup>e0</sup>	86 <sup>d1</sup>	86
General Services	69	69	69	69	69	69	69	71 <sup>f0</sup>	74 <sup>e1</sup>	75 <sup>c2</sup>
Health	7	7	7	7	7	8 <sup>e8</sup>	9 <sup>c9</sup>	9	6 <sup>f1</sup>	7 <sup>d2</sup>
Historic Alexandria	21	21	21	22 <sup>b6</sup>	17 <sup>c7</sup>	17	17	17	16 <sup>g1</sup>	16
Human Rights	-	-	-	-	-	-	-	-	4	4
Information Technology Services	37	37	37	38 <sup>c6</sup>	40 <sup>c7</sup>	48 <sup>f8</sup>	48	49	53 <sup>h1</sup>	54 <sup>e2</sup>
Internal Audit	- <sup>b3</sup>	-	-	-	-	-	-	-	2 <sup>i1</sup>	2
Library	43	42 <sup>e4</sup>	42	41 <sup>b6</sup>	41	41	41	43 <sup>g0</sup>	49 <sup>j1</sup>	53 <sup>f2</sup>
Management and Budget	11	11	11	11	11	11	11	11	11	11
Office of the Legislative Director	-	-	-	-	1 <sup>c7</sup>	1	1	1	0 <sup>k1</sup>	0
Office on Women	-	-	-	-	-	-	-	-	16 <sup>l1</sup>	16
Personnel Services	19	19	19	19	20 <sup>c7</sup>	20	20	20	20	20
Planning and Zoning	24	24	24	24	24	24	24	25	27 <sup>m1</sup>	32 <sup>g2</sup>
Real Estate Assessments	11	11	11	11	11	11	11 <sup>d9</sup>	11	11	11
Recreation, Parks & Cultural Activities	116	115 <sup>f4</sup>	113 <sup>c5</sup>	113	113	117 <sup>g8</sup>	117	120 <sup>h0</sup>	123 <sup>n1</sup>	123
Transportation & Environmental Services	<u>195<sup>c3</sup></u>	<u>192<sup>g4</sup></u>	<u>189<sup>a5</sup></u>	<u>190<sup>d6</sup></u>	<u>190</u>	<u>190</u>	<u>188<sup>e9</sup></u>	<u>188</u>	<u>191<sup>f1</sup></u>	<u>195<sup>h2</sup></u>
SUBTOTAL OTHER CITY-FUNDED	<u>683</u>	<u>677</u>	<u>672</u>	<u>674</u>	<u>675</u>	<u>696</u>	<u>701</u>	<u>716</u>	<u>743</u>	<u>760</u>
<b>III. PREDOMINANTLY GRANT-FUNDED DEPARTMENTS AND AGENCIES</b>										
Housing	24 <sup>d3</sup>	24	24	24	22 <sup>d7</sup>	20 <sup>h8</sup>	19 <sup>f9</sup>	20 <sup>i0</sup>	20	20
Human Services	195 <sup>e3</sup>	195 <sup>h4</sup>	190 <sup>d5</sup>	190	201 <sup>e7</sup>	199 <sup>i8</sup>	210 <sup>g9</sup>	212 <sup>j0</sup>	215 <sup>o1</sup>	219 <sup>i2</sup>
Mental Health, Mental Retardation & Substance Abuse	<u>206</u>	<u>218<sup>i4</sup></u>	<u>253<sup>e5</sup></u>	<u>253</u>	<u>261<sup>f7</sup></u>	<u>262<sup>j8</sup></u>	<u>265<sup>h9</sup></u>	<u>264<sup>k0</sup></u>	<u>258<sup>p1</sup></u>	<u>259<sup>j2</sup></u>
SUBTOTAL GRANT-FUNDED DEPARTMENTS	<u>425</u>	<u>437</u>	<u>467</u>	<u>467</u>	<u>484</u>	<u>481</u>	<u>494</u>	<u>496</u>	<u>493</u>	<u>498</u>

Please note: Effective July 1, 2000, the functions of the Human Relations Office have been decentralized. The Affirmative Action function and the Call to Community Initiative were transferred to the City Manager's Office. The Human Rights Office and the Office on Women are independent departments.

\* These positions, with the exception of the Mayor's Aide, are classified as permanent part-time positions.



## Changes in Full-Time Positions (continued)

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
<b>IV. COURTS AND CONSTITUTIONAL OFFICERS</b>										
Circuit Court	5	7 <sup>i4</sup>	8 <sup>15</sup>	8	9 <sup>g7</sup>	10 <sup>k8</sup>	10	10	13 <sup>q1</sup>	13
Clerk of Courts	20	20	20	20	20	20	20	20	21 <sup>r1</sup>	21
Commonwealth's Attorney	24	24 <sup>k4</sup>	24	24	25 <sup>h7</sup>	28 <sup>18</sup>	29 <sup>i9</sup>	29	27 <sup>s1</sup>	27
Court Service Unit	3	3	4 <sup>g5</sup>	4	8 <sup>i7</sup>	8	8	8	8	8
Law Library	1	1	1	1	1	1	1	1	1	1
Registrar of Voters	4	4	4	4	4	4	4	4	4	4
Sheriff	195	194 <sup>k4</sup>	194	194	193 <sup>i7</sup>	193	193	196 <sup>LO</sup>	201 <sup>11</sup>	201
<b>SUBTOTAL COURTS AND CONSTITUTIONAL</b>	<b>252</b>	<b>253</b>	<b>255</b>	<b>255</b>	<b>260</b>	<b>264</b>	<b>265</b>	<b>268</b>	<b>275</b>	<b>275</b>
<b>TOTAL CITY EMPLOYEES</b>	<b>1,991</b>	<b>2,008</b>	<b>2,039</b>	<b>2,062</b>	<b>2,087</b>	<b>2,112</b>	<b>2,132</b>	<b>2,163</b>	<b>2,199</b>	<b>2,229</b>
<b>V. SCHOOL EMPLOYEES</b>										
Schools	1,601	1,649	1,664	1,723	1,764	1,790	1,848	1,894	2,010	2,083
<b>GRAND TOTAL</b>	<b>3,592</b>	<b>3,657</b>	<b>3,703</b>	<b>3,785</b>	<b>3,851</b>	<b>3,902</b>	<b>3,980</b>	<b>4,057</b>	<b>4,209</b>	<b>4,312</b>

### FY 1993

- (a3) Council addition of seven Parking Enforcement Officers and one Sergeant to enforce the City's enhanced parking regulations.
- (b3) Finance and Internal Audit were consolidated. Contract audit services eliminated one position.
- (c3) Reflects the addition of nine positions for the expanded recycling program. The addition of one Traffic Service Worker position was approved by Council to support enhanced parking regulations.
- (d3) On June 23, 1992, City Council approved the addition of two grant-funded positions, a Housing Program Coordinator and a Housing Analyst, to administer the HOME Investment Partnerships Program.
- (e3) Council addition of one grant-funded Caseworker on November 26, 1991.

### FY 1994

- (a4) The ten additional Police Department positions result from the following actions: (1) on May 5, 1993, Council authorized the civilianization of the Hack Inspector position, reassigned the sworn officer position to Patrol and made permanent the pilot residential police officer position; (2) in the summer of 1993, the City was awarded a grant from the Department of Criminal Justice to fund a third Residential Police Officer (RPO) position; and (3) in the fall of 1993, the City Manager approved the advance hire of eight civilian special officer positions to handle front desk and related duties, thereby returning eight police officers to street operations.
- (b4) Reduction of a Consumer Affairs Investigator position due to a workload decrease.
- (c4) Reduction of a Safety Officer position due to the contracting out of these services.
- (d4) Transfer of a position from Transportation and Environmental Services to Finance.
- (e4) Reduction of one administrative position.
- (f4) Reduction of an administrative support position.
- (g4) Reflects the elimination of five positions due to additional contracting out of street patching operations, the addition of a grant funded position in the Transit Services Division, the addition of a position in support of the recycling program.
- (h4) Reduction of three food preparation positions due to the contracting out of the Lee Center kitchen operations, and one administrative position due to the on-going restructuring of the department. These position reductions are offset by the addition of four positions associated with the Alexandria Community Policy & Management Team, as approved by City Council on May 11, 1993.
- (i4) Reduction of one administrative support position, and the addition of 13 grant funded positions added in accordance with Council action taken on September 14, 1993 and January 11, 1994.
- (j4) Transfer of the Criminal Justice Information System (CJIS) Coordinator position from the Commonwealth's Attorney's Office to the 18th Circuit Court and the transfer of a Deputy Sheriff position from the Office of Sheriff to serve as a full-time Jury Coordinator.
- (k4) Reflects the transfer of the CJIS Coordinator position to the Circuit Court and the addition of one full-time position to carry out a pilot program to collect unpaid court fines and costs as approved by City Council on January 25, 1994.
- (l4) Reflects Council approval of the transfer of a Deputy Sheriff position from the Office of Sheriff to the 18th Circuit Court to serve as a full-time Jury Coordinator.

### FY 1995

- (a5) Reflects the transfer of three solid waste inspector positions from T&ES to the Division of Code Enforcement to consolidate the City's inspection activities.
- (b5) Reflects Council's June 14, 1994 action to add a fourth Residential Police Officer position in the Andrew Adkins public housing community.
- (c5) Reflects the elimination of two positions due to the contracting out of tree maintenance operations.
- (d5) Reduction of two administrative positions resulting from efficiencies from an on-going departmental reorganization and four full-time positions due to contracting out services and the implementation of the state ADAPT program, which computerized the processing of applicant eligibility applications. Reflects the addition of an eligibility worker approved by City Council in January 1995.

## Changes in Full-Time Positions (continued)

### FY 1995, continued

- (e5) The elimination of 4 grant funded positions because a Supported Living grant was not received; Council addition of one full-time position on October 11, 1994; Council addition of three positions for HIV grant, approved on October 15, 1994, and thirty-five grant positions approved on November 9, 1994.
- (f5) Reallocation of a vacant full-time position from another City agency to establish a full-time CJIS assistant.
- (g5) Council creation of a Neighborhood Probation Counselor in September 1994.

### FY 1996

- (a6) Reflects the addition of fifteen civilian positions to enable fifteen uniformed officers currently in administrative positions to return to street operations; and the addition of six police officers due to the receipt of grant funding under the COPS AHEAD program.
- (b6) Transfer of a Research Historian position from the Library to Historic Alexandria to consolidate historic research services in Historic Alexandria.
- (c6) Reflects Council's June 27, 1995 approval of a position to provide technical support for the City's Internet efforts and electronic mail activity.
- (d6) Council addition of a grant-funded position for the Transit Efficiency Improvement Program.

### FY 1997

- (a7) Reflects the addition of two grant-funded police officers under the COPS Combat Domestic Violence Program.
- (b7) Reflects the conversion of two part-time positions to full-time positions due to increased grant funding.
- (c7) Reflects Council action to privatize the Alexandria Convention and Visitors Bureau on January 24, 1996, resulting in the following reorganization: the reallocation of one full-time position from the Office of Historic Alexandria to the Office of Legislative Director; the reallocation of one position to the Personnel Services Department; the reallocation of two positions to the Information Technology Services Department; and Council action on June 27, 1995 to eliminate one position in the Office of Historic Alexandria.
- (d7) This reduction reflects the recommendation of the City Manager to transfer two positions to the Human Services Department, as per Council docket item dated February 27, 1996.
- (e7) Addition of four positions associated with *Alexandria Works!* and two with Alexandria Jobs for Youth per the recommendation of the Human Services Committee; three new positions approved by City Council in December 1994; and two positions were transferred from the Office of Housing.
- (f7) Council addition of six full-time positions on March 28, 1995 and Council addition of two full-time positions on September 26, 1995.
- (g7) Reflects the reclassification of an administrative assistant position from part-time to full-time status as approved by the City Manager on December 20, 1996.
- (h7) Reflects the addition of an Assistant Commonwealth's Attorney position approved by City Council on October 23, 1996, to assist in the prosecution of juvenile and domestic violence cases.
- (i7) Reflects the addition of four grant-funded positions under the Virginia Juvenile Community Crime Control Act (VJCCCA) which was approved by City Council on September 10, 1996.
- (j7) Reflects the reduction of three Community Diversion Incentive grant-funded positions and the addition of two full-time positions under the Comprehensive Community Corrections Act (CCCA) grant approved by City Council during FY 1997.

### FY 1998

- (a8) Reflects the transfer of a position from Fire to Police to oversee the new Public Safety Radio System.
- (b8) Reflects the transfer of a position from Fire to Police to oversee the new Public Safety Radio System, and the addition of three police officers due to the receipt of a federal grant through the COPS Universal program.
- (c8) Two full-time positions were added subsequent to budget adoption. A new grant-funded Social Worker I position, approved by City Council on May 13, 1997, was added to the Office on Women's Domestic Violence program; and on June 10, 1997, City Council approved the conversion of a part-time position to full-time status using additional grant monies.
- (d8) Reflects the addition of six Revenue Collection Specialists as part of the Pilot Tax Collection Program.
- (e8) Reflects the addition of a grant-funded Public Health Nurse in support of the Arlandria clinic, as approved by City Council on June 24, 1997.
- (f8) Reflects the addition of seven full-time positions in conjunction with the Information Technology Plan as detailed in the approved Capital Improvement Program budget, and the reallocation of a vacant position from the Office of Housing.
- (g8) Reflects the addition of a Recreation Supervisor at Mt. Vernon Recreation Center and the conversion of three part-time positions to full-time status to serve as Assistant Center Directors at Charles Barrett, Nannie J. Lee, and William Ramsay Centers.
- (h8) Reflects the transfer of a position to Information Technology Services and a position to Mental Health.
- (i8) Reflects the conversion of a part-time position to full-time status under the Children's Fund; the addition of two social worker positions to the Office for Early Childhood Development to serve the increasing number of eligible families, as approved by City Council on June 10, 1997; and the loss of five grant funded positions.
- (j8) The reallocation of a vacant position from the Office of Housing, as approved by the City Manager, to assist in office administration.
- (k8) Reflects the addition of a Database Administrator in support of CJIS.
- (l8) Reflects the addition of a Revenue Collections Specialist for the pilot collections program and the addition of two grant funded positions for the Victim Witness program and the V-STOP Domestic Violence program that were approved by City Council subsequent to the release of the FY 1998 budget.

### FY 1999

- (a9) Reflects the addition of a Police Sergeant in support of the federally-funded AGILE project, as approved by City Council on February 9, 1999.
- (b9) Reflects the transfer of a senior-level management position in Real Estate Assessments to a professional level analyst position in the Finance Department to address staffing needs throughout the department, as well as the conversion of five temporary positions to permanent status to address staffing needs in the Revenue Administration Division.
- (c9) Reflects the conversion of the part-time HIV/AIDS Administrative Technician position to full-time status.
- (d9) In FY 1999, a senior-level management position was transferred to the Finance Department to address critical staffing needs, and an administrative support position was transferred from the Office of Housing to the Office of Real Estate Assessments to reduce the dependence upon temporary employees.
- (e9) Reflects the reduction of two vacant positions in the Maintenance Division.
- (f9) Reflects the reallocation of a vacant position from the Office of Housing to the Office of Real Estate Assessments.
- (g9) Reflects the conversion of a part-time Employment Training Specialist to full-time status for enhanced employment services for persons with disabilities. Also reflects the addition of 10 new grant funded positions authorized subsequent to the adoption of the FY 1999 budget.
- (h9) Reflects the transfer of a full-time coordinator from the Mental Health Department to the Department of Human services, the conversion of a full-time Psychology intern to part-time.
- (i9) Reflects elimination of State Compensation Board reimbursement for one Assistant Commonwealth's Attorney position and the addition of two grant-funded positions in the Victim-Witness Program, approved by City Council on April 28, 1998.

## Changes in Full-Time Positions (continued)

### FY 2000

- (a0) Reflects the addition of a Walk Through Plan Reviewer in the Code Enforcement Division due to workload; and the conversion of a temporary Construction Inspector position to permanent full-time status.
- (b0) Reflects the addition of a Police Sergeant to provide supervision to the department's four School Resource Officers in order to coordinate activities, review programs, and provide appropriate back-up duties; reflects the addition of three Police Officer positions, funded through the Community Oriented Policing (COPS) Universal Grant program; and the addition of 3 Police Officer positions and 2 civilian positions, funded through the Domestic Violence Intervention Project.
- (c0) Reflects the conversion of a full-time position to two part-time positions through a job sharing arrangement which reduced benefits costs.
- (d0) Reflects the conversion to full-time of a part-time law clerk position for a function previously handled by the Commonwealth Attorney's Office and the addition of one full-time Safety Officer position in the Risk Management Division to review and maintain the City's safety procedures.
- (e0) Reflects the conversion of five temporary positions to permanent status to address staffing needs in the Revenue Administration Division.
- (f0) Reflects the addition of two Construction Field Representatives to provide needed construction management support due to the significant increase in current and future capital improvement projects.
- (g0) Reflects the addition of two new full-time positions due to the opening of the new Charles E. Beatley, Jr. Central Library.
- (h0) Reflects the addition of two new positions recommended for Cameron Station maintenance. The cost effectiveness of new positions as compared to a greater reliance on contracted services will be evaluated after bids for park maintenance have been received. Also reflects the addition of a special assistant for capital projects and community activities.
- (i0) Reflects the addition of a fiscal staff position due to an increase in complexity and workload of the Office of Housing's grant positions.
- (j0) Reflects the transfer of a full-time CSA Coordinator position from the Department of Mental Health to the Department of Human Services and reflects the conversion of two formerly job-shared positions to one full-time position.
- (k0) Reflects the transfer of a full-time CSA Coordinator position from the Department of Mental Health to the Department of Human Services.
- (l0) Revised from previously published documents. Reflects the addition of 3 revenue-funded positions in Alexandria Alcohol Safety Awareness Program (AASAP).

### FY 2001

- (a1) Revised from previously published documents. Reflects the addition of five Parking Enforcement Officers (PEO) needed to staff the City's Gridlock Reduction Intervention Program (GRIP) to ease rush hour traffic and reduce traffic congestion at certain major intersections. GRIP was implemented in May 2000 as a pilot program and approved for continuation through FY 2001 by City Council on September 27, 2000. Staff has proposed to fund this program through FY 2002 at a cost of \$263,163.
- (b1) Reflects the conversion of two part-time receptionist positions to one full-time position.
- (c1) Reflects positions transferred to this office effective July 1, 2000, under the City Manager's reorganization.
- (d1) Reflects the addition of a new accountant position for an audit unit in the Revenue Administration Division. The new unit should generate a minimum of \$250,000 in net new revenue; the conversion of two existing, established full-year, full-time temporary staff to regular City positions (contract manager and administration assistant) in the Purchasing Division; the conversion of two part-time positions to one full-time in the Accounting Division; and the conversion of a part-time position to a full-time position in the Revenue Administration Division. Also reflects the transfer of 2 positions to the City Manager's Office and the removal of the Office of Internal Audit as a function of the Finance Department to an independent office as part of the City Manager's reorganization.
- (e1) Reflects the addition of a master electrician position and a new contract manager position; the conversion of a 0.625 FTE position to full-time to support work of the Facilities Division.
- (f1) Reflects the transfer of 3 full-time positions from the Health Department Environmental Health Unit to the Department of Transportation and Environmental Services as part of the City Manager's reorganization.
- (g1) Reflects the conversion of a full-time position in the Administration Division to a part-time position.
- (h1) Reflects the addition of a new database administrator position; two programmer/analysts for applications positions; and one programmer/analyst position for E-commerce initiative planning.
- (i1) As of July 2000, this is an independent office under the City Manager's reorganization.
- (j1) Reflects the addition of 6 new full-time positions to provide library services at the Burke Branch Library and Community Learning Center.
- (k1) Effective July 1, 2000, this function is reflected under the City Manager's Office.
- (l1) As of July 1, 2000, this is an independent office under the City Manager's reorganization.
- (m1) Reflects the addition of one Geographic Information system (GIS) Manager position and one Urban Planner III.
- (n1) Reflects two new positions included as a FY 2001 approved supplemental budget request to fund the operations of the newly expanded Ramsay Recreation Center, and the conversion of two former part-time positions into one full-time position in the Administration division during FY 2001.
- (o1) This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under a scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the mental Retardation division as a result of CSB action on January 11, 2001.
- (p1) This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under the scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the Mental Retardation Division as a result of CSB action on January 11, 2001.
- (q1) Reflects additional support (a computer applications instructor and two system analysts) for the Criminal Justice Information System and the Alexandria Justice Information System.
- (r1) Reflects the conversion of a part-time position to a full-time position.
- (s1) Reflects the elimination of two positions due to the State Department of Taxation contract for delinquent collection program.
- (t1) Reflects the addition of 3 grant funded pre-trial services positions, one revenue supported AASAP position, and one state funded local inmate data system (LIDS) position.

### FY 2002

- (a2) Reflects the addition of 8 EMS positions to staff a 5<sup>th</sup> Medic Unit due to an increase in Fire and EMS incidents over the past 13 years. This is the first increase in EMS personnel and equipment since 1988.
- (b2) Reflects the addition of 1 Assistant City Attorney I position to provide representation in zoning, building code, health, noise, animal control, tax enforcement and DWI cost recovery cases.

## Changes in Full-Time Positions (continued)

### FY 2002, continued

- (c2) Reflects the addition of a Telecommunications Technician to assist the current Telecommunications Specialist in the provision of telephone systems, installation, repair, upgrades of systems and bill processing City-wide.
- (d2) Reflects the addition of an Accounting Technician.
- (e2) Reflects the addition of one Network Security Technician to provide the City with guidance on basic security management.
- (f2) Reflects the addition of four FTE's to provide Library Services at the Beatley and Burke facilities.
- (g2) Reflects the addition of 1 Neighborhood Planning/Community Development Manager, 1 Current Planning Manager, the conversion of one part-time Clerk Typist to a full-time Secretary, 1 Planner II for neighborhood planning; and the conversion of 1 GIS Specialist overhire to a permanent full-time position.
- (h2) Reflects the addition of 2 Inspector II's, 1 Engineering Aide in Construction and Inspection and 1 Engineer III in Engineering and Design.
- (i2) Reflects the conversion of a part-time companion aide to full-time to allow for hiring and retention of qualified staff to address compliance issues with the State; the addition of one position to handle all components of the department's revenue maximization efforts; and the addition of two Social Worker Supervisors to a) provide additional services in the Child Welfare area of the department, and b) to handle increased caseloads due to the planned expansion of the before and after school programs.
- (j2) Reflects a new Therapist III position as a result of a recommended supplemental request to fund with General Fund dollars psychological services for at-risk preschool children.

## Summary of Full-Time Position Changes Proposed

---

### Proposed New Positions

Fire	8	Reflects the addition of eight EMS positions to staff a 5 <sup>th</sup> Medic Unit due to an increase in Fire and EMS incidents.
City Attorney	1	Reflects the addition of one Assistant City Attorney I position to provide representation in zoning, building, health, noise, animal control, tax enforcement and DWI cost recovery cases.
General Services	1	Reflects the addition of a Telecommunications Technician position to assist the current Telecommunications Specialist in the provision of telephone systems, installation, repair, upgrades of systems and bill processing City-wide.
Health	1	Reflects the Addition of an Accounting Technician position in the Administration Division to ensure efficient and more accurate financial reporting including increased fee collection in the Health Department.
Information Technology Services	1	Reflects the addition of one Network Security Technician to provide the City with additional information technology security support.
Library	4	Reflects the addition of one Librarian I and one Library Assistant I positions for staffing in the reference, circulation and children's areas of the Beatley Central Library; one Librarian III to help manage the Burke Facility; and a Computer Operator II position to assist with maintaining the Library's automated systems and Website.
Planning and Zoning	3	Reflects the addition of one Neighborhood Planning/Community Development Manager position; one Planning Manager position, and one Planner II position for neighborhood planning.
Transportation and Environmental Services	4	Reflects the addition of two Inspector II positions, one Engineering Aide position in the Construction Division and one Engineer III position in the Engineering and Design Division.

## Summary of Full-time Position Changes Proposed

---

### Proposed New Positions, continued

Human Services	3	Reflects the addition of one position to handle all components of the department's revenue maximization and contract administration efforts; and the addition of two Social Worker Supervisors to a) provide additional services in the Child Welfare area of the department, and b) to handle increased caseloads due to the planned expansion of the Before and After School programs.
Mental Health, Mental Retardation & Substance Abuse	1	Reflects the addition of a Therapist III position to continue psychological services for at-risk children.
<b>SUBTOTAL, NET NEWLY CREATED POSITIONS</b>	<b>27</b>	

### Position Conversions: Part-time to Full-time

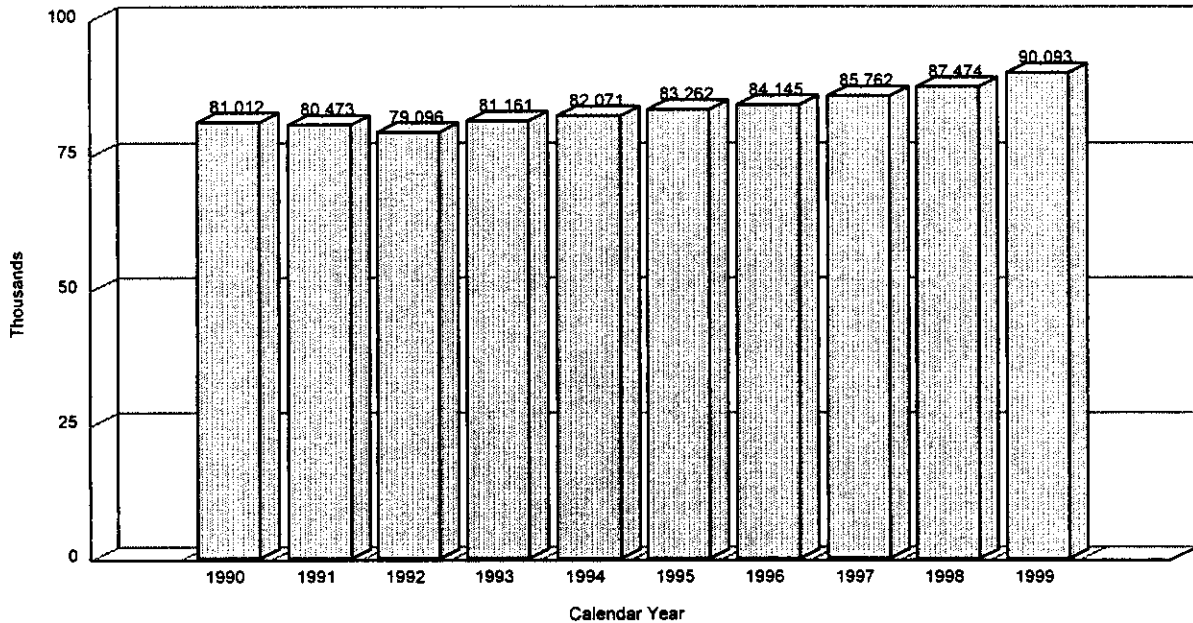
Planning and Zoning	1	Reflects the conversion of one part-time Clerk Typist position to full-time Secretary.
Human Services	1	Reflects the conversion of a part-time Companion Aide to full-time to allow for hiring and retention of qualified staff to address compliance issue.
<b>SUBTOTAL, PART-TIME TO FULL-TIME</b>	<b>2</b>	

### Position Conversions: full time temporary to regular City positions

Planning and Zoning	1	Reflects the conversion of a GIS Specialist overhire to a full-time regular City position.
<b>SUBTOTAL, CONVERSIONS: TEMPORARY TO REGULAR</b>	<b>1</b>	
<b>GRAND TOTAL, CHANGE IN FULL-TIME POSITION COUNT</b>	<b>30</b>	

# Employment

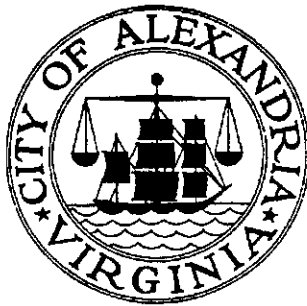
## PERSONS EMPLOYED AT JOB SITES IN ALEXANDRIA Fourth Quarter Average Employment



Source: Virginia Employment Commission

Note: Fourth quarter data for 2000 will not be available until August, 2001.

This graph represents the number of residents and non-residents employed at job sites in Alexandria. These job sites are in all types of industries, and include all employers participating in the Virginia Unemployment Compensation Program. The Virginia Unemployment Compensation Program covers approximately 95 percent of all employers, excluding only a narrow set of employment categories, such as self-employed persons and elected officials.





City of Alexandria, Virginia

**FY 2002  
OPERATING BUDGET**

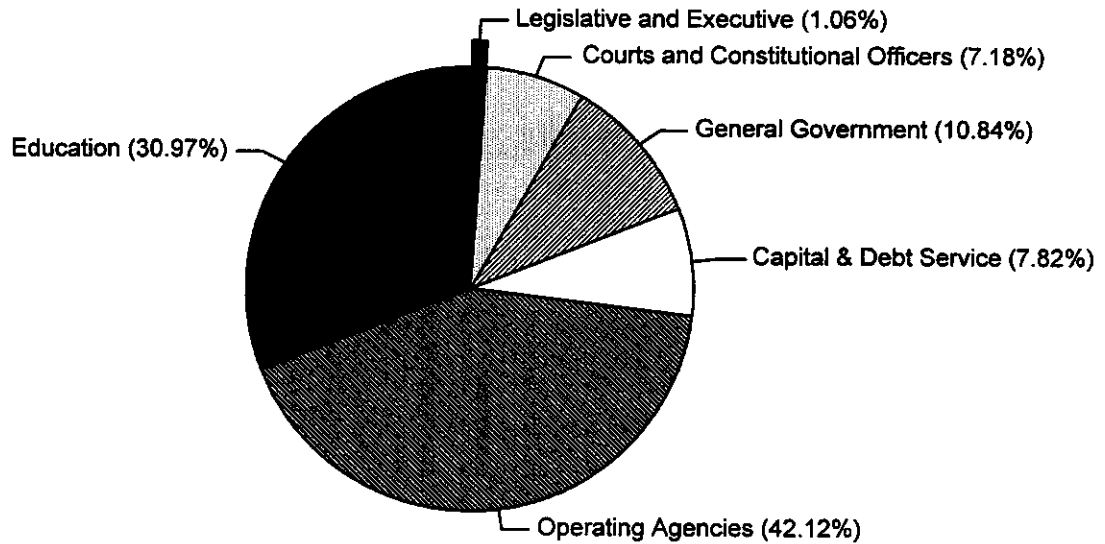


# Legislative and Executive

---

City Council  
City Manager  
City Attorney  
City Clerk and Clerk of Council

## Total City General Fund Budget





# CITY COUNCIL

---

## CITY COUNCIL

The City of Alexandria operates under the Council-Manager form of government. The elected City Council exercises all legislative authority and responsibility, while administrative authority is vested in the City Manager, who is appointed by the City Council.

The City Council determines policy by adopting ordinances and resolutions, appropriating monies, and exercising other essential legislative duties. The City Council is comprised of a Mayor and six Council Members elected at-large by the voters of Alexandria for a term of three years. The Mayor is elected by separate ballot, presides over meetings of the Council, and serves as the ceremonial head of government. Compensation levels for the Mayor and members of Council are defined in Section 2-1-4 of the City Code. Compensation for the Mayor and members of Council has remained constant since 1987.

Council determines the needs to be addressed and the degree of service to be provided by the administrative branch of the City government. Under the City Charter, the Council has power to: determine policy in the fields of planning, traffic, law and order, public works, finance, social services and recreation; appoint and remove the City Manager, City Clerk and the City Attorney; adopt the budget, levy taxes, collect revenues and make appropriations; authorize the issuance of bonds by a bond ordinance; and appoint members of the Planning Commission and other City authorities, boards, commissions and committees.

Legislative meetings of City Council are held on the second and fourth Tuesdays of each month from September through June at 7:30 p.m. in Council Chambers, located on the second floor in City Hall. Public hearings are generally held on the Saturday following the second Tuesday of each month at 9:30 a.m. During July and August, Council is in recess.

The City of Alexandria has a strong commitment to citizen participation as evidenced by the number of citizen boards and commissions established by City Council. These bodies comprise a formal system through which citizens can advise City Council on all major issues affecting the City. Boards and commissions are responsible to City Council and appointments are made by Council at legislative meetings. Board and Commission position vacancies are advertised in local newspapers, on cable television and through civic associations. A listing of the current 75 Boards and Commissions appears in the following Addendum Table.

# CITY COUNCIL

## TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	338,295	326,641	332,661	
NON-PERSONNEL	80,623	108,363	113,492	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>418,918</u>	<u>435,004</u>	<u>446,153</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>418,918</u>	<u>435,004</u>	<u>446,153</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 2.6%

FULL-TIME POSITIONS*	14.0	14.0	14.0
----------------------	------	------	------

- \* The 14 positions reflected in these totals include the City Council's Administrative Aides. These positions, with the exception of the Mayor's Aide, are classified as permanent part-time positions.

## City Manager Proposed

- The FY 2002 General budget for City Council represents an increase of \$11,149, or 2.6 percent, as compared to the FY 2001 General Fund budget.
- Of the \$113,492 in non-personnel expenditures, approximately \$71,500 is directly attributable to the production (photocopying and printing), advertising, and mailing of the Council docket materials. Telecommunications costs, including equipment maintenance costs for the office, are budgeted at \$9,627. The remaining non-personnel monies are for office supplies, professional journals and subscriptions, such as the U.S. Conference of Mayors, operating supplies, and the contribution of \$6,700 to the equipment replacement fund for the future replacement of computers.

## WORK SESSION NOTES AND COMMENTS

# CITY COUNCIL

## Addendum Table Boards and Commissions

---

### Alexandria Boards and Commissions

Ad Hoc Preschool Task Force  
Ad Hoc Task Force on Carlyle/PTO  
Ad Hoc Upper Potomac West Task Force  
Affordable Housing Advisory Committee  
Alexandria-Arlington Task Force on the  
Waste-to-Energy Plant  
Alexandria-Caen Exchange Committee  
Alexandria-Gyumri Sister City Committee  
Alexandria Woodrow Wilson Bridge Neighborhood  
Task Force  
Archaeological Commission  
Architectural Review/Old and Historic District  
Architectural Review/Parker-Gray District  
Beauregard Street Corridor Task Force  
Beautification Commission  
Board of Zoning Appeals  
Budget and Fiscal Affairs Advisory Committee  
Building Code Board of Appeals  
Carr/Norfolk Southern (Carlyle) Design Review  
Board  
Commission for the Arts  
Commission for Women  
Commission on Aging  
Commission on Employment  
Commission on HIV/AIDS  
Commission on Information Technology  
Commission on Persons With Disabilities  
Community Criminal Justice Board  
Community Policy and Management Team  
Community Services Board  
Consumer Affairs Commission  
Early Childhood Commission  
Economic Opportunities Commission  
Emergency Medical Services Council  
Environmental Policy Commission  
Fair Housing Testing Program Advisory Committee  
George Washington Birthday Celebration  
Committee  
Historic Alexandria Resources Commission  
Historical Restoration and Preservation Commission  
Human Rights Commission  
Industrial Development Authority  
Landlord-Tenant Relations Board  
Law Library Board  
Library Board  
Local Emergency Planning Committee  
Park and Recreation Commission  
Planning Commission  
Public Health Advisory Commission  
Public Records Advisory Commission  
Real Estate Assessments Review Board  
Redevelopment and Housing Authority Board of  
Commissioners  
Sanitation Authority  
Sister Cities Committee

Social Services Advisory Board  
Traffic and Parking Board  
Transportation Safety Commission  
Urban Design Advisory Committee  
USS Alexandria Liaison Committee  
Waterfront Committee  
Youth Policy Commission

### Regional Boards and Commissions with Alexandria Representation

Council of Government Chesapeake Bay Policy  
Committee  
Council of Government Environment and Public  
Works Directors Committee  
Council of Government Metropolitan Development  
Policy Committee  
District Home Board  
Health Systems Agency of Northern Virginia  
Juvenile Detention Commission for Northern  
Virginia  
Metropolitan Washington Council of Governments  
Northern Virginia Community College Board  
Northern Virginia Regional Commission  
Northern Virginia Regional Park Authority  
Northern Virginia Transportation Commission  
Northern Virginia Transportation Coordinating  
Council's Citizens Advisory Committee  
Occoquan Basin Committee  
Regional Sanitation Advisory Board  
Smoke Control Appeals Board  
Washington Metropolitan Area Transit Authority

### Public-Private Partnership Boards

Alexandria Convention and Visitors Association  
Board of Governors  
Alexandria Economic Development Partnership  
Board



# CITY MANAGER

---

## CITY MANAGER

**PROGRAM GOAL:** To plan, organize, direct and coordinate all activities of the City government according to the policy directives of the City Council.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 *	FY 2001	FY 2002	FY 2002
	ACTUAL	APPROVED	PROPOSED	APPROVED
<b>EXPENDITURES &lt;ALL FUNDS&gt;</b>				
PERSONNEL	1,040,406	1,359,654	1,486,373	
NON-PERSONNEL	245,861	120,461	139,059	
CAPITAL GOODS OUTLAY	<u>1,583</u>	<u>0</u>	<u>0</u>	
<b>TOTAL EXPENDITURES</b>	<u>1,287,850</u>	<u>1,480,115</u>	<u>1,625,432</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
<b>TOTAL SPECIAL REVENUES AND OTHER SOURCES</b>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>GENERAL FUND</b>	<u>1,287,850</u>	<u>1,480,115</u>	<u>1,625,432</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 9.8%				
FULL-TIME POSITIONS	11.0	15.0**	15.0	

\* Reflects Legislative Director, Affirmative Action and Community Outreach functions included within City Manager's Office for comparability purposes.

\*\* Reflects positions transferred to this office effective July 1, 2000, under the City Manager's reorganization.

---

### City Manager Proposed

- The City Manager's Office General Fund FY 2002 Proposed budget is up \$145,317, or 9.8 percent, with the increase in personnel costs (\$126,719) comprising most of this increase.
- The FY 2002 General Fund budget for this agency reflects funding for the cost of merit adjustments for City employees and funding for the City functions (Legislative Liaison, Affirmative Action and Community Outreach) which were brought into the City Manager's Office as part of the Manager's July 1, 2000, reorganization.
- In addition, funding in the amount of \$50,000 has been included in the General Fund non-departmental budget to provide small grant opportunities to neighborhood organizations for the betterment of their communities. This effort will further the collaboration between the City government and neighborhood organizations in the shared effort to improve the quality of life in City neighborhoods. Grants, which will be in the order of a few thousand dollars, will be provided to organizations based on program criteria and procedures to be developed early in FY 2002. Grants could be used, for example, to fund landscaping improvements, park improvements, traffic calming measures and informational material. The assignment of this project to the appropriate City staff/department will be examined and addressed during FY 2002.

# CITY MANAGER

## DEPARTMENT DETAIL

The City Manager is appointed by the City Council to be the chief administrative officer of the City. The City Manager carries out the policy directives of the City Council and manages the daily operations of City government. The City Manager oversees the preparation of, and submits to the City Council, the annual report, the annual operating and capital budgets, and other such periodic financial and administrative reports as may be required. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial and school positions.

The Administration division oversees the preparation and review of all City Council docket items, requests and retreat materials, serves as a liaison with City departments and with other governmental entities receiving funding from the City but not reporting to the City Manager, and communicates information about the City government and issues to the press and the public.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	814,288	1,058,260	1,019,859	
<u>FULL-TIME STAFFING</u>	8	9*	9	

\* Reflects the establishment of an Assistant City Manager position overseeing financial and fiscal affairs whose duties were previously housed under Financial and Information Technology Services.

The Legislative Liaison division, formerly known as the Office of the Legislative Director, became a function within the City Manager's Office effective July 1, 2000. The legislative liaison prepares, in consultation with the City Manager, the City's annual legislative package for consideration by the City Council, advocates on legislative items of concern to the City during the General Assembly session, and monitors State and federal legislative activities so that appropriate action can be taken to advocate and safeguard the City's interests. Major activities include: development of the City's annual legislative package; representing the City at each General Assembly session by (i) testifying on and seeking support for the City's legislative package, and (ii) monitoring and presenting the City's position on other legislation affecting the City; monitoring and, where necessary, presenting the City's position on State legislative studies conducted throughout the year; monitoring and seeking support for the City's needs in the State budget; working with other City departments to track significant federal legislation and draft positions on the legislation for consideration by the City Manager, and subsequent presentation to the City Council; and keeping the Manager, Council, and City departments informed about significant federal and State legislative proposals, budget proposals and grant opportunities.

# CITY MANAGER

## DETAIL BY DIVISION

<u>DIVISION: Legislative Liaison</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	168,343	177,276	196,657*	
<u>FULL-TIME STAFFING</u>	1	2	2	

\* The FY 2002 budget reflects full funding of an Administrative position which was approved in FY 2001 to convert from temporary agency support to a full-time City position.

### INDICATORS AND MEASURES

OBJECTIVE: To represent the City's interests at the State level.

	Actual FY 1999	Actual FY 2000	Estimated FY 2001/1	Projected FY 2002/1
Number of items supported or opposed in City's Legislative package	32	26	N/A	N/A
Number of items from Legislative package approved or carried over by the General Assembly*	21	N/A	N/A	N/A
Number of General Assembly bills reviewed for impact to the City	2,630 **	3,173	N/A	N/A
Number of General Assembly bills on which the City took a position	116 ***	117 ***	N/A	N/A
Number of these bills on which the City's position prevailed	75	53	N/A	N/A
Number of bills on which the City's position did not prevail	N/A ****	28	N/A	N/A
Number of bills carried over for further study	N/A ****	36	N/A	N/A

/1 Data is not available at the time of printing for FY 2001 and FY 2002 due to the General Assembly schedule. This information will be included in the FY 2002 approved document.

- \* It should be noted that the number of legislative package items receiving favorable treatment by the General Assembly is not directly attributable to the City's Legislative Director. The outcome of the City's legislative proposals is more dependent upon how the majority of legislators from the entire State view the proposals.
- \*\* These numbers represent the total number of bills received. In FY 1999, of the estimated 3,000 bills received, approximately 1,200 were sent to individual departments within the City for further review/comment. The remainder were not applicable to the City.
- \*\*\* The City actually took a position on a greater number of bills than this figure represents. To the extent possible, however, duplicate or amended bills were only counted once. In addition, some of the bills on which the City took position were significantly modified before they were passed and are not included in these statistics.
- \*\*\*\* This is a new indicator that was not measured prior to FY 2000.

# CITY MANAGER

## DETAIL BY DIVISION

The Operations division includes the Affirmative Action and Community Outreach function which became a part of the City Manager's Office effective July 1, 2000, and a Special Projects Coordinator position.

The Affirmative Action and Community Outreach function, previously housed in the former Department of Human Relations, is responsible for preparing, implementing, and monitoring the City's Affirmative Action and Equal Opportunity Program through the analysis of employment data, the identification of problem areas, and the development of methods to eliminate any discriminatory practices within the City's employment system, and for maintaining and improving liaisons with the City's minority communities.

The Special Assistant to the City Manager and the City's Affirmative Action Officer partially staff the Operations division. Both the Special Assistant and the Affirmative Action Officer train managers and supervisors in the proper implementation of the Affirmative Action Plan and meet with community groups to inform them of the Plan's contents and the City's Affirmative Action and Equal Opportunity efforts. The Affirmative Action Officer also actively conducts recruitment outreach activities to increase the diversity of the pool of applicants for City positions and works closely with citizen commissions involved with affirmative action/diversity issues. The Affirmative Action Officer is also responsible for coordinating the City's Diversity Training Program. The Special Assistant also works with minority organizations, as well as individuals, to identify and address issues of particular concern. In addition, the Special Assistant staffs the City's Call to Community program and assists in the implementation of program activities (e.g., student forums on race and culture).

The Special Projects Coordinator undertakes, assists with or oversees projects of particular importance to the City. In FY 2001, these projects included the Woodrow Wilson Bridge replacement project, the Braddock Road Redevelopment project, disability parking regulations, and a study of neighborhood grant programs.

<u>DIVISION: Operations</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	305,219	244,579	408,916	
<u>FULL-TIME STAFFING</u>	2	4*	4	

\* Reflects the transfer of the Administrative Technician position which supports the Special Assistant and Affirmative Action Officer positions; and the Special Projects Coordinator position.

## CITY MANAGER

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Affirmative Action] To implement and monitor compliance with the City's Affirmative Action Plan and to conduct and coordinate the Diversity Training Program for all City employees.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of Diversity training classes held*	60	10	9	10	10
Number of employees trained (Diversity Classes)*	1,500	200	200	225	225
Affirmative Action Plan Advisory Committee Meetings	12	12	11	12	12
Affirmative Action Status Reports published**	1	4	2	2	2

- \* FY 1998 reflects an emphasis on City-wide diversity training efforts established in FY 1997, in which every City employee was required to participate in diversity training. Beginning in FY 1999, only new employees participate in diversity training as a form of City orientation.
- \*\* Prior to FY 1999, the City's Workforce Utilization Analysis and Applicant Tracking information was included in one report; beginning in FY 1999 the information is issued in two separate reports. Additionally, in FY 1999, an updated Affirmative Action plan was issued, and an informal report tracking trends in the City's workforce was also issued. In FY 2000, only the Workforce Utilization report and the Applicant Tracking report will be issued.

---

### WORK SESSION NOTES AND COMMENTS

# CITY ATTORNEY

---

## CITY ATTORNEY

**PROGRAM GOAL:** To provide timely and effective legal counsel to the City Council, the City Manager, and all departments, agencies, boards and commissions of the City; to represent the City and its officers and employees in general civil litigation; to prosecute successfully civil violations of City ordinances, nuisance abatement actions, and delinquent tax collection cases; to represent effectively the governmental interest in civil proceedings arising from child abuse and neglect incidents; to manage and reduce the liability risk and exposure incidents impacting City programs and operations, and to administer efficiently the City's insurance programs.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	998,432	1,123,533	1,165,499	
NON-PERSONNEL	167,242	113,088	155,462	
CAPITAL GOODS OUTLAY	<u>13,001</u>	<u>28,000</u>	<u>1,500</u>	
TOTAL EXPENDITURES	<u>1,178,675</u>	<u>1,264,621</u>	<u>1,322,461</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>1,178,675</u>	<u>1,264,621</u>	<u>1,322,461</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 4.6%				
FULL-TIME POSITIONS	14.0	14.0	15.0*	

\* Reflects the recommended addition of one Assistant City Attorney I position.

---

### City Manager Proposed

- The Proposed FY 2002 General Fund budget for the City Attorney's Office represents an increase of \$57,840, or 4.6 percent, as compared to the FY 2001 General Fund Budget.
- The increase in personnel expenditures reflects the addition of an Assistant City Attorney I position (\$62,500). This position will provide representation in zoning, building code, health, noise, animal control, tax enforcement and DWI cost recovery cases. The new position will also allow the City Attorney's office to continue to file enforcement actions to collect civil penalties and DWI cost reimbursement claims, as well as actively pursue delinquent real estate tax claims.
- The increase in non-personnel expenditures is primarily attributable to rent charges for the Risk Management Division (\$24,000) now located in Bankers Square and the contribution to the equipment replacement fund for the replacement of computers (\$6,700).



# CITY ATTORNEY

## DEPARTMENT DETAIL

**Administration** - The Office of the City Attorney is the legal advisor to the City Council, the City Manager, and all departments, boards, commissions and agencies of the City. It is responsible for preparing and reviewing ordinances and legal papers, providing legal opinions, representing the City in all litigation in State and federal courts, as well as representing the City in administrative proceedings involving personnel matters. The Office also provides representation to the City's Department of Social Services in all child abuse and neglect matters in the Juvenile and Domestic Relations Court and does all of the City's civil penalty enforcement. The City Attorney also assists the Department of Finance in tax enforcement by initiating litigation against delinquent taxpayers. In addition, the Office participates in the City's legislative program and staffs the City Council, the Planning Commission, the Traffic and Parking Board, the Board of Architectural Review and other City boards and commissions. The Office also responds to citizen inquiries and participates in internal City investigations and City-initiated projects.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	995,584	1,041,848	1,064,609	
<u>FULL-TIME STAFFING</u>	11.0	11.0	12.0*	
* Reflects the recommended addition of one Assistant City Attorney I position.				

### INDICATORS AND MEASURES

**OBJECTIVE:** [City Attorney] To prepare and review ordinances, legal papers and legal opinions for City Council.

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Written opinions issued*	47	63	63	63	60
Ordinances prepared for City Council**	69	49	75	70	60
Legal documents reviewed	161	214	217	200	200
Civil lawsuits closed during the year	32	32	35	35	35
Personnel grievance hearings (Step 5)	9	8	8	5	8
Discrimination administrative claims (closed during year)	15	12	10	10	10

\* The number of legal opinions issued is determined by the number of requests from City staff and City Council.

\*\* The number of ordinances prepared by the City Attorney may differ from the number of ordinances proposed by City Council (reported by the City Clerk) because an ordinance may be prepared and introduced to City Council, but not passed, or if a large number of ordinance changes on related code sections are required, a single consolidated ordinance may be proposed.

# CITY ATTORNEY

## DEPARTMENT DETAIL

**Risk Management** - The Risk Management Division of the City Attorney's Office administers the City's loss control program. This program is designed to reduce, to the maximum extent feasible, risks to employees and the public that exist in the City work place and on City-owned properties. The loss control program also serves to protect against risks which may arise from the manner in which the City conducts its business, thereby reducing the City's exposure to employee and third party claims. The Risk Management Division also manages the City's insurance portfolio and monitors the adjustment of claims filed against the City. The Risk Management Division also administers the City's workers' compensation program, and provides training and information to City agencies and departments on specific means for avoiding and protecting against losses.

<u>DIVISION: Risk Management</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	183,091	222,773	257,852	
<u>FULL-TIME STAFFING</u>	3.0	3.0	3.0	

### INDICATORS AND MEASURES

OBJECTIVE: [Risk Management] To recover compensation due to the City for losses resulting from third party negligence.

	Actual FY 1998*	Actual FY 1999*	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of incidents involving City property damage caused by third parties**	68	108	105	100	100
Number of such incidents in which City losses were recovered from third parties	46	74	56	75	75
Total monies recovered from third parties	\$44,937	\$74,937	\$32,785	\$65,000	\$65,000
Total City losses caused by third parties	\$62,425	\$89,973	\$56,095	\$75,000	\$75,000
Percentage of Money Recovered	42%	45%	37%	46%	46%

\* Data has been revised from previously published documents to reflect more accurate information.

\*\* The number of incidents increased from FY 1998 due to increased traffic and visitation in the City and increased efforts by City Departments to report them.

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Assistant City Attorney I \$62,500

The supplemental request for an additional staff attorney position is recommended to provide representation in zoning, building code, health, noise, animal control, tax enforcement and DWI cost recovery cases. This position will allow the City Attorney's office to continue to file enforcement actions to collect civil penalties and DWI cost reimbursement claims, as well as actively pursue delinquent real estate tax claims.

# CITY CLERK AND CLERK OF COUNCIL

---

## CITY CLERK AND CLERK OF COUNCIL

**PROGRAM GOAL:** To maintain the official record of the activities of the City Council, and to preserve and distribute this information in a timely and accurate manner.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	273,246	282,906	283,848	
NON-PERSONNEL	20,423	25,523	29,406	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>4,500</u>	
TOTAL EXPENDITURES	<u>293,669</u>	<u>308,429</u>	<u>317,754</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>293,669</u>	<u>308,429</u>	<u>317,754</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.0%				
FULL-TIME POSITIONS	3.0	3.0	3.0	

### City Manager Proposed

- The City Clerk's General Fund FY 2002 Proposed budget is up \$9,325 or 3 percent.
- Total proposed non-personnel expenditures, in the amount of \$29,406, represent an increase of \$3,883, as compared to the FY 2001 approved budget. This increase is recommended to more closely reflect actual expenditures necessary to support the Docket Storage and Retrieval System (DSR), including scanning and processing City Council docket materials to make them available to the public on the City's web site, and to reflect increased equipment maintenance costs. The increase is also attributable to the cost of equipment rental and the contribution of \$1,400 to the computer replacement fund.
- Total proposed capital goods outlay, increased in the amount of \$4,500. The increase is attributable to the replacement of a network printer (\$2,500) and a Lanier Advocate transcriber (\$2,000).

### DEPARTMENT DETAIL

The City Clerk is appointed by City Council and serves as its secretary. The City Clerk is responsible for accurately recording the proceedings of all Council meetings, preserving the legislative history, preparing the Council docket and assembling Council docket material prepared by the City Manager's Office, City departments and other agencies. Copies of the docket and docket items may be obtained prior to Council meetings from the Clerk's Office, and via the City's web page, U.S. Mail, e-mail or fax. Agendas are also posted in the Clerk's Office on the Public Notice Board.

The City Clerk is responsible for transcribing, printing, binding and indexing the Council minutes, ordinances and resolutions; for providing administrative support to the Mayor and Members of City Council; and for providing assistance to the public regarding City Council actions. The Clerk is responsible for the custody and use of the Corporate Seal of the City

## CITY CLERK AND CLERK OF COUNCIL

### DEPARTMENT DETAIL

and maintains, as a matter of record, all documents considered by the City Council. Citizens may listen to or purchase copies of audio tape recordings of City Council meetings in the City Clerk's Office.

In FY 1997, the City Clerk's Office began a pilot project to create all dockets using a new computer system, the Docket Storage and Retrieval System (DSR), and has automated the Council Meeting docket preparation and distribution process. An electronic archive of historic docket agendas and associated materials has also been created, allowing for on-line, full-text search of scanned materials, from FY 1992 through the current fiscal year, stored on digital optical media. During FY 1998, the pilot project was expanded to include public on-line access to current docket items, once the documents have been released to the City Council. Citizens without Internet access can research the on-line information at a public workstation located in the City Clerk's Office or at the City's public libraries. This project was completed in FY 2000 and is fully operational.

Effective in FY 2000, the Speaker's Form, which citizens use to sign up to testify before City Council, became available on-line along with instructions for completion. This provides on-line access for citizens who wish to speak at a public hearing and is available until 5 p.m. the day preceding the public hearing meeting. Citizens may still sign up by phone or in person.

The City Clerk's Office continues its schedule of annual microfilming of all permanent Council records, ordinances, resolutions and minutes. Generally, one year's legislative materials are referred to an outside vendor for filming each year. The City Clerk's microfilm reader/printer permits the retrieval of Council records from microfilm, reducing research and copying time. Citizens and staff are performing more of their own research as the number of records on microfilm increases. It is possible to scan the docket items from microfilm for e-mail or fax transmission, and work continues with the City's vendor to establish full-text search of microfilm records in the future for that purpose. In addition, the Clerk's office anticipates working with ITS to develop a database for the manual index card system in which the cards will be scanned into the system. Once these functions are developed, the Office will be able to locate docket items by keyword back to 1955 and ordinances back to 1922.

The City Clerk is required by State law to issue, receive and maintain Statements of Economic Interest and Disclosure of Real Estate Holdings forms filed by members of the City Council, appointed officials, and other employees in positions of trust prior to the January 15 deadline of each year. In addition, City ordinances require the Clerk to issue and receive these forms for other officials and employees such as members of City boards, commissions and committees.

# CITY CLERK AND CLERK OF COUNCIL

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To prepare resolutions and ordinances as rapidly as possible to make them available to citizens and staff.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of resolutions approved per year**	41	42	46	45	45
Number of ordinances approved per year**	71	34	80	50	50
Percentage of resolutions completed within two days after a Council meeting	100%	100%	100%	100%	100%
Percentage of ordinances turned over to the City Attorney for completion within one day after Council meeting	100%	100%	100%	100%	100%

\* The number of ordinances prepared by the City Attorney may exceed the number of ordinances approved because an ordinance may be prepared and introduced to Council but not passed, or if a large number of ordinance changes on related code sections are required, a single, consolidated ordinance may be approved.

\*\* The number of resolutions and ordinances processed by the City Clerk's Office is determined by the actions of the City Council.

OBJECTIVE: To maintain the official record of all Council meetings, and to prepare and assemble Council dockets and minutes in a prompt and accurate manner.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of regular and special Council meetings	33	33*	22	25	30
Number of public hearings	12	11	13	13	13
Percentage of action dockets completed within one day after meeting	100%	100%	100%	100%	100%
Percentage of meeting minutes completed within one month after meeting	100%	100%	100%	100%	100%

\* Data has been revised from previously published documents to reflect more accurate information.

OBJECTIVE: To inform citizens of all official meetings, work sessions, and community meetings in a prompt and accurate manner.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of dockets distributed via U.S. Mail, per meeting	356	374	358	345	330
Number of dockets distributed via e-mail, per meeting	54	62	80	100	115
Number of dockets distributed via fax, per meeting	32	27	28	28	30
Number of newspaper advertisements for ordinances*	136	102	78	90	100
Number of newspaper advertisements for appeals*	26	14	30	20	20
Number of newspaper advertisements for special notices for meetings*	14	39	28	30	40
Percentage of dockets distributed within one day after completion	100%	100%	100%	100%	100%

\* These figures are dependent upon the number of meetings held, the number of ordinances considered, and the number of appeals filed from various sources, all of which will vary from year to year.

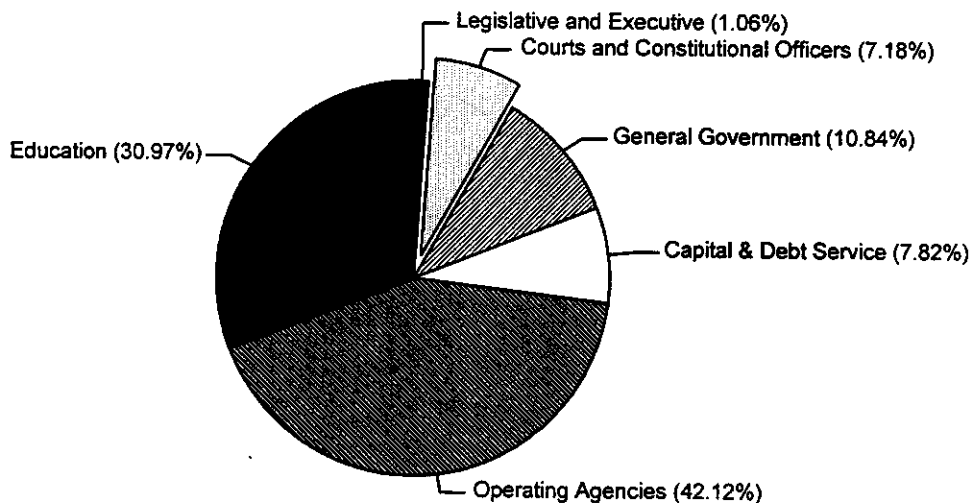
## WORK SESSION NOTES AND COMMENTS

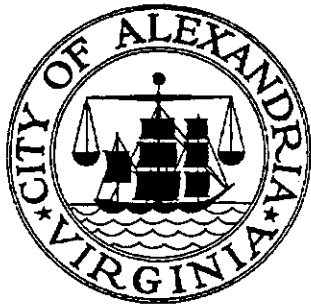
# Courts and Constitutional Officers

---

18th Circuit Court  
18th General District Court  
Clerk of Courts  
Commonwealth's Attorney  
Court Service Unit  
Juvenile and Domestic Relations District Court  
Law Library  
Other Public Safety and Justice Activities  
Registrar of Voters  
Sheriff

## Total City General Fund Budget

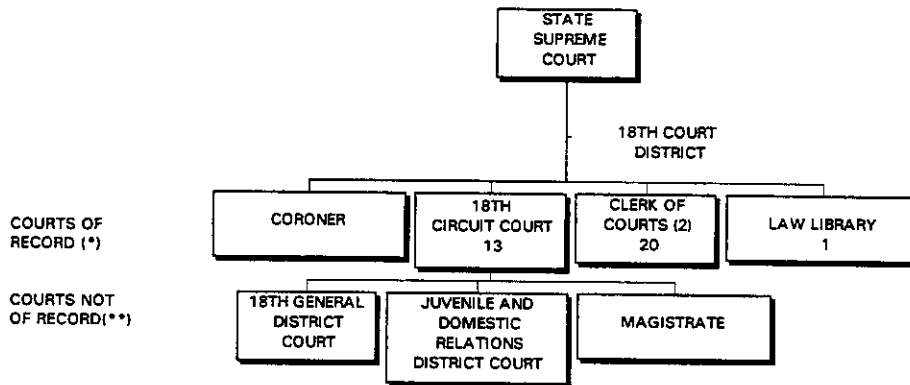






# 18TH CIRCUIT COURT

---



Notes: (\*) In a court of record, a transcript of the proceeding is taken; otherwise, no transcript is taken.  
 (\*\*) The Clerk of Courts is an elected official. The Clerk of Courts also provides services to the General District and Juvenile & Domestic Relations District Courts to supplement the services of their own clerks.

## 18TH CIRCUIT COURT

**PROGRAM GOAL:** To conduct trials for all criminal and civil cases before the Circuit Court. Under the authority of the Code of Virginia, Title 17-116, the Circuit Courts are courts of record, having jurisdiction over both original and appellate cases. The Circuit Court conducts jury trials and hears civil and criminal cases. In civil matters, the Court hears suits for money damages as well as equity matters, such as divorce cases; disputes concerning wills and estates; and controversies involving property. In criminal matters, the Circuit Court hears all felony cases and some misdemeanor cases. The Court hears appeals (civil and criminal) from the General District Court and from the Juvenile and Domestic Relations District Court.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	630,338	899,475	908,768	
NON-PERSONNEL	136,215	164,753	193,125	
CAPITAL GOODS OUTLAY	<u>16,305</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>782,858</u>	<u>1,064,228</u>	<u>1,101,893</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>782,858</u>	<u>1,064,228</u>	<u>1,101,893</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.5%			
FULL-TIME POSITIONS	10.0	13.0*	13.0	

\* Reflects three additional staff members to support the Courts' Criminal Justice Information System (CJIS).

### City Manager Proposed

- 18<sup>th</sup> Circuit Court General Fund FY 2002 Proposed budget is up \$37,665, or 3.5 percent.
- The proposed budget for this agency reflects funding to maintain current service levels.
- The increase in the General Fund FY 2002 Proposed budget is attributable to the Department's share of the computer equipment replacement fund of \$12,400 and training for the new (CJIS) staff. The FY 2002 Proposed budget reflects an increase of \$10,000 for staff training to adequately maintain the City's multi-million dollar Criminal Justice Information System.
- CJIS is a complex computer system that has been the primary source of criminal and civil case information for the City of Alexandria and is accessed regularly by approximately 600 users in 13 agencies.
- The CJIS mainframe-based system is being redeveloped as a client-server system, the Alexandria Justice Information System (AJIS). This project is the largest and most critical information systems development project in the City. During this redesign and

## 18TH CIRCUIT COURT

### City Manager Proposed

redevelopment period, staff must simultaneously support the existing system software, support system users, trouble shoot problems and address the development of the new system to the satisfaction of the 13 agencies who will use the AJIS system.

- Since the first capital funding allocation in FY 1997 for a new system, the City has invested more than \$2.8 million in the redesign and development of the replacement Alexandria Justice Information System (AJIS). In addition, the FY 2002 - 2007 Information Technology Plan includes funding to complete the project in June 2002. The total cost of the project is expected to be approximately \$5.4 million. Please see the Information Technology Plan located within the FY 2002 - 2007 Capital Improvement Plan for further information.

---

### DEPARTMENT DETAIL

The Circuit Court serves as a depository of official records, such as deeds, mortgages, marriage licenses and other records kept in the public interest. The Judges of the Circuit Court are elected by a joint vote of the two houses of the Virginia General Assembly, are commissioned by the Governor, and serve terms of eight years. The State establishes and pays the salaries and benefits of the three Circuit Court Judges. In addition, the State provides funding, in the amount of \$4,500, to the City for office expenses associated with the three Circuit Court judges. The Court's full-time administrative positions, including the CJIS Coordinator and five CJIS/AJIS support positions, are funded by the City.

The Criminal Justice Information System (CJIS) is the primary source of criminal and civil case information for the City of Alexandria. Beginning with the issuance of a warrant, the system records the disposition of all criminal cases heard in the General District Court and each subsequent hearing in the Circuit Court. Specifically, the system records the judge, prosecutor, defense attorney, type of proceeding and court action for each court event. The system also serves as a criminal history repository for Alexandria criminal cases and as the warrant tracking system for the Police Department. Once an individual has been incarcerated at the Alexandria Detention Center, the Criminal Justice Information System records information on his or her property, program involvement, behavioral infractions, medical concerns and classification. For civil actions, CJIS is equally comprehensive. The system tracks all Circuit Court civil litigation in the same manner as criminal cases, and provides court employees and the public with current case status data. In addition, the system provides indexing and management services for marriage licenses, name changes, wills, notaries, charters, concealed weapon permits, search warrants, conservators, and numerous other civil components of the judicial system.

CJIS is accessed regularly by approximately 600 users in 13 agencies, including Adult Probation and Parole, the Clerk of Court, Magistrates, the Judges' Chambers of the Circuit Court, the Juvenile and Domestic Relations District Court, the General District Court, the Commonwealth's Attorney's Office, the Department of Mental Health, Mental Retardation and

## 18TH CIRCUIT COURT

### DEPARTMENT DETAIL

Substance Abuse, the Office of Sheriff, the Police Department, the Public Defender's Office, the Office on Women and the Court Service Unit.

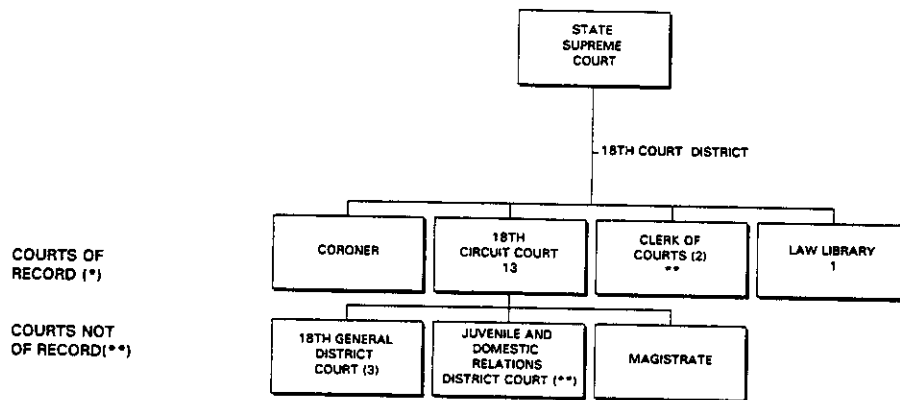
The Circuit Court of Alexandria maintains one of the most current criminal dockets in the State. The average time between indictment and trial in criminal cases is less than sixty days. Civil cases are tried or concluded within one year of their filing date.

---

### WORK SESSION NOTES AND COMMENTS

# 18TH GENERAL DISTRICT COURT

---



Notes:

(\*) In a court of record, a transcript of the proceeding is taken; otherwise, no transcript is taken.

(\*\*) The Clerk of Courts is an elected official. The Clerk of Courts also provides services to the General District and Juvenile & Domestic Relations District Courts to supplement the services of their own clerks.

## 18TH GENERAL DISTRICT COURT

**PROGRAM GOAL:** To ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	59,421	111,447	91,343	
CAPITAL GOODS OUTLAY	<u>13,500</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>72,921</u>	<u>111,447</u>	<u>91,343</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>72,921</u>	<u>111,447</u>	<u>91,343</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (18%)				

---

### City Manager Proposed

- The 18th General District Court General Fund FY 2002 Proposed budget is down \$20,104, or 18 percent.
  - The decrease in the FY 2002 Proposed budget is attributable to a reduction in the budget for telecommunication costs and fees for professional services to more closely reflect prior year actual expenditures.
- 

### DEPARTMENT DETAIL

Pursuant to Title 16.1 of the Code of Virginia, the General District Court has original jurisdiction in all misdemeanor cases and holds preliminary hearings on felony warrants. In civil cases, the Court has original and exclusive jurisdiction in claims involving \$500 or less, and concurrent jurisdiction with the 18th Circuit Court in claims exceeding \$500, but not exceeding \$15,000. The General District Court is presided over by two regular and five substitute Judges. The State establishes and pays the salaries of the General District Court Judges and Court staff.

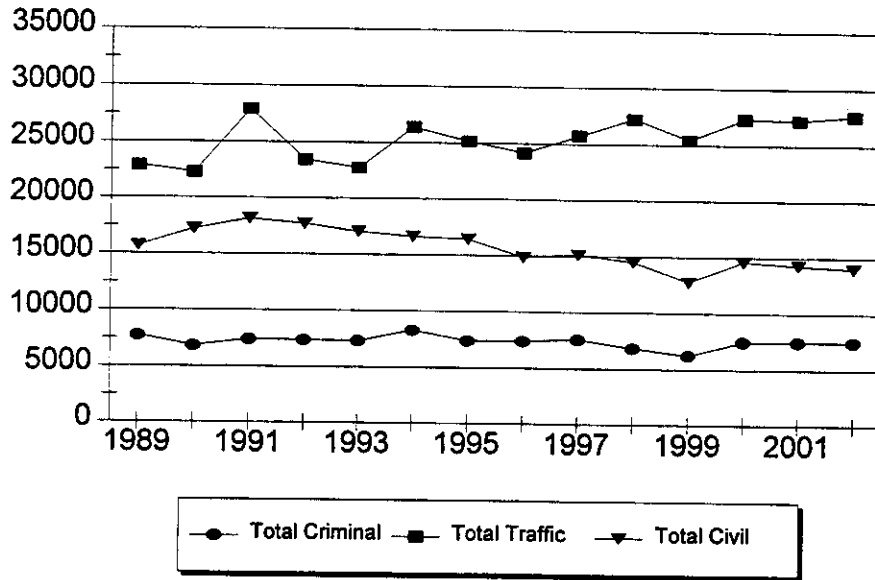
Funding for the non-personnel expenses of the Court is provided by the City. The Court is in session Monday through Friday, with criminal and traffic cases scheduled each day, and civil cases heard Tuesday through Friday.

18TH GENERAL DISTRICT COURT

DEPARTMENT DETAIL

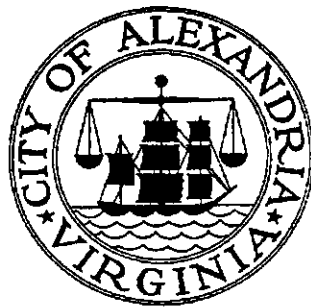
### Trends in New Cases

Source: Supreme Court of Virginia



---

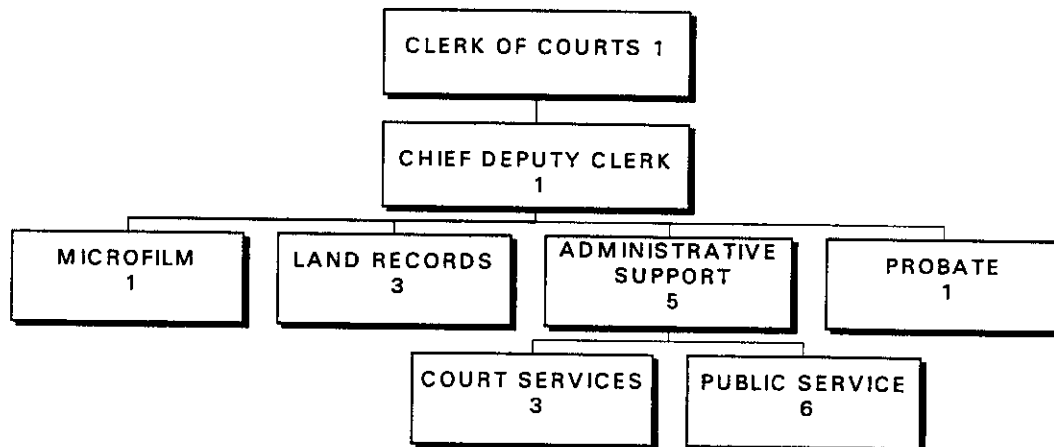
WORK SESSION NOTES AND COMMENTS





# CLERK OF COURTS

---



## CLERK OF COURTS

PROGRAM GOAL: To administer all civil and criminal cases processed through the Circuit Court for the 18th Judicial District.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,076,553	1,090,986	1,166,090	
NON-PERSONNEL	232,322	168,590	152,110	
CAPITAL GOODS OUTLAY	<u>5,463</u>	<u>20,000</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,314,338</u>	<u>1,279,576</u>	<u>1,318,200</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>1,314,338</u>	<u>1,279,576</u>	<u>1,318,200</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3%			
FULL-TIME POSITIONS	20.0	21.0*	21.0	

\* Reflects the conversion of a part-time position to a full-time position.

---

### City Manager Proposed

- The Clerk of Courts General Fund FY 2002 Proposed budget is up \$38,624, or 3 percent.
  - The Proposed budget provides funding to maintain current service levels.
  - The salaries for the staff of the Clerk's Office are set by the State Compensation Board and the City provides a salary supplement. The State Compensation Board provides funding for approximately three-fourths of the total personnel expenses through reimbursement to the City. The City provides funding for the remaining personnel and non-personnel expenses of the Office. The Addendum Table titled "Net City Share of Clerk of Courts Operations" provides more detailed information on the State reimbursement and other revenues collected by the Clerk that offset the City's cost of this office.
- 

### DEPARTMENT DETAIL

Administration - the Clerk of Courts is a Constitutional Officer elected by the voters of Alexandria for a term of eight years. The Clerk serves as Clerk to the Circuit Court and is the recorder of all deeds, wills and other legal documents filed in the City.

# CLERK OF COURTS

## DEPARTMENT DETAIL

<u>FUNCTIONAL AREA:</u> Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	525,735	509,011	515,746	
<u>FULL-TIME STAFFING</u>	7	7	7	

### INDICATORS AND MEASURES

OBJECTIVE: [Administrative Support] To provide assistance at court proceedings and to process all criminal and civil cases before the 18th Circuit Court.

	Actual CY 1998	Actual CY 1999	Actual CY 2000	Estimated CY 2001	Projected CY 2002
Number of cases processed	5,496	5,040	4,747	5,400	5,400
Percent of cases processed in a timely and efficient manner	100%	100%	100%	100%	100%
Number of cases processed per employee	1,099	1,008	949	1,080	1,080

Note: The number of cases processed per employee is based on 5 administrative support staff.

Land Records - maintains and processes all land record documents for the City, including power of attorney, financing statements, deeds, deeds of trust, assignments, certificates of satisfaction, leases, options, contracts, foreclosure proceedings, plats and easements.

<u>FUNCTIONAL AREA:</u> Land Records	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	210,294	203,859	219,150	
<u>FULL-TIME STAFFING</u>	3	4*	4	

\* Reflects the conversion of a part-time position to a full-time position.

# CLERK OF COURTS

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: [Land Records] To process and record all real estate related documents tendered to the Clerk's Office.

	Actual CY 1998	Actual CY 1999	Actual CY 2000	Estimated CY 2001	Projected CY 2002
Documents tendered to the office*	26,511	30,577	25,011	27,000	27,000
Percent of documents recorded and processed in a timely and efficient manner	100%	100%	100%	100%	100%
Number of documents recorded and processed per year per staff member	8,837	10,192	8,337	6,750	6,750

\* The increase in CY 1998 and CY 1999 is attributable to increased real estate activities as a result of lower interest rates.

Probate - handles probate and fiduciary matters for the City, including estates, trusteeships and guardianships.

<u>FUNCTIONAL AREA:</u> Probate	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	85,432	84,885	88,979	
<u>FULL-TIME STAFFING</u>	1	1	1	

### INDICATORS AND MEASURES

OBJECTIVE: [Probate] To process and record all probate and fiduciary matters.

	Actual CY 1998	Actual CY 1999	Actual CY 2000	Estimated CY 2001	Projected CY 2001
Number of cases received and processed	758	760	743	760	760
Percent of cases processed in a timely and efficient manner	100%	100%	100%	100%	100%

Court Services - provides clerical assistance to the Circuit Court for all civil and criminal proceedings. During calendar year 2000, the Circuit Court processed 4,747 civil and criminal cases, a decrease of approximately 5.8 percent from calendar year 1999, when 5,040 cases were processed.

<u>FUNCTIONAL AREA:</u> Court Services	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	170,864	165,486	171,366	
<u>FULL-TIME STAFFING</u>	3	3	3	

## CLERK OF COURTS

### DEPARTMENT DETAIL

Public Service - provides the general public with services mandated by the State, including issuing marriage licenses and notarial certificates, docketing judgments and other liens, administering oaths to elected and appointed officials, the processing of church trustees, registering business trade names, recording military discharge certificates, issuing service of process on law suits and chancery suits, and maintaining historical records and statistics for the City.

<u>FUNCTIONAL AREA:</u> Public Service	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	322,013	316,335	322,959	
<u>FULL-TIME STAFFING</u>	6	6	6	

The Clerk of Courts is also part of a Statewide effort to modernize land records and make them more easily accessible to the public. The State approved the Clerk of Courts information technology plan which provides for more efficient administration of land records and lays the groundwork for a reliable linkage of multi-jurisdictional land data. This land records modernization will be funded by the States' Information Technology Trust Fund and will be used to help Circuit Court Clerks obtain office and information technology, preserve and maintain court records and improve public access to court records. This fund consists of revenues obtained from an additional three dollar recordation and filing fee collected by each Circuit Court Clerk in the State. The City will therefore be reimbursed for expenses incurred as result of this land records modernization program.

### WORK SESSION NOTES AND COMMENTS

# CLERK OF COURTS

## Addendum Table "Net City Share" of Clerk of Courts Operations

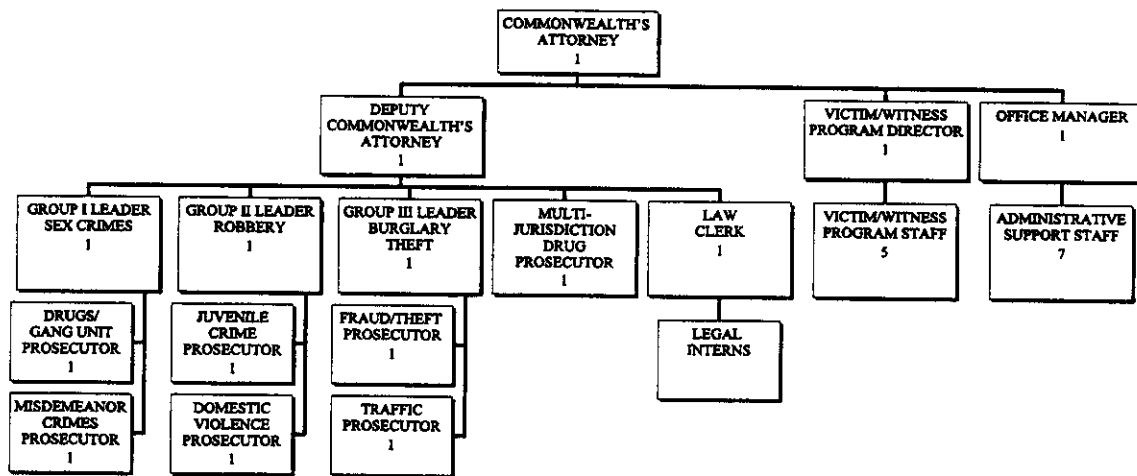
	FY 2000 <u>Actual</u>	FY 2001 <u>Approved Budget</u>	FY 2002 <u>Proposed Budget</u>
<b>General Fund Expenditures</b>			
Personnel	\$1,076,553	\$1,090,986	\$1,166,090
Non-Personnel	232,322	168,590	152,110
Capital Goods	<u>5,463</u>	<u>20,000</u>	<u>0</u>
Total General Fund Expenditures	<u>\$1,314,338</u>	<u>\$1,279,576</u>	<u>\$1,318,200</u>
<b>General Fund Revenues <sup>11</sup></b>			
State Compensation Board Reimbursement for Personnel Costs	\$ 822,252	\$ 765,000	\$ 853,000
Clerks' Fees Collected	<u>216,325</u>	<u>186,000</u>	<u>186,000</u>
Total General Fund Revenues	<u>\$1,038,577</u>	<u>\$ 951,000</u>	<u>\$1,039,000</u>
Net City Share (General Fund Expenditures less General Fund Revenues)	<u>\$ 275,761</u>	<u>\$ 328,576</u>	<u>\$ 279,200</u>

<sup>11</sup> In addition to the General Fund revenues reflected here, this office collects Real Estate Recordation taxes, which are assessed at a total rate of \$0.15 per \$100 of value for all transactions. Of the total \$0.15 per \$100 of value of all transactions, \$0.05 per \$100 is remitted to the City (budgeted as General Fund revenue) and \$0.10 per \$100 is remitted to the State. A portion of the recordation taxes returned to the State from Northern Virginia jurisdictions is pledged as the debt service payment for the State transportation bonds initially authorized in 1993 that were issued for a series of high priority Northern Virginia transportation projects.

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

# COMMONWEALTH'S ATTORNEY

---



## COMMONWEALTH'S ATTORNEY

**PROGRAM GOAL:** To carry out the Constitutional, statutory and public mandate of this office, which is the effective and efficient prosecution of criminal offenses, both adult and juvenile. This goal is to be accomplished by successfully prosecuting offenders in a swift manner, by providing a deterrence to potential offenders, rehabilitating where possible and encouraging citizen cooperation and participation in the criminal justice system.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,697,905	1,848,358	1,888,414	
NON-PERSONNEL	276,542	254,109	275,412	
CAPITAL GOODS OUTLAY	<u>103,972</u>	<u>12,800</u>	<u>7,180</u>	
TOTAL EXPENDITURES	<u>2,078,419</u>	<u>2,115,267</u>	<u>2,171,006</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>264,595</u>	<u>250,506</u>	<u>266,231</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>264,595</u>	<u>250,506</u>	<u>266,231</u>	
GENERAL FUND	<u>1,813,824</u>	<u>1,864,761</u>	<u>1,904,775</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	2.1%			
FULL-TIME POSITIONS	27.0	27.0	27.0	

---

### City Manager Proposed

- The Proposed FY 2002 General Fund budget for the Commonwealth's Attorney represents an increase of \$40,014, or 2.1 percent, as compared to the FY 2001 General Fund budget.
  - The FY 2002 General Fund budget maintains current service levels. The increase in Personnel expenditures is primarily attributable to the planned merit in-step increase for employees in FY 2002. The increase in Non-Personnel is primarily attributable to the contribution to the Equipment Replacement Fund (\$19,500) for the future replacement of computer workstations.
- 

### DETAIL BY DIVISION

The Commonwealth's Attorney is an elected official, serving a four-year term, authorized by Title 15.1 of the Code of Virginia to prosecute violations of State laws in the City. The salaries and expenses for the Commonwealth's Attorney's Office are established by the State Compensation Board and approved by the City Council. Each of the twelve attorneys in the office is assigned to specialized areas of prosecution, and handles cases from their inception through trial. This specialized system affords rapid and expert response to the needs of other agencies and the public. The Office maintains a close working relationship with the Alexandria Police Department through coordinated efforts on major cases, training on legal issues, and 24-hour-a-day availability for consultation as needed. The Office prosecutes all felonies occurring in the City, all misdemeanors, offenses committed by and against juveniles, and all traffic offenses which carry a possible jail sentence.



## COMMONWEALTH'S ATTORNEY

### DETAIL BY DIVISION

The Office continues its organizational scheme of grouping attorneys into teams. Each team is led by an experienced attorney recognized for his or her leadership and trial skills, and is composed of attorneys with varying experience levels. This approach provides greater opportunity for training, supervision and mentoring, while allowing newer attorneys opportunities to work as team members on a greater variety of cases. Each prosecutor maintains a specialized area of expertise.

A high priority of the Commonwealth's Attorney's Office is to focus resources on the effective prosecution of violent crime, juvenile crime, and drug use and distribution. In 1999, the last year for which complete data is available at this time, this Office commenced prosecution of 2,095 criminal cases in Circuit Court. These cases included homicides, aggravated assault, robbery, sex offenses and drug cases. The Commonwealth's Attorney's Office also prosecuted 1,776 cases in Juvenile and Domestic Relations Court. Although these cases decreased from 1998, the severity of many of these cases and the violent potential of some of the offenders has required that the Office continue to commit three prosecutors (formerly one) to handle these cases full-time.

Recent changes in State law have required more careful use of resources in the prosecution of traffic related offenses. Because drunk driving laws have mandated stiffer penalties (some first offense cases carry mandatory jail terms, and third offenses are now felony violations), these cases are being more frequently and vigorously contested. As a result, the Office has reduced its roll in handling certain traffic infractions in order to devote more time to the more serious traffic matters.

In addition, the Office continues to aggressively prosecute drug offenders. In 1999, this Office prosecuted 268 felony drug indictments in Circuit Court, most of which were cases involving distribution or possession with intent to distribute cocaine. Three specialized drug prosecutors from this Office continue to conduct police training, participate in City-wide drug task force meetings, coordinate with federal prosecutors, and provide input and advice to other criminal justice agencies in the implementation and formulation of new programs and procedures for drug treatment and monitoring. This past year the City's partnership with federal prosecutors was particularly effective in targeting higher level drug dealers in several areas of the City. In recent years, the drug unit of the Office has focused greater efforts on the seizure of assets of drug dealers by instituting civil forfeiture proceedings in Circuit Court.

The Commonwealth's Attorney's Office continues to commit significant professional resources to provide legal services to other City and State agencies, including the Office of the Magistrate, the Office of Sheriff, the Police Department, the Office of Citizen Assistance, the Office of Housing, the Code Enforcement Bureau, and the Electoral Board. The Commonwealth's Attorney's Office is active on a number of City task forces, including the Domestic Violence Intervention Program, the Task Force on the Victims of Violent Crime, and various anti-drug task forces.

# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

The Commonwealth's Attorney's Office also participates in several multi-agency efforts directed at juvenile crime and youth issues. The Office is a member of the Serious and Habitual Offender Comprehensive Action Program (SHOCAP), which permits the sharing of information among the Schools, Police Department, Commonwealth's Attorney's Office and Juvenile Probation and Parole regarding dangerous or at-risk youth. In addition to focusing on the enhancement of prosecution of some of these juvenile offenders, the Office is also striving to take on a greater role in community-based programs that seek to address some of the root causes of juvenile delinquency by participating in school-based programs. Prosecutors speak on various topics related to law enforcement and youth in classes at T.C. Williams High School and other schools in the City. The Office also participates in a truancy prevention program with the City's elementary and middle schools to intervene in a parent's educational neglect of youth school children. In cases where all other efforts fail to remedy a truancy situation, this Office will undertake criminal prosecution of a parent who does not assure the attendance of his or her child in school. Finally, the Commonwealth's Attorney serves on the City's Youth Policy Commission, which oversees programs providing services to youth. Service on this Commission is designed to establish criteria whereby the efficacy of youth service programs can be measured objectively, with one focus being how such programs reduce juvenile delinquency.

<u>DIVISION: Administration*</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
All Funds Expenditures	1,504,524	1,484,607	1,524,716	
<u>FULL-TIME STAFFING</u>	19	19	19	

### INDICATORS AND MEASURES

OBJECTIVE: To maximize the conviction rate for drug indictment cases.

	<u>Actual CY 1998</u>	<u>Actual CY 1999</u>	<u>Actual CY2000</u>	<u>Estimated CY 2000</u>
Number of drug indictment cases	294	268	186**	200
Number of cases resulting in convictions	277	226	175	190
Conviction rate*	94%	95%	94%	95%

\* The conviction rate for CY 1998 is based on 294 cases disposed of in CY 1998. It does not include 4 cases involving defendants who failed to appear for scheduled court dates.

\*\* The reduction in drug indictment cases in CY 2000 is partly due to detectives and prosecutors who normally work on drug cases being re-assigned to homicide cases.

Note: While the reasons for reduction in crime rates are complex, this agency believes that persistent and aggressive prosecution consistent with this stated objective provides a deterrent to potential offenders and thus accounts in part for the reduced number of cases.

# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

In addition to its normal prosecutorial functions, the Commonwealth's Attorney's Office administers the following specialized programs:

The Victim-Witness Assistance Program, which is an integral part of the Commonwealth's Attorney's Office, has three principal goals. The first goal is to assist the prosecutors in gaining and maintaining the cooperation of victims and witnesses through the criminal justice process. The contact with victims and witnesses is maintained by providing information about the Court System, case status updates, accompaniment to Court, and dispositional information. Recent changes in Virginia law have made communication of certain information to crime victims mandatory, resulting in increasing demand upon this program staff. The second goal is to ensure the rights of Alexandria's crime victims. The program encourages victims to submit victim impact statements for sentencing hearings, affords victims the right to be notified of prisoners' release, intercedes on behalf of victims whose employers are reluctant to allow them time off to testify, and coordinates the submission of restitution plans whereby defendants reimburse victims for their financial losses. The third goal of the Victim-Witness Assistance Program is community education and the establishment of coordinated services. Staff routinely make presentations on crime prevention to Alexandria's retirement homes, neighborhood watch groups and local civic associations. In the past year, specialized and intense outreach has been extended to the Latino community, spearheaded by Spanish-speaking prosecutors and a newly hired Spanish Speaking Program Assistant. The effect of this outreach has been noticeable, by reducing the failure to appear rate among Latino crime victims and witnesses.

This program is staffed by a Coordinator, three Victim-Witness Specialists, a Restitution Collections Specialist and a Program Assistant and is funded approximately 70 percent by a grant from the Virginia Department of Criminal Justice Services (DJCS) and 30 percent by the City. Through garnishment of wages, levies, and by seeking suspension of driving privileges, the program has collected \$45,534 in past due restitution during FY 2000. Overall, the Victim-Witness Program provided services to over 6,500 victims and witnesses during the year.

<u>DIVISION: Victim Witness</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
All Funds Expenditures*	170,250	227,957	243,989	
<u>FULL-TIME STAFFING</u>	5	5	5	
* This division is supported primarily through a Virginia Department of Criminal Justice Grant in FY 2002 of \$189,125, and \$54,864 in General Fund monies.				

# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

A Virginia STOP (V-STOP) Violence Against Women Grant was awarded to Alexandria's Domestic Violence Intervention Project and is administered by the Office of the Commonwealth's Attorney. The goal of this grant project is to foster greater cooperation with the Criminal Justice System from victims of domestic violence. It is essential that the victim cooperate with and participate in this process. It is the hope of the Domestic Violence Intervention Project that these victims will cooperate more willingly with future prosecutions of domestic offenses. In 1999, the Commonwealth's Attorney's Office prepared 440 domestic abuse cases for possible prosecution without the victim's participation, and has prosecuted 150 cases, or 34 percent, without the victims' cooperation. In the past, these cases would have been dropped by the prosecution because of the victims' lack of cooperation.

<u>DIVISION:</u> Domestic Violence Intervention	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	62,248	77,376	77,106	
<u>FULL-TIME STAFFING</u>	1	1	1	

The Career Criminal Program is an intensive prosecution program that concentrates prosecutorial resources on particular recidivist felons. Individuals who have significant prior felony records — especially those who are on probation or parole and who commit any additional crime — are screened for entry into the program. Once entered into the program, these cases are given priority. Additional investigative and prosecutorial resources are expended to ensure the proper pre-trial bond status, to prepare the case for trial, and, if convicted, to maximize sentencing. This program is staffed by a State-funded experienced senior prosecutor and a City-funded law clerk.

The Multi-Jurisdiction Drug Program is an intensified effort to investigate and prosecute the higher than street-level drug dealer, and includes a component that concentrates on multi-jurisdictional drug transfers, primarily between the City and Arlington County. This program is entirely funded by the State Compensation Board. In support of this program an experienced prosecutor is assigned to these cases full time, and works closely with federal prosecutors in the United States Attorney's Office.

<u>DIVISION:</u> Anti-Drug	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	132,298	140,827	151,767	
<u>FULL-TIME STAFFING</u>	2	2	2	

# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

The Parking Adjudication Office was established by City Council on December 8, 1998, to process appeals for parking tickets. The Office operates under a services contract with Professional Account Management, LLC, which also provides an integrated and fully automated parking ticket issuance and collection system to the City. The Office opened in March 1999, at 421 King Street, and provides citizens with an opportunity to have an in-person hearing with an adjudication officer to determine the validity of a parking ticket. A citizen receiving a ticket is informed, on the face of the ticket itself, of his or her right to a hearing. The citizen is able to schedule a hearing in advance or on a walk-in basis, to accommodate out-of-town visitors. Citizens are also able to adjudicate a citation by mail. A \$10 fee will be assessed per hearing, except in the event that the ticket is administratively dismissed by the adjudicator, who has the power to dismiss tickets, to reduce fines or to refuse to change the status of the fine.

Funding for the Parking Adjudication Office is included in the Commonwealth's Attorney's budget which has oversight responsibility for the adjudication program. By adjudicating tickets administratively, the Office diverts this burden from the General District Court docket.

<u>DIVISION:</u> Parking Adjudication	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2000</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	209,099	184,500	173,428	
<u>FULL-TIME STAFFING*</u>	0	0	0	

\* The Parking Adjudication Office is staffed by contracted employees of PAM.

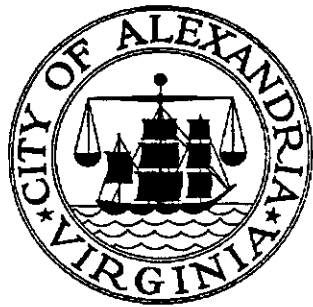
### INDICATORS AND MEASURES

OBJECTIVE: To provide individuals who have been charged with a parking violation a convenient means of appeal.

	<u>Actual</u> <u>FY 1999*</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Percent of citations adjudicated	1.7%	2.5%	2.6%	2.6%
Number of citations heard	694	2170	2200	2200
Number of citations upheld	164	605	650	650
Percentage of tickets upheld	24%	28%	30%	30%

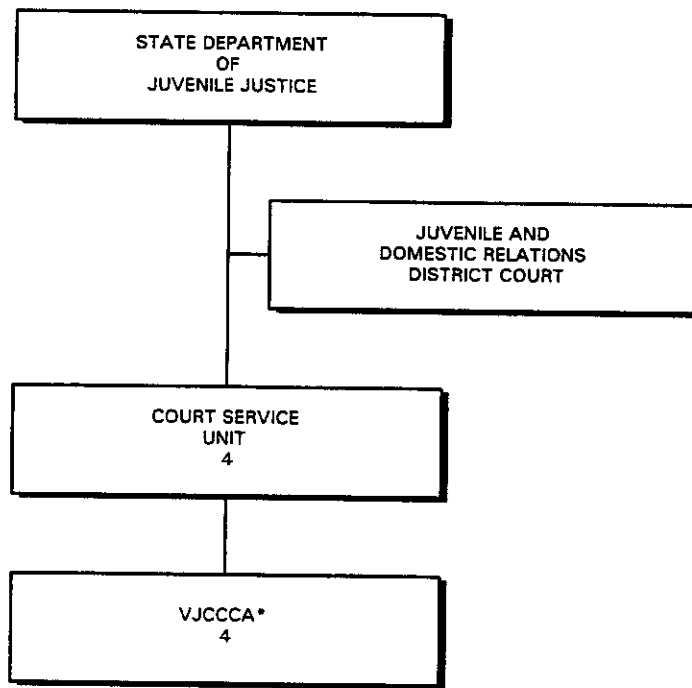
\* The Parking Adjudication Office opened in March 1999.

A Community Outreach Program for Crime Prevention and Criminal Prosecution Grant was awarded to the Commonwealth's Attorney in February 2001 from the US Department of Justice. This grant will fully fund the outreach program. An office will be established in the Arlandria community to enhance the understanding of and participation in the criminal justice process among members of the Latino community. There will be a Spanish speaking prosecutor and a crime prevention specialist placed in this office enabling communication with residents and community leaders to learn what needs can be met. Representatives of other criminal justice and social services agencies will partner with this office to bridge the gap between the community and the criminal justice system.



# COURT SERVICE UNIT

---



\* Virginia Juvenile Community Crime Control Act

## COURT SERVICE UNIT

**PROGRAM GOAL:** To provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	537,912	666,254	700,420	
NON-PERSONNEL	77,882	82,214	90,886	
CAPITAL GOODS OUTLAY	<u>42,441</u>	<u>30,000</u>	<u>5,198</u>	
TOTAL EXPENDITURES	<u>658,235</u>	<u>778,468</u>	<u>796,504</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	232,416	208,440	246,227	
INTERNAL SERVICES FUND	<u>0</u>	<u>24,000</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>232,416</u>	<u>232,440</u>	<u>246,227</u>	
GENERAL FUND	<u>425,819</u>	<u>546,028</u>	<u>550,277</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 0.8%				
FULL-TIME POSITIONS	8.0	8.0	8.0	

### City Manager Proposed

- The Court Service Unit General Fund FY 2002 Proposed budget is up \$4,249 or less than one percent.
- The FY 2002 General Fund budget for this agency reflects funding to maintain current service levels. The element of increase is primarily attributable to the planned merit in-step increase for employees in FY 2002.
- Funding for the Court Service Unit is provided jointly by the State and the City. The State provides monies primarily for the salaries and benefits of 24 professional and administrative State employees.
- In addition, the State provides funding for four grant-funded positions under the Virginia Juvenile Community Crime Control Act (VJCCCA). The City funds four full-time VJCCCA positions (clinical psychologist, psychiatric social worker, and two probation officers); salary supplements to maintain equitable compensation levels between the State positions and comparable City positions; pre-dispositional youth placement; and most non-personnel and capital goods expenditures. Monies from the State (excluding the VJCCCA grant) are paid directly to the Court Service Unit and do not pass through the City's treasury; therefore, these non-pass through monies are not reflected in the City's budget for the Court Service Unit.



## COURT SERVICE UNIT

### DEPARTMENT DETAIL

The Court Service Unit, which reports to the Virginia Department of Juvenile Justice, serves the Juvenile and Domestic Relations District Court in a quasi-administrative capacity. The Court Service Unit is organized into two major areas: (1) juvenile services, and (2) domestic relations services, which focus on providing legal services, treatment programs, and public safety services to the community. The major programs administered by the Court Service Unit are described below:

Intake Services - provides a magisterial role for the Court by making probable cause determinations and issuing detention orders, providing intake screenings and processing all complaints coming before the Juvenile and Domestic Relations Court. This service is funded primarily by the State.

Probation Services - monitors court-ordered cases, prepares pre-sentence and transfer reports, recommends dispositions to the Court, supervises youth who are on probation and parole, and provides counseling services to families. These services are funded primarily by the State.

Parole - provides services to juveniles placed in the State Correctional Centers through continued contact with the juveniles and their families and by developing plans for parole conditions upon the juvenile's return to the community. These services are funded primarily by the State.

Intensive Parole - monitors a small caseload of high-risk youth who have returned to the community from State Correctional Centers. Juveniles must adhere to strict conditions of parole for successful transition back into community life within a six month period. This program is funded primarily by the State.

Sex Offender Services - provides comprehensive assessment, treatment and supervision of juvenile sex offenders. This program is funded jointly by the State and the City.

Psychological and Mental Health Services - provides individual and family counseling and psychological testing services to indigent clients who are court-ordered into treatment and/or evaluation. This program is funded by the City.

Mediation and Custody Investigations - provides custody and visitation mediation services for clients referred by the Juvenile and Domestic Relations and Circuit Courts. In cases where mediation is not appropriate, a report of the custody investigation is provided to the Court. This program is funded jointly by the State and the City.

Street Law Program - informs first-time offenders between the ages of seven and seventeen of their rights and responsibilities under the law. This eight-week program is funded by private donations.

Community Services - assigns juveniles to community agencies for a specified number of service hours. This program, which is operated under a contract with a community agency, is funded by the City.

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

Restitution - provides monetary compensation to the victims of property crimes. This program is funded jointly by the State and the City.

Domestic Violence Services - provides a network of treatment and supervision services to families and unmarried couples who have civil or criminal involvement with the Court for domestic violence disputes. Domestic Violence Services are coordinated with other City agencies and private providers and the Domestic Violence Steering Committee. This program is funded primarily by the Comprehensive Community Corrections Act (CCCA) Grant.

Pre-Trial Services - provides monitoring and casework in lieu of detention for juveniles awaiting trial. This program is funded jointly by the State and the City through the Juvenile Accountability Incentive Block Grant.

FOCUS - is an education program for parents involved in custody and visitation cases. Parents are required to attend three two-hour sessions that address topics such as the impact of conflict on children, stages of child development, legal aspects of custody and visitation, mediation and other available services. The goals of this program are to reduce the number of cases coming before the court by having the parents reach their own parenting agreements; to reduce the number of cases returning to court with further disputes regarding custody of their children; and to educate parents on ways to help their children cope with the issues connected to divorce and separation. In addition, a special two-hour Hispanic FOCUS class is provided once a month for Hispanic parents.

Skills Development - includes various groups such as anger management, life skills, Camp Getaway and ANGELS Camps, and independent living groups to enforce positive skill building for youth on probation and parole.

Attendance Review Panel - informs parents and their children of actions available under the law for truancy; identifies assistance needed by the family to eliminate the truancy problem; and follows-up with monitoring services from the school liaison workers. Referrals of chronic truants are made to the panel by the school system. The panel is comprised of representatives from four youth-serving agencies and the Commonwealth's Attorney's Office.

Substance Abuse - provides drug screening and assessments, and individual/group therapy for youth involved with illegal substances and alcohol. The "no butts" program is provided for youth with tobacco violations.

Community-based Probation Officer - identifies at-risk youth who live in an assigned community; works closely with the residential and community police officers in assigned neighborhoods to monitor and provide on-going supervision during the late evening hours to youth currently on probation; develops community programs such as after school tutoring, parenting classes and job skills development for youth and parents; and provides a high visibility program where the community can see immediate prevention and probation steps in response to their concerns. The Court Service Unit has one State-

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

funded probation officer who is assigned to the City's West End, and another City funded probation officer who is assigned to the Lynhaven, Arlandria, Hume Springs and Mt. Jefferson neighborhoods.

A survey is conducted every one to two years to measure community satisfaction with the program and to insure that the needs of the community are being addressed with regards to juvenile crime in the area. For three consecutive fiscal years, results of the survey conducted by the Community-based Probation Officer yielded positive results. The community awareness and the impact of the physical presence of the Community-based Probation Officers in these neighborhoods were favorable. In September, 1999, one hundred surveys were randomly distributed to households in the Lynhaven and Hume Springs neighborhoods. The next scheduled survey of the performance of the Community-based Probation Officer in the City's West End is scheduled for the fall of 2001.

The results of the September, 1999, survey revealed that 74 percent of the respondents believed that the program had a positive impact within the community and that 70 percent of the respondents believed that there is less crime in their community since the program began.

Court Service Unit staff have been invited to give presentations on this program to several organizations including: the Council on Governments Youth Summit Conference; The National Adult Probation and Parole Conference; Alexandria Juvenile and Domestic Relations Citizen's Advisory Council; Alexandria Police Block Captain's Meeting; Juvenile Justice Partnerships Conference, Participation in the Mayoral Youth Council/Youth Mapping Project; Neighborhood Community Day, School/Community Mediation; Virginia Commonwealth University Gang Prevention Conference; The University of the District of Columbia Criminal Justice students; the Close-Up C-span show entitled "Teens and the Law;" and Virginia Criminal Justice Services "Community Partnerships Conference."

The following programs are funded by the Virginia Juvenile Community Crime Control Act (VJCCCA).

- Day Reporting Center - serves up to 15 court-ordered juveniles per month, both male and female, ages 11-16 (at the time of referral) who are on probation and display truant behavior, need structured supervision and are at-risk for further detention/incarceration due to non-compliance issues or new charges. The Day Reporting Center is located in the basement of the Sheltercare building and provides group counseling in substance abuse, conflict resolution, building healthy cognitions, improving school performance, and reinforcing social responsibility. It also offers tutoring, a series of learning modules on job readiness, child abuse prevention, cultural tolerance, mental health awareness, recreational activities, and introductions to theater, arts and music programs.

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

- Youth Educational Program (Y.E.S.) - educates up to 40 youth per year who are first-time offenders before the Court on petty larceny and concealment charges regarding the consequences and cost implications of shoplifting to divert these first-time offenders from further involvement with the juvenile justice system. This program consists of two components; the home-study component that consists of six hours of audio tape/workbook time, followed by an eight hour classroom component. The classes are held at the Target Department Store in Alexandria whose Asset Protection Employees also provide an overview of their surveillance system.
- Parent Involvement Program - a court-ordered parent program that educates up to 100 parents/guardians per year of court-involved youth newly placed on probation. Parents are informed of the court process, the juvenile justice system, and their parental responsibilities regarding their child's probation status. They are also educated on adolescent development issues and techniques for parenting teens including setting and enforcing limits. The program consists of two sessions of 2.5 hours each. The youth are required to attend the first session with their parents/guardians. Since its implementation in May, 1998, the program has reached 200 parents of new probationers.
- School Liaison Program - serves up to 60 youth per month during the school year. Probation assistants are assigned to area middle schools, the Minnie Howard Ninth Grade Center, and T.C. Williams High School to provide daily attendance reports and immediate intervention to truant youth who are court-involved, in an effort to interrupt patterns of truancy identified as a risk factor for juvenile delinquency. Staff also meet with youth individually twice per month and maintain contact with parents and probation officers. The program expanded to provide monitoring for juveniles referred by the Attendance Review Panel beginning in May, 1998.
- CHINS-UP (Children in Need of Service/Supervision [Truancy and Runaways]) Program - provides CHINS/CHINSUP/Diversion/first-time offender services on a case-by-case basis that includes intensive case management, supervision, in-home services, and individual/family counseling as well as referrals to public and private treatment providers.

In addition to these programs, the Court Service Unit provides 24-hour, on-call services; provides information to the public regarding the court system, child support and custody disputes; conducts parenting education groups; and participates in several inter-agency case staffing panels including the Alexandria Community Policy and Management Team (ACPMT) and the Youth Policy Commission. These services are funded by the State and the City.

# COURT SERVICE UNIT

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To process and supervise juvenile delinquency matters that come within the purview of the Juvenile and Domestic Relations District Court.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Juvenile delinquency complaints**	814	745	563	602	660
Commitments to the State Correctional Centers***	16	11	12	12	12
Average number of juveniles in State Correctional Centers per month****	28	16	10	10	10
Average number of juveniles on probation per month	204	216	237	250	260
Average number of juveniles served by community parole supervision per month****	25	19	15	14	15

- \* indicators that impact juvenile delinquent behavior include low economic status, single-parent headed households, and psychological and emotional disorders. Delinquent youth are frequently learning disabled and many have a history of long-term child abuse and neglect, domestic violence in the home, substance abuse, sexually transmitted diseases and unplanned pregnancies.
- \*\* Decrease beginning in FY 1999 reflects the downward trend of nationwide crime; increased level and hours of intensive supervision; and expanded programs/groups.
- \*\*\* Decrease in FY 1999 and FY 2000 reflects the reduction in serious and habitual offenders attributed to expanded programs and more intensive supervision.
- \*\*\*\* Includes juveniles who are discharged from State Correctional Centers and returned to the community.

OBJECTIVE: To provide and establish balanced, community-based systems of sanctions, programs, and services for juvenile offenders and families under the Virginia Juvenile Community Crime Control Act (VJCCCA). Please note: These programs were authorized by City Council as part of the VJCCCA grant in FY 1997 but were not implemented until the middle of FY 1998 due to delays in hiring staff.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Day Reporting Program participation*	12	12	15	15	15
Youth Educational Program (Y.E.S.) participation**	18	37	12	17	17
Parent Involvement Program participation***	6	106	32	100	80
School Liaison Program participation	50	90	70	90	90
CHINS-UP Program participation*	18	12	7	12	12
Electronic Monitoring participation****	20	4	N/A	N/A	N/A

- \* Numbers indicate average number of youth per month.
- \*\* Beginning in FY 2000, actual petty larceny charges have declined.
- \*\*\* FY 2000 actual number of classes declined as there was no staff available to offer this class in Spanish. Classes in Spanish are expected to resume in FY 2001 and beyond.
- \*\*\*\* This program had incidental usage during FY 1999 and was discontinued effective July 1, 1999, due to the additional alternatives that were utilized providing for a greater degree of supervision and allowing for more extensive accountability and rehabilitative measures.

# COURT SERVICE UNIT

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To process and supervise domestic violence and other family-related cases referred to the Court Service Unit and to maintain community treatment services and monitoring in family violence matters of adults who commit offenses against juveniles.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Abuse/Neglect cases*	156	121	158	134	144
Domestic Violence (Civil) cases**	243	234	243	260	280
Custody/Visitation cases	603	570	735	700	710
Children in Need of Services (CHINS) cases***	106	230	276	300	325
Other case workload (Traffic, Violation of Probation/Parole, mental commitments, emancipations, adoptions, paternity, support, transfers, Approval of Entrustments)	430	494	432	462	491
Average monthly number of adults under supervision for domestic violence****	179	143	114	120	120
Actual new referred adult domestic violence cases	256	209	168	170	170
Custody Investigations	31	30	29	30	40
Mediation Cases	11	12	5	12	12
FOCUS Participants	161	166	148	177	194

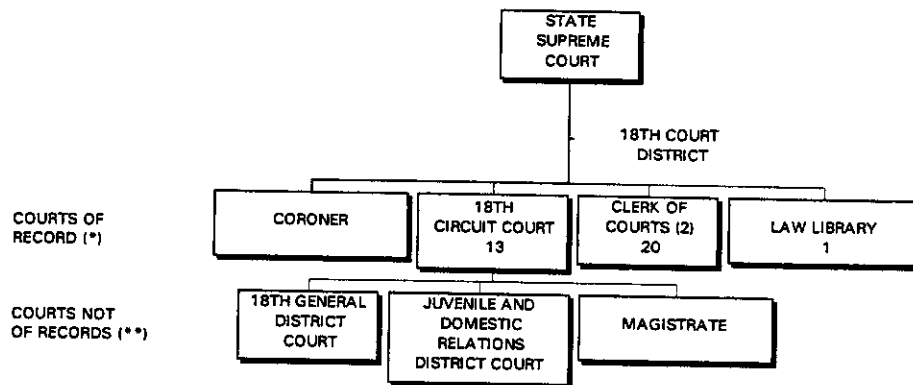
- \* FY 1999 decrease reflects reduction in petitions generated from the Department of Social Services.
- \*\* Domestic violence cases usually involve assault and battery against a spouse, partner, parent, child, brother, sister, ex-partner or other household member. The most prevalent causes of assault usually involve substance abuse, difficulties in communication, financial problems, and stress.
- \*\*\* Increase due to Court Service Unit and Alexandria City Public Schools collaboration efforts addressing truant and other at-risk youth through the Attendance Review Panel that has heightened services to these youth.
- \*\*\*\* Domestic violence cases for Court Service Unit supervision have decreased due to a general decrease in the number of cases coming before the Court.

---

## WORK SESSION NOTES AND COMMENTS

# JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

---



**Notes**

- (\*) In a court of record, a transcript of the proceeding is taken; otherwise, no transcript is taken.
- (\*\*) The Clerk of Courts is an elected official. The Clerk of Courts also provides services to the General District and Juvenile & Domestic Relations District Courts to supplement the services of their own clerks.

## JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

PROGRAM GOAL: To ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	0	0	0	
NON-PERSONNEL	18,304	30,780	34,024	
CAPITAL GOODS OUTLAY	<u>11,541</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>29,845</u>	<u>30,780</u>	<u>34,024</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>29,845</u>	<u>30,780</u>	<u>34,024</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	10.5%			

---

### City Manager Proposed

- The Juvenile and Domestic Relations District Court General Fund FY 2002 Proposed budget is up \$3,244, or 10.5 percent.
  - The FY 2002 Proposed General Fund budget for this agency reflects funding to maintain current service levels. The increase in General Fund support is primarily attributable to the contribution to the computer equipment replacement fund of \$2,900.
- 

### DEPARTMENT DETAIL

In conformance with Title 16.1 of the Code of Virginia, the Juvenile and Domestic Relations District Court has jurisdiction in cases involving juvenile delinquency, juvenile traffic offenses, children in need of services (runaways and truants), child abuse or neglect, family abuse, petitions for order of protection, support enforcement, visitation and custody of minor children, abandoned children, foster care and entrustments, termination of residual parental rights, court consent for medical treatment, involuntary commitments to mental health facilities, and any other matters involving crimes committed by one member of the family against another family member or crimes committed against minors. The State establishes and pays the salaries of the Juvenile and Domestic Relations District Court judges and court administrative staff. The City pays for court-appointed lawyers, interpreters and expert witnesses in cases initiated by the City, telecommunications charges, office equipment maintenance and other non-personnel expenditures.



# JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To process the case workload of the Court.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Juvenile cases docketed*	6,563	7,065	6,615	6,813	7,017
Juvenile cases concluded**	3,176	3,241	3,140	3,234	3,328
Domestic relations cases docketed***	6,298	5,991	5,304	5,463	5,627
Domestic relations cases concluded****	3,323	3,020	2,466	2,540	2,616

\* Juvenile cases consist of custody, abuse and neglect, delinquency, traffic and CHINS (child in need of service or supervision) matters.

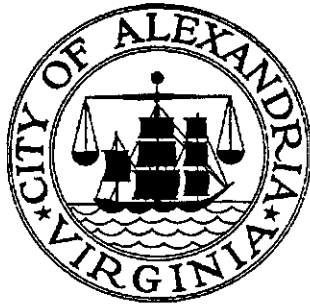
\*\* All juvenile cases not concluded in a given year are continued and included in the number of juvenile cases docketed for the following year.

\*\*\* Domestic relations cases consist of crimes committed against family members, crimes against minors, orders of protection and support matters.

\*\*\*\* All domestic relations cases not concluded in a given year are continued and included in the number of domestic relations cases docketed for the following year.

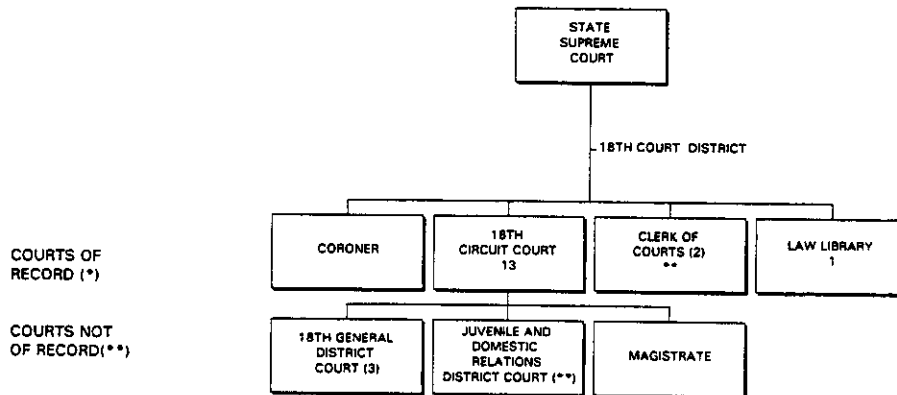
---

## WORK SESSION NOTES AND COMMENTS



# LAW LIBRARY

---



Notes: (\*) In a court of record, a transcript of the proceeding is taken; otherwise, no transcript is taken.  
(\*\*) The Clerk of Courts is an elected official. The Clerk of Courts also provides services to the General District and Juvenile & Domestic Relations District Courts to supplement the services of their own clerks.

## LAW LIBRARY

**PROGRAM GOAL:** To provide the City of Alexandria with a current, general legal resource collection, and to facilitate access to that collection by providing reference services to users.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	57,268	62,031	62,480	
NON-PERSONNEL	57,415	51,390	53,179	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>114,683</u>	<u>113,421</u>	<u>115,659</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND*	<u>67,277</u>	<u>55,500</u>	<u>55,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>67,277</u>	<u>55,500</u>	<u>55,000</u>	
GENERAL FUND	<u>47,406</u>	<u>57,921</u>	<u>60,659</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	4.7%			
FULL-TIME POSITIONS	1.0	1.0	1.0	

- \* Revenues budgeted in the Special Revenue Fund consist entirely of court-assessed filing fees for civil actions. Revenues from the Alexandria Bar Association and individual contributions are not reflected in the City's budget because these monies do not pass through the City's accounting system. These monies are managed directly by the Law Library.

---

### City Manager Proposed

- The proposed FY 2002 Law Library General Fund budget, in the amount of \$60,659, is an increase of 4.7 percent as compared to the approved FY 2001 General Fund budget.
- The Law Library's General Fund FY 2002 Proposed budget reflects funding to maintain current service. The increase in General Fund support is primarily attributable to the contribution to the computer equipment replacement fund of \$1,000 and increasing subscription fees.
- The Law Library has made several efforts to minimize the General Fund impact by keeping operating expenditures low and seeking new sources for revenue. These efforts include using donated funds to purchase office equipment and reducing the number of subscriptions added to the collection. In addition, the Alexandria Bar Association recently added an option on its membership form for a voluntary contribution to the Law Library.
- In an effort to increase awareness and usage of the Law Library, a new website and brochure were designed to advertise the Law Library's services.

## LAW LIBRARY

### DEPARTMENT DETAIL

The Alexandria Law Library provides legal resource library service and reference assistance (both manual and computerized) for the benefit of the judiciary, practicing attorneys, court personnel and the general public. The Law Library is funded by the City, the Alexandria Bar Association, individual contributions, and a court-assessed filing fee of \$4 for all civil cases filed in the Alexandria Circuit and General District Courts. Efforts in the General Assembly to increase the filing fee have been unsuccessful. Localities cannot increase this fee beyond its current level without authority from the State.

#### FY 1997 - FY 2000 Law Library Filing Fee Actual Revenues

Fiscal Year	Amount in \$
1997	70,404
1998	67,250
1999	63,217
2000	67,277

---

#### INDICATORS AND MEASURES

OBJECTIVE: To provide legal reference and research assistance to library patrons.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Average number of reference assists per month	420	425	435	450	475
Percentage of requests satisfied	85 %	80 %	78 %	80 %	85 %

---

#### WORK SESSION NOTES AND COMMENTS



# OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

---

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

**PROGRAM DESCRIPTION:** This category summarizes the City's contributions to regional, state, and private organizations that provide legal, correctional or animal welfare services for Alexandria's citizens.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	<u>3,137,026</u>	<u>3,231,784</u>	<u>3,319,796</u>	
TOTAL EXPENDITURES	<u>3,137,026</u>	<u>3,231,784</u>	<u>3,319,796</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>332,450</u>	<u>332,450</u>	<u>332,450</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>332,450</u>	<u>332,450</u>	<u>332,450</u>	
GENERAL FUND	<u>2,804,576</u>	<u>2,899,334</u>	<u>2,987,346</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.0%				

---

### City Manager Proposed

- Other Public Safety and Justice Activities General Fund FY 2002 Proposed Budget is up \$88,012, or 3.0 percent.
  - The FY 2002 General Fund budget for Other Public Safety and Justice Activities reflects funding to maintain current service levels.
- 

### DEPARTMENT DETAIL

The Northern Virginia Juvenile Detention Home (NVJDH) is a regional facility currently serving Alexandria, Falls Church and Arlington County. This facility is responsible for the confinement of juveniles who are awaiting disposition of their cases by the Juvenile and Domestic Relations District Court; have been to trial and are being held prior to a transfer to a State facility for sentences of more than six months; are serving sentences of six months or less; or who are awaiting release into a work program.

The Detention Home facility was first opened in 1960 as a 20-bed facility and remodeled and expanded in 1967 into a 43-bed facility. As the building aged and State standards changed, it was determined that the facility no longer met State standards for a secure juvenile detention facility. City Council authorized allocation of funding for a new facility on May 26, 1992. Expansion of the facility was to occur in two phases. Phase I, the expansion of the pre-dispositional (pre-trial) unit from 43 to 60 beds, became fully operational in March, 1995. Phase II, the renovation of the older portion of the facility that now houses the 10-bed post-dispositional unit, was completed in November, 1996, and opened in May, 1997. The facility now has a total of 70 beds. The post-dispositional unit allows the Detention Home to house juveniles serving up to six months to serve them in a local facility as an alternative to being transferred to a State facility.



## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

The operating costs of the Detention Home are shared by the State and the three participating jurisdictions. The jurisdictions have agreed to allocate the local share of funding for the facility based on a three-year average actual utilization rate formula. For FY 2002, the City's average utilization rate is 34.92%; Arlington County is 62.11%; and Falls Church is 2.97%.

<u>NORTHERN VIRGINIA JUVENILE DETENTION HOME</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	879,656	871,125	825,622*	

\* Assumes no increase or decrease in State funding for this facility. The City's share decreases by \$45,503 due to an adjustment in the City's utilization rate from 38.22% to 34.92% based on 3 years' average utilization.

The Office of the Magistrate, located in the Public Safety Center at 2001 Mill Road, issues arrest warrants, summonses, subpoenas, and civil warrants. The Office also conducts bond hearings to set bail in instances where an individual is charged with a criminal offense. Staffed by four full-time and two part-time Magistrates who are State employees, the Office of the Magistrate reports directly to the Chief Judge of the 18th Circuit Court. The City's contribution offsets a portion of the office and non-personnel expenditures for the Magistrate.

<u>OFFICE OF THE MAGISTRATE</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	2,691	3,700	3,700	

The Sheltercare Program is a 14-bed "less secure" facility located adjacent to the Northern Virginia Juvenile Detention Home. Sheltercare serves Alexandria and Arlington County. The facility houses and provides counseling services for troubled youth, runaways and abused children. The program was approved by City Council in April 1987, and the City entered into an agreement and a lease with the Northern Virginia Juvenile Detention Commission for the construction and operation of the shelter. The program is funded by the State through the Virginia Juvenile Community Crime Control Act (VJCCCA), the City and by Arlington County, which has an agreement with the City to purchase beds at the shelter.

<u>SHELTERCARE PROGRAM</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	319,792	315,897	389,882*	

\* The City's share of the Sheltercare budget increases \$73,985 due primarily to a 10.3% salary and benefit increase approved by the Juvenile Detention Commission in order to increase Sheltercare compensation to levels comparable with the neighboring jurisdictions. With VJCCCA grant funds limited, this additional cost increases the local cost 23.4%.

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

The Coroner is required by law to investigate all accidental or unattended deaths, for which the City pays a fee of \$50 for each investigation.

<u>CORONER'S OFFICE</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	2,100	4,500	4,500	

The Northern Virginia Criminal Justice Academy (NVCJA) provides certified training for sworn personnel (Police and Sheriff) and other law enforcement staff (non-sworn) in 13 local governments and government-sanctioned organizations. First established as the Northern Virginia Police Academy in 1965, the NVCJA was certified as a training school in 1971. In 1976, the Academy became affiliated with the Northern Virginia Community College, and in 1980 became one of seven approved Regional Academies which are entitled to receive funding from the State Department of Criminal Justice Services. The participating jurisdictions agreed in 1994 to purchase a building in Loudoun County to house the Academy. The NVCJA is governed by a Board of Directors comprised of government officials from the various participating jurisdictions and is administered by a Director appointed by the Board. The City's contribution to the NVCJA operating budget is calculated based on the number of its sworn personnel as a percentage of the total sworn personnel in the participating jurisdictions.

<u>NORTHERN VIRGINIA CRIMINAL JUSTICE ACADEMY</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	380,920	389,497	399,227*	

\* Components for FY 2002: \$254,553 for Police and \$144,674 for Sheriff.

The Alexandria District Office of the Adult Probation and Parole Board of the Virginia Department of Corrections provides assistance and counseling to parolees and persons on probation living within the City. The Adult Probation and Parole program was first established by the State in 1942, with the Alexandria office opening in 1978. In addition to furnishing pre/post-sentence investigations and reports to the Circuit and General District Courts, the Adult Probation and Parole Office operates an Intensive Supervision Program for high-risk clients, the Domestic Violence Intervention Project, administration of the Community Service Program, the Home Electronic Monitoring Program for high-risk clients, and a grant-supported Anti-Drug Abuse Intensive Probation/Supervision for Drug Offenders Program. Alexandria's contribution provides the office with funding to supplement State salary levels.

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

<u>ADULT PROBATION AND PAROLE BOARD</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	50,243	50,243	50,243	

The Public Defender serves as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses. The program is authorized by State Code in Section 19.2-163.1, and the Alexandria office was established in 1987. The City contribution provides funding for rent, telecommunications and Westlaw (an on-line, computerized legal information service) expenses.

<u>PUBLIC DEFENDER'S OFFICE</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	107,996	160,667	148,456*	

\* The City's contribution to the Public Defender's Office decreases by \$12,211 due to a reduction in the budgeted rent amount.

The Animal Welfare League of Alexandria (AWLA) administers and operates the Alexandria Animal Shelter under a contract with the City and provides services for sick, injured, stray, wild and orphaned animals. The AWLA seeks to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program. AWLA staff are responsible for the administration of the City's cat and dog licensing program, as well as providing enforcement activities relating to animals, such as conducting animal control patrols and responding to citizen reports of stray animals, suspected rabid animals, and suspected cases of neglect or cruelty to animals.

<u>ANIMAL WELFARE LEAGUE OF ALEXANDRIA</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	659,261	665,107	686,183*	

\* Operating costs except utilities increase by an inflationary factor of 3.3% in FY 2002 as stipulated in the City's contract with the Animal Shelter. Utilities are funded at the same level in FY 2002 as in FY 2001.

The Peumansend Creek Regional Jail (formerly referred to as the Northern Virginia Regional Jail) houses low-risk, non-violent inmates from participating jurisdictions in a minimum security setting. This regional facility frees up local participants' jail space for higher-risk inmates. Its location in a rural jurisdiction provides the opportunity to operate at a lower cost than in Northern Virginia. The facility is located at Fort A. P. Hill, an Army base in Caroline County about 50 miles south of Washington, D.C., and opened in September, 1999. In September 1994, the City Council approved the Service Agreement establishing the financial

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

and operational commitments of the member jurisdictions regarding the design, construction and operation of the jail. The Virginia local governments whose governing bodies have agreed to participate in the regional jail include the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, Loudoun and Prince William. The Regional Jail is designed with the capacity for 336 prisoners. The City is guaranteed a minimum of 50 beds. Member jurisdictions' share of operating costs are based on the number of beds per jurisdiction. The City also pays its share of debt service costs for the construction of this facility. These costs are budgeted in the City's capital budget. For additional information on this facility, please refer to the City's Capital Improvement Program document, Peumansend Creek Regional Jail project.

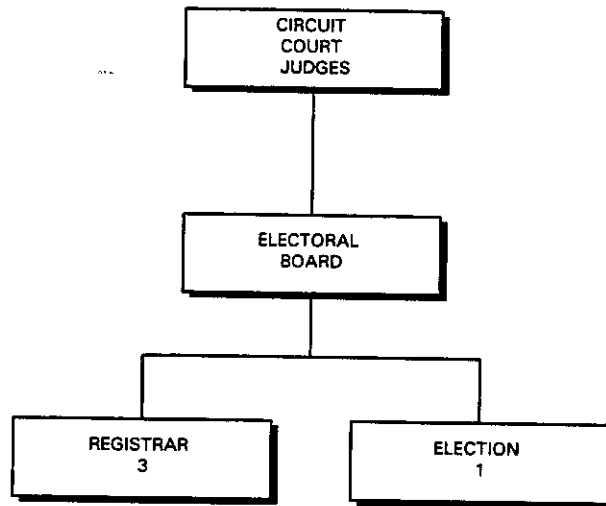
<u>PEUMANSEND CREEK REGIONAL JAIL</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	401,917	438,598	479,533*	

\* Each participating jurisdiction's share of operating costs increases in FY 2002 due to salaries and benefits adjustments, inflation, and State revenues holding flat at the FY 2001 amount.

### WORK SESSION NOTES AND COMMENTS

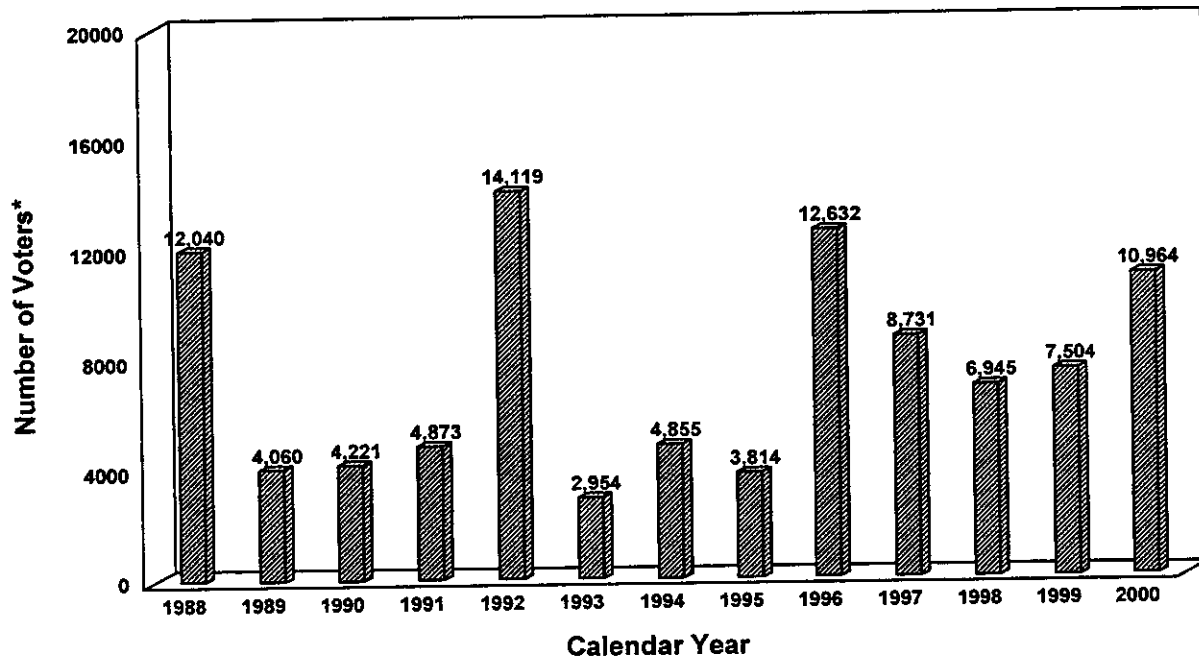
# REGISTRAR OF VOTERS

---



# REGISTRAR OF VOTERS

## New Alexandria Voters Registered 1988-2000



\* Voter registration follows a cyclical pattern, with the largest increases in new voters registered occurring in presidential election years (1988, 1992, 1996 and 2000).

## REGISTRAR OF VOTERS

PROGRAM GOAL: To administer voter registration programs required and authorized by local, State and federal laws and the Alexandria Electoral Board including the accurate maintenance of voter registration rolls and to ensure the legality and integrity of the electoral process.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	441,926	446,744	489,634	
NON-PERSONNEL	208,450	164,390	243,172	
CAPITAL GOODS OUTLAY	<u>34,898</u>	<u>1,800</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>685,274</u>	<u>612,934</u>	<u>732,806</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>685,274</u>	<u>612,934</u>	<u>732,806</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	19.6%			
FULL-TIME POSITIONS	4.0	4.0	4.0	

### City Manager Proposed

- The Registrar of Voter's General Fund FY 2002 Proposed budget is up \$119,872, or 19.6 percent. The proposed FY 2002 budget will fund two elections, a general election in November, 2001, and a primary election in June, 2002.
- The FY 2002 General Fund budget for this agency reflects an increase of \$60,954 for rental expenditures associated with the relocation of the Registrar's office to 132 North Royal Street in FY 2001. This rent increase reflects higher market rents in Old Town, and is proportionally allocated in relation to assigned square footage.
- The increase is also attributable to the planned merit in-step increases for employees in FY 2002; the contribution to the equipment replacement fund for the replacement of computers (\$4,800); funding for a new lease agreement for a copier (\$5,100); and operating expenditures for a General and Primary election (\$4,000).
- Also included in the FY 2002 General Fund budget are recommended supplemental budget requests to continue the Department of Motor Vehicles (DMV) Co-location Pilot Program (\$32,500) at 2681 Mill Road with an added feature of Finance Department staff working in conjunction with Registrar staff to enable citizens to register their cars with the City for personal property taxation, City decals and parking permits through the DMV. It is expected that the added car registration function will provide a more convenient method of registration for City residents as well as lead to the collection of additional personal property taxes sufficient to pay for this initiative. Funding (\$3,000) is included in the FY 2002 proposed budget to allow an employee from the Administration Division of this

## REGISTRAR OF VOTERS

### City Manager Proposed

department to attend the annual out of State Election Center Conference which will enable the department to more effectively manage issues such as emerging technology, assisting voters with disabilities and making voter registration operations more voter friendly and efficient.

---

### DEPARTMENT DETAIL

The Registrar of Voters manages a comprehensive program of year-round voter registration. The department registers voters during regular and extended hours at the Registrar of Voters' Office and at outreach sites convenient to all City neighborhoods. The Registrar provides services for candidates seeking election, absentee voters and voters with disabilities. The department compiles and preserves accurate records of registrations and elections.

The National Voter Registration Act (NVRA) has proven effective in making registration accessible and establishing safeguards that ensure the right to vote. Citizens may now register by mail or in person at the Office of Voter Registration, the Virginia Department of Motor Vehicles, public assistance agencies and other convenient sites. In Calendar Year (CY) 2000, the Registrar's office received a total of 39,142 registration applications.

In March 2000, the Registrar of Voters established a co-location pilot program at the Alexandria DMV site located at 2681 Mill Road, as a result of poor performance by DMV in NVRA implementation. The objective of this program is to provide better service to voters and more accurate voter registration records. This program provides for an Assistant Registrar's presence at the DMV during business hours to ensure that the provisions of the NVRA are implemented.

The State Board of Elections uses the U.S. Postal Service Change of Address program to help Registrars update voters' addresses. The Board sent address confirmation letters to 4,985 Alexandria voters in CY 2000. The Registrar's Office received 2,438 returned confirmations, which resulted in changing the addresses of 1,632 Alexandria residents, and forwarding 605 change of address requests to other localities for updating. Voters who did not reply to these letters were moved to a list of inactive voters and must update their addresses before they may vote again.

Voter registration and voting follow a cyclical pattern, with the largest increases in new voters registered occurring in presidential years (1988, 1992, 1996 and 2000). This trend is illustrated in the graph entitled, "New Alexandria Voters Registered." In CY 2000, the department registered 10,964 new Alexandria voters. After accounting for individuals no longer eligible to vote in the City, Alexandria had a total of 76,005 registered voters as of December 30, 2000.

The local Electoral Board appoints the Registrar to a renewable four-year term. The Board also appoints an elections administrator who is responsible for maintaining election equipment and supplies, overseeing polling places, contacting election officers, preparing ballots and



# REGISTRAR OF VOTERS

## DEPARTMENT DETAIL

mailing absentee ballots. The Board is composed of three members who are appointed by the Circuit court for staggered three-year terms. The Code of Virginia requires that two of the three members of the Electoral Board belong to the same political party as the Governor, with the third member belongs to the opposing party.

Three elections were held in FY 2000: the 1999 Virginia Gubernatorial and Senate elections in which 15,628 people voted; the 2000 Virginia Republican Presidential Primary in which 14,598 people voted; and the 2000 Alexandria City Council election in which 17,843 people voted.

### INDICATORS AND MEASURES

OBJECTIVE: [Registrar] To reduce errors in voter records and enfranchisement of Alexandria voters.

	Actual CY 1998 <sup>/1</sup>	Actual CY 1999 <sup>/1</sup>	Actual CY 2000	Estimated CY 2001	Projected CY 2002
Alexandria voter registration applications received, Mill Road DMV location*	n/a	n/a	5,636	5,000	5,000
Rejected applications from Mill Road DMV location**	n/a	n/a	92	75	70
Rate of rejection, Mill Road DMV location**	n/a	n/a	1.6%	1.5%	1.4%
Alexandria voter registration applications received from other DMV offices***	n/a	n/a	8,427	8,000	8,000
Rejected applications from other DMV offices****	n/a	n/a	1,296	1,232	1,232
Rate of rejection from other DMV offices****	n/a	n/a	15.4%	15.4%	15.4%

/1 This is a new measure that was established as result of the presence of voter registration staff at the Alexandria Department of Motor Vehicles (DMV) beginning in FY 2000. Data prior to FY 2000 is not available.

- \* In March 2000, the Registrar of Voters established a co-location pilot program at the Alexandria DMV site to provide better service to voters and more accurate voter registration records.
- \*\* Applications are typically rejected when the voter has failed to fully complete the application. As a result of the co-location program, an assistant registrar is present to assist registrants, resulting in a decrease in the number and rate of rejected applications.
- \*\*\* Applications completed by Alexandrians at other DMV offices, primarily Fairfax County and Arlington County, are forwarded without the benefit of review by an assistant registrar.
- \*\*\*\* Without the presence of an assistant registrar at other DMV offices, rejected applications are high due to mistakes made on the application or ineligible voters registering. The presence of an assistant registrar at DMV allows those mistakes to be caught immediately.

OBJECTIVE: [Registrar] To maintain voter registration services for all eligible citizens.

	Actual CY 1998	Actual CY 1999	Actual CY 2000*	Estimated CY 2001	Projected CY 2002
Number of registration transactions completed successfully**	33,187	36,156	42,952	32,000	33,000
Registrations received from NVRA sources***	20,483	18,578	33,666	18,000	21,000
Total registrations from all sources	23,685	21,166	39,142	21,000	24,000

- \* Reflects an increase due to the November, 2000, presidential election.
- \*\* Registration transactions include applications, changes of address and other administrative updates.
- \*\*\* National Voter Registration Act, enacted March 1996.

# REGISTRAR OF VOTERS

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: [Registrar] To maintain current voter registration records.

	Actual CY 1998	Actual CY 1999*	Actual CY 2000**	Estimated CY 2001	Projected CY 2002
Total number of new Alexandria voters registered***	6,945	7,504	10,964	7,000	7,000
Total number of Alexandria registered voters****	75,042	76,923	84,339	85,000	86,000

- \* Data for these measures have been revised from previously published budget documents. Voter registration data are measured on a calendar year basis. Year to year changes in these data are the result of the cyclical pattern of citizen interest in the electoral process, with the greatest voter participation occurring in presidential election years.
- \*\* Reflects an increase due to the November, 2000, presidential election.
- \*\*\* It should be noted that the number of registration applications completed generally exceeds the number of new voters registered because applications may have been submitted by non-citizens, persons not meeting the age requirement, duplicate application filings, or other errors/omissions in the initial application.
- \*\*\*\* Deletions of individuals due to address changes and system purges account for the variation between this figure and the sum of new voters registered in a given year added to the prior year's total registered voters.

---

## SUPPLEMENTAL BUDGET REQUESTS

### Recommended

1. Funding for the continuance of the DMV Co-location Pilot Program \$32,500

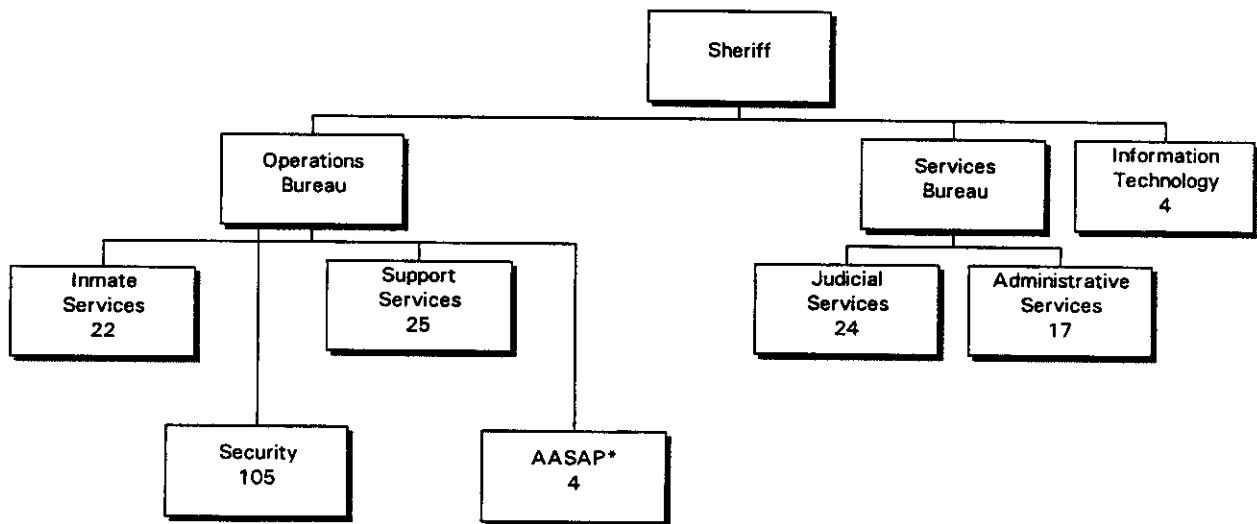
This recommended supplemental request is to continue the Alexandria DMV Co-location Pilot Program which was established in March, 2000, to provide better service to voters and more accurate voter registration records. This funding will provide salaries for part-time assistant registrars to staff the Alexandria DMV for a total of 55 hours per week year round. This supplemental also includes an added feature of the Finance Department staff working in conjunction with Registrar staff to enable citizens to register their cars with the City for personal property, City decal and parking permits at the DMV location. It is anticipated that the cost associated with this supplemental request would be fully offset by the increased collection of at least \$32,500 in personal property taxes.

2. Funding for attendance at the annual out of State Election Center Conference \$3,000

This recommended supplemental request will allow an employee from the Administration Division of this department to attend the annual out of State Election Center Conference. The presence at this conference will provide the department with the knowledge of current legal and procedural trends in election administration. It will enable the department to more effectively manage issues such as emerging technology, assisting voters with disabilities and making voter registration operations more voter friendly and efficient.

# SHERIFF

---



\*AASAP - Alexandria Alcohol Safety Action Program

## SHERIFF

**PROGRAM GOAL:** To administer the Alexandria Detention Center (ADC) in a safe and secure manner for individual residents, staff, citizens, and volunteers; to further provide safe and uninterrupted operation of all judicial proceedings at the City of Alexandria Courthouse; and to support the Court through timely service of legal processes and warrants.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 AMENDED*	FY 2002 PROPOSED	FY 2002 APPROVED
<b>EXPENDITURES &lt; ALL FUNDS &gt;</b>				
PERSONNEL	12,874,954	13,840,295	14,208,575	
NON-PERSONNEL	2,661,752	2,752,959	2,802,849	
CAPITAL GOODS OUTLAY	<u>80,743</u>	<u>234,700</u>	<u>85,750</u>	
<b>TOTAL EXPENDITURES</b>	<u>15,617,449</u>	<u>16,827,954</u>	<u>17,097,174</u>	
<b>SPECIAL REVENUES AND OTHER SOURCES</b>				
SPECIAL REVENUE FUND	339,052	688,298	667,711	
INTERNAL SERVICES	<u>0</u>	<u>191,258</u>	<u>84,188</u>	
<b>TOTAL SPECIAL REVENUES AND OTHER SOURCES</b>	<u>339,052</u>	<u>879,556</u>	<u>751,899</u>	
<b>GENERAL FUND</b>	<u>15,278,397</u>	<u>15,948,398</u>	<u>16,345,275</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	2.5%			
<b>FULL-TIME POSITIONS</b>	196.0**	201.0***	201.0	

- \* The FY 2001 budget is amended to reflect a significant non-General Fund increase resulting from the State's award of a new Pre-Trial Services grant (\$225,132) administered by Alexandria Criminal Justice Services (ACJS), a Comprehensive Community Corrections Act (CCCA) grant award that was \$110,836 more than projected in the approved budget, and the addition of one revenue-funded Alexandria Alcohol Safety Action Program (AASAP) fee supported position (\$38,215).
  - \*\* The FY 2000 position count includes 3 grant-funded positions in the CCCA program administered by ACJS and 3 revenue-funded positions in AASAP.
  - \*\*\* In FY 2001, 3 new grant-funded positions were approved for the newly awarded Pre-Trial Services program in ACJS, one new revenue-funded AASAP position to assist with revenue collection and increasing service demands, and one new State-funded Local Inmate Data System (LIDS) Technician.
- 

### City Manager Proposed

- The Office of Sheriff General Fund FY 2002 Proposed budget is up \$396,877, or 2.5 percent. However, when all general fund revenues earned by this office are taken into consideration, the net City share for the Office of Sheriff drops \$369,123 or 4.5 percent in FY 2002.
- Personnel costs increased by \$368,280 in FY 2002 due to the planned merit in-step increase for employees.
- Non-General Fund Capital Outlays decreased by \$148,950 due to the number of vehicles scheduled for replacement is less in FY 2002 than FY 2001.
- Non-personnel costs have increased \$49,890, or 1.8 percent largely due to cost increases in the medical service contract (\$68,659) that were partly offset by decreases in the meal contract (\$40,661). Various other cost increases and decreases net to an additional \$21,892 for the Office of Sheriff budget.

# SHERIFF

## DETAIL BY DIVISION

The City of Alexandria Detention Center houses individuals who are awaiting trial, serving sentences of up to two years or are awaiting transfer to a State correctional facility. The Detention Center has a rated capacity of 343. In FY 2000, the Detention Center housed an average daily population of 410. Of the 310 total prisoners in the Detention Center on February 5, 2001, 174 were local, 44 were State, and 92 were federal prisoners housed at the Alexandria Detention Center. In addition, there were 22 local prisoners housed at Alexandria's share of the Peumansend Creek Regional Jail.

The Office of Sheriff is comprised of the Services Bureau and the Operations Bureau. Administrative Services and Judicial Services make up the Services Bureau; and Inmate Services, Security, and Support Services make up the Operations Bureau. Technology Information Management Division is directly responsible to the Sheriff. In addition, the Office of Sheriff assumed administrative responsibility for the self-financed Alexandria Alcohol Safety Action Program (AASAP) effective July 1, 1998. This program was previously administered by the Commonwealth's Attorney. Below is a brief description of each division:

Administrative Services Division is composed of two sections: Fiscal Management and Resources Management. This Division provides support to all divisions of the Office's operations to ensure that the required resources are available to perform their duties and responsibilities efficiently and effectively. The Fiscal Management Section ensures the efficient and effective management of the Office's financial resources. This includes the preparation and administration of the operating and capital improvement budgets of the Office of Sheriff, and overall financial planning and control of expenditures. This section is also responsible for the procurement of goods and services for all divisions and ensures the appropriate payments for these goods and services in coordination with the City's Purchasing and Accounting Departments. In addition, this section is responsible for safeguarding the assets of Detention Center inmates and canteen services contract oversight. The Resources Management Section screens and recruits staff; prepares and maintains personnel records; ensures staff mandated training; prepares the Office's payroll and National, State and Department of Criminal Justice Services (DCJS) accreditations and certifications; and manages the Office's vehicle fleet.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	1,692,324	1,908,516	1,796,621	
<u>FULL-TIME STAFFING</u>	16	17*	17	
* Reflects a transfer between divisions in order to address workload and improve efficiency.				

# SHERIFF

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Administrative Services] To complete State mandated recruit training for newly hired Deputy Sheriffs within one year from date of hire at the Northern Virginia Criminal Justice Academy (NVCJA).

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Deputies enrolled in 21 week training	15	14	18	20	15
Cost per deputy trained*	\$29,717	\$32,306	\$33,776	\$35,638	\$36,707
Percentage of deputies completed training	86%	78%	100%	100%	100%
Percentage of deputies certified by Department	86%	78%	100%	100%	100%

\* This cost is based on the City's cash contribution to NVCJA, salaries/benefits of in-house training staff and salaries/benefits of recruits while in training. Due to the fixed cost of the NVCJA contribution and the in-house training staff, a fewer number of recruits generally equates to a higher cost per deputy trained.

The Information/Technology Division plans and coordinates the preparation and implementation of the Office's Five Year Strategic Automation Plan. This plan is a guide for the integration of computer technology into the day-to-day operations of the Office of Sheriff. The division is also responsible for troubleshooting and assessing technological requirements to ensure uninterrupted service delivery.

	ACTUAL <u>FY 2000</u>	APPROVED <u>FY 2001</u>	PROPOSED <u>FY 2002</u>	APPROVED <u>FY 2002</u>
<u>DIVISION:</u> Information/Technology				
All Funds Expenditures	294,382	320,061	347,271	
<u>FULL-TIME STAFFING</u>	3	4*	4	

\* Reflects a transfer between divisions in order to address workload and improve efficiency.

### INDICATORS AND MEASURES

OBJECTIVE: [Information Technology] To acquire the appropriate hardware and software for the Sheriff's Office users in an effort to give them the tools to expand productivity and improve their efficiency, and to properly maintain and update the hardware and software as needed to support the function(s) for which it was acquired.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total number of workstations	n/a*	60	102	102	105
Total number of software updates installed	n/a*	160	600	441	420
Average number of updates per workstation	n/a*	2.7	5.9	4.3	4.0

\* This is a new measure for which data was not collected in FY 1998.

# SHERIFF

## DETAIL BY DIVISION

The Judicial Services Division provides Courthouse and courtroom security and serves all legal documents (except for warrants) issued by the Alexandria Circuit, Juvenile and Domestic Relations, General District, and State Appeals Courts.

<u>DIVISION:</u> Judicial Services	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	1,735,955	1,739,285	1,744,468	
<u>FULL-TIME STAFFING</u>	23	24*	24	
* Reflects a transfer between divisions in order to address workload and improve efficiency.				

### INDICATORS AND MEASURES

**OBJECTIVE:** [Judicial Services] To provide effective bailiff and security services for the Circuit, General District, and Juvenile and Domestic Relations Court, safeguarding the presiding Judge and court personnel, prisoners and members of the general public.

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Total number of civil, criminal and traffic trials supervised	88,933	90,000	75,396	90,000	90,000
Hourly staff costs of supervising trials	\$60.26	\$59.82	\$62.81	\$61.62	\$61.62
Percentage of trials successfully protected	100%	100%	100%	100%	100%

The Inmate Services Division provides management of inmate classification; inmate programs; volunteers; and alternative sentencing programs including Work Release, Modified Work Release, Incremental Sentencing, and Electronic Monitoring. The Inmate Services Division also oversees mental health services, including the Sober Living Unit, a model jail-based therapeutic community program for drug and alcohol offenders. The Office of Sheriff established an Electronic Home Monitoring Program which enables non-violent, low-risk offenders to stay with their families and maintain their employment or student status, or seek employment if unemployed, while serving out their sentence. This cost effective program has a maximum capacity of 15, and continues to be successful based on the number of offenders completing their sentences.

The Inmate Services Division also administers the Comprehensive Community Corrections Act (CCCA) and Pre-Trial Services Act (PSA) grant programs. CCCA supervises non-jail sentenced offender payments, restitution, and training. Pre-Trial Services performs bail procedures for the courts and supervises defendants awaiting trial.

# SHERIFF

## DETAIL BY DIVISION

The Offender Aid and Restoration (OAR) Program, operated under a contract with the Office of Sheriff, provides counseling programs aimed at reestablishing the offender as a responsible, productive member of the community and provides education on issues such as life skills, self-esteem enhancement, job readiness, health issues, anger management, substance abuse education, and other topics. OAR provides volunteers and assistance to the Classification unit in pre-planning for inmates; provides assistance in conflict resolution to address family concerns or other issues; and performs peer counseling, literacy tutoring and other educational services.

The Office of Sheriff, through the Correctional Services Advisory Board, implemented an inmate scholarship program to motivate individuals that are capable of college level work. Inmate scholarships are awarded through the Board and are funded by Canteen proceeds.

<u>DIVISION:</u> Inmate Services	<u>ACTUAL</u> <u>FY 2000</u>	<u>AMENDED</u> <u>FY 2001*</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	1,549,708	1,895,820	1,931,524	
<u>FULL-TIME STAFFING</u>	22	22	22	
* The FY 2001 Inmate Services budget is amended to include the mid-year addition of the State grant-funded Pre-Trial Services program.				

## INDICATORS AND MEASURES

**OBJECTIVE:** [Inmate Services] To evaluate, process, and place candidates for alternative sentencing programs, such as Work Release, Modified Work Release, or Incremental Sentencing.\*

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Number of individuals evaluated for alternative programs	562	586	344	400	455
Percentage of individuals accepted into alternative programs	75%	65%	58%	65%	68%
Average cost per individual processed	\$109	\$111	\$139	\$120	105
Average monthly income per alternative program participant**	\$731	\$637	\$1,444	\$1,000	\$1,000

\* Data have been revised from previously published documents.

\*\* Work Release program revenue for which the Sheriff's Office receives 20% of the offender's salary. The amount of revenue collected varies from year to year due to the number of participants and the amount of their salaries.



# SHERIFF

## DETAIL BY DIVISION

The Security Division is the largest of the six Office of Sheriff Divisions. This Division provides inmate supervision and jail security. Specific duties include facility access control, the coordination of inmate visitation, and the oversight and management of inmates.

<u>DIVISION:</u> Security	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	6,886,522	7,390,990	7,571,402	
<u>FULL-TIME STAFFING</u>	107	106*	105*	

\* Reflects a transfer between divisions in order to address workload and improve efficiency.

### INDICATORS AND MEASURES

OBJECTIVE: [Security Division] To maintain individuals within the Detention Center in a safe and secure manner.\*

	Actual FY 1999	Actual FY 2000	Actual FY 2000	Estimated FY 2002	Projected FY 2002
Number of inmate days per year	144,175	145,145	172,340	172,340	172,340
Average daily population	391	384	410	410	410
Percentage of inmates maintained safely	100%	100%	100%	100%	100%
Direct operating cost per inmate day**	\$44.21	\$46.75	\$47.18	\$47.18	\$47.18

\* Data has been revised from previously published budget documents.

\*\* It is important to note that these cost data are understated to the extent that the amortized capital costs of the Detention Center were not included in this calculation.

The Support Services Division supports the day-to-day operations of the Detention Center. The responsibilities include cleaning, maintenance, facility management, records management, laundry services, prisoner transportation, warrant service, and supervision of the inmate work detail, as well as medical and food service contracts oversight.

<u>DIVISION:</u> Support Services	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	3,304,513	3,348,529	3,469,543	
<u>FULL-TIME STAFFING</u>	22	24*	25*	

\* Reflects a transfer between divisions in order to address workload and improve efficiency.

# SHERIFF

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Support Services] To accurately process individual record files regarding initial intake and subsequent releases.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of inmate files processed for initial commitment and release	20,184	17,130	19,900	20,000	20,000
Percent of files processed without error	99%	99%	99%	99%	100%
Average number of commitments and releases handled by record clerks and cadets per day	19	16	17	18	18

The Alexandria Alcohol Safety Action Program (AASAP), previously administered by the Commonwealth's Attorney's Office, was transferred to the Office of Sheriff effective July 1, 1998. This program provides intervention, probation, and case management services to persons convicted of Driving Under the Influence (DUI) or other alcohol/drug related offenses. AASAP also provides information and education to the public, in an effort to reduce the incidence of DUI, thus improving highway safety. This program is financed entirely by fees paid by those arrested for DUI after being referred to the program by the presiding judge in the case. AASAP requires that the fee be paid in full before offenders are provided services, but extreme hardship cases are placed on a payment plan. Alexandria ASAP also provides Habitual Offender Evaluations for restoration of driving privileges and the Habitual Offender Intervention Interview.

<u>DIVISION: AASAP*</u>	<u>ACTUAL FY 2000</u>	<u>AMENDED FY 2001*</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
All Funds Expenditures	154,045	224,753	236,345	
<u>FULL-TIME STAFFING*</u>	3	4	4	

\* The FY 2001 budget is amended to reflect the addition of one position to assist with revenue collection and an increasing demand for service. AASAP positions and operating costs are fully funded by Non-General Fund participant fee revenues.

## WORK SESSION NOTES AND COMMENTS

SHERIFF

Addendum Table I  
 "Net City Share" of Office of Sheriff Operations

	FY 2000 Actuals	FY 2001 Amended	FY 2002 Proposed	FY 2002 Approved
Total Expenditures - All Funds	<u>\$15,617,449</u>	<u>\$16,827,954</u>	<u>\$17,097,174</u>	
Special Revenue Fund Revenues				
Client fee Revenues <sup>/1</sup>	\$ 154,045	\$ 224,753	\$ 236,345	
CCCA/PSA State Grant	185,007	463,545	431,366	
Internal Services <sup>/2</sup>	<u>0</u>	<u>191,258</u>	<u>84,188</u>	
Total Special Revenues	<u>\$ 339,052</u>	<u>\$ 879,556</u>	<u>\$ 751,899</u>	
General Fund Expenditures (Total Expenditures Less Special Revenues)	<u>\$15,278,397</u>	<u>\$15,948,398</u>	<u>\$16,345,275</u>	
Sheriff Related General Fund Revenues				
State Compensation Board <sup>/3</sup>	\$ 3,900,613	\$ 3,748,000	\$ 3,835,000	
Federal Prisoner Per Diem <sup>/4</sup>	3,924,495	3,417,000	3,940,000	
State Prisoner Per Diem <sup>/5</sup>	932,934	568,000	691,000	
Court Fees	12,101	12,000	12,000	
Work Release Fees	<u>0</u>	<u>5,000</u>	<u>38,000</u>	
Total General Fund Revenues	<u>\$ 8,770,143</u>	<u>\$ 7,750,000</u>	<u>\$ 8,516,000</u>	
Net City Share (General Fund Expenditures Less General Fund Revenues)	<u>\$ 6,508,254</u>	<u>\$ 8,198,398</u>	<u>\$ 7,829,275</u>	

Notes:

<sup>/1</sup> Effective FY 1999, the Office of Sheriff assumed responsibility for administering the AASAP program from the Commonwealth's Attorney. This program is funded entirely by client fee revenues.

<sup>/2</sup> Inter-fund transfer from Equipment Replacement Reserve.

<sup>/3</sup> State Compensation Board revenues for partial reimbursement of State-authorized personnel and operating expenditures.

<sup>/4</sup> The Alexandria Detention Center has a minimum of 100 beds under contract that must be made available to the U.S. Marshall's Service. Effective December 1, 1999, the per diem rate for housing federal prisoners is \$93.92. Prior to this date, the per diem received from the U.S. Marshall's Service for housing federal 4prisoners was \$85 per day for the first 65 prisoners and \$80 per day for the next 35 or above. The contract permits the City to make additional beds available at the same \$93.92 per diem rate.

<sup>/5</sup> State Compensation Board revenues for the reimbursement of State prisoner per diem at rates ranging from \$6.00 to \$8.00 per day.

# SHERIFF

Addendum Table II  
Office of Sheriff Staffing, FY 1999 - FY 2002

	FY 1999 Actual	FY 2000 Actual	FY 2001 Amended **	FY 2002 Proposed	FY 2002 Approved
<b>Sworn Positions:</b>					
Sheriff	1	1	1	1	
Undersheriff	1	1	1	1	
Chief	1	1	1	1	
Captain	4	4	4	4	
Lieutenant	6	6	6	6	
Sergeant	14	14	14	14	
Sheriff Deputy	<u>132</u>	<u>132</u>	<u>132</u>	<u>132</u>	
<b>TOTAL SWORN</b>	<b>159</b>	<b>159</b>	<b>159</b>	<b>159</b>	
<b>TOTAL CIVILIANS*</b>	<b><u>37</u></b>	<b><u>37</u></b>	<b><u>42</u></b>	<b><u>42</u></b>	
<b>TOTAL SHERIFF STAFF*</b>	<b><u>196</u></b>	<b><u>196</u></b>	<b><u>201</u></b>	<b><u>201</u></b>	

\* Position count includes the self-supporting positions budgeted in the AASAP program that are fully funded by revenues from client fees.

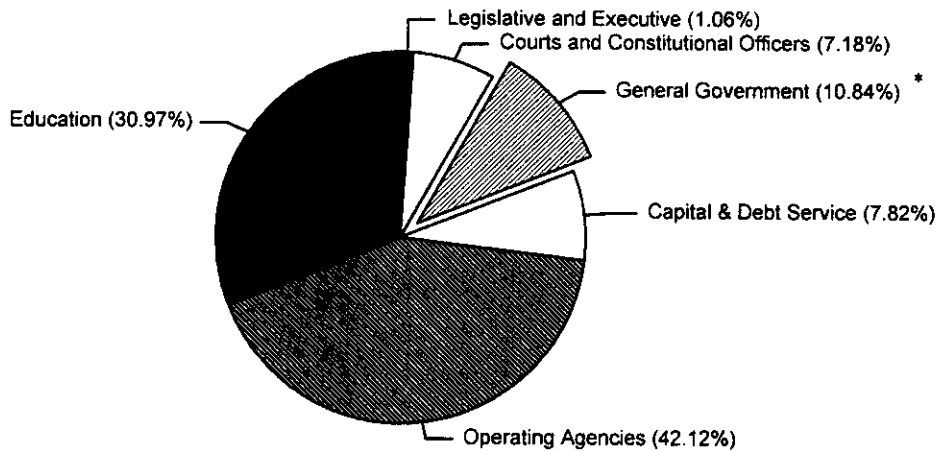
\*\* The FY 2001 position count is amended to reflect the mid-year addition of 3 grant-funded positions associated with the award of a new state Pre-Trial Services grant, one new fee revenue-funded AASAP position, and one new state-funded Local Inmate Data System (LIDS) technician.

# General Government

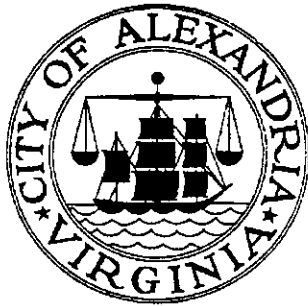
---

Citizen Assistance  
Finance  
General Services  
Human Rights  
Information Technology Services  
Internal Audit  
Management and Budget  
Non-Departmental  
Office on Women  
Personnel Services  
Real Estate Assessments

## Total City General Fund Budget

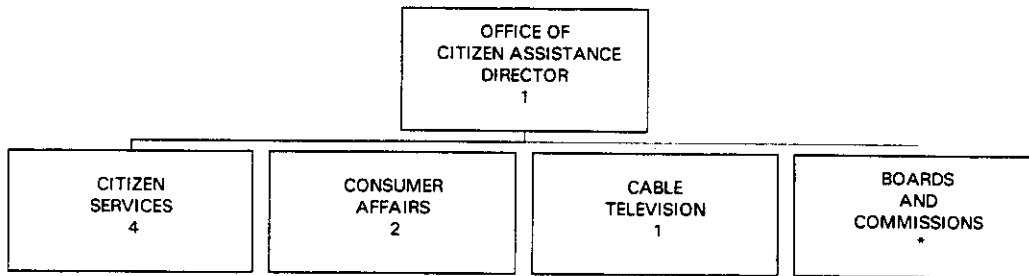


\* The proposed FY 2002 budget for General Government includes funding, within the Non-Departmental account, for proposed compensation adjustments for City employees. Funding for these compensation adjustments, if approved by City Council, will be transferred to department and agency budgets. Funding for compensation adjustments for Schools employees is included in the proposed appropriation to the Schools.



# CITIZEN ASSISTANCE

---



\*Part-time staff

## CITIZEN ASSISTANCE

**PROGRAM GOAL:** To serve as the City's ombudsman and advocate for the citizens of the City of Alexandria and resolve individual problems regarding City services or assist in obtaining necessary services; to encourage citizens to seek out government services and assistance when needed; to inform the public about government policies and services; to serve as the Freedom of Information Office for the City; to monitor cable television operations for compliance with franchise provisions; and to provide effective cable TV subscriber and consumer complaint resolution.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	439,451	502,408	536,986	
NON-PERSONNEL	102,534	70,109	90,550	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>541,985</u>	<u>572,517</u>	<u>627,536</u>	
SPECIAL REVENUES AND OTHER SOURCE	<u>12,533</u>	<u>5,000</u>	<u>5,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>12,533</u>	<u>5,000</u>	<u>5,000</u>	
GENERAL FUND	<u>529,452</u>	<u>567,517</u>	<u>622,536</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 9.7%				
FULL-TIME POSITIONS	7.0	8.0 *	8.0	

\* Reflects the conversion of two part-time receptionist positions to one full time receptionist position.

---

### City Manager Proposed

- The Citizen Assistance General Fund FY 2002 Proposed Budget is up \$55,019, or 9.7 percent, from the Approved FY 2001 budget. The increase is primarily attributable to the reclassification of an Administrative Technician (GS 11) to a Public Affairs Officer (GS 19) to better inform citizens about governmental policies and services; and the planned merit in-step increases for employees in FY 2002.
- Total non-personnel expenditures in the amount of \$90,550 represents an increase of \$20,441 or 29.2 percent, over the Approved FY 2001 budget. The major increases in non-personnel are attributable to increased budget amounts of (\$9,350) for legal, technical and financial consultants to advise on cable television rate increases, and telecommunications license and franchise agreements; processing of telecommunications license agreements with corporations; the budgeting of computer replacements (\$3,300); and the added cost of external printing and mailing of a new community newsletter and brochure about the City (\$10,000).



# CITIZEN ASSISTANCE

## DEPARTMENT DETAIL

### Citizen Services

The Office of Citizen Assistance provides citizens with an easily accessible point of contact within City government. The Office responds to individual citizen requests for information and/or complaints regarding City services and strives to make local government more responsive to the needs of citizens. The Office provides staff assistance to six boards and commissions, assists in the City's public information functions during emergencies, processes appointments to all City Council-appointed committees, and performs other projects and assignments as directed by the City Manager. The Office is also responsible for processing all requests for City records and data under the Virginia Freedom of Information Act.

### INDICATORS AND MEASURES

OBJECTIVE: To process formal (written) City Council requests for information and follow-up on citizen requests within 10 working days of their receipt; and process informal City Council requests for information and/or follow-up on citizen complaints within 24 hours of their receipt.\*

	Actual CY 1998	Actual CY 1999	Actual** CY 2000	Estimated CY 2001	Projected CY 2002
Number of formal requests processed	193	149	141	200	200
Number of formal requests processed within 10 days***	159	111	119	190	190
Percentage of requests resolved in 10 days	82%	74%	85%	95%	95%
Number of informal requests processed	132	81	55	150	150
Percentage of informal requests processed within 24 hours	100%	100%	100%	100%	100%

\* In addition to the requests reported in the table, during FY 2000 the Office of Citizens Assistance received 222 e-mail requests, of which 105 requests, or 47.3 percent, were from Alexandria residents. The cumulative total e-mail inquiries processed through the Office of Citizen Assistance from June 1996 through December 31, 2000 is 1,337, of which 37 percent were from Alexandria residents.

\*\* Data reported on a calendar year basis, and figures reflect period of January 1 - December 2000.

\*\*\* Requests may take longer than 10 days to process due to the complexity of the issue or availability of the information.

OBJECTIVE: To process all requests for City records and data under the Virginia Freedom of Information Act (FOIA) within 5 working days of their receipt\*.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of FOIA requests	468	463	523	500	500
Average days required to process each request	5	5	5	5	5
Percentage of requests processed within mandated 5-day time frame	72%	66%	95%	95%	95%

\* Time can be extended, per State law, an additional 7 working days if required to produce documents. Extensions are generally required when files are very old and have to be retrieved from an offsite storage facility.

# CITIZEN ASSISTANCE

## DEPARTMENT DETAIL

### Consumer Affairs

The Office of Citizen Assistance includes the Consumer Affairs function, which seeks to resolve citizen complaints alleging unfair, fraudulent or dangerous business practices, and to prevent unfair trade practices through community education and information programs. The Office also processes citizen complaints and information requests from Council Members, administers the City's Charitable Solicitations Ordinance, and registers fund-raising activities by charitable organizations.

### INDICATORS AND MEASURES

OBJECTIVE: To investigate and resolve consumer complaints within 20 working days and answer routine inquiries immediately.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of complaints received	436	378	447	400	400
Number of information requests received	7,842	6,604	8,083	8,000	8,000
Percentage of complaints resolved in 20 working days	100%	100%*	95%	98%	98%
Value of goods and services recovered for consumers**	\$103,984	\$133,834	\$136,535	\$140,000	\$140,000

\* Data revised from previously published budget documents to reflect more accurate information.

\*\* Consumer Affairs staff monitor the dollar value of property and other recoveries.

---

### Cable Television

The Office of Citizen Assistance has responsibility for monitoring the cable television franchisee's performance in the City. This includes ensuring compliance with the City Code requirements and franchise agreement; processing complaints that cannot be resolved by the franchisee; scheduling programming and posting information about City-sponsored meetings and events on the local government channel; promoting, developing and coordinating the use of the governmental, educational and community cable channels; and providing staff support for the Alexandria Commission on Information Technology.

### INDICATORS AND MEASURES

OBJECTIVE: To monitor the activities of the cable franchisee, process complaints, such as billing disputes, that cannot be resolved by franchisee, and schedule the programming of and post information about City-sponsored meetings and events on the local government channel.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of complaints received	35	26	26	20	20
Number of meetings cablecast*	112	121	136	165	165
Number of requests for videotapes of meetings	24	38	42	25	25

\* Meetings that are cablecast include City Council, School Board, Planning Commission, Board of Zoning Appeals, and both panels of the Board of Architectural Review.

## CITIZEN ASSISTANCE

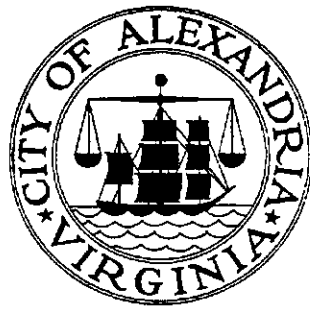
### DEPARTMENT DETAIL

#### Boards and Commissions

The Executive Secretary for Boards and Commissions within this office processes all appointments to City Council appointed boards, committees and commissions and provides administrative staff support for 60 citizen committees, 14 regional entities, and 2 Public-Private Partnership Boards.

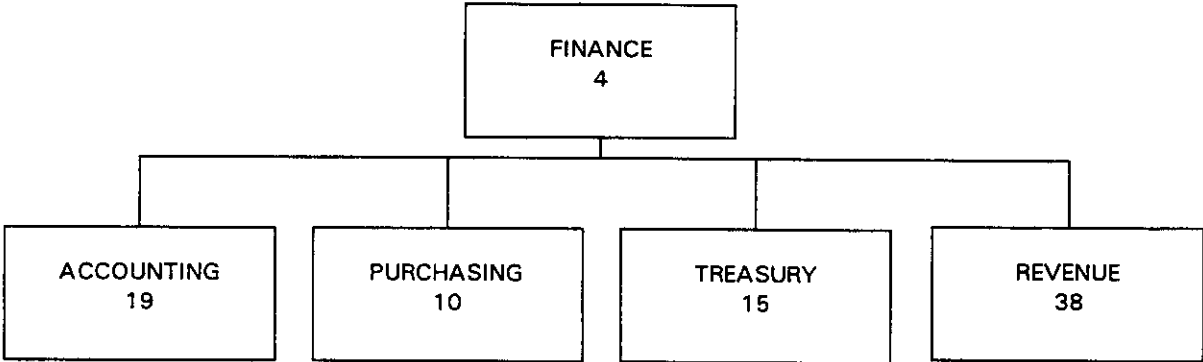
---

### WORK SESSION NOTES AND COMMENTS



# FINANCE

---



## FINANCE

**PROGRAM GOAL:** To provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting and purchasing practices.

The Department's FY 2002 priorities are to improve collection of taxes through the use of audits; to strengthen delinquent tax collection enforcement; to achieve investment earning objectives through active and prudent portfolio management; and to enhance financial reporting by being a leader in both implementing national reporting standards, as well as improving accounting information and training internally to City departments.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	4,113,733	5,002,191	5,022,628	
NON-PERSONNEL	2,218,829	1,431,037	1,616,500	
CAPITAL GOODS OUTLAY	<u>68,743</u>	<u>97,700</u>	<u>41,500</u>	
TOTAL EXPENDITURES	<u>6,401,305</u>	<u>6,530,928</u>	<u>6,680,628</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	0	0	0	
INTERNAL SERVICES	<u>0</u>	<u>77,700</u>	<u>34,500</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>77,700</u>	<u>34,500</u>	
GENERAL FUND	<u>6,401,305</u>	<u>6,453,228</u>	<u>6,646,128</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.0%			
FULL-TIME POSITIONS	83.0*	86.0**	86.0	

- \* For comparative purposes, Internal Audit actual expenditures and the 2 corresponding full time positions have been taken out of the FY 2000 totals. Beginning in FY 2001, Internal Audit was established as a separate department. Financial and personnel data is included in the Internal Audit department summary.
  - \*\* Reflects the approval of one new full-time position; the conversion of 5 temporary or part-time positions to 4 full-time positions; and the transfer of 2 positions from the Administration Division to the City Manager's Office as part of the City Manager's reorganization. These changes result in a net gain of 3 full-time positions in FY 2001.
- 

### City Manager Proposed

- The Finance Department's FY 2002 Proposed General Fund budget represents an increase of \$192,900, or 3 percent, as compared to the FY 2001 approved budget.
- Proposed personnel expenditures in the amount of \$5,022,628 represents a \$20,437, or less than one percent, increase over the FY 2001 General Fund budget.
- The FY 2002 proposed budget also reflects \$123,600 in personnel related efficiencies. As a result of organizational changes made last year, the Department has recognized considerable overtime savings in their proposed budget, including more than \$12,000 in the Treasury Division and more than \$20,000 in the Revenue Division. In addition, the Department was also able to reduce the number of temporary staff needed to administer the Personal Property Tax Relief Act (PPTRA) of 1998, resulting in a savings of \$91,000, due in part to the organizational changes and enhancements to the personal property tax system.

## FINANCE

### City Manager Proposed

- Total proposed non-personnel expenditures in the amount of \$1,616,500 represent a \$185,463, or 13 percent, increase over the FY 2001 General Fund budget. The increase is primarily the result of increases in the costs of contracted services. The KPMG maintenance agreement on the City's Performance Accounting System increased by \$74,000 due to higher contract costs, as well as a result of an upgrade that will be completed in the Spring of 2001. Parking ticket administration costs increased by \$90,000 in a new contract for parking ticket administration services. Under the new contract the cost for parking adjudication services decreased by \$42,000; however, this savings is reflected in the Commonwealth's Attorney's Office.
- In the Spring of 2000, the Revenue Division began mailing a letter to taxpayers, requesting verification of City tax records. Staff mails approximately 70,000 letters to taxpayers representing approximately 86,000 personal property accounts. This mailing significantly reduced the time taxpayers wait in line and improved services to taxpayers in September and October when the taxes are due. The added cost of this new mailing is \$39,000 per year.
- The increase is also attributable to the contribution to the equipment replacement fund for the replacement of computers in the amount of \$47,500.

### DEPARTMENT DETAIL

The Finance Department has enhanced its ability to collect delinquent taxes through the use of improved collection programs and increased staffing. The Revenue Division collected 99.78 percent of the real estate taxes levied for tax years 1995 through 1999. Staff collected more than 96 percent of the personal property taxes levied on vehicles for those same tax years.

For the year ended June 30, 2000, the Finance Department implemented the Governmental Accounting Standards Board (GASB) Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments*. Alexandria was the first government in Virginia, the largest local government, and among the first governments in the United States to fully adopt the new reporting standards. GASB Statement No. 34 establishes new requirements for the annual financial reports of State and local governments to make governmental financial reports more easily understood.

In June 2000, the nation's two most recognized municipal bond rating agencies – Moody's Investors Services and Standard & Poor's – reaffirmed the City's two triple-A bond ratings, following a comprehensive review of the City's finances, economy, and fiscal management. For the first time, the City issued its bond prospectus through the Internet, put the bond prospectus on the web site and took bond bids on the Internet.

## FINANCE

### DETAIL BY DIVISION

The Finance Department is composed of five divisions:

Administration Division - provides overall planning, control, and supervision of the functions for which the department is responsible.

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	836,262	358,969	307,611	
<u>FULL-TIME STAFFING</u>	7	4*	4	
* Reflects the transfer of two positions to the City Manager's Office as part of the City Manager's reorganization and the transfer of one position to the Accounting Division.				

Accounting Division - is responsible for processing and recording the results of all financial operations; providing financial information and services to City departments; reporting this information to City, State and federal agencies, bond holders, and the public; and processing all accounts payable and payroll transactions.

<u>DIVISION: Accounting</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	1,480,063	1,424,556	1,535,390	
<u>FULL-TIME STAFFING</u>	17	19*	19	
* The FY 2001 Approved budget included a supplemental request to convert two part-time positions to one full-time position to improve efficiency of operations and the transfer of one position from the Administrative Division.				

### INDICATORS AND MEASURES

OBJECTIVE: [Accounting] To prepare timely and accurate accounting and financial reports in compliance with established Government Finance Officers Association (GFOA) standards.

	Actual FY 1998	Actual FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Recipient of the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Number of substantive GFOA Certificate Comments*	7	3**	20	7	7
Issuance of CAFR to Virginia Auditor of Public Accounts by the mandated deadline	Yes	Yes	Yes	Yes	Yes

\* In review of the Comprehensive Annual Financial Report (CAFR), GFOA reviewers issue corrective comments concerning disclosure practices. The number of comments issued fluctuates with changes in accounting rules. The number of comments in FY 2000 is expected to increase significantly as governments and reviewers become familiar with the new reporting standards required by the Government Accounting Standards Board (GASB). Alexandria is the first Virginia local government to present its Comprehensive Annual Financial Report according to the new standards of GASB 34.

\*\* Revised from previous budget documents.



# FINANCE

## DETAIL BY DIVISION

Treasury Division - is responsible for collecting, processing, depositing, and investing all City revenues. This Division annually issues approximately 70,000 real estate tax bills, 121,000 personal property tax bills, and 115,000 delinquent parking notices. The Treasury Division also ensures the accurate processing of revenues, projects future cash needs and balances, and monitors the City's short-term investment portfolio.

<u>DIVISION:</u> Treasury	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	1,362,242	1,398,893	1,493,397	
<u>FULL-TIME STAFFING</u>	15	15	15	

OBJECTIVE: [Treasury] To pursue an investment strategy yielding an average rate of return higher than the federal funds rate. \*<sup>1</sup>

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Average rate of return (percent)	5.65%	5.07%	5.98%	5.75%	5.70%
Average federal funds rate (percent)	5.52%	4.96%	5.59%	5.50%	5.45%
Number of basis points above or (below) average federal funds rate	13	12	34	25	25

\* A basis point is one-hundredth of one percent; the federal funds rate is the rate at which funds are traded between member banks of the Federal Reserve System and is used as a benchmark for measuring short term public fund portfolio performance.

<sup>1</sup> The City employs a conservative strategy for investing cash. The City's portfolio is managed to achieve the following objectives, in priority order: 1) safety and preservation of principal and interest, 2) liquidity, i.e., convertibility to cash, and 3) yield, i.e., earnings. In accordance with these objectives, the City invests 100 percent of its cash in the following: a) obligations of the U.S. government, b) obligations of U.S. government agencies, c) repurchase agreements that are fully collateralized by obligations of the U.S. government or U.S. government agencies and are held by the City's agent in the City's name, and d) Prime Quality Commercial Paper.

OBJECTIVE: [Treasury] To mail tax bills to property owners at least 30 days prior to payment due date.

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Number of days before the payment due dates that tax bills were mailed:					
First half real estate tax	34	35	42	35	35
Second half real estate tax	46	35	35	44	40
Personal property tax	52	54	51	54	50

OBJECTIVE: [Treasury] To collect outstanding parking violations.

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Number of collection notices mailed*	149,000	110,667	110,000	115,000	115,000
Total parking ticket revenues collected (in thousands)	\$3,049	\$3,165	\$3,085	\$3,100	\$3,200

\* Number of notices mailed was projected to decline due to the establishment of the parking adjudication office in March 1999 and greater public knowledge and compliance with parking regulations.

## FINANCE

### DETAIL BY DIVISION

Revenue Division - is responsible for assessing personal property taxes; assessing business license taxes; administering bank franchise taxes, meal sales taxes, transient occupancy taxes, and utility taxes; and administering the real estate tax relief, rent relief, and, beginning in FY 1998, the personal property tax relief program for the elderly and disabled. The Revenue Division also provides State income tax assistance to City residents.

<u>DIVISION: Revenue</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	2,130,299	2,570,823	2,555,796	
<u>FULL-TIME STAFFING</u>	36	38*	38	
* Reflects the addition of an Accountant I position for the new Audit Unit and the conversion of a Revenue Collection Specialist position from part-time to full-time to handle the increased workload due to the growth in the number of individual and business taxpayers.				

OBJECTIVE: [Revenue] To collect delinquent personal property taxes.\*

	Actual CY 1998	Actual CY 1999	Estimated CY 2000	Estimated CY 2001	Projected CY 2002
Number of delinquent cases pursued**	112,757	48,082	61,800	55,000	49,000
Number of cases resolved	18,637	8,668	24,700	22,000	20,000
Total amount collected annually (in thousands)	\$10,116***	\$11,194***	\$10,945	\$9,741	\$8,767

- \* Ad Valorem tax data are reported on a tax year basis. The tax year for these taxes is the calendar year (CY). For this measure, delinquent personal property taxes are counted as any personal property taxes not paid by the October 5 due date.
- \*\* The City aggressively levies a personal property tax even where individuals and businesses have failed to file. In most cases these personal property tax bills are ultimately reduced or relieved. Because the validity of these billings cannot be known at the time personal property taxes are levied, they are included in the total levy and artificially reduce the City's collection rate. In CY 1998, additional adjustments were made to reflect the deletion of certain statutorily assessed non-filer accounts for tax years 1993-1997. The criteria for deletion of these accounts was that they were statutorily assessed for more than three years, and there was no move-out or disposal date on the account.
- \*\*\* Data revised from previously published budget documents.

Purchasing Division - provides centralized procurement of goods and services for all City departments and agencies (excluding the School Board and the Library System) to ensure the economical acquisition of goods and services through fair competition.

<u>DIVISION: Purchasing</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	592,439	699,987	753,934	
<u>FULL-TIME STAFFING</u>	8	10*	10	
* Reflects the conversion of a long-term temporary position to a full-time Senior Contract Administrator position to improve contract oversight; and the conversion of a long-term temporary position to a full-time Administrative Assistant position.				

# FINANCE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Purchasing] To procure goods and services for the City in a fair and equitable manner.

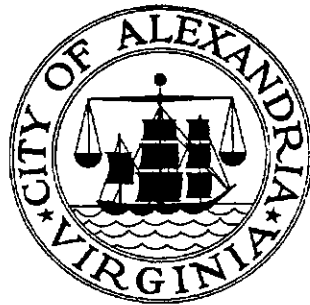
	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of bid protests lost by the City*	0	0	0	0	0
Number of seminars for small and minority business enterprises**	4	4	4	4	4

\* Vendors can file bid protests with the City and then with the Circuit Court, if necessary.

\*\* The Purchasing Division attempts to honor at least 3 requests from organizations to participate in small and minority business outreach seminars. If time permits during the year, the Division participates in additional seminars.

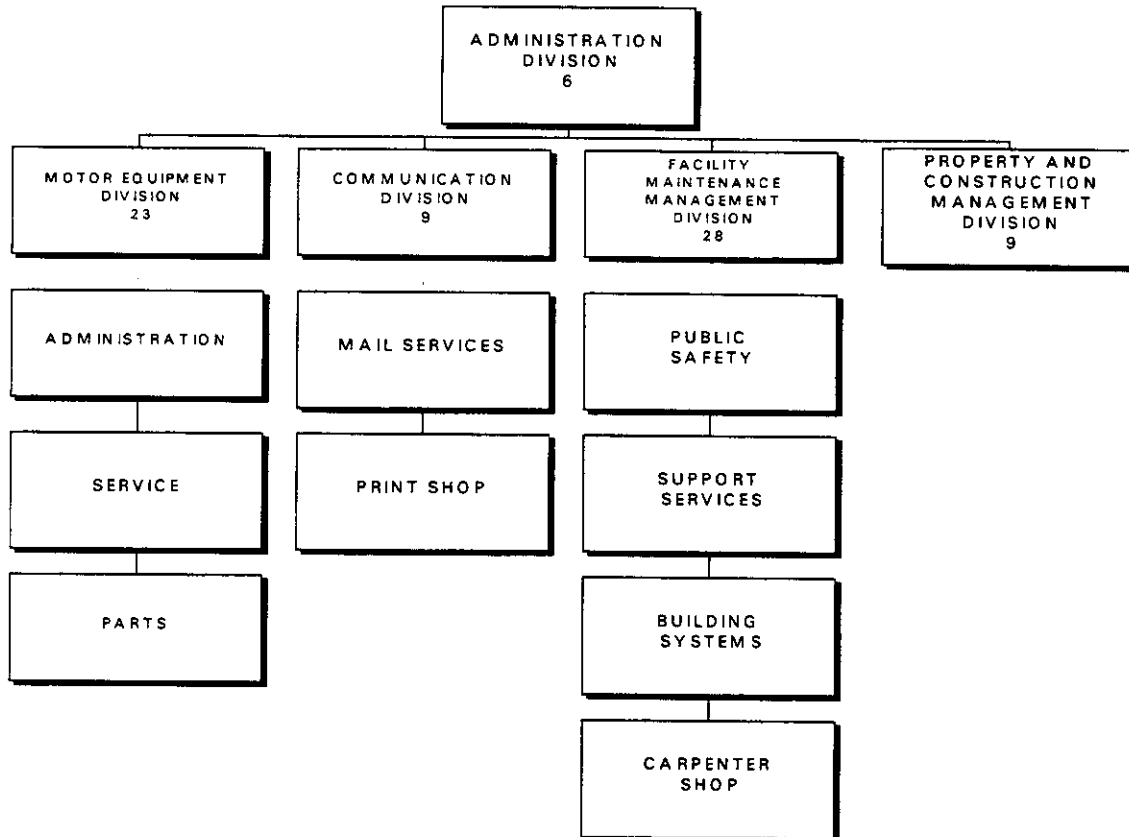
---

### WORK SESSION NOTES AND COMMENTS



# GENERAL SERVICES

---



## GENERAL SERVICES

**PROGRAM GOAL:** To provide quality, continuous support services to City agencies in the areas of motor vehicles, facilities, printing and graphics, and communications.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2001 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	3,782,565	4,353,411	4,589,897	
NON-PERSONNEL	4,807,326	4,182,261	4,202,399	
CAPITAL GOODS OUTLAY	<u>53,906</u>	<u>18,000</u>	<u>27,828</u>	
TOTAL EXPENDITURES	<u>8,643,797</u>	<u>8,553,672</u>	<u>8,820,124</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	0	0	0	
INTERNAL SERVICES	<u>0</u>	<u>0</u>	<u>19,928</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>19,928</u>	
GENERAL FUND	<u>8,643,797</u>	<u>8,553,672</u>	<u>8,800,196</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	2.9%			
FULL-TIME POSITIONS	71.0	74.0*	75.0**	

\* Reflects the addition of a Contract Specialist to review and prepare the City's building, construction and maintenance contracts; a Master Electrician to ensure the proper installation, maintenance and repairs to essential electrical systems and components; and the conversion of a part-time Clerk Typist position to full-time.

\*\* Reflects the addition of a Telecommunications Technician to provide assistance to the current Telecommunications Specialist in the provision of telephone systems, installation, repair, upgrade of systems and bill processing City-wide.

### City Manager Proposed

- The General Services General Fund FY 2001 Proposed budget is up \$246,524, or 2.9 percent.
- The FY 2001 General Fund budget for this agency reflects funding to improve current service levels through the recommended addition of one full-time Telecommunication Technician position (\$48,000) to provide assistance to the current Telecommunication Specialist in the provision of telephone systems, installation, repair, upgrade of systems and bill processing City-wide. The costs of this position will be offset by savings related to auditing the City's phone bills and eliminating excess telephone costs. In addition, service levels will improve through the temporary overhire of two Construction Field Representatives (\$144,000) for a period of two years to provide construction management support and continuity in the management of the City's facilities capital program during this period of expanded capital improvement projects. The increased personnel costs for these positions has been offset by a reduction in the budget for fees for temporary and professional services. These services had been previously contracted out. However, to improve continuity, reduce turnover, and increase the quality of services provided, the conversion of this activity to City personnel is recommended.

## GENERAL SERVICES

### City Manager Proposed

- During this calendar year (outside of the budget process) City staff will be preparing recommendations in regard to raising hourly, daily and monthly parking rates at City owned parking garages and parking lots. After developing and discussing options with the business and residential communities and other parties, staff will bring recommendations to City Council for its consideration.

Since FY 1990 to the Proposed FY 2002 Budget:

- The amount of square footage in building space maintained by the Department has increased by approximately 296,450 feet, from 1,262,000 square feet to 1,558,450 square feet, or by 23.5 percent;
- The City's motor pool has increased by 103 vehicles, from 576 vehicles to 679 vehicles, or by 17.9 percent;
- The Department's full-time staff positions, including the recommended supplemental staffing, have increased by only seven positions, from 68 positions to 75 positions, or by 10.3 percent.

To minimize personnel increases, General Services continues to contract out services where it is deemed cost effective, including custodial services; City Hall building security; elevator, generator, and security system maintenance; and parking facilities operation/management. Additionally, contractors are used for one-time or peak workload tasks and those tasks beyond the capability of City staff. The introduction of increasingly sophisticated electrical systems and components with associated electronics for HVAC, security, and life safety systems will see this trend continuing but coupled with a demand for increased training for City mechanics and technicians on this state of the art technology. The Motor Equipment Division's Fleet Maintenance Management Information System has been implemented to help improve and measure the effectiveness and efficiency of the Vehicle Maintenance Shop.

## GENERAL SERVICES

### DETAIL BY DIVISION

Administration Division - is responsible for providing overall planning, direction, and supervision of the Department; coordinates the scheduling of City Hall meeting rooms and Market Square events; and manages and administers leases.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	457,647	501,354*	516,284	
<u>FULL-TIME STAFFING</u>	7	7	6**	
<p>* Reflects the additional personnel costs as a result of a Telecommunications Specialist and a Clerk Typist II from the Property and Construction Management Division transferred to the Administration division in FY 2000 shown above.</p> <p>** Reflects the transfer of a Telecommunications Specialist and a Clerk Typist II from the Administrative Division to the Property and Construction Management Division and the transfer of a part-time Automotive Mechanic position from the Motor Equipment Division to convert a part-time Lease Management Assistant to full-time.</p>				

Facility Maintenance Management Division - is responsible for maintaining 72 City buildings, including City Hall, the Alexandria Courthouse, the Public Safety Center, the Human Services Building, the Lee Center, recreation centers, and libraries. The Division is also responsible for providing periodic maintenance of heating and cooling systems; electric and plumbing systems; security and fire alarm systems; and structural, roofing, cosmetic, and custodial maintenance; as well as supporting events on Market Square, including the weekly Farmer's Market; and maintaining the Torpedo Factory area waterfront plaza and piers. In FY 2001, this Division assumed responsibility for the maintenance of the new Ramsey Recreation Center. In FY 2002, this Division will assume responsibility for the maintenance of the newly renovated Ellen Coolidge Burke Branch Library, the expanded Durant Center and the new Vola Lawson Animal Shelter.

<u>DIVISION:</u> Facility Maintenance Management	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	3,934,191	3,900,674	3,927,717	
<u>FULL-TIME STAFFING</u>	25	28*	28	
<p>* Reflects the addition of a Contracts Specialist, a Master Electrician and the conversion of a part-time Clerk Typist II to full-time. These additional positions addressed critical staffing needs in the department directly attributed to the significant increase and expanding scope of the City's Capital Improvement Program (CIP). In addition, these positions will reduce the need and cost of temporary and professional services, and to a lesser extent, overtime. The cost of these positions were offset by reductions in fees for professional services and fees for temporary employees.</p>				



# GENERAL SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Facility Maintenance Management] To provide service and maintenance to City-owned and leased buildings.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Gross square footage of buildings (thousands)	1,436	1,489	1,504	1,535	1,558
Number of maintenance jobs completed annually	9,500	9,770	10,000	10,000	10,000

Property and Construction Management Division - is responsible for providing construction management for building maintenance, repair, and renovation projects; managing City utility usage; and overseeing contractor operation of City parking facilities.

<u>DIVISION</u> : Property and Construction Management	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	1,621,618	1,436,827	1,696,427	
<u>FULL-TIME STAFFING</u>	5	5	9*	

\* Reflects the addition of a Telecommunications Specialist to assist the current Telecommunications Specialist in the provision of telephone systems, installation, repair, upgrade of systems, and bill processing City-wide; the transfer of the Telecommunications Specialist from the Administration Division; the transfer of a Clerk Typist II from the Administration Division; and the transfer of a Supervisory Automotive Mechanic position from the Motor Equipment Division to serve as a Construction Field Manager.

### INDICATORS AND MEASURES

OBJECTIVE: [Property and Construction Management] To oversee properties leased to and by the City.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of properties leased by private landlords to the City	59	59	67	67	70
Number of properties leased by the City to other parties*	33	33	29	29	29
Number of leases requiring renewal	12	12	27	27	23
Percentage of lease renewals completed by the expiration date	100%	100%	100%	100%	100%

\* Types of City-owned properties that are leased to other parties include City-owned land or space in existing City facilities, such as the Courthouse or the lease of the St. Asaph Street building to the State Health Department.

## GENERAL SERVICES

### DETAIL BY DIVISION

Communications Division - is composed of two sections that support all City agencies: the Print Shop and the Mail Room. The Print Shop provides typesetting, graphic arts, printing, binding, and forms production services. The Mail Room provides copying, postal and messenger, parcel delivery, and facsimile (FAX) services.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
DIVISION: Communications				
General Fund Expenditures	525,198	545,095	542,111	
<u>FULL-TIME STAFFING</u>	9	9	9	

### INDICATORS AND MEASURES

OBJECTIVE: [Print Shop] To provide in-house production of graphics, typesetting, and printed material for all City agencies.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2002	Projected FY 2002
Number of printing requests	1,457	1,391	1,276	1,276	1,276
Number of graphic/typesetting requests	507	515	535	535	535

### INDICATORS AND MEASURES

OBJECTIVE: [Mail Room] To process daily mail in a timely fashion.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2002	Projected FY 2002
Pieces of mail processed annually (thousands)	647	686	646	646	646
Percentage of mail processed within 24 hours	100%	100%	100%	100%	100%

Motor Equipment Division - is responsible for managing the City's motor equipment fleet, including the acquisition, maintenance, fueling, and disposal of motor vehicles; and operating a parts supply center.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
DIVISION: Motor Equipment				
General Fund Expenditures	2,105,143	2,169,722	2,117,657	
<u>FULL-TIME STAFFING</u>	25	25	23*	

\* Reflects efficiency gains via the transfer of a Supervisory Automotive Mechanic position to the Property and Construction Division to serve as a Construction Field Representative; and the transfer of an Automotive Mechanic position to the Administrative Division to convert a part-time Lease Management Assistant to full-time.

## GENERAL SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Motor Equipment Division] To repair or to coordinate the repair of City motorized equipment.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of motorized equipment units	629	627	679	680	685
Number of repairs*	20,557	22,465	15,860	16,000	16,000
Average number of direct labor hours per repair*	1.00	1.00	2.20	2.20	2.00

- \* The decline in the number of repairs and the increase in labor hours in FY 2000, FY 2001, FY 2002 is an anomaly caused by the installation of a new fleet maintenance and management software system, FasterCS. The workload has actually increased. The appearance of a decreased workload and increased hours results from a more efficient repair code table listing. The table listing has combined what previously were many individual maintenance components into fewer but more realistic and efficient repair codes. Consequently, the number of labor hours increased with the consolidation of components into a single repair code. The new system will enable direct comparisons with other local fleet organizations that are using the FasterCS system. Future measures will reflect information as gathered in the FasterCS system format.

---

In FY 2001, General Services completed a number of major construction and renovation projects, including the following:

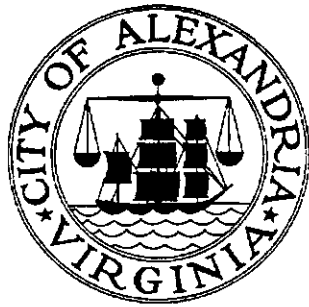
- Completion of the Ramsey Recreation Center;
- Renovation of Fire Station 204;
- Repairs/refurbishment to the Courthouse Garage;
- Refurbishments of the interior and exterior of the Duncan Library;
- Replacement of HVAC systems at the Charles Houston Recreation Center.

In addition, the department has managed a major lease negotiation, space fit ups and department moves at the Tavern Square complex; directed historical structures studies for both the Gadsby's Tavern and the Lloyd House; coordinated and directed a facility condition study of group homes operated by the Health and Mental Health Departments; and directed long term feasibility analyses for DASH, Recreation, and the Transportation and Environmental Services facilities located at the Quaker Lane complex.

Construction is scheduled to begin on the Vola Lawson Animal Shelter in February 2001. Extensive modifications to the Durant Center are expected to begin in January 2001 and the renovations to the Ellen Coolidge Burke Branch Library are expected to begin in June of 2001. The Department is scheduled to manage major maintenance and capital projects at over 30 City facilities in FY 2002. These projects and projects contemplated for future years are detailed in the City's FY 2002 to FY 2007 Capital Improvement Program document.

---

#### WORK SESSION NOTES AND COMMENTS



# HUMAN RIGHTS

---

## HUMAN RIGHTS

**PROGRAM GOAL:** The eradication of discrimination in the City of Alexandria. To work toward achieving this goal, the Office of Human Rights enforces federal and City anti-discrimination laws. As both a City department and a Fair Employment Practice Agency (FEPA) of the U.S. Equal Employment Opportunity Commission (E.E.O.C.), the Office has specific procedures to accomplish its objectives: investigation, mediation, conciliation, and referral for litigation of specific charges of unlawful discrimination; training and technical assistance; and public education.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	206,050	239,548	242,295	
NON-PERSONNEL	43,059	99,123	82,575	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>7,600</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>249,109</u>	<u>328,271</u>	<u>324,870</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>18,496</u>	<u>50,000</u>	<u>35,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>18,496</u>	<u>50,000</u>	<u>35,000</u>	
GENERAL FUND	<u>230,613</u>	<u>296,271</u>	<u>289,870</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (2.2%)				
FULL-TIME POSITIONS	4	4	4	

---

### City Manager Proposed

- The Office of Human Rights General Fund FY 2002 Proposed budget has decreased \$6,401, or 2.2 percent.
- The proposed General Fund personnel budget in the amount of \$242,295 includes a recommended supplemental request to hire a part-time employee (\$6,000) who will handle additional case intake, investigate charges, research matters and help write reports for the Human Rights Commission; and the planned merit in-step increase for employees.
- The proposed General Fund non-personnel budget in the amount of \$82,575, represents a decrease of \$16,548, or 16.7 percent, which is primarily attributable to a decrease in projected contract fees that will be reimbursed on a case-by-base basis by the EEOC. There is also a similar reduction in revenues earned from the EEOC for case work.

# HUMAN RIGHTS

## DEPARTMENT DETAIL

The Office of Human Rights receives and investigates complaints of discrimination in the areas of employment, housing, commercial real estate, education, public accommodations, health and social services, credit, and from City contracts on the basis of race, color, religion, gender, national origin, marital status, familial status, age, disability and sexual orientation in accordance with the provisions of the City's Human Rights Ordinance. The Office of Human Rights is under contract with the U.S. Equal Employment Opportunity Commission (EEOC) to serve as a Fair Employment Practice Agency (FEPA), providing the resolution of EEOC complaints within the City. The contract subsidizes investigation of complaints originating in the City of Alexandria.

The Human Rights Office also provides training and technical assistance to employers, real estate agents and brokers, and others in such areas as sexual and racial harassment, rental policies and practices, cultural awareness, and the law, especially the Civil Rights Act of 1964, the Age Discrimination in Employment Act, and the Americans with Disabilities Act. The Office and the Human Rights Commission conduct outreach to inform businesses, employees and the general public about rights, responsibilities and the role of the Office and the Commission.

### INDICATORS AND MEASURES\*

OBJECTIVE: [Human Rights] To investigate, evaluate the validity of, and resolve complaints that allege violations of federal and City anti-discrimination laws (e.g., the City's Human Rights Ordinance, Title VII of the U.S. Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act (ADEA), and the Americans with Disabilities Act (ADA)).

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of formal complaints filed**	109	102	88	100	110
Number of formal complaints resolved***	117	103	65	100	120
Number of informal complaints received****	875	860	810	1,000	1,000
Number of informal complaints resolved	758	757	775	900	900
Monetary compensation to discrimination victims	\$116,632	\$158,923	\$118,300	\$200,000	\$200,000

\* Data presented herein are revised from previously published documents to reflect more accurate reporting.

\*\* A formal complaint is defined as an actual investigation pertaining to violations of the City's Human Rights Ordinance, Title VII, the ADA, or the ADEA.

\*\*\* Complaint resolution may span multiple fiscal years.

\*\*\*\* The data for informal complaints reflect the number of complaint questionnaires requested by individuals who believed they were the victims of discrimination. The data also reflect inquiries from the public that do not meet the criteria for a formal complaint.

## HUMAN RIGHTS

### SUPPLEMENTAL BUDGET REQUEST

#### Recommended

- |                     |         |
|---------------------|---------|
| 1. Additional Staff | \$6,000 |
|---------------------|---------|

Funding for this recommended supplemental request is to hire a part-time employee to handle additional case intake, investigate charges, help research matters and write reports for the Human Rights Commission.

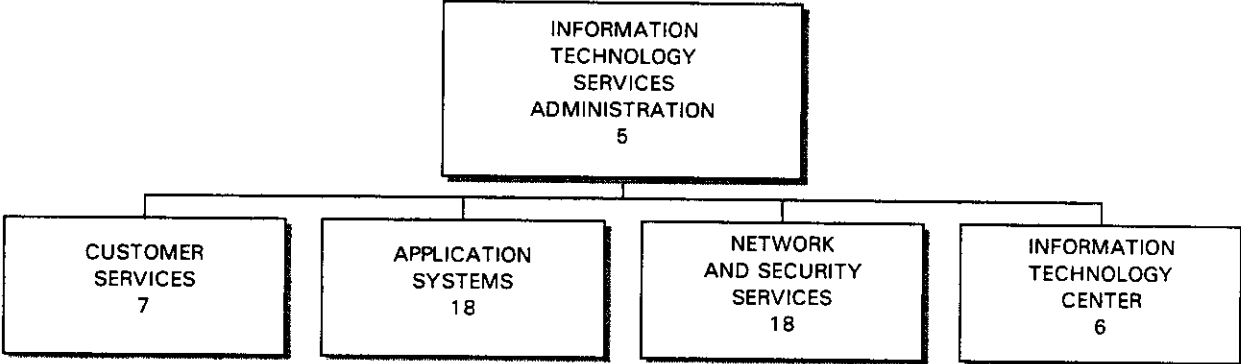
---

#### WORK SESSION NOTES AND COMMENTS



# INFORMATION TECHNOLOGY SERVICES

---



## INFORMATION TECHNOLOGY SERVICES

**PROGRAM GOAL:** To provide City agencies with reliable information technology services, using the most cost-effective and efficient means available. Information Technology Services (ITS) is responsible for maintaining the City's information infrastructure by providing networked computing services and supporting office automation for all City agencies.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	2,927,478	3,723,242	3,985,315	
NON-PERSONNEL	2,260,157	1,673,601	2,436,373	
CAPITAL GOODS OUTLAY	<u>15,492</u>	<u>23,000</u>	<u>9,000</u>	
TOTAL EXPENDITURES	<u>5,203,127</u>	<u>5,419,843</u>	<u>6,430,688</u>	
SPECIAL REVENUES AND OTHER SOURCES				
INTERNAL SERVICES	<u>0</u>	<u>0</u>	<u>765,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>765,000</u>	
GENERAL FUND	<u>5,203,127</u>	<u>5,419,843</u>	<u>5,665,688</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	4.5%			
FULL-TIME POSITIONS	49.0	53.0*	54.0**	

\* Reflects the addition of three programmer analysts and one database administrator.  
 \*\* Reflects the recommended supplemental of a network security technician.

---

### City Manager Proposed

- The Proposed FY 2002 General Fund budget for the Information Technology Services Department represents an increase of \$245,845, or 4.5 percent, as compared to the FY 2001 General Fund budget. The Proposed budget includes \$82,110 in recommended supplemental funding for a network security technician to take the lead in the daily responsibility for network security.
- Proposed personnel expenditures in the amount of \$3,985,315 represent an increase of \$262,073, or 7.0 percent, over the FY 2001 General Fund budget due to market-driven regrading of personnel that occurred in FY 2000 after the FY 2001 budget was developed, the market-driven need to hire new personnel at higher steps and the recommended network security technician position.
- Total proposed non-personnel expenditures in the amount of \$2,436,373 represent an increase of \$762,772, or 45.6 percent. This increase is primarily attributable to the costs associated with the Computer Replacement Program. The revenues for this program, budgeted at \$765,000 in FY 2002, are budgeted in the Internal Services Fund, which was funded through department contributions. Charges to each department are identified in Addendum Table II.

## INFORMATION TECHNOLOGY SERVICES

### City Manager Proposed

The Department recognized significant savings, primarily in the Network and Security Services and Applications Divisions:

- As the Alexandria Justice Information System (AJIS) is scheduled to become operational in FY 2003, contract maintenance of the current Criminal Justice Information System (CJIS) is expected to be considerably less in FY 2002, resulting in a decrease in maintenance costs of \$74,000.
- Equipment maintenance costs for software and licenses has decreased by \$28,000 as a result of the transition from Sybase to MS/SQL, which is priced considerably lower.
- The replacement of a more expensive QMS printer with a Xerox printer has resulted in a combined savings of \$36,000 in equipment maintenance and printer supplies in the Data Center.
- As a result of the City-wide computer replacement program, which plans for the replacement of City staff personal computers every four years and provides an extended on-site warranty for the four-year life of each computer, the Customer Services Division has identified a savings of \$9,000 in independent maintenance services.

These savings are almost offset by the following increases in costs in FY 2002:

- Although the cost of maintaining the City Institutional Network (I-Net) has decreased, the number of sites connected to the I-Net has increased, causing maintenance and support costs to increase by \$35,000.
- The ITS Department is budgeting \$28,000 for its share of the City's computer replacement fund.
- Firewall maintenance costs increased by \$15,000 to reflect an increase in the number of firewalls that are maintained and the additional contracted hours to maintain security in an increasingly complex area.

---

### DEPARTMENT DETAIL

The Information Technology Steering Committee (ITSC), composed of representatives from the City's top-level management, was established in October 1987 to advise the City Manager on the planning and prioritization of the City's management information systems and services and to coordinate all major computer hardware and software acquisitions. The ITSC has recommended the following long-term strategy for addressing the City's current and future information processing needs:

- Give priority to addressing urgent public safety and public health needs; meeting legal requirements; maintaining vital financial processes; exploiting all available non-City resources for funding; and attaining quantifiable returns on investment;

## INFORMATION TECHNOLOGY SERVICES

### DEPARTMENT DETAIL

- Identify the cost of ITS internal services to user departments and agencies in the budget document to more accurately reflect the cost of services provided (see Addendum Table I in this section);
- Use outside contractors to meet applications and maintenance needs, where cost effective, as an alternative to hiring additional City staff;
- Continue to take advantage of new communications technology in order to deliver cost effective services and to improve public access to City services and information; and
- Reduce the need for training and facilitate rapid deployment of new systems by striving to employ a uniform integrated user interface for all ITS applications.

Reflecting the critical role of technology, beginning with the FY 1998 - FY 2003 Capital Improvement Program, a separate section, the six-year Information Technology Plan, was added. This plan guides the City's strategic investment in essential technology systems and includes the essential projects necessary to maintain critical systems, and to continue to lay the groundwork and infrastructure necessary for future technological enhancements. For information on the Information Technology Plan, please refer to the City's FY 2002 - FY 2007 Capital Improvement Program document.

Major accomplishments of the department since the preparation of the FY 2001 budget include:

Implementation of a Computer Replacement Program - Beginning with the FY 2002 budget, all agencies are required to budget monies within their General Fund operating budgets to build an annual, reliable funding stream for the replacement of computer workstations. The department computer replacement charges for FY 2002, totaling \$765,000 have been determined based on the January 2000 inventory of the number of work stations in use throughout City departments. Addendum Table II details the FY 2002 charges by department. The timing of the actual replacement of departmental units will be determined and administered by the ITS Department, based on the age of the existing computers. It is anticipated that departments will be charged annually for one fourth of their inventory, and computers will be replaced on a four year rotation, as funding permits. A quicker rotation may be necessary if advances in computer software and Internet capabilities causes personal computers to be outdated faster than the planned four year cycle. The ITS Department and the ITSC will monitor advancements in technology to determine future replacement cycles.

Web Page Enhancements - The City's web site has been expanded to include nearly 7,000 informational pages, and the entire site has been reengineered for increased functionality and ease of use. In the past year the ITS Department has implemented several initiatives to provide citizens with greater access, including a system enabling citizens to pay taxes and parking tickets online, and the availability of real estate assessment information online.

Systems Development and Infrastructure - Throughout the year ITS provided general management, systems integration, and application programming for all of the City's legacy

# INFORMATION TECHNOLOGY SERVICES

## DEPARTMENT DETAIL

Financial and Personnel systems, and for systems which were moved to new platforms and new software environments. Staff continued to increase the number of connections to the I-Net, adding the Public Safety Building, the Charles E. Beatley, Jr. Central Library and three Mental Health/Mental Retardation/Substance Abuse sites. Redundant paths have also been added to the I-Net to minimize the impact of a system failure.

The ITS Department is composed of five divisions:

Administration Division - provides overall planning, control, and supervision of the functions for which the department is responsible.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	593,450	670,943	734,496	
<u>FULL-TIME STAFFING</u>	5	5	5	

Applications - is responsible for production systems troubleshooting and support; software maintenance and changes to all computer applications; and for the design, development, testing, and implementation of new software systems.

<u>DIVISION:</u> Applications	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	1,826,649	1,666,899 *	1,689,921	
<u>FULL-TIME STAFFING</u>	15	18	18	

\* In addition to increased personnel costs resulting from the reclassification of Information Technology positions, the FY 2001 budget also reflects the addition of three positions in the Applications Division to provide programming and back up support for critical City systems and to begin to develop e-commerce applications. Funding is also included for CJIS contract support.

Network and Security Services - is responsible for coordinating Alexandria's computer software that runs (on a contract basis) activity on Arlington County's mainframe; managing more than 25 LAN file servers located in the Network Center and ten additional servers at other City facilities; maintaining the City-wide data and telecommunications network including the I-Net, which provides connectivity between the City schools, libraries and major general government facilities; maintaining security on the City's computer systems; and for the installation and maintenance of the City's LAN and WAN software and hardware.

# INFORMATION TECHNOLOGY SERVICES

## DETAIL BY DIVISION

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>DIVISION:</u> Network and Security Services				
General Fund Expenditures	2,019,847	2,237,733	2,374,804*	
<u>FULL-TIME STAFFING</u>	16	17**	18***	
<p>* In addition to increased personnel costs resulting from the reclassification of Information Technology positions, non-personnel costs increased as a result of an increase in the cost of maintaining the I-Net and an increase in the number of Lotus Notes licenses.</p> <p>** Reflects the addition of a database administrator and Lotus Notes contract support.</p> <p>*** Reflects the recommended supplemental of a network security technician.</p>				

OBJECTIVE: (Network and Security Services) To upgrade server and workstation networked environment.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of outdated workstations replaced*	N/A	N/A	300	571	450
Number of workstations connected to a network**	1,499	1,846	1,864	1,885	1,975
Number of network servers upgraded to Windows NT	10	30	19	45	64
Number of network servers replaced	N/A	N/A	10	15	28

\* The conversion of existing workstations was completed in FY 1999.

\*\* The number of workstations connected include State funded personal computers (DHS, MH/MR/SA, Courthouse, and Health Department) as well as City funded. The total does not include standalone machines (not networked) or mobile data terminals.

OBJECTIVE: (Network and Security Services) To increase the capacity of the City government's local area networks (LANs) in order to provide an environment which is able to support the increased throughput demands of new systems, such as GIS.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Cumulative number of City LANs with wiring and connectivity equipment upgraded to 100mbs	3	21	35	40	42
Total number of file and print network servers installed	45	53	33*	30*	64*
Total number of network servers consolidated	0	8	11	5	4

\* One of the goals of this project is to consolidate servers to reduce maintenance and support.

OBJECTIVE: (Network and Security Services) To provide Wide Area Network fiber optic connectivity between City facilities/departments so that information can be shared electronically across networks at high speed.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of departmental LANs interconnected using the I-Net (Institutional Network)	7	35	54	53*	54

\* Includes five LAN's that were consolidated.

# INFORMATION TECHNOLOGY SERVICES

## DETAIL BY DIVISION

Customer Services - is responsible for the installation and repair of all computer workstations and peripherals, computer user support (Help Desk) and the Computer Training Center. The Help Desk provides rapid response to computer problems for the 1,800 City staff computer users and the Training Center is responsible for conducting or coordinating training on the use of computers and software applications for City employees.

<u>DIVISION:</u> Customer Services	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	502,174	555,554	574,026	
<u>FULL-TIME STAFFING</u>	7	7	7	

## INDICATORS AND MEASURES

OBJECTIVE: (Customer Services) To make computer training available to City staff in all the various applications and systems.

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Total attendance at computer related training classes*	1,448	1,790	1,654	1,675	1,700

\* This includes City-wide training on specialized systems, such as Performance Accounting or Budget Office Budgeting System (BOBS), Legislative Tracking, Permit\*Plan, and Purchasing.

OBJECTIVE: (Customer Services) To provide information to residents regarding services available from City government by developing Web Site Home Pages for each City department.

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Number of pages of information about City services available on the City's WWW site	1,351	4,510*	5,000	7,000	8,000
Number of service applications forms available to citizens via the City's WWW site	21	30*	51	50	60
Number of printed brochures and publications available to citizens in electronic format through the City's WWW site	52	53*	63	70	72
Number of times the City's WWW site is accessed for information by the public	268,956*	549,280*	675,000	800,000	900,000

\* Data revised from previously published budget documents.

# INFORMATION TECHNOLOGY SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: (Customer Services) To provide first level computer problem (trouble calls) support to City staff computer users.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total number of incident trouble calls received	3,223	3,223	3,423 **	3,600 **	3,600
Total number of incident trouble calls resolved without further referral*	555	672	817 **	1,000 **	1,000

\* A formal Help Desk was established in FY 1998, resulting in an increase in the number of calls resolved without further referral.

\*\* Data revised from previously published budget documents.

The Information Technology Center - provides a variety of services to City Council and City Departments, including text and data entry, desktop publishing, production of presentation materials, mailing list management, word processing, and HTML coding of information for the City's web site and Intranet.

<u>DIVISION:</u> Information Technology Center	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	261,007	288,714	292,441	
FULL-TIME STAFFING	6	6	6	

### INDICATORS AND MEASURES

OBJECTIVE: (Information Technology Center) To provide clerical and data entry support to all City staff.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Record time for all City employees into payroll system - number of payroll completed on time	26	26	26	26	13*
Number of word processing work requests completed	3,255	3,400	3,099	3,099	2,100**
Website HTML coding***	---	----	----	TBD	TBD

\* In accordance with the Information Technology Plan in the Capital Improvement Program, it is anticipated that an automated time and attendance system will be in place midway through the fiscal year. Until the new system is in place, the Information Technology Center will enter the information manually.

\*\* In order for Information Technology Center staff to provide maintenance to the City's Internet web site and the Intranet, the production of labels will be handled in the Data Center within the Network and Security Services Division.

\*\*\* New measure beginning in FY 2001.



## INFORMATION TECHNOLOGY SERVICES

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Network Security Technician \$82,110

This supplemental request will fund a Network Security Technician to take the lead in the day-to-day responsibility for network security, and will provide the City Departments and agencies with guidance on basic security management, as well as in the identification of threats, vulnerabilities and needed improvements to security strategies.

#### Not Recommended

1. Web Site Maintenance Technician \$72,842

This supplemental is not recommended at this time due to funding constraints and pending the evaluation of staffing after FY 2002.

2. Part-time Network and Security Services staff \$42,000

This supplemental is not recommended at this time due to funding constraints and pending the evaluation of staffing after FY 2002.

---

### WORK SESSION NOTES AND COMMENTS

Addendum Table 1  
PROJECTED ALLOCATION OF FY 2002 ITS SERVICES

The following table summarizes the projected allocation of FY 2002 ITS services and ongoing costs to City departments and agencies based on past usage.

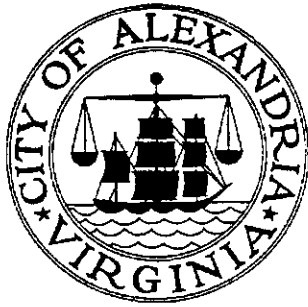
	Internal Projected Allocation	As a Percent of Total Allocation
Finance		
Revenue	\$964,850	17.03%
Accounting	858,406	15.15%
Administration	237,970	4.20%
Treasury	6,223	0.11%
Purchasing	--	0.00%
Sheriff	371,326	6.55%
Police	347,758	6.14%
Human Services	224,990	3.97%
Real Estate	216,060	3.81%
Historic Alexandria	203,697	3.60%
Transportation & Environmental Services	198,539	3.50%
MH/MR/SA	197,719	3.49%
Fire (EMS)	195,133	3.44%
Recreation	173,261	3.06%
Human Rights	163,178	2.88%
Circuit Court	139,475	2.46%
Commonwealth's Attorney	139,184	2.46%
City Council/Clerk	136,882	2.42%
Personnel	125,340	2.21%
General Services	93,410	1.65%
Adult Probation and Parole	84,670 *	1.49%
Citizen Assistance	69,315	1.22%
Public Defender	67,642	1.19%
Code Enforcement	67,361	1.19%
Juvenile & Domestic Relations Court	62,230	1.10%
Planning	61,846	1.09%
City Manager	53,539	0.94%
Housing	49,687	0.88%
City Attorney (Risk Management)	45,134	0.80%
Registrar of Voters	31,055	0.55%
Other	30,000	0.53%
Management & Budget	24,094	0.43%
Health	9,583	0.17%
Library	7,415	0.13%
Schools	4,343	0.08%
Animal Shelter	1,898	0.03%
Legislative Services	1,681	0.03%
Internal Audit	794	0.01%
	<u>\$5,665,688</u>	<u>100.0%</u>

\* Reflects this agency's allocation of the Criminal Justice Information System (CJIS).

Addendum Table II  
DEPARTMENT ALLOCATION FOR COMPUTER WORK STATION  
REPLACEMENT FUND IN FY 2002

The following chart identifies the amount charged to each department to build an annual and reliable funding stream for the replacement of personal computers. The department computer replacement charges have been determined based on the January 2000 inventory of the number of work stations in use throughout City departments. The timing of the actual replacement of departmental units will be determined and administered by the ITS Department, based on the age of the existing computers.

Department	% of Inventory	FY 2002
City Council	0.87%	\$6,700
City Manager	0.93%	7,100
City Attorney	0.87%	6,700
City Clerk	0.19%	1,400
18 <sup>th</sup> Circuit Court	1.62%	12,400
Clerk of Courts	2.24%	17,100
Commonwealth's Attorney	2.55%	19,500
Court Service Unit	0.75%	5,700
18 <sup>th</sup> General District Court	0.00%	0
Juvenile and Domestic Relations Court	0.37%	2,900
Law Library	0.12%	1,000
Registrar	0.62%	4,800
Sheriff	5.34%	40,900
Citizen Assistance	0.44%	3,300
Finance	6.22%	47,500
Internal Audit	0.12%	1,000
General Services	3.05%	23,300
Office on Women	0.87%	6,700
Human Rights	0.25%	1,900
ITS	3.67%	28,000
OMB	0.81%	6,200
Personnel	1.43%	10,900
Real Estate Assessments	1.18%	9,000
Fire	6.4%	49,000
Police	9.88%	75,600
Health	0.68%	5,200
MH/MR/SA	17.22%	131,700
Human Services	12.99%	99,300
Housing	1.49%	11,400
Planning and Zoning	1.99%	15,200
Historic Alexandria	1.18%	9,000
Recreation	3.73%	28,500
Library	2.49%	19,000
TES	5.28%	40,400
Non-Departmental		
Animal Shelter	0.31%	2,400
Other - unassigned	<u>1.86%</u>	<u>14,300</u>
<b>TOTAL</b>	<b><u>100%</u></b>	<b><u>\$765,000</u></b>



# INTERNAL AUDIT

---

## INTERNAL AUDIT

**PROGRAM GOAL:** To provide an independent appraisal function to examine and evaluate City programs and activities as a service to City management.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	150,541	158,981	157,854	
NON-PERSONNEL	57,874	20,678	30,234	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>208,415</u>	<u>179,659</u>	<u>188,088</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>208,415</u>	<u>179,659</u>	<u>188,088</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 4.7%				
FULL-TIME POSITIONS	2.0	2.0	2.0	

---

### City Manager Proposed

- The Office of Internal Audit's General Fund FY 2002 Proposed budget is up \$8,429, or 4.7 percent.
  - The increase in the FY 2002 General Fund budget is primarily attributable to lease costs associated with the relocation of the Internal Audit office from City Hall to rented office space (\$8,539) and computer replacement funding (\$1,000).
- 

### DEPARTMENT DETAIL

The Office of Internal Audit (OIA) provides a service to management that is directed toward (i) improving the economy, efficiency and effectiveness of City programs, activities and functions; (ii) detecting and preventing fraud, waste and abuse; and (iii) ensuring that programs and activities are efficiently and effectively carried out. The results of OIA audits and evaluations are provided to City management as formal reports which include, when appropriate, recommendations for corrective actions and management improvements.

To establish the independence of the internal audit function, the Office reports to the City Manager's Office through the Assistant City Manager for Fiscal and Financial Affairs. To assure the completeness of audit coverage, the internal audit staff has full, free and unrestricted access to all City activities, records, property and personnel, unless specifically prohibited by law.

# INTERNAL AUDIT

## DEPARTMENT DETAIL

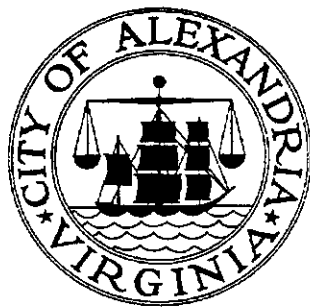
### INDICATORS AND MEASURES

OBJECTIVE: To perform financial and compliance audits; efficiency and effectiveness audits; and program results audits of City departments, functions and activities.

	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of professional staff positions	2	2	2	2
Number of assignments completed	9	9	7	10
Number of audits contracted out	2	2	2	2

---

### WORK SESSION NOTES AND COMMENTS





# MANAGEMENT AND BUDGET

---

## MANAGEMENT AND BUDGET

**PROGRAM GOAL:** To prepare and administer the operating and capital budgets of the City, perform fiscal impact reviews of Council docket items, and conduct special analysis as requested by the City Council or the City Manager.

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS >				
PERSONNEL	657,313	819,287	792,447	
NON-PERSONNEL	162,657	62,060	86,800	
CAPITAL GOODS OUTLAY	<u>7,042</u>	<u>6,000</u>	<u>6,000</u>	
TOTAL EXPENDITURES	<u>827,011</u>	<u>885,347</u>	<u>885,247</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>827,011</u>	<u>885,347</u>	<u>885,247</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 0%				
FULL-TIME POSITIONS	11.0	11.0	11.0	

### City Manager Proposed

- The Proposed FY 2002 total General Fund budget for the Office of Management and Budget is \$885,247, which represents virtually no change from the FY 2001 Approved budget.
- The FY 2002 General Fund budget maintains current service levels. The overall non-personnel increase is primarily attributable to an increase of \$15,000 as initial funding for a City wide Performance Measures Improvement Program; and the contribution of \$6,200 to the equipment replacement fund for the future replacement of computers, offset by decreases in the personnel line.

### INDICATORS AND MEASURES

OBJECTIVE: To prepare and administer the Capital Improvement Program in a manner that maintains the present bond rating.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of capital project tasks initiated	65	58	64	68	72
Maintenance of Aaa and/or AAA bond rating*	Yes	Yes	Yes	Yes	Yes
Percentage of City debt indicators meeting Credit Rating Agency Guidelines*	100%	100%	100%	100%	100%

- \* Staff responsibility for these measures is shared with the Finance Department; the City has had an Aaa/AAA bond rating since 1992.

# MANAGEMENT AND BUDGET

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: To administer the budget so that total expenditures do not exceed total appropriations.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Comprehensive Annual Financial Report indicates fiscal year appropriations in excess of expenditures	Yes	Yes	Yes	Yes	Yes

---

OBJECTIVE: To project General Fund revenues in a manner consistent with provisions of the City Charter Section 6.05. This section requires that expenditures recommended by the City Manager in the general budget shall not exceed estimated revenues for the current fiscal year, unless property assessments and/or tax rate increases have been approved or proposed for the ensuing fiscal year (see Appendices section for more information).

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Compliance with provisions of City Charter	Yes	Yes	Yes	Yes	Yes

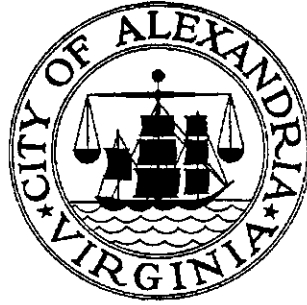
---

OBJECTIVE: To prepare the budget document to meet or exceed established Government Finance Officers Association (GFOA) budgeting standards.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Budget document receipt of the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

---

### WORK SESSION NOTES AND COMMENTS



# NON-DEPARTMENTAL

---

## NON-DEPARTMENTAL

**PROGRAM DESCRIPTION:** This category summarizes expenditures for debt service, cash capital (pay-as-you-go capital project funding), contingent reserves, insurance costs including claims paid where the City is self-insured, fringe benefits (proposed general salary adjustment [COLA], and increase in City health insurance premiums, vacancy factor adjustments, adjustments to the City's employer contribution to the Virginia Retirement System, City pension plan administrative costs, and health and life insurance premiums for retirees), City memberships (such as the National League of Cities), the Waste-to-Energy Trust Fund rebate payment, City-wide publications (such as the Annual Report and the City's budget), fixed-end costs for the Citywide radio system, the costs of implementing the Living Wage policy and other miscellaneous accounts.

---

### DEBT SERVICE

#### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
GENERAL OBLIGATION DEBT SERVICE	8,928,470	12,377,315	15,202,266	
NORTHERN VIRGINIA TRANSPORTATION DISTRICT BOND DEBT SERVICE	<u>256,070</u>	<u>256,070</u>	<u>256,070</u>	
TOTAL EXPENDITURES	<u>9,184,540</u>	<u>12,633,385</u>	<u>15,458,336</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>9,184,540</u>	<u>12,633,385</u>	<u>15,458,336</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	22.4%			

---

**Debt Service:** In recognition of the City's excellent financial condition, the City's AAA/Aaa credit ratings were reaffirmed on the City's \$55 million general obligation bond issue of June, 2000. These bonds were issued in June 2000, at an aggregate true interest cost of 5.306 percent.

The approved FY 2002 General Fund budget includes \$15.2 million for payment of the City's General Obligation debt. This includes \$13.0 for the scheduled repayment of existing debt, plus an estimated \$2.2 million payment associated with a \$30.5 million bond issue planned for June 2001. As discussed in greater detail in the Capital Improvement Program Funding Summary included in the Capital Improvement Program document, a \$30.5 million bond issue is recommended in late FY 2001 to fund the next phases of the City's Capital Improvement Program. The \$2.2 million estimated debt service budget assumes a \$0.7 million first year principal payment and estimated interest payments of \$1.5 million based on a 5.0 percent projected interest rate. The actual interest rate may vary based upon market conditions at the time of sale.

In addition to the City's General Obligation debt payments, this account also includes the City's share of debt service for the Northern Virginia Transportation District bonds, in the amount of \$256,070. State authorization for the transportation bonds was approved by the 1998 General Assembly, and bonds were issued in 1999. The City's share of debt service for these bonds is funded from General Fund revenues generated by the right-of-way telecommunications tax, which was also authorized by the 1998 General Assembly.

# NON-DEPARTMENTAL

## BUDGET DESCRIPTION

### CAPITAL PROJECTS (CASH CAPITAL)

#### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	21,863,322	9,846,000	12,000,000	
TOTAL EXPENDITURES	<u>21,863,322</u>	<u>9,846,000</u>	<u>12,000,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>21,863,322</u>	<u>9,846,000</u>	<u>12,000,000</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 21.9%				

Capital Projects (Cash Capital): The FY 2002 capital budget will be financed through a combination of General Obligation Bond proceeds, external capital revenues, a General Fund appropriation (cash capital) and the appropriation of fund balance monies designated for capital projects. The FY 2002 cash capital budget, in the amount of \$12,000,000, will finance approximately 22 percent of the proposed FY 2002 Capital Budget of \$53.5 million. The planned bond issuance of \$30.5 million comprises 57 percent of the proposed FY 2002 Capital Budget, with bond interest, recaptured prior capital budget funds, and \$7.5 million in the designated fund balance (derived from surplus revenues in FY 2001) comprising the remaining 21 percent of the funding sources for the FY 2002 Capital Budget. Additional increases in pay-as-you-go funding of capital projects will be required in future years to help meet increased capital funding needs as well as to keep an appropriate balance between bond and cash capital funding. The complete capital improvement funding program may be found in the Proposed Capital Improvement Program document.

**NON-DEPARTMENTAL**

**BUDGET DESCRIPTION**

**CONTINGENT RESERVES \***

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL *	FY 2001 APPROVED **	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
NON-PERSONNEL	0	247,700	750,000	
TOTAL EXPENDITURES	<u>0</u>	<u>247,700</u>	<u>750,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>0</u>	<u>247,700</u>	<u>750,000</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 808%

- \* No monies can be directly expended from contingent reserves. Council action is required to transfer monies from contingent reserves to other accounts for expenditure.
- \*\* The FY 2001 approved budget contingent reserves level started at \$550,000.

Contingent Reserves: Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to allocate, transfer to and appropriate these monies to other accounts.

The FY 2002 contingent reserves account includes a total of \$750,000 to address general contingencies, which is equal to approximately two-tenths of one percent of the proposed FY 2002 General Fund budget. The FY 2001 approved budget initial contingent reserve level of \$550,000 has been reduced to \$247,700 through the following City Council actions subsequent to the FY 2001 budget adoption:

- \$215,000 for phasing in during FY 2001 the City's new Living Wage requirement for competitively bid service contracts.
- \$15,000 for the Court Service Unit to offset a potential State aid shortfall in FY 2001.
- \$72,300 for an Urban Planner in relation to the new adopted Washington Street Master Plan.

Also, not yet deducted from the FY 2001 contingent reserve balance of \$247,700, is \$165,060 for continuation of the new Gridlock Reduction Intervention Program (GRIP). This leaves a remaining contingent reserve balance of \$82,640 for the balance of FY 2001.



# NON-DEPARTMENTAL

## BUDGET DESCRIPTION

### INSURANCE, REBATES, CITY MEMBERSHIPS, ELDERLY RENT RELIEF, CITY-WIDE PUBLICATIONS AND OTHER EXPENSES

#### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 ** APPROVED	FY 2002 ** PROPOSED	FY 2002 APPROVED
TOTAL EXPENDITURES	<u>6,272,329</u>	<u>6,779,545</u>	<u>10,193,241</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>6,272,329</u>	<u>6,779,545</u>	<u>10,193,241</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 50.4%

\*\* FY 2002 proposed budget included \$5,200,000 for the proposed 3% general salary adjustment for City employees and the proposed increase in the City's share of health insurance costs for active and retired City employees. Based on Council's action in approving the budget, these monies will be transferred to individual agency budgets in the FY 2002 Approved budget.

#### Insurance, Rebates, City Memberships and Miscellaneous Expenditures:

**Insurance:** The total FY 2002 proposed insurance budget is \$2,770,167. In lieu of purchasing insurance for all potential risks, the City is self-insured for some risks. This account provides monies for payment of workers' compensation claims, claims adjustments, health insurance for City retirees, pension plans administrative fees, and insurance policies held by the City.

**Rebates:** To help the City's elderly and disabled citizens continue to live in Alexandria, the proposed FY 2002 rebate budget includes \$190,000 for senior citizen rent relief. The proposed budget also includes \$660,055 for the rebate of Waste-to-Energy plant property taxes, as per the Waste Disposal Trust Fund Agreement between Alexandria and Arlington County, dated October 1, 1985. This amount is budgeted to fund the mandated deposit to the joint Alexandria and Arlington Trust Fund, which is an amount equal to the sum of any real property taxes and personal property taxes paid on the Waste-to-Energy facility to the City minus a Host Community Fee that Alexandria retains. Senior Citizen and Disabled Real Estate Tax Relief, formerly a budgeted expenditure item, starting in FY 2002 is being budgeted as a credit (or deduction) to real estate tax revenues. The amount budgeted as a credit to revenues for FY 2002 is \$750,000 which reflects recent City Council action in increasing income eligibility and benefit levels for tax relief.

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

City Memberships: The City membership account includes a total of \$85,950 for Citywide memberships including the National League of Cities, the U.S. Conference of Mayors, the Virginia Municipal League, the Virginia Institute of Government, the Virginia Innovations Group and the Metropolitan Washington Council of Governments (COG).

Publications: The City publications accounts includes a total of \$114,500 for the production costs (i.e., printing, overtime) and distribution costs of three Citywide publications: the Annual Report; the Proposed and Approved Budget documents; and the Comprehensive Annual Financial Report.

Fixed-End Radio System: The FY 2002 proposed budget includes \$160,755 for fixed-end costs associated with the radio system that serves all City public safety and general government agencies. This represents a 4.1 percent reduction from FY 2001.

Capital Development Office: The FY 2002 proposed budget includes \$100,000 in continuation funding for a City-sponsored capital development office. This is in addition to \$170,000 in prior City appropriations planned to be carried over from FY 2000 and FY 2001. City Council has received the Capital Development Office Task Force report, and at the time of budget preparation was considering the adoption of the recommendations contained in the report.

All Other Non-Departmental Expenditures (Miscellaneous Non-Departmental Accounts): The proposed FY 2002 Miscellaneous Expenditures budget includes \$73,000 for the City's summer intern program; \$500,000 for compensation adjustments for positions determined to be out of competitive alignment based on the Personnel Department's on-going reviews of benchmark positions with comparator jurisdictions, as well as career ladder funding, in accordance with City Council's adopted Compensation Philosophy; and \$702,000 for the City's annual payment for the old public safety pension plan, which was closed to new members in 1979 when City Council adopted a new defined contribution retirement plan for sworn police and fire employees.

This account also includes a total of \$350,000 as an estimated budget for claims against the City and for outside legal counsel; a total of \$100,000 for temporary assistance due to the work associated with Woodrow Wilson bridge reviews and project impacts; \$30,000 for the per diem payments for the Board of Equalization; \$30,500 for the Board of Architectural Review cable broadcasting; \$25,000 for the Community Services Restitution Program; \$25,000 for the Virginia Juvenile Community Crime Control Act (VJCCA) potential grant initiative; \$50,000 for a new Neighborhood Grant Program to be proposed by the City Manager; \$100,000 for the Youth Fund initiative; \$500,000 for the "Living Wage" initiative; and \$20,000 for continuing work on coordinated City signage initiatives.

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

Other funding in this account includes a total of \$75,000 budgeted for reasonable accommodation requests under the Americans with Disabilities Act (\$25,000), funding for the City's Beautification Committee (\$2,000), the Sister City Committee (\$5,000), and monies for the printing of Codes and purchases of publications that are re-sold to the public (such as the BOCA Code Volumes) (\$43,000).

This account also includes compensation contingents that will be allocated to City departments after City Council budget decisions. These include:

- Cost-of-living adjustments (COLA) contingent of (\$4.2 million) to finance a 3 percent COLA for City employees. It should be noted that the latest federal data (CPI-U) for this region showed the inflation rate in the Washington DC-Baltimore-West Virginia area at 3.3 percent. The proposed transfer in the proposed FY 2002 City's budget to the School Operating Fund includes sufficient funding (\$2.95 million) for a 3 percent COLA for School employees.
- Health Insurance contingent for City employees and retirees is budgeted at \$1.0 million which reflects an expectation that the City's cost of providing health insurance to its employees and retirees will increase about 10 percent in FY 2002. This rate of increase is consistent with the experience of other public and private sector organizations where medical advances and the cost of prescriptions have increased faster than the rate of national inflation. The actual amount of the increase is to be determined through on-going negotiations between the City and its health insurance carriers.
- Vacancy factor adjustment - when most departments prepared their FY 2002 budgets the vacancy factor rates from FY 2001 were generally used for FY 2002 personnel costs projections. Given the likelihood that the existing strong job market will continue to create outside opportunities for City employees in FY 2002, a greater vacancy factor amount of \$0.3 million can be applied to the budgets of nearly all City departments and agencies for FY 2002. This adjustment will be made to individual departments and agency budgets at the same time as the COLA and VRS adjustments (discussed in this section) are made.
- The Virginia Retirement System (VRS) has notified the City that its employer share required for the City will be reduced based on actuarial calculations to 1 percent for FY 2002. This compares to a 4.43 percent rate reflected in the FY 2001 budget, and a 3.83 percent rate that was estimated when City departments prepared their FY 2002 budgets. The difference between the 3.83 percent budgeted in departments and the 1 percent new employer rate (note that the City's pick-up of the 5 percent employee share continues unchanged) is an annual savings of \$1.9 million. This is budgeted as a negative amount and will be deducted from the departmental accounts

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

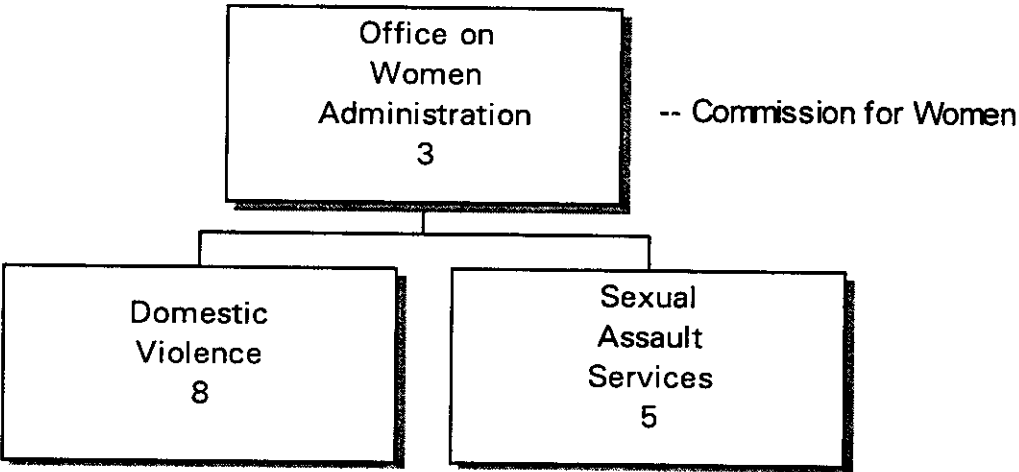
in the approved budget. The City Schools also will probably have a lower VRS employer share rate in FY 2002. However, at the time the Schools budget proposal was approved by the School Board, the employers share reduction in FY 2002 (and any FY 2001 rebate) was not known. The FY 2001 rebate and the FY 2002 rate reduction are subject to General Assembly budget action which was unresolved at the expiration of the regular 2001 session of the General Assembly at the end of February.

---

### WORK SESSION NOTES AND COMMENTS

# OFFICE ON WOMEN

---



## OFFICE ON WOMEN

**PROGRAM GOAL:** To provide comprehensive services to survivors of domestic violence and sexual assault and their families, including support groups and individual counseling for survivors and the families; to provide community education, prevention and awareness activities on issues relevant to women; and to provide mentoring to adolescents.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	911,738	1,013,934	1,023,792	
NON-PERSONNEL	85,679	218,349	229,612	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>14,300</u>	<u>999</u>	
TOTAL EXPENDITURES	<u>997,417</u>	<u>1,246,583</u>	<u>1,254,403</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>283,583</u>	<u>312,826</u>	<u>340,449</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>283,583</u>	<u>312,826</u>	<u>340,449</u>	
GENERAL FUND	<u>713,834</u>	<u>933,757</u>	<u>913,954</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (2.1%)				
FULL-TIME POSITIONS	14.0	16.0 *	16.0	
* Reflects the addition of a full-time Volunteer Coordinator position and the conversion of a part-time Social Worker I position to full-time through grant funding.				

---

### City Manager Proposed

- The Office On Women FY 2002 Proposed General Fund budget has decreased \$19,803, or 2.1 percent.
- The total proposed funding for personnel expenditures in the amount of \$1,023,792 represents an increase of \$9,858, or 1.0 percent.
- The total proposed funding for non-personnel expenditures in the amount of \$229,612 represents an increase of \$11,263, or 5.2 percent. This increase is primarily attributable to an increase in office space rentals (\$10,745) and a contribution to the computer replacement fund (\$6,700), offset by small decreases in various other areas.

# OFFICE OF WOMEN

## DETAIL BY DIVISION

The Office on Women, with support from the Commission for Women, serves as an advocate for women of Alexandria and offers programs to assist women in gaining access to opportunities and services. Special events coordinated by the Office on Women in Fiscal Year 2000 included the *Walk to Fight Breast Cancer*, *Take Our Daughters to Work Day*, and assistance with the Commission's annual *Salute to Women Awards Banquet*. Services provided by the Office on Women include: two 24-hour crisis intervention programs - the Domestic Violence Program and the Sexual Assault Response and Awareness (SARA) Program; Project STEPOUT/MANHOOD, a mentoring program for adolescents; and employment support services. Community awareness and prevention education are major components of all programs of the Office on Women.

Project STEPOUT seeks to assist adolescent girls to establish personal, educational, and career goals. The program also includes Project MANHOOD for boys, teen clubs, and a group for Hispanic teens. The goals of the programs are to help the youth remain in school, to improve their grades and to reduce the incidence of teen pregnancies by underscoring how the decisions they make now will impact their adult lives.

Community education activities incorporate all of the programs of the Office on Women and address such issues as domestic violence, sexual assault, sexual harassment, conflict management, and safety tips. Staff and a volunteer-based Speaker's Bureau provide presentations to City employees, students at both public and private schools, civic and community groups, businesses and the religious community. Additionally, the Community Education Program provides Rape Aggression Defense (RAD) training, a self defense program designed specifically for women, several times a year to various community groups.

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
Total Expenditures	\$169,552	\$211,919	\$213,249	
<u>FULL-TIME STAFFING</u>	3	3	3	

The Domestic Violence program provides 24-hour crisis intervention and counseling services for victims of domestic violence; assists victims with the criminal and civil court processes; operates the Battered Women's Shelter as a safe house for battered women and their children; provides follow-up counseling and assistance to women and men involved in abusive relationships; and conducts support groups for women.

## OFFICE ON WOMEN

### DETAIL BY DIVISION

Through a grant provided by the Virginia Department of Social Services, the Office on Women also provides targeted outreach and education to the City's Spanish-speaking residents and counseling to children in homes where family violence occurs.

<u>DIVISION: Domestic Violence Program</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
Total Expenditures	\$558,563	\$698,083	\$702,466	
<u>FULL-TIME STAFFING</u>	6	8 *	8	
* Reflects the addition of a Volunteer Coordinator position and the conversion of a part-time Social Worker I position to full-time through grant funding.				

The Sexual Assault Response and Awareness (SARA) Program uses trained volunteers, including bilingual volunteers shared with the Domestic Violence Program along with staff, to provide 24-hour crisis intervention services for survivors of sexual assault and their families and to accompany victims to police interviews, the hospital and to all court proceedings. The program also provides follow-up counseling to women, men and children; group counseling for victims of sexual assault and adult survivors of incest; and a support group for partners of survivors of sexual assault. Grant funding provides monies for outreach and education services directed toward the City's Spanish-speaking residents and to adolescents to prevent sexual assault.

<u>DIVISION: SARA</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
Total All Fund Expenditures	\$269,302	\$336,581	\$338,688	
<u>FULL-TIME STAFFING</u>	5	5	5	



## OFFICE ON WOMEN

### DETAIL BY DIVISION

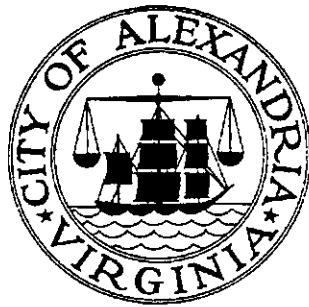
#### INDICATORS AND MEASURES

OBJECTIVE: [Office on Women] To provide comprehensive services to survivors of domestic violence and sexual assault and their families, including support groups and individual counseling for survivors and their families; to provide community education, prevention and awareness activities on issues relevant to women; and to provide mentoring to adolescents.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of women and children housed in Battered Women's Shelter	196	180	139	150	150
Number of individual (one-on-one) domestic violence counseling sessions	3,822	3,166	3,886	3,800	3,800
Number of domestic violence group counseling sessions	146	152	152	155	155
Number of police referrals to Domestic Violence Program	1,387	1,252	1,245	1,250	1,250
Number of assault survivors served by the Sexual Assault Response & Awareness Program	404	558	588	600	600
Hotline calls received (domestic violence and sexual assault)	8,726	8,748	8,717	8,800	8,800
Number of counseling sessions provided by the Sexual Assault Program	925	1,682	1,695	1,700	1,700
Number of community presentations	276	291	287	300	300
Number of major special events coordinated	6	5	5	5	5
Number of Project STEPOUT/MANHOOD participants	75	75	75	75	75

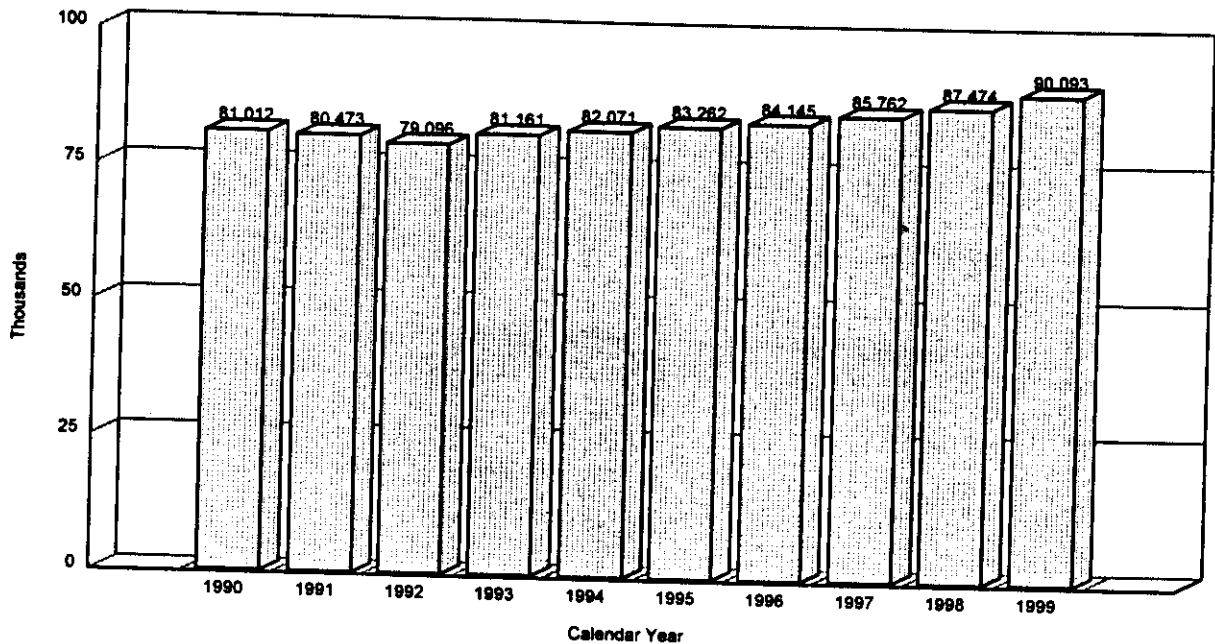
---

### WORK SESSION NOTES AND COMMENTS



# Employment

## PERSONS EMPLOYED AT JOB SITES IN ALEXANDRIA Fourth Quarter Average Employment



Source: Virginia Employment Commission

Note: Fourth quarter data for 2000 will not be available until August, 2001.

This graph represents the number of residents and non-residents employed at job sites in Alexandria. These job sites are in all types of industries, and include all employers participating in the Virginia Unemployment Compensation Program. The Virginia Unemployment Compensation Program covers approximately 95 percent of all employers, excluding only a narrow set of employment categories, such as self-employed persons and elected officials.

## PERSONNEL SERVICES

**PROGRAM GOAL:** To provide and maintain a highly motivated work force equipped with the skills required to deliver high quality and cost-effective services to the citizens of the City of Alexandria.

---

### TOTAL FINANCIAL RESOURCES

	FY2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS >				
PERSONNEL	1,393,594	1,471,503	1,548,225	
NON-PERSONNEL	338,539	336,858	399,585	
CAPITAL GOODS OUTLAY	<u>14,379</u>	<u>32,000</u>	<u>9,660</u>	
TOTAL EXPENDITURES	<u>1,746,512</u>	<u>1,840,361</u>	<u>1,957,470</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>4,075</u>	<u>12,000</u>	<u>6,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>4,075</u>	<u>12,000</u>	<u>6,000</u>	
GENERAL FUND	<u>1,742,437</u>	<u>1,828,361</u>	<u>1,951,470</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 6.7%				
FULL-TIME POSITIONS	20.0	20.0	20.0	

---

### City Manager Proposed

- Personnel Services General Fund FY 2002 Proposed budget has increased \$123,109 or 6.7 percent.
  - Total proposed funding for personnel expenditures in the amount of \$1,548,225, represents an increase of \$76,722, or 5.2 percent, as compared to the approved FY 2001 General Fund budget. This increase is primarily attributable to costs of employee merit adjustments and costs associated with adding one additional temporary position (\$74,392) in order to provide for additional staff resources to plan and implement changes to the City's time and attendance, payroll and human resource information systems.
  - Total proposed funding for non-personnel expenditures in the amount \$399,585, represents an increase of \$62,727, or 18.6 percent, as compared to the FY 2001 approved General Fund budget. This increase is primarily attributable to the contribution to the computer replacement fund (\$10,900) and an increase in funding (\$54,500) for education and training for City employees.
- 

### DETAIL BY DIVISION

The Personnel Services Department provides comprehensive personnel services for City departments and agencies in the areas of Employment and Testing, Employee Relations and Training, Classification and Compensation, and Employee Benefits.

In Fiscal Year 2002, a major goal for the department will be the integration of existing data bases into the retrieval system that will provide access to current personnel related employee

# PERSONNEL SERVICES

## DETAIL BY DIVISION

data for all departments in City government. This will increase the number of timely responses for inquiries on personnel issues.

The Administrative Division of the Personnel Services Department develops and administers the City's personnel policies, provides guidance on and interpretation of personnel policies for City employees, and ensures City-wide compliance with federal, State and local laws such as the Family and Medical Leave Act, the Americans with Disabilities Act, and the Commercial Motor Vehicle Safety Act.

The division is responsible for administering the Employee Education and Tuition Assistance Program. The Employee Education and Tuition Assistance Program, which is designed to provide employees assistance with the cost of participating in job related courses and college level course work, enables employees to perform their job effectively; and encourages the upgrading of skills in preparing for further advancement and the achievement of personal career goals within the City government.

The Employee Education and Tuition Assistance Program, budgeted at \$125,000 in FY 2002, is included within the Administration Division. The budget for this program is determined based on a review of the average amount budgeted per employee in the City's comparator jurisdictions, as outlined in the City's Compensation Philosophy.

This program was established by City Council in FY 1998. In FY 2000, a total of 68 employees applied to the program: 60 completed course work and received tuition payment, and 8 canceled their planned course work. In order to increase program participation within available resources, Personnel Services staff are reviewing the program regulations in an effort to increase participation by City employees. Beginning in FY 2000, employees became eligible to receive tuition assistance for up to 2 classes per calendar year. In addition, the City will pay for tuition in advance, so the employees do not need to wait until their course is completed to receive reimbursement.

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2001</u>
General Fund Expenditures	435,609	457,090	487,867	
<u>FULL-TIME STAFFING</u>	5	5	5	

The Employment and Testing Services Division provides recruitment and selection services, collects and reports affirmative action data, and administers promotional testing for public safety positions. The workload of the Employment and Testing Services Division is impacted by the City's turnover rate and the labor market in the greater Washington metropolitan area.

Employee recruitment continues to be difficult as the labor market remains tight, especially in the Information Technology field.

# PERSONNEL SERVICES

## DETAIL BY DIVISION

<u>DIVISION:</u> Employment	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	296,214	310,821	331,749	
<u>FULL-TIME STAFFING</u>	4	4	4	

### INDICATORS AND MEASURES

OBJECTIVE: [Employment and Testing Services] To recruit, evaluate and refer qualified persons to fill City positions.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY2002
Divisional satisfaction rating by operating departments*	6.4	6.4	6.0	6.0	6.0
Average number of working days between closing date for promotional and outside applicants and referral of certified applicants to department	11.5	11.5	11.5	11.5	11.5

\* Based on annual user survey of 23 operating departments, 19 of which responded in FY2000 (scale of 1 to 7, where 1 = "poor" and 7 = "outstanding").

The Employee Relations and Training Division provides training and development opportunities for City employees to help improve the delivery of services to the citizens of Alexandria. The Mann Educational Trust Fund, established by former Alexandria Mayor Frank Mann, provides approximately \$6,000 per year in additional funds for City employee training. The Employee Relations and Training Division also ensures that the City's disciplinary and grievance procedures are properly applied, and that personnel policies and procedures are followed.

<u>DIVISION:</u> Employee Relations	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	348,487	365,672	390,294	
<u>FULL-TIME STAFFING</u>	3	3	3	

### INDICATORS AND MEASURES

OBJECTIVE: [Employee Relations and Training] To provide training and organizational development programs for City employees.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of employees attending training	2,873	3,310*	2,753	2,800	4,000
Average rating by training participants on class evaluation forms**	4.5	4.6	4.4	4.6	4.7

\* Due to concentrated efforts in the area of computer and customer service training.

\*\* Based on a scale of 1 to 5 with 5 being the highest.

## PERSONNEL SERVICES

### DETAIL BY DIVISION

The Benefits/Systems Division provides salary and fringe benefit administration, manages the City's personnel/payroll (AHRMIS) systems, maintains employee personnel files, coordinates the City's insurance programs, ensures compliance with federal, State and local laws governing benefits, provides new employee orientation classes and exit interviews for City employees, and administers five City pension plans.

<u>DIVISION:</u> Benefits and Systems	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	418,185	438,807	468,354	
<u>FULL-TIME STAFFING</u>	5	5	5	

### INDICATORS AND MEASURES

**OBJECTIVE:** [Benefits/Systems] To respond in a timely and efficient manner to employee and retiree telephone and walk-in inquiries and requests regarding benefits, compensation and personnel policy.

	<u>Actual</u> <u>FY 1998</u>	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Estimated</u> <u>FY 2001</u>	<u>Projected</u> <u>FY 2002</u>
Number of telephone/walk-in inquiries per week	240	245	252	270*	270
Percent of telephone/walk-in issues resolved within 5 working days	95%	92%	92%	92%	92%
Average satisfaction rating with the quality of services provided by Benefits staff**	6.7	6.7	6.7	6.7	6.7

\* The increase in the number of telephone and walk-in inquiries estimated for each week in FY 2001 is due to the implementation of major changes in Benefits Programs.

\*\* Based on annual user survey of 23 operating departments, 19 of which responded for FY2000 (scale of 1 to 7, where 1 = "poor" and 7 = "outstanding").

The Classification and Compensation Division develops and maintains the City's classification system and pay plans, conducts salary surveys, and oversees compliance with federal, State and local laws governing wages and hours of work. When an employee's duties change substantially due to approved departmental reorganization, Council action or as a result of federal or State mandates, the Classification and Compensation Division conducts an analysis to determine the proper classification and pay grade for the position.

<u>DIVISION:</u> Classification	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	243,942	255,971	273,206	
<u>FULL-TIME STAFFING</u>	3	3	3	

## PERSONNEL SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Classification and Compensation] To provide classification and compensation services to City agencies in a timely and effective manner.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of classification reviews completed	74	51	78	130 *	130 *
Percentage of classification reviews analyzed and implemented within six months of receipt	100 %	100 %	100 %	100 %	100 %

\* Increase in the number of requests is due to the number of new and converted positions approved in the FY 2001 and FY 2002 budgets and the changes in procedures for requesting classification reviews.

---

#### WORK SESSION NOTES AND COMMENTS



# PERSONNEL SERVICES

## Addendum Table

### Full-Time Employees Comparative Turnover Statistics by Calendar Year

This addendum table provides turnover statistics for full-time employees in public safety agencies and all other local government positions for Alexandria and our five local comparator jurisdictions as defined in the City's Compensation Philosophy.

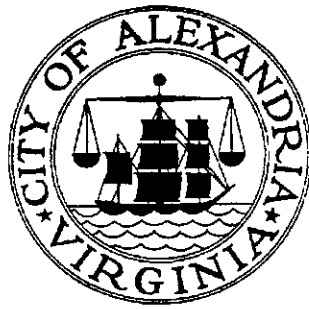
Jurisdiction	Year	Police (Sworn)	Fire (Sworn)	Sheriff (Sworn)	General (All other employees)	Overall (All employees)
City of Alexandria	2000	7.2%	2.0%	6.3%	14.5%	12.2%
	1999	3.6%	3.8%	11.3%	13.3%	11.2%
	1998	5.6%	4.8%	9.5%	12.2%	10.6%
Arlington County**	2000	7.73%	8.98%	13.52%	9.49%	9.51%
	1999	7.76%	6.05%	17.99%	9.72%	10.3%
	1998	Data not tracked	Data not tracked	Data not tracked	Data not tracked	Data not tracked
Fairfax County	2000	5.37%	4.84%	6.09%	10.09%	8.9%
	1999	All "Protective Services": 5.46%			Data not tracked	8.68%
	1998	All "Protective Services": 7.0%			9.2%	9.0%*
Prince William County***	2000	6.25%	7.81%	11.49%	9.98%	9.33%
	1999	5.28%	0.85%	12%	Data not tracked	5.6%
	1998	Data not available	Data not available	Data not available	Data not available	Data not available
Montgomery County	2000	Not available	Not available	Not available	Not available	Not available
	1999					Data not available
	1998	Data not tracked	Data not tracked	Data not tracked	Data not tracked	Data not available
Prince George's County	2000	4.65%	Not available	5.82%	Not available	Not available
	1999	Data not tracked	Data not tracked	Data not tracked	10%	15%
	1998	7.6%	5.4%	10.3%	9.4%	8.4%*

\* Estimated

\*\* Data tracked by fiscal year.

\*\*\* Third quarter statistics.

Source: Jurisdictional Personnel Departments telephone survey.



# REAL ESTATE ASSESSMENTS

---

## REAL ESTATE ASSESSMENTS

**PROGRAM GOAL:** To assess all real property within the corporate boundaries of the City of Alexandria in a uniform and equitable manner, and to inform and educate the public on pertinent real estate issues.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	721,842	800,539	828,238	
NON-PERSONNEL	113,938	110,100	109,720	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>835,780</u>	<u>910,639</u>	<u>937,958</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>835,780</u>	<u>910,639</u>	<u>937,958</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.0%			
FULL-TIME POSITIONS	11.0	11.0	11.0	

---

### City Manager Proposed

- The Department of Real Estate Assessments General Fund FY 2002 Proposed Budget is up \$27,319, or 3 percent, over the FY 2001 Approved budget.
  - Proposed personnel expenditures in the amount of \$828,238 represent a 3.5 percent increase over the FY 2001 General Fund budget. The increase in personnel costs is attributable to the cost of employee merit adjustments.
  - Total proposed non-personnel expenditures, in the amount of \$109,720, represents a slight decrease from FY 2001 funding levels.
- 

### DEPARTMENT DETAIL

The Department of Real Estate Assessments annually provides estimates, for assessment purposes, of the fair market value of all real property within the City, except that owned by public service corporations. (Public service corporation assessments are provided by the State Corporation Commission and the Virginia Department of Taxation.) The department notifies property owners of any changes in assessed valuation and assists property owners with understanding the nature of the assessment change, the reasons for the change and the avenues available for appeal. There are three levels of appeal: first, to the Department of Real Estate Assessments; second, to the Board of Equalization and Assessment Review; and third, to the Circuit Court of Alexandria. In Calendar Year (CY) 2000, the Department assessed 38,532 parcels and processed 433 Department appeals.

# REAL ESTATE ASSESSMENTS

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

OBJECTIVE: [Real Estate Assessments] To annually assess every parcel of real estate within the City at 100 percent of its estimated fair market value and to notify property owners of the results of the assessments.

	Actual CY 1998**	Actual CY 1999	Actual CY 2000	Estimated CY 2001	Projected CY 2002
Number of assessable parcels - residential*	32,774	33,721	34,570	35,142	35,700
Number of assessable parcels - commercial/ industrial*	4,468	4,058	3,962	3,650	3,360
Number of assessable parcels - total	37,242	37,779	38,532	38,792	39,060
Assessment/Sales Ratio	95.0%	93.6%	90.0%	92.0%	92.0%
Number of assessable parcels per appraiser	4,655	5,397***	5,505	5,542	5,580

\* The number of parcels fluctuates due to sub-dividing, consolidating and reclassifying parcels.

\*\* Calendar year 1998 data are based on Virginia Department of Taxation published figures and vary from previously published budget documents. The 1999 through 2000 data are based on locally compiled information.

\*\*\* Data have been revised from previously published budget documents.

---

The Department of Real Estate Assessments also provides information to the Board of Equalization and Assessment Review and assists the City Attorney in the preparation of court cases involving real estate assessments. The Board of Equalization and Assessment Review is a five member review board that has the authority to adjust real property assessments originally established by the department. Three of the members are Court-appointed and two are appointed by City Council. In CY 2000, the Board heard 146 appeals. The number of appeals filed with the Board represented 0.38 percent of the 38,532 locally assessed properties in the City for CY 2000.

To increase taxpayer accessibility, in December of 2000 the Department launched the Real Estate Assessment Information System on the City's web site. This system provides assessed values and other real estate assessment information from the official assessment records database for all properties in the City of Alexandria. Citizens are able to access the assessment information under City Services on the City's web site at <http://ci.alexandria.va.us/city/realestate>.

## REAL ESTATE ASSESSMENTS

### DEPARTMENT DETAIL

#### INDICATORS AND MEASURES

OBJECTIVE: [Board of Equalization & Assessment Review] To assist property owners with understanding assessments; to provide avenues for appeal through this Department, the Board of Equalization and the Courts; and to assist the Board of Equalization and the City Attorney's Office with appeals.

	Actual CY 1998	Actual CY 1999	Actual CY 2000*	Estimated CY 2001*	Projected CY 2002
Number of appeals to Department**	382	300	433	525	450
Number of appeals to the Board of Equalization***	192	160	146	180	150
Percentage of assessment appeals upheld by Department of Real Estate Assessments	47%	35%	65%	55%	55%
Percentage of assessment appeals upheld by Board of Equalization	49%	49%*	41%	45%	45%

\* Data have been revised from previously published budget documents. The number of appeals to the department fluctuates depending on year-to-year changes in the assessments for commercial property and how an individual owner perceives changes in the real estate market affecting the market value of his or her property.

\*\*\* The number of appeals to the Board of Equalization may exceed the number of Departmental appeals because appellants can bypass the Departmental appeal process and appeal directly to the Board of Equalization.

---

### WORK SESSION NOTES AND COMMENTS

# Operating Agencies

**Public Safety**

Fire

Police

**Health and Welfare**

Community Partnership Fund for Human Services

Health

Human Services

Mental Health, Mental Retardation and Substance Abuse

**Community Development**

Housing

Other Planning and Economic Development Activities

Planning and Zoning

**Parks, Recreation & Cultural**

Historic Alexandria

Library

Other Recreation Activities

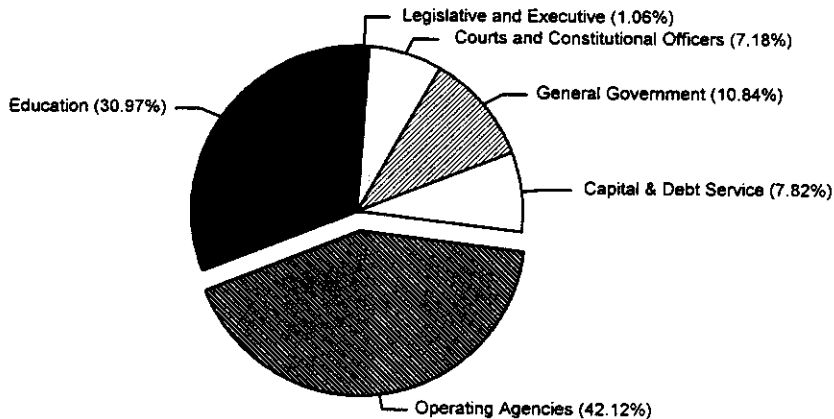
Recreation, Parks and Cultural Activities

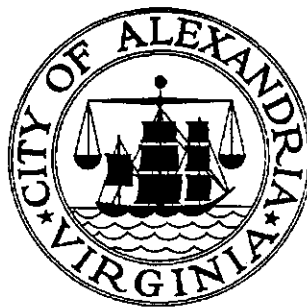
**Public Works**

Transit Subsidies

Transportation and Environmental Services

**Total City General Fund Budget**

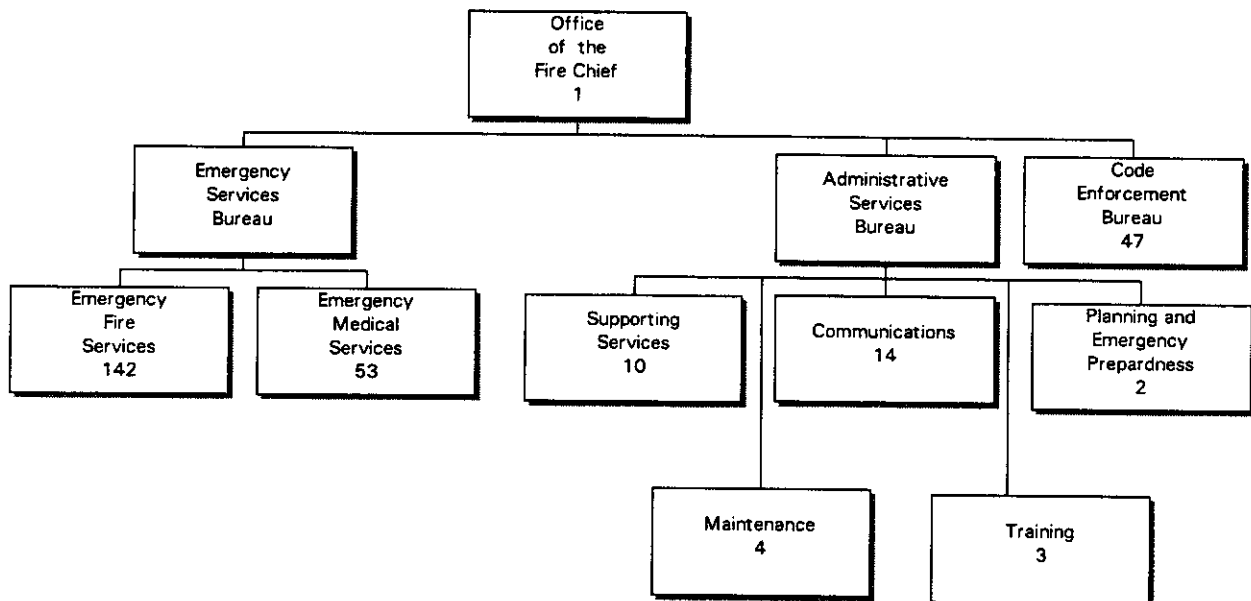






# FIRE

---



## FIRE

**PROGRAM GOAL:** The Alexandria Fire Department is dedicated to enhancing the quality of life for Alexandria citizens and visitors to the City through prevention, education, and community involvement; to delivering responsive and caring emergency services; mitigating emergencies and disasters; preventing the loss of life and protecting property; and enforcing applicable construction, fire and building maintenance codes and ordinances.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS >				
PERSONNEL	19,411,767	20,581,947	21,468,339	
NON-PERSONNEL	3,011,197	2,607,766	3,422,236	
CAPITAL GOODS OUTLAY	<u>120,065</u>	<u>1,570,064</u>	<u>1,504,682</u>	
TOTAL EXPENDITURES	<u>22,543,029</u>	<u>24,759,777</u>	<u>26,395,257</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	428,784	262,500	263,500	
INTERNAL SERVICES	<u>0</u>	<u>1,307,500</u>	<u>1,296,100</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>428,784</u>	<u>1,570,000</u>	<u>1,559,600</u>	
GENERAL FUND	<u>22,114,245</u>	<u>23,189,777</u>	<u>24,835,657</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	7.1%			
FULL-TIME POSITIONS	268.0	268.0	276.0*	

\* Reflects the addition of 8 EMS positions required to staff a 5<sup>th</sup> Medic Unit. This unit was added due to an increase of Fire and EMS incidents over the past 11 years and an increase in population over the same time period. This is the first increase in EMS staffing since 1988.

---

### City Manager Proposed

- The Fire Department General Fund FY 2002 Proposed budget is up \$1,645,880, or 7.1 percent.
- The FY 2002 General Fund budget for this agency reflects the addition of a 5<sup>th</sup> Medic Unit, including 8 Emergency Medical Services (EMS) positions required to staff the unit and one new EMS Medic Unit vehicle (\$543,344). This represents the first staffing increase in EMS since 1988 when the 4<sup>th</sup> Medic unit was added. Since 1988, EMS calls requiring emergency medical services have increased by 18.2 percent. During this same 13 year period, the population of Alexandria has increased from 110,000 to a projected level of 126,000 by June of 2001, which represents an increase of almost 15 percent. The Washington Metropolitan Council of Governments (COG) projects that the population in the City of Alexandria will increase to over 131,000 by the year 2005. In addition, in the last year alone, additional businesses have located in Alexandria, and the number of people employed in Alexandria has risen to 91,437, resulting in more demands for EMS services by the City's higher day time population.

## FIRE

### City Manager Proposed

- The FY 2002 General Fund Budget also includes recommended supplemental requests for the following:
  - \$209,717 to fund the overhire of four Construction Inspectors in Code Enforcement necessary due to the significant increase in new construction throughout the City;
  - \$60,000 for rodent abatement which will permit baiting during the winter months and which will increase rodent abatement funding in the City funds from \$60,000 to \$120,000;
  - \$30,000 for special training for Code Enforcement staff necessary due to the State's adoption of International Code Council (ICC) International Building Codes (IBC) which will replace the current Building Officials and Code Administrators (BOCA) Codes; and
  - \$22,284 for the expansion of the career ladder program for inspectors and fire marshals.
- Other significant increases as compared to the FY 2001 Approved budget include \$563,470 in equipment replacement (depreciation) charges due to the replacement and proposed replacement of vehicles and fire apparatus (ladders and pumpers) in FY 2001 and FY 2002 at a cost higher than the vehicles and apparatus they are replacing, some of which are up to 20 years old. The acquisition of replacement vehicles results in an increase in annual depreciation costs for those vehicles. In addition, this increase reflects the department's share of the City's computer replacement fund (\$49,000).
- Excluding the recommended supplemental requests, the FY 2002 General Fund budget for the Fire Department increased 3.4 percent.

### Future Issues

- Later this year, the National Fire Protection Association (NFPA) is scheduled to act on the *Fire and Emergency Service Organization Deployment* standard which will require a minimum of four firefighters per fire apparatus. This standard is based largely on the premise that in order to launch an aggressive firefighting attack, rescue trapped victims or protect property, a minimum number of firefighters is needed on the scene during the first minutes of the incident. The NFPA 1500 *Standard on Fire Department Occupational Safety and Health Program* also notes the requirement to have a "minimum of four individuals working as a team in an immediately dangerous to life and health (IDLH) situation." In addition, in 1998 OSHA issued a directive *Inspection Procedures for the Respiratory Protection Standard, CPL 2-0.120* regarding workers actively conducting operations in IDLH situations which states that a rescue team should be standing outside whenever a team of firefighters enters what is believed to be an IDLH situation, which has become known as the two-in/two-out policy.

## FIRE

### DETAIL BY DIVISION

- Adoption of a City policy of four firefighters on a unit may require the addition of a significant number of firefighter personnel by the City in future years. This issue will be studied over the next year and evaluated once it is adopted by NFPA and will be addressed in the context of future budgets.

The Administrative Services/Office of the Chief oversees the operations of the City's Fire Department, which is responsible for the prevention and suppression of fires, the provision of emergency medical services, and the enforcement of all fire prevention and building codes. The Department maintains eight fire stations and four medic units that provide 24-hour fire and emergency medical services. A fifth medic unit is recommended for FY 2002. In addition, the Fire Suppression Division conducts routine building inspections to check for code compliance and possible fire hazards, and each fire station provides information to the public regarding fire safety by hosting an open house during Fire Prevention Week.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
DIVISION: Administrative Services/Office of the Chief				
General Fund Expenditures	1,760,138	1,511,530	1,627,106	
<u>FULL TIME STAFFING</u>	11	11	11	

The Fire/Emergency Services Division provides 24-hour emergency fire and medical services to citizens and visitors in the City of Alexandria. Fire inspections of commercial structures are carried out annually by 11 fire companies. Specialty teams are trained to provide advanced services on Technical Rescue, Hazardous Materials, and Firefighter-Paramedic emergency calls.

The department also administers a Water Rescue Program, initiated in July 1997, including the acquisition of two inflatable rubber boats that were purchased with grant monies, to enhance the Fire Department's ability to make water rescues in an appropriate and safe manner. This program has been further enhanced by the acquisition of a surplus 23 foot hard bottom boat in FY 2000, purchased with grant monies, that will be permanently docked at the Torpedo Factory waterfront.

Waterfront fire protection will be further enhanced in FY 2002 by the installation of a dry pipe system at the Torpedo Factory Waterfront to allow for a more effective means of combating a fire should it occur in the dock area (see the FY 2002-2007 Proposed Capital Improvement Program (CIP)).

Since 1995, the Fire Department has equipped eight fire engines and three ladder trucks with automatic external defibrillators (AED), which allows Firefighters to provide rapid treatment to victims threatened with sudden death due to heart attacks or cardiac arrest. These items were purchased through a 50% State/50% local grant match awarded by the Virginia Department of Health. Equipping fire apparatus with defibrillators was approved due to the high number of calls made to the Department regarding cardiac emergencies, and the fact that

# FIRE

## DETAIL BY DIVISION

due to proximity, a fire company may arrive at an emergency incident before one of the City's four medic units and time is of the essence in treating persons with cardiac emergencies. A fifth medic unit has been proposed in FY 2002.

<u>DIVISION: Fire/Emergency Services</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	11,111,958	11,837,058	12,289,863	
<u>FULL-TIME STAFFING</u>	141	141	142*	
* Reflects the transfer of the Fire Department's Health and Safety Officer from Fire Training to Fire Suppression.				

### INDICATORS AND MEASURES

OBJECTIVE: [Emergency Fire Services] To respond to all emergency incidents in a timely fashion, protecting property and minimizing loss by controlling hazardous situations.

	<u>Actual FY 1998</u>	<u>Actual FY 1999</u>	<u>Actual FY 2000</u>	<u>Estimated FY 2001</u>	<u>Projected FY 2002</u>
Calls requiring emergency response	5,080	5,141	5,669	5,869	6,000
Average number of vehicles responding per incident*	3.4	3.4	3.4	3.4	3.4
Average time spent at scene of incident (minutes)	15.1	15.8	15.8	15.8	15.8
Number of structure fires	101	91	96	95	95
Average response time to arrive at scene (minutes)	4.78	4.75	3.59	3.80	3.80

\* Data include fire apparatus and medic units.

The Emergency Medical Services (EMS) Division responds to over 11,000 medical emergency calls per fiscal year. The EMS Division offers instruction in basic first aid and cardiopulmonary resuscitation (CPR) to citizen groups. In addition, the Fire Department manages the Life Safety Alert Program in conjunction with the Alexandria Agency on Aging. Under this program, the City provides a small transmitter to persons at risk of experiencing a medical emergency because of age or a chronic medical condition. When activated, the transmitter sends a signal directly to the Fire Department. As of December 2000, 124 units were in use, with 58 provided to low-income individuals free of charge. Since the program's inception in November 1989, the Fire Department has responded to 510 Life Safety Alert alarms.

Five new Life Safety Alert units were approved for FY 2001, following a matching grant request totaling \$2,000 from the Community Foundation of Alexandria, a non-profit organization in the City. A grant-match of \$2,000 was provided by the EMS Two-For-Life grant. These units will be received before the end of FY 2001, increasing the total of Life Safety Alert units to 129.

# FIRE

## DETAIL BY DIVISION

<u>DIVISION:</u> Emergency Medical Services (EMS)	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	3,686,629	3,777,520	4,522,131*	
<u>FULL-TIME STAFFING</u>	45	45	53*	

\* Reflects the addition of a 5<sup>th</sup> medic unit, which consists of 8 EMS positions, one ambulance and related advanced life saving equipment. This additional unit is the first increase in EMS staffing and equipment since 1988. The 5<sup>th</sup> Medic Unit is necessary due to increases in EMS and Fire incidents over the past 13 years, as well as an increase in population over the same period.

### INDICATORS AND MEASURES

**OBJECTIVE:** [Emergency Medical Services] To provide timely and efficient responses to emergency medical incidents.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Calls requiring EMS response (incidents)*	10,627	11,210	11,255	11,305	11,355
Average number of vehicles responding per incident**	1.7	1.7	1.7	1.7	1.7
Total cardiac arrest patients resuscitated	12	11	12	12	12
Percentage of calls for Advanced Life Support Service	58%	57%	57%	57%	57%

- \* Responses to incidents will always include one medic unit and may (or may not) include fire apparatus.  
 \*\* Data include medic units and fire apparatus responding to EMS incidents.

Fire Communications provides emergency and non-emergency communications to all Fire and EMS personnel in the City. This division also provides E-911 service for citizens, dispatching EMS and Fire apparatus to handle over 17,000 emergency calls annually. Over the past calendar year, Fire Communications completed the major implementation of the new Computer-Aided Dispatch (CAD) System. The division is now integrating the new system with GIS mapping and automatic vehicle locators (AVL), which should further reduce the response time of emergency personnel and apparatus to emergency incidents.

<u>DIVISION:</u> Fire Communications	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	1,306,461	1,398,003*	1,414,414	
<u>FULL-TIME STAFFING</u>	14	14	14	

\* Reflects the addition of \$97,651 for the department's share of the Computer-Aided Dispatch (CAD) System hardware and software maintenance costs. This system and its associated maintenance costs are shared with the Police Department.

# FIRE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Communications] To receive emergency calls for Fire/EMS assistance and to dispatch assistance as soon as possible.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated** FY 2001	Projected** FY 2002
Total incidents dispatched*	15,707	16,477	16,924	17,105	17,355
Average time, in minutes, from receipt of call to dispatch***	0.9	0.9	1.0	0.9	0.9

- \* Data may include calls dispatched that are canceled shortly thereafter.
- \*\* Changes in the number of incidents are based on a projected increase in population growth.
- \*\*\* Due to the installation of a new Computer-Aided Dispatch (CAD) System in October 1999, dispatch time increased initially in FY 2000, but is expected to decrease as personnel develop proficiency with the new CAD system.

The Office of Planning and Emergency Preparedness develops contingency plans and practical exercises for use in the event of a large-scale man-made or natural disaster to enhance the City's capability to survive. Accordingly, the Office of Emergency Preparedness conducts, coordinates or participates in training courses and simulations such as mass casualty exercises and hazardous materials exercises at least four times per year. The Fire Suppression and EMS Divisions also take part in these exercises.

<u>DIVISION:</u> Office of Planning & Emergency Preparedness	<u>ACTUAL</u> FY 2000	<u>APPROVED</u> FY 2001	<u>PROPOSED</u> FY 2002	<u>APPROVED</u> FY 2002
General Fund Expenditures	117,099	133,252	137,601	
<u>FULL-TIME STAFFING</u>	2	2	2	

The Code Enforcement Bureau responds to requests for assistance from citizens and customers for plan review and inspections for new construction through the enforcement of the Virginia Uniform Statewide Building Code and the Statewide Fire Prevention Code, which includes controlling construction standards and monitoring building, mechanical, plumbing and electrical work in the City to protect the health and safety of the public. In addition, Code Enforcement responds to property maintenance issues for existing structures, enforces federal, State and City disability access and energy conservation standards, and offers a complete fire prevention and education program for school-age children, senior citizens, workers and City residents.

# FIRE

## DETAIL BY DIVISION

<u>DIVISION</u> : Code Enforcement	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	2,959,528	3,399,093	3,851,686*	
<u>FULL-TIME STAFFING</u>	47	47	47	
* Reflects the funding of four overhire Construction Inspector positions (\$209,717) needed due to the significant increase in new construction throughout the City; training for Code Enforcement personnel (\$30,000) needed as a result of the State's adoption of ICC International Building Codes; expansion of the career ladder program for inspectors and fire marshals (\$22,284); and an additional \$60,000 for rodent abatement to allow baiting during the winter months.				

### INDICATORS AND MEASURES

**OBJECTIVE:** [Code Enforcement] To administer the Uniform Statewide Building and Fire Codes, issue permits and certificates of occupancy, and inspect both existing structures and those under construction.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
New construction permits issued*	18,114**	14,652	19,205	24,006	***
Inspections of new construction performed	41,082**	40,250	34,436	41,323	***
Percent of inspections performed on day requested	98%	95%	95%	95%	***
Total value of new construction (millions \$)	\$269.4	\$252.8	\$297.0	\$356.0	***

- \* Data include permits issued for alterations and repairs, plumbing and mechanical permits, and other construction activity.
- \*\* The number of new construction permits issued and inspections performed increased significantly in FY 1998 due to development at Cameron Station, Old Town Village, and the Eisenhower Valley. New development is expected to taper slightly, but remain high in FY 2000 and in the near future.
- \*\*\* Data cannot be projected with confidence at this time.

**OBJECTIVE:** [Code Enforcement] To serve Alexandria citizens and the development community by reviewing plans in a timely fashion.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of "take-in" plans reviewed annually*	2,055	2,711	4,494	5,210	7,916
Plan review turnaround time (large commercial, project) in days	15	15	15	25	25
Plan review turnaround time (residential or small commercial project) in days	10	10	10	20	20
Percent of "take-in" plans reviewed within established time frame	95%	97%	98%	98%	98%
Average number of "walk-in" customers per day**	95	98	150	203	253
Percent of customers served within 10 minutes of arriving at Code Enforcement front desk	100%	100%	80%	80%	85%
Average number of non-residential "walk-through" plans per day***	6	5	7	9	11

- \* "Take-in" plans may involve the review of architectural, structural, mechanical, electrical, plumbing, accessibility, and fire protection systems. The degree of difficulty of the plans review is greater than for "walk-through" (see below) plans. "Take-in" plans may be for residential or non-residential construction.
- \*\* "Walk-in" customers are defined as those who appear in person at the Code Enforcement Bureau's front counter needing assistance. Individuals served over the telephone are not included in these figures.
- \*\*\* A "walk-through" set of plans is defined as a set of plans for minor work that can be reviewed at the Code Enforcement front counter and for which a permit can be issued immediately. Typically, a small tenant space proposed for renovation, or minor residential addition, can be handled as a "walk-through."



# FIRE

## DETAIL BY DIVISION

The Fire Training Division is responsible for ensuring that the City's firefighters and paramedics are educated and trained to meet industry standards. Training must continue throughout the professional careers of all firefighters and paramedics as new technics and tools are developed. The Training Division also educates citizens to mitigate life-threatening emergencies.

<u>DIVISION: Fire Training</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	524,715	557,145	335,983	
<u>FULL-TIME STAFFING</u>	4	4	3*	
* Reflects the transfer of Fire Department's Health and Safety Officer from Fire Training to Fire Suppression (\$218,386). This transfer includes all health and safety programs including physical and medical exams, psychological and other medical testing for all Fire personnel.				

### INDICATORS AND MEASURES

OBJECTIVE: [Training] To conduct training/recertification classes for the Fire Department related to emergency medical services, fire suppression, fire management and hazardous materials.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Training recertification classes per year	80	80	80	80	80
Percentage of participants passing	98%	98%	98%	98%	98%
Percentage of paramedics meeting national certification*	79%	80%	79%	66%**	75%
Percentage of firefighters certified as Haz Mat Specialists	26%	34%	33%	33%	33%

- \* State requirements do not mandate that paramedics meet national certification requirements; however, it is the goal of the Alexandria Fire Department to have all paramedics nationally certified within 5 years.
- \*\* The recruit class of new employees during FY 2001 reduced this percentage.

The Fire Maintenance Division performs preventive and corrective maintenance on Fire and EMS apparatus and equipment to ensure that firefighters and paramedics can respond quickly and effectively to emergency and non-emergency calls. In addition, the division is also responsible for the maintenance and repair of all Code Enforcement and Fire Marshal vehicles.

# FIRE

## DETAIL BY DIVISION

<u>DIVISION:</u> Fire Maintenance	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	647,717	576,176	656,873*	
<u>FULL-TIME STAFFING</u>	4	4	4	
<p>* Reflects an increase in vehicle and equipment repair supplies primarily due to the supplies required for the significant maintenance scheduled on a 1994 bus transferred from DASH in FY 1998 for rehabilitation and evacuation purposes, that requires some unique parts due to its age; the maintenance costs associated with a 23 foot hard bottom boat acquired in FY 2000 for service in the Department's Water Rescue Program; and supplies need for the maintenance and repair of five additional vehicles added to the fleet since FY 2001 (\$21,157). In addition, this division's increase reflects a \$17,215 increase in fuel costs due to a substantial price increase in FY 2000; and an increase of \$10,312 in vehicular maintenance due to the maintenance of the vehicles noted above.</p>				

### INDICATORS AND MEASURES

OBJECTIVE: [Maintenance] To provide repairs and preventive maintenance to the Fire Department fleet of vehicles, generators, and ancillary/specialized fire and rescue equipment.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Repair orders completed	577	686	724	725	730
Percentage of repairs completed same day	87 %	87 %	86 %*	85 %*	85 %*
Repairs completed per mechanic	192	229	241	250	250

\* Decrease is anticipated due to extending replacement schedules for vehicles. When vehicles are retained for a longer period of time, replacement parts are often discontinued, which requires either substitution or fabrication of those parts.

### WORK SESSION NOTES AND COMMENTS

**FIRE**

**Addendum Table 1  
Estimated Value of Services Provided by the  
Alexandria Volunteer Fire Department (FY 1988 - FY 2000)**

<u>Fiscal Year</u>	<u>Hours Worked</u>	<u>Estimated Value</u>
1988	8,578	\$ 98,946
1989	7,407	89,283
1990	7,606	95,798
1991	9,584	123,735
1992	8,967	115,769
1993	13,556	179,403
1994	9,240	124,732
1995	7,565	105,183
1996	6,815	96,643
1997	4,606	66,633
1998	5,219	81,631
1999	4,854	77,440
2000	4,943	80,840

-----  
Note: Estimated value of services is based on the hourly rate at the starting salary for a Firefighter I at 2,912 hours per year plus fringe benefits.

Source: Alexandria Volunteer Fire Department, Inc., Annual Report, October 1996 to September 1997; and Fire Department statistical data, October 1997 through September 2000.

# FIRE

**Addendum Table 2  
Fire Department Staffing, FY 1999 - FY 2002**

	FY 1999 Actual	FY 2000 Actual	FY 2001 Approved	FY 2002 Proposed	FY 2002 Approved
<b>Sworn Positions:</b>					
Fire Chief	1	1	1	1	
Deputy Fire Chief (Fire and EMS)	2	2	2	2	
Battalion Chief	4	5 \d	5	5	
Captain	25	25	25	25	
Lieutenant	18	21 \e	21	21	
Firefighter \a	97	94 \e	94	94	
Emergency Medical Services Director	1	0 \f	0	0	
Emergency Rescue Tech Supervisor	4	5 \g	5	5	
Emergency Rescue Tech \b	40	39 \g	39	47 \i	
Chief Fire Marshal	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL SWORN</b>	<b>193</b>	<b>193</b>	<b>193</b>	<b>201</b>	
<b>Civilian Positions:</b>					
Chief Deputy Fire Marshal	1	1	1	1	
Deputy Fire Marshal	7 \c	7	7	7	
All Others	<u>65</u> \c	<u>67</u> \h	<u>67</u>	<u>67</u> \j	
<b>TOTAL CIVILIANS</b>	<b>73</b>	<b>75</b>	<b>75</b>	<b>75</b>	
<b>TOTAL FIRE STAFF</b>	<b><u>266</u></b>	<b><u>268</u></b>	<b><u>268</u></b>	<b><u>276</u></b>	

- \a Number includes Firefighter I and II positions.
- \b Number includes Emergency Rescue Technician I and II positions.
- \c Two Code Enforcement Inspector positions were reallocated to Deputy Fire Marshals to improve the enforcement of the City's fire codes.
- \d A Deputy Fire Chief position in the Fire Administration Division was reallocated to a Battalion Chief as part of a departmental reorganization.
- \e Three firefighter positions were upgraded to Lieutenant to improve accountability during incidents and to minimize the use of acting status assignments and costly duty call-back assignments.
- \f The EMS Director's position was upgraded to a Deputy Fire Chief position.
- \g An Emergency Rescue Technician position had been reallocated to EMS Supervisor to oversee medical training and certifications for EMS personnel and firefighter/paramedics.
- \h Addition of a plan reviewer position in Code Enforcement, who will review smaller residential and commercial building plans; and the conversion of a temporary construction inspector position to permanent full-time status.
- \i Addition of 8 Emergency Rescue Technicians to staff a 5<sup>th</sup> Medic Unit. This unit has been added due an increase of EMS and Fire incidents over the past 13 years and an increase in population over the same time period. This is the first increase in EMS personnel since 1988.
- \j Reflects only permanent positions and does not reflect four overhire Construction Inspectors added to the FY 2002 budget.

## FIRE

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Addition of a 5<sup>th</sup> Medic Unit \$543,344

This supplemental request will fund a 5<sup>th</sup> medic unit in the City of Alexandria, which consists of 8 EMS positions, one ambulance and related advanced life saving equipment. This additional unit is the first increase in EMS staffing and equipment since 1988. The 5<sup>th</sup> Unit is necessary due to the increases in EMS and Fire incidents over the past 13 years, as well as an increase in population of over 10 percent over the same period.

2. Training for Code Change \$30,000

This supplemental request will fund more in-depth code change training for Code Enforcement staff needed as a result of the State's adoption of ICC International Building Codes that will take the place of current BOCA Codes. With every code change cycle, Code Enforcement staff are required to attend mandatory training for the administrative changes to the Virginia Uniform Statewide Building Code (VUSBC).

3. Career Ladder Expansion (Code Enforcement) \$22,284

This supplemental request will fund the expansion of the established career ladder program for inspectors and fire marshals in Code Enforcement to include both the Engineering/Plan Review section and the Engineering Aide Section.

4. Overhire Construction Inspectors \$209,717

This supplemental request will fund the overhire of four Construction Inspector I positions in Code Enforcement through FY 2002.

5. Additional General Fund Monies for Rodent Abatement \$60,000

This supplemental request will fund increased rodent control and allow for baiting during the winter months.

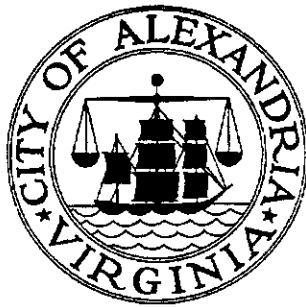
#### Not Recommended

1. GIS System \$18,301

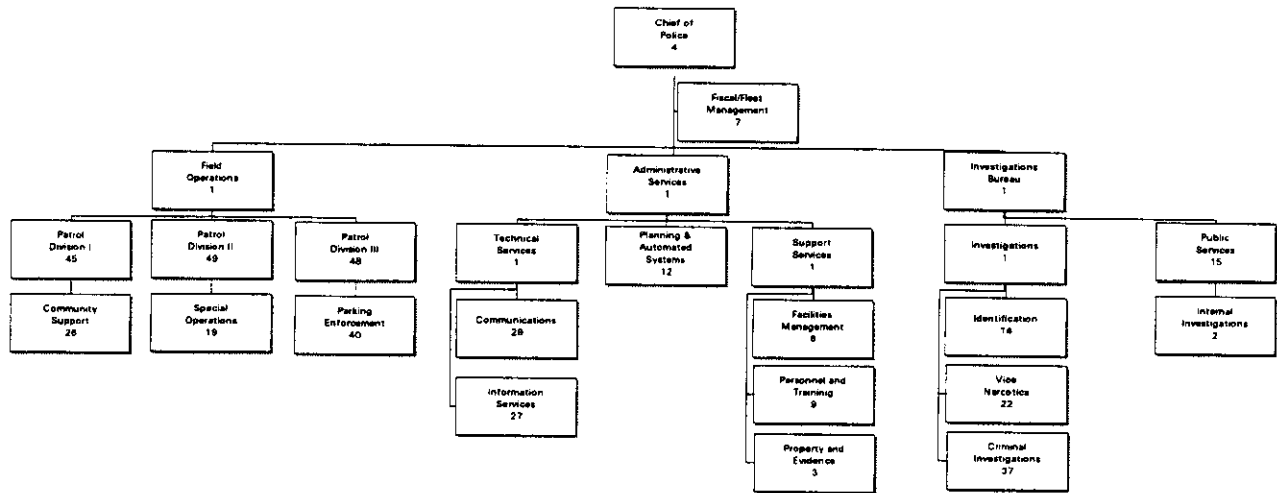
Due to fiscal constraints and higher priority needs this supplemental request cannot be funded in the context of the FY 2002 budget.

2. Equipment Replacement Funding \$27,217

Due to fiscal constraints, this vehicle replacement funding increase request has not been funded.



# POLICE



## POLICE

**PROGRAM GOAL:** To preserve the peace and to protect persons and property, as well as to observe and enforce the ordinances of the City of Alexandria and all criminal laws of the Commonwealth of Virginia and the United States.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	28,160,935	29,287,975	30,403,711	
NON-PERSONNEL	3,112,803	3,415,196	4,091,741	
CAPITAL GOODS OUTLAY	<u>938,625</u>	<u>964,944</u>	<u>968,526</u>	
TOTAL EXPENDITURES	<u>32,212,363</u>	<u>33,668,115</u>	<u>35,463,978</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	1,186,954	135,115	72,588	
INTERNAL SERVICES	<u>0</u>	<u>878,262</u>	<u>944,944</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>1,186,954</u>	<u>1,013,377</u>	<u>1,017,532</u>	
GENERAL FUND	<u>31,025,409</u>	<u>32,654,738</u>	<u>34,446,446</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR		5.5%		
FULL-TIME POSITIONS	415.0	420.0*	420.0	

\* Revised from previously published budget documents. This reflects the addition of five Parking Enforcement Officers (PEO) needed to staff the City's Gridlock Reduction Intervention Program (GRIP). This program to ease rush hour traffic and reduce traffic congestion at certain intersections, implemented in May 2000 as a pilot program, was approved for continuation through FY 2001 by City Council on September 27, 2000. Staff proposes the continuation of the GRIP through FY 2002 at a cost of \$263,163.

### City Manager Proposed

- The Police Department General Fund FY 2002 Proposed budget is up \$1,791,708 or 5.5 percent.
- This increase is primarily attributable to the cost of employee merit adjustments and other the personnel cost changes (\$557,582); the addition of \$215,000 for leased space; an increase of \$199,798 in equipment depreciation charges due to the department's share of the City-wide computer replacement fund (\$75,600) as well as the scheduled replacement of 75 laptop computers (\$25,930) and 27 vehicles (\$98,268); and the addition of \$87,000 to continue the City's two intersection Red Light Camera program.
- In addition, the FY 2002 General Fund budget includes recommended supplemental budget requests for the following: \$328,551 to retain five Domestic Violence Intervention Program (DVIP) Grant positions; a total of \$263,163 to continue the City's Gridlock Reduction Intervention Program (GRIP) with a staff of five plus overtime of other personnel; and \$35,698 to retain one School Resource Officer (SRO) position where the State grant has expired.
- Excluding these recommended supplemental budget requests, the Police FY 2002 General Fund budget increased by 3.6 percent.



# POLICE

## DETAIL BY DIVISION

The Police Department is responsible for the maintenance of law and order, protection of persons and property, prevention and suppression of crime, investigation and apprehension of persons suspected of crimes, direction and control of traffic, traffic accident investigation, parking enforcement, enforcement of all State and City criminal laws, and the safety and security of citizens at special events and public gatherings. The Police Department is organized as follows:

The Administration Bureau is composed of the Office of the Chief and the Fiscal/Fleet Management Division. The Bureau ensures that all responsibilities of the Police Department are effectively discharged; that departmental resources are used for appropriate law enforcement purposes and that resources are expended within budget; and that the department's fleet of vehicles is maintained, repaired, and replaced to ensure optimal performance.

The Office of the Chief is responsible for the overall operation and function of the Department.

The Fiscal and Fleet Management Division assists the Chief to ensure efficient and effective management of the department's resources. This division also oversees the City's radio system and the grant-funded Advanced Generation Interoperability for Law Enforcement (AGILE) project.

<u>DIVISION: Administration Bureau</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	2,785,793	2,689,277	3,178,721	
<u>FULL-TIME STAFFING</u>	10	10	11*	
* Reflects the transfer of the City's Radio System Manager from the Communications Section to the Fiscal and Fleet Management Division.				

Administrative Services Bureau - is composed of three divisions, Technical Services (TSD), Support Services (SSD), and Planning and Automated Systems (PASD). This Bureau is responsible for the majority of the department's support operations, including communications, records and crime information management; the Red Light Camera Enforcement Program; automated systems development and crime analysis; planning; property and evidence management; uniform, equipment and supply management; personnel, training and payroll management; and facilities management.

The Communications Section (TSD) provides the public with prompt access to emergency and non-emergency services.

The Information Services Section (TSD) processes, maintains, and manages Police Department records to provide prompt and efficient service to the public and Police operational units.

# POLICE

## DETAIL BY DIVISION

The Property and Evidence Section (SSD) manages more than 20,000 items of property and evidence; orders, stocks and issues the Department's inventory of uniforms, equipment and standard forms for more than 410 sworn and civilian staff; maintains the Department's inventory control; and processes more than 200 impounded vehicles per month.

Facility Management (SSD) staff provide custodial services to Police facilities totaling more than 80,000 square feet (including several satellite offices); manages the inventory of furnishings and janitorial supplies; administers the office telephone system, property leases and various contracts; and maintains liaison with General Services for repairs and maintenance.

Personnel and Training Section (SSD) staff are responsible for the recruitment, hiring, promotional/career ladder programs, and training of Police employees. Staff prepare and administer payroll, coordinate workers' compensation claims; manage the firearms training facility; and coordinate with assigned instructors at the Northern Virginia Criminal Justice Academy.

The Systems Operation Section (PASD) develops and maintains the Record Management System (RMS), the Computer-Aided Dispatch (CAD) System, and seeks new technology for integration into the department.

The Planning, Accreditation and Inspection Section (PASD) is responsible for monitoring departmental compliance with national accreditation standards, reviewing proposed legislation affecting the department, and conducting periodic staff inspections. The section is also responsible for the review and revision of all departmental policy directives, and the periodic production of performance reports.

The Tactical Computer Section (PASD) is responsible for the mobile computer hardware, software and training. Staff also seek new technology for the mobile environment.

The Crime Analysis and Programming Section (PASD) is responsible for the extraction, analysis and reporting of crime offense and incident data; and provides computer application of programming support to the department.

The Technical Support Section (PASD) is responsible for planning networks, personal computer use and maintaining the department's Local Area Network (LAN), desktop computers and peripherals.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
DIVISION: Administrative Services Bureau				
General Fund Expenditures	5,543,631	6,442,706	6,330,558	
<u>FULL-TIME STAFFING</u>	89	89	89	

# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Communications Section] To provide prompt dissemination of information to police officers in the field to enable them to respond to calls for service and to address crime.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Number of emergency calls for service	2,904	2,969	3,000	3,000	3,000
Number of non-emergency calls for service	73,472	75,167	74,000	74,000	74,000
Average time, receipt to dispatch, of emergency calls (minutes)*	1.5	1.5	1.5	1.5	1.5
Average time, receipt to dispatch, of non-emergency calls (minutes)*	6.0	6.0	6.0	6.0	6.0

\* Calls for service data include calls that are dispatched through Communications and calls that are not dispatched. Only calls that are dispatched (about 90%) are measured for response time.

---

The Field Operations Bureau is composed of the three Patrol divisions, the Community Support Section, the Special Operations Section, and the Parking Enforcement and Animal Control Section. The primary responsibilities of this bureau are to protect life and property, to implement community-oriented policing, to suppress criminal activity, and to preserve the peace.

Patrol is organized into three shifts of police officers who work around the clock and handle an average of 6,200 calls for service per month.

The Community Support Section implements the Residential Police Officer (RPO) program, the Community Oriented Policing (COP) program, and the Domestic Violence Intervention Program (DVIP). Police officers in both RPO and COP assignments are responsible for coordinating the efforts of citizens and City government to improve the quality of life in specific communities.

\* At the end of FY 2000, the Community Support Section consisted of 24 sworn officers and command staff. Officers have been assigned to the following Alexandria communities: two officers in each of the Inner City, Arlandria, James Bland and Lynhaven areas; and one officer in each of the Landmark, Crestview, Mt. Jefferson, Hampton Court, Samuel Madden, Andrew Adkins, and Cameron Court areas.

\* The Domestic Violence Intervention Program (DVIP) grant, initiated on September 30, 1999 is scheduled to expire on March 31, 2001. The Police Department will continue to fund the program through the end of FY 2001. In FY 2002, the City has proposed to fund the Domestic Violence Intervention Program and retain the five positions approved to staff the program at a cost of \$328,551.

The Special Operations Section provides traffic and pedestrian control for City sponsored and other special events, and enforces traffic laws. Management of the department's tactical Special Operations Team, the K-9 unit, Honor Guard functions, and the volunteer Police Auxiliary Unit is assigned to Special Operations. The Hack Inspector's office enforces laws pertaining to taxicabs and regulates the City's taxi industry.

# POLICE

## DETAIL BY DIVISION

- \* In FY 2000, 24 special events in the Alexandria community were staffed by Police personnel. The number of events varies each year.

The Parking Enforcement and Animal Control Section handles City parking enforcement, including the impoundment of abandoned vehicles and the immobilization of vehicles with outstanding unpaid tickets and tag enforcement. This section also handles liaison functions with the City's animal shelter (operated under a contract with the Animal Welfare League of Alexandria) and oversight of the School Crossing Guards, who provide safe street crossing for school children.

This division also administers the City's Gridlock Reduction Intervention Program (GRIP) to ease rush hour traffic and reduce traffic congestion at certain major intersections. This program was implemented in May 2000 as a pilot program and was approved to continue through FY 2001 by City Council on September 27, 2000. In FY 2002, the City proposes the continuation of this program with a staff of five, overtime for other personnel and equipment at a cost of \$263,163.

<u>DIVISION:</u> Field Operations Bureau	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	15,235,488	15,887,543	17,146,265**	
<u>FULL-TIME STAFFING</u>	221	226*	228***	
<p>* Revised from previously published budget documents. This reflects the addition of five Parking Enforcement Officers (PEO) needed to staff the City's Gridlock Reduction Intervention Program (GRIP). Implemented in May 2000 as a pilot program, the program and the five additional PEOs were approved to continue through FY 2001 by City Council on September 27, 2000.</p> <p>** Reflects the continuation of the Domestic Violence Intervention Program (DVIP) and the retention of five positions hired to administer the program; the continuation of the Gridlock Reduction Intervention Program (GRIP) and its five positions; and the continuation of the Red Light Camera Program.</p> <p>*** Reflects the internal reallocation of patrol officers and investigative personnel to meet changing trends in crime.</p>				

## INDICATORS AND MEASURES

OBJECTIVE: [Patrol/Community Support] To ensure satisfactory provision of patrol services to Alexandria citizens.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Number of officers in patrol operations	165	165	165	165	165
Average number of calls dispatched to patrol per month	6,273	6,400	6,000	6,000	6,100
Number of performance audits conducted each year	161	177	159	150	160
Percentage of officer performance audits rated satisfactory or better*	98%	98%	95%	95%	95%

- \* Each of the three Patrol shifts rates the performance of 5 police officers at random each month. Audit findings are based on responses from those citizens who have directly interacted with the officers.

# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Patrol/Community Support] To provide high visibility police patrol in high crime/nuisance areas.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Number of hours spent on foot patrol and other special assignments	47,360	46,549	33,000	40,000	40,000
Number of areas designated/targeted for foot patrol*	13	13	12	12	12
Total number of contacts and checks made in areas designated/targeted for foot patrol**	61,129	63,956	91,000	80,000	80,000
Change in crimes compared to previous year***	-8.8%	-11.0%	N/A	N/A	N/A

\* In FY 2000, the targeted areas are: Union St., Mt. Vernon Ave., the five drug target areas, Mt. Jefferson, Hunters Run, and Park Fairfax. Landmark was added in FY 1997, and in FY 1998, Hampton Court was added. More than one officer is assigned to some areas.

\*\* The addition of Landmark and the child safety seat program, plus the revitalization of the Bicycle Patrol contributed to a simultaneous reduction in foot hours with an increase in contacts and checks.

\*\*\* Crime data is on a calendar year basis.

### INDICATORS AND MEASURES

OBJECTIVE: [Patrol/Community Support] To provide proactive, positive enforcement against nuisance crimes and offenses throughout the City.

#### Reported Nuisance Crimes in Alexandria: COPS Areas and Citywide Jan-Dec 1998 Compared to Jan-Dec 1999\*

	COPS 1998	COPS 1999	Change	City 1998	City 1999	Change
Disorderly Conduct	62	59	(4.8%)	183	161	(12.0%)
Liquor Laws	337	354	5.0%	733	769	4.9%
Prostitution	9	4	(55.6%)	41	9	(78.0%)
Gambling	4	2	(50.0%)	4	4	0.0%
Drunkenness	288	277	(3.8%)	804	826	2.7%
DWI 64	73	14.1%	382	329	(13.9%)	
Drug Offenses	213	156	(26.8%)	502	418	(16.7%)
Vandalism	243	217	(10.7%)	1,298	1,144	(11.9%)
Total:	1,220	1,142	(6.4%)	3,947	3,660	(7.3%)

\* Due to the implementation of the new Computer Aided Dispatch (CAD) and Records Management System (RMS) in FY 2000 and the associated conversion of data to the new system, COPS 2000 crimes data was not available at time of publishing. COPS 2000 crimes data will be available in April, 2001 and will be provided to Council and published in the FY 2002 Approved budget document.

Source: Police Department. COPS program areas include: Andrew Adkins, Arlandria, Hampton Court, Hunter's Run, Inner City, James Bland, Landmark Center, Lynhaven, Mount Jefferson, Park Fairfax, and Samuel Madden.

OBJECTIVE: [Parking Enforcement and Animal Control Section] To provide parking enforcement on City streets.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Total number of citations issued	76,325	89,131*	86,771**	85,000	85,000

\* In FY 1999, the increase in citations is attributable to internal employee incentives and career ladder programs.

\*\* Data have been revised from previously published budget documents.

# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Special Operations Section] To provide City tag enforcement on City streets and private property.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Number of citations issued for City tag violations	12,344	9,364*	6,069*	7,900	10,000

\* In FY 1999 and FY 2000, one position was held vacant to help meet the 1.8% budget cut. Data have been revised from previously published budget documents.

---

OBJECTIVE: [Community Support] To provide Community Oriented Policing (COP) through the assignment of patrol officers to specific areas/neighborhoods within Alexandria.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Number of hours spent on COP/RPO assignments*	19,094	18,615	19,094	19,000	19,000
Number of officers assigned to COP/RPO projects	18	15	15	15	15
Percentage of respondents who rated COP officers satisfactory or better**	85%	90%	90%	90%	90%
Chronic alcohol offenders interdicted through the courts/average monthly re-arrest rate	25/25%	20/10%	20/10%	20/10%	20/10%

\* Data assume 60% of the officers' actual working time (85% of 2,080 hours per year) focused on COP efforts. Data have been revised from previously published documents.

\*\* Data from an annual questionnaire requesting a performance rating of the officers assigned to COP projects.

---

The Investigations Bureau is composed of the Investigations Division and the Public Services Division. The primary responsibilities of the Investigations Division are to apprehend persons suspected of crimes, and to analyze, investigate, and resolve crimes. The Public Services Division is primarily responsible for providing prompt information on significant police related events; investigating complaints against Police employees; and administering crime prevention programs. The Bureau commander also oversees the department's volunteer program.

The Criminal Investigations Section conducts investigations of felonies and certain misdemeanor crimes, apprehends and interrogates suspects, and prepares cases for prosecution. This section provides investigative specialists trained in many disciplines.

The Gang Unit gathers intelligence on suspected gang members, investigates suspected gang activity, and coordinates the tracking of habitual offenders while on probation. The Youth Unit works closely with School Resource Officers to investigate serious offenses occurring in City schools.

The Identification Section supports the Field Operations and Investigations Bureaus by identifying criminals through processing crime scenes, forensic analysis of evidence, fingerprint analysis, and photographs. In FY 2000 this section responded to 2,215 calls for service and developed latent fingerprints at 58% of crime scenes processed.

# POLICE

## DETAIL BY DIVISION

The Vice/Narcotics Section and the Street Crimes Unit are responsible for the investigation and arrest of violators of vice, gambling, narcotics, liquor, organized crime, and nuisance laws. Officers are responsible for creating a negative effect on the financial gains experienced by those engaged in illegal activities. In calendar year 1999, police officers averaged 1,796 hours per month in the City's five drug target areas. Citywide drug arrests were 442 in 1999 compared to 721 in 1998.

The Public Information Office is responsible for promptly and accurately notifying the Chief and command staff, the public, the media and City officials of significant police-related incidents.

The Internal Investigations Section is responsible for investigating all complaints, internal and external, involving Police employees.

The Crime Prevention Section is responsible for the administration and coordination of the Community Liaison Officer program, which consists of 78 Police employees who serve as liaison officers with the community. The section also develops and administers citizen safety awareness and crime prevention programs, including Drug Abuse Resistance Education (DARE), Combat Auto Theft, and Neighborhood Watch. This section also plans and coordinates the Citizen and Youth Police Academies, and reviews special use permits.

In September 1997, the City was notified of its receipt of a three-year COPS Universal Hiring Program grant, in the amount of \$225,000, which has been used to expand community policing services. This grant enabled the department to add a second School Resource Officer, a fifth Residential Police Officer, and a second gang investigator to target youth-related criminal activity. In July of 1999, the City was notified of its receipt of a second COPS Universal Hiring Program grant, also in the amount of \$225,000. The grant enabled the department to add two School Resource Officers and a sixth Residential Police Officer.

<u>DIVISION:</u> Investigations Bureau	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	7,460,497	7,635,212	7,790,902	
<u>FULL-TIME STAFFING</u>	95	95	92*	

\* Reflects the internal reallocation of patrol officers and investigative personnel to meet the changing trends in crime.

# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Crime Prevention Unit] To provide Community Oriented Policing through the Community Liaison Officer Program.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Number of hours spent on Community Liaison functions by assigned officers	2,888	3,126	2,600	2,800	3,000
Number of Liaison Officers	69	69	78	78	80
Percentage of surveys rating the Department satisfactory or better*	96%	96%	95%	95%	95%
Percentage of respondents who rated Liaison Officers satisfactory or better**	95%	95%	98%	95%	95%
Number of Neighborhood Watch Programs established	0	1	1	1	1

\* Data provided by an annual questionnaire requesting a rating of the Department's performance.

\*\* Data provided by an annual questionnaire requesting a performance rating of the officers assigned to the Liaison Program.

OBJECTIVE: [Information Services Section] To use Telephone Reporting Unit officers to handle citizen calls for service received via telephone to reduce patrol section workload.\*

	Estimated CY 1998	Estimated CY 1999	Estimated CY 2000	Estimated CY 2001	Projected CY 2002
Number of reports written by the entire department	19,432	17,676	22,000	22,000	22,000
Number of reports written by the Telephone Reporting Unit (TRU)	3,466	3,636	4,000	4,000	4,000
Reduction in Patrol workload for in-person responses, based on the number of reports written by the Telephone Reporting Unit	18%	21%	18%	18%	18%

\* Data have been revised from previously published budget documents.

OBJECTIVE: [Criminal Investigations Section] To investigate felony and misdemeanor cases, with an emphasis on case closure (target rates are established at 80% overall and 10% for multiple closures).

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000**	Estimated FY 2001**	Projected FY 2002
Total number of cases assigned	2,241	2,253	1,906	2,100	2,100
Total assigned cases closed	1,725	1,756	1,392	1,575	1,575
Percent of assigned cases closed	77%	78%	73%	75%	75%
Percent of closures that were multiple closures*	10%	10%	6%	10%	10%

\* Multiple case closures occur when other cases can be resolved based on information obtained from investigating one case.

\*\* Data have been revised from previously published budget documents.

OBJECTIVE: [Vice/Narcotics Section] To use undercover and other investigative techniques to disrupt and reduce illegal vice, narcotics, and organized crime-related activities.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Number of cases assigned	451	475	500	500	500
Number of vice/narcotics arrests	714	800	850	850	850
Financial loss to Vice/Narcotics offenders*	\$148,409	\$175,000	\$200,000	\$250,000	\$250,000

\* Based on federal reporting procedures, financial loss estimates include the value of property and money seized by officers assigned to Vice/Narcotics Unit. Data exclude the value of seizures made by federal task forces. The value of assets seized bears no direct relationship to the level of drug activity.



# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Identification Section] To support field operations by collecting, processing, transporting and analyzing evidence at crime scenes.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Total requests for service*	2,483	2,347	2,215	2,200	2,200
Percent of fingerprints developed at scene (target is approximately 50%)*	59%	65%	58%	58%	58%

\* Data have been revised from previously published documents to reflect corrected figures for crime scenes.

OBJECTIVE: [Internal Investigations Section] To investigate citizen complaints against police employees involving excessive force, harassment, or use of demeaning language.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Total number of cases investigated	8	17	21	N/A*	N/A*
Number of cases involving excessive force**	3/1	9/0	6/0	N/A*	N/A*
Number of cases involving harassment**	1/0	3/0	2/0	N/A*	N/A*
Number of cases involving demeaning language**	4/1	5/1	13/3	N/A*	N/A*

\* It is the Department's policy not to release estimates of this information; however, the Department will report this information when actual data is available.

\*\* Measures represent the number of cases investigated, followed by the number of cases sustained.

OBJECTIVE: [Public Information Office] To provide timely and accurate release of information on all major incidents.

	Estimated FY 1998	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Projected FY 2002
Number of major incidents requiring written release of information*	125	130	130	130	135
Percent of major incidents that receive coverage by at least one media source	100%	100%	100%	100%	100%

\* Data include estimated number of daily issues bulletins, press releases, and public service announcements issued as a more accurate reflection of the PIO's duties and responsibilities.

POLICE

Addendum Table 1  
Police Department Staffing, FY 1999 - FY 2002

	FY 1999 Actual	FY 2000 Actual	FY 2001 Approved	FY 2002 Proposed	FY 2002 Approved
<b>Sworn Management:</b>					
Chief	1	1	1	1	
Deputy Chief	3	3	3	3	
Captain	5	5	5	5	
Lieutenant	12	12	12	12	
Sergeant	<u>35</u>	<u>36</u> \a	<u>36</u>	<u>36</u>	
Total Sworn Management	56	57	57	57	
<b>Sworn Officers:</b>					
Corporal/MPO	4	4	4	4	
Officers	<u>211</u>	<u>217</u> \b	<u>217</u>	<u>217</u>	
Total Sworn Officers	<u>215</u>	<u>221</u>	<u>221</u>	<u>221</u>	
<b>TOTAL SWORN</b>	<u>271</u>	<u>278</u>	<u>278</u>	<u>278</u>	
<b>TOTAL CIVILIANS</b>	<u>135</u>	<u>137</u> \b	<u>142</u> \c	<u>142</u>	
<b>TOTAL POLICE STAFF</b>	<u>406</u>	<u>415</u>	<u>420</u>	<u>420</u>	

- \a Reflects the addition of a Police Sergeant to provide supervision to the department's four School Resource Officers in order to coordinate activities, review safety programs, and provide appropriate back-up duties.
- \b Reflects the addition of three Police Officer positions, funded through the Community-Oriented Policing (COPS) Universal Grant program, responsible for coordinating efforts of citizens and City government to improve the quality of life in specific communities. Also reflects the addition of three Police Officer positions and two civilian positions funded for 18 months through the Domestic Violence Intervention Grant.
- \c Reflects the addition of five Parking Enforcement Officers needed to staff the City's Gridlock Reduction Intervention Program (GRIP) to ease rush hour traffic and reduce traffic congestion at certain major intersections. GRIP was implemented in May 2000 as a pilot program and approved for continuation through FY 2001 by City Council on September 27, 2000. Staff has proposed to fund the continuation of this program through FY 2002 at a cost of \$263,163.

# POLICE

Addendum Table 2 COMPARATIVE POLICE STAFFING Authorized Sworn Strength for Selected Virginia and Local Jurisdictions (FY 2000)*					
JURISDICTION	POPULATION - 2000	SQUARE MILES	FY 2001 SWORN STRENGTH	POLICE PER SQUARE MILE	POLICE PER 1,000 POPULATION
Alexandria	121,000	15.75	278	17.7	2.3
Arlington County	189,010	26	362	13.9	1.9
Fairfax County	960,000	399	1,235	3.1	1.3
Hampton	140,000	54.7	265	4.8	1.9
Montgomery County, Maryland	855,000	502	1,071	2.1	1.3
Newport News	186,000	64	393	6.1	2.1
Norfolk **	225,700	66	747	11.3	3.3
Portsmouth	101,000	30	250	8.3	2.5
Prince George's County, Maryland	850,000	487	1,420	2.9	1.7
Prince William County	280,000	348	394	1.1	1.4
Richmond	194,200	63.8	717	11.2	3.7
Roanoke City	97,000	43	248	5.8	2.6

\* Data based on responses of police/fiscal staff from participating jurisdictions. This survey was completed in February 2001.  
 \*\* 2000 population data was not available at time of printing. These data reflect 1999 population statistics.

Addendum Table 3 PART I CRIMES FOR CY 1998 AND CY 1999* Alexandria Police Department\1				
TYPE OF CRIME	CY 1998	CY 1999	CHANGE	PERCENTAGE CHANGE
Homicide	7	2	(5)	(71.4%)
Rape	39	22	(17)	(43.6%)
Robbery	202	158	(44)	(21.8%)
Aggravated Assault	241	206	(35)	(14.5%)
Burglary	790	556	(234)	(29.6%)
Larceny	4,038	4,036	(2)	0%
Auto Theft	743	702	(41)	(5.5%)
<b>TOTAL</b>	<b>6,060</b>	<b>5,682**</b>	<b>(378)</b>	<b>(6.2%)</b>

\* Source: Uniform Crime Report

\*\* Lowest number of Part I Crimes in 33 years.

\1 Due to the implementation of the new Computer Aided Dispatch (CAD) and Records Management System (RMS) in FY 2000 and the associated conversion of data to the new system, CY 2000 crimes data was not available at time of publishing. CY 2000 crimes data will be available in April, 2001 and be provided to Council when it becomes available and published in the FY 2002 Approved budget document.

## POLICE

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Retain Domestic Violence Intervention Program (DVIP) Grant Positions \$328,551

This supplemental request is to continue the funding of the Domestic Violence Intervention Program (DVIP) and retain three Police Officers, one administrative assistant, and one social worker hired through the DVIP Grant. The DVIP Grant is scheduled to end on March 31, 2001. This funding will continue the program through FY 2002.

2. Continuation of the Gridlock Reduction Intervention Program (GRIP) \$263,163

This supplemental request is to continue the City's Gridlock Reduction Intervention Program (GRIP) to ease rush hour traffic and reduce traffic congestion at certain major intersections through FY 2002. This funding will continue the program at its current level of coverage (10 intersections, 5 days per week from 3:30pm to 6:30pm), overtime for Parking Enforcement Officers and related equipment.

3. Continuation of School Resource Officer \$35,698

This supplemental request is to continue to fund the School Resource Officer program. This was previously a four year federally funded grant program through the Department of Criminal Justice Services (DCJS) in the amount of \$35,698. This grant is currently in its fourth year and the City has been informed by DCJS that a fifth year will not be funded (FY 2002).

#### Not Recommended

1. Restoration of the Police Fleet Depreciation \$85,000

Due to fiscal constraints, full restoration of vehicle replacement funding is not recommended.

2. Expansion of Red Light Camera Program \$621,000

Expansion of the City's Red Light Camera Enforcement program by the addition of a second camera and additional staffing is not recommended due to budget priorities.

---

### WORK SESSION NOTES AND COMMENTS

# COMMUNITY PARTNERSHIP FUND FOR HUMAN SERVICES

---

## COMMUNITY PARTNERSHIP FUND FOR HUMAN SERVICES

DESCRIPTION: The Community Partnership Fund for Human Services was established by the Alexandria City Council on October 14, 1997. Under this process, the City Council annually holds a public hearing on human services priorities in the fall of each year. The public hearing on FY 2002 priorities was held on October 18, 2000. Following public comment on these priorities, the City Council adopts broad human services priorities. During the City's annual budget process, the City Manager recommends an aggregate amount of funding available for the grant proposal process to address these priorities. Following City Council's adoption of the budget, awards to non-profit agencies are made by the City Manager on a competitive basis through this formal Request for Grant Proposal process. The City Manager will notify successful grant applicants in writing by the first week in June, for the grant year beginning October 1 and ending September 30.

### FY 2002 Program Priorities

The following priorities for the Community Partnership Fund for Human Services were approved on October 18, 2000 by City Council for Fiscal Year 2002 for the grant period October 1, 2001 through September 30, 2002:

#### **SOCIAL SERVICE PROGRAMS FOR YOUTH**

- Activities and programs to provide positive educational, social and recreational alternatives for middle school youth and teens

#### **SELF SUFFICIENCY**

- Programs to promote self-sufficiency and independence (including but not limited to helping individuals access and maintain employment, housing and home ownership opportunities)
- Programs to aid families and individuals in crisis
- Programs directed at assisting immigrant populations to receive proper documentation and determination of citizen status or naturalization status
- Programs to promote independent living, equality of opportunity and economic self-sufficiency for persons with disabilities

#### **PREVENTION**

- Community support programs that promote family and individual stability
- Community/neighborhood programs to prevent crime, violence, social isolation and neighborhood deterioration

# COMMUNITY PARTNERSHIP FUND FOR HUMAN SERVICES

## FY 2002 Program Priorities

### PROTECTION AND TREATMENT

- Programs to prevent/reduce the impact of abuse and neglect
- Programs to provide affordable treatment for health, mental health and alcohol and drug problems
- Activities to reduce threats to the public health

The Addendum Table entitled "FY 2001 Community Partnership Fund Grants" summarizes the grant awards that were announced in June, 2000 for the grant period October 1, 2000 through September 30, 2001.

---

#### TOTAL FINANCIAL RESOURCES

	COMPETITIVE GRANT FUNDING COMMUNITY PARTNERSHIP FUND FOR HUMAN SERVICES AND CHILDREN'S FUND			
	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
COMMUNITY PARTNERSHIP FUND CHILDREN'S FUND (BUDGETED IN THE DEPARTMENT OF HUMAN SERVICES)	781,200	850,000	875,500	
	<u>988,780</u>	<u>974,400</u>	<u>1,003,632</u>	
TOTAL EXPENDITURES	<u>1,769,980</u>	<u>1,824,400</u>	<u>1,879,132</u>	

---

#### City Manager Proposed

- The Community Partnership Fund for Human Services FY 2002 Proposed budget is up \$25,500, or 3.0 percent, as an inflationary factor to keep its purchasing power constant in dollar terms.
- For information about the Children's Fund, which provides competitive grants for early childhood programs and services, please refer to the Department of Human Services text in the Health & Welfare section of this document.

# COMMUNITY PARTNERSHIP FUND FOR HUMAN SERVICES

## FY 2001 Community Partnership Fund Grants

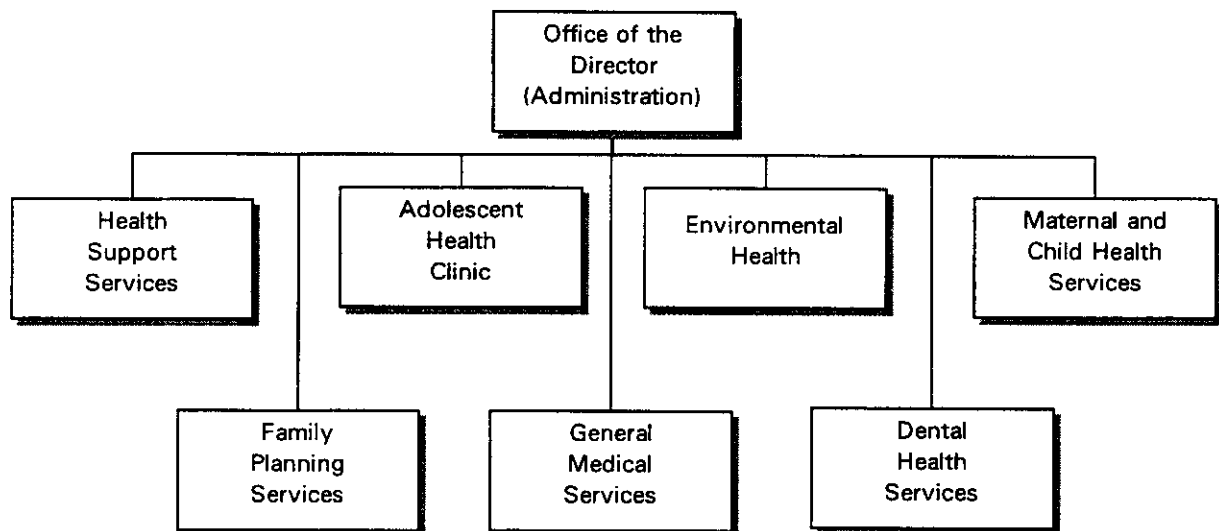
ORGANIZATION	PROGRAM	FY 2001 APPROVED
Alexandria Olympic Boys & Girls Club	Teen Technology Initiative and Adult Literacy Computer Program	\$18,520
Alexandria Police Youth Camp	Alexandria Police Youth Camp	45,000
Alexandria Volunteer Bureau	a) Volunteer Clearinghouse & Training Program b) Youth Volunteer Program	Total for both programs to be allocated as Alexandria Volunteer Bureau wishes: \$59,000
Arlington/Alexandria Coalition for the Homeless	Adopt-A-Family	30,000
Big Brothers/Big Sisters of the National Capital Area	One-to-One Mentoring & Building Positive Futures for Alexandria Youth	50,000
Campagna Center/Retired & Senior Volunteer Program	Retired & Senior Volunteer Program	44,000
Carpenter's Shelter	Carpenter's Shelter	64,000
Crisis Link	Suicide, Crisis, Information and Referral Hotline	18,500
Endeppence Center of Northern Virginia	Transition and Independent Living Services for Alexandrians with Disabilities	31,312
Friends of Guest House	Guest House	38,000
Legal Services of Northern Virginia	Civil Legal Services for the disadvantaged	205,500
Literacy Council	Adult Literacy and English as a Second Language	24,000
Metropolitan Washington EAR	Dial-In and Radio Reading Services	11,068
Northern Virginia AIDS Ministry	HIV Prevention Education Program	22,000
Northern Virginia Dental Clinic	Northern Virginia Dental Clinic	36,100
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons	Information Alexandria	15,000
Senior Services	Employment/Companion Aide/Chore Services	38,000
Whitman-Walker Clinic	Case Management & Legal Services for persons with HIV/AIDS	100,000
Total		\$850,000

### WORK SESSION NOTES AND COMMENTS



# HEALTH

---



## HEALTH

**PROGRAM GOAL:** To provide health services and related programs for the citizens of Alexandria as outlined in the Code of Virginia, Title 32-40, prevent and control disease, protect the environment, eliminate unsanitary and unsafe conditions and promote the physical and emotional well-being of Alexandria citizens.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS >				
PERSONNEL *	846,357	1,002,206	1,029,299	
NON-PERSONNEL *	4,764,650	5,162,194	5,450,057	
CAPITAL GOODS OUTLAY	<u>4,135</u>	<u>12,000</u>	<u>2,670</u>	
TOTAL EXPENDITURES	<u>5,615,142</u>	<u>6,176,400</u>	<u>6,482,026</u>	
SPECIAL REVENUES AND OTHER SOURCES	24,262	86,331	14,656	
INTERNAL SERVICES FUND	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>24,262</u>	<u>86,331</u>	<u>14,656</u>	
GENERAL FUND	<u>5,590,880</u>	<u>6,090,069</u>	<u>6,467,370</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	6.2%			
FULL-TIME CITY POSITIONS**	6.0	6.0	7.0***	

\* Expenditures in FY 2001 have been adjusted from previously published documents to ensure more accurate reporting in FY 2002.

\*\* Position count excludes State positions.

\*\*\* Reflects the recommended addition of an Accounting Technician position in the Administration Division to help ensure efficient and more accurate financial reporting as well as to improve fee collections in the Health Department.

---

### City Manager Proposed

- The Health Department General Fund FY 2002 Proposed budget has increased \$377,301, or 6.2 percent over the FY 2001 approved budget.
- The proposed funding for personnel expenditures in the amount of \$1,029,299, represents an increase of \$27,093, or 2.7 percent as compared to the approved FY 2001 General Fund budget. The increase is primarily attributable to the planned in-step merit increase for employees in FY 2002.
- Funding for personnel expenditures in FY 2002 includes a recommended supplemental request (\$45,449) for a full-time Accounting Technician position in the Administration Division to help ensure efficient and more accurate financial reporting, as well as to improve fee collections in the Health Department.

## HEALTH

### City Manager Proposed

- The proposed funding for non-personnel expenditures in the amount of \$5,450,057, represents an increase of \$287,863, or 5.6 percent, as compared to the approved FY 2001 General Fund budget. The increase is partially attributable to three recommended supplemental requests totaling \$151,600 for costs associated with the planned application of mosquito larvicides (\$71,600) in the City; an increase in funding (\$30,000) for out-patient pre-authorized services provided by the INOVA Alexandria Hospital; and an increase in support (\$50,000) for the partnership with Arlandria Clinic.
  - Because of major uncertainty in FY 2002 of the State funding of its share of the State and City cooperative health budget, the FY 2002 City budget assumes that the State will not increase its funding beyond its FY 2001 level of \$2.9 million. The City's share of the cooperative budget was structured in FY 2002 by budgeting a 5 percent, or \$191,891, increase in the City funding in order to help buffer the Health Department in the event of a State funding shortfall. Because there are budget discussions at the State level about substantial budget reductions, this 5 percent increase in local funding may not be sufficient.
- 

### DETAIL BY DIVISION

The Alexandria Health Department is one of 35 State health district offices of the Virginia Health Department providing community health services. The Health Department records vital statistics for the City; provides laboratory services; monitors air, water, and noise pollution; and advises the City Council and City Manager on environmental issues. The department also inspects food and personal grooming establishments, swimming pools, and other businesses to ensure safe and healthful conditions.

The Health Department provides primary and/or preventive health care services at four sites: the main facility at North St. Asaph Street, the Flora Krause Casey Health Center on North Howard Street, the Adolescent Health Center on Braddock Road, and the Arlandria Health Center for Women and Children on Executive Avenue. All clinic services are targeted to Alexandria residents who meet State Board of Health income guidelines. Staff at the North St. Asaph Street site provide preventive health services, such as the chest clinic for tuberculosis screening and treatment, dental clinic services for both children and adults, walk-in blood pressure screening, children's immunizations and routine child health supervision, well woman and family planning services, nutrition services including the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and services for the diagnosis and treatment of sexually transmitted diseases, including HIV testing and counseling. The Casey Health Center offers primary health care services including treatment for chronic and infectious diseases, obstetrics, pediatric services for sick children, health education, nutrition counseling, audiology services, dispensing of prescriptions, laboratory services and social services, as well as specialty clinic services such as surgery, podiatry, oncology and urology. Approximately 10,250 Alexandrians received clinical services in 29,211 visits to the Casey Health Center in FY 2000. Van transportation is available between the four Health Department sites.

# HEALTH

## DETAIL BY DIVISION

Funding for the Health Department is provided through a mixture of City and State cooperative budgeting, State and federal grants, client fees and donations. In addition to the City's annual appropriation to the Health Department, the City rents the facility on North St. Asaph Street and the Casey Health Center on North Howard Street to the Health Department at below market rates. The estimated value of the City's annual rental subsidy to the Health Department is approximately \$560,000.

The Health Department is made up of eight divisions that include departmental administration and its seven major program areas: Health Support, Family Planning, Adolescent Health, General Medical, Dental Health, Environmental Health, and Maternal and Child Health/Arlandria.

The Administrative Division provides management and fiscal support for the department's ongoing programs and for 22 State and federal non-pass through grants. The division manages departmental computerization, medical records, vital records/statistics, departmental budgeting for State and City funding, collection of revenue including patient fees and Medicaid/Medicare reimbursements, procurement operations and facility management operations.

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures*	4,149,510	4,460,127	4,716,139	
<u>FULL-TIME STAFFING**</u>	0	0	1	
<p>* Includes the City's required 45% local matching share for the State cooperative budget, plus local salary supplements, and the City's \$700,000 contribution to INOVA Alexandria Hospital for indigent care. FY 2002 budget includes the merit in-step increase for all State employees and a recommended supplemental request to fund a full-time Accounting Technician position to help ensure efficient and more accurate financial reporting including increased fee collections in the Health Department.</p> <p>** All administrative staff are State employees except the proposed Accounting Technician.</p>				

Health Support staff provide general laboratory tests and fill prescriptions for clients of the Health Department's various clinics. Laboratory staff also perform tests for the Alexandria Detention Center. Pharmacy staff fill prescriptions for eligible patients who are seen in Health Department clinics. Prescriptions are generated by department clinicians; the INOVA Alexandria Hospital; private doctors with an approved clinic referral; and the department's various specialty clinics, such as the chest, pediatric, immunization, family planning, adolescent health, and sexually transmitted disease clinics. Private patients diagnosed with HIV who meet certain financial eligibility criteria are also provided certain pharmaceuticals, funded by the federal AIDS Drug Assistance Program (ADAP).

# HEALTH

## DETAIL BY DIVISION

<u>DIVISION:</u> Health Support	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures*	58,670	64,378	64,003	
<u>FULL-TIME STAFFING</u>	1	1	1	

\* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.

### INDICATORS AND MEASURES

OBJECTIVE: [Health Support] To provide prescription services to eligible clinic patients.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of prescriptions dispensed per year	93,688	93,516	93,723	92,000	92,500
Number of prescriptions dispensed per work day (based an estimated 250 work days per year)	375	374	368	368	370

The Adolescent Health Clinic provides a variety of health services to City residents ages 12 through 19 years old. In addition to encouraging a healthy lifestyle through health education, the clinic provides a broad spectrum of health care services. The primary services rendered at the clinic are athletic-related physical examinations, family planning services, diagnosis and treatment of sexually transmitted diseases, care for episodic illnesses, and mental health and substance abuse counseling. Medical emergencies and conditions requiring further evaluation and/or prolonged treatment are referred to the emergency room, the adolescent's personal family physician, the Alexandria Medical Society, or the Children's Specialty Services.

<u>DIVISION:</u> Adolescent Health Clinic	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	276,211	315,963	307,986	
<u>FULL-TIME STAFFING</u> *	1	1	1	

\* The full-time medical supervisor position also works in the General Medical Services Division.

### INDICATORS AND MEASURES

OBJECTIVE: [Adolescent Clinic] To provide health services to Alexandria residents 12 to 19 years of age.

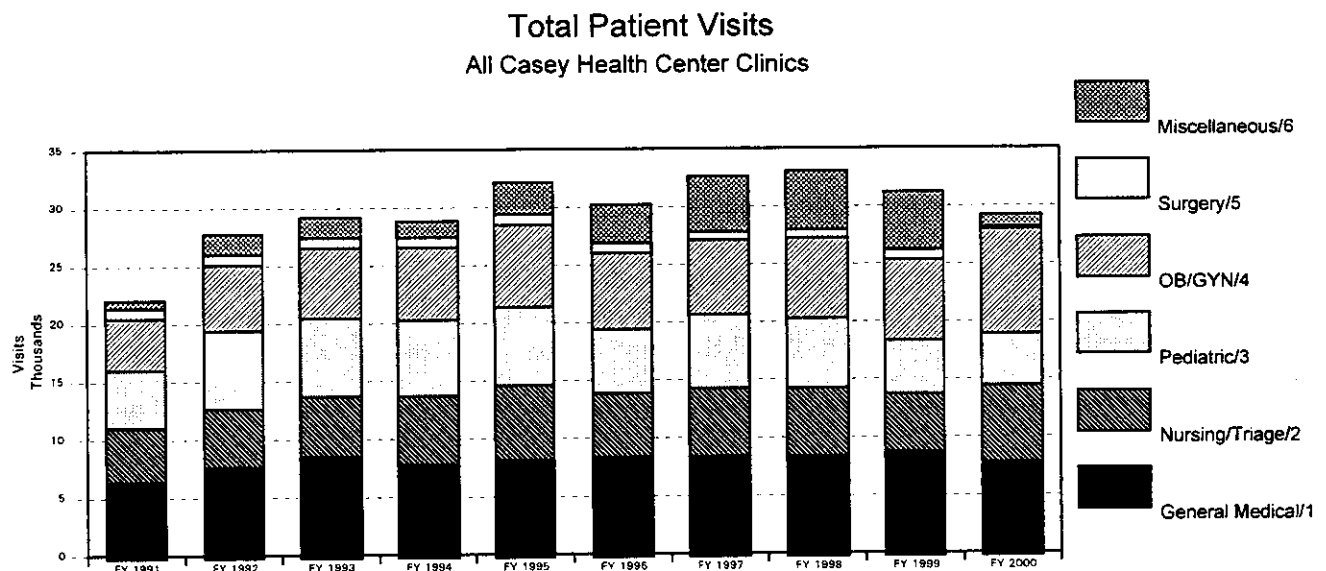
	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of adolescent patient visits	3,413	3,326	3,535	3,623	3,714
Percent of services involving family planning	27%	30%	27%	29%	32%

# HEALTH

## DETAIL BY DIVISION

General Medical Services staff are responsible for primary care at the Casey Health Center through Internal Medicine clinics and specialty clinics. Examples of specialty clinics and services offered include oncology, urology, podiatry, social work, surgical follow-up and audiology services. General medical services provided to patients include tuberculosis screening and treatment, diagnosis and treatment of sexually transmitted diseases, cardiovascular risk reduction education and screening, and communicable disease surveillance and follow-up. Public health nurses coordinate patient care through telephone outreach, nurse clinic visits, and occasional home visits.

The graph titled "Total Patient Visits" provides additional information on the number of patient visits to the Casey Health Center by type of care provided over the past ten years.



**Notes:**

- /1 Primary care visits to physicians.
- /2 Primary care visits to nurses.
- /3 Includes Neonatal, Pediatric and Pediatric Allergy clinics.
- /4 Includes Obstetric, Obstetrics Orientation, Gynecology and Midwife clinics.
- /5 Includes Surgery clinic.
- /6 Includes Audiology, Podiatry, Nutrition, Oncology, Urology, Ear/Nose/Throat and Early Intervention (HIV) clinics.

## HEALTH

### DETAIL BY DIVISION

The department also provides a full continuum of HIV/AIDS services. Anonymous and confidential HIV testing and a variety of services are available to eligible persons living with HIV. In addition to medical care services, patients receive public health nurse case management, partner notification, emergency drug assistance, nutrition counseling, nutrition supplements, dental care, and referrals to other support services. A portion of these services is funded through federal Ryan White CARE Act grant funds. General medical services were provided to 242 medically indigent persons living with HIV in FY 2000. Of this total, 58 individuals were new patients.

In addition, the department participates in the federally funded AIDS Drug Assistance Program (ADAP), has a State funded Minority AIDS Coordinator to develop HIV prevention for the City, and contracts for AIDS prevention and education services for at-risk minority populations through a federal grant program. Department staff continue their participation in the Northern Virginia HIV Consortium, the Alexandria HIV Education Advertising Coalition, the Alexandria Task Force on AIDS, the Council of Government's HIV Committee and the Health and Corrections committees to develop goals, objectives and strategies for addressing AIDS.

The department also administers a grant-funded Chronic Disease Prevention Project with a goal of reducing cardiovascular disease. This program targets minority men and women to provide education on the importance of diet, exercise, blood pressure control and regular medical supervision. Programs are offered at a variety of locations across the City. Assistance is provided in obtaining needed health care.

Nutrition services are coordinated with other department programs to promote healthy eating and regular physical activity, foster normal growth and development in infants and children, prevent nutrition-related chronic disease, and provide effective nutrition intervention for clinic patients. The largest component is the Special Supplemental Nutrition Program for Women, Infants and Children (WIC), which provides approximately 2,700 Alexandrians with vouchers for nutritious foods each month, nutrition information and counseling, breast feeding support, immunization screening and referrals to health and other community services. Individual nutrition assessment and counseling are provided for maternity women's health, high risk pediatric, adult chronic disease and HIV/AIDS patients at all Health Department sites. Nutrition services offered in the community include individual nutrition education classes, professional in-service training for City and community agencies and public information at health fairs.

# HEALTH

## DETAIL BY DIVISION

DIVISION: General Medical Services	ACTUAL FY2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
General Fund Expenditures*	835,062	858,841	956,044 **	
<u>FULL-TIME STAFFING</u>	3	3	3	

\* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.  
 \*\* Includes funding for two recommended supplemental requests: \$71,600 to fund the planned application of mosquito larvicides to City properties; and \$30,000 to increase outpatient pre-authorized funding for INOVA Alexandria Hospital from \$240,000 to \$270,000. The City's appropriation for indigent care at INOVA Alexandria is funded at \$700,000 for FY 2002 which is equal to the FY 2001 funding level.

### INDICATORS AND MEASURES

OBJECTIVE: [General Medical] To provide medical evaluation and follow-up to medically indigent, HIV-infected Alexandria residents.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of persons counseled and tested in HIV clinics	425	398	**	600	600
Number of persons counseled in primary care, family planning and obstetrics clinics	762	790	**	700	700
Number of HIV/AIDS cases that receive follow-up contact investigation by Health Department staff	135	108	**	160	160
Number of persons counseled in Sexually Transmitted Disease Clinics	1,553	1,515	1,329***	1,400	1,400

- \* Data has been revised from previously published documents.
- \*\* Statistics not available at time of printing.
- \*\*\* Regional trend shows a decline in cases.

### INDICATORS AND MEASURES

OBJECTIVE: [General Medical] To provide screening, diagnosis and treatment for tuberculosis patients, their contacts, and other high risk\* patients through the provision of clinic services.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of patient clinic visits	5,663**	5,136**	7,997	7,000	7,000
Number of patients receiving drug therapy	499	486	534	500	500
Number of new tuberculosis cases diagnosed	17	14	25	20	20
Number of chest x-rays performed	746	766	1001	900	906

- \* High risk patients are those who have a greater than average risk of developing tuberculosis, such as persons who were previously treated for the disease, persons who are close contacts of persons newly diagnosed with the disease, and patients who have tested positive for exposure to the disease.
- \*\* Patient clinic visits have declined due to fewer large contact follow-ups, number of Tubercloid Skin Tests (or Purified Protein Derivative Tests) and chest x-rays done, and fewer patients receiving medication.



# HEALTH

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [General Medical] To provide health services efficiently and appropriately to Alexandria's indigent population at the Flora K. Casey Health Center.\*

	Actual FY 1998	Actual FY1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total General Medical visits to physicians and nurses	14,612	14,639	14,639	14,700	14,756
Percent of patient visits seen by nurses	18.0%	20.0%	23.0%	25.0%	25.0%
Total patient visits to all clinics	32,942	31,212	29,211**	30,000	30,500

\* Data has been revised from previously published documents.

\*\* Visit decrease to primary pediatricians as more children enroll in Medicaid and seek care in private sector.

Dental Health services are provided to eligible residents, including emergency dental care for adults, dentures for senior citizens, and comprehensive, preventive, diagnostic and treatment services for residents between 4 and 21 years of age. The Ryan White CARE Act funds one session of dental care per week for persons living with HIV infection.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>DIVISION: Dental Health</u>				
General Fund Expenditures *	136,994	168,793	173,010	
<u>FULL-TIME STAFFING **</u>	0	0	0	

\* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.  
 \*\* The Division has no City funded full-time positions.

### INDICATORS AND MEASURES

OBJECTIVE: [Dental Health] To provide emergency dental services to low-income adults.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total patients seen in clinic	1,946	1,862	1,782	1,946	1,950
Number of procedures performed *	6,001	5,583	5,669	6,001	6,000

\* Data has been changed from previously published documents.

The Environmental Health Division is responsible for the prevention of diseases and accidents, and investigates, inspects, and enforces federal, State and City regulations with regard to: restaurants and food handling establishments, businesses providing personal grooming services, public and semi-private pools, sanitary conditions on commercial and residential properties, and sanitation in facilities providing health services.

# HEALTH

## DETAIL BY DIVISION

DIVISION: Environmental Health & Toxics Administration	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
General Fund Expenditures*	18,690	20,357	15,159	
<u>FULL-TIME STAFFING **</u>	0	0	0	

\* Excludes costs budgeted within the Cooperative budget captured in the Administration Division.  
 \*\* Division has no City funded employees.

### INDICATORS AND MEASURES

OBJECTIVE: [Environmental Health] To inspect all food facilities in accordance with the State variable frequency inspection program in order to maintain food establishments at an acceptable level of sanitation.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Percent of regulated businesses inspected	100%	100%	100%	100%	100%
Total number of inspections/services of regulated businesses	7,052	7,220	6,686	7,100	7,200
Inspection visits per establishment per year	11	11	10	11	11
Reported foodborne illness	398*	69	297**	70	75

- \* Cyclospora outbreak affected 318 people.
- \*\* High increase is attributable to 3 foodborne outbreaks during the year.

Maternal and Child Health Care Services staff provide Alexandria's low-income families with a variety of preventive health services, such as well child examinations, immunizations, developmental assessment, parent counseling, health education, referral and day care, and school entrance physical examinations. Families received 3,733 well child checkups during FY 2000. This program also provides case management and follow-up for children with complex health care needs. Public health nurses provide the only professional home visiting services in the City of Alexandria.

The Immunization Program has dramatically improved the immunization rate of infants and preschool children over the past several years through community partnerships, with INOVA and SCAN (Stop Child Abuse Now), that has resulted in increased community awareness. The department has maintained the provision of immunizations at all Health Department sites and has established a system for monitoring and follow-up with infants and toddlers who are overdue for shots.

In FY 1993, the Health Department was awarded a \$1.05 million four year federal grant to establish a neighborhood health center intended to provide bilingual health services primarily to Hispanic women and children living in the Arlandria community. The Arlandria Health Center for Women and Children is located in the heart of Arlandria, in three one-bedroom apartments in Presidential Greens Apartments.

# HEALTH

## DETAIL BY DIVISION

The Arlandria Center, a nurse-based model of care, provides comprehensive reproductive and gynecological care for women including family planning, sick care, nutrition counseling, testing for pregnancy, tuberculosis, HIV, and other adult illnesses. Services for children include well and sick care, immunizations and assessment and referral for special services. Certification and participation in the nutrition-based Women, Infants and Children (WIC) program is an integral component of Health Center services. The Center continues to expand in FY 2000 by adding an additional Nurse Practitioner. The Center provided 5,174 patient visits in FY 2000.

The Arlandria Clinic is a unique example of a public-private partnership between the City of Alexandria, the Commonwealth of Virginia and the private sector. The City of Alexandria participates in this partnership in many ways, including an annual contribution towards the operation of the center. The City and the Commonwealth of Virginia each contributed \$125,000 in FY 2000 (in order to replace expiring grant funds the City raised the support amount from \$100,000 to \$150,000 in FY 2001 and is recommending to raise its support to \$200,000 in FY 2002) to support the Center and provides clinical support to the Center staff through the Alexandria Health Department. Alexandria Neighborhood Health Services, Inc., a non-profit organization created to sustain and manage the Health Center at the end of the federal grant, manages the administration and finances of the Arlandria Center.

The Health Department continues to manage the preventive health services offered at the site and works collaboratively with Alexandria Neighborhood Health Services, Inc.

<u>DIVISION: Maternal &amp; Child Health Care Services</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures*	115,743	201,610	235,029**	
<u>FULL-TIME STAFFING</u>	1	1	1	
* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.				
** Includes a recommended supplemental request of \$50,000 for the second step of a two step planned increase in the City's support of the Arlandria Clinic, bringing the City's support from \$100,000 in FY 2000 to \$200,000 in FY 2002.				

# HEALTH

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Maternal/Child Health] To provide age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, mumps, measles, rubella, H. influenza type B and Hepatitis B for eligible children aged 2 months through 21 years.

	Actual FY 1998	Actual FY 1999 *	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of immunizations patients under age two	6,546	N/A	4,696**	4,500 ***	4,500
Percentage of immunizations completed for eligible children by the age of two**	84%	N/A	90%	90%	90%

\* Data incomplete due to computer system conversion.

\*\* Health Department clients only.

\*\*\* Continued reduction as children receive medicaid.

---

Family Planning staff provide a full spectrum of reproductive care services to women of all ages and income levels. A routine family planning visit includes a complete gynecological assessment, laboratory services, and health education and counseling services. Staff provide birth control, nutrition, smoking cessation, disease prevention and substance abuse counseling. Pregnancy testing services are provided, with appropriate referrals. HIV counseling and testing services, when warranted, are also available to Family Planning clients. During FY 2000, 2,675 women received family planning services at the Health Department.

The Well Women's Clinic provides complete gynecological services to female residents of Alexandria who are no longer seeking or need a method of birth control. Clients receive reproductive health education, pre-menopausal/menopause counseling and nutrition counseling. They also receive guidance that will assist them in learning how to live "healthy heart" lifestyles. In FY 2000, 953 women received services at this clinic.

Since FY 1993, the Health Department has received support annually from the Children's Fund, a City program that provides funding for early childhood development programs. (For more information on the Children's Fund, please refer to the Department of Human Services text in the Health and Welfare section of this document.) The grant monies awarded to the Health Department fund additional prenatal services to decrease the waiting time for obstetric services for new patients and increase the percentage of women beginning prenatal care in the first trimester of pregnancy. In FY 2000, the average wait time for a new patient to be seen for her first appointment was 3 weeks, and 41 percent of patients seen were in their first trimester of pregnancy.

# HEALTH

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: (Family Planning) To provide family planning and gynecological services to women in the City of Alexandria.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2001
Number of family planning visits*	3,835	3,950	4,883	5,127	5,384
Number of women receiving family planning physical assessments	1,987	2,578	2,679	2,813	2,954

\* The increase in family planning visits are due to increasing use of the Arlandria Clinic.

---

## SUPPLEMENTAL BUDGET REQUESTS

### Recommended

1. Mosquito Larviciding \$71,600

This recommended supplemental request is to fund the application of mosquito larvicides (the Arbovirus Prevention Program) to City properties. Services currently contemplated include the hiring of a certified contractor to apply mosquito larvicides, probably in the months of May through October, to approximately 71 sites with flat roof areas capable of holding standing water. These sites include schools, fire houses, libraries, office buildings and the treatment of approximately 1,000 storm sewer catch basins.

2. Additional Staff for the Administration Division \$45,449

This recommended supplemental request is to fund a full-time Accounting Technician position in the Administration Division to help ensure efficient and more accurate financial reporting in the Health Department, as well as to help increase department fee collections.

3. Increase City support for the partnership with the Arlandria Clinic \$50,000

This recommended supplemental request is to provide a phased increase in the City's support for its partnership with the Arlandria Clinic, to ensure that the core level of service is sustained. The Arlandria Clinic requested an increase of \$100,000 in FY 2001; this is to be phased over a two year period and FY 2002 represents the final \$50,000. This brings the level of City support to \$200,000.

## HEALTH

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

4. Increase to out-patient pre-authorized funding for INOVA Alexandria Hospital \$30,000

This recommended supplemental request is to provide an increase to out-patient pre-authorized funding for INOVA Alexandria Hospital based on the continuing increase in the cost of providing out-patient services requested by the Casey Health Center. This recommendation increases the City support for this activity from \$240,000 to \$270,000 per year.

#### Not Recommended

1. Tuberculosis Outreach \$35,430

This supplemental request is to fund a full-time Public Health Case Aide (Outreach Worker) position to better follow up and manage both active and latent Tuberculosis (TB) in the community. This supplemental request is not recommended at this time due to higher priority needs.

2. Public Health Nurse Case Management \$112,161

This supplemental request to fund two full-time Public Health Nurse Case Managers in the Maternal and Child Services Division is not recommended at this time due to higher priority needs.

3. General Medical Services Nutritionist \$24,952

This supplemental request to add a part-time Nutritionist position needed to provide individual assessment, counseling and group nutrition education to patients, especially patients with HIV/AIDS, is not recommended at this time due to higher priority needs.

4. Public Health Nurse \$55,487

This supplemental request to fund a full-time Public Health Nurse II position in the Maternal and Child Health Care Services Division to function as a case manager for the Flora K. Casey Health Center is not recommended at this time due to higher priority needs.

5. Dental Assistant \$35,188

This supplemental request to fund an additional full time Dental Assistant position to assist contract dentists in-house and provide more preventative care to improve the dental health of clinic patients is not recommended at this time due to higher priority needs.

## HEALTH

### SUPPLEMENTAL BUDGET REQUESTS

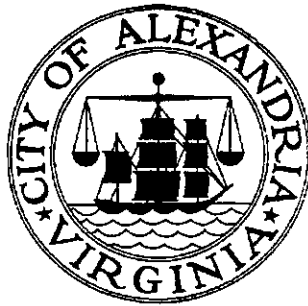
#### Not Recommended

6. City Appropriation for Indigent Care Services \$100,000

This supplemental request for an increase in the City's appropriation from \$700,000 to \$800,000, for indigent care services provided by the INOVA Alexandria Hospital is not recommended at this time due to higher priority needs.

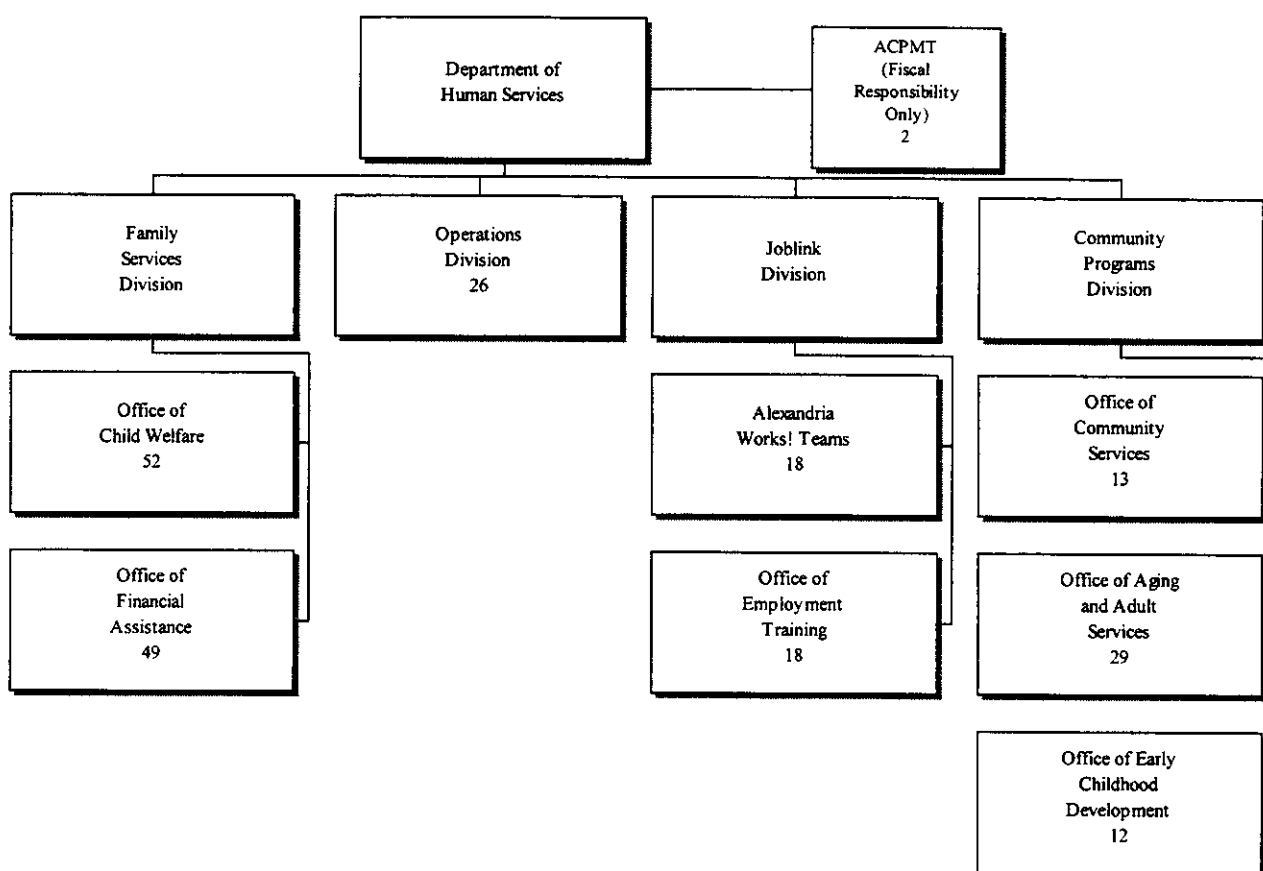
---

#### WORK SESSION NOTES AND COMMENTS





# HUMAN SERVICES



## HUMAN SERVICES

**PROGRAM GOAL:** To facilitate the ability of Alexandrians to function successfully in our society and improve the quality of their lives; to provide services that are responsive to individual, family, and community needs; to expedite and advocate citizen access to opportunities, services, and resources; and to serve Alexandrians with special needs.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	11,580,021	13,119,574	13,574,754	
NON-PERSONNEL	23,632,800	23,861,946	27,144,861	
CHILDREN'S FUND	988,780	974,400	1,003,632	
CAPITAL GOODS OUTLAY	<u>217,611</u>	<u>75,000</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>36,419,212</u>	<u>38,030,920</u>	<u>41,723,247</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>21,795,631</u>	<u>21,687,095</u>	<u>24,571,131</u>	
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>21,795,631</u>	<u>21,687,095</u>	<u>24,571,131</u>	
GENERAL FUND	<u>14,623,581</u>	<u>16,343,825</u>	<u>17,152,116</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR: 4.9%

FULL-TIME POSITIONS	212	215*	219**
---------------------	-----	------	-------

- \* FY 2001 approved position count includes the conversion of a part-time nurse to full-time status at the Adult Day Health Care facility; a full-time Multicultural Services Coordinator; and a full-time position for the Teen Pregnancy Prevention Initiative.
- \*\* Reflects the following recommended supplementals: the conversion of a part-time companion aide to full-time to allow for hiring and retention of qualified staff to address compliance issues with the State; the addition of one position to handle all components of the department's revenue maximization efforts; and the addition of two Social Worker Supervisors to a:) provide additional services in the Child Welfare area of the department, and b:) to handle increased caseloads due to the planned expansion of the before and after school programs.

---

### City Manager Proposed

- The Proposed FY 2002 All Funds total expenditure budget for Human Services reflects an increase of \$3,692,327, or 9.7 percent, of which \$2,884,036 is funded with outside revenues.
- These outside revenues include \$1.7 million for ACPMT (Alexandria Community Policy Management Team) expenditures and \$1.0 million in Child Day Care Fee system revenue.
- The Proposed FY 2002 General Fund budget for the Department of Human Services reflects an increase of \$808,291, or 4.9 percent.
- Funding, in the amount of \$845,971, is recommended to be included in the Family Services division, the Community Programs division, and in the Alexandria Community Policy Management Team to expand services. Of the \$845,971, \$675,287 is City General Fund monies, and \$170,684 is State and federal revenues which will be used to fund 3 new positions in the Family Services division, as well as provide \$200,000 in additional City

## HUMAN SERVICES

### City Manager Proposed

funds to more adequately fund before and after school care programs; \$162,638 will be used to increase the hourly wage paid to companion aides, and \$12,649 will be used to convert a part-time position to full-time at the Alexandria Residential Care Home; and \$300,000 to provide the City funding level needed for the Alexandria Community Policy Management Team, which provides social, community and special education services to at-risk children and their families. It should be noted that revenues in the amount of \$170,684 have been received to offset the costs to implement the three new positions in the Family Services division. Please refer to the discussion regarding revenue maximization efforts in the Supplemental Budget Request section of this text.

- Excluding the recommended supplementals, the FY 2002 General Fund budget increased less than one percent. This small increase is largely attributable to the cost of the merit in-step increases planned for employees.

---

### DETAIL BY DIVISION

The Department of Human Services (DHS), headquartered at 2525 Mount Vernon Avenue, serves the diverse needs of Alexandria's citizens by promoting economic and social independence and self-sufficiency. The department is structured into the following divisions: Operations, Family Services, *JobLink*, and Community Programs. This organization serves the departmental goals of efficiency and better customer service. This department also has responsibility for the Youth Policy Commission and fiscal responsibility for the Alexandria Community Policy and Management Team. Please note: Staffing assignments shown in the detail below reflect the Department of Human Services reorganization completed in FY 1999. While position counts are accurately assigned to each division/office, because of the complexity of the DHS funding stream, total expenditures for staff and some program costs remain split across divisions, with the majority of costs still reflected in the Family Services Division that was formerly the Division of Social Services.

The Operations Division provides management, planning, and coordinated decision-making within a department that serves many diverse needs. The Operations Division includes budget and finance, personnel, facilities and supplies, data and quality control, and information systems functions.

# HUMAN SERVICES

## DETAIL BY DIVISION

<u>DIVISION:</u> Operations	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	1,015,905	1,309,731	1,348,685	
Total Expenditures	1,290,751	1,601,445	1,520,799	
<u>FULL-TIME STAFFING</u>	25	27 *	26**	

\* Reflects the approved full-time Multicultural Services Coordinator position and the establishment of a full-time position relating to adolescent pregnancy prevention.

\*\* Reflects the internal transfer of the Multicultural Services Coordinator position to the Community Programs Division.

The Family Services Division is mandated by federal and State laws to provide financial assistance and social services to Alexandrians. Services are aimed at meeting basic needs, strengthening family life, and protecting children from abuse, neglect, and exploitation. The Family Services Division receives citizen input from the Social Services Advisory Board.

<u>DIVISION:</u> Family Services (Formerly a significant portion of the Division of Social Services)	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	7,809,592	8,282,184	8,408,069 *	
Total Expenditures	20,965,312	21,632,648	23,594,161 *	
<u>FULL-TIME STAFFING</u>	98	98	101 *	

\* Includes the recommended supplemental requests for 3 positions and \$200,000 in increased funding to more adequately fund the before and after school care programs in the City. State and federal funding has been increased to absorb the costs of the 3 new positions which will result in no General Fund monies being spent on these positions. Using additional State and federal revenues, the Child Day Care Fee System budget has been increased by \$1.0 million.

The following information is provided as a brief explanation of the Family Services Division's programs.

Temporary Assistance For Needy Families (TANF) provides temporary assistance to families while emphasizing work. Eligible families receive employment assistance through the *Alexandria Works!* Teams at JobLink.

General Relief provides financial assistance to individuals who are incapacitated and unemployable, pending their receipt of federal Supplemental Security Income; and provides temporary emergency help for housing and for medical and burial needs.

## HUMAN SERVICES

### DETAIL BY DIVISION

The Family Services Division is responsible for client eligibility determination for two other federal entitlement programs -- Medicaid and Food Stamps. Only the administrative costs associated with these programs are included in the City's budget.

Refugee Assistance provides financial assistance to refugees who have been in the country less than eight months.

State/Local Hospitalization provides payments for hospital care for indigent persons who are not eligible for Medicaid.

Children's Medical Security Insurance Plan (CMSIP) provides assistance with comprehensive health benefit coverage for children through the age of 18 who have no health insurance. This plan is designed to cover children of working families whose income is too high to qualify for Medicaid, and who do not have access to other forms of health insurance.

Adoption programs provide services to help children who have been permanently and legally separated from their birth parents become permanent members of a new family.

Foster Care provides services to children and families to prevent removal of a child from his or her home. When parents are unable to utilize these services to change conditions in the home, placement of the child in foster care may be necessary. The goal of the program is to provide services to enable the child to return to his or her home or to find another permanent home for the child. Foster care is intended as a temporary response to difficulties in the family situation, not a long-term solution to family difficulties.

Child Protective Services receives and immediately investigates reports of child abuse and neglect. The goal is to identify, assess and provide services to children and families in an effort to protect children, preserve families, whenever possible, and prevent further maltreatment. Child Protective Services is non-punitive in its approach and is directed toward enabling families to provide adequate care for their children.

In addition to these programs, the Family Services Division is also responsible for the Office of Youth Prevention Services, which coordinates programs and services provided by public and private youth-serving agencies. The Office serves as the lead agency addressing issues of adolescent pregnancy and provides staff support to the Youth Policy Commission. In addition, Project Discovery, volunteer services, and delinquency prevention services are provided through the Office.

## HUMAN SERVICES

### DETAIL BY DIVISION

Project Discovery reduces and assists the number of school drop-outs in Alexandria and assists at-risk secondary school youth to improve their academic achievement and pursue a college education. The students visit college campuses throughout Virginia and the mid-Atlantic region to interact with peers and attend workshops conducted by college admissions and financial aid staff.

The Youth Policy Commission, chaired by Mayor Kerry J. Donley, was established by City Council in September 1997 as a result of an exhaustive study of youth issues by representatives from public and private organizations. On February 8, 2000, City Council adopted the following vision statement regarding youth: "Alexandria is a community where diversity is embraced, and children are born healthy and grow up safe, nurtured, well-educated and prepared for life." In addition, City Council adopted the following policy statement: "It is the Youth Policy of the City of Alexandria to emphasize prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community." The Commission has reviewed programs to assess how they address the needs of youth, prenatally to 21 years of age, in the areas of health, education, safety, recreation, and economic security. The Commission has established community measures which form the basis for an Annual Report Card which will indicate how the City has fared in its youth efforts from year to year.

The Commission has also established the Alexandria Youth Council to encourage and enable a youth voice in the work of the Commission. The young people adopted a mission statement which is, "to improve our communities by voicing our opinions and by leaving an indelible mark on generations to come."

---

### INDICATORS AND MEASURES

OBJECTIVE: [Family Services (DSS) / Eligibility] To ensure that low-income individuals and families receive needed assistance quickly and courteously.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Average monthly Food Stamp applications	292	255	246	270	270
Average monthly Food Stamps cases*	1,734	1,488	1,387	1,405	1,410
Average monthly TANF applications	79	76	70	75	75
Average monthly TANF cases*	1,005	851	650	660	665
Average monthly Medicaid cases*	3,817	4,060	4,102	4,156	4,175
Percentage of assistance applications processed quickly**	77%	86%	82%	85%	85%

- \* The continued decline in Temporary Assistance for Needy Families (TANF) and Food Stamp cases reflect the impact of a good economy and welfare reform policies. In an effort to obtain an unduplicated count of assistance recipients, Food Stamps data excludes households also receiving TANF or other cash assistance. Medicaid data excludes households also receiving TANF.
- \*\* Revised measure: Applications include those for TANF, Food Stamps, Medicaid and General Relief. The timeliness standard is 45 days except for Food Stamps, which follows shorter standards as set by federal and State regulations. The Virginia Department of Medical Assistance Services ceased providing Medicaid application processing data in January, 1999; therefore, FY 1999 data is incomplete. Inclusion of all Medicaid data would lower the timeliness measure. This data was reported in FY 2000 column.

# HUMAN SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Child and Family Services / Child Welfare] To ensure the safety and well-being of children at risk of abuse and neglect, and foster a permanent connection to family.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Projected FY 2001	Projected FY 2002
Number of reports of child abuse or neglect*	773	711	597	600	600
Percentage of investigations initiated within 24 hours**	79%	78%	66%	60%	60%
Percentage of abuse/neglect cases needing intervention***	44%	40%	17%	20%	20%
Percentage of cases without subsequent CPS complaints during the month	96%	96%	97%	96%	96%
Average monthly Foster Care caseload	129	148	154	145	145
Percentage of children who were stabilized within 18 months in Foster Care****	71%	46%	85%	85%	85%
Number of students enrolled in Project Discovery	117	150	135	129	135
Percentage of Project Discovery seniors enrolling in higher education	88%	93%	96%	91%	92%

- \* Reduction in the number of reports of child abuse or neglect is due to a new reporting system.
- \*\* Decrease in investigation initiated within 24 hours is due to a new screening process that triages reports for immediate response and provides for involvement of police.
- \*\*\* Revised measure: In FY 1997 through FY 1999, the data measured abuse/neglect investigations were families assessed as needing services, including those referred to other agencies. Starting in FY 2000, the data measures abuse/neglect investigations that become open child welfare cases for prevention or treatment of abuse or neglect.
- \*\*\*\* Revised measure: In FY 1997 through FY 1999, the data only included children who had been in Foster Care for 18 months. This method of computing stabilization gave no credit for early unification, therefore, early successes were not reported. Beginning in FY 2000, the measure was revised to assess stabilization of all children in care for 18 months or less. Stabilization means that children are in their own home, a relative's home, an adoptive home or independent living.

In FY 1993, City Council approved the formation of the Alexandria Community Policy and Management Team (ACPMT) to meet State mandates for social, community, and special education services for at-risk youth and their families. The ACPMT is charged with overseeing the implementation of the Comprehensive Services Act (CSA) for At-risk Youth and Families. The Act is targeted at emotionally and/or behaviorally disturbed children who are in, or at risk of going into, out-of-home placement, and their families. The ACPMT is responsible for developing interagency policies and procedures that will govern the provision of services to at-risk youth and families, coordinating long-range planning to ensure the development of resources and services for this population, and establishing Family Assessment and Planning Teams (FAPT's) that determine the service needs of troubled youth and their families on a case-specific basis.

In 1999, the State issued additional program administrative requirements that substantially increase workload for oversight of CSA cases. These requirements include uniform assessment and utilization review of all CSA funded cases. Localities were encouraged to establish CSA Coordinator positions. A minimal amount of additional State funding for the administrative costs of CSA was made available to localities.

## HUMAN SERVICES

### DETAIL BY DIVISION

<u>DIVISION:</u> Family Services - Component: Alexandria Community Policy and Management Team	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	2,732,169	2,817,209	3,201,725 *	
Total Expenditures	6,440,718	5,415,782	7,479,442 **	
<u>FULL-TIME STAFFING</u>	2	2	2	
* Includes the recommended supplemental of \$300,000 to provide additional City funding necessary for the Alexandria Community Policy Management Team, which provides social, community and special education services to at-risk children and their families.				
** Increase in total expenditures reflects an approximate increase of \$1.7 million in State Aid based on the actual State allocation received in FY 2001.				

The JobLink Division manages a one-stop career center located at 2026 Eisenhower Avenue which refers qualified candidates to prospective employers. All job seekers are eligible to participate in an automated career assessment which matches their skills and aptitudes to the jobs available. Account managers work with area employers to match their needs with qualified job seekers. Alexandria employers are also offered job retention support and information on State and federal tax incentives. JobLink is co-located with the Northern Virginia Community College Workforce Development Center which provides high technology training. JobLink staff provide support to, and are advised by, the Alexandria Commission on Employment, the Alexandria/Arlington Workforce Investment Board, the Alexandria Chamber of Commerce, and the *Alexandria Works!* Coalition.

<u>DIVISION:</u> JobLink	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	654,025	1,279,764	1,318,157	
Total Expenditures	2,740,987	4,104,035	3,564,444	
<u>FULL-TIME STAFFING</u>	36	36	36	

The following information is provided as a brief explanation of the JobLink Division's programs.

JobLink has two components: *Alexandria Works!* Teams and the Office of Employment & Training.

Alexandria Works! is an active job-oriented program for all welfare recipients who are required to work. The cross functional teams assist clients through comprehensive service delivery directed at removing barriers and building on the client's skills.



## HUMAN SERVICES

### DETAIL BY DIVISION

The Office of Employment Training (OET) provides career assessments, job counseling, job preparation, and job placement services. Services include computers with Internet access, job vacancy listings, telephones, fax machines, copiers, resource materials on local and national labor market trends, adaptive equipment for clients with disabilities, and access to skills training programs, including high technology programs.

*JobLink* also operates the following federal, State and local programs:

Virginia Initiative for Work not Welfare (VIEW), Virginia's welfare reform program.

The Adult Employment Training Program provides eligible clients with career counseling, assessment, and referrals and vouchers for the variety of skills training programs.

The Displaced Worker Program provides employment training and career counseling specifically for persons affected by layoffs and plant closings in the area.

The Food Stamp Employment and Training Program (FSET) provides job search training, education, skills training and work experience for persons receiving food stamps.

The Youth Employment Program provides summer and year-round employment training opportunities for the City's economically disadvantaged youth.

The Virginia Refugee Resettlement Program offers counseling, supportive services, skills training and English as a Second Language training for refugees who have been in the U.S. for less than 24 months.

The Model Employment Initiative Program provides career counseling, assessment, and job placement for persons with disabilities.

The Older Worker Program offers work experience/training opportunities at public and non-profit worksites for low income job seekers ages 55 and older.

In July, 2000, the Workforce Investment Act (WIA) replaced the Job Training Partnership Act (JTPA). The new workforce system has a work-first philosophy and includes the use of vouchers for skills training when appropriate. WIA requires a streamlined approach to employment and training by establishing a workforce development system that includes job training, welfare reform, adult education and vocational rehabilitation. WIA services are provided to job seekers through one-stop employment centers, like *JobLink* in Alexandria.

# HUMAN SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [JobLink Division\* - Alexandria Works! and Office of Employment Training] To link good people to good jobs.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of JTPA/WIA clients served**	267	214	87	130	130
Number of Dislocated Worker clients served	247	206	216	200	200
Number of Alexandria Works! clients served***	779	689	524	400	300
Total number of JobLink clients served	N/A	1,061	1,401	2,000	2,000
Percentage of Alexandria Works! clients who are managing their employment barriers****	N/A	86%	90%	90%	90%
Percentage of JobLink employment placement clients who get a full-time job	N/A	66%	82%	82%	82%
Percentage of JobLink clients who retain employment for six months	N/A	80%	87%	87%	87%
Percentage of JobLink clients still employed at six months who had wage increases	N/A	17%	29%	30%	30%
Number of employers recruiting directly at JobLink	N/A	7	26	28	28

Please note data have been revised from previously published documents.

- \* JobLink is a DHS Division that includes Alexandria Works! and programs of the Office of Employment Training. JobLink began operations in January 1999. FY 1999 employment data is based on a small number of clients and may not represent typical client outcomes.
- \*\* The Workforce Investment Act (WIA) replaced the Job Training Partnership Act (JTPA) on July 1, 2000. In FY 1999 there was a JTPA funded summer youth program which was not available in FY 2000. The lack of this program contributed to the FY 2000 decrease in JTPA/WIA clients served. The summer youth program funding will be available again beginning in FY 2001 but will be limited to serving 50 youth each year.
- \*\*\* Continued caseload reductions are projected for Alexandria Works! due to a strong local economy and the continuing effects of welfare reform.
- \*\*\*\* Alexandria Works! clients are managing their employment barriers if, within 90 days of enrollment, they comply with requirements to obtain mental health/substance abuse treatment, caseworker assessments or other needed services.

The Community Programs Division (CPD) provides services that are designed to aid specific populations in the City to become self-sufficient and less dependent on the human services system as well as protecting adults from abuse, neglect and exploitation. This division provides staff support to the Commission on Aging, the Commission on Persons with Disabilities, the Early Childhood Commission and the Economic Opportunities Commission.

The Community Programs Division operates through three program-specific offices: the Office of Aging and Adult Services, the Office for Early Childhood Development, the Office of Community Services and the Multicultural Services Initiative which was established in FY 2001 to increase access to all City Services for Alexandria's diverse population.

# HUMAN SERVICES

## DETAIL BY DIVISION

The Office of Aging and Adult Services offers a range of services to meet the needs of Alexandria's elderly, with special emphasis on the needs of those most at risk of being institutionalized, minorities and low-income elderly. The Office provides staff support to the Commission on Aging for its advocacy, education and enrichment programs, and to the Commission on Persons with Disabilities for advocacy on behalf of City residents with disabilities.

DIVISION: Community Programs	ACTUAL	APPROVED	PROPOSED	APPROVED
Component: Office of Aging and Adult Services	FY 2000	FY 2001	FY 2002	FY 2002
General Fund Expenditures	1,030,097	1,090,172	1,252,431**	
Total Expenditures	1,683,703	1,664,693	1,836,214**	
<u>FULL-TIME STAFFING</u>	27	28 *	29**	

\* Reflects one new FTE as a result of the approved supplemental to expand the part-time nurse position at the Alexandria Adult Day Health Care program to a full-time position to implement a medical model of services.

\*\* Reflects the recommended supplemental of \$162,638 to increase the hourly wage paid to companion aides, and \$12,649 to convert a part-time position to full-time at the Alexandria Residential Care Home.

The Office of Aging and Adult Services manages the following programs:

The District Home provides residential care for elderly and disabled individuals who are unable to care for themselves, but are not in need of nursing home care.

Birmingham Green provides nursing home care to those in need of these services. The District Home and Birmingham Green serve residents of Alexandria, as well as residents of Fairfax, Fauquier, Loudoun and Prince William counties.

Auxiliary Grant programs provide payments for care of elderly and disabled persons who are still relatively mobile in licensed adult homes.

Adult Protective Services consists of the identification, receipt, and investigation of complaints and reports of adult abuse, neglect, and/or exploitation.

In-Home Services to Elderly provides companion aide services to elderly and disabled low-income citizens to remain in their own homes.

The Alexandria Residential Care Home (ARCH), located at 718 N. Columbus Street, is a residential care facility serving ten seniors who are no longer able to live alone.

The Adult Day Health Care Program, located in the Lee Center, provides daily meals and social activities for up to 24 impaired seniors who cannot be alone during the day.

## HUMAN SERVICES

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

4. Before and After School Programs \$200,000

This supplemental request will fund an increase in the per week, per child rate for the before and after school programs operated by the Campagna Center.

5. Expansion of the Alexandria Community Policy Management Team (ACPMT) \$300,000

This supplemental request will provide additional local match to State funds for the ACPMT, which is responsible for meeting State mandates for social, community and special education services for at-risk youth and their families. The local match for this program has been underfunded for the last several years.

6. Companion Aide Wage Rates \$162,638

This supplemental request would make the hourly wage rate that the City offers its companion aides competitive (increased from \$5.25 to \$6.00 per hour, and for aides with training, increased from \$6.00 to \$8.00 per hour) and would offer the aides the incentive to stay within the system more than six months after training is completed. It should be noted that the FY 2001 approved budget contained an approved supplemental request to eliminate the waiting list for companion aides, which has not been able to be fulfilled due the inability to recruit companions for the hourly rate which the City currently offers.

#### Not Recommended

1. Full-time Activities Assistant at the Adult Day Services Center \$24,922
2. Expanded program for specialized employment services for clients with disabilities \$81,324
3. Expanded Income Maintenance Program \$24,081
4. Expanded English as a Second Language Program \$28,400
5. Expanded Adult Protective Services \$44,785

These supplemental requests are not recommended at this time due to higher priority needs.

---

### WORK SESSION NOTES AND COMMENTS

# HUMAN SERVICES

## DETAIL BY DIVISION

The Office for Early Childhood Development (OECD) offers guidance to families in locating and securing quality child care and provides training and support services to child care homes and child care centers. The City provides funding for numerous early childhood education and child care programs through several funding sources and accounts.

<u>DIVISION:</u> Community Programs	<u>ACTUAL</u>	<u>APPROVED</u>	<u>PROPOSED</u>	<u>APPROVED</u>
Component: Office for Early Childhood Development	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2002</u>
General Fund Expenditures	244,724	264,546	283,823	
Total Expenditures	329,833	341,832	386,919	
<u>FULL-TIME STAFFING</u>	12	12	12	

The following Addendum Table I, "Funding for Early Childhood Education and Child Day Care Programs" illustrates the numerous funding sources the City utilizes for the numerous childhood education and child care programs offered through the Office of Early Childhood Development and through the Family Services Division, Office of Child Welfare.

Addendum Table I FUNDING FOR EARLY CHILDHOOD EDUCATION AND CHILD DAY CARE PROGRAMS (City, State & federal)	FY 2002 Proposed
Head Start (Administered by OECD)	\$1,200,859
TANF Working and Transitional Child Care (TCC)	2,599,087
Child Day Care Fee System (estimated federal/State/local funds)	4,830,426
Campagna Kids Program (Budget allocation to be paid on a per child per week basis.)	1,076,843
Mini-Grants Program	50,000
Comprehensive Services for At-Risk Children (Children's Fund)	1,003,632
Pilot Accountability Before/After School Program at Tucker School	300,000
Total	\$11,060,847

The Office of Early Childhood Development manages the following programs:

The Before and After School Program is managed by contractors with the department. One is Tucker Plus, which is a model pilot child care program that provides enhanced recreational and educational opportunities in a creative, safe environment at the Samuel W. Tucker School in the west end of the City. Another

## HUMAN SERVICES

### DETAIL BY DIVISION

is the Campagna Kids Program which is a before- and after-school quality enrichment program for school age children of parents living or working in the City of Alexandria. The programs serve students at the following City elementary schools: John Adams, Charles Barrett, Cora Kelly, Patrick Henry, Jefferson-Houston, Douglas MacArthur, George Mason, Maury, Lyles Crouch, Mt. Vernon, James K. Polk and William Ramsay.

The child care subsidy programs provide child care payments and services to low-income families who are TANF, *Alexandria Works!*, or child care fee system clients.

The Alexandria Head Start program is a comprehensive early childhood development program for 253 low-income preschool age children and their families located at Jefferson-Houston, George Washington Middle School, Mt. Vernon Elementary, John Adams and Tucker Elementary schools. This program provides early childhood education, medical and dental screening and follow-up, referrals for social services and mental health treatment, nutritional meals and snacks, and encourages strong parental involvement. Two new Head Start classrooms, serving an additional 34 children, opened in Fall 2000 at the Samuel W. Tucker Elementary School in the west end of the City.

The City's Mini-Grant Program provides up to \$50,000 each year for quality enhancement activities to child care centers, family child care providers, and other groups serving at-risk children.

The City's Comprehensive Services for At-Risk Children program, known as the Children's Fund, was approved by City Council in FY 1993. The Children's Fund provides full funding for comprehensive services such as family support, early intervention, and preschool psychological services as well as local matching grants to organizations providing early childhood development programs. The City's Early Childhood Commission develops priorities for the use of Children's Fund monies, authorizes distribution request for proposals and designates a review committee to recommend funding. Committee funding recommendations are forwarded to the City Manager for review and to City Council for final approval.

# HUMAN SERVICES

## DETAIL BY DIVISION

Addendum Table II, "Children's Fund Program Funding FY 1999 - FY 2001" summarizes the funding provided to programs through the Children's Fund from FY 1999 through FY 2001. Individual agency allocations were approved by City Council in June, 2000, for the period beginning July 1, 2000 through June 30, 2001. The FY 2002 proposed budget includes a total of \$1,003,632 for the Children's Fund. This amount represents an increase of 3 percent as an inflationary factor to keep the Children's Fund purchasing power constant in dollar terms.

Addendum Table II CHILDREN'S FUND Program Funding FY 1999 - FY 2001	CITY FUNDING <sup>11</sup>		
	FY 1999 ACTUAL	FY 2000 ACTUAL	FY 2001 APPROVED
<b>COMPREHENSIVE SERVICES</b>			
Family Support Project	\$ 87,384	\$ 135,979	\$ 135,979
Parent Nurturing Program	N/A	7,280	8,113
Speech/Language Pathologist & Services	4,980	0	0
Prenatal Services through AHD	44,287	49,036	47,132
Psychological Services	8,058	58,945	62,430
Transition to Kindergarten Training/Monitoring	4,742	0	0
OECD Training Budget	0	0	0
Scholarship Fund/VA Preschool Initiative	33,458	44,353	50,000
Child Observation Record Training	9,729	12,411	0
Subtotal/Comprehensive Services	\$ 192,638	\$ 308,004	\$ 303,654
<b>LOCAL MATCH PROGRAMS</b>			
About Early Learning	N/A	0	0
Network Presidential Greens Classroom	90,000	90,000	90,000
Network Charles Houston/Cora Kelly Classroom	N/A	57,000	62,000
Tenants' and Workers' Chiralagua Classroom	N/A	80,000	65,000
Network Family Child Care System	7,890	0	0
Healthy Families	240,000	323,000	343,483
Mt. Vernon Program for 4 Year Olds	78,805	80,776	35,000
Head Start Classrooms at Tucker School	N/A	N/A	20,263
Resource Mothers	25,000	50,000	55,000
Subtotal/Local Match Program	\$ 441,695	\$ 680,776	\$ 670,746
Total/Children's Fund	\$ 634,333	\$ 988,780	\$ 974,400

<sup>11</sup> A total of \$1,003,632 is proposed for FY 2002. This amount represents an increase of 3 percent as an inflationary factor to keep the Children's Fund purchasing power constant in dollar terms. Per Council action on October 17, 1998, all grant proposals for programs providing early childhood education and/or comprehensive services to at-risk children prenatally through age five that were previously requested through the Community Partnership Fund for Human Services must now be submitted to the Children's Fund for consideration. Funds are allocated through a Request For Grant Proposals (RFGP) process.

# HUMAN SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Office of Early Childhood Development] To create opportunities for low-income children to be successful in school and life.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Monthly average number of children in subsidized child care*	1,107	1,333	1,192	1,300	1,400
Percentage of children at child care centers	36%	38%	39%	40%	41%
Percentage of children at centers in accredited programs**	68%	56%	87%	87%	87%
Percentage of children in Head Start whose developmental progress is at or above average***	74%	75%	73%	75%	75%

- \* The numbers of children served depend on the federal and State funding available each year.
- \*\* The accreditation for one provider expired in October 1998. This provider reapplied and was reaccredited in FY 2000. There was also an increase of three accredited centers in FY 2000.
- \*\*\* Head Start measures developmental progress through the Child Observation Record (COR). This revised measure bases developmental progress on children who either (1) improve between the Fall and Spring observations at a 0.9 rate or higher (0.9 is the national average) or (2) obtain top ratings in two or more of the six developmental areas observed.

The Office of Community Services (OCS), with the Economic Opportunities Commission serving as its policy advisory body, is Alexandria's Community Action Agency. OCS programs are targeted toward the economically disadvantaged, homeless and near homeless families and individuals, and ex-offenders. This Office works with the Family Services Division to increase utilization of Temporary Assistance for Needy Families (TANF) funds to alleviate short-term crises and divert families from dependence on public assistance.

<u>DIVISION:</u> Community Programs	ACTUAL	APPROVED	PROPOSED	APPROVED
Component: Office of Community Services	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2002</u>
General Fund Expenditures	1,137,069	1,300,219	1,339,226	
Total Expenditures	2,967,908	3,270,485	3,341,268	
<u>FULL-TIME STAFFING</u>		12	12	13 *

\* Reflects the internal transfer of the Multicultural Services Coordinator position from the Operations Division.



## HUMAN SERVICES

### DETAIL BY DIVISION

The Office of Community Services manages the following programs:

The Homeless Intervention Program prevents evictions and foreclosures of families and individuals threatened by a financial crisis beyond the household's control. Financial assistance is available once in a lifetime, for up to six months, while families develop service plans to regain self-sufficiency.

Eviction Storage provides furniture storage, and temporary emergency shelter when prevention options are not successful or the household is already homeless.

The Office of Community Services manages service delivery at the City's 65-bed Alexandria Community Shelter, operated by The Salvation Army, and partners with other public and private organizations at Carpenter's Shelter to move the residents toward stable housing as quickly as possible.

The Transitional Assistance Program provides up to one-half of the security deposit and one-half of the first three months rent to help eligible low income families and individuals make the transaction from an Alexandria homeless shelter or an overcrowded environment to self-sufficiency and stable housing.

The Community Services Program offers short term housing assistance through crisis intervention and prevention programs, and comprehensive emergency services under the Community Services Block Grant (CSBG), the Emergency Shelter Fund, and the emergency component of the General Relief program.

Virginia CARES, the Community Action Re-entry System, provides post-release services to ex-offenders paroled or released from the State correctional system and their family members. Services include temporary shelter and permanent housing referrals, referrals for basic needs, transportation, counseling, support groups, financial assistance, job development and referrals for employment and training.

Fuel Assistance Program pays home heating and cooling bills for low-income residents who qualify under State guidelines.

The Multicultural Services Initiative provides City-wide activities including informing non-English speaking residents of City services; promoting multicultural services within the City's diverse communities; and expansion of English as a Second Language classes to meet the needs of limited English proficiency residents.

# HUMAN SERVICES

## DETAIL BY DIVISION

The Hispanic Orientation Education program provides assistance to Hispanic immigrants seeking to assimilate a new culture. Services, provided largely by volunteers, include basic English literacy classes, citizenship classes and crisis intervention assistance. In a cooperative effort with private and public agencies, orientation workshops are provided on a variety of life skills topics, such as AIDS prevention, crime prevention, domestic violence, employment and health issues.

### INDICATORS AND MEASURES

OBJECTIVE: [Office of Community Services] To help low-income adults and youth stabilize and enhance their lives.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total number of households sheltered (Alexandria Community Shelter (ACS))	412	436	339	340	340
Percentage of available ACS beds used nightly	82%	83%	63%	85%	85%
Percentage of households served by ACS who obtained stable housing	38%	32%	36%	35%	35%
Total number of families served by the Homeless Intervention Program (HIP)	219	177	171	170	170
Percentage of households served by HIP with stable housing six months after case closed	77%	67%	69%	70%	70%
Total number of Virginia Cares clients served**	308	304	365	365	365
Percentage of Virginia Cares clients who are reincarcerated within one year of release on a new felony charge	7%	9%	8%	10%	10%

OBJECTIVE: [Office of Community Services- Multicultural Services Initiative] To ensure that Alexandria's culturally diverse residents have access to all City services and resources.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of Hispanics participating in extended education and English as Second Language (ESL) classes*	334	341	470	370	370

\* Increase in ESL and Orientation classes can be attributed to transience of target population and growth of the Hispanic population due to the demolition of the Arna Valley apartments and relocation of the residents from Arlington County to the City.

## HUMAN SERVICES

### SUPPLEMENTAL BUDGET REQUESTS

It should be noted that the Department is currently engaged in a project with the State whereby the City is eligible to receive applicable Federal Financial Participation (revenue maximization) for unclaimed administrative costs (paid for from general fund monies) previously spent on programs that have open-ended federal funding or as otherwise allowable by State and federal laws. Participation in this project has resulted in the City receiving a check in the amount of \$240,105 for the review of FY 1999 expenditures. This program is on-going and is expected to generate revenues equal to at least \$240,000 each year. According to the terms of the revenue maximization program, "the City agrees to reinvest the additional FFP (federal financial participation) received under this agreement to enhance and expand its human service programs or to develop new initiatives to better meet human service needs in the City; and the City agrees that no portion of the additional FFP received under this agreement will be used to supplant local or other funding for human services." Supplemental requests number 2 and 3 are proposed to be paid for out of the \$240,105 already deposited with the City; therefore, those supplemental requests have no impact on the General Fund.

#### Recommended

1. Expanded program at the Alexandria Residential Care Home \$12,649

This supplemental is for the conversion of a part-time (.75F FTE) Companion Aide position to full-time which will allow for the hiring and retention of qualified staff to address compliance issues with the State.

2. Two full-time Social Worker Supervisor positions \$125,262  
Less Revenue Maximization Program Participation (\$125,262)  
No net cost to the General Fund

This supplemental will provide two full-time positions that will a:) provide additional services in the Child Welfare area of the department to address additional requirements added by State and federal guidelines, as well as increasingly complex cases, and b:) to handle increased caseloads due to the planned \$1.0 million expansion of the Child Day Care Fee Program.

3. Revenue Maximization/Contract Management position \$45,422  
Less Revenue Maximization Program Participation (\$45,422)  
No net cost to the General Fund

This supplemental request will fund a full-time position to handle all components of the department's revenue maximization efforts and all departmental contract negotiations and monitoring.

## HUMAN SERVICES

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

4. Before and After School Programs \$200,000

This supplemental request will fund an increase in the per week, per child rate for the before and after school programs operated by the Campagna Center.

5. Expansion of the Alexandria Community Policy Management Team (ACPMT) \$300,000

This supplemental request will provide additional local match to State funds for the ACPMT, which is responsible for meeting State mandates for social, community and special education services for at-risk youth and their families. The local match for this program has been underfunded for the last several years.

6. Companion Aide Wage Rates \$162,638

This supplemental request would make the hourly wage rate that the City offers its companion aides competitive (increased from \$5.25 to \$6.00 per hour, and for aides with training, increased from \$6.00 to \$8.00 per hour) and would offer the aides the incentive to stay within the system more than six months after training is completed. It should be noted that the FY 2001 approved budget contained an approved supplemental request to eliminate the waiting list for companion aides, which has not been able to be fulfilled due the inability to recruit companions for the hourly rate which the City currently offers.

#### Not Recommended

1. Full-time Activities Assistant at the Adult Day Services Center \$24,922
2. Expanded program for specialized employment services for clients with disabilities \$81,324
3. Expanded Income Maintenance Program \$24,081
4. Expanded English as a Second Language Program \$28,400
5. Expanded Adult Protective Services \$44,785

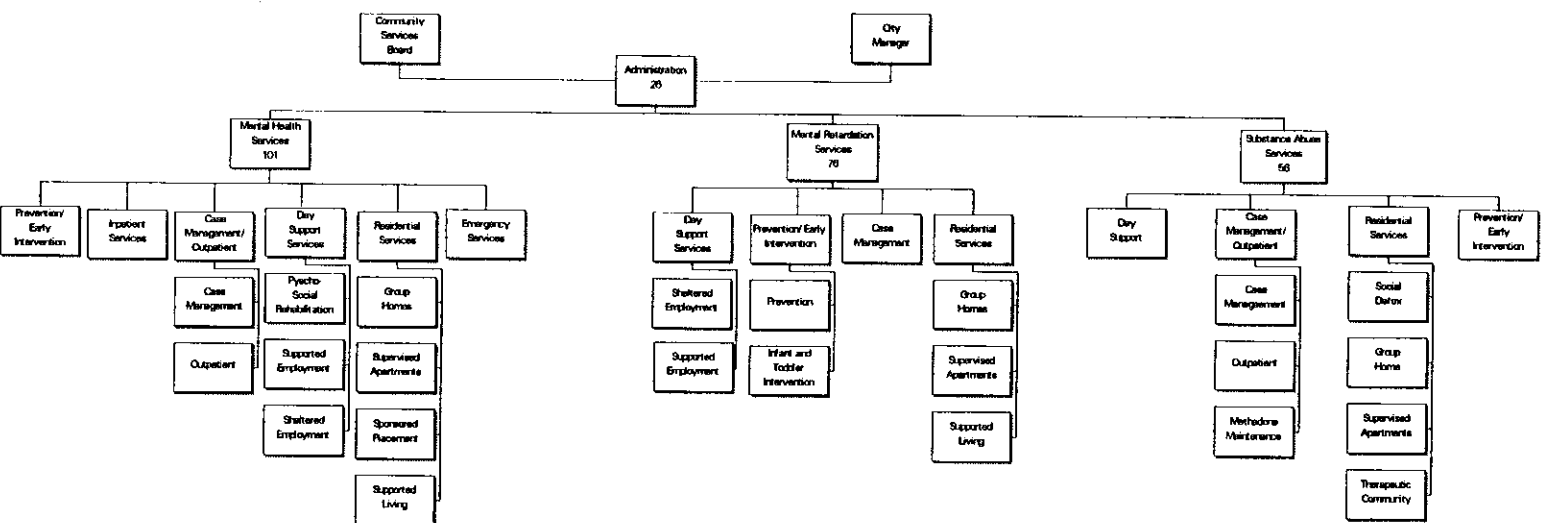
These supplemental requests are not recommended at this time due to higher priority needs.

---

### WORK SESSION NOTES AND COMMENTS

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

---



## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

**PROGRAM GOAL:** To provide treatment, training and support to Alexandria citizens with mental illness, mental retardation or substance abuse problems in order to help these persons eliminate, reduce or cope with their disabilities, and to provide education and support to adults, youth and children in an effort to diminish the incidence and severity of mental disabilities and substance abuse throughout Alexandria.

The Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) is responsible for implementing and managing the policies, programs and plans of the Alexandria Community Services Board (CSB). The 16 member Alexandria Community Services Board was established in 1969 in accordance with Virginia Code 37.1, Chapter 10. The mission of the Board is to serve Alexandrians by:

- Providing community-based mental health, mental retardation, and substance abuse services;
- Creating an environment to promote the highest level of functioning and improve the quality of life for our clients; and
- Allocating resources prudently, and advocating for an effective system of care to meet the needs of Alexandrians with disabilities.

During FY 2001, the Department began phasing in a reorganization of its services. As a result, internal changes to staffing and services provided will be evident in the FY 2002 budget. Full implementation of the reorganization is expected to be reflected in the FY 2003 budget.

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS >				
PERSONNEL	14,344,080	16,323,456	16,904,400	
NON-PERSONNEL	4,045,020	4,077,826	4,425,914	
CAPITAL GOODS OUTLAY	<u>382,381</u>	<u>74,000</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>18,771,481</u>	<u>20,475,282</u>	<u>21,330,314</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>10,542,894</u>	<u>11,409,473</u>	<u>11,365,496</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>10,542,894</u>	<u>11,409,473</u>	<u>11,365,496</u>	
GENERAL FUND	<u>8,228,587</u>	<u>9,065,809</u>	<u>9,964,818</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	9.9%			
FULL-TIME POSITIONS	264.0	258.0*	259.0**	

\* This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under a scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the Mental Retardation division as a result of CSB action on January 11, 2001.

\*\* Reflects a new Therapist III position as a result of a recommended supplemental request to fund with General Fund dollars psychological services for at-risk preschool children. The grant that previously financed this service has expired.

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### City Manager Proposed

- The Department of Mental Health, Mental Retardation and Substance Abuse General Fund FY 2002 Proposed budget is up \$899,009, or 9.9 percent.
  - Excluding the initiatives described below, the FY 2002 General Fund budget increased 5.2 percent, which is largely attributable to the cost of the merit in-step increase for City employees, substantial reclassifications that occurred in FY 2001, and the impact of extending additional benefits to part-time employees regularly scheduled to work 10 or more hours per week year round.
  - The FY 2002 General Fund budget for this agency includes an increase of \$105,604 for increased purchase of services costs for five consumers that were not previously paid for with City dollars (\$87,000) and increased rates for contract residential programs (\$18,604); an increase of \$46,445 for condominium fees and utility costs related to the purchase, in accordance with the CSB Housing Plan as previously approved by City Council, of seven new condominiums serving clients with mental illness, mental retardation and/or those recovering from substance abuse; an increase of \$33,000 for higher costs for medications from the State pharmacy; and a \$50,000 supplemental budget request for replacement furnishings for eleven group homes and 34 supervised apartments associated with the maintenance of appearance and comfort.
  - The FY 2002 General Fund budget also includes \$131,700 for the contribution to the equipment replacement fund for the replacement of computers.
  - Also included in the FY 2002 General Fund budget is a recommended supplemental request in the amount of \$62,117 to continue the previously funded Arlington Health Foundation grant for a Therapist III to provide psychological services for at-risk preschool children.
- 

### DETAIL BY DIVISION

The Community Services Board Administration (CSB) division provides professional and clerical support for the Alexandria Community Services Board and manages the financial, management information, public information, human resources, risk management and volunteer coordination services for the Department of Mental Health, Mental Retardation and Substance Abuse.

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

<u>DIVISION</u> : CSB Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002**</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	900,754	1,069,691	726,542	
Total Expenditures	1,163,776	1,333,471	965,138	
<u>FULL-TIME STAFFING</u>		14	17*	26
<ul style="list-style-type: none"> <li>* Reflects two new positions as a result of the department's reorganization and a State-funded position to administer the State's new Performance Outcome Measurement System.</li> <li>** Reflects the transfer of positions and funding as a result of the phasing of the Board's reorganization.</li> </ul>				

The Mental Health Services division helps citizens with severe or milder mental illnesses to live satisfying, productive and independent lives.

Mental illness is a disease that disrupts an individual's thoughts, emotions, and/or behavior. The term "mental illness" covers a wide variety of mental disorders. Milder forms of mental illness can result from stressful events such as divorce or victimization. More severe forms of mental illness typically have physical causes, such as chemical or structural changes in the brain. Depression and schizophrenia are examples of disorders related to chemical changes in the brain.

<u>DIVISION</u> : Mental Health Services	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002 **</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	3,426,369	3,656,903	4,369,597	
Total Expenditures	8,065,407	8,853,097	8,848,655	
<u>FULL-TIME STAFFING</u>		86	88*	101
<ul style="list-style-type: none"> <li>* Reflects two new positions as a result of the department's reorganization.</li> <li>** Reflects the transfer of positions and funding as a result of the phasing of the Board's reorganization and is primarily attributable to the former ACCESS grant being collapsed into the Mental Health Services division. A recommended supplemental request in the amount of \$62,117 for a Therapist III to provide psychological services for at-risk preschool children is also included.</li> </ul>				

The following information is provided as a brief explanation of the Mental Health Services division's programs and expenditures.

### FY 2002 Proposed All Funds

Emergency Services helps individuals who are in crisis and may be in danger of harming themselves or others. Staff provide and/or arrange for services as necessary to resolve the emergency.

\$458,910



## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### DETAIL BY DIVISION

<u>Inpatient Services</u> are provided by professional staff at INOVA Alexandria Hospital's psychiatric unit. The unit offers a structured and safe environment for consumers who are having an acute episode of mental illness.	\$29,767
<u>Prevention/Early Intervention Services</u> provides educational groups with topics that include anger management for elementary school students, signs and effective treatment of depression for adolescent groups, adult parenting groups and suicide prevention education for older adults.	\$166,437
<u>Outpatient Services</u> offers psychotherapy, supportive counseling and psychiatric care (including medication management) to persons with mild and severe levels of mental illnesses.	\$2,501,681
<u>Case Management Services</u> help consumers with severe mental illness engage in treatment services and find ways to meet financial, housing, medical and other basic needs.	\$1,874,441
<u>The Patrick Street Clubhouse</u> offers structured activities and social support, enabling consumers with severe mental illness to maintain a more active and independent lifestyle and avoid hospitalization.	\$776,257
<u>Residential Services</u> offers a range of supervised living arrangements including group homes, supervised apartments and supported living services (consumers rent their own residence and program staff provide varying levels of support and supervision).	\$2,002,273
<u>Alexandria Detention Center Services</u> includes a specialized unit staffed by mental health professionals, including a psychiatrist who addresses inmates' needs for medication. In addition, staff work with inmates in the general population who need evaluation and/or counseling.	\$316,090

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

Mental Health Support provides for the overall supervision and support of the mental health treatment programs including oversight of contract agencies, planning and financial management and reporting, computer, billing and human resources services, office facility costs and vehicle reserve funding.

\$722,799

## TOTAL DIVISION EXPENDITURES

\$8,848,655

### INDICATORS AND MEASURES

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of outpatient consumers served	1418	1432	1332	1400	1400
Percentage of discharged outpatient consumers who meet some or all of their goals as assessed by therapist or case manager	63%	77%	79%	75%	75%
Number of consumers served with a serious mental illness	564	567	648	600	600
Percentage of consumers with serious mental illness that do not need psychiatric hospitalization	85%	83%	85%	80%	80%
Number of children and families served by the Intensive In-home program	43	44	67	60	60
Percentage of families with children with serious emotional problems served with in-home services who met all or some of their goals	57%	77%	75%	75%	75%
Number of consumers served by Supported Vocational Services - Individual Placement*	138	59	57	70	70
Percentage of vocational program consumers who were employed in non-sheltered employment for six-months or more	86%	92%	89%	90%	90%

\* This number represents the total number of consumers served while indicators are only applied to a sample of this population.

The Mental Retardation Services division provides individuals with mental retardation the services and supports that they need to enjoy as full a life as possible, one open to success and happiness, and one that values the individual and his/her contributions to the world.

Mental Retardation, as defined by the *Code of Virginia*, refers to "substantial subaverage general intellectual functioning which originates during the developmental period and is associated with impairment in adaptive behavior." The American Association on Mental Retardation (AAMR) has proposed a definition of mental retardation that stresses that the disability need not be a life-long condition, that its occurrence is a matter of substantial limitation in present functioning, and that its occurrence is marked by significantly substantial intellectual functioning *existing* concurrently with related limitations in adaptive skills.

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

According to the AAMR, intellectual functioning alone may be insufficient to diagnose mental retardation. Mental retardation is the result of one or more of some 200 causative factors, almost all physiological in nature, that have intellectual deficits as common characteristics. Most often, among those individuals with the most severe intellectual deficits, the incident of mental retardation is concurrent with medical problems, and/or behavioral or emotional difficulties, and/or physical disabilities.

DIVISION: Mental Retardation Services	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002**	APPROVED FY 2002
General Fund Expenditures	1,248,786	1,560,061	2,412,779	
Total Expenditures	4,389,941	4,725,875	5,651,611	
<u>FULL-TIME STAFFING</u>				
	70	73*	76	
* Reflects one new position as a result of the department's reorganization; and the addition of two new full-time residential counselors as a result of CSB action on January 11, 2001.				
** Reflects the transfer of positions and funding as a result of the phasing of the Board's reorganization.				

The following information is provided as a brief explanation of the Mental Retardation Services division's programs and expenditures.

### FY 2002 Proposed All Funds

Case Management provides a central point of entry into the system of services; information and referral; linking; service coordination; monitoring; advocacy and counseling, in support of individuals with mental retardation and their families. \$548,714

Family Support is a combination of financial assistance, services and technical supports that provide assistance for families to maintain a family member with mental retardation at home. \$52,800

Residential Services primarily offers group homes and supervised apartments with supportive services. \$2,537,756

Vocational Services provides sheltered employment for persons who need on-going supervision, job coaches for persons who need short term on-the-job training and follow-up services, and job opportunities for small groups of individuals who work together under staff supervision providing janitorial services to area businesses. \$998,622

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### DETAIL BY DIVISION

<u>Parent-Infant Education Services</u> provides for the therapeutic, educational and service coordination needs of infants and toddlers who are experiencing developmental delays and/or disabilities, or who are at risk of delays or disabilities. The focus of the program is on developing the family's capacity to provide for the on-going developmental needs of their children.	\$404,072
<u>Prevention Services</u> provides educational and consultative services to the general public to help people develop attitudes and habits of healthy behavior that will result in the prevention of mental retardation.	\$25,611
<u>Mental Retardation Support</u> provides for the overall supervision and support of the mental retardation treatment programs including oversight of contract agencies, planning and financial management and reporting, computer, billing and human resources services, office facility costs and vehicle reserve funding.	\$1,084,036
TOTAL DIVISION EXPENDITURES	<u>\$5,651,611</u>

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of adult clients with mental retardation	242	174	162	180	180
Percentage of family/guardians satisfied with services for adults with mental retardation	93%	96%	92%	95%	95%
Number of children clients with mental retardation	190	235	266	240	240
Percentage of family/guardians satisfied with services for children with mental retardation	100%	100%	99%	95%	95%
Number of clients participating in the Supported Employment Job Retention for Persons with Mental Retardation (employed over 90 days)	22	22	11*	10	10
Percentage of Supported Employment Job Retention for Persons with Mental Retardation (employed over 90 days)	100%	100%	100%	90%	95%
Number of clients participating in the Group Supported Employment Job Retention for Persons with Mental Retardation (employed over 90 days)	26	21	14**	12	12
Percentage of Group Supported Employment Job Retention for Persons with Mental Retardation (employed over 90 days)	100%	100%	91%	90%	95%
Number of clients participating in Sheltered Employment	54	63	56	54	54
Hourly wage in Sheltered Employment for Persons with Mental Retardation	\$0.47	\$0.76	\$0.61	\$1.50	TBD

\* This decrease reflects those consumers who previously had little contact with the program, have been eliminated from the program, or are only seen on an "as needed" basis.

\*\* This decrease reflects the elimination of certain mobile crews as a result of clients not possessing the skills needed to successfully perform the job. These consumers were transferred to Sheltered Employment or to private vendors. Sheltered Employment statistics do not show an increase in FY 2000 because some Sheltered Employment consumers also transferred to private vendors.

The Substance Abuse Services division assists substance abusers and substance addicted individuals to learn to lead and support alcohol and drug free lifestyles.

In general, substance abuse is the dysfunctional or inappropriate use of alcohol, illegal drugs or prescription medication. The fourth edition of the American Psychiatric Association's Diagnostic and Statistical Manual of Mental Disorders differentiates between substance abuse and substance addition/dependence. In substance abuse, the individual's drug or alcohol use without addition or dependence may or may not be harmful on a long-term basis. In substance addition/dependence the user over time develops a psychological and physical state of adaptation to the drug that results in a need for increasing amounts to achieve the same intoxicating effect, symptoms of withdrawal during prolonged abstinence from use, and a strong craving for the drug if it is unavailable.

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

<u>DIVISION: Substance Abuse Services</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002**</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	2,652,678	2,779,154	2,455,900	
Total Expenditures	5,152,357	5,562,839	5,864,910	
<u>FULL-TIME STAFFING</u>	61	65*	56	
* Reflects the transfer of positions from other divisions to the division of Substance Abuse.				
** Reflects the transfer of positions and funding as a result of the phasing of the Board's reorganization.				

It should be noted that according to the National Institute of Drug Abuse, drug addiction treatment is cost effective. Every \$1 invested in addiction treatment programs yields a return of between \$4 and \$7 in reduced drug-related crime, criminal justice costs, and theft. When savings related to health care are included, total savings can exceed costs by a ratio of 12 to 1. Drug treatment provides additional benefits to participants including improvements in workplace productivity, significant drops in interpersonal conflicts, and reductions in drug-related accidents.

### FY 2002 Proposed All Funds

Outpatient Services provides counseling and education to help abusers learn to deal with their addictions and to support alcohol and drug free lifestyles.

\$1,024,856

Methadone Services provides consumers with clinical/physical assessments and medical care, methadone detoxification and maintenance, group, individual and family counseling, HIV testing and counseling, vocational counseling on an individual basis, and case management.

\$517,987

Day Support Services provides an intensive group treatment program for consumers who might otherwise be referred to inpatient care five days a week for four and one half hours a day.

\$263,025

Case Management Services provides assessments and referrals to contract residential treatment programs and assistance in obtaining other needed services.

\$185,398

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

<p><u>Jail Services</u> operates a Sober Living Unit at the Alexandria Detention Center. This is an intensive treatment option providing individual and group counseling, psycho-social education groups, life skills learning and relapse prevention. Through Criminal Justice Grant funds, clinical and case management services are provided to general population inmates including group counseling on topics such as anger management, parenting skills and coordination with continuing services after release.</p>	\$341,274
<p><u>Detox Services</u> is a program which provides non-medical supervision of consumers in withdrawal from alcohol and/or drugs as well as education on the effects of alcohol and drugs. The program also accepts police diversion of intoxicated persons who would otherwise be jailed.</p>	\$1,029,277
<p><u>Residential Services</u> offers group home and supervised apartment programs with training in independent living skills to help the individual to maintain substance free living.</p>	\$415,093
<p><u>Residential Treatment Services</u> provide highly intensive programs for 90 to 180 days with the focus of the program on establishing a sober support system, securing stable housing, and obtaining employment. These services are provided by private contractors.</p>	\$416,973
<p><u>Prevention/Early Intervention</u> programs provide services to youth and their families who are in need of substance abuse education, skill development and supportive counseling. Staff are located in the City's public schools, recreation centers and in other community locations.</p>	\$655,414
<p><u>Shelter Services</u> provides outreach services to the homeless community and shelters in the City. This program also provides building maintenance and food service for the Alexandria Community Shelter.</p>	\$292,814

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

Substance Abuse Support provides for the overall supervision and support of the substance abuse treatment programs including oversight of contract agencies, planning and financial management and reporting, computer, billing and human resources services, office facility costs and vehicle reserve funding.

\$722,799

## TOTAL DIVISION EXPENDITURES

\$5,864,910

### INDICATORS AND MEASURES

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of Detox clients served	824	721	655	821	821
Percentage of Detox capacity*	91%	84%	79%	n/a	n/a
Percentage of consumers discharged from Detox who met treatment goals as assessed by therapist at time of discharge	91%	91%	91%	75%	75%
Number of Outpatient/Methadone clients served**	1,382	1,553	1,042	1,100	1,100
Percentage of consumers discharged from Outpatient/Methadone who met treatment goals as assessed by therapist at time of discharge	74%	80%	78%	79%	75%
Number of Outpatient/Youth clients served***	n/a	44	44	50	50
Percentage of consumers satisfied with Outpatient, School-based services	89%	89%	95%	95%	95%

\* This measure has not previously been reflected in the context of the budget but is relevant to the operations of the division. The CSB is currently reviewing utilization statistics in FY 2001.

\*\* Prior to FY 2000, actual expenditures reflected the total of each program. Starting in FY 2000, an unduplicated count for Outpatient clients and Methadone clients are represented.

\*\*\* During FY 1998, the department did not distinguish between Outpatient Youth and Outpatient.

## SUPPLEMENTAL BUDGET REQUESTS

### Recommended

1. Indigent funding for psychological services for preschool children \$62,117

This recommended supplemental request is for a full-time Therapist III to provide at-risk preschool children with mental health services necessary for their positive growth and development. Previously, this funding was provided by an Arlington Health Foundation grant which funded one full-time licensed clinical social worker who provided mental health consultation services to ten preschools. The Arlington Health Foundation ceased operation effective December 31, 2000. Funding for the current year will continue through the end of May, 2001. It is recommended that these services continue to be provided and funded with General Fund monies.



## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### SUPPLEMENTAL BUDGET REQUESTS

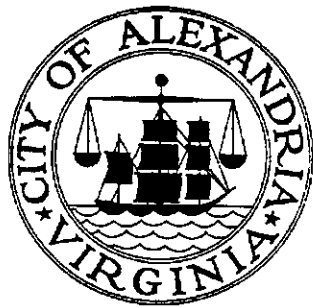
2. Replacement of Furnishings in Group Homes \$50,000

This recommended supplemental provided funding for replacement furnishing, drapes and carpeting for 11 group homes and 34 supervised apartments.

#### Not Recommended

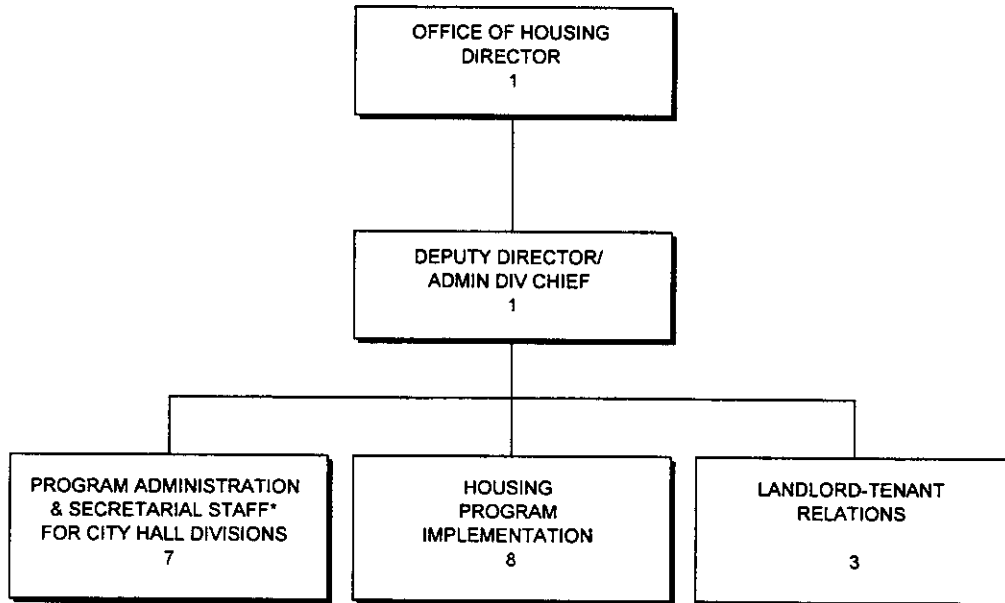
1. Funding to assist 50 additional elementary and middle school children and their families with mental health treatment. \$108,074
2. Funding for four new positions to expand medication management, case management, counseling and therapy, and relocation and expansion of the Clubhouse program for persons with serious mental illness and/or substance abuse problems. \$142,970
3. Funding for the development of a day treatment program to provide school-based basic education and substance abuse treatment for up to 12 youth. \$202,441
4. Funding to hire two full-time staff to consult with the City's licensed and registered after-school care programs. \$119,834
5. Funding for 60-day residential treatment programs for adolescents at a substance abuse residential treatment facility. \$117,000
6. Funding for a new full-time Quality Assurance Manager to implement the new State requirements of a quality improvement plan. \$71,805
7. Funding for the purchase of services from vendors based on individual needs of mental retardation special education graduates. \$196,748

These supplemental requests for program expansions and additional funding are not recommended, but the CSB may pursue non-City funding for these initiatives.



# HOUSING

---

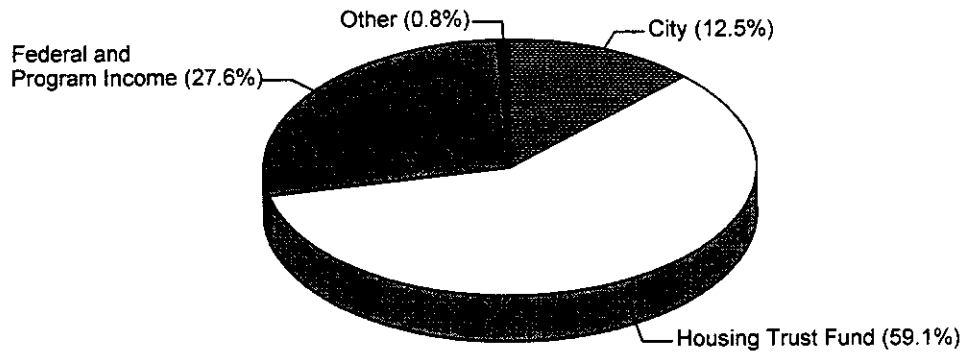


\* Secretarial staff report directly to Department Director.

HOUSING

**FY 2002 Proposed**

Funding Sources for the Office of Housing  
(Total Funding of \$7.7 Million, including Carryover Monies)



## HOUSING

**PROGRAM GOAL:** To preserve and to expand decent, safe and affordable housing opportunities for City residents, primarily low- and moderate-income families, to encourage residential and commercial revitalization, to monitor compliance with fair housing laws, and to facilitate compliance with State and local laws affecting landlord-tenant rights and responsibilities.

---

<u>TOTAL FINANCIAL RESOURCES</u>				
	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	1,110,064	1,327,477	1,335,140	
NON- PERSONNEL	3,321,078	1,243,212	1,449,982	
CAPITAL GOODS OUTLAY	<u>473,037</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>4,904,179</u>	<u>2,570,689</u>	<u>2,785,122</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>3,935,260</u>	<u>1,628,818</u>	<u>1,814,563</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>3,935,260</u>	<u>1,628,818</u>	<u>1,814,563</u>	
GENERAL FUND	<u>968,919</u>	<u>941,871</u>	<u>970,559</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.0%				
FULL-TIME POSITIONS	20	20	20	

---

### City Manager Proposed

- The Housing Department General Fund FY 2002 Proposed Budget increased \$28,688, or 3.0 percent and reflects funding to maintain current service levels.
- Total proposed funding for personnel expenditures in the amount of \$1,335,140, represents an increase of less than one percent as compared to the approved FY 2001 budget.
- Total proposed funding for non-personnel expenditures in the amount of \$1,449,982 represents an increase of \$206,770, or 16.6 percent, as compared to the FY 2001 approved total expenditures budget of \$1,243,212. The increase is primarily attributable to the contribution to the computer replacement fund (\$11,400); an increase in the Homeownership Assistance Program Fund budget for direct assistance loans (\$82,144); an increase in the Home Rehabilitation Program Fund budget to accommodate increased construction costs for lead-based paint abatement (\$44,674); and a change in funding from carryover monies to the new Community Development Block Grant (CDBG) in the Blighting Influences Program for costs associated with the acquisition of property (\$62,026).

## HOUSING

### DETAIL BY DIVISION

The Program Administration Division performs overall administrative duties, which include the preparation of all local, State, and federal funding applications and performance reports. In particular, the Division is responsible for preparing the City's Five-Year Consolidated Plan for Housing and Community Development and related One Year Action Plans, which serve as the City's overall housing policy, as well as the application for Community Development Block Grant and Home Investment Partnerships Program funds and the federally-mandated Consolidated Annual Performance and Evaluation Report (CAPER). The Division also administers the City's Housing Trust Fund and seeks to address the housing needs of a variety of income groups through discussion with developers to encourage inclusion of affordable housing opportunities in major new construction projects.

The Office of Housing also works closely with the Alexandria Redevelopment and Housing Authority (ARHA). ARHA, which is governed by a nine-member commission appointed by City Council, provides public housing, Section 8 tenant-based rent subsidies and other assisted housing to lower-income families. ARHA owns, administers and maintains all public housing in the City. ARHA does not receive any general operating monies from the City; however, on occasion, the City may provide funding to ARHA for specific activities.

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
All Funds Expenditures	874,351	720,734	751,631	
<u>FULL-TIME STAFFING</u>	9	9	9	

The Landlord-Tenant Relations Division provides staff support for the Landlord-Tenant Relations Board and the Fair Housing Testing Program Advisory Committee. Division staff administer the following programs:

The Fair Housing Testing Program, which is overseen by the Fair Housing Testing Program Advisory Committee, is designed to identify discriminatory practices in the rental housing market. Housing staff meet with the owners of all properties where problems are found. Any serious complaints are referred to the City's Human Rights Commission. To date, the City has tested for discrimination in the City's rental market based on race, familial status, a variety of disabilities, sexual orientation, and for discrimination in housing sales on the basis of race and national origin.

The Landlord-Tenant Complaint Mediation Program, helps landlords and tenants resolve disputes without resorting to litigation. This City-funded program offers the means for resolving landlord-tenant disputes by informing both parties of their rights and responsibilities under the law and by helping to settle disagreements through open communication.

# HOUSING

## DETAIL BY DIVISION

The Housing and Relocation Information Program is designed to assist persons seeking rental housing in the City and to provide housing-related counseling to persons 18 years of age and older. The program also offers information and counseling on landlord tenant matters which do not rise to the level of a complaint and which do not require staff mediation or intervention.

DIVISION: Landlord Tenant	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
All Funds Expenditures	204,393	231,891	254,163	
<u>FULL-TIME STAFFING</u>	3	3	3	

## INDICATORS AND MEASURES

OBJECTIVE:[Landlord-Tenant Relations] To investigate, counsel and conciliate landlord-tenant complaints and housing inquiries.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Landlord-Tenant complaints received	957	959	1,925	1,000	1,000
Favorable resolution achieved through staff intervention*	63 %	61 %	63 %	55 %	55 %
Percent referred to courts or other agencies*	34 %	37 %	35 %	40 %	40 %
Percent withdrawn, pending, or unresolved*	3 %	2 %	2 %	5 %	5 %
Housing inquiries received	4,711	5,541	6,656	4,500	4,500
Direct assistance provided*	58 %	43 %	57 %	55 %	55 %
Percent referred to other agencies*	41 %	42 %	42 %	40 %	40 %
Percent withdrawn, pending, or unresolved*	1 %	15 %	1 %	5 %	5 %

\* Some complaints and inquiries are resolved in more than one way; data represents the percentage of total resolutions, rather than total complaints or inquiries. All resolution percentages reflect complaint resolutions only.

The Program Implementation Division seeks to provide low- and moderate-income households with affordable housing opportunities, to improve housing conditions, and to bring about greater neighborhood stabilization. To accomplish these goals, the Division administers a number of programs designed to increase homeownership opportunities and assist businesses located within targeted neighborhoods.

The following is a description of the major programs that target low- and moderate-income homeowners and homebuyers:

The City's Homeownership Fair has been held for six consecutive years to provide an opportunity for potential homebuyers to become better educated and meet with realtors, lenders, affordable housing providers and City staff regarding homeownership opportunities in the City. The City's sixth Annual Homeownership Fair was held in May 2000, with approximately 500 people in attendance.

# HOUSING

## DETAIL BY DIVISION

The Homeownership Assistance Program (HAP) promotes neighborhood and household stability by providing affordable homeownership opportunities to income-eligible, first-time homebuyers. This program provides qualified homebuyers with up to \$25,000 for down payment, principal reduction, settlement costs and interest writedown in the form of interest-free, deferred payment loans. Qualifying homebuyers must contribute \$2,000 or more toward down payment and closing costs and must meet Section 8 lower-income limits. This program also arranges first trust financing at below-market interest rates through the Virginia Housing Development Authority (VHDA).

The Moderate Income Homeownership Program (MIHP), which began operation in FY 1996, is similar to the Homeownership Assistance Program. This program assists households with incomes between Section 8 and VHDA limits by providing up to \$15,000 in the form of a deferred payment loan for down payment and/or closing cost assistance. City of Alexandria Police Officers and Deputy Sheriffs are eligible for assistance under this program of up to \$25,000, for homes purchased in designated target areas. This program is funded with Housing Trust Fund monies.

The Housing Counseling Program was added to the Program Implementation Division in FY 1999. A private counseling agency under contract to the City provides group counseling for applicants and potential applicants on the home buying process, affordable housing opportunities, affordable financing, credit issues, consumer debt management, and post-purchase homeownership responsibilities, as well as individual homebuyer counseling specific to applicants' individual situations.

The Home Rehabilitation Loan Program enables low-income homeowners in the City to correct code violations and structural problems and to enhance the livability of their homes, thereby preventing condemnation, protecting property values and contributing to neighborhood preservation. This program provides income-eligible home owners with interest-free, deferred payment loans of up to \$90,000 for construction costs. Although this program has traditionally been offered only to residents of the Potomac East, Potomac West and Strawberry Hill areas of the City, in FY 2000 City Council voted to make the program available to homeowners City-wide. The Home Rehabilitation Loan Program also offers loans for home improvements to accommodate mobility-impaired persons.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>DIVISION: Implementation</u>				
All Funds Expenditures	3,825,435	1,618,064	1,779,328	
<u>FULL-TIME STAFFING</u>	8	8	8	



# HOUSING

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE:(Homeownership Assistance Program) To provide assistance to low-and moderate-income, first-time home buyers who have lived and/or worked in the City of Alexandria for at least six months to purchase homes in the City of Alexandria through the Homeownership Assistance Program (HAP) and the Moderate Income Homeownership Program (MIHP). Beginning in May 1998, income-eligible Police Officers and Deputy Sheriffs are eligible for additional assistance if they purchase in Police-designated target areas.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of Applications (HAP + MIHP)	188	180	104	115	115
Total dollar amount of HAP loans (CDBG + HOME)	\$529,802	\$705,645	\$502,057	\$575,000	\$574,304
Number of HAP loans (homes purchased)	25*	36*	23*	23	24
Average amount of HAP loans	\$21,192	\$19,601	\$21,829	\$25,000	\$23,930
Average HAP purchase price**	\$90,682	\$106,127	\$107,735	\$110,000	\$110,000
Total dollar amount of MIHP loans	\$271,536	\$296,492	\$313,523	\$400,000	\$375,000
Number of MIHP loans	21***	28****	25	26.3	25
Average MIHP purchase price**	\$129,245	\$118,733	\$142,619	\$149,750	\$149,750
Total dollar amount of MIHP law enforcement loans	N/A	0	\$50,000	\$50,000	\$50,000
Number of law enforcement loans	N/A	0	2	2	2
Average law enforcement purchase price	N/A	N/A	\$177,000	\$185,850	\$185,850
Percent of households that still own their home*****	98%	100%	100%	100%	100%

\* In FY 1998, 4 of 25 households assisted purchased at the Fayette Court Condominium project. Fifteen of 36 households assisted in FY 1999 and one of 23 households assisted in FY 2000 purchased at the Stevenson Court Condominium project. The Fayette Court loans were funded by the Housing Trust Fund; the Stevenson Court loans were funded with HOME and Housing Trust Fund monies.

\*\* The maximum sales price currently allowed with a Virginia Housing Development Authority first trust is \$173,200 for new construction and \$171,800 for existing construction. For law enforcement officers, these price limits have been increased to \$206,200 and \$207,800 respectively.

\*\*\* In FY 1998, 2 of 21 households assisted by MIHP loans purchased at the Fayette Court Condominium project.

\*\*\*\* In FY 1999, 27 new construction units set aside as affordable homeownership units were purchased by moderate income households. In FY 2000, there were six such units.

\*\*\*\*\* This measure indicates the percentage of homes purchased in a particular fiscal year that are still owned in the current fiscal year (FY 2001). For example, 45 of 46 homes purchased in FY 1998, or 98%, are still owned by the loan recipient in FY 2001.

# HOUSING

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE:[Home Rehabilitation Loan Program] To provide no-interest rehabilitation loans to low- and moderate- income homeowners in the City of Alexandria. \*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of applications received	19	19	19	22	22
Number of rehabilitation loans obligated	21	17	18	15	15-18
Rehabilitation cases in progress**	29	25	26	22	22
Rehabilitation cases completed/percent	21/72%	17/68%	19/73%	18/82%	18/82%
Average loan award***	\$46,006	\$35,717	\$27,068	\$42,000	\$44,667
Percent of assisted persons receiving maximum loan****	29%	11%	33%	33%	33%

\* This objective has changed from that included in the FY 2001 Approved Budget. In prior years, the Home Rehabilitation Loan Program was available only to residents of Potomac East, Potomac West and Strawberry Hill. In March 2000, City Council voted to make the program available to residents City wide.

\*\* "Number of cases in progress" can include cases which were not completed from the previous year.

\*\*\* Does not include modifications to prior year's loans. The absolute maximum construction loan amount is \$90,000.

\*\*\*\* FY 1998, FY 1999, and FY 2000 variations are based on actual applications completed and maximum loans given.

The following is a description of the major programs that target neighborhood improvement:

The Blighting Influences Program is designed to remove blight and other unsanitary and dangerous housing conditions from vacant properties in Potomac West and portions of Potomac East. The improvements brought about by this program also serve to protect and enhance property values. This program seeks to have property owners remove the blighting conditions, but also enables the City to acquire and to dispose of blighted properties when necessary. Whenever economically feasible, properties acquired by the City are rehabilitated and sold to moderate-income homebuyers.

The Business Assistance Loan Program provides financial assistance to new and existing businesses in the Potomac West target area to renovate their properties, provide working capital, purchase or lease machinery and/or equipment, or for other related business uses. In addition, the loan must be used either to address blighting conditions or to create or retain jobs for low- and moderate-income persons. The financial assistance is to be awarded in tandem with an approved private-sector loan program and is limited to gap financing between the approved loan amount and the total amount needed by the business. The maximum loan amount in this program is \$50,000.

# HOUSING

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE:[Blighting Influences Program] To bring about the removal of housing blight and other unsanitary and dangerous housing conditions in Potomac East and Potomac West.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Properties monitored for compliance*	16	18	17	18	18
Income from sales of City-owned property**	\$0	\$0	\$3,610	\$32,491	\$62,026
Properties in which housing blight was removed by owner/City intervention	4/0	9/0	11/0	6/1	6/1
Properties satisfactorily undergoing rehabilitation at year end	2	7	7	6	6

\* This measure reflects properties that have been condemned.

\*\* Sale prices are established to recover acquisition/rehabilitation costs. FY 2000 income reflects deposit on sale of one property. FY 2001 estimated income and FY 2002 projected income assume the sale of one or two properties each year.

---

## WORK SESSION NOTES AND COMMENTS

## HOUSING

The following Addendum Table reflects all available resources for Housing programs in FY 2002, including carryover and Housing Trust Fund monies.

Addendum Table 1  
ALL FINANCIAL RESOURCES - HOUSING

	Estimated Carryover Balance at 6/30/01	Estimated Current Revenues for FY 2002	Total All Sources
<u>Federal</u>			
CDBG Letter of Credit*	\$319,028	\$1,083,000	\$1,402,028
CDBG Income	10,121	10,516	20,637
HOME Letter of Credit	0	672,000	672,000
HOME Income	<u>0</u>	<u>0</u>	<u>0</u>
Total Federal Monies	\$329,149	\$1,765,516	\$2,094,665
<u>Other</u>			
Housing Trust Fund **	4,570,644	0	4,570,644
Non-Federal Funds	<u>52,818</u>	<u>49,047</u>	<u>101,865</u>
Total Other Monies	\$4,623,462	\$49,047	\$4,672,509
<u>City</u>			
General Fund Monies	<u>0</u>	<u>970,559</u>	<u>970,559</u>
<b>TOTAL MONIES</b>	<b><u>\$4,952,611</u></b>	<b><u>\$2,785,122</u></b>	<b><u>\$7,737,733</u></b>

\* Total Community Development Block Grant amount is \$1,245,000; this number reflects the transfer of \$162,000 to the Department of Human Services.

\*\* It should be noted that this figure is an estimate of the projected total amount of Housing Trust Fund contributions and interest earnings available through FY 2001. It is not anticipated, nor recommended, that all of these monies would be expended in the fiscal year. Proposals for the use of Housing Trust Fund monies are brought before the Affordable Housing Advisory Committee, which makes recommendations to the City Manager and the City Council regarding the Fund. A summary of the projects funded through the Housing Trust Fund is available from the Office of Housing.

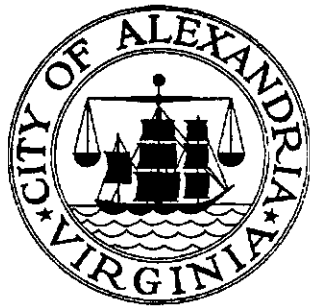
# HOUSING

**Addendum Table 2  
Survey of Assisted Housing Stock in Northern Virginia  
Housing Assistance FY 1999\***

	<u>City of Alexandria</u>	<u>Arlington County</u>	<u>Fairfax County</u>	<u>Loudoun County</u>	<u>Prince William</u>
Total Population	121,700	187,100	931,452	154,549	282,060
Square Miles	15.75	25.7	399	517	348
Total Housing Units	64,030	90,746	345,969	57,736	97,671
Total Occupied Housing Units	58,587	89,262	338,045	56,581	90,941
Total Owner-occupied Housing Units	23,728	35,009	240,012	39,607 **	63,659
Owner-occupied as a Percentage of Total Occupied Units	40.5%	39.2%	71.0%	70.0% **	70.0%
Total Assisted Ownership Units	943	873	689	424	134
Assisted Ownership Units as % of Total Owner-Occupied Units	1.5%	0.1%	0.2%	0.1%	0.1%
Total Renter-occupied Housing Units	34,859	43,511	98,033	16,975 **	27,282
Renter-occupied as a Percentage of Total Occupied Units	59.5%	48.7%	29.0%	30.0% **	30.0%
Total Assisted/Subsidized Rental Units	4,552	3,623	11,000	600	3,518
Assisted Rental Units as % of Total Renter-Occupied Units	12.5%	8.3%	11.2%	3.5%	12.9%
Assisted Rental Units as % of Total occupied units.	7.5%	4.0%	3.3%	1.1%	3.9%
Total Assisted Housing Units	5,495	4,496	11,689	1,024	3,652
Total Assisted as a % of Total Occupied Housing Units	9.3%	5.0%	3.5%	1.8%	4.0%

\* Based on data from Metropolitan Washington Council of Governments' (COG) FY 1999 Housing Survey. COG does not specify a methodology for jurisdictions to use in accumulating statistics, which may affect precision of comparability in some instances.

\*\* Data extrapolated by City staff based on total occupied units as percentage (98%) of total units.



# OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

---

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

**PROGRAM DESCRIPTION:** This category summarizes City contributions to organizations that provide regional or area-wide planning services and economic development activities for the benefit of Alexandria citizens. The programs and activities funded under this category are summarized below.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS >				
NON-PERSONNEL	<u>1,639,691</u>	<u>1,771,034</u>	<u>1,970,948</u>	
TOTAL EXPENDITURES	<u>1,639,691</u>	<u>1,771,034</u>	<u>1,970,948</u>	
SPECIAL REVENUES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>1,639,691</u>	<u>1,771,034</u>	<u>1,970,948</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 11.3%				

---

### City Manager Proposed

- The FY 2002 Proposed Other Planning and Economic Development Activities General Fund budget reflects an increase of \$199,914, or 11.3 percent.
- 

### DEPARTMENT DETAIL

The Alexandria Convention and Visitors Association (ACVA) is a membership-based organization consisting of the City government, the hospitality industry, retail businesses, restaurants, and other individuals and groups with an interest in the City's tourism and hospitality industries. The mission of the ACVA is to promote the facilities, restaurants, attractions, retail businesses and events of the City in order to maximize tax revenues and to share the unique heritage of the City with visitors. The ACVA Visitors Center is located in the historic Ramsay House, located at 221 King Street.

The Alexandria Convention and Visitors Association is incorporated as a separate 501 (c) (6) corporation, which provides the autonomy necessary for the ACVA Board to have direct oversight of tourism and promotion programs and of the ACVA budget. The ACVA is required to report to the Alexandria Economic Development and Tourism Board, on a quarterly basis, as a condition of the City's annual appropriation to the ACVA, to facilitate coordination of economic development and tourism initiatives.



## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>ALEXANDRIA CONVENTION AND VISITORS ASSOCIATION</u>				
General Fund Expenditures	956,378	985,069	1,160,069 *	
<p>* This \$175,000, or 18 percent, increase includes full funding for newly rented space at 421 King Street for the Executive Offices, monies for miscellaneous expenditures relating to the agency now having 2 locations, merit increases for employees, and increased marketing expenditures to promote the City through targeted marketing and advertising programs. The ACVA had requested a \$366,341, or 37.2 percent increase.</p>				

The Alexandria Economic Development Partnership, a joint effort of the City and the Alexandria business community, directs and manages a public/private partnership effort to attract, expand and retain business operations in the City of Alexandria. This effort was established to expand the City's commercial tax base, employment opportunities and trade opportunities for local business; to diversify the City's business base; and to assist in the further development and/or revitalization of commercial areas in the City. These goals are accomplished by targeting and establishing direct contact with new business prospects through direct mail, marketing events, exhibitions and conferences.

The Economic Development Partnership staff work directly with business prospects to provide information and assistance in their relocation and expansion evaluations. New business locations or expansions recently in Alexandria included the Institute for Defense Analyses, Society for Human Resource Management, the Center for Naval Analysis, A.G. Edwards & Sons, Inc., Grant Thornton, the Municipal Securities Rulemaking Board, Soloman Smith Barney, CSEnviroSystems and The Flower Market.

New business targeting for FY 2002 includes technology firms, including electronics, telecommunications, information processing, environmental sciences and human resource development; regional and national corporate headquarters; national trade and professional association headquarters; "destination" retail operations; professional and business service firms, including attorneys, temporary services, architects and consultants; hotel facilities; higher education facilities; and wholesale or discount retail facilities.

The Potomac West Alliance Board of Directors decided in the summer of 1999 that the most effective way to continue redevelopment and commercial revitalization in the Potomac West area was to enter into a strategic partnership with the Alexandria Economic Development Partnership. The Economic Development Partnership and Potomac West Alliance have entered into a Memorandum of Intent to create a pilot program to address economic development/redevelopment projects in the Potomac West area. On December 14, 1999, City Council approved the recommendation of the Potomac West Alliance Board to dissolve the Alliance before the end of FY 2000. The Alliance was dissolved on May 10, 2000.

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP</u>				
General Fund Expenditures	447,233	479,264 <sup>1</sup>	476,304 <sup>2</sup>	
<u>POTOMAC WEST ALLIANCE</u>				
General Fund Expenditures	25,000	0 <sup>3</sup>	0	

<sup>1</sup> The City's approved funding level represents full funding of the Alexandria Economic Development Partnership's (AEDP) budget as originally approved by the AEDP Board on September 29, 1999.

<sup>2</sup> Approved funding level represents full funding of the Alexandria Economic Development Partnership's (AEDP) budget request as originally approved by the AEDP Board on September 27, 2000.

<sup>3</sup> On December 14, 1999, City Council approved the recommendation of the Potomac West Alliance Board to dissolve the Alliance prior to the end of FY 2000. Marketing and development/redevelopment of the Potomac West area will be addressed via a pilot program with the Alexandria Economic Development Partnership. The Alliance was dissolved on May 10, 2000.

The Alexandria Small Business Development Center is part of a statewide network funded primarily by the U.S. Small Business Administration and the Virginia Department of Business Assistance. In addition, the Alexandria Chamber of Commerce, the Alexandria Economic Development Partnership, the City of Alexandria, Virginia Polytechnic Institute and State University, and Wachovia Bank, N.A. contribute to the Center's support. On July 1, 1999, the Small Business Development Center (SBDC) was re-organized under the Alexandria Chamber of Commerce as a 501 (c) (3) organization. Prior to that time, the SBDC was a sponsored project of the George Washington University. The goal of the SBDC is to stimulate the economy and promote new job opportunities by assisting in the development and success of small businesses. The SBDC serves as a focal point for the coordination of federal, State, local, educational and private resources to aid small businesses in Alexandria. The SBDC provides assistance in business plan development, marketing strategies, and accounting and business management. Special programs have been designed to specifically assist growing technology firms. Virginia Tech Alexandria Research Institute provides in-kind services for the Alexandria Small Business Development Center.

The Small Business Development Center Board of Directors is currently engaged in a major fund raising campaign to increase the number of local funding partners to fund the expansion of the SBDC's services. As a result of this initiative, the City's proposed FY 2002 contribution to the SBDC of \$40,000 reflects the current base funding amount of \$25,000 plus \$15,000 in additional funding. This \$15,000 is proposed to be provided as a challenge match on a 1 : 2 basis. This proposed additional funding of \$15,000 will be released when an additional \$30,000 in private annual funding has been secured.

# OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

## DEPARTMENT DETAIL

	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
<u>ALEXANDRIA SMALL BUSINESS</u> <u>DEVELOPMENT CENTER</u>				
General Fund Expenditures	25,000	25,000	40,000 <sup>1</sup>	
<sup>1</sup> To support the fund raising efforts of the Small Business Development Center, proposed funding reflects a 1 : 2 match ratio with new private funding. Proposed additional funding of the City in the amount of \$15,000 will be released when an additional \$30,000 in private annual funding has been secured.				

The Eisenhower Avenue Public Private Partnership is a non-profit organization formed in 1994 to promote the development and redevelopment of the 4.5 mile-long area to the north and south of Eisenhower Avenue between Holland Lane and the western boundary of the City. The Partnership's goals include to serve as a source of information to its members and constituency on items of concern and interest, including proposed transportation improvements, development proposals and partnership activities and events; facilitation and promotion of quality development through active involvement in the approval process with the community, developers and local government; provision of leadership and deliberation for significant initiatives or issues which impact the development and prosperity of the Corridor; and encouragement of business location, expansion and retention by providing opportunities for networking and advertising.

Business objectives for FY 2002 include the continuation of marketing, transportation, planning and membership initiatives, including the promotion of build to suit and leasing opportunities, monitoring the progress of the Woodrow Wilson Bridge replacement project, completion of goals and objectives for the Eisenhower Valley Small Area Master Plan, assisting the City on a feasibility study of the Duke Street connector, implementation of landscape and signage programs, and recruiting of new members and retention of existing members.

Proposed funding includes the one-time addition of \$5,000 to assist the Partnership with updating marketing materials to promote the Partnership and the Eisenhower corridor. This proposed increase will be released when the Partnership has secured an additional \$5,000 in private funding.

	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
<u>EISENHOWER AVENUE PUBLIC PRIVATE</u> <u>PARTNERSHIP</u>				
General Fund Expenditures	25,000	25,000	30,000	

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

The Metropolitan Washington Council of Governments (COG) is the regional planning organization of the Washington D.C. area's major local governments and their governing officials. COG works towards solutions to regional problems such as energy shortages, traffic congestion, inadequate housing, and air and water pollution. In addition to its base contribution supporting COG operations shown below, the City is assessed a fee to support several COG programs, including the Regional Environmental Fund, the Airport Noise Abatement Program, the Water Resources Planning Board, the Potomac River Monitoring Program, the I-95 Technical Committee, and the Cooperative Purchasing Program. These program specific fees are budgeted within appropriate City department budgets.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS</u>				
General Fund Expenditures	63,601	63,601	65,300	

The Health Systems Agency of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, Health Systems Agency was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under authority of the Virginia Health Planning and Resources Development Act.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>HEALTH SYSTEMS AGENCY OF NORTHERN VIRGINIA</u>				
General Fund Expenditures	12,097	12,097	12,097	

The Northern Virginia Regional Commission (formerly the Northern Virginia Planning District Commission) is a regional organization of local governments in Northern Virginia, created in 1969 by the Virginia Area Development Act. Its purpose is to promote the development of the physical, social and economic elements of the district and to assist member governments by carrying out plans and programs in the areas of legislation, demographics and information, environment and land use, and human services. The City also supports the Northern Virginia Waste Management Program and the Four Mile Run Watershed Management Program, both special programs of the Northern Virginia Regional Commission.

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>NORTHERN VIRGINIA PLANNING DISTRICT COMMISSION</u>				
General Fund Expenditures	37,573	38,216	38,484	

The Northern Virginia Transportation Commission (NVTC) was created by the Virginia General Assembly in 1964 to provide a transportation policy forum for the region, with a primary emphasis on transit and ridesharing. The NVTC is also charged with allocating State, regional and federal transit assistance each year among the member jurisdictions. State statute requires member jurisdictions pay their share of NVTC's budget based on a proportionate share of revenues received from NVTC. The increased amount of the FY 2002 proposed contribution represents a higher proportionate share of the NVTC budget that Alexandria is responsible for due to expected NVTC bond expenditures on behalf of the City.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>NORTHERN VIRGINIA TRANSPORTATION COMMISSION</u>				
General Fund Expenditures	47,809 <sup>1</sup>	42,787	48,694 <sup>2</sup>	
<sup>1</sup> FY 2000 Approved funding includes a one-time capital contribution for upgrades to telephones and computer equipment. <sup>2</sup> State statute requires member jurisdictions pay a proportionate share of NVTC's budget according to how much revenues are received from the NVTC. NVTC is currently holding an additional \$4.4 million on the City's behalf for the construction of the King Street platform extension.				

The Marketing Fund is a matching grant program designed to leverage private matching dollars and increase cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.

	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002	APPROVED FY 2002
<u>MARKETING FUND</u>				
General Fund Expenditures	*	100,000	100,000	
* Prior to FY 2001, monies for the City's Marketing Fund were budgeted in the Non-Departmental Account.				

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

Please note: the table of Selected Local Economic Indicators and the graph regarding the quarterly commercial property vacancy rates have been expanded and are now located in the front of this document in the section entitled City Facts and Figures.

As shown in Addendum Table I, the FY 2002 Proposed budget includes a total of \$2,368,373 in total direct expenditure support for economic development activities.

Addendum Table I  
Total Direct Support for Economic Development Activities

	Proposed FY 2002 Resources
Alexandria Economic Development Partnership (AEDP) (represents full funding of the AEDP's budget as originally approved by the AEDP Board on September 27, 2000, and includes the City's contribution of \$30,000 for the Alexandria Technology Achievement Award program)	\$476,304
Alexandria Convention and Visitors Association (ACVA) <u>Operating funding</u>	1,160,069
<ul style="list-style-type: none"> <li>● In-kind contribution of office space/visitor center at Ramsay House</li> <li>● Carryforward capital funding in the Capital Improvement Program from FY 2000</li> </ul>	38,000
Eisenhower Avenue Public Private Partnership	374,000
Alexandria Small Business Development Center	30,000
Alexandria Marketing Fund	40,000
Business Assistance Loan Program	100,000
<ul style="list-style-type: none"> <li>● CDBG monies (including program income) to provide financial assistance to new and existing businesses in the Potomac West area. This grant-funded program is administered by the Office of Housing, which has oversight responsibility for the CDBG-funded programs.</li> </ul>	100,000
City share of undergrounding utilities for new development (included in the capital budget)	<u>50,000</u>
<b>Total Direct Expenditure Support</b>	<b><u>\$2,368,373</u></b>

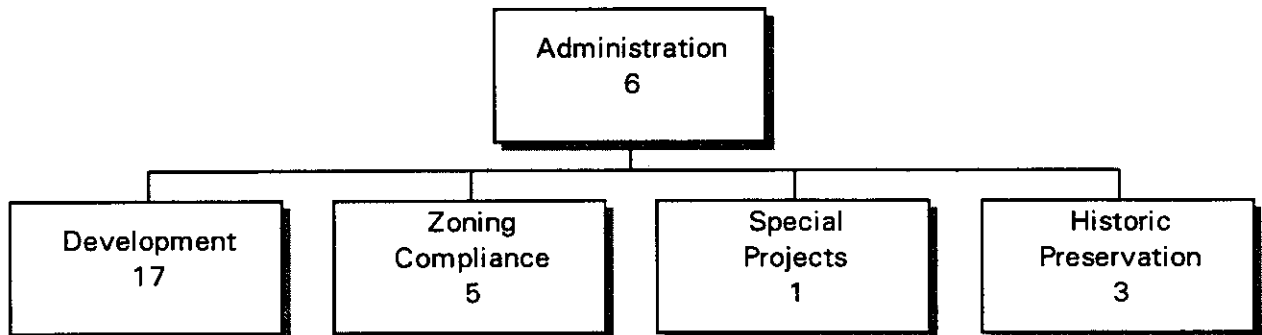
In addition to this direct support for economic development activities, an essential component of the City's overall approach to economic development is maintaining a safe, clean and attractive community. To that end, the City's six year Capital Improvement Program includes approximately \$54.4 million to fund infrastructure improvements and maintenance, including \$1.4 million to continue the Mt. Vernon Avenue undergrounding project; \$4.4 million to continue the Old Town undergrounding project; \$20,000 to provide for beautification efforts to U.S. Route 1; \$2.7 million to continue other community development efforts; and \$45.9 million to maintain the City's streets, bridges and sewers.

---

### WORK SESSION NOTES AND COMMENTS

# PLANNING AND ZONING

---



## PLANNING AND ZONING

**PROGRAM GOAL:** To provide information, analysis and guidance on issues of growth and change to City agencies and the public to foster positive, orderly development and re-development to the City's land assets.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,627,112	1,997,157	2,393,071	
NON-PERSONNEL	136,543	115,826	234,762	
CAPITAL GOODS OUTLAY	<u>12,005</u>	<u>5,300</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,775,162</u>	<u>2,118,283</u>	<u>2,627,833</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>1,775,162</u>	<u>2,118,283</u>	<u>2,627,833</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 24.1%				
FULL-TIME POSITIONS	25.0	27.0*	32.0**	

\* Reflects the addition of one Geographic Information System (GIS) Manager position and one Urban Planner III.

\*\* Reflects the recommended addition of one Planner II for Neighborhood Planning, one Current Planning Manager, and one Neighborhood Planning/Community Development Manager; the conversion of one part-time Clerk Typist to a full-time Secretary; and the conversion of one GIS Specialist overhire to a permanent position.

---

### City Manager Proposed

- The Planning and Zoning General Fund FY 2002 Proposed budget increased \$509,550, or 24.1 percent, as compared to the Approved FY 2001 budget. These increases include \$63,548, or 3.0 percent, due primarily to employee merit pay adjustments and the following recommended supplemental items:
- Two Planner III positions and one Planner II position at a cost of \$259,000 are recommended to be added in FY 2002. One of the Planner III positions will coordinate neighborhood planning and community development efforts with an increased emphasis on community participation. Examples of the types of projects this position will coordinate include but are not limited to Upper Potomac West, Braddock Road, the Eisenhower Valley, the Waterfront, Duke Street, Washington Street, Route 1, and the King Street Metro Station area. The second Planner III position will manage current planning efforts related to development applications. This position will coordinate the review of development applications for community impact, as well as code compliance and work with citizens and developers to improve the quality of development in Alexandria. The Planner II position will provide staff support to the neighborhood planning and community development Planner III position;



## PLANNING AND ZONING

### City Manager Proposed

- One part-time Clerk Typist position is recommended for conversion to a full-time Secretary at a cost of \$22,000 to provide clerical and administrative support to these new positions, improve support to the rest of the department, and create more time to enable Planners to address their land-use planning, development review, and other duties;
- One GIS Specialist overhire position that is currently temporarily funded by the FY 2001 Capital Improvements Program (CIP) GIS funds is recommended for conversion to a permanent position funded within the Planning and Zoning budget at a cost of \$53,452;
- Fees for professional contract services are recommended to increase \$50,000 for projects that require outside expertise, or cannot be handled in-house due to workload. The types of projects anticipated are design review and evaluation of large scale development applications; recommendation of development standards for landscaping, architecture, community impact mitigation, etc.; re-engineering of the development review process; neighborhood/area planning; and economic development;
- A professional development and retention plan for staff to help keep them current with best practices, as well as with emerging trends is recommended at a cost of \$21,500. This initiative includes funding for in-house training, memberships and dues for professional associations, subscriptions to trade periodicals, and registration and travel to conferences outside of the area;
- Funding for neighborhood planning and community development operating costs in the amount of \$14,250 is recommended to increase the advertising budget for increased citizen information and participation and the printing, binding, and photocopying (meeting notices) to produce a greater volume and distribution of reports;
- Census 2000 data analysis and reporting is recommended for funding in the amount of \$12,500. The funding requested will be used to purchase raw data, analyze it in-house, and make the information available to the public through a series of reports and on the Internet;
- AutoCAD computer drafting system (an automated system that will allow the faster creation of plans as well as more alternative plans) operating costs in the amount of \$8,500 are recommended to provide maintenance, upgrades, help desk support, and add-ons. Purchase of the AutoCAD system itself was funded in the FY 2001-2006 Approved CIP and;
- Advertising of public hearings is recommended for a funding increase of \$4,750 to provide citizens with more detailed information on the issues docketed for consideration.
- In order to help finance these budget initiatives, as well as the ongoing operations of Planning & Zoning, the FY 2002 budget projects an increase of some \$185,000 in increased planning and zoning user fees, in order to recoup more costs of Planning and

## PLANNING AND ZONING

### City Manager Proposed

Zoning from development applicants. Currently only about \$50,000 per year of these costs are recouped by fees.

Alexandria planning and zoning fees are significantly less than the cost of providing planning and zoning services and are also generally less than the fees neighboring jurisdictions charge. City staff will be developing proposed new fee rates in the coming months and then working with the related business and development community on these rates and their rationale prior to presenting a specific proposal to City Council. Given the work and time necessary to work out new fee schedules, the \$185,000 in increased fee revenues would not likely be implemented before October 1, 2001. On an annualized basis this is estimated to produce \$250,000 in increased fee revenues.

---

### DEPARTMENT DETAIL

The Department of Planning and Zoning provides information related to site plan review, special use permits, re-zoning and other development issues to the public, and provides staff support services to City Council, the Planning Commission, the Board of Zoning Appeals, the Boards of Architectural Review, and City agencies and departments. The department also provides analytical services to the City Council, City Manager, and City departments and agencies related to the impact of development on issues such as traffic, economic development and demographics. In addition, the department is responsible for administering the City's Master Plan and Zoning Code, administering the Transportation Management Plan Special Use Permit approval process, as well as maintaining responsibility for zoning inspection enforcement.

The majority of the work of the Department of Planning and Zoning is determined by administrative process requirements: (1) preparation of reports for review by the Planning Commission, the Board of Zoning Appeals, the two Boards of Architectural Review, and the City Council; and (2) review and approval of plans approved by those groups. These processes include special use permits, subdivisions, site plans, clusters, Coordinated Development Districts (CDDs), encroachments, vacations, variance, certificates of appropriateness and approvals to demolish. The following addendum table identifies new residential and commercial development currently under the oversight of the Department of Planning and Zoning.

# PLANNING AND ZONING

## DETAIL BY DIVISION

Planning and Zoning is composed of five divisions:

Administration Division - provides overall planning, control and supervision of the functions for which the department is responsible.

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	585,982	546,246	693,346*	
<u>FULL-TIME STAFFING</u>	5	5	6*	
<p>* Administration budgeted expenditures increased 26.9% in FY 2002 due to the recommended conversion of one part-time Clerk Typist to a full-time Secretary to provide clerical and administrative support to the entire department and operating cost increases in contracts for professional planning studies, staff development and retention, AutoCAD maintenance and support, distribution of planning studies, Census 2000 analysis and reporting, and advertising of public hearings as discussed in the department summary section.</p>				

Zoning Division - is responsible for reviewing licenses for all new businesses and construction of any size for compliance with zoning ordinances; responds to citizen complaints; inspects property for zoning violations and compliance with zoning ordinances; provides analysis to developers, engineers, architects, builders, and walk-in citizens.

<u>DIVISION: Zoning</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	246,805	271,689	282,907	
<u>FULL-TIME STAFFING</u>	5	5	5	

## PLANNING AND ZONING

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Zoning] To respond to inquiries from the public concerning zoning and subdivision regulations and to review business license, building permits (other than development special use permits), certificates of occupancy and inspections for compliance with zoning and subdivision requirements in a timely manner.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of Inquiries Responded To	3,650	3,675	3,685	3,690	3,965
Number of Business Licenses Processed	1,764	1,627	1,865	1,820	1,875
Number of Certificates of Occupancy Processed	113	189	42 *	193	195
Number of Building Permits Processed**	3,262	2,629	2,700	3,295	3,300
Number of Variances Processed	50	46	64	65	70
Number of Zoning Enforcement Inspections	481	490	495	500	520
Number of Zoning Tickets Issued***	147	316	326	330	335
Number of Placards Posted	1,050	1,200	1,250	1,265	1,270
Number of Complaints Resolved****	313	162	155	160	170

\* Zoning processes Certificates of Occupancy for standard projects. Projects which are special cases are processed by the Development Division. Due to the nature of recent projects, there is a decrease in Zoning Certificates of Occupancy processed and a corresponding increase in the Development Division.

\*\* Includes mechanical, electrical & sign permits.

\*\*\* The zero-tolerance neighborhood enforcement initiative for targeted communities resulted in an increase in tickets issued.

\*\*\*\* The City's efforts to reduce sign clutter through developer and realtor awareness of local regulations and increased enforcement have reduced the number of complaints received by Zoning.

---

Development Division - evaluates proposals for development and other land use changes and approvals in the City. Staff coordinates the processing of all applications with agencies throughout the City, analyzes each proposal for community impacts and conformity with master plan and zoning requirements, and prepares staff reports and recommendations for the Planning Commission and City Council. Staff also reviews and processes all subsequent approvals required for such development, including final site plans, revisions, building permits, certificates of occupancy and as-builts. Staff also provides design, planning and analytical assistance to the Planning Commission and City Council. The mapping and graphics functions, including GIS, are also located within the Division. The FY 2002 Proposed Budget includes the recommended addition of one Planner III position and one Planner II position to coordinate neighborhood planning and community development and one Planner III position to manage current planning efforts related to the development review process with a focus on the community impacts of proposed projects.

**Table 12.**  
**Detail of Capital Improvement Program by Project**  
**FY 2002 - FY 2007**

By Funding Source

	STATE & FEDERAL				
<b>SUBFUND: 008 PUBLIC SAFETY</b>					
DRIVER TRAINING TRACK	\$5,000	\$0	\$5,000	\$0	\$5,000
SUBTOTAL	\$5,000	\$0	\$5,000	\$0	\$5,000
<b>SUBFUND: 009 TRAFFIC IMPROVEMENTS AND RAPID TRANSIT</b>					
TRAFFIC FACILITIES	\$7,250,000	\$1,500,000	\$5,750,000	\$650,000	\$5,100,000
BUS REPLACEMENT/BUS SHELTERS	13,003,515	10,007,000	2,996,515	2,719,515	277,000
METRO BUS/RAIL CAPITAL	25,441,752	19,741,752	5,700,000	0	5,700,000
RAIL RAPID TRANSIT	1,391,520	0	1,391,520	1,391,520	0
SUBTOTAL	\$47,086,787	\$31,248,752	\$18,838,035	\$4,761,035	\$11,077,000
<b>SUBFUND: 011 STREETS AND BRIDGES</b>					
POTOMAC YARD ROAD AND BRIDGE IMPROVEMENTS	17,359,500	17,012,800	346,700	0	346,700
FLOOD CONTROL TUNNELS	500,000	0	500,000	0	500,000
BRIDGE REPAIRS	1,975,000	0	1,975,000	375,000	1,600,000
KING & BEAUREGARD INTERSECTION	28,933,000	26,312,200	2,620,800	820,720	0
KING STREET METRO AREA IMPROVEMENTS	15,817,073	14,782,068	1,034,965	664,367	350,618
MILL ROAD REALIGNMENT	1,750,000	1,715,000	35,000	29,000	6,000
STREET AND PEDESTRIAN IMPROVEMENTS	9,147,000	2,676,500	6,468,500	1,021,000	5,447,500
SIDEWALK, CURB AND GUTTER	1,000,000	0	1,000,000	300,000	700,000
UTILITY UNDERGROUNDING/STREET LIGHTING	5,190,000	0	5,190,000	1,590,000	3,600,000
SUBTOTAL	\$81,871,573	\$64,500,668	\$17,170,965	\$4,820,687	\$12,550,818
<b>SUBFUND: 012 STORM SEWERS</b>					
RECONSTRUCTION/EXTENSION STORM SEWERS	\$5,221,500	\$0	\$5,221,500	\$1,230,000	\$3,991,500
ORONOCO OUTFALL	\$3,185,000	\$0	\$3,185,000	\$250,000	\$2,935,000
SUBTOTAL	\$8,406,500	\$0	\$8,406,500	\$1,480,000	\$6,926,500
<b>SUBFUND: 013 SANITARY SEWERS</b>					
RECONSTRUCTION/EXTENSION SANITARY SEWERS	\$3,140,000	\$600,000	\$2,540,000	\$620,000	\$1,920,000
SEWER REHABILITATION AND ABATEMENT	22,310,190	0	22,310,190	5,115,190	17,195,000
SUBTOTAL	\$25,450,190	\$600,000	\$24,850,190	\$5,735,190	\$19,115,000
<b>SUBFUND: 015 INFORMATION TECHNOLOGY PLAN</b>					
CONNECTIVITY PROJECTS	\$7,329,720	\$0	\$7,329,720	\$525,320	\$6,804,400
SYSTEMS DEVELOPMENT 2 <sup>1</sup>	15,896,522	1,541,000	14,355,522	2,863,250	11,692,272
SUBTOTAL	\$23,226,242	\$1,541,000	\$21,685,242	\$3,188,570	\$18,496,672
<b>SUBFUND: 016 OTHER EDUCATION</b>					
NORTHERN VIRGINIA COMMUNITY COLLEGE	\$724,542	\$0	\$724,542	\$0	\$724,542
SUBTOTAL	\$724,542	\$0	\$724,542	\$0	\$724,542
<b>TOTAL ALL FUNDS</b>	<b>\$342,118,095</b>	<b>\$99,811,455</b>	<b>\$242,506,640</b>	<b>\$45,220,426</b>	<b>\$197,286,214</b>

2<sup>1</sup> Systems Development includes the Public Safety Radio System. The Traffic Control Computer project has been moved out of the IT Plan for FY 2002 - FY 2007 and now can be found under the Traffic Control Facilities project.

## PLANNING AND ZONING

### DETAIL BY DIVISION

Special Projects Division - prepares demographic, socio-economic and development activity data and reports for the public, the City Manager's Office and other City agencies and departments as required; and serves as liaison between property owners and economic development agencies on economic and community development projects.

<u>DIVISION:</u> Special Projects	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	162,383	164,570	91,497*	
<u>FULL-TIME STAFFING</u>	2	2	1*	

\* Special projects expenditures are reduced by 44.4% in FY 2002 due to the transfer of one Planner II to the Development Division.

Historic Preservation Division - provides analysis on the approximately 250 cases which are reviewed by the Boards of Architectural Review (BAR) each year; review and analysis of cases appealed to City Council; review and approval of approximately 1,000 building permits annually; and responds to approximately 1,000 requests for information from citizens and real estate agents regarding the Old and Historic Alexandria District and the Parker-Gray Historic District.

<u>DIVISION:</u> Historic Preservation	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	154,241	187,047	170,040*	
<u>FULL-TIME STAFFING</u>	3	3	3	

\* FY 2002 expenditures decrease due to recent turnover in two of the three positions that resulted in lower personnel costs as positions were filled at lower salary levels than originally budgeted.

### INDICATORS AND MEASURES

OBJECTIVE: (BAR) To review and analyze applications for construction and demolition within the City's two historic districts for compliance with the historic district regulations.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
BAR Docket Items Processed	205	240	300	250	250
Building Permits Reviewed*	939	820	950	900	900
Certificates of Occupancy Reviewed	112	100	110	100	100

\* Includes mechanical, electrical & sign permits. FY 1999 building permits reviewed decreased from FY 1998 due to a change in reporting methodology. For FY 1999, each new development was counted as a single permit as opposed to FY 1998, when new developments generated multiple permits.

## PLANNING AND ZONING

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Planner III/Division Chief \$105,000

One Planner III/Division Chief position is recommended to coordinate neighborhood planning and community development efforts with an emphasis on community participation. Examples of the types of projects this position will coordinate include but are not limited to Upper Potomac West, Braddock Road, the Eisenhower Valley, the Waterfront, Duke Street, Washington Street, Route 1, and the King Street Metro Station area.

2. Planner III \$83,000

One Planner III position is recommended to manage current planning efforts related to development applications. This position will coordinate the pre-application and inter-departmental review processes, as well as manage larger review projects and coordinate community input opportunities.

3. Planner II \$71,000

One Planner II position is recommended to provide staff support to the neighborhood planning/community development manager position.

4. GIS Specialist \$53,452

One GIS Specialist overhire is recommended for conversion to a permanent position funded within Planning and Zoning. The position is temporarily funded by CIP GIS project capital funds in FY 2001. This position will continue to support the planning, development, and implementation of the City's comprehensive GIS mapping and data analysis system by performing many of the tasks necessary to the system's development and coordinating with other City departments to assist in the development of their own data layers.

5. Secretary \$22,000

One part-time Clerk Typist is recommended for conversion to a full-time Secretary to provide clerical and administrative support to the entire department. The department has two and one-half clerical positions in FY 2001, one of which is dedicated entirely to Planning Commission support. The recommended conversion will reduce Planning staff's clerical workload, creating more time for Planners to address their land-use planning, development review, and other duties.

## PLANNING AND ZONING

### SUPPLEMENTAL BUDGET REQUESTS

6. Planning Studies \$50,000

Increased funding for professional contract services is recommended to help fund projects that require outside expertise or cannot be handled in-house due to workload. The types of projects anticipated are design review and evaluation of large scale development applications; recommendation of development standards for landscaping, architecture, community impact mitigation, etc.; re-engineering of the development review process and departmental re-organization; neighborhood/area planning; and economic development.

7. Professional Development and Staff Retention \$21,500

This recommendation is for in-house training, memberships and dues for professional associations, subscriptions to trade periodicals, and registration and travel to conferences outside of the area to keep Planners knowledgeable in the latest issues and skills and as incentive for staff retention.

8. Neighborhood Planning and Community Development Operating Costs \$14,250

Funding is recommended to increase the advertising (meeting notice) budget for greater citizen participation and the printing, binding, and photocopying budgets to produce a greater volume of reports.

9. Census 2000 Data Analysis and Reporting \$12,500

Funding is recommended to purchase raw Census 2000 data, analyze it in-house, and make the information available to the public through a series of reports and on the Internet.

10. AutoCAD Support and Maintenance \$8,500

AutoCAD computer drafting system operating costs are recommended to provide maintenance, upgrades, help desk support, and add-ons. Purchase of the AutoCAD system itself was funded in the FY 2001-2006 Approved CIP.

11. Advertising \$4,750

Funding for increased advertising of public hearings is recommended to provide citizens with more detailed information on the issues docketed for consideration.



## PLANNING AND ZONING

### SUPPLEMENTAL BUDGET REQUESTS

12. Planning & Zoning Fees \$185,000

In order to help finance these budget initiatives, as well as the ongoing operations of Planning & Zoning, the FY 2002 budget projects an increase of some \$185,000 in increased planning and zoning user fees, in order to recoup more costs of Planning and Zoning from development applicants. Currently only about \$50,000 per year of these costs are recouped by fees.

Alexandria planning and zoning fees are significantly less than the cost of providing planning and zoning services and are also generally less than the fees neighboring jurisdictions charge. City staff will be developing proposed new fee rates in the coming months and then working with the related business and development community on these rates and their rationale prior to presenting a specific proposal to City Council. Given the work and time necessary to work out new fee schedules, the \$185,000 in increased fee revenues would not likely be implemented before October 1, 2001. On an annualized basis this is estimated to produce \$250,000 in increased fee revenues.

#### Not Recommended

1. Planner III \$83,000

One Planner III position was requested to manage Special Projects. This position is not recommended at this time due to financial constraints. Planning and Zoning staffing requirements will be re-evaluated during the FY 2003 budget development process, following the implementation of the five new positions recommended for FY 2002.

2. Planner II \$71,000

Two Planner II positions were requested to support the neighborhood planning and community development manager. One is recommended in the Proposed budget. The other is not recommended at this time due to financial constraints. Planning and Zoning staffing requirements will be re-evaluated during the FY 2003 budget development process, following the implementation of the five new positions recommended for FY 2002.

## DEVELOPMENT ACTIVITY IN ALEXANDRIA

### RESIDENTIAL DEVELOPMENT 2000-2010 Residential Projects Under Construction As of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>	<u>Expected Date Complete</u>
Lloyd Estates	216-228 W. Windsor Ave.	Detached	5	3	Under Construction	May 2001
Kings Cloister	2826 King St.	Detached	25*	14	Under Construction	June 2001
Dartmouth Place	201 Quaker Ln.	Detached	6*	2	Under Construction	July 2001
302 Spring Street	302 Spring St.	Detached/ Semi- Detached	5*	3	Under Construction	March 2001
Townes at Cameron Park	3701 Eisenhower Ave.	Townhouses	229	225	Under Construction	March 2001
Mt. Vernon Court	3200 Mt. Vernon Ave.	Townhouses	30	23	Under Construction	Feb. 2001
Fox Haven	1820 N. Howard St.	Townhouses	5*	3	Under Construction	May 2001
Sunnyside West	3822-26 Elbert Ave.	Townhouses	5	0	Under Construction	Oct. 2001
Sunnyside East	3823 Elbert Ave.	Townhouses	3	0	Under Construction	Oct. 2001
EYA at Carlyle	400 John Carlyle St.	Townhouses	26	0	Under Construction	Oct. 2001
Wilkes Corner	1120 Wilkes St.	Townhouses	5	0	Under Construction	Oct. 2001
Milbrook II	1705 N. Beauregard St.	Mid-rise Apts./ Duplex Apts.	272	160	Under Construction	March 2001
Lincoln at Alexandria	3700 Jefferson Davis Hwy.	Mid-rise Apts.	588	0	Under Construction	Oct. 2001
Park Center III	4551-4560 Strutfield Ln.	Mid-rise Apts.	392	0	Under Construction	July 2001
Carlyle Towers III	200 Blk Jamieson Ave.	High-rise Condo	182	0	Under Construction	March 2001
Potomac Club II	1200 First St.	High-rise Apts.	297	0	Under Construction	Feb. 2002

## DEVELOPMENT ACTIVITY IN ALEXANDRIA

### RESIDENTIAL DEVELOPMENT 2000-2010 Residential Projects Under Construction As of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>	<u>Expected Date Complete</u>
Cameron Station I, II, III, IV, V	5010 Duke St.	Townhouses/ Apts./ Condos/ Detached	<u>1,579</u>	<u>780</u>	Under Construction	2002
<b>Totals</b>			3,654	1,213	Under Construction	

## RESIDENTIAL DEVELOPMENT 2000-2010

### Residential Projects with Planning Approval Not Under Construction as of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>	<u>Expected Date Complete</u>
Ashton Manor	700 Ashton St.	Detached	5	0	Plan Approved	2001
Battery Heights (Goodman)	514 Quaker Ln.	Detached	8	0	Plan Approved	2001
Metzger	3750 Duke St.	Townhouses	10	0	Plan Approved	2001
The Braddock Lofts	713 N Fayette St.	Townhouses	40	0	Plan Approved	2002
Backyard Boats	108 Franklin St.	Townhouses	28	0	Plan Approved	2002
Old Town Mews	826-830 Slaters Ln.	Townhouses/M id-rise Condos	38	0	Plan Approved	2002
Hunting Creek Apts.	907 Church St.	Low-rise Apts.	4	0	Plan Approved	2001
Bush Hill	4840 Eisenhower Ave.	Mid-rise Apts.	404	0	Plan Approved	2004
Alexandria @ Eisenhower	5000-5020 Eisenhower Ave.	Mid-rise Apts.	266	0	Plan Approved	2004
Jefferson at Mill Rd.	2100 Mill Rd.	Mid-rise Apts.	<u>315</u>	0	Plan Approved	2005
<b>Totals</b>			<b>1,118</b>	<b>0</b>		

## RESIDENTIAL DEVELOPMENT 2000-2010

### Residential Projects with Planning Approval Not Under Construction as of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>	<u>Expected Date Complete</u>
Hume Subdivision	2701-2711 Mt. Vernon Ave.	Townhouses	4	0	In Planning	2001
Picketts Hill	1 & 3 Buzzards Gap	Townhouses	6	0	In Planning	2002
The Emerson	205-233 Henry St.	Mid-rise Condo	20	0	In Planning	2002
Archstone	450 Ferdinand Day Dr.	Mid-rise Condo	309	0	In Planning	2003
Archstone Alexandria	20 Roth St.	Mid-rise Condo	550	0	In Planning	2003
Old Colony Inn	615 First St.	Mid-rise Condo	61	0	In Planning	2003
Hallmark	Ferdinand Day Dr.	High-rise Assisted Apts.	261	0	In Planning	2003
Carlyle	Holland Ln.	Mid-rise Apts.	600	0	In Planning	2006
Potomac Yard	Jefferson Davis Hwy.	Townhouses/ Mid-rise Apts.	<u>1,927</u>	0	In Planning	2010
<b>Totals</b>			<b>3,738</b>	<b>0</b>		

\* Includes one existing building.

**TOTAL HOUSING UNITS UNDER CONSTRUCTION, WITH PLAN APPROVAL, OR IN PLANNING  
7,297\* Units**

\*Does not include housing units that have already been completed in an ongoing project.

## COMMERCIAL DEVELOPMENT 2000 - 2010

### Office Projects as of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>	<u>Expected Completion Date</u>
Mark Center Plaza 1-A-4 IDA	4825 Mark Center Dr.	Office	270,000	Under Construction	Dec. 2001
Statistical Soc.	124 S. West St.	Office	30,630	In Planning	2002
Alexandria Tech Center V	2930-2960 Eisenhower Ave.	Office	128,000	In Planning	2003
120 S. Peyton St.	120 S. Peyton St.	Office	20,703	Plan Approved	2003
Plaza 1-A-2	Mark Center Dr.	Office	521,250	Plan Approved	2004
Hoffman Center	2301 Eisenhower Ave.	Office	493,460	Plan Approved	2005
Plaza 1-A-3	Mark Center Dr.	Office	521,250	Plan Approved	2006
Plaza 1-A-5	Mark Center Dr.	Office	325,000	Plan Approved	2008
Carlyle	John Carlyle St.	Office	760,441	In Planning	2006
Potomac Yard	Jefferson Davis Hwy.	Office	<u>1,900,000</u>	In Planning	2010
<b>Total</b>			<b>4,970,734</b>		

## COMMERCIAL DEVELOPMENT 2000 - 2010

### Office/Retail Projects as of February 1, 2001 \*

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>	<u>Expected Completion Date</u>
SHRM II	300 John Carlyle St.	Office/Retail	128,000	Under Construction	July 2001
Alexandria Marketplace	1505 Powhatan St.	Office/Retail	35,634	Plan Approved	2002
1708-1710 Prince St.	1708-1710 Prince St.	Office/Retail	33,527	Plan Approved	2003
Carlyle Crescent	300 Blk. Dulany St.	Office/Retail	219,986	Plan Approved	2003
1229 King St.	1229 King St.	Office/Retail	14,054	Plan Approved	2003
Watauga	101 Wales Alley	Office/Retail	5,160	Plan Approved	2003
Alexandria Tech Center VI	2930-2960 Eisenhower Ave.	Office/Retail	128,000	In Planning	2004
Patent and Trademark Bldg.	1950 Duke St.	Office/Retail	<u>2,535,034</u>	Plan Approved	2004
<b>Total</b>			<b>3,099,395</b>		

\* Office buildings with subsidiary retail space.

## COMMERCIAL DEVELOPMENT 2000 - 2010

### Retail Projects as of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>	<u>Expected Completion Date</u>
Starwood	118 King St.	Retail	7,626	Under Construction	Aug. 2001
Cameron Station I	Somerville St. Brenman Park Dr.	Retail	15,000	Under Construction	Dec. 2001
Cameron Station III	5010 Duke St.	Retail	10,500	Plan Approved	2001
Hoffman Town Center	2301 Eisenhower Ave.	Retail/ Restaurant	33,512	Plan Approved	2002
Carlyle	1950 Duke St.	Retail	174,768	In Planning	2006
Potomac Yard	Jefferson Davis Hwy.	Retail	<u>135,000</u>	In Planning	2010
<b>Total</b>			376,406		

### Entertainment Projects as of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>	<u>Expected Completion Date</u>
Hoffman Theaters	2301 Eisenhower Ave.	Cinemas/ Restaurants	135,900 4,150 seats	Under Construction	May 2001



## COMMERCIAL DEVELOPMENT 2000 - 2010

### Hotel Projects as of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>	<u>Expected Completion Date</u>
Hampton Inn	1616 King St.	Hotel	36,522 80 units	Under Construction	May 2001
Marriot Residence Inn	1456 Duke St.	Hotel	163,182 240 units	Plan Approved	2002
Park Center Hotel	3100 N Hampton Dr.	Hotel	87,776 156 units	Plan Approved	2003
Marriot Carlyle	Dulany St.	Hotel	300,000 275 units	In Planning	2005
Potomac Yard	Jefferson Davis Hwy.	Hotel	500,000 <u>625 units</u>	In Planning	2010
<b>Total</b>			1,087,480 1,376 units		

## COMMERCIAL DEVELOPMENT 2000 - 2010

### Other Commercial Projects as of February 1, 2001

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>	<u>Expected Completion Date</u>
Alexandria Business Center	3000 Business Center Dr.	Warehouse/ Office	48,662	Plan Approved	2001
Comcast	150 S Gordon St.	Office/Video production	33,000	Plan Approved	2002
Fannon Printing	1712 Mt. Vernon Ave.	Industrial/ Office	4,770	In Planning	2002
Restaurant Depot	4700 Eisenhower Ave.	Wholesale	<u>15,996</u>	In Planning	2002
<b>Total</b>			102,428		

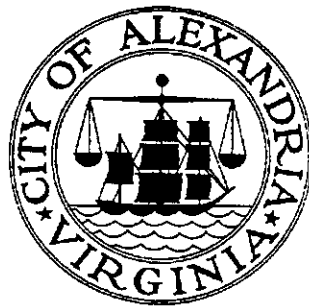
**TOTAL SQUARE FEET OF COMMERCIAL DEVELOPMENT UNDER CONSTRUCTION, WITH PLANNING APPROVAL OR IN THE PLANNING PROCESS 9,772,343 Sq. Ft.\***

\*Does not include institutional projects.

## COMMERCIAL DEVELOPMENT 2000 - 2010

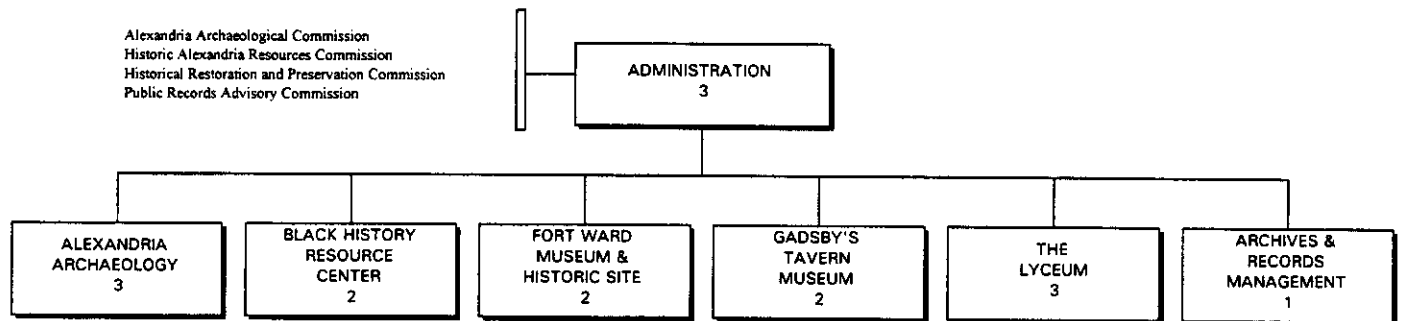
### Institutional Projects

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>	<u>Expected Completion Date</u>
Fire Station 54	900 Second St.	Fire Station/ Offices	20,838	Under Construction	March 2001
Regent College	1650 King St.	Classrooms/ Offices	29,574	Under Construction	Feb. 2001
Waste Water Management	835 S. Payne St.	Solids Proc. Plant/Labs	140,807	Under Construction	June 2001
Lyles-Crouch Traditional Academy	530 S. Saint Asaph St.	Media Center	11,381	Plan Approved	Oct. 2001
Oswald Durant Rec. Center	1605 Cameron St.	Addition	6,364	In Planning	2002
City of Alex. Animal Shelter	4001 Eisenhower Ave.	Animal Shelter	15,280	Plan Approved	2002
St. Stephens School	1000 St. Stephens Rd.	Auditorium	22,200	In Planning	2002
Episcopal High School	1200 N. Quaker Ln.	Fine Arts Cent.	22,250	Plan Approved	2002
Memorial Station U.S. Post Office	2236 Duke St.	Post Office- Sorting Facility	37,215	In Planning	2002
Francis Hammond Middle School	4646 Seminary Rd.	Addition	<u>59,206</u>	In Planning	2003
<b>Total</b>			<b>365,115</b>		



# HISTORIC ALEXANDRIA

---



## HISTORIC ALEXANDRIA

**PROGRAM GOAL:** The Office of Historic Alexandria (OHA) is responsible for the stewardship and promotion of the historic City through the preservation of the City's historic and archaeological sites, artifacts and records, and for the use of these resources in accordance with professional standards of scholarship and museum procedures.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,616,208	1,567,567	1,633,727	
NON-PERSONNEL	643,643	505,119	537,895	
CAPITAL GOODS OUTLAY	<u>8,019</u>	<u>19,500</u>	<u>2,500</u>	
TOTAL EXPENDITURES	<u>2,267,870</u>	<u>2,092,186</u>	<u>2,174,122</u>	
DONATIONS AND SPECIAL REVENUE ACTIVITIES	<u>307,727</u>	<u>136,408</u>	<u>145,211</u>	
TOTAL DONATIONS AND SPECIAL REVENUE ACTIVITIES	<u>307,727</u>	<u>136,408</u>	<u>145,211</u>	
GENERAL FUND	<u>1,960,143</u>	<u>1,955,778</u>	<u>2,028,911</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.7%				
FULL-TIME POSITIONS	17.0	16.0 *	16.0	

\* Reflects the conversion of a full-time position in the Administration division to a part-time position in the Fort Ward Museum and Historic Site.

---

### City Manager Proposed

- The Office of Historic Alexandria General Fund FY 2002 Proposed budget is up \$73,133, or 3.7 percent with \$66,160 representing personnel related costs increases.
- The FY 2002 General Fund budget for this agency reflects funding to maintain current service levels. The element of increase is primarily attributable to the planned merit in-step increase for employees in FY 2002 and the impact of the City extending additional benefits to part-time City employees regularly scheduled to work 10 or more hours per week year round. This extension of benefits was approved in FY 2001 with the costs budgeted in the non-departmental section of the City budget.
- In addition, the increase is attributable to the contribution to the equipment replacement fund for the replacement of computers (\$9,000) and increased fees for professional services for design fees, conservation of objects, special collections projects and building preservation concerns (\$18,632).

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

OHA's staff are charged with providing programs to enhance the quality of Alexandria's urban environment for its residents by building a sense of community identity and continuity, preserving the historic cultural diversity of the City, and contributing to the City's national and international reputation. These programs bring people and business to Alexandria by making the City an attractive location for leisure activities, conventions, offices and businesses.

The Administration Section sets priorities for the department to encourage a professional, well-developed publications program, concern for preservation and care of all historic sites, and the development of a quality exhibition program. Other responsibilities of this section include: budget oversight; financial analysis; assistance in personnel issues; and the administration of the Open Space Easement Program in cooperation with the Alexandria Historical Restoration and Preservation Commission. The Administration Section also provides staff support for the Historic Alexandria Resources Commission, the Public Records Advisory Commission, and the Alexandria Historical Restoration and Preservation Commission.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	357,810	369,182	343,203	
<u>FULL-TIME STAFFING</u>	4	3*	3	
** Reflects the conversion of a full-time position in the Administration division to a part-time position in the Fort Ward Museum and Historic Site.				

Gadsby's Tavern Museum consists of two buildings, a (circa) 1770 tavern and the 1792 City Hotel. The mission of the Museum is to teach the public about the history of the site, and to preserve the two historic structures. Supported by on-going research and professional standards, the Museum's programs, collections, and exhibitions create a varied and meaningful learning environment that addresses the needs and interests of the community's residents and visitors. Like the 18<sup>th</sup> century purpose of the site, the goal is to play a dynamic role in the social, economic, and educational life of Alexandria, thus contributing to the City's identity and vitality.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

DIVISION: Gadsby's Tavern Museum	ACTUAL FY 2000	APPROVED FY 2001	PROPOSED FY 2002/1	APPROVED FY 2002
General Fund Expenditures	221,386	234,889*	254,186**	
<u>FULL-TIME STAFFING</u>	2	2	2	
<p>/1 In FY 2002, through entrepreneurial efforts to reduce the net City share of program expenditures, Gadsby's Tavern Museum has a revenue earning goal of \$10,000. Monies earned in excess of this goal will be recommended for reappropriation to the Museum for non-personnel or capital outlay expenditures.</p> <p>* FY 2001 expenditures reflect more accurate budgeting of part-time museum staff funded by admissions and rental revenues that are accounted for in the City's General Fund.</p> <p>** Includes funding in the amount of \$16,150 for special collections projects, building preservation concerns and curatorial consulting fees.</p>				

### INDICATORS AND MEASURES

OBJECTIVE: [Gadsby's Tavern Museum] To present history programs, events and tours of Gadsby's Tavern Museum to different populations of visitors.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of requests for general interest tours	1,388	1,387	1,409	1,400	1,400
Number of requests for school tours	59	78	77	100	100
Number of requests for adult groups	53	44	60	100	100
Number of special publications, special interest lectures or symposia	36	39	33	35	35
Revenue generated by general interest and adult group tours	\$16,002	\$17,308	\$20,309	\$18,000	\$18,000
Revenue generated from school tours and special interest programming	\$36,000	\$49,300	\$46,519	\$40,000	\$40,000
Number of persons given tours	20,575	22,457	19,279	18,000	18,000
Number of adults given group tours	929	836	1,146	1,000	1,000
Number of school children served	2,783	2,302	2,289	2,500	2,500
Number of persons served by special events	9,054	11,945	8,857	9,000	9,000
Percentage of planned public programs that meet Museum mission	100%	100%	100%	100%	100%



# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Gadsby's Tavern Museum] To increase revenue and attendance by marketing the museum to new and expanded audiences.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of 20 <sup>th</sup> Century Tavern events	12	17	14	12	12
Number of building rentals	12	16	14	12	12
Revenue generated by 20 <sup>th</sup> Century events	\$15,000	\$10,600	\$13,762	\$12,000	\$12,000
Revenue generated by rentals	\$22,000	\$16,500	\$17,840	\$15,000	\$15,000
Number attending 20 <sup>th</sup> Century events	1,250	1,268	2,266	1,500	1,500
Number of visitors to site from rentals	900	2,651	1,427	1,200	1,200
Percentage of 20 <sup>th</sup> Century events related to the history of the Tavern	100%	100%	100%	100%	100%
Percentage of rentals that generated revenue in excess of \$500	100%	100%	100%	100%	100%

The Lyceum provides visitors with a unique historical experience through exhibitions, programs, special events, the sale of merchandise in The Lyceum Museum Shop and rental of the facility. As both a general community history museum and a historic site, the institution's mission is further divided into two primary goals: first, to preserve and interpret the history and material culture of Alexandria and the surrounding region and, secondly, to protect, preserve and interpret the historic site known as The Lyceum. In pursuit of these goals, the museum staff follows an active collections program, develops and mounts exhibitions, produces public programs and school tours, and hosts a variety of other activities. The Lyceum regularly works with other historic sites and museums to bring about a fuller appreciation of the community's history.

	ACTUAL <u>FY 2000</u>	APPROVED <u>FY 2001</u>	PROPOSED <u>FY 2002/1</u>	APPROVED <u>FY 2002</u>
<u>DIVISION: Lyceum</u>				
General Fund Expenditures	288,062	284,340	305,097*	
<u>FULL-TIME STAFFING</u>	3	3	3	
/1 In FY 2002, through entrepreneurial efforts to reduce the net City share of program expenditures, the Lyceum has a revenue earning goal of \$40,000. Monies earned in excess of this goal will be recommended for reappropriation to the Lyceum for non-personnel or capital outlay expenditures.				
* Reflects the impact of extending additional benefits to part-time employees regularly scheduled to work 10 hours or more per week year round.				

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [The Lyceum] To provide a unique historical experience for visitors through exhibitions, programs, special events, Museum Shop sales and rental of the facility.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Museum visitation	46,100	40,565	40,086	42,000	42,000
Cost per visitor	\$5.44	\$6.72	\$7.19	\$6.77	\$6.98
Percent of teachers returning for school program (est.)	82%	82%	84%	85%	87%
Number of rental activities**	448	395	301	300	300

\*\* Decreases in smaller rental activities are the result of a pro-active approach of the Division to embark on more revenue-generating activities.

The Alexandria Black History Resource Center (ABHRC) is charged with collecting, preserving, and interpreting the history and culture of Alexandria's African American community, and assessing its impact on the greater metropolitan area. The ABHRC also interprets the broader African American experience and its accomplishments to the nation, Commonwealth of Virginia, and City of Alexandria. The ABHRC promotes African American history through exhibitions, video presentations, public programs, and volunteer activities. The museum is comprised of the restored Robert Robinson Library and its addition, the adjacent restored Watson Reading Room, and the Alexandria African American Heritage Park. Through these facilities, its study collections, and research materials, the ABHRC serves as a community resource for information and research. The ABHRC is responsible for museum programming and the interpretation of artifacts, oral histories, and primary sources of Alexandria's African American community.

<u>DIVISION:</u> Black History Resource Center	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	221,128	201,944	214,335*	
<u>FULL-TIME STAFFING</u>	2	2	2	

\* Includes funding, in the amount of \$12,221, for traveling exhibitions and honoraria for speakers and performers.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Alexandria Black History Resource Center] To present programs, exhibitions and outreach services that will provide visitors with a historically accurate interpretation of African Americans in Alexandria and the Metropolitan Washington, D.C. community.\*

	Actual FY 1998**	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of programs, special events and exhibitions***	46	63	62	62	62
Number of participants in special events and programs	3,600	1,881	1,548	1,856	2,041
Number of visitors to Center	8,000	6,874	6,874	6,200	6,400
Percent of visitors indicating satisfaction with event or program (from a sampling of recorded remarks)	95%	98%	98%	100%	100%

\* Data have been revised from previously published documents to reflect more accurate information.

\*\* FY 1998 data are based on estimates due to the vacant Museum Director's position.

\*\*\* The length of time an exhibit is on display at the Center may vary from two weeks to two months, therefore the number of exhibitions is dependent on the length of time an exhibit is on display.

---

The Fort Ward Museum and Historic Site interprets American history of the 1860-1870 period, focusing on the Civil War defenses of Washington, D.C., Fort Ward as a military site, wartime Alexandria and the experiences of Alexandrians during the Union occupation of the City. As an integral part of its mission, the Museum collects, preserves and interprets historic artifacts relating to the American Civil War and explains the significance of artifacts in the context of exhibitions and study collections. The staff adheres to the professional Code of Ethics developed by the Office of Historic Alexandria, and employs standards established by the American Association of Museums for accredited institutions in the registration, storage, care and exhibition of artifacts in its custody.

To fulfill its mission to the public, the Museum distributes an interactive classroom learning kit and other age-appropriate programs which meet or complement the Virginia Department of Education Standards of Learning; offers lectures, bus tours and tours of Fort Ward that provide adult audiences with opportunities for continued learning; mounts special exhibitions and plans living history programs that offer activities for the whole family; maintains a web site that provides in-depth educational information to the Internet community; preserves and interprets the extant and restored portions of the historic fort through informative signage, brochures, maps and tours; offers site brochures in French, Spanish and German; provides brochures in braille and large print for the sight impaired visitor and a closed-captioned video for the hearing impaired visitor to comply with ADA; acts as a resource for museum professionals as well as new and emerging sites; maintains Dorothy C.S. Starr Research Library as a center for the study of the American Civil War and the Defenses of Washington, D.C.; and conducts fund-raising activities to expand its financial base.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

<u>DIVISION:</u> Fort Ward Museum and Historic Site	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002/1</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	267,194	263,682	280,592*	
<u>FULL-TIME STAFFING</u>	2	2	2	
/1 In FY 2002, through entrepreneurial efforts to reduce the net City share of program expenditures, Fort Ward has a revenue earning goal of \$5,200. Monies earned in excess of this goal will be recommended for reappropriation to the Museum and Historic Site for non-personnel or capital outlay expenditures.				
* Reflects the impact of extending additional benefits to part-time employees regularly scheduled to work 10 hours per week or more year round.				

### INDICATORS AND MEASURES

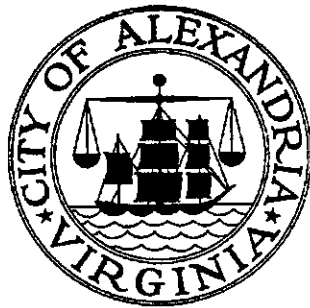
OBJECTIVE: [Fort Ward Museum and Historic Site] To present programs, special events, tours, lectures and exhibitions that will provide visitors with a historically accurate and meaningful interpretation of Fort Ward, the defenses of Washington, D.C., the City of Alexandria and the Civil War in general.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of programs, special events and exhibitions planned	20	50	50	50	50
Number of actual programs, tours, lectures, exhibitions completed	71	66	55	55	55
Number of participants in special events and programs	6,419	5,563	4,233	5,000	5,000

\* Data has been revised from previously published documents to reflect more accurate information.

Friendship Firehouse was one of three volunteer fire companies established in 18th-century Alexandria. Historic fire fighting equipment and early engines are displayed in the museum, which is now owned by the City and administered through the Office of Historic Alexandria.

<u>DIVISION:</u> Friendship Firehouse	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	22,109	20,425	20,310	
<u>FULL-TIME STAFFING</u>	0	0	0	



# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

<u>DIVISION: Archaeology</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002/1</u>	<u>APPROVED FY 2002</u>
General Fund Expenditures	383,251	395,225 *	410,066 **	
<u>FULL-TIME STAFFING</u>	3	3	3	

/1 In FY 2002, through entrepreneurial efforts to reduce the net City share of program expenditures, Archaeology has a revenue earning goal of \$23,000. Monies earned in excess of this goal will be recommended for reappropriation to Archaeology for non-personnel or capital outlay expenditures.

\* FY 2001 budget includes \$19,192 for improvements to exhibits and conservation materials.

\*\* Reflects the impact of extending additional benefits to part-time employees regularly scheduled to work 10 hours or more per week year round.

### INDICATORS AND MEASURES

OBJECTIVE: [Archaeology] To assess site plans and special use permits for archaeological impact.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of applications reviewed**	68	78	80	80	80
Percent of applicants reporting satisfaction with review service	100%	100%	100%	98%	98%
Number of applications which staff can comprehensively assess with an expanding database	85%	85%	85%	85%	88%

\*\* The number of applications reviewed is a function of development efforts within the City.

The Torpedo Factory Art Center attracts more than 700,000 visitors annually, houses more than 160 artists, and provides a place for communication about the arts between the artist and the public. In August 1998, the City repurchased the Center from the Alexandria Art Center Associates to ensure the continued use of the facility as a public art center. The City privatized the facility in September 1998, via a lease with the Torpedo Factory Artists' Association. The Artists' Association assumed responsibility for the daily operations of the building and the City assumed responsibility for capital building maintenance.

This lease and privatization plan was designed to be cost neutral. In addition to recovering annual general building maintenance and utility expenditures, the City will recover an annual payment for foregone real property taxes as well as the net additional cost to repurchase the building and capital costs for building improvements over a 20 year period.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

<u>DIVISION:</u> Torpedo Factory Art Center	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	45,941	38,400	41,000*	
<u>FULL-TIME STAFFING</u>	0	0	0	

\* Current expenditures are for the City's share of utilities at the Art Center.

The Archives and Records Management Division provides for the systematic storage, retrieval, preservation and disposition of City records. This function entails arranging for the protection and retention of archival and vital records; developing records systems to assist City agencies and departments in the creation, maintenance and storage of information; and implementing City, State and federal records requirements for the effective management of City records. The program complies with the mandated requirements of the Virginia Public Records Act (42.1-76), the Alexandria City Code (2-16-12), and other State and federal regulations.

The goal of records management is to control both the quantity and quality of an organization's created information, maintain the information in a manner that effectively serves its needs, and efficiently dispose of the information when it is no longer valuable. Records management also includes the effective use of electronic records, preservation microfilming, filing system practices, as well as training in current records management practices for all City staff. The goal of the archival management program is to appraise all active City records for potential historical value and arrange, describe, and preserve all previously appraised inactive records. The majority of the City's records are administrative in nature and relate to the daily operations of the City government.

These records are disposed of after their required retention period has passed and proper destruction approval has been attained. A small percentage of the City's records are appraised as having archival value and may be retained permanently for legal, administrative, fiscal, or historical purposes.

<u>DIVISION:</u> Archives and Records Management	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	153,262	147,691	160,122*	
<u>FULL-TIME STAFFING</u>	1	1	1	

\* Includes funding, in the amount of \$15,193 for archival storage supplies related to the division's storage and shelving project.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Archives and Records Management] To efficiently dispose of City records.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of disposal notices processed	113	25	38	40	40
Number of cubic feet of records disposed	1,303	1,290	972	1,200	1,200
Efficiency memos issued to City offices	12	15	7	10	10

OBJECTIVE: [Archives and Records Management] To efficiently appraise, arrange, describe, and maintain all City records with legal, fiscal, administrative, or historic value to the City.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of records accessioned (in cubic feet)	1,811	1,277	1,488	1,500	1,500
Permanent records processed (in cubic feet)	43	130	125	130	130
Permanent records accessioned (in cubic feet)	123	130	125	130	130

## SUPPLEMENTAL BUDGET REQUESTS

### Not Recommended

1. Funding to increase two part-time Archaeology positions to full-time status \$33,511

Due to competing needs and limited resources, the supplemental to increase two part-time Archaeology positions to full-time status is not recommended.

2. Funding for design fees to create a quarterly calendar of events for publication and dissemination to tourism sites in Virginia and Washington D.C. \$15,000

Due to limited resources, the function creating a quarterly calendar of events for publication and dissemination to tourism sites in Virginia and Washington, D.C. by this department is not recommended.

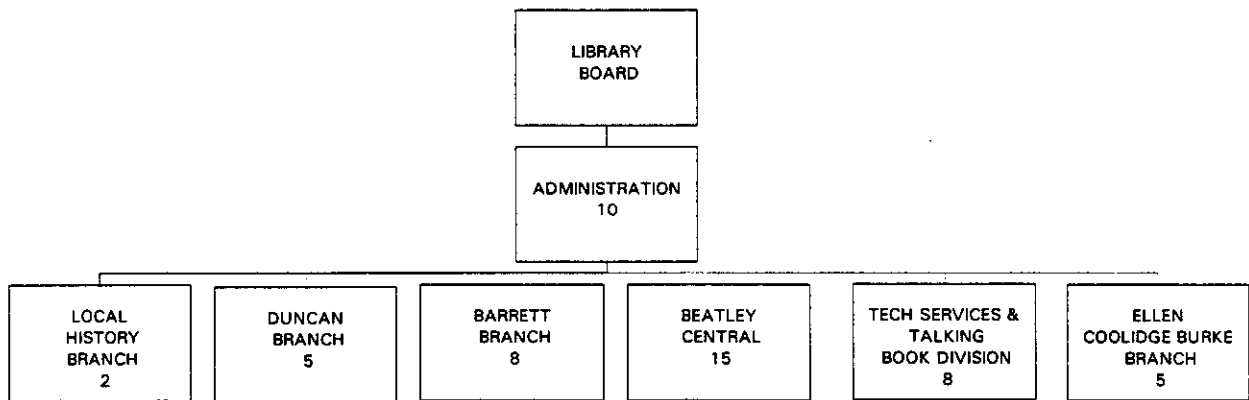
3. Funding for the product development of a line of Alexandria Tavern Ceramic Wares \$5,000

Due to fiscal constraints, the supplemental to fund start-up costs and provide design fees for the product development of a line of Alexandria Tavern Ceramic Wares is not recommended.



# LIBRARY

---



## LIBRARY

**PROGRAM GOAL:** The goal of the Alexandria Library System is to provide print and non-print materials, on-site and remote access to electronic information and in-person information services that foster and support an informed and educated citizenry.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	2,888,112	3,319,931	3,747,834	
NON-PERSONNEL	1,383,186	1,472,006	1,644,489	
CAPITOL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>4,271,298</u>	<u>4,791,937</u>	<u>5,392,323</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>457,871</u>	<u>361,011</u>	<u>402,438</u>	*
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>457,871</u>	<u>361,011</u>	<u>402,438</u>	
GENERAL FUND	<u>3,813,427</u>	<u>4,430,926</u>	<u>4,989,885</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR: 12.6%				
FULL-TIME POSITIONS	43	49**	53***	

\* FY 2002 Library Special Revenue include \$285,438 in State Aid, and \$117,000 from fines and fees.

\*\* Included 4 additional full-time positions for the Burke facility (a shared facility use between the Alexandria Library and the Alexandria City Public Schools). Related to Burke 2 full-time positions were added to Technical Services.

\*\*\* Includes 4 additional full-time positions at Beatley, the Administration Division, and the Burke Facility scheduled to reopen in mid FY 2002.

---

### City Manager Proposed

- The Library General Fund FY 2002 Proposed budget has increased \$558,959, or 12.6 percent, and reflects both an increased demand for library services (circulation is projected to be up 37 percent and the patron count is also projected to increase 10 percent between FY 1998 and FY 2002) and the need to maintain quality library services in the City.
- The total proposed funding for personnel expenditures in the amount of \$3,747,834, represents an increase of \$427,903, or 12.9 percent, as compared to the approved FY 2001 budget. The increase is partially attributable to three recommended supplemental requests totaling \$277,534 associated with full and part-time staffing for the Beatley Central Library (\$188,014 and 4.5 positions), the Administration Division (\$36,286 and 1.0 position), and the Ellen Coolidge Burke Branch Library (\$53,234 and 2.8 positions).
- The FY 2002 proposed budget reflects increased overtime costs for Sunday hours (\$12,889); the cost of providing fringe benefits for part-time employees (\$50,177) ; and the planned merit in-step increase for existing employees (\$48,563).
- Total proposed non-personnel expenditures in the amount of \$1,644,489, represents an increase of \$172,483, or 11.7 percent, as compared to the approved FY2001 budget. The increase is primarily attributable to the purchase of computers for the Burke Library (\$44,574) and additional materials for the Library system (\$70,369); an increase in

## LIBRARY

### City Manager Proposed

operating costs related to the Burke Library; and an increase in utilities to reflect actual usage at the Beatley Central Library. In addition to the recommended supplemental request for materials, increase in the existing materials budget for the entire Library system has increased, \$123,737, with funding from the State increasing by \$41,427 to help toward this increase. In total, the materials budget for FY 2002 is recommended at \$843,007.

The above increases are partially offset by a reduction (\$42,203) in costs for the landscape and grounds maintenance contract, and utilities (gas) to reflect actual expenditure trends in previous years.

- The City's Proposed FY 2002 - FY 2007 Capital Improvement Program includes \$250,000 to replace the Library's outdated online electronic catalog and circulation system, as well as \$50,000 in planning funds (FY 2002) and construction funds (\$1,200,000) to expand the Duncan Branch Library (as early as FY 2003).

---

### DETAIL BY DIVISION

The Alexandria Library, supervised by the Alexandria Library Board which evolved from a 1937 agreement between the City and the Alexandria Library Company, is an educational, user-oriented public service provider. It maintains collections of reading, viewing, and listening materials for on-site use and for home borrowing; maintains and preserves extensive collections of Alexandria and Virginia historical documents; provides information services through a professional staff, access to the World Wide Web, the Internet, and electronic databases; maintains web pages for 24 hours a day, 7 days a week access to the automated catalog, patron records, and other databases; and provides services to those who are unable to get to a library facility through a variety of outreach services such as deposit collections and home delivery.

The Alexandria Library consists of three divisions: Administration, Technical Services, and Public Services. The Public Services Division has five components: the Kate Waller Barrett Branch, the Local History Branch (formally the Lloyd House collection) housed separately within the Barrett Branch, the Charles E. Beatley, Jr. Central Library, the Talking Books Service, and the James M. Duncan Branch. It should be noted that the FY 2000, FY 2001, and FY 2002 budget amounts for all divisions reflect internal changes due to the opening of the new Charles E. Beatley, Jr. Central Library and the planned reopening of the Ellen Coolidge Burke Branch Library.

The Administrative Division has responsibility for all operations of the Library and carries out the policies as set forth by the Alexandria Library Board. The Director of Libraries, hired by, and reporting to the Alexandria Library Board, is charged with the responsibility of carrying out policies and the successful operation of the Library. He or she acts as the agent for the Alexandria Library Board.

## LIBRARY

### DETAIL BY DIVISION

The division is dedicated to providing quality and cost-effective, and efficient library services to the City of Alexandria. In planning and implementing programs, the division provides leadership in the rapidly changing area of electronic information and insures continuity in the provision of time-honored, important library services such as books, magazines, newspapers, CD recordings, and other print or electronic media for the informational, educational and recreational needs of library patrons. The division oversees the Library's web site at [www.alexandria.lib.va.us](http://www.alexandria.lib.va.us).

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	804,480	838,538	907,079	
<u>FULL-TIME STAFFING</u>	9	9	10*	
* Reflects the recommended supplemental of a full-time Computer Operator II position to help better maintain the Library's automated system and Website. With system expansion and 24 x 7 requirements, this has become a critical need.				

The Public Services Division has responsibility for providing direct service to the public through branches and outreach services. It has five main components:

Charles E. Beatley, Jr. Central Library is the newest component of public service, having been dedicated in January 2000. The 60,200 square foot facility, designed by world renowned architect Michael Graves, houses the main reference and circulating collections, the Talking Books Service, the Technical Services Division, and the Administrative Division. The facility houses 170,000 books, 4,000 multimedia items, and more than 20 electronic reference databases, encyclopedias, and indexes, many providing full text periodical and newspaper articles (these services are also accessible at all other public services divisions except Talking Books). The branch carries out the Library's outreach program which includes the maintenance of 3 on-site collections at homes for the elderly, delivery to home bound residents (277 patron visits in FY2000), and services to home day-care providers (115 visits with 883 attendees in FY 2000), child care centers (398 visits with 7,980 attendees in FY 2000), and homeless shelters (82 visits with 454 attendees in FY 2000) through the Ready, Set, Grow program. The Beatley Branch also provides a major community meeting room capable of seating 154 persons and wired to provide cable casts for official City meetings. This meeting room and a smaller conference room are available free of charge to civic and neighborhood organizations, and on a fee basis for non-profit and for-profit organizations and businesses. The branch is open seven days a week all year round.

# LIBRARY

## DETAIL BY DIVISION

<u>PUBLIC SERVICES COMPONENT:</u> Beatley	<u>ACTUAL*</u> <u>FY 2000</u>	<u>APPROVED*</u> <u>FY 2001</u>	<u>PROPOSED*</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	1,242,611	1,548,094	1,848,789	
<u>FULL-TIME STAFFING</u>	11	13	15**	
* FY 2000 actual expenditures reflects partial year operations at Burke and partial year operations at Beatley. The Burke Branch was closed in January 2000. FY 2001 and FY 2002 reflects the full year operations for the Beatley Central Library. ** Reflects the addition of one full-time Librarian I and one full-time Library Assistant I positions for staffing in the reference, circulation and children's areas of the Beatley Central Library.				

The *Kate Waller Barrett Branch*, renovated and expanded to 25,000 square feet in 1995, was reconfigured in early 2000 to house the collections formerly located in the Burke Branch and the historic collections formerly located in the Lloyd House. The Barrett Branch upper level contains the reference, fiction and biography collections and the main level contains the children's collections and the Local History collection. Four terminals for Internet and World Wide Web access are available, on a scheduled basis, on the upper level. The branch serves the basic library needs of residents in the Old Town area and maintains a strong business reference collection to serve the many associations and businesses located nearby. The branch is open seven days a week from Labor Day to Memorial Day weekends, and six days a week the rest of the year.

<u>PUBLIC SERVICES COMPONENT:</u> Barrett	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	938,023	893,652	859,632	
<u>FULL-TIME STAFFING</u>	11	8	8	

## LIBRARY

### DETAIL BY DIVISION

The Local History Branch is located in a secure space occupying about one third of the main level of the Barrett Branch. This branch offers an outstanding collection of Alexandria and Virginia history in many formats including books, maps, manuscripts, microfilm, reference CDs, and other memorabilia. Parts of this collection are also digitized to be available in electronic formats and be accessible through the Library's web site. At the end of FY 2000, eight on-line historic exhibits and ten indexes were posted on the web site and accessible not only to residents but to viewers throughout the world. On-line access to these historic facsimiles is available 24 hours a day, seven days a week. Historians and researchers can do much preparatory work prior to visiting the collections.

<u>PUBLIC SERVICES COMPONENT:</u> Local History	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	266,919	266,565	247,911	
<u>FULL-TIME STAFFING</u>	2	2	2	

The Duncan Branch is a small full service facility located in the Del Ray area serving the multi-ethnic Potomac West neighborhood and the new Potomac Yard development. The branch places some special emphasis on service to the Hispanic community through subscriptions to popular Spanish language magazines, and Spanish story hours. The large population of children in the Duncan service area enjoyed more than 140 programs in FY 2000 with a total of 4,291 attendees.

<u>PUBLIC SERVICES COMPONENT:</u> Duncan	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	559,825	606,036	592,880	
<u>FULL-TIME STAFFING</u>	5	5	5	

The Ellen Coolidge Burke Branch Library, scheduled to be reopened in mid FY 2002 for shared use between the Alexandria Library Board and Alexandria City Public Schools, will provide complete branch library services, including access to computers and Internet services and conventional library materials for children and adults. It will also provide reference materials, a community meeting space, and Alexandria City Public Schools instructional technology and educational program resources. The combination of these programmatic elements furnishes a unique opportunity to establish a joint library/learning center with complementary programs that will serve the City's diverse community, particularly in the West End.

# LIBRARY

## DETAIL BY DIVISION

	ACTUAL* FY 2000	APPROVED** FY 2001	PROPOSED*** FY 2002	APPROVED FY 2002
<u>PUBLIC SERVICES COMPONENT:</u> Ellen Coolidge Burke				
All Funds Expenditures	N/A	133,890	350,534	
		4	5 ****	
<u>FULL-TIME STAFFING</u>				
* The FY 2000 actual expenditures under the Beatley Division reflects partial year operations at Burke and partial year operations at Beatley. The Burke Branch closed in January 2000.				
** Amount reflects partial-year funding. In addition 2 positions and \$66,110 were added to Technical Services.				
*** Reflects two recommended supplemental requests to purchase computers (\$44,574) for the Facility's computer lab, and to ensure adequate staffing, 1 full-time and 1.8 part-time personnel (partial-year funding of \$53,234) when the Burke Branch Library reopens in mid FY 2002.				
**** Reflects the recommended addition of a full-time Librarian III position to help manage the Burke Library.				

### INDICATORS AND MEASURES

Objective: [System Wide] To foster and support an informed citizenry through the provision of comprehensive materials, information services and programs.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total circulation per year	678,602	662,559	668,046	853,226	928,900
Circulation per patron	.4	.9	1.08	1.04	1.07
Patron visits	786,365	674,433	619,327	820,320	861,560
Patron visits per capita	6.6	5.5	5.0	6.5	6.7
Collection turnover*	1.9	1.7	1.6	2.0	2.1
Materials	355,804	381,434	411,674	437,590	444,640
Materials per capita**	3.0	3.1	3.3	3.5	3.5
In-house use***	226,200	220,853	222,682	300,000	325,000

\* Average number of times per year books are checked out.

\*\* Patron visits per capita and materials per capita are based on total estimated City population.

\*\*\* Number of books used while patrons are in the library.

The Technical Services Division is responsible for the acquisition, cataloging and processing of all library materials, both print and non-print. Utilizing automated ordering, searching internationally generated bibliographic records, and cataloging unique items, the division processes close to 19,000 new individual titles annually, most in multiple copies.

The Talking Book Service, part of the Technical Services Division, is a sub-regional library for the blind and physically handicapped supported in large part by the Library of Virginia and the Library of Congress. It receives, houses, repairs, and circulates, mostly via the mails, recorded books provided from the Library of Congress. Located on the second floor of the Beatley Central Library, the Talking Book Service maintains 40 hour per week walk-in service and provides access to terminals and materials delivery to the main level during the same hours as Beatley.

# LIBRARY

## DETAIL BY DIVISION

<u>DIVISION:</u> Technical Services	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	459,440	505,162	585,498**	
<u>FULL-TIME STAFFING</u>	5	8*	8	
* Reflects the addition of staff needed to support the increased collection attributable to the reopening of the Ellen Coolidge Burke Branch Library. ** Reflects \$70,369 in supplemental funding for materials with the funds to be allocated to Beatley and library branches at a later date.				

### INDICATORS AND MEASURES

Objective: [Talking Books\*] To maintain and provide talking books for the visually impaired.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Registered patrons	266	250	281	315	350
Talking Book Circulation	8,171	7,815	5,775	6,615	7,700
Walk-in patrons	12	14	46	65	75

\*This program is federally mandated.

Objective: [Children Services (Ages Birth to 14)] To promote reading by providing materials and programs for children and parents.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of children's programs	19,109	18,935	15,762	20,175	25,218
Attendance at children's programs	1,116	1,159	996	1,274	1,592
Juvenile patron cards**	n/a	n/a	12,983	14,936	16,446
Juvenile circulation***	226,200	220,853	226,682	284,408	309,633
Circulation per Juvenile card**	n/a	n/a	17.2	19.0	18.8

\* Data have been revised from previously published documents to accurately reflect actual numbers.

\*\* New statistics in FY 2000.

\*\*\* Increase in Juvenile circulation (actual number of books checked out) in FY 2000 is a result of a continued effort to meet expanding demand by patrons.



## LIBRARY

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Funds for the Ellen Coolidge Branch Library Computer Lab \$44,574

Funding for this recommended supplemental request provides 11 computers and related office furniture for the Ellen Coolidge Burke Branch Library computer lab.

2. Additional staffing at the Ellen Coolidge Burke Branch Library \$53,234

Funding for this recommended supplemental request provides an additional personnel (1 full-time and 1.8 part-time) staffing when the Burke Facility reopens in mid FY 2002. This funding level would increase to \$106,469 in FY 2003.

3. Additional staffing at the Charles E. Beatley, Jr. Central Library \$188,014

Funding for this recommended supplemental request is to improve staffing (2 full-time and 2.5 part-time positions) at the Charles E. Beatley, Jr. Central Library in the reference, circulation, and children's areas.

4. Additional funds for materials \$70,369

Funding for this recommended supplemental request is for the purchase of additional materials for the Library system.

5. Additional Staffing in the Administration Division \$36,286

Funding for this supplemental request funds a new Computer Operator II position in the Administration Division. This position would help to maintain the Library's automated system and Homepage which is required on a 24 x 7, 365 day per year basis, as well as maintain the Library's increased number of computers.

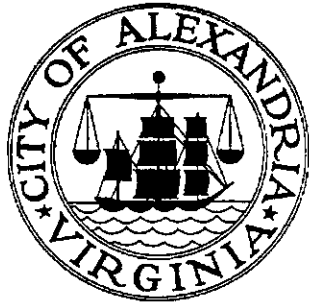
#### Not Recommended

1. Additional funds for materials \$25,000

This supplemental request to fund the purchase of additional materials for the Library system is not recommended at this time due to higher priority needs.

---

### WORK SESSION NOTES AND COMMENTS



# OTHER RECREATION ACTIVITIES

---

## OTHER RECREATION ACTIVITIES

**PROGRAM DESCRIPTION:** This category summarizes the City's operating contributions to organizations that provide recreational and cultural activities for the citizens of Alexandria.

The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional agency established to provide a system of regional parks in Northern Virginia. The Authority strives to offer regionally significant parks, open space and recreational opportunities, and facilities not provided by the local park and recreation departments. During FY 2002, the Authority will operate 19 regional parks and administer extensive regional historic and conservation properties throughout Northern Virginia. In addition to over 10,000 acres of parkland, the NVRPA parks and facilities offer recreational opportunities such as golf courses, including 18-hole, miniature and disc golf; pools; campsites; marinas, including facilities for sailing, rowing, sculling, canoeing and kayaking; a shooting center for archery, skeet and trap shooting; nature trails and preserves; a conference center; and historical sites. These parks and facilities provide recreational opportunities to more than five million visitors each year. Approximately 20 percent of the Authority's operating budget is supported by member jurisdictions, with the balance financed through user fees collected at the Authority's facilities.

In Alexandria, the Northern Virginia Regional Park Authority operates two facilities, the Carlyle House and the Cameron Run Regional Park. The Carlyle House is a museum operated from an historic home located on Fairfax Street in Old Town. The Cameron Run Regional Park is a facility with a large wave pool, giant water slide, playground and miniature golf course located in the Eisenhower Valley.

The City's contribution to the Northern Virginia Regional Park Authority is based on its proportionate share of the total population of the participating jurisdictions, which include Arlington County, Fairfax City, Fairfax County, Falls Church City, and Loudoun County.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	191,266	190,467	196,877	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>191,266</u>	<u>190,467</u>	<u>196,877</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>191,266</u>	<u>190,467</u>	<u>196,877</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.4%

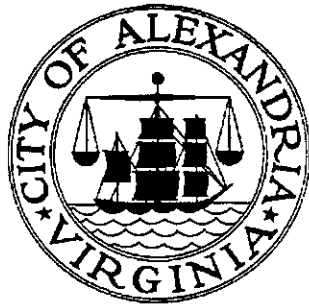
## OTHER RECREATION ACTIVITIES

### City Manager Proposed

- The Other Recreation Activities General Fund FY 2002 Proposed budget is up \$6,410, or 3.4 percent.
- The Proposed budget includes full funding of the City's operating contribution to the Northern Virginia Regional Park Authority.
- In addition to the operating contribution, the City provides funding for Alexandria's proportionate share of the Authority's capital budget. For more information on the City's capital contribution to the Authority, please refer to the Capital Improvement Program document.

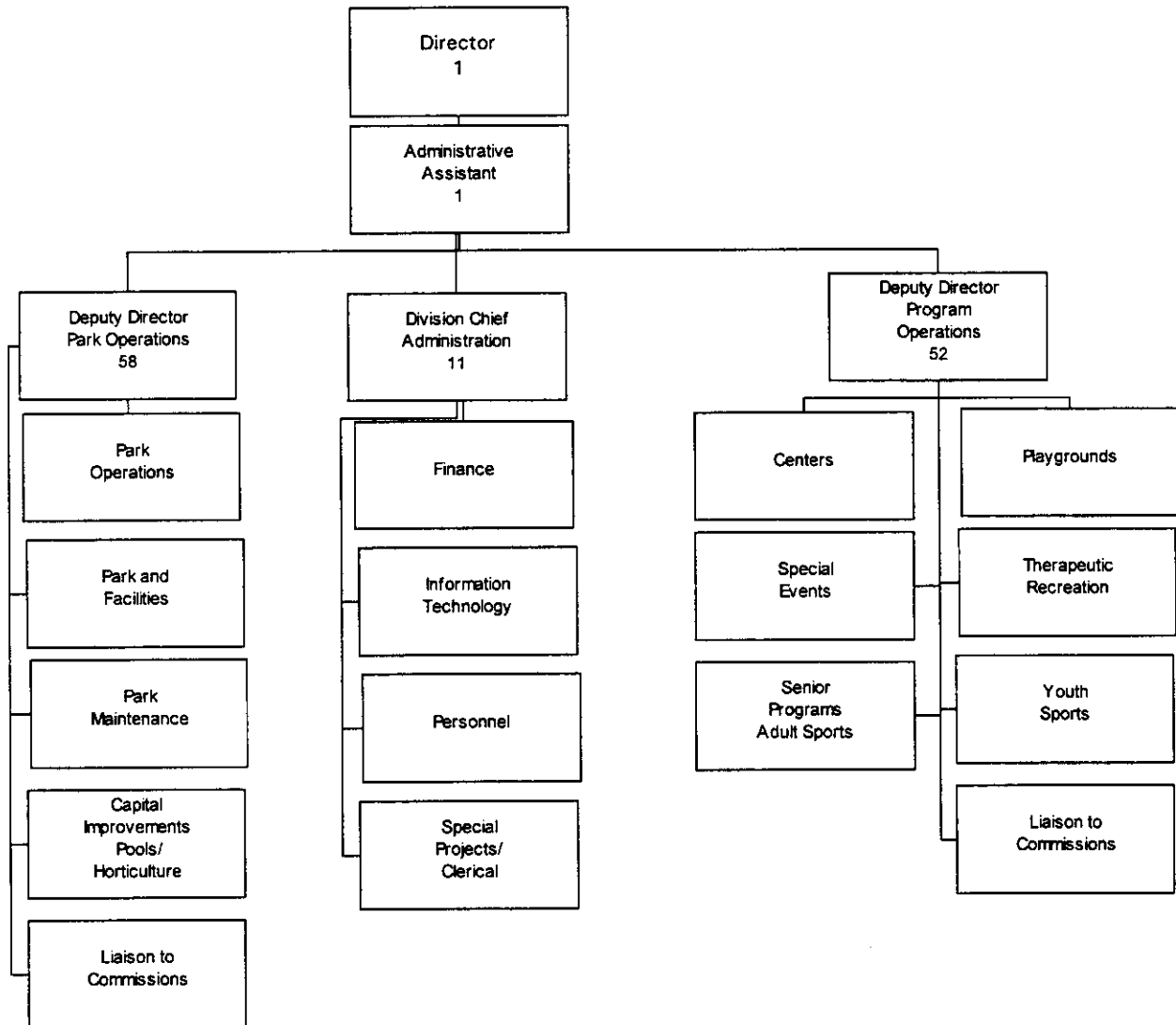
---

### WORK SESSION NOTES AND COMMENTS



# RECREATION, PARKS AND CULTURAL ACTIVITIES

---



## RECREATION, PARKS AND CULTURAL ACTIVITIES

**PROGRAM GOAL:** To provide high quality park facilities and a wide range of recreation programs and cultural activities for persons of different ages, skill levels, interests, social needs and financial resources.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
<b>EXPENDITURES &lt;ALL FUNDS&gt;</b>				
PERSONNEL	8,648,084	9,459,525	9,954,126	
NON-PERSONNEL	2,734,683	3,425,891	3,743,009	
CAPITAL GOODS OUTLAY	<u>728,089</u>	<u>320,175</u>	<u>354,989</u>	
<b>TOTAL EXPENDITURES</b>	<u>12,110,856</u>	<u>13,205,591</u>	<u>14,052,124</u>	
<b>SPECIAL REVENUES AND OTHER SOURCES</b>				
SPECIAL REVENUE FUND	181,395	150,334	162,419	
INTERNAL SERVICES FUND	<u>0</u>	<u>265,000</u>	<u>354,989</u>	
<b>TOTAL SPECIAL REVENUES AND OTHER SOURCES</b>	<u>181,395</u>	<u>415,334</u>	<u>517,408</u>	
<b>GENERAL FUND</b>	<u>11,929,461</u>	<u>12,790,257</u>	<u>13,534,716</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 5.8%				
<b>FULL-TIME POSITIONS</b>	120.0	123.0*	123.0	

\* Reflects two new positions included in a FY 2001 approved supplemental budget request to fund the operations of the newly expanded Ramsay Recreation Center, and the conversion of two former part-time positions into one full-time position in the Administration division during FY 2001.

---

### City Manager Proposed

- The Department of Recreation, Parks and Cultural Activities General Fund FY 2002 Proposed budget is up \$744,459 or 5.8 percent.
- The FY 2002 General Fund budget for Recreation includes funding for a new truck for the Park Manager at Cameron Station and a truck for the department's Park Superintendent (\$48,500); the exterior grounds maintenance and upkeep of the Union Station property (\$25,000); costs related to new program curriculum requirements of the National Pool and Waterfront Training Program (\$24,723); an increase in dog exercise area expenses paid for by dog license fees (\$18,000); an increase in department-wide specialized and technical training through regional and national programs (\$12,800); and the Department's contribution to the equipment replacement fund for the future replacement of computers (\$28,500).
- Also attributing to the element of increase in the FY 2002 General Fund budget are costs associated with the planned merit in-step increase for employees in FY 2002 and the impact of the FY 2001 budget decision extending additional benefits to city-wide part-time employees regularly scheduled to work 10 hours or more per week year round (\$78,000). In addition, the FY 2002 budget reflects four positions that were inadvertently not budgeted for in FY 2001 (\$226,125).



## RECREATION, PARKS AND CULTURAL ACTIVITIES

### City Manager Proposed

- Beginning in FY 2002, Recreation will assume the program and budget responsibilities for the City's holiday lighting and decorations project, which were previously shared with the departments of General Services and Transportation and Environmental Services. Funding in the amount of \$67,400 has been included in the FY 2002 General Fund budget for Recreation, which includes \$40,000 for contracted installation, \$15,000 transferred from Transportation and Environmental Services; \$7,300 transferred from General Services; and \$5,100 in costs that were previously accounted for in the non-departmental account.
  - Also included in the FY 2002 General Fund budget are recommended supplemental requests to increase maintenance with an emphasis on contractual services (\$100,000); funding for a summer playground program at Samuel Tucker Elementary School and expanded teen programming such as the pilot Youth Nights at the Chinquapin Recreation Center (\$25,000); and uniforms for department program staff (\$16,500).
  - The Commission on the Arts competitive grant program funding has been increased by an inflationary factor of 3 percent to \$104,937 in FY 2002.
- 

### DEPARTMENT DETAIL

The Department of Recreation, Parks and Cultural Activities provides a diverse selection of programs and services through the use of City staff, volunteers and private contractors. The scope of the department's programs and services address the needs of a broad range of citizens, from infants to senior citizens and persons with special needs, and offers such activities as games, sports, arts, crafts, hobbies, music, drama, and dancing. In addition, the department performs tree and rights-of-way maintenance; maintains all ballfields, parks and flower beds in the City; and conducts park planning and design.

Approximately 5,000 volunteer positions in various recreation programs are an integral part of the department. These volunteers provided services at a projected cost savings of approximately \$2.7 million in FY 2001. In addition, the department benefits from the expertise of the private sector by contracting for a wide variety of services, including class instruction, grounds maintenance and sports officiating.

The Department of Recreation, Parks and Cultural Activities contains three functional groups that represent its major program areas. They are Administration, Program Operations, and Parks, Natural Resources and Capital Operations.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

The Administration division's function is to manage all departmental finance, budgetary, personnel, and information technology operations. The group's activities include development and execution of the department's budget; financial management of the department's revenue and over 1,000 vendor and supplier accounts; general contract oversight and cooperation with the department's outside contractors; coordination of personnel actions including hiring, recruitment, and payroll processing for approximately 500 full-time, part-time, and seasonal positions; and information technology planning and system maintenance. In addition, the division provides general administrative support to the department's operational units and completes a variety of special projects assigned by the department director.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> FY 2000	<u>APPROVED</u> FY 2001	<u>PROPOSED</u> FY 2002	<u>APPROVED</u> FY 2002
General Fund Expenditures	1,094,749	1,166,766	1,303,382*	
<u>FULL-TIME STAFFING</u>	9	13**	13	
<p>* Includes \$48,489 for two new vehicles, \$28,500 for contribution to the equipment replacement fund for the replacement of computers, \$23,000 associated with a Laborer I position transferred from the Parks Division, and \$16,500 for a recommended supplemental request for program staff uniforms.</p> <p>** Reflects the transfer of three positions from other divisions to centralize administrative functions and the conversion of two former part-time positions into one full-time position during FY 2001.</p>				

### INDICATORS AND MEASURES

OBJECTIVE: [Administration] To support the entire Department's efforts by providing centralized, consistent, and timely administrative support; and to design and implement automated systems and technology that increase the efficiency and effectiveness of the Department and its ability to better serve the citizens of Alexandria.

	Actual FY 1998*	Actual FY 1999*	Actual FY 2000	Estimated FY 2001	Projected FY 2002
General Fund operating budget (millions)	\$11.3	\$11.5	\$11.9	\$12.8	\$13.5
Administrative costs**	\$800,577	\$849,433	\$1,094,749	\$1,166,766	\$1,303,382
Administration as a percent of total department budget	7.0%	7.4%	9.2%	9.1%	9.6%

\* Data has been revised from previously published documents.

\*\* Actual costs for FY 1998 and 1999 are low due to personnel vacancies while the division underwent reorganization. FY 2001 reflects funding for the transfer of three positions from other divisions to the Administration Division.

The Program Operations function is to provide quality leisure time programs for citizens of all ages, skill levels, special interests, and economic backgrounds. Program Operations staff is responsible for the operation of all recreation centers, including Chinguapin Park Recreation Center and Dr. Oswald Durant Memorial Center, playgrounds, camps, athletic programs, therapeutic recreation programs, senior programs, special events, marina operations, park rentals, cultural arts programs, and the Alexandria Commission for the Arts.

# RECREATION, PARKS AND CULTURAL ACTIVITIES

## DETAIL BY DIVISION

The Senior Programs staff coordinates a variety of City-wide social programs, classes and special events for citizens aged 55 and older. Staff serves as liaison to the Commission on Aging, the Senior Recreation Advisory Group, the Northern Virginia Senior Olympic Committee, and other groups representing seniors. Programs available for seniors include golf, dance, book clubs, film series, Alexandria Spellbinders, an inter-generational storytelling program that links senior citizens and school children, and other specialty programs. Senior programming is featured at the Charles Houston, Mount Vernon, Cora Kelly, and Nannie J. Lee Memorial Recreation Centers.

The Therapeutic Recreation staff coordinates a wide variety of therapeutic recreation programs and activities for mentally, physically, and/or emotionally disabled individuals who are not directly served by the department's general recreation programs. Therapeutic Recreation staff also provide information and referral assistance to individuals with special needs that want to be included in general recreation programs.

The Special Events staff coordinates activities and events, including ethnic festivals, the USA/Alexandria Birthday Celebration, concerts, trips, and holiday activities. These activities are conducted on a City-wide basis and designed for families, youth, and adults. In addition, staff oversees Marina operations, and coordinates logistical support for community activities, including picnic reservations. The Alexandria Commission for the Arts staff serves as the liaison for the City to the Commission, whose mission is to support and stimulate the arts in the City and to make the arts available to all citizens. The Commission carries out this mission, in part, through its annual grant program, through which City and State funds are awarded to arts organizations and individual artists.

The Adult Sports staff coordinate a variety of women's, coed, and men's sport leagues and speciality tournaments. Sport leagues include soccer, softball, volleyball, and basketball.

<u>DIVISION:</u> Program Operations	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	2,590,180	3,023,247*	3,088,538**	
FULL-TIME STAFFING	22	21***	21	
* Due to City Council action, \$15,000 was included as an increase in funding for the Alexandria Commission for the Arts competitive grant program. ** Reflects the impact of extending additional benefits to part-time employees regularly scheduled to work 10 or more hours per week year round. Reflects 3 percent increase in Arts competitive grant program. *** Reflects the transfer of a position to the Administration division.				

# RECREATION, PARKS AND CULTURAL ACTIVITIES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Program Operations - Cultural Activities] To sponsor and hold special and cultural events that include holiday themes, ethnic festivals, concerts and the City's and Nation's Birthday Celebration.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of special events held	117	116	133	120	120
Average attendance per event	818	735	695	792	792
Total revenue generated from all special events	\$18,374	\$12,436*	\$12,605	\$12,600	\$12,600

\* 1999 Revenues reflect decreased participation in the Get-Away Program. Staff is redesigning the program to improve registration and attendance.

OBJECTIVE: [Program Operations - Therapeutic Activities] To provide 16 recreation programs for citizens with mental and/or emotional disabilities and to provide referral assistance to persons with disabilities.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total number of registrations for all programs	162*	182	180	192**	192
Percent of registration goal met	100%	100%	100%	100%	100%

\* Reduced registrations in FY 1998 were attributable to decreased attendance of group home clients.

\*\* In FY 2001, two new programs were added with six individuals per program.

OBJECTIVE: [Program Operations - Adult Sports] To provide competition, sports and fitness programs (including volleyball, football, softball, basketball and soccer) for adult citizens of Alexandria.

	Actual FY 1998	Actual FY 1999*	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of games for men	1,682	1,019	970	1,000	1,200
Number of games for women	89	80	81	100	100
Number of coed games	1,585	1,063	1,128	1,200	1,200
Registration - men	2,800	1,692	2,330	2,300	2,300
Registration - women	326	279	205	200	300
Registration - coed	6,328	3,921	6,436	6,436	6,000

\* Reduction in actuals starting in FY 1999 can be attributed to the conversion of fields designated for adult use to youth use, in order to accommodate increased activity in youth sports and school related activities as well as to spread out practice locations to reduce the negative impact on fields.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

The Centers, Playground and Youth Sports staff operate seven full-time recreation centers, five after-school centers, summer playgrounds, and a centralized youth sports office that organizes leagues and other sports activities for young people throughout the City. Most activities are free and include trips, dances, special interest programs, sports, crafts, ping pong, air hockey, billiards and table games. The summer playground program operates at 12 locations throughout the City, during which time the federally funded summer lunch program is administered. There is an additional emphasis on programs for teens and senior citizens. Division staff continue to survey the interest of participants at all recreation centers in order to provide for the recreational needs of citizens who are 55 years of age or older and for teens grades 6 through 12.

Staff also coordinate the programs and services provided by the Virginia Cooperative Extension program, a program operated under a State and local cooperative agreement. The program provides after school community clubs, such as 4-H, the Power-Up program at George Washington Middle School, summer camp opportunities, family and consumer programs, and the Master Gardener horticultural program.

Youth Sports leagues and teams are also coordinated by Centers, Playgrounds and Youth Sports staff. Youth activities include football, basketball, baseball (including T-ball and coach pitch), softball and tennis. To enhance program offerings, staff recruit, select, and train volunteer coaches for all Youth Sports programs. The training and certification program that is administered to all volunteer coaches is a nationally accredited program designed to improve the volunteers' ability to instruct youth team members. The Youth Sports section works through the National Junior Tennis League (NJTL), Alexandria Little League (ALL), and Alexandria Soccer Association (ASA) to provide youth, ages eight to 18, with an opportunity to participate in organized tennis, soccer and baseball. Staff also coordinate several City-wide programs each year, such as the Cheerleading Exhibition and Competition, Track Meet and the Drama Festival.

The Youth Sports section has expanded its programming efforts to include more recreation activities for teens at the neighborhood recreation centers. On-going centers based programs are offered on a regular basis to enable teens to interact with their peers in a positive and well supervised environment.

For the eighth consecutive year, staff has provided a dance program for City youth in conjunction with the Alexandria Commission for the Arts, the John F. Kennedy Center for the Performing Arts, and the Dance Theater of Harlem. The Dance Theater of Harlem presented a free performance and also conducted open auditions at the Nannie J. Lee Memorial Center, selecting 26 youth to participate in master classes for eight weeks, with advanced students receiving additional training.

# RECREATION, PARKS AND CULTURAL ACTIVITIES

## DETAIL BY DIVISION

Chinquapin Park Recreation Center houses Alexandria's only indoor pool as well as racquetball courts, a fitness room, and meeting rooms. Revenue producing programs include a variety of classes for all ages, such as exercise, dance, sports, swim teams and diving clubs, sports and health clinics, and various special events, including the annual All Night High School Graduation Party. City-wide summer camps are also offered through Chinquapin. The center is open seven days a week, and is available to residents for after hours rentals.

	ACTUAL FY 2000	APPROVED FY 2001*	PROPOSED FY 2002	APPROVED FY 2002
<u>DIVISION:</u> Centers, Playgrounds, and Youth Sports				
General Fund Expenditures	3,276,066	3,705,428	3,745,710**	
<u>FULL-TIME STAFFING</u>	30	31	31	

\* Reflects the transfer of a position to the Administration division and the approved supplemental budget request for two positions and an increase in funding due to the expansion of the Ramsay Recreation Center.

\*\* Reflects the impact of extending additional benefits to part-time employees regularly scheduled to work 10 hours per week or more year round.

## INDICATORS AND MEASURES

OBJECTIVE: [Centers, Playgrounds and Youth Sports] To provide sports programs (football, basketball, baseball, softball and tennis) for the City's youth through individual and team competition in regular and instructional league.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of games	1,173	1,307	1,125	1,137	1,177
Registration	3,274*	2,936	2,520	2,551	2,617

\* During FY 1998, youth sports activities included several one-time programs resulting in a high number of registrations.

OBJECTIVE: [Centers, Playgrounds and Youth Sports] To operate recreation centers and playgrounds for 20 City neighborhoods.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total attendance at all centers and playgrounds*	557,741	528,471**	590,320	570,000	590,000
Program registrations, all locations	13,433	12,620**	11,553	13,000	13,500
Number of structured programs offered	14,011	14,473	16,851	14,500	14,500
Revenues - Centers (vending, fees, donations)	\$35,718	\$29,472	\$30,825	\$30,000	\$30,000
Revenues - Youth Sports	\$25,240	\$28,666	\$30,123	\$30,000	\$30,000

\* Due to the high number of neighborhoods served, changes in participant numbers may fluctuate approximately 30,000 to 40,000 per year.

\*\* The decrease in attendance and registration for FY 1999 is due to a change in the recording method in order to provide more accurate information.

# RECREATION, PARKS AND CULTURAL ACTIVITIES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Centers, Playgrounds and Youth Sports - Chinquapin] To operate programs and activities at the Chinquapin Recreation Center, including classes, swimming, racquetball and other facilities.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total operating costs of center	\$1,155,637	\$1,499,790**	\$1,429,378	\$1,462,459	\$1,500,000
Revenues from user charges	\$830,220	\$1,109,283**	\$1,115,621	\$1,164,967	\$1,200,000
Revenue/operating costs ratio	72%	74%	78%	80%	80%
Total visits to racquetball courts	12,800	13,500	13,700	13,837	13,900
Average players per court per day	12.0	12.5	12.7	13.7	13.9
Percent of users satisfied with facilities	100%	100%	100%	100%	100%

\* Data has been revised from previously published documents to reflect more accurate information.

\*\* Increases reflect the merger of the Fee and Hobby classes and camps with Chinquapin during FY 1999. FY 2000 actual revenues include a net increase of \$20,000 from adopted fee increases.

The Park Operations function is to provide safe, well-maintained recreation areas and open space. The Park Operations division is responsible for the repair and maintenance of park areas, open space, and facilities, as well as the occupational safety and departmental risk management programs and capital improvements. Staff maintain the City's ballfields and play equipment, pools, tennis and basketball courts, shrubs and flower beds, and the department's buildings and equipment. Maintenance staff also oversee the City's street tree program and provide support for special events by setting up equipment and cleaning up after events. In conjunction with the Alexandria Sheriff's Office, maintenance staff supervise inmate work crews and individuals sentenced to community service on weekends as a cost effective approach to maintaining City parks. The division also works with civic groups and community organizations through the Adopt-a-Park and Adopt-a-Field programs.

Capital projects and outdoor pools are also overseen by the Park Operations division, including the coordination of major capital improvements for the department. Ground breaking for the new Ramsay Recreation Center took place on October 16, 1999, and the facility was completed and dedicated on November 18, 2000. Capital planning staff also oversee the two large outdoor pools in the City and the four smaller outdoor neighborhood pools, and manage Lee Center facility rentals. The Lee Center, which houses the department's administrative offices, has a variety of meeting rooms available for use by community groups and organizations. Also available for community use are rehearsal rooms, an auditorium for choral, dance, and theatrical groups, and an exhibit hall frequently used for weddings, receptions, family reunions and other special events.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

Park Planning staff coordinated the development of Ben Brenman Park and the Armistead L. Boothe Park at Cameron Station. Ground breaking for both parks was held on November 13, 1999 and construction was complete in the fall of 2000. Ben Brenman Park was dedicated on June 17, 2000 and the dedication ceremony for Armistead L. Boothe Park is scheduled for Spring, 2001. A new park entry facility, featuring an urban plaza, welcomes visitors to the Ben Brenman Park complex, at the east end of the Cameron Station development. The park includes walking paths around a lake that is landscaped with native wetland plantings. A multi-use trail system provides access to the park via a pedestrian bridge across Holmes Run, extending beyond the Armistead L. Boothe Park to Pickett Street. Additionally, there is a Little League field, a regulation softball field, an athletic field and extensive open spaces.

The Armistead L. Boothe Park contains picnic areas, basketball and tennis courts, and a lighted softball field with an athletic field overlay. The playground area equipment, open areas and sports field at this park are used by students from the new Tucker Elementary School during the school day.

Staff in the Park Planning section also coordinate a program to suppress gypsy moth infestation and to educate homeowners to the threat of gypsy moths. In addition, staff in the Capital Projects division oversee programs at the Jerome "Buddie" Ford Nature Center, located next to the 50-acre Dora Kelley Nature Park. The Center provides educational programs for youth, teens and adults as well as popular summer camps for kids. The nature park contains a variety of natural habitats, including a marsh, an oak and hickory forest, a wildflower area and a stream.

<u>DIVISION:</u> Park Operations	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
General Fund Expenditures	4,968,466	4,894,816*	5,397,086**	
<u>FULL-TIME STAFFING</u>	59	58***	58	
* Due to City Council action, additional funding was included in the amount of \$10,000 for tree maintenance and watering. ** Includes \$110,400 for new initiatives, \$100,000 for a recommended expanded park maintenance services supplemental, \$226,125 for four positions approved in FY 2000/01 but in error not previously budgeted, and the impact of extending additional benefits to part-time employees regularly scheduled to work 10 hours or more per week year round. *** Reflects the transfer of a position to the Administration division.				



# RECREATION, PARKS AND CULTURAL ACTIVITIES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Parks/Right of Way Maintenance] To mow, trim and inspect the City right-of-ways.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of acres maintained	550	613	613	613	613
Number of citizen complaints received	201	176	190	205	215
Complaints resolved with first call	195	174	189	205	215
Percent complaints resolved with first call	97%	99%	99%	100%	100%

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Expanded Park Maintenance Services \$100,000

This recommended supplemental request is for the improvement of park maintenance with an emphasis on contractual services to improve the maintenance of parks, right-of-ways and other green areas in the City.

2. West End Summer Programming \$25,000

This recommended supplemental request in the amount of \$10,935 is for a summer playground program at the Samuel Tucker Elementary school site to ensure that the youth in the West End of the City are afforded the same recreation opportunities as the rest of the City. In addition, \$14,065 has been recommended for teen programming such as the pilot Youth Nights activities at the Chinquapin Recreation Center.

3. Uniforms for Recreation staff \$16,500

This recommended supplemental request is to provide 200 program staff with two quality embroidered polo shirts and 100 staff with a light windbreaker jacket to present a more professional and easily recognizable appearance. The department's base budget for uniforms is primarily expended on custodial uniforms, park maintenance crew uniforms and lifeguard uniforms.

#### Not Recommended

1. Funding for expanded park maintenance services to include four full-time staff, seasonal staff and a half ton truck. \$268,210

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### SUPPLEMENTAL BUDGET REQUESTS

#### Not Recommended

- |  |           |
|--|-----------|
| 2. Funding for expanded custodial maintenance to include four full-time custodians at four recreation centers.                     | \$144,918 |
| 3. Funding to increase Durant Center programs (see footnote).  | \$81,885  |
| 4. Funding to increase Ford Nature Center staffing (see footnote).   | \$123,260 |
| 5. Funding to provide staff and operating costs for five Therapeutic Recreation Mainstream programs at five recreation centers.    | \$62,219  |
| 6. Funding for seasonal employees and contracted instructors to coordinate and/or teach new classes and events offered to seniors. | \$30,468  |
| 7. Funding for a tractor with finish mower for the West End parks.   | \$35,000  |

Due to competing needs and limited resources, these supplemental requests for program expansions and additional funding are not recommended at this time. It should be noted that the Durant Center program expansion and Ford Nature Center program expansion will be revisited in the context of the FY 2003 budget after planned physical expansions of those facilities are completed.

---

### WORK SESSION NOTES AND COMMENTS

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### Addendum Table 1

#### Alexandria Commission for the Arts City General Fund Contribution

The table below shows the City's General Fund contributions to the Arts Commission. The City provides support for the Commission through in-kind staff support, funding for supplies and other operating expenditures, and a contribution for the Arts Program.

	FY 2000 Actual	FY 2001 Approved	FY 2002 Proposed
Personnel	\$55,231	\$58,556	\$63,070
Non-Personnel	\$18,095	\$21,707	\$24,888
Arts Grants*	<u>\$89,381</u>	<u>\$101,881</u>	<u>\$104,937</u>
Total	\$162,707	\$182,144	\$192,895

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### Addendum Table 2 Alexandria Commission for the Arts FY 2001 Grant Awards

Alexandria Choral Society	\$6,549
Alexandria Harmonizers	8,687
Alexandria Performing Arts Association	8,187
Alexandria Singers	3,626
Alexandria Symphony Orchestra	8,187
Capital City Opera	5,965
Del Ray Artisans	3,290
Eco Voce	2,000
Eclipse Chamber Orchestra	5,965
First Night Alexandria	4,795
Friends of the Torpedo Factory Art Center	8,187
Kathy Harty Gray Dance Theatre	4,093
Mary Jo Ann Smet	1,754
MetroStage	5,965
Mount Vernon Chamber Orchestra	6,549
Northern Virginia Fine Arts Association	4,912
Northern Virginia Youth Symphony	1,754
Port City Playhouse	2,924
Retired Seniors Volunteer Program	555
Springwater Fiber Workshop	8,187
Tapestry Theatre Company	1,500
Virginia Opera	2,250
Virginia Scottish Games	<u>1,000</u>
Total FY 2001 Grants**	\$106,881

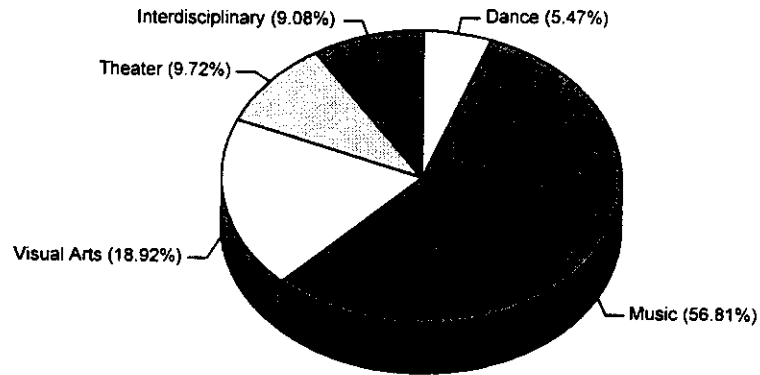
\* In FY 2001, due to City Council action, additional funding was included in the amount of \$15,000 for the Alexandria Commission for the Arts' competitive grant program. The proposed FY 2002 budget includes a 3.0 percent inflationary increase for the Commission for the Arts' competitive grant program.

\*\* Includes \$5,000 in local government challenge grant funds and \$101,881 in City General Fund monies.

Source: Alexandria Commission for the Arts Annual Report

# RECREATION, PARKS AND CULTURAL ACTIVITIES

## Commission for the Arts FY 2001 Grant Award Distribution by Art Discipline




---

**Addendum Table 3  
Public Recreation Statistics**

Acreage . . . . .	944.2
Facilities:	
Playground . . . . .	45
Gymnasiums . . . . .	16
Swimming Pools . . . . .	7
Basketball Courts . . . . .	25
Tennis Courts . . . . .	39
Playing Fields . . . . .	56

Source: Department of Recreation, Parks and Cultural Activities, January, 2001.



# TRANSIT SUBSIDIES

---

## TRANSIT SUBSIDIES

**PROGRAM GOAL:** To provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL*	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	<u>5,004,487</u>	<u>7,064,204</u>	<u>7,505,517</u>	
TOTAL EXPENDITURES	<u>5,004,487</u>	<u>7,064,204</u>	<u>7,505,517</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>5,004,487</u>	<u>7,064,204</u>	<u>7,505,517</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 6.2%				

- FY 2000 expenditure total of \$5,004,467 excludes \$1,992,380 which was budgeted as WMATA capital in FY 2000 and is more accurately budgeted as WMATA operating expenditures.

---

### City Manager Proposed

- The FY 2002 Transit subsidies General Fund budget increased by \$441,313 or 6.2 percent.
- The FY 2002 recommended increase is attributable to a \$409,790 increase in the City's operating subsidy for the DASH budget system from \$3,548,210 to \$3,958,000, a \$100,000 increase in the DOT Paratransit program from \$750,000 to \$850,000, and a \$4,230 increase in the City's contribution to VRE, offset by a \$72,707 reduction in the General Fund Washington Metropolitan Area Transit Authority (WMATA) operating subsidy.
- The DASH increase is largely due to salary and benefits increases, increased fuel costs, the addition of two mechanics, and additional platform hours during peak service hours.
- The DOT Paratransit increase is due largely to an increase in taxi cab fare of 50 cents per trip, the addition of a gasoline surcharge for both taxi cab and van services, and increased service demands.
- The overall WMATA operating subsidy of \$16,278,555 represents an increase of \$722,308, or 4.6 percent, from the FY 2001 operating subsidy of \$15,556,247, however the General Fund requirement decreased due to offsetting increases in Northern Virginia Transportation Commission (NVTC) balances and credits, gas tax revenues, and NVTC State aid.



## TRANSIT SUBSIDIES

### DEPARTMENT DETAIL

Alexandria's public transportation is provided through a combination of Metrobus and Metrorail systems, which are operated by the Washington Metropolitan Area Transit Authority (WMATA, also referred to as Metro), and DASH, the Alexandria local bus system, which is operated by the Alexandria Transit Company.

Alexandria's share of the operating costs for Metrobus and Metrorail service and the local match for Metro System Bus/Rail Replacement Program and the Metro Rail Construction program are paid through a combination of federal, State and local funding sources. The direct cost to the City is affected by the level of federal and State aid that is anticipated to be received for the year. State and federal aid for transit services is allocated through the NVTC based on a formula that takes into account the operating and capital budget requests for all transit requirements (Metro and local transit systems) for each of the Northern Virginia localities. Once each local government's proportional share of aid is determined, the combined federal and State aid available is distributed among the jurisdictions on the basis of these proportional shares. The following addendum tables detail the operating and capital funding requirements for the City's transit services.

---

### INDICATORS AND MEASURES

OBJECTIVE: To provide cost-effective local bus service.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Proposed FY 2002
Miles of regular service	1,081,341	1,136,544	1,188,499	1,225,000	1,225,000
DASH annual ridership	2,293,493	2,406,609	2,521,925	2,520,000	2,700,000
Ridership annual increase/(decrease)	51,754	113,116	115,316	(1,925)	180,000
Ridership annual percent increase/(decrease)	2.3 %	4.9 %	4.8 %	0.1 %	7.1 %
Operating cost per mile	\$3.68 *	\$3.76 *	\$3.95	\$4.25	\$4.62
DASH bus revenue/operating cost ratio**	41 % *	39 %	34.8 %	32.2 %	30.5 %
Base fare	\$0.85	\$0.85	\$1.00	\$1.00	\$1.00

\* Data have been revised from previously published documents.

\*\* Reduction resulting from implementation of the regional fare plan. Excludes capital costs.

## TRANSIT SUBSIDIES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: To monitor ridership and subsidies provided by the City for WMATA rail and bus service.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Platform miles/revenue miles*	1,895,886	1,387,505	1,399,608	1,450,000	1,450,000
Metro rail weekday boardings and alightings at Alexandria stations	22,362	23,830	25,180	27,000	29,000
Metrobus cost per mile of operation**	\$6.89	\$6.49	\$6.48	\$6.50	\$6.50
WMATA bus and rail revenue/operating cost ratio***	56%	57%	56%	54%	54%

\* The new WMATA allocation formula, an outcome of the Regional Mobility Panel, bases the City's Metrobus operating subsidy on revenue miles instead of platform miles. Beginning in FY 1999, revenue miles are used instead of platform miles for fiscal years 2000, 2001, and 2002.

\*\* This measure reflects the mileage related costs (fuel, maintenance, general insurance premiums and personnel costs, etc.) for Metrobus service in Alexandria, divided by the number of Metrobus route miles driven in Alexandria.

\*\*\* Excludes capital costs.

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. DASH Operating Increases \$409,790

The DASH operating subsidy increased primarily due to salary and benefits increases (\$180,990), increased fuel costs (\$145,800), the addition of two mechanics (\$67,000), and additional platform hours during peak service hours (\$20,000) offset by increased operating revenue.

2. DOT Paratransit \$100,000

DOT Paratransit funding increased due largely to a 50 cent increase in the taxi cab fare rate and the addition of a gasoline surcharge for both taxi cab and van services.

#### Not Recommended

1. DASH Potomac Yard Service & AT 2 Route Expansion \$340,000

DASH requested funding for operating costs to expand service to Potomac Yard and expand the existing AT 2 route at a cost of \$340,000. The request is not recommended for funding at this time due to financial constraints and because WMATA recently expanded its bus service within Alexandria to Potomac Yard. The need for supplemental DASH service in addition to the WMATA service will be reconsidered at a later date after reviewing the effectiveness of the WMATA service.

# TRANSIT SUBSIDIES

## Addendum Table 1 General Fund Operating and Capital Subsidy Revenues and Expenditures

<u>TRANSIT OPERATING SUBSIDIES</u>	<u>By Component</u>	<u>Subtotals</u>	<u>Net City Funding Required</u>
<b><u>WMATA \1</u></b>			
City Share of WMATA Operating Expenditures (Based on WMATA Proposed FY 2002 Budget)			
Baseline City Share of WMATA Operating:	\$15,218,502		
Add: Business Plan Proposals for New Service	\$995,475		
Add: Weekend Late Night Closing	<u>\$64,578</u>		
Total:		\$16,278,555	
Revenues to Offset City Share of Expenditures			
NVTC State aid (fuel, tire & maintenance, interest)	\$8,800,000		
Gas tax estimated revenue	\$1,600,000		
Available in balances and credits	\$2,514,300		
WMATA audit adjustment	<u>\$751,165</u>		
Subtotal, non-local revenues for WMATA operating		\$13,665,465	
Local WMATA operating subsidy, FY 2002		\$2,613,090	
<b><u>DASH Operating</u></b>		\$3,958,000	
Local DASH operating subsidy, FY 2002			\$3,958,000
<b><u>VRE Contribution</u></b>		\$84,427	
Local VRE operating subsidy, FY 2002			\$84,427
<b><u>DOT Paratransit Program</u></b>		\$850,000	
Local DOT operating subsidy, FY 2002			\$850,000
<b>TOTAL, LOCAL FY 2002 TRANSIT OPERATING SUBSIDY</b> (General Fund monies in the City's operating budget)			<u>\$7,505,517</u>

## TRANSIT SUBSIDIES

	<u>Subtotals</u>	<u>Net City Share</u>
<b><u>TRANSIT CAPITAL REQUIREMENTS, FY 2002 CAPITAL BUDGET</u></b>		
(For additional detail, please refer to the Capital Improvements Program document)		
<b><u>WMATA Bus/Rail Capital Replacement FY 2002 expenditure</u></b>	<b>\$2,591,752</b>	
NVTC bond proceeds available to offset City capital expenditures	<u>\$1,641,752</u>	
Net City funded requirement in FY 2002 Bus/Rail capital budget		\$950,000
<b><u>WMATA Rail Rapid (ICCA-V), FY 2002 expenditure</u></b>	<b>\$758,132</b>	
WMATA capital credits	<u>\$758,132</u>	
Net City funded requirement in FY 2002 Rail capital budget		\$0
<b><u>DASH Capital, FY 2002 capital budget</u></b>		
Bus replacement	\$1,220,000	
Wheelchair lift and swing unit replacements	\$62,000	
Electronic destination sign retrofit	\$45,000	
Underground fuel storage tank	\$35,000	
Site purchase \2	<u>\$2,500,000</u>	
Total DASH capital	<u>\$3,862,000</u>	
State Reallocated Urban Funds Available to Offset City Capital Expenditure	<u>\$3,765,000</u>	
Net City funded requirement in FY 2002 DASH capital budget		\$97,000
<b>TOTAL, LOCAL CAPITAL REQUIREMENTS</b>		<b><u>\$1,047,000</u></b>
<b>GRAND TOTAL, FY 2002 LOCALLY FUNDED OPERATING AND CAPITAL TRANSIT REQUIREMENTS</b>		<b><u>\$8,552,517</u></b>

\1 Note: The City's share of the WMATA General Manager Proposed FY 2002 Annual Budget includes a base budget of \$15,218,502, a business plan increase of \$995,475, and \$64,578 to continue late night service on the weekends. The WMATA Board is currently reviewing this budget, so the City's operating subsidy and capital share for FY 2002 is not finalized. Because the total amount of State gas tax and other State aid revenues available to offset the City's General Fund requirement are estimated to increase by an amount greater than expenditures, the City's General Fund budget for WMATA operating costs decreased in FY 2002. The components of the WMATA proposed business plan are:

1. Rail Service - Operating costs for additional rail cars to relieve overcrowding;
2. Clean Fleet Program - Operating costs for new Certified Natural Gas (CNG) buses and modifications to existing fleet;
3. Rider & Public Safety - Transit Police staffing and equipment;
4. Track & Tunnel Maintenance - Increase inspection staff;
5. Operational Efficiencies - Offsetting cost reductions in materials and overtime;
6. Rail Station and Right-of-Way Insurance - Add catastrophic accidents insurance;
7. Data Processing - Full time rail operation computer support, disaster recovery plan, licensing, and leases;
8. Maintenance Training & Equipment - Add trainers for technical and safety training;
9. General Maintenance - Automated document control, LAN/WAN, Fire suppression contract;
10. Worklife Initiatives - Accelerated hiring, added benefits, added funding for collective bargaining;
11. Plant Maintenance & Cleanliness - Add janitors and plant mechanics; and
12. Customer Service - Add station manager assistants.

\2 The DASH maintenance facility site purchase is budgeted at \$5.0 million with \$2.5 million in the FY 2001 capital budget and \$2.5 million proposed in the FY 2002 capital budget. The funding source will be reallocated urban transportation funds that derived from the cancellation of the King Street CSX railroad bridge reconstruction project. Actual land purchase costs are subject to negotiations.

# TRANSIT SUBSIDIES

Addendum Table 2  
DASH Revenues and Expenditures

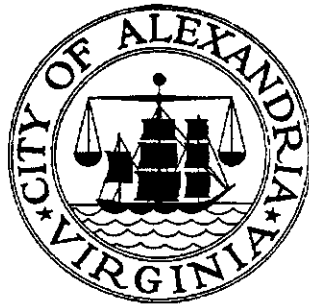
	FY 2000 Actual	FY 2001 Budgeted	FY 2002 Proposed
<b><u>Revenues and Other Sources</u></b>			
Operating Income	\$1,643,664	\$1,680,000	\$1,725,000
CIP Funding \1	0	2,500,000	3,765,000
Total City Contribution \2	<u>4,427,132</u>	<u>4,548,210</u>	<u>4,055,000</u>
<b>TOTAL REVENUES AND OTHER SOURCES</b>	<b><u>\$6,070,796</u></b>	<b><u>\$8,728,210</u></b>	<b><u>\$9,545,000</u></b>
<b><u>Expenses and Other Uses</u></b>			
Operating Expenses	\$4,717,384	\$5,210,210	\$5,665,000
Capital Outlays	<u>42,563</u>	<u>18,000</u>	<u>18,000</u>
Total Operating Expenses	\$4,759,947	\$5,228,210	\$5,683,000
<b><u>Capital Improvement Program</u></b>			
Replacement Buses	\$1,184,805	\$1,000,000	\$1,220,000
Wheelchair Lift and Swing Unit Replacement	0	0	62,000
Electronic Destination Sign Retrofit	0	0	45,000
Underground Fuel Storage Tank	0	0	35,000
Site Purchase	0	2,500,000	2,500,000
Facility Improvements	13,195	0	0
Power Train Rebuilds	<u>112,850</u>	<u>0</u>	<u>0</u>
Total Capital Improvement Program	\$1,310,850	\$3,500,000	\$3,862,000
<b>TOTAL EXPENSES</b>	<b><u>\$6,070,797</u></b>	<b><u>\$8,728,210</u></b>	<b><u>\$9,545,000</u></b>

**Notes:**

\1 The DASH maintenance facility site purchase is budgeted at \$5.0 million with \$2.5 million in the FY 2001 capital budget and \$2.5 million proposed in the FY 2002 capital budget. The funding source in FY 2002 for the site purchase and for replacement buses will be reallocated urban transportation funds that derived from the cancellation of the King Street CSX railroad bridge reconstruction project. Actual land purchase costs are subject to negotiations.

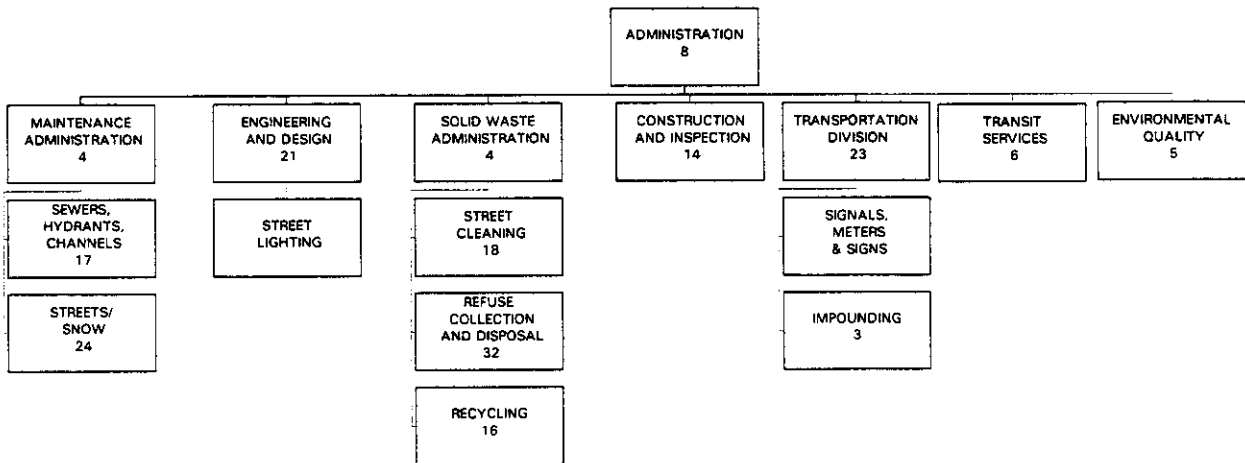
\2 The FY 2000 contribution includes the City's operating contribution of \$3,116,282 and the City's capital contribution of \$1,310,850. The FY 2001 contribution includes the City's operating contribution of \$3,548,210 and the City's capital contribution of \$1,000,000. The FY 2002 contribution includes the City's operating contribution of \$3,958,000 and the City's capital contribution of \$3,862,000.

Sources: Data for FY 2000 actuals per Alexandria Transit Company Budget. FY 2001 Budget and FY 2002 Proposed reflect City Approved and Proposed budgets.



# TRANSPORTATION AND ENVIRONMENTAL SERVICES

---



## TRANSPORTATION AND ENVIRONMENTAL SERVICES

**PROGRAM GOAL:** To efficiently and effectively perform the daily tasks associated with providing transportation, public works operations, and environmental services that directly impact the quality of life of Alexandria's citizens.

---

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
<b>EXPENDITURES &lt;ALL FUNDS&gt;</b>				
PERSONNEL	9,341,511	10,362,951	10,546,476	
NON-PERSONNEL	11,323,843	9,586,939	10,205,637	
CAPITAL GOODS OUTLAY	<u>260,198</u>	<u>1,649,800</u>	<u>646,606</u>	
<b>TOTAL EXPENDITURES</b>	<u>20,925,552</u>	<u>21,599,690</u>	<u>21,398,719</u>	
<b>SPECIAL REVENUES AND OTHER SOURCES</b>				
SPECIAL REVENUE FUND*	4,997,038	208,130	212,212	
INTERNAL SERVICES FUND	0	1,459,000	618,000	
COMMUNITY RECYCLING ENTERPRISE FUND	<u>638,751</u>	<u>784,785</u>	<u>733,062</u>	
<b>TOTAL SPECIAL REVENUES AND OTHER SOURCES</b>	<u>5,635,789</u>	<u>2,451,915</u>	<u>1,563,274</u>	
<b>GENERAL FUND*</b>	<u>15,289,763</u>	<u>19,147,775</u>	<u>19,835,445</u>	

PERCENT CHANGE GENERAL FUND APPROVED FY 2001 TO NEW YEAR: 3.6%

FULL-TIME POSITIONS**	188.0	191.0***	195.0****
-----------------------	-------	----------	-----------

- \* Prior to FY 2001, State aid for road maintenance was budgeted in, and expended from, the Special Revenue Fund in T&ES. Effective with the FY 2001 budget, these revenues are incorporated into the General Fund, and associated expenditures within T&ES are reflected as General Fund expenditures to simplify accounting and reporting requirements, and to improve comparability to other Virginia cities. This budget and accounting treatment change does not impact the total department expenditures, nor does it impact the receipt of State aid for road maintenance. In FY 2000, the City received \$4,450,692 in State aid deposited to the T&ES Special Revenue Fund. For FY 2001, \$4,450,000 in State aid revenue is budgeted in the General Fund, and the FY 2002 Proposed Budget includes \$4,630,000 in State aid revenue budgeted to the General Fund as shown in the General Fund Revenue Summary section of this document.
  - \*\* The full-time position totals do not include the following full-time temporary overhire positions: 2 Inspectors and 1 Engineering Aide in Construction and Inspection, 1 Administrative Technician and 1 Civil Engineer IV (Woodrow Wilson Bridge Project Coordinator 2 year overhire) in Engineering and Design, and 1 Transportation Coordinator (2 year overhire for traffic calming and other traffic initiatives) in Transportation.
  - \*\*\* Reflects the transfer of three Environmental Quality positions from the Health Department as part of the City Manager's May 2000 reorganization.
  - \*\*\*\* Reflects the recommended addition of 2 Inspector II positions, 1 Engineering Aide, and 1 Civil Engineer III as discussed in the following section.
- 

### City Manager Proposed

- The Transportation and Environmental Services (T&ES) General Fund FY 2002 Proposed Budget increased \$687,670, or 3.6 percent, as compared to the Approved FY 2001 budget due to the following additions:
- Salaries and benefits for existing positions increased by \$187,561 due to the planned merit in-step increase for employees in FY 2002.



## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### City Manager Proposed

- Two Inspector II positions and one Engineering Aide position are recommended to be added to the Construction and Inspection Division staff at a cost of \$139,450. The additional staffing will improve the City's construction and development review services by reducing the number of projects assigned per Inspector and Engineering Aide.
- One Civil Engineer III position is recommended to be added to the Engineering and Design Division staff at a cost of \$57,330 to assist in the review of site plans; the review and design of storm sewers, sanitary sewers, and streets; the review of grading plans; the development of contract specifications for capital improvement projects; the analysis of gravity systems; and the preparation of construction cost estimates. This new position will improve construction and development review services by allowing Engineering and Design to meet an increasing demand for service driven by recent increases in construction and development activity.
- Vehicle replacement funding within the base budget increased by \$574,318 from \$187,000 in FY 2001 to \$761,318 in FY 2002 to fully fund depreciation of current T&ES fleet vehicles. This was significantly under funded in prior years. This will provide adequate funding in FY 2002 and future years to replace T&ES fleet vehicles as they reach the end of their useful lives.
- Transportation study funding increase by \$100,000. Contracted professional services will be used to develop a state of the City's Infrastructure Report at a cost of \$50,000. The remaining \$50,000 will be used to contract for consulting on minor transportation improvement projects.
- Street maintenance costs increase by \$94,621 within the Maintenance Division base budget for additional asphalt, curb, and gutter repair materials.
- Computer replacement charges in the amount of \$40,400 are added to the Administration Division to fund the T&ES share of the ITS computer replacement plan.
- Street and highway expenditures in the Transportation Division increase by \$11,250 for operating costs associated with the infrastructure management software system recommended for purchase in the Information Technology Plan component of the CIP. This new system will allow staff to develop an accurate inventory of the City's infrastructure and schedule and track maintenance activities. The operating costs included in the T&ES recommended budget will provide for software licensing, system maintenance and upgrades, and staff training.
- The current Residential Refuse Fee of \$185 per household per year is proposed to remain constant in FY 2002.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### City Manager Proposed

- During this year (outside the budget process) City staff will be preparing recommendations in regard to raising parking meter rates and discussing options with the business and residential communities and other affected parties. Staff will bring recommendations to City Council for its consideration.
- 

### DEPARTMENT DETAIL

The Department of Transportation and Environmental Services (T&ES) administers wide-ranging public works programs and environmental services for the City, including several State and federally funded grant programs and a number of the City's Capital Improvement Program projects. The department also receives and administers State and federal aid for operating programs. The department's staff participate in the activities of more than 40 boards, commissions, and committees in the City and in the Washington, D.C. metropolitan region, including the Metropolitan Washington Council of Governments (COG), the Washington Metropolitan Area Transit Authority (WMATA), the Northern Virginia Regional Commission (NVRC) (formerly the Northern Virginia Planning District Commission), the Northern Virginia Transportation Commission (NVTC), the Transportation Coordinating Council (TCC), and Alexandria/Arlington Waste-to-Energy Trustees. In addition, staff serve on or provide support to City boards, commissions, and ad hoc task forces, including the Traffic and Parking Board, the King Street Task Force, the Planning Commission, the Environmental Policy Commission, the Special Events Committee, and various committees associated with the Woodrow Wilson Bridge design.

---

### DETAIL BY DIVISION

A description of the eight Divisions of the Department of Transportation and Environmental Services and their activities follows.

The Administration Division coordinates and supervises all activities of the department, and provides leadership, policy planning and direction to other divisions to guide the department toward achieving its goals in a timely and efficient manner.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
All Funds Expenditures	1,093,261	1,969,115	1,463,403*	
<u>FULL-TIME STAFFING</u>	5	5	8*	
<p>* Vehicle replacement expenditures are budgeted in this division. Excluding the funding from the Internal Services Fund for vehicle replacement, the FY 2002 Administration General Fund budget is \$845,403, an increase of \$335,288, as compared to the FY 2001 General Fund division budget of \$510,115. This increase is due to recommended supplemental funding for transportation studies in the amount of \$100,000; the transfer of \$70,000 for transportation studies from the Transportation Division to be managed directly by the Director's Office; and the transfer of one Administration Division Chief position, one ITS Coordinator position, and one Secretary II position from other divisions within T&amp;ES in order to centralize their functions. The overall decrease in the Administrative budget is driven by a reduction in the amount budgeted for vehicle replacement.</p>				

The Maintenance Division provides maintenance and repairs for all City sewers, streets, sidewalks and fire hydrants; maintains stream beds, weirs and stream banks; maintains drainage tunnels, box culverts and stormwater pollution removal facilities; maintains bridges; and conducts snow removal and flood control operations. This division coordinates with other City agencies and other divisions within T&ES to respond to weather-related emergencies, such as unusually heavy snowfall, rain, floods, high winds and hurricanes, and assists in both emergency management and clean-up following these events. The Maintenance Division also assists in the clean-up of hazardous materials and spills in the City's sewer system and streams. As a new initiative, the Maintenance Division is implementing a T&ES Downtown Manager program. In this new program, an existing Maintenance Division employee (or employees) will act as the T&ES Downtown Manager. The position will interact with businesses along the King Street commercial corridor on a weekly basis to inform them of the services and support the department can provide them and to identify and repair public maintenance needs along King Street.

<u>DIVISION: Maintenance</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
All Funds Expenditures	7,830,366	6,875,837	7,040,860	
<u>FULL-TIME STAFFING</u>	46	46	45*	
<p>* One Administrative Officer I position was transferred to T&amp;ES Administration to serve as the Administration Division Chief.</p>				

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Maintenance - Street and Sidewalk Repair] To maintain the riding surface of streets, to maintain alleys in a safe condition by resurfacing them on an as-needed basis, and to maintain and reconstruct right-of-ways on an as-needed basis; to maintain good drainage of streets through the continued maintenance and repair of curbs, gutters and other drainage facilities; and to maintain sidewalks providing safety to pedestrians.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Streets resurfaced (lane miles)*	22	25	31	37	39
Sidewalks replaced (square yards)*	2,632	2,630	2,108	2,100	2,500
Complaints received on street/sidewalk condition*	455	370	387	350	325
Percentage of complaints resolved to citizen's satisfaction	95%	95%	95%	98%	98%

Data have been revised from previously published documents as a result of improved tracking procedures.

OBJECTIVE: [Street Cut Repairs Maintenance] To restore to City standards all areas disturbed within the right-of-way by utility companies and private contractors, and to accomplish this work within 30 days of underground installation.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of excavation permits*	26	18	31	40	40
Percent of repairs completed	100%	100%	100%	100%	100%
Percent of repairs completed within 30 days	95%	95%	95%	95%	95%

\* Data have been revised from previously published documents as a result of improved tracking procedures.

OBJECTIVE: [Maintenance - Sewer Maintenance] To maintain the City's sanitary and storm sewer systems to a high degree of serviceability to reduce the possibility of property damage, health hazards, and the pollution of surrounding water areas; and to prolong the life of the City's streets and to prevent environmental pollution by maintaining storm inlets and catch basins.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Miles of sewer cleaned	226	235	150	250	400****
Miles of sewer inspected	33	32	20	33	40
Sanitary sewer complaints received**	233	175	191	125	110
Percent of complaints resolved	94%	95%	96%	98%	98%
Catch basins checked and cleaned***	33,824	32,112	30,573	38,000	41,500
Storm sewer complaints received	110	185	156	150	125
Percent of complaints resolved	96%	98%	99%	98%	98%

\* Data have been revised from previously published documents as a result of improved tracking procedures.

\*\* Complaints decreased in FY 1999 due to the purchase of additional equipment to support sewer maintenance. They increased in FY 2000 due to the initiation of the Inflow and Infiltration (I&I) study, which will survey the City's sewer systems to identify components for replacement. Once residents are aware of the study, complaints are expected to decrease again in FY 2001.

\*\*\* The number of catch basins checked and cleaned is dependent upon the level of rainfall in a given year.

\*\*\*\* Performance of the Infiltration and Inflow (I&I) study requires significant cleaning of the sewer sections to be studied.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

The Engineering and Design Division designs capital improvement projects to be administered by the department and reviews State projects and privately submitted site plans to ensure that construction is in compliance with the City's engineering standards and policies. This division is also responsible for performing all City survey work, maintaining all engineering records, and administering the street lighting program. In addition, this division conducts the federally mandated bridge inspection program.

<u>DIVISION: Engineering and Design</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
All Funds Expenditures	2,707,556	2,944,125	2,858,538*	
<u>FULL-TIME STAFFING</u>	21	21	21**	
<p>* Budgeted expenditures decrease in FY 2002 due to a \$100,000 reduction in street light electricity based on prior year actual expenditures.</p> <p>** The Watershed Program Administrator position is transferred to the Environmental Quality program and one Civil Engineer II position is added to assist in the review of site plans; the review and design of storm sewers, sanitary sewers, and streets; the review of grading plans; the development of contract specifications for capital improvement projects; the analysis of gravity systems; and the preparation of construction cost estimates.</p>				

## INDICATORS AND MEASURES

OBJECTIVE: [Engineering & Design] To review site and plot plans for compliance with existing City codes and standards.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Total number of plans reviewed*	735	770	921	850	850

\* Includes site plans, plot plans, subdivisions, consolidations, Board of Zoning Appeals, and special use permits.

The Construction and Inspection Division manages and inspects capital improvement projects for which the department is responsible through all phases of construction and administers contracts for curb, gutter and sidewalk repairs. This division also administers and coordinates utility work within public rights-of-way, inspects all bonded development work, and enforces the soil erosion control ordinance. The permits section issues all excavation permits, reserved parking permits, miscellaneous public works permits and reviews building permits for compliance with T&ES standards and specifications.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

<u>DIVISION:</u> Construction & Inspection	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	847,005	921,036	1,058,846*	
<u>FULL-TIME STAFFING</u>	11	11	14*	

\* Two Inspector II positions and 1 Engineering Aide position are recommended to be added to improve the City's construction and development review services by reducing the number of projects assigned per Inspector and Engineering Aide.

### INDICATORS AND MEASURES

OBJECTIVE: [Construction & Inspection] To inspect site developments to ensure compliance with approved site plans.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of site developments inspected during the year	61*	64*	107	95	98
Percentage of completed developments in compliance with approved site plans	100%	100%	100%	100%	100%

\* FY 1998 and 1999 Actuals have been revised from previously published documents.

The Solid Waste Division conducts weekly collection and disposal of solid waste household refuse and household hazardous waste, and provides all services associated with maintaining the cleanliness of the City's rights-of-way by cleaning City streets through street flushing and sweeping. The Solid Waste Division provides annual spring clean-up support and seasonal leaf collection. The division operates the City's comprehensive recycling program which includes the curbside collection of recyclable goods, the collection of newspapers, and special pick-ups for white goods, including household appliances and other metal items. In addition, the Recycling program is expanding the recycling center operations from the three existing drop-off centers into additional drop-off centers at participating City, Schools, and Recreation Center locations.

<u>DIVISION:</u> Solid Waste	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	5,334,355	5,692,158	5,837,476*	
<u>FULL-TIME STAFFING</u>	71	71	70**	

\* Budgeted expenditures increased in FY 2002 due to increased funding of depreciation for vehicle replacement.  
\*\* The Solid Waste/Recycling Management Analyst was transferred and reclassified to the Environmental Quality Division Chief.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Refuse Collection] To provide weekly refuse collection for residences, businesses, churches and schools.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Residential Refuse Annual Fee**	\$160	\$160	\$185	\$185	\$185
Weekly refuse collections (units)***	17,806	18,450	18,831	19,400	19,980
Bulk containers collected weekly	245	266	284	295	305
Street boxes collected weekly	2,280	2,390	2,570	2,750	2,940
Tons of refuse collected	27,199	26,796	27,556	28,500	29,225
Complaints	12	15	11	15	15
Complaints resolved within 24 hours	100%	100%	100%	100%	100%
Spring clean up (tons collected)	666	699	567	700	725
Special Collections (tons collected)	50	57	73	84	97

\* Data have been revised from previously published documents due to improved tracking procedures.

\*\* The Residential Refuse Fee of \$185 is proposed to remain unchanged in FY 2002.

\*\*\* The City collects refuse from residential properties (including Alexandria Redevelopment and Housing Authority units), various businesses, churches and private schools. These data reflect total units served. Although the actual number of refuse collections fluctuates during the course of each fiscal year included in the above table, the average number of collections on an annual basis has remained constant since FY 1994. The City provides approximately 17,500 residential households with trash collection on a fee-for-service basis each year.

### INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Community Recycling] To provide curbside collection of recyclable materials, leaves, white goods and newspapers, and to service the City's recycling drop-off centers.\*

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Collection of leaves from mid-October through the end of December - cubic yards	24,980	26,875	28,644	29,500	30,000
Annual residential collection of newspapers-tons	4,328	4,435	3,954	4,500	5,000
Collection of white goods - tons**	151	170	230	250	275
Collection of aluminum, plastic, and glass recycling drop off centers - tons***	180	143	140	145	150
Curbside collection of aluminum, plastic and glass containers - tons	1,450	1,273	1,643	1,675	1,775

\* Data have been revised from previously published documents due to improved tracking procedures.

\*\* The City eliminated the fee for collecting white goods in FY 2000.

\*\*\* Decrease from FY 1998 to FY 1999 is due primarily to closing drop off centers at Radford Street, Leslie Avenue, and most recently Northern Virginia Community College. The Solid Waste division is planning a public information campaign to increase collections at the remaining drop off centers at South Whiting, Wheeler Avenue, and Jones Point.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Street Cleaning] To provide clean and sanitary City streets by sweeping and flushing the downtown, Arlandria, Lynhaven and Del Ray areas of the City on a weekly basis, and arterials and other streets on a monthly basis, and to provide "Elephant Vacuum" service to sweep and pick up debris in the downtown area and other high density areas of the City.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Streets cleaned (curb miles)*	25,552	25,292	23,001	26,000	27,000
Streets flushed (curb miles)*	11,074	12,060	12,378	12,500	13,000
Hand Cleaning (curb miles)	1,672	1,903	1,821	2,000	2,100
Streets cleaned with Elephant vacuum (curb miles)*	2,048	2,406	2,824	2,500	2,750
Cubic yards of debris swept*	8,654	8,950	6,137	9,000	9,250

\* Data have been revised from previously published documents due to improved tracking procedures.

The Transportation Division provides and maintains a comprehensive City-wide traffic signal system that includes the traffic computer system linking many of the City's signaled intersections. The Transportation Division also provides and maintains a roadway signing network and pavement marking program to guide the motoring public; maintains City parking meters and collects meter revenues; and operates the vehicle impounding facility. The division is implementing traffic calming and other traffic initiatives to improve pedestrian and vehicular safety in City neighborhoods.

<u>DIVISION:</u> Transportation	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	2,155,794	2,360,688	2,186,773*	
<u>FULL-TIME STAFFING</u>	27	27	26**	

\* FY 2002 expenditures are reduced from the FY 2001 amount due to the reduction of one-time funding in the amount of \$130,000 which was provided in FY 2001 to purchase traffic counters, and the transfer of \$70,000 for traffic studies which was funded in FY 2001 as a supplemental request and then transferred in FY 2002 to the Administration Division in order to be managed directly by the Director's Office.

\*\* One Secretary II position was transferred to the Administration Division.



# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Transportation] To conduct traffic surveys to determine the need for signs, signals and markings to promote an efficient flow of traffic and ensure pedestrian safety; and to impound vehicles as necessary from public rights-of-way and from private property.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of traffic surveys conducted*	1,424	1,397	1,152	1,400	1,400
Number of vehicles impounded	2,283	2,261	2,244	2,300	2,300
Number of vehicles sold for scrap	232	220	163	200	200
Proceeds from scrap cars	\$22,381	\$17,390	\$17,767	\$20,000	\$20,000
Proceeds from auctions	\$164,390	\$96,095	\$108,895	\$115,000	\$115,000

- \* Surveys include electronic traffic counts, radar speed studies, vehicle turning movement studies, pedestrian counts, and accident history collected at sites throughout the City. The data collected from the surveys are used to determine the need to install traffic control devices. The *Federal Manual on Uniform Traffic Control Devices for Streets and Highways*, which was approved by the Federal Highway Administration and approved as an American standard by the American National Standards Institute, specifies data that must be analyzed and criteria that must be met in determining the need for stop signs, yield signs, traffic signals and other traffic control devices.

The Transit Services and Programs Division plans, implements, and evaluates public transportation services for Alexandria through the coordination of public transportation operations provided by the Alexandria Transit Company (DASH), Metrorail, Metrobus, and the Virginia Railway Express; and administers the fiscal arrangements for the aforementioned services. The division also administers ridesharing programs and alternative transportation programs, including oversight of the implementation of the City's Transportation Management Plan Ordinance. The division also oversees the DOT paratransit program and the employer outreach program, designed to reduce traffic congestion and improve air quality, in coordination with other local governments in the region to comply with the Clean Air Act.

<u>DIVISION: Transit</u>	<u>ACTUAL FY 2000</u>	<u>APPROVED FY 2001</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2002</u>
All Funds Expenditures	596,572	603,422	550,671*	
<u>FULL-TIME STAFFING</u>	7	7	6*	

\* The T&ES ITS Coordinator position was transferred from Transit Services to the Administration Division to serve the entire department in a centralized role.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Transit Services] To administer and coordinate public transportation services for the mobility impaired and to provide an alternative transportation program to reduce the number of single occupant vehicle trips to and from work by increasing the number of employers providing transit benefits to their employees.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
<u>DOT Paratransit:</u>					
DOT annual taxi and wheelchair accessible van service trips*	53,549	49,196	51,031	53,832	55,434
Average cost per trip*	\$11.12	\$12.56	\$13.59	\$14.13	\$14.69
<u>Alternative Transportation Program:</u>					
Number of employers providing transit benefits	17	17	21	30	39
Number of annual single occupant vehicle trips removed (employers related)**	57,000	85,000	74,000	100,000	112,500
Number of City employees receiving transit incentives	281	295	320	350	375
Number of annual single occupant vehicle trips removed (City employees related)**	140,500	147,500	160,000	175,500	187,500
<u>Rideshare Program:</u>					
Number of car/vanpool applicants	629	630	453	500	552
Number of successful placements	258	258	186	205	226

\* The DOT paratransit expenditures are budgeted under Transit Subsidies. The Transit Services Division, however, administers and monitors this program, which provides mandated paratransit service.

\*\* The daily number of trips removed is calculated by multiplying the number of employees participating in the employer's transit benefit program by 2 trips per day. This total is then multiplied by 250 (work days per year). This formula was developed by the Washington Metropolitan Council on Governments (COG).

The Division of Environmental Quality (DEQ) is responsible for a broad range of environmental programs designed to protect the public's health and welfare and the City's environment. DEQ responds to citizen questions and complaints by enforcing State and local health and environmental regulations and providing public information on a variety of related issues. Efforts include air quality monitoring, inspections, enforcement, development review, and responding to citizen complaints; noise control code enforcement; public information, advice and guidance related to toxic and hazardous materials; development review for the abatement of contaminated land as identified by the City and State; water quality development review for erosion and sediment impacts and local implementation of the Chesapeake Bay Preservation Act; and recommending pollution prevention measures to citizens and businesses such as automotive and lawn care services. The division also advises other City agencies on health and environmental issues and provides staff support to the City's Environmental Policy Commission.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

<u>DIVISION:</u> Environmental Quality	<u>ACTUAL</u> <u>FY 2000</u>	<u>APPROVED</u> <u>FY 2001</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2002</u>
All Funds Expenditures	n/a*	233,309	402,152**	
<u>FULL-TIME STAFFING</u>	n/a*	3	5**	
<p>* Environmental Quality was created in FY 2001 with the transfer of Air Pollution, Noise Pollution, and Toxic Materials Control, and Environmental Health from the Health Department and the subsequent transfer of employees from within T&amp;ES to form this new division. FY 2000 Health Department expenditures in Air Pollution, Noise Pollution, and Toxic Materials Control, and Environmental Health were \$285,955. Full-time staffing was 3 positions.</p> <p>** FY 2002 reflects the transfer and reclassification of the Solid Waste Management Analyst to become the Environmental Quality Division Chief and the transfer of the Watershed Program Administrator from Engineering and Design.</p>				

### INDICATORS AND MEASURES

OBJECTIVE: [Environmental Quality] To enforce the City Noise Control Code (Title 11, Chapter 5) by investigating citizen complaints concerning loudspeakers, air conditioners and engine noises.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of complaints	58	64	38	60	60
Number of noise variance permits issued	176	147	123	150	150
Percent of complaints responded to within one day	100%	100%	100%	100%	100%
Percent of complaints closed within 10 days	47%	44%	15%	40%	40%

OBJECTIVE: [Environmental Quality] To administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) by investigating citizen complaints and inspecting regulated facilities.

	Actual FY 1998	Actual FY 1999	Actual FY 2000	Estimated FY 2001	Projected FY 2002
Number of complaints	46	53	52	50	50
Number of air pollution inspections performed	20	16	16	20	20
Percentage of complaints responded to within one day	100%	100%	100%	100%	100%
Percentage of complaints closed within 10 days	30%	39%	25%	35%	35%

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Construction and Inspection Positions \$139,450

Two Inspector II positions and 1 Engineering Aide position are recommended to be added to the Construction and Inspection Division staff to improve the City's construction and development review services by reducing the number of projects assigned per position.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

2. Engineering and Design Position \$57,330

One Civil Engineer III position is recommended to be added to Engineering and Design to assist in the review of site plans; the review and design of storm sewers, sanitary sewers, and streets; the review of grading plans; the development of contract specifications for capital improvement projects; the analysis of gravity systems; and the preparation of construction cost estimates. This new position will improve construction and development review services by allowing Engineering and Design to meet an increasing demand for services driven by recent increases in construction and development activity.

3. Transportation Studies \$100,000

Contracted professional services will be used to develop a State of the City's Infrastructure Report at a cost of \$50,000. The remaining \$50,000 will be used to contract for minor transportation improvement projects.

4. Infrastructure Management Software \$11,250

Funding is recommended for operating costs associated with the infrastructure management software system recommended for purchase in the IT Plan component of the CIP. This new system will allow staff to develop an accurate inventory of the City's infrastructure and schedule and track maintenance activities. The operating costs include software licensing, system maintenance and upgrades, and staff training.

#### Not Recommended

1. Construction and Inspection Positions No Additional Cost

Convert two Inspector II overhire positions and one Engineering Aide overhire position to permanent positions. This request is not recommended at this time. Staffing needs will be re-evaluated during the FY 2003 budget development process, following the addition of the 3 new recommended supplemental positions.

2. Engineering and Design Position No Additional Cost

Convert one Administrative Technician overhire to a permanent position. This request is not recommended at this time. Staffing needs will be re-evaluated during the FY 2003 budget development process, following the addition of the one new recommended supplemental position.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### SUPPLEMENTAL BUDGET REQUESTS

#### Not Recommended

3. Parking Study \$100,000

Requested as first-year funding of a multi-year study of downtown parking supply, demands, and development of recommended policy alternatives. Not recommended at this time due to financial constraints.

4. Environmental Quality \$85,000

Micro-grants of up to \$2,500 for community groups (\$15,000), watershed management plan (\$30,000), and water quality monitoring stations (\$40,000). Not recommended at this time due to financial constraints.

5. Ornamental Street Boxes \$73,960

Purchase 100 replacement street trash cans. Not recommended at this time due to financial constraints.

---

### WORK SESSION NOTES AND COMMENTS

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

Addendum Table 1  
Computation of FY 2002 Residential Refuse Fee and Projected FY 2003 Residential Refuse Fee

	FY 2002	FY 2003 (projected)
<u>Personnel Expenditures</u>		
Salaries and overtime costs (including proposed compensation adjustments)	\$937,837	\$965,972
Benefits	<u>296,708</u>	<u>305,609</u>
Total Personnel Expenditures	\$1,234,545	\$1,271,581
<u>Non-Personnel Expenditures</u>		
Refuse Tipping Fees FY 2002 assumes 1.3 tons per household, with a tip fee of \$67.75 per ton. FY 2003 assumes 1.3 tons per household, with a tip fee of \$72.21 per ton.	\$1,541,313	\$1,642,778
Vehicle Fuel and Maintenance	220,200	230,200
Vehicle Depreciation Charges	196,909	196,909
Uniforms/laundry/supplies	21,614	21,614
Replacement Super Cans	<u>30,000</u>	<u>30,000</u>
Total Non-personnel Expenditures	\$2,010,036	\$2,121,501
<u>Recycling</u>		
For FY 2002, the Recycling program cost of \$733,062 will be supported entirely by Recycling Trust Fund Balance and revenue from the sale of recyclables. For FY 2003, because of a reduced trust fund balance an increase in the residential refuse fee will be required to support the estimated net recycling cost of \$350,000.	\$733,062 <u>(733,062)</u> \$0	\$755,054 <u>\$405,054</u> \$350,000
Total Recycling	\$0	\$350,000
Total Expenditures	\$3,244,581	\$3,743,082
Total Number Residential Accounts	17,500	17,500
Residential Refuse Fee	\$185	\$214

**Notes:**

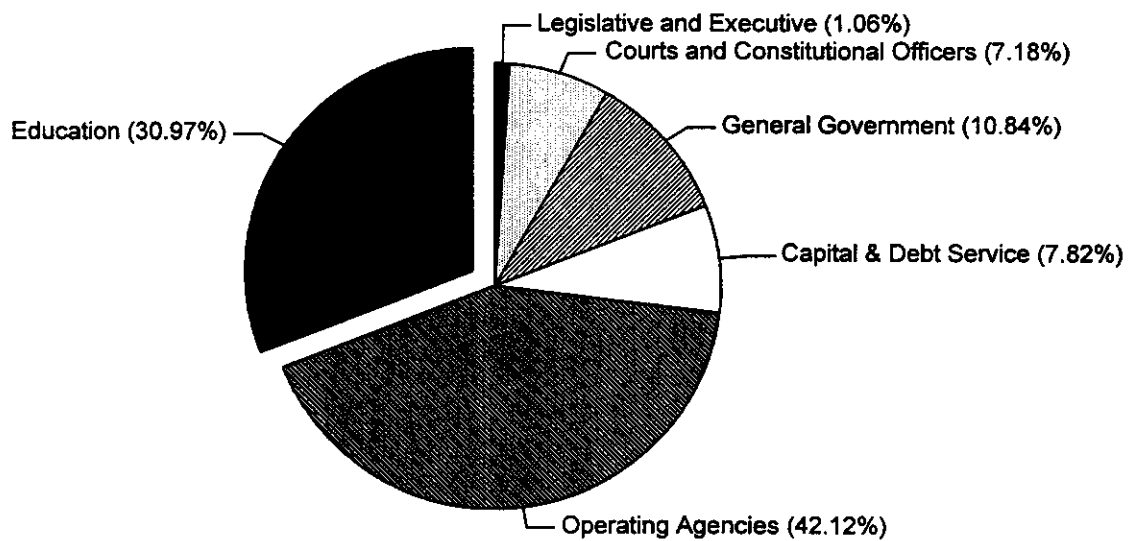
1. The City's FY 2002 and FY 2003 refuse fee is based entirely on the direct cost of providing solid waste collection and disposal. The residential refuse fee is computed by dividing the total cost by the total number of residential households that receive City refuse services.
2. Revenues from sales of recyclables will be added to the recycling reserve monies to cover the costs of recycling.
3. The FY 2002 proposed fee in Arlington County is \$226.60, an increase of \$7.12 from the FY 2001 fee of \$219.48. The Fairfax County fee for FY 2002 is proposed to remain at the FY 2001 level of \$210.

# EDUCATION

---

Other Educational Activities  
Schools

## Total City General Fund Budget







# OTHER EDUCATIONAL ACTIVITIES

---

## OTHER EDUCATIONAL ACTIVITIES

**PROGRAM DESCRIPTION:** This category contains the budget for the City's contribution to the Northern Virginia Community College, which is a two-year institution serving Alexandria and Northern Virginia. This contribution supports the College's programs for the business and educational needs of Northern Virginia residents. Area local governments, including the Cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park, as well as Arlington, Fairfax, Loudoun and Prince William Counties, contribute funding based upon each jurisdiction's share of the combined population of the localities served.

---

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2000 ACTUAL	FY 2001 APPROVED	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	13,120	13,017	12,923	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>13,120</u>	<u>13,017</u>	<u>12,923</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>13,120</u>	<u>13,017</u>	<u>12,923</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (0.7%)				
FULL-TIME POSITIONS	0.0	0.0	0.0	

---

### City Manager Proposed

- The proposed FY 2002 City contribution of \$12,923 to the Northern Virginia Community College operating budget represents a decrease of \$94, or 0.7 percent, from the approved FY 2001 contribution to the College. This decrease is due to a change in the City's proportion of the total population of all participating jurisdictions.
- In addition to the operating contribution, the City provides funding for Alexandria's proportionate share of the College's capital costs. For more information on the City's Capital Contribution to the College, please refer to the City's Proposed FY 2002 - FY 2007 Capital Improvement Program document.

---

## WORK SESSION NOTES AND COMMENTS

# SCHOOLS

---

## SCHOOLS

**PROGRAM DESCRIPTION:** The Alexandria City Public Schools are governed by the Alexandria City School Board, which formulates, adopts, reviews and revises policies essential to school operations and long-range planning based on community expectations and the recommendations of the Superintendent.

### TOTAL FINANCIAL RESOURCES

	FY 2000 ACTUAL	FY 2001 AMENDED \1	FY 2002 PROPOSED	FY 2002 APPROVED
EXPENDITURES < ALL FUNDS > TOTALS\2	121,064,605	132,170,411	142,062,215	
SPECIAL REVENUES AND OTHER SOURCES				
STATE AID\3	21,007,005	20,935,622	21,621,428	
OTHER GRANTS AND SPECIAL PROJECTS\4	<u>7,615,111</u>	<u>12,453,919</u>	<u>12,071,598</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>28,622,116</u>	<u>33,389,541</u>	<u>33,693,026</u>	
GENERAL FUND	<u>92,442,489</u>	<u>98,780,870</u>	<u>108,369,189</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 9.7%

	1,894.31	2,009.50	2,083.48
FULL-TIME POSITIONS\5			
\1 The FY 2001 ACPS budget excludes the \$1,052,787 (Reserve for Encumbrances) and reflects revised Federal and Special Projects Revenue as shown in the ACPS Proposed FY 2002 Budget.			
\2 Includes all expenditures associated with the FY 2002 Schools budget, including the Schools General Fund operating budget (\$132,723,186 including compensation adjustments), the School Lunch Fund (\$3,733,069) and Federal Grants and Special Projects (\$5,605,960).			
\3 The FY 2000 actual State aid receipts reflect the ACPS Comprehensive Annual Financial Report. The FY 2002 State aid figure is an estimate and is subject to change pending actual FY 2002 enrollment data, and state budget finalization.			
\4 The FY 2000 actuals exclude ACPS fund balance variance. The FY 2002 Other Grants and Special Projects include \$599,908 in miscellaneous local revenues, \$114,860 in federal (School's General Fund) monies, \$5,605,960 in other federal aid and special projects, \$3,733,069 in School Lunch Fund monies and a \$2,017,801 appropriation from the ACPS fund balance.			
\5 Includes all full-time equivalent (FTE) positions associated with the School Board's adopted budget, including the Schools General Fund operating budget, the School Lunch Fund, and Federal Grants and Special Projects.			

### City Manager Proposed

- The FY 2002 proposed City General Fund appropriation to the Schools is \$108,369,189 which represents an increase of \$9,588,319, or 9.7 percent, as compared to the FY 2001 City appropriation to the Schools of \$98,780,870. The increase fully funds the School Board's budget request of \$105,418,479, as well as includes an additional \$2,950,710 to fund a 3 percent general salary adjustment (COLA) for Schools employees comparable to the adjustment proposed for City employees.

### DEPARTMENT DETAIL

School Board's Adopted FY 2002 Operating Budget On February 15, 2001, the Alexandria School Board adopted its FY 2002 Alexandria Public Schools operating budget in the amount of \$129,772,476. The Board's adopted operating budget (which excludes the School Lunch Fund and Special Projects) requested a City appropriation of \$105,418,479, which represents an increase of \$6,637,609, or 6.7 percent, as compared to the FY 2001 City appropriation of \$98,780,870. Employee compensation increases for a cost of living adjustment were not included in this requested appropriation based on the expectation that the Schools would receive funding for a cost of living adjustment comparable to that proposed for City employees. Funding for step increases for Schools employees was part of the Superintendent's "base" budget at a cost of \$2.4 million.

## SCHOOLS

### DEPARTMENT DETAIL

The School Board's adopted operating budget includes the following program components as recommended by the Superintendent in his Proposed Budget that was presented to the Board in January:

- Middle School Literacy Initiative - Funding, in the amount of \$397,000, is included to provide 4 additional reading teachers, two additional math teachers and instructional supplies to improve the literacy skills of middle school student.
- Alternative Setting Education - The School Board's Adopted budget includes \$247,000 for a new initiative to provide instruction in an alternative setting to students who have been suspended.
- Seven-period day at T.C. Williams - Funding, of approximately \$664,000, is included to complete the phase-in of the seven period day to include all tenth, eleventh and twelfth graders at T.C. Williams High School and to implement block scheduling next year.
- Differentiated resources - The Adopted budget includes funding to continue the phase-in of the differentiated resources, which provides additional funding for elementary schools which have the greatest educational challenges. Total spending for differentiated resources in FY 2002 is proposed at \$1.1 million or an increase of more than \$500,000 compared to FY 2001.
- Performance Evaluation Pilot - Funding of approximately \$352,000 is included in the School Board's Adopted FY 2002 budget for the implementation of a performance evaluation pilot for teaching staff.
- Tuition Reimbursement - The FY 2002 budget provides \$200,000 in tuition reimbursement for teachers.

The School Board's adopted FY 2002 Schools budget provides for the operation of thirteen elementary schools, two middle schools, one ninth-grade center, one high school and the Secondary Training and Education Program. Three of the elementary schools are Focus Schools located at the former Jefferson Houston and Lyles Crouch Elementary Schools and at the Mt. Vernon Community School.

The projected 2001 average daily student membership of 11,717, as shown in the enrollment forecast in the ACPS Proposed budget represented an increase of 550 students, or 4.9 percent, from the membership of 11,167 on September 30, 2000. Part of the 4.9 percent increase was due to a projected 12 percent increase in Kindergarten enrollment, which was based solely on an assumption that a historically consistent percentage of the Alexandria resident births in 1996 will attend Kindergarten. Due to the large increase of resident births in 1996 (1,842 in 1995 to 2,149 in 1996) this attendance projection formula may not hold in FY 2002. As part of the Add/Delete process, the School Board voted to decrease the projected enrollment by 80 students. This revised projected 2001 average daily membership of 11,637 students represents an increase of 470 students, or 4.2 percent, from the membership of 11,167 on September 30, 2000.

## SCHOOLS

### DEPARTMENT DETAIL

More detailed information on school programs can be found in the Alexandria City Public Schools Approved 2001-02 Operating Budget. For information on the Schools Capital Improvement Program, please refer to the Alexandria City Public Schools Approved 2001-2002 Capital Improvement Budget. Copies of these budget documents may be obtained from the ACPS Office of the Assistant Superintendent for Financial and Administrative Services (telephone: 703/824-6643). In addition, copies of the operating budget are available for review in all Alexandria City Public Schools and in City of Alexandria public libraries.

# SCHOOLS

## DEPARTMENT DETAIL

**Addendum Table 1  
APPROVED 2002 TOTAL ESTIMATED PER PUPIL EXPENDITURES BY FUNDING SOURCE**

The following addendum table displays total per pupil education expenditures, including the City's expenditures for Schools capital facilities (which are budgeted in the six-year Capital Improvement Program) and a portion of special education expenditures (which are budgeted within the Alexandria Community Policy and Management Team (ACPMT) in the Department of Human Services). It is important to note, however, that this table excludes funding for adult education, in the amount of \$1,088,220 as per the School Board's adopted FY 2002 budget.

	<u>Total FY 2002 Schools Expenditures</u>	<u>FY 2002 Per Pupil Allocation</u> \1
<b>Operating and Capital Budget:</b>		
Local Share (Operating)	\$ 108,137,883 \2	\$ 9,293
Local Share (Capital)	<u>20,028,216</u> \3	<u>1,721</u>
<b>Total Local Share</b>	<b><u>\$128,166,099</u></b>	<b><u>\$11,014</u></b>
State Share (Operating & Capital)	23,904,195 \4	2,054
Federal Share	6,102,680 \5	524
Other Share	<u>4,480,509</u> \6	<u>385</u>
<b>Subtotal Federal, State &amp; Other</b>	<b><u>\$34,487,384</u></b>	<b><u>\$ 2,963</u></b>
<b>Total Schools Budget, including capital and ACPMT expenditures</b>	<b><u>\$162,653,483</u></b>	<b><u>\$13,977</u></b>

- \1 Based on a projected average daily membership of 11,637 pupils, as per the School Board's adopted FY 2002 budget.
- \2 Includes those expenditures funded by the City appropriation to the Schools (\$108,369,189), Federal Grants and Special Projects funded by local revenues (\$5,608) and the local share of the Schools' allocation of ACPMT expenditures for special education for emotionally and/or behaviorally disturbed children (\$667,397), which is budgeted in the Department of Human Services in accordance with mandated requirements under State law. (See the Department of Human Services program description for additional information.) As noted above, excludes those Adult Education Program expenditures funded by the City appropriation to the Schools, in the amount of \$904,311.
- \3 Includes the Schools' allocation of estimated FY 2001 debt service (\$2,244,216), which is budgeted in a non-departmental account, and the Schools' FY 2002 Capital Improvement Program Budget (\$17,784,000).
- \4 Includes those operating expenditures funded by State aid (\$21,621,428), Federal Grants and Special Projects funded by State revenues (\$1,418,348), School Lunch Fund expenditures funded by State revenues (\$56,836), and the State share of ACPMT expenditures for special education for emotionally and/or behaviorally disturbed children (\$983,875), which is budgeted in the Department of Human Services in accordance with mandated requirements under State law, as noted above. Excludes those Adult Education Program expenditures funded by State aid, in the amount of \$176,292.
- \5 Includes those federal expenditures funded by Federal Grants and Special Projects (\$3,741,104), School Lunch Fund expenditures funded by federal revenues (\$2,247,804) and those expenditures funded by other federal revenues (\$114,860). Excludes those Adult Education Program expenditures funded by federal revenues, in the amount of \$1,088.
- \6 Includes School Lunch Fund expenditures funded by other revenues (\$1,428,429), those expenditures funded by local fee revenues (\$2,617,709), and Federal Grants and Special Projects funded by other revenues (\$440,900). Excludes those Adult Education Program expenditures funded by local fee revenues, in the amount of \$6,529.

# SCHOOLS

## DEPARTMENT DETAIL

Addendum Table 2  
INTERJURISDICTIONAL COMPARISON OF SCHOOLS DATA  
based on data and methodology from the Metropolitan Boards of Education Guide (MABE)

	FY 2000	FY 2001
<b>City of Alexandria: \1</b>		
Cost per pupil	\$9,848	\$10,609
Classroom teachers	1029.91	1086.40
Teacher staffing ratio (Kindergarten)	23:1	23:1
Teacher staffing ratio (Elementary)\5	23:1-24:1	23:1-24:1
Average class size (Students per elementary classroom teacher)	20.70	20.70
Scholastic Achievement Test (SAT) scores \7		
Average Math	480	476
Average Verbal	481	477
<b>Arlington County: \2</b>		
Cost per pupil	\$10,579	\$11,254
Classroom teachers	1677.70	1738.9
Teacher staffing ratio (Kindergarten)	25:1	25:1
Teacher staffing ratio (Elementary) \5	20:1-26:1	20:1-26:1
Average class size (Students per elementary classroom teacher) \6	18.34	17.93
Scholastic Achievement Test (SAT) scores \7		
Average Math	529	527
Average Verbal	528	531
<b>Fairfax County: \3</b>		
Cost per pupil	\$8,203	\$8,553
Classroom teachers	11,637.00	12,259.30
Teacher staffing ratio (Kindergarten) \4	28:0.5	28:0.5
Teacher staffing ratio (Elementary) \5	24.5:1-26.5:1	24.5:1-26.5:1
Average class size (Students per elementary classroom teacher)	22.60	21.90
Scholastic Achievement Test (SAT) scores \7		
Average Math	553	556
Average Verbal	541	542

- \1 Based on total enrollment reported to MABE of 11,221 for FY 2000, and 11,506 for FY 2001.
- \2 Based on total enrollment reported to MABE of 18,805 for FY 2000, and 18,871 for FY 2001.
- \3 Based on total enrollment reported to MABE of 155,993 for FY 2000, and 160,966 for FY 2001.
- \4 ½ day Kindergarten. Since the ratio shown is for a half day, the typical kindergarten teacher has two classes at the size shown.
- \5 Varies by grade level.
- \6 Arlington County counts special education self-contained teachers and Class Size Reduction Act teachers as classroom teachers.
- \7 SAT scores are for the prior school year due to the timing of the test.

Source: The Metropolitan Area Boards of Education Guides for FY 2000 and FY 2001. The MABE Guides are produced in October of each school year, based on the approved budget for the fiscal year and September 30 enrollment information. Uniform formulas are developed by the MABE committee for consistency area wide. These numbers are comparable. However, the Alexandria cost per pupil differs from previously published budget documents and the cost per pupil data may differ from that reported in other jurisdiction's budget documents or other reports.

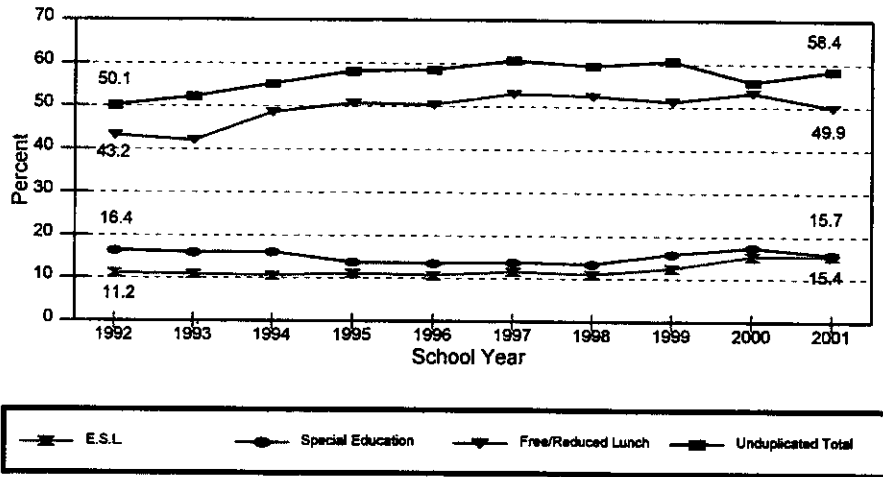


# SCHOOLS

## DEPARTMENT DETAIL

### MEASURES AND INDICATORS

**Special Needs Composition: 1992 - 2001  
Alexandria City Public Schools**



Special Needs Composition of ACPS Students by Percentage from 1992 through 2001 as of September 30, 2000										
School Year	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
E.S.L./1	11.2%	10.9%	10.6%	11.1%	10.7%	11.6%	11.0%	12.5%	15.3%	15.4%
Special Education	16.4%	15.9%	16.1%	13.7%	13.5%	13.8%	13.4%	15.8%	17.4%	15.7%
Free & Reduced Lunch	43.2%	42.0%	48.6%	50.7%	50.3%	52.9%	52.4%	51.2%	53.3%	49.9%
Unduplicated Total/2	50.1%	52.1%	55.2%	58.1%	58.5%	60.7%	59.5%	60.6%	55.7%	58.4%
Enrollment/4	9,488	9,785	9,815	9,777	10,043	10,156	10,488	10,803	11,017	11,167

- /1 English as a second language (E.S.L.) students.
- /2 Represents the percentage of all students who fall into one or more of the special needs categories -- English as a second language, special education, and free and reduced lunch. Data provided by the Alexandria City Public Schools.
- /3 Reflects average daily membership as of September 30 of the school year.

# SCHOOLS

## DEPARTMENT DETAIL

### MEASURES AND INDICATORS

Special Needs Composition of Arlington County, Fairfax County and Alexandria City Public Schools Students by Percentage as of September 30, 2000			
Jurisdiction	Arlington County Public Schools/3	Fairfax County Public Schools/4	Alexandria City Public Schools/5
E.S.L./1	24.5%	9.7%	15.4%
Special Education	18.3%	13.9%	15.7%
Free & Reduced Lunch	37.6%	18.8%	49.9%
Enrollment/2	18,882	161,040	11,167

- /1 English as a second language (E.S.L.) students.
- /2 Reflects average daily membership as of September 30 of the school year.
- /3 Data provided by the Arlington County Public Schools.
- /4 Data provided by the Fairfax County Public Schools.
- /5 Data provided by the Alexandria City Public Schools.

Alexandria City Public Schools Fall 2000 Stanford 9 Test Results* National Percentile Scores System-wide Summary - Grades 4, 6, and 9									
Subtests									
Grade	Total Reading	Vocab.	Reading Comp.	Math Total	Lang. Total	Science	Social Science	Partial Battery	Total Battery
4th	47	44	49	58	57	62	52	55	56
6th	53	53	52	60	49	54	49	60	58
9th	53	52	54	44	43	56	56	48	51

\* The Stanford 9 Test replaces the Iowa Tests of Basic Skills and the Tests of Achievement and Proficiency (TAP) that were previously administered and reported in the budget document. During the 2000-01 school year, Alexandria City Public Schools students in the fourth, sixth, and ninth grades took the Stanford 9 Test. Scores above 50 percentile are above the national norm, while scores below 50 percentile are below the national norm. Data provided by the Alexandria City Public Schools.

### WORK SESSION NOTES AND COMMENTS

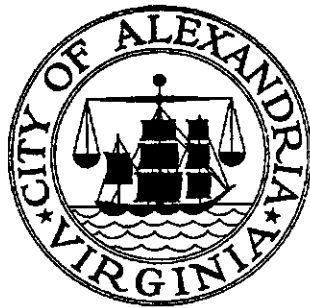
# Appendices



**Table of Contents  
for Appendices**

---

A.	Glossary . . . . .	10-5
B.	Compensation Philosophy . . . . .	10-11
C.	General Salary Schedule . . . . .	10-14
D.	Public Safety Salary Schedule . . . . .	10-15
E.	General Schedule Classification Plan . . . . .	10-17
F.	Public Safety Classification Plan . . . . .	10-37
G.	FY 2001 City Holidays . . . . .	10-39
H.	Relevant Budget Legislative References . . . . .	10-41
I.	Layperson's Guide to Fund Balance . . . . .	10-53



## Appendix A

### Glossary

---

**ACCESS:** Alexandria's Children's Comprehensive and Enhanced Services System - a federal demonstration grant program established in the Department of Mental Health, Mental Retardation and Substance Abuse. While the grant terminated in FY 2001, the services provided by the ACCESS program continue under a fee for service model.

**ACPMT:** Alexandria Community Policy and Management Team, an interagency body approved by City Council in November, 1992 to implement and locally administer the Commonwealth of Virginia's Comprehensive Services Act for At-Risk Youth and Families.

**ACTIVITY:** A significant element of an agency's program responsibilities. Usually administered by a Division Chief, activities may encompass several related service delivery or support components.

**ADA:** Americans with Disabilities Act.

**ADEA:** Age Discrimination in Employment Act.

**ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS):** A client-server based multi-agency computer system serving the criminal justice and public safety agencies in the City.

**ALLOCATION:** A dedication of a portion of governmental resources, within appropriated amounts, to a specific project or for a specific activity. In the context of the City's Capital Improvement Program, City Council grants authorization for capital projects through approval of an allocation for a particular project through the City's monthly financial report.

**APPROPRIATION:** An authorization made by City Council that permits City agencies to incur obligations against, and to make expenditures of, governmental resources in fixed amounts for a one year period.

**ASSESSED VALUE:** The fair market value placed on personal and real property owned by taxpayers, as determined by the City's Finance Department (for personal property) or the Department of Real Estate Assessments (for real property).

**BOND - GENERAL OBLIGATION:** A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

**BUDGET:** A plan of financial operation comprised of an estimate of approved expenditures for a fiscal year and the approved means of financing those expenditures in accordance with adopted policy.

**BUDGET REVIEW PROCESS:** The evaluation of a budget's content and purpose by public hearing and comment, followed by reconsideration by the City Manager and City Council, prior to final budget approval.

**CAPITAL BUDGET:** Monies appropriated for the first year of the Capital Improvement Program.

**CAPITAL GOODS:** Long-lived assets that have a useful life of two or more years, can be identified permanently as a separate item, and cost over \$1,500.

**CAPITAL IMPROVEMENT PROGRAM (CIP):** A six-year plan of proposed capital expenditures for long term improvements to the City's public facilities and public works as well as School capital projects.

**CAPITAL PROJECT:** A public improvement project undertaken as part of the Capital Improvement Program.

**CASH CAPITAL FUNDING:** Monies appropriated for capital projects from the current operating budget.

**CITY DEPARTMENTS - DEPARTMENT, DIVISION, SECTION:** An entity with specific goals to fulfill. The City government is divided into Departments, Departments into Divisions, and Divisions into Sections, each with more specific responsibilities.

**CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS):** The City's mainframe based multi-agency computer system serving the criminal justice and public safety agencies in the City. This system must be replaced by a new system. The replacement system is called AJIS.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG):** A general purpose federal grant primarily used by the City to facilitate the production and preservation of low- and moderate-income housing.

**COMPENSATION PHILOSOPHY:** A document approved by City Council on May 27, 1997, which establishes policies and practices regarding the compensation of City employees that are under the jurisdiction of the City Manager. The Compensation Philosophy addresses the establishment of fixed pay steps, which supercede the minimum-maximum (min-max) salary schedule formerly in effect; defines the City's comparative labor market, which includes the counties of Prince William, Prince George's, Montgomery, Arlington and Fairfax; and establishes policies regarding career ladder development, education and tuition assistance and employee incentive awards. For more information, please refer to the Compensation Philosophy, which is published in Appendix B of the budget document.

**CONSTITUTIONAL OFFICERS:** Elected officials who are authorized by the Constitution of Virginia to head City departments, such as the Sheriff and Commonwealth's Attorney.

**CONSUMER PRICE INDEX (CPI):** A measure commonly used to indicate the rate of inflation. As calculated by the United States Bureau of Labor Statistics.

**CONTINGENT RESERVES:** An amount of money included within the total General Fund budget that is set aside to provide City Council with some degree of expenditure flexibility should unforeseen events occur during the fiscal year. Monies budgeted in the contingent reserves account can only be expended after specific action by City Council to transfer these monies to other accounts. A transfer of monies from the contingent reserves account does not result in an increase in the total General Fund budget.



**DASH:** Logo referring to the Alexandria Transit Company's (ATC) local bus service. ATC is a non-profit corporation wholly-owned by the City.

**DELIVERED SERVICES:** Services that are provided to individuals, at the premise they occupy, by a City agency.

**DEBT SERVICE:** The amount of interest and principal that the City must pay on its debt.

**DOCKET:** An agenda of business matters for discussion and consideration by City Council at its various meetings; or, in the context of court proceedings, a list of legal causes to be tried or registering legal actions, such as judgements and liens.

**ENCUMBRANCE:** An accounting reservation of funds representing a legal commitment to pay for future goods and services.

**ENTERPRISE FUND:** Allows for separate accountability of certain operations within the City of Alexandria which are financed similar to private businesses. This fund accounts for the City of Alexandria's recycling program, which began operations in Fiscal Year 1991 and includes the curbside residential operations, special pick-up for white goods, and newspaper and office paper recycling in all City government buildings.

**EQUIPMENT REPLACEMENT INTERNAL SERVICES FUND:** A self-replenishing fund that is used to account for equipment depreciation charges against user departments and associated expenditures to replace equipment.

**EXPENDITURE:** Actual outlay of monies for goods and services.

**EXPENSES:** Expenditures and other obligations (e.g., encumbrances) to expend monies for goods and services.

**FISCAL YEAR (FY):** A twelve-month financial operating period. The City's fiscal year begins on July 1 and ends on June 30 of the following year. Fiscal years are named for the calendar year in which they end; FY 2002 begins on July 1, 2001, and ends on June 30, 2002.

**FRINGE BENEFITS:** Job-related benefits, such as pension, paid vacation and holidays, and insurance, which are included in an employee's compensation package.

**FULL-TIME EQUIVALENT (FTE):** A measure for calculating personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with 1 full-time equivalent position.

**FULL-TIME POSITION:** A position regularly scheduled to work 40 hours per week, or 2,080 hours per year (2,912 for firefighters).

**FUND:** A separate self-balancing accounting unit with its own specific revenues and expenditures, assets and liabilities. Each fund in the City's accounting structure has been established to segregate a particular set of fiscal activities. Separate funds that have been established by the City include the General Fund, which is used to account for general operating expenditures; Special Revenue Funds, used to account for resources restricted to expenditures for specified current operating purposes; Enterprise Funds, used to account for

operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; and the Equipment Replacement Internal Services Fund, used to account for depreciation charges against departments and associated expenditures to replace equipment.

**FUND BALANCE:** In the context of the City's budget discussions, Fund Balance generally refers to the undesignated General Fund Balance, which is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures, or "surplus," that is available for appropriation by City Council, and that has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

**GFOA:** Government Finance Officers Association of the United States and Canada.

**GIS:** Geographic Information System.

**GRANTS:** A transfer of State or federal monies to the City, usually for specific programs or activities.

**HB 599:** This stands for House Bill 599 and refers to a program initiated by the Virginia General Assembly in 1979 that assists localities with funding for law enforcement needs. Funding received from this source is reflected in the General Fund, under Intergovernmental Revenues.

**INTERNAL SERVICES FUND:** A self-balancing set of accounts established to account for goods or services provided by one City department or agency for another City department or agency.

**LIABILITY INSURANCE:** Protection against risk of financial loss due to a civil wrong that results in property damage or bodily injury.

**MH/MR/SA:** The City's Department of Mental Health, Mental Retardation and Substance Abuse.

**ITSC:** Information Technology Steering Committee.

**NON-PASS THROUGH MONIES:** Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

**NON-PERSONNEL SERVICES:** Expenditures relating to the cost of purchasing specific items or services required for the operation of City agencies and departments.

**PART-TIME POSITION:** A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

**PERSONAL PROPERTY TAX:** A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

**PERSONNEL SERVICES:** Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

**PROGRAM:** An organized set of activities directed toward a common purpose or goal.

**PURCHASED SERVICES:** Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

**RECLASSIFICATION:** An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City's personnel classification system.

**REVENUES:** Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

**SPECIAL REVENUE FUND:** Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

**SUPPLEMENTAL REQUESTS:** Budget requests by City departments for new positions, new equipment, program expansions and/or expenditures in excess of the approved budget guidelines.

**TAX BASE:** All forms of property wealth under the City's jurisdiction that are taxable.

**VACANCY FACTOR:** Amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover.

**WMATA:** Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.



## APPENDIX B

### City of Alexandria Compensation Philosophy

The Compensation Philosophy was recommended by the Council Committee on the Watson Wyatt Report. This Council Committee reviewed compensation issues during the FY 1998 budget deliberations. City Council held a public hearing on the Compensation Philosophy on May 17, 1997, and adopted this final Compensation Philosophy on May 27, 1997.

#### Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to this community, that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions who are most likely to affect recruitment and retention of employees.

#### Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain and motivate qualified employees. To that end, the following principles govern compensation programs:

- ◆ Pay programs are intended to be competitive at a minimum with the minimum, mid-point and maximum salaries, with emphasis on the mid-point, of comparator organizations in the primary labor market. The primary labor market is currently defined as the Washington Metropolitan area Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- ◆ The City Manager may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract and retain specific positions or classification groups.
- ◆ The City will use benchmark jobs to obtain information on minimum, mid-point and maximum salary for an assessment of pay competitiveness through reliably published compensation survey data.
- ◆ Every five years, the City Manager will request the Personnel Department to conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any classes or

classification series into competitive alignment and/or to address employee retention and turnover as needed. At any time the City Manager determines that any job classification needs to be reviewed more frequently than once every five years, necessary action may be taken to address the market position of such job.

- ◆ If a mid-point salary analysis shows that a position falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City Manager will propose action necessary to align the class with the competitive labor market for implementation at the next fiscal year or sooner, if financially feasible.

### General Salary Adjustments

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon:

- ◆ Overall competitive posture of the organization.
- ◆ Cost-of-living changes, as determined by the CPI-U-DC (Consumer Price Index-Urban-for the Washington Metropolitan Area, published monthly by the U.S. Department of Labor, Bureau of Labor Statistics).
- ◆ Comparator organizations in the primary labor market.
- ◆ Financial affordability.

### Pay Scales

The City Manager will promulgate two pay scales that include steps, one for public safety and one for general City employees. The pay scales will provide information on salary increases within a particular grade that an employee may expect from year-to-year if performing satisfactorily. Both the public safety and general City employee pay scales will have the same progression rules and step increases.

For all employees, the percentage increases in the salary schedule from year-to-year will not be the same amount every year in a particular grade, but will have some variability to reflect length of service and base salaries. To attract and retain employees in the early years of service, while base salaries are still relatively low, the percentage increase may be higher than for more senior employees, who are performing satisfactorily, and gaining more experience and providing even greater value to the City, but have a higher base salary. However, in all cases, employees will know the number of years necessary to reach maximum pay in a particular grade, performance expectations to advance in-grade, and career development opportunities to advance to another grade.

The specific pay scales will be competitive with the minimum, mid-point and maximum salaries for the primary labor market, and will be adjusted whenever necessary to maintain market competitiveness.

Salary increases from the pay scale are a function of satisfactory performance and are based on merit. All employees should be made aware that such increases are a recognition of performance that meets or exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.

### Career Development Increases

The City Manager will direct the Personnel Department to develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparably with those in the primary labor market. Such a structure enables existing employees in career ladder programs within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who do grow in skill and capability to meet increased job responsibilities.

### Education and Tuition Assistance

An objective in the compensation philosophy is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City Manager will direct the Personnel Department to prepare and disseminate procedures for applying for and receiving education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized. The amount to be budgeted for this program will be the average cost per employee of the budgets for the primary comparator jurisdictions.

### Incentives

It is also the intent of the compensation philosophy to provide significant financial incentives for extraordinary and exemplary performance in two categories. First, with the recommendation of the City Manager and the approval of the City Council, an employee may be given a taxable cash award ranging from \$1,000 to \$10,000. Such awards are to be given only in those instances where performance or contributions are deemed unique, truly extraordinary, and significantly beneficial to the City.

Second, there should be a program for rewarding employees at any time who demonstrate exemplary performance significantly beyond the job expectations. Taxable cash awards in this category may be given to a maximum of \$500, with typical awards being between \$100 and \$250. The City Manager should recommend a specific budget allocation to be made available for awards in this category, with procedures for determining selection of incentive awards.

In either category, these awards are one-time cash awards and should not be considered increases in base salary or benefits.

### Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base.

## Appendix C

### General Salary Schedule

Effective July 1, 2001 - June 30, 2002

Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N
Grade														
1	17,751	18,638	19,570	20,549	21,576	22,331	23,113	23,922	24,759	25,626	26,215	26,818	27,435	28,066
2	18,546	19,473	20,447	21,469	22,543	23,332	24,148	24,993	25,868	26,773	27,389	28,019	28,664	29,322
3	19,407	20,377	21,396	22,466	23,589	24,414	25,269	26,153	27,069	28,016	28,660	29,320	29,994	30,683
4	20,303	21,318	22,384	23,503	24,679	25,542	26,436	27,362	28,319	29,310	29,984	30,674	31,380	32,101
5	21,238	22,300	23,415	24,586	25,815	26,718	27,654	28,621	29,623	30,660	31,365	32,087	32,825	33,579
6	22,211	23,321	24,487	25,711	26,997	27,942	28,920	29,932	30,980	32,064	32,802	33,556	34,328	35,117
7	23,245	24,407	25,627	26,909	28,254	29,243	30,266	31,326	32,422	33,557	34,329	35,118	35,926	36,752
8	24,329	25,546	26,823	28,164	29,572	30,607	31,679	32,787	33,935	35,123	35,930	36,757	37,602	38,467
9	25,549	26,827	28,168	29,576	31,055	32,142	33,267	34,431	35,637	36,884	37,732	38,600	39,488	40,396
10	26,668	28,001	29,401	30,871	32,414	33,549	34,723	35,938	37,196	38,498	39,384	40,289	41,216	42,164
11	27,927	29,323	30,789	32,328	33,945	35,133	36,362	37,635	38,952	40,316	41,243	42,191	43,162	44,154
12	29,243	30,705	32,240	33,852	35,545	36,789	38,077	39,409	40,789	42,216	43,187	44,181	45,197	46,236
13	30,626	32,157	33,765	35,453	37,226	38,528	39,877	41,273	42,717	44,212	45,229	46,269	47,334	48,422
14	32,172	33,780	35,470	37,243	39,105	40,474	41,890	43,357	44,874	46,445	47,513	48,606	49,724	50,867
15	33,776	35,465	37,238	39,100	41,055	42,492	43,979	45,518	47,111	48,760	49,882	51,029	52,203	53,403
16	35,468	37,241	39,103	41,058	43,111	44,620	46,182	47,798	49,471	51,203	52,380	53,585	54,818	56,078
17	37,239	39,101	41,056	43,109	45,264	46,848	48,488	50,185	51,942	53,760	54,996	56,261	57,555	58,878
18	39,104	41,059	43,112	45,268	47,531	49,195	50,916	52,698	54,543	56,452	57,750	59,079	60,437	61,827
19	41,055	43,108	45,264	47,527	49,903	51,650	53,457	55,328	57,265	59,269	60,632	62,027	63,453	64,912
20	43,106	45,261	47,524	49,900	52,395	54,229	56,127	58,092	60,125	62,229	63,660	65,125	66,623	68,154
21	45,261	47,525	49,901	52,396	55,016	56,941	58,934	60,997	63,132	65,341	66,844	68,382	69,954	71,563
22	47,521	49,897	52,392	55,012	57,762	59,784	61,876	64,042	66,283	68,603	70,181	71,795	73,447	75,135
23	49,898	52,393	55,013	57,763	60,652	62,774	64,972	67,246	69,599	72,035	73,692	75,387	77,121	78,894
24	52,391	55,010	57,761	60,649	63,681	65,910	68,217	70,604	73,076	75,633	77,373	79,152	80,973	82,835
25	55,005	57,755	60,643	63,675	66,858	69,198	71,620	74,127	76,722	79,407	81,233	83,102	85,013	86,968
26	57,757	60,645	63,677	66,861	70,204	72,661	75,204	77,836	80,560	83,380	85,298	87,260	89,267	91,319
27	60,478	63,502	66,677	70,011	73,511	76,084	78,747	81,503	84,356	87,308	89,316	91,371	93,472	95,621
28	63,502	66,676	70,010	73,511	77,186	79,888	82,684	85,578	88,573	91,673	93,781	95,938	98,145	100,402
29	66,679	70,013	73,514	77,190	81,049	83,886	86,822	89,860	93,006	96,261	98,475	100,740	103,057	105,427
30	70,010	73,510	77,186	81,045	85,097	88,076	91,158	94,349	97,651	101,069	103,393	105,771	108,204	110,692
31	73,505	77,180	81,039	85,091	89,346	92,473	95,709	99,059	102,526	106,115	108,555	111,052	113,606	116,219
32	77,180	81,039	85,091	89,346	93,813	97,097	100,495	104,013	107,653	111,421	113,983	116,605	119,287	122,030



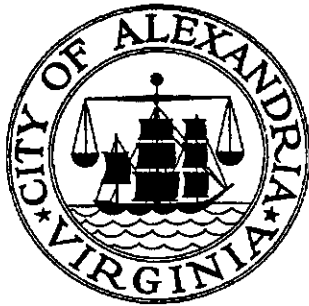
## Appendix D

### Public Safety Salary Schedule

Effective July 1, 2001 - June 30, 2002

---

Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N
Grade														
1	25,549	26,827	28,168	29,576	31,055	32,142	33,267	34,431	35,637	36,884	37,732	38,600	39,488	40,396
2	26,668	28,001	29,401	30,871	32,414	33,549	34,723	35,938	37,196	38,498	39,384	40,289	41,216	42,164
3	27,927	29,323	30,789	32,328	33,945	35,133	36,362	37,635	38,952	40,316	41,243	42,191	43,162	44,155
4	29,243	30,705	32,240	33,852	35,545	36,789	38,077	39,409	40,789	42,216	43,187	44,181	45,197	46,236
5	30,626	32,157	33,765	35,453	37,226	38,528	39,877	41,273	42,717	44,212	45,229	46,269	47,334	48,422
6	32,172	33,780	35,470	37,243	39,105	40,474	41,890	43,357	44,874	46,445	47,513	48,606	49,724	50,867
7	33,776	35,465	37,238	39,100	41,055	42,492	43,979	45,518	47,111	48,760	49,882	51,029	52,203	53,403
8	35,468	37,241	39,103	41,058	43,111	44,620	46,182	47,798	49,471	51,203	52,380	53,585	54,818	56,078
9	37,239	39,101	41,056	43,109	45,264	46,848	48,488	50,185	51,942	53,760	54,996	56,261	57,555	58,879
10	39,104	41,059	43,112	45,268	47,531	49,195	50,916	52,698	54,543	56,452	57,750	59,079	60,437	61,827
11	41,055	43,108	45,264	47,527	49,903	51,650	53,457	55,328	57,265	59,269	60,632	62,027	63,453	64,913
12	43,106	45,261	47,524	49,900	52,395	54,229	56,127	58,092	60,125	62,229	63,660	65,125	66,623	68,155
13	45,261	47,525	49,901	52,396	55,016	56,941	58,934	60,997	63,132	65,341	66,844	68,382	69,954	71,563
14	47,521	49,897	52,392	55,012	57,762	59,784	61,876	64,042	66,283	69,603	70,181	71,795	73,447	75,136
15	49,898	52,393	55,013	57,763	60,652	62,774	64,972	67,246	69,599	72,035	73,692	75,387	77,121	78,894
16	52,391	55,010	57,761	60,649	63,681	65,910	68,217	70,604	73,076	75,633	77,373	79,152	80,973	82,835
17	55,005	57,755	60,643	63,675	66,858	69,198	71,620	74,127	76,722	79,407	81,233	83,102	85,013	86,968
18	57,757	60,645	63,677	66,861	70,204	72,661	75,204	77,836	80,560	83,380	85,298	87,260	89,267	91,320



## Appendix E

### General Schedule Classification Plan

---

CLASS CODE CLASS TITLE	OCCUPATIONAL GROUP
---------------------------	--------------------

**PAY PLAN: ADMINISTRATIVELY DETERMINED**

5093	Admin. Aide/City Council	Administrative, Clerical & Office Services
2733	Assistant Court Administrator	Legal, Paralegal and Kindred
1030	City Attorney	Legal, Paralegal and Kindred
1071	City Clerk and Clerk of Council	Administrative, Clerical & Office Services
1096	City Manager	Policy Determining
5013	Clinical Psychologist Trainee	Social Science and Welfare
1028	Clerk of the Circuit Court	Legal, Paralegal and Kindred
1029	Commonwealth's Attorney	Legal, Paralegal and Kindred
1090	Council Member	Policy Determining
2295	Court Administrator	Legal, Paralegal and Kindred
1139	Deputy City Clerk	Administrative, Clerical & Office Services
2254	Deputy Court Administrator	Legal, Paralegal and Kindred
6010	Deputy Court Clerk	Legal, Paralegal and Kindred
6009	Deputy Court Clerk Trainee	Legal, Paralegal and Kindred
1012	Director/Public Health	Medical, Dental, Hospital and Public Health
5385	Intern	Miscellaneous Occupations
1088	Mayor	Policy Determining
1070	Registrar	Policy Determining
1089	Vice Mayor	Policy Determining
6002	Workshop Participant	Miscellaneous Occupations

**PAY PLAN: GENERAL SCHEDULE**

**GRADE AND SALARY: 02     \$18,546 to \$29,322**

6015	Clerk I	Administrative, Clerical and Office Services
8020	Custodian	Equipment, Facilities and Services
8025	Laborer I	Equipment, Facilities and Services
5554	Library Aide	Library and Archives
8015	Locker Room Attendant	Equipment, Facilities and Services
6001	Messenger	Administrative, Clerical and Office Services

## General Schedule Classification Plan

---

GRADE AND SALARY: 03     \$19,407 to \$30,683

6069 Assistant Registrar I	Miscellaneous Occupations
5067 Companion Aide I	Social Science and Welfare
6021 Delivery Clerk	Administrative, Clerical and Office Services
8040 Driver/Maintenance Aide	Equipment, Facilities and Services
8035 Refuse Collector	Equipment, Facilities and Services

GRADE AND SALARY: 04     \$20,303 to \$32,101

6016 Clerk II	Administrative, Clerical and Office Services
6025 Clerk Typist I	Administrative, Clerical and Office Services
8003 Food Services Worker	Equipment, Facilities and Services
6062 Receptionist/Telephone Operator	Administrative, Clerical and Office Services
6032 Records Counter Clerk	Administrative, Clerical and Office Services
5116 School Crossing Guard	Public Safety and Enforcement
8011 Security Monitor	Public Safety and Enforcement
8065 Traffic Services Worker I	Equipment, Facilities and Services

GRADE AND SALARY: 05     \$21,238 to \$33,579

6050 Account Clerk I	Accounting, Budget and Finance
6070 Assistant Registrar II	Miscellaneous Occupations
8082 Automotive Parts Driver	Equipment, Facilities and Services
6060 Data Entry Operator I	Automatic Data Processing
8030 Laborer II	Equipment, Facilities and Services
6005 Mail Distribution/Duplication Clerk	Administrative, Clerical and Office Services
5008 Program Aide I	Social Science and Welfare
5038 Recreation Leader I	Recreation

GRADE AND SALARY: 06     \$22,211 to \$35,117

5073 Adult Day Health Care Activities Assistant	Social Science and Welfare
6026 Clerk Typist II	Administrative, Clerical and Office Services
8001 Cook	Equipment, Facilities and Services
6505 Data Entry Operator II	Automatic Data Processing
5022 Library Assistant I	Library and Archives
5028 Museum Aide I	Information and Arts
6038 Personnel Clerk I	Personnel Management and Employee Relations
8016 Rod and Chain Operator	Engineering and Architecture
5075 Tag Enforcement Officer	Public Safety and Enforcement

## General Schedule Classification Plan

---

**GRADE AND SALARY: 07     \$23,245 to \$36,752**

6051	Account Clerk II	Accounting, Budget and Finance
3067	Assistant Food Services Specialist	Equipment, Facilities and Services
6023	Automotive Parts Specialist	Equipment, Facilities and Services
8041	Bus Driver	Equipment, Facilities and Services
5032	Case Aide	Social Science and Welfare
6027	Clerk Typist III	Administrative, Clerical and Office Services
5069	Companion Aide II	Social Science and Welfare
8045	Equipment Operator I	Equipment, Facilities and Services
5540	Laboratory Aide	Medical, Dental, Hospital and Public Health
5125	Parking Enforcement Officer I	Public Safety and Enforcement
5542	Pharmacy Assistant	Medical, Dental, Hospital and Public Health
5011	Program Aide II	Social Science and Welfare General Schedule
5548	Public Health Nurse Aide	Medical, Dental, Hospital and Public Health
6871	Public Safety Records Clerk	Administrative, Clerical and Office Services
7006	Traffic Services Worker II	Equipment, Facilities and Services

**GRADE AND SALARY: 08     \$24,329 to \$38,467**

8004	Building Services Assistant	Engineering and Architecture
6008	Client Intake Services Worker	Administrative, Clerical and Office Services
3074	Computer Operator I	Automatic Data Processing
3816	Dental Assistant	Medical, Dental, Hospital and Public Health
8052	Horticultural Assistant	Biological Sciences
8017	Maintenance Worker	Equipment, Facilities and Services
5029	Museum Aide II	Information and Arts
5074	Museum Technician	Information and Arts
6039	Personnel Clerk II	Personnel Management and Employee Relations
6089	Property Clerk	Public Safety and Enforcement
5036	Recreation Leader II	Recreation
5016	Residential Detox Counselor I	Social Science and Welfare
6318	Secretary I	Administrative, Clerical and Office Services
7036	Signal Service Worker	Equipment, Facilities and Services
3064	X-ray Technician	Medical, Dental, Hospital and Public Health
5063	Youth Advisor	Social Science and Welfare

## General Schedule Classification Plan

---

GRADE AND SALARY: 09     \$25,549 to \$40,396

3179	Assistant Impounding Officer I	Public Safety and Enforcement
6071	Assistant Registrar III	Miscellaneous Occupations
5531	Communication Clerk/T&ES	Administrative, Clerical and Office Services
5006	Coordinator/Fleet Maintenance	Equipment, Facilities , and Services
5120	Crime Prevention Technician	Public Safety and Enforcement
7010	Equipment Operator II	Equipment, Facilities and Services
6061	Information Technology Operator I	Automatic Data Processing
7005	Laborer III	Equipment, Facilities and Services
5024	Library Assistant II	Library and Archives
6869	Management Information Clerk	Automatic Data Processing
3802	Mental Health/Mental Retardation Technician I	Social Science and Welfare
5126	Parking Enforcement Officer II	Public Safety and Enforcement
5007	Planning Assistant I	Planning and Urban Development
6014	Police Services Clerk	Public Safety and Enforcement
3215	Sanitation Inspector	Public Safety and Enforcement
7002	Sign Fabricator	Equipment, Facilities and Services
3001	Supervisory Custodian	Equipment, Facilities and Services

GRADE AND SALARY: 10     \$26,668 to \$42,164

6052	Account Clerk III	Accounting, Budget and Finance
3188	Code Enforcement Inspector I	Engineering and Architecture
3075	Computer Operator II	Automatic Data Processing
7033	Equipment Maintenance Specialist	Equipment, Facilities and Services
5121	Horticultural Specialist	Biological Sciences
6909	Legal Secretary I	Administrative, Clerical and Office Services
5026	Library Assistant III	Library and Archives
3796	Licensed Practical Nurse	Medical, Dental, Hospital and Public Health
3198	Medical Records Technician	Administrative, Clerical and Office Services
7045	Offset Press Operator I	Equipment, Facilities and Services
5127	Parking Enforcement Officer III	Public Safety and Enforcement
6305	Records Center Assistant	Administrative, Clerical and Office Services
5035	Recreation Leader III	Recreation
6319	Secretary II	Administrative, Clerical and Office Services
3818	Supervisory Bus Driver	Equipment, Facilities and Services
5448	Supervisor/Shelter	Social Science and Welfare
7035	Traffic Services Worker III	Equipment, Facilities and Services
3213	Transit Services Assistant	Transportation and Environmental Services

## General Schedule Classification Plan

---

**GRADE AND SALARY: 11     \$27,927 to \$44,154**

5111	Administrative Technician	Administrative, Clerical and Office Services
4109	Assistant Dockmaster	Business and Industry
3160	Assistant Impounding Officer II	Public Safety and Enforcement
7018	Carpenter	Equipment, Facilities and Services
3095	Coordinator/Building Services I	Equipment, Facilities and Services
6506	Data Entry Operator III	Automatic Data Processing
3140	Eligibility Worker I	Social Science and Welfare
3218	Engineering Aide	Engineering and Architecture
6043	Executive Secretary	Administrative, Clerical and Office Services
3219	Fire Training Assistant	Personnel Management and Employee Relations
7015	Heavy Equipment Operator	Equipment, Facilities and Services
6063	Information Technology Operator II	Automatic Data Processing
3804	Mental Health/Mental Retardation Technician II	Social Science and Welfare
3123	Personnel Assistant	Personnel Management and Employee Relations
6024	Personnel Clerk III	Personnel Management and Employee Relations
5550	Pharmacy Technician	Medical, Dental, Hospital and Public Health
5009	Planning Assistant II	Planning and Urban Development
3207	Purchasing Technician	Procurement and Supply
5105	Residential Counselor	Social Science and Welfare
5017	Residential Detox Counselor II	Social Science and Welfare
3267	Revenue Collection Specialist I	Business and Industry
3831	Supervisory School Crossing Guard	Public Safety and Enforcement
7034	Tree Trimmer	Equipment, Facilities and Services

**GRADE AND SALARY: 12     \$29,243 to \$46,236**

3206	Account Clerk IV	Accounting, Budget and Finance
7007	Apprentice Mechanic	Equipment, Facilities and Services
3071	Computer Operator III	Automatic Data Processing
3146	Community Services Specialist I	Social Science and Welfare
3231	Contract Technician	Procurement and Supply
3100	Coordinator/Building Services II	Equipment, Facilities and Services
3763	Emergency Communications Technician	Public Safety and Enforcement
3151	Existing Structures Inspector	Engineering and Architecture
3835	ITS Scheduler/Operations Librarian	Automatic Data Processing
7050	Offset Press Operator II	Equipment, Facilities and Services
3153	Park Facilities Specialist	Equipment, Facilities and Services
3137	Planning Technician	Planning and Urban Development
3197	Police Driving Instructor	Public Safety and Enforcement

## General Schedule Classification Plan

---

2137	Rehabilitation Vocational Counselor I	Social Science and Welfare
6034	Secretary III	Administrative, Clerical and Office Services
3195	Special Police Officer	Public Safety and Enforcement
3126	Supervisory Account Clerk	Accounting, Budget and Finance
3201	Supervisory Parking Enforcement Officer	Public Safety and Enforcement
3200	Supervisor/Property & Evidence Room	Public Safety and Enforcement
2453	Therapeutic Recreation Leader	Medical, Dental, Hospital and Public Health
3099	Traffic Survey Technician	Transportation and Environmental Services
GRADE AND SALARY: 13     \$30,626 to \$48,422		
2291	Administrative Assistant	Administrative, Clerical and Office Services
3235	Assessment Records Specialist	Business and Industry
3150	Building Systems Technician	Equipment, Facilities and Services
3025	Caseworker	Social Science and Welfare
3187	Caseworker/Intake & Referral	Social Science and Welfare
3189	Code Enforcement Inspector II	Engineering and Architecture
3172	Computer Applications Instructor	Automatic Data Processing
2601	Curator I	Information and Arts
3836	Customer Support Engineer I	Automatic Data Processing
3148	Eligibility Worker II	Social Science and Welfare
3155	Employment and Training Specialist	Social Science and Welfare
3065	Epidemiology Program Representative	Medical, Dental, Hospital and Public Health
7031	Facilities Maintenance Specialist	Equipment, Facilities and Services
3223	Family Advocacy Project Coordinator	Social Science and Welfare
3244	Food Services Specialist	Equipment, Facilities and Services
3228	GIS Specialist	Planning and Urban Development
3815	Impounding Officer	Public Safety and Enforcement
6053	Information Technology Operator III	Automatic Data Processing
6910	Legal Secretary II	Administrative Clerical and Office Services
2612	Museum Education Specialist	Information and Arts
3161	Personnel Technician	Personnel Management and Employee Relations
3082	Real Estate Appraiser I	Business and Industry
5034	Recreation Leader IV	Recreation
2334	Recreation Specialist	Recreation
2319	Relocation Advisor I	Housing
3268	Revenue Collection Specialist II	Business and Industry



## General Schedule Classification Plan

---

3121	Sewer Inspector (TV)	Equipment, Facilities and Services
3042	Signal Repair Technician I	Equipment, Facilities and Services
5113	Supervisory Administrative Technician	Administrative, Clerical and Office Services
3210	Supervisory Engineering Aide	Engineering and Architecture
3248	Supervisor/ Alexandria Battered Women's Shelter	Social Science and Welfare
3008	Supervisor/Labor	Equipment, Facilities and Services
3120	Supervisor/Records	Administrative, Clerical and Office Services
2040	Supervisor/Recreation	Recreation
3038	Survey Instrument Operator	Engineering and Architecture
3824	Victim-Witness Specialist I	Legal, Paralegal and Kindred
3304	Zoning Inspector	Planning and Urban Development

GRADE AND SALARY: 14    \$32,172 to \$50,867

3115	Accounting Technician	Accounting, Budget and Finance
3225	Assistant Superintendent/Solid Waste	Equipment, Facilities and Services
7020	Automotive Mechanic	Equipment, Facilities and Services
3157	Automotive Services Advisor	Equipment, Facilities and Services
3106	Coordinator/Building Services III	Equipment, Facilities and Services
4110	Dockmaster	Business and Industry
3193	Hack Inspector	Public Safety and Enforcement
3860	Latent Print Examiner	Public Safety and Enforcement
3784	Law Clerk	Legal, Paralegal and Kindred
2072	Librarian I	Library and Archives
3832	Outreach/Prevention Specialist	Social Science and Welfare
3196	Police Range Officer	Public Safety and Enforcement
3142	Senior Eligibility Worker	Social Science and Welfare
5110	Senior Residential Counselor	Social Science and Welfare
3232	Supervisory Cartographer	Planning and Urban Development
5018	Supervisor/Detox Center	Social Science and Welfare
3260	Supervisor/Facilities Maintenance	Equipment, Facilities and Services
3028	Supervisor/Mail Distribution/ Duplication	Administrative, Clerical and Office Services
3041	Supervisor/Equipment Maintenance	Equipment, Facilities and Services
3169	Supervisor/Maintenance Project	Equipment, Facilities and Services
6044	Supervisory Secretary III	Administrative, Clerical and Office Services
2354	Therapist I	Social Science and Welfare
3101	Traffic Operations Technician	Transportation and Environmental Services
3825	Victim-Witness Specialist II	Legal, Paralegal and Kindred
5061	Volunteer Developer	Social Science and Welfare

## General Schedule Classification Plan

---

GRADE AND SALARY: 15     \$33,776 to \$53,403

2316	Accountant I	Accounting, Budget and Finance
2371	Administrative Assistant/Mayor	Administrative, Clerical and Office Services
2339	Administrative Officer I	Administrative, Clerical and Office Services
2279	Assistant Director/ADHCC	Social Science and Welfare
3116	Assistant Superintendent/ Construction and Maintenance	Equipment, Facilities and Services
3113	Assistant Superintendent/ Transportation	Transportation and Environmental Services
3097	Buyer I	Procurement and Supply
2080	Civil Engineer I	Engineering and Architecture
3202	Community Services Specialist II	Social Science and Welfare
2315	Consumer and Citizens' Affairs Investigator	Business and Industry
2409	Contract Administrator	Procurement and Supply
3776	Contract Procurement Specialist	Business and Industry
2719	Coordinator/Employment Services	Social Science and Welfare
2357	Coordinator/Jury	Legal, Paralegal and Kindred
2327	Coordinator/Youth Services	Public Safety and Enforcement
3837	Customer Support Engineer II	Automatic Data Processing
2401	Educational Assistant	Social Science and Welfare
3141	Eligible Fraud Investigator	Social Science and Welfare
3216	Engineering Technician	Engineering and Architecture
2263	Fiscal Analyst	Accounting, Budget and Finance
2309	Human Rights Investigator	Legal, Paralegal and Kindred
2198	Intake Officer I	Public Safety and Enforcement
2311	Landlord/Tenant Investigator	Housing
2231	Landscape Architect	Engineering and Architecture
2055	Nutritionist	Medical, Dental, Hospital and Public Health
2338	Police Personnel Recruiter	Personnel Management and Employee Relations
3813	Polygraph Examiner	Public Safety and Enforcement
5545	Public Information Specialist	Information and Arts
2344	Recycling Program Specialist	Transportation and Environmental Services
3125	Research Historian	Library and Archives
2258	Safety Officer	Business and Industry
3043	Signal Repair Technician II	Equipment, Facilities and Services
2292	Supervisory Administrative Assistant	Administrative, Clerical and Office Services
3768	Supervisory Emergency Communications Technician	Public Safety and Enforcement
3063	Supervisor/Horticulture	Biological Sciences

## General Schedule Classification Plan

---

3015	T&ES Inspector I	Engineering and Architecture
3117	Traffic Computer Specialist	Automatic Data Processing
2092	Urban Planner I	Planning and Urban Development
3139	Vocational Services Specialist	Social Science and Welfare
2211	Youth Services Program Specialist	Social Science and Welfare

GRADE AND SALARY: 16     \$35,468 to \$56,078

3280	Assistant Superintendent/Parks and Facilities	Equipment, Facilities and Services
3290	Assistant Superintendent/Tree Maintenance	Equipment, Facilities and Services
3158	Automotive Diagnostician	Equipment, Facilities and Services
3834	Automotive Parts Manager	Equipment, Facilities and Services
2252	Behavior Management Specialist	Social Science and Welfare
3190	Code Enforcement Inspector III	Engineering and Architecture
3211	Coordinator/Alternative Programs	Public Safety and Enforcement
4023	Coordinator/Pool Site	Recreation
1174	Deputy Registrar	Miscellaneous Occupations
3184	Health and Community Education Specialist	Information and Arts
2163	Infant Development Specialist	Social Science and Welfare
3194	Lease Management Assistant	Business and Industry
2185	Management Analyst I	Administrative, Clerical and Office Services
2130	Personnel Analyst I	Personnel Management and Employee Relations
2060	Public Health Nurse I	Medical, Dental, Hospital and Public Health
2069	Registered Nurse	Medical, Dental, Hospital and Public Health
2244	Rehabilitation Vocational Counselor II	Social Science and Welfare
3269	Revenue Collection Specialist III	Business and Industry
2260	Sanitarian I	Medical, Dental, Hospital and Public Health
3039	Survey Party Chief	Engineering and Architecture
2449	Supervisor I/Therapeutic Recreation	Medical, Dental, Hospital and Public Health
2639	Telecommunications Specialist	Equipment, Facilities and Services
2452	Therapeutic Recreation Specialist	Medical, Dental, Hospital and Public Health
2554	Therapist II	Social Science and Welfare
3222	T&ES Inspector II	Transportation and Environmental Services
2378	Transit Specialist	Transportation and Environmental Services

## General Schedule Classification Plan

---

**GRADE AND SALARY: 17     \$37,239 to \$58,878**

2465	Arborist	Biological Sciences
2057	Audiologist	Medical, Dental, Hospital and Public Health
3773	Construction Field Representative	Engineering and Architecture
2128	Coordinator/Volunteer Services	Social Science and Welfare
2602	Curator II	Information and Arts
3838	Customer Support Engineer III	Automatic Data Processing
2297	Inmate Classification Counselor	Public Safety and Enforcement
2511	Internal Auditor I	Accounting, Budget and Finance
3047	Land Survey Analyst	Engineering and Architecture
2073	Librarian II	Library and Archives
7039	Master Electrician	Equipment, Facilities and Services
3107	Medical Laboratory Technician	Medical, Dental, Hospital and Public Health
2461	Naturalist I	Biological Sciences
2336	Police Personnel Specialist	Personnel Management and Employee Relations
3083	Real Estate Appraiser II	Business and Industry
2298	Records Administrator/Archivist	Administrative, Clerical and Office Services
2322	Relocation Advisor II	Housing
2030	Social Worker I	Social Science and Welfare
3002	Superintendent/Refuse Collection	Equipment, Facilities and Services
3183	Superintendent/Refuse Disposal and Street Cleaning	Equipment, Facilities and Services
3033	Superintendent/Transportation	Transportation and Environmental Services
2041	Supervisor II/Recreation	Recreation
2349	Supervisory Administrative Officer I	Administrative, Clerical and Office Services
2251	Supervisory Nutritionist	Medical, Dental, Hospital and Public Health
2024	Supervisor/Business and Professional License	Business and Industry
2690	Supervisor/Employment and Training	Social Science and Welfare
3091	Supervisor/Personal Property Tax	Business and Industry
3128	Supervisor/Technical	Equipment, Facilities and Services

**GRADE AND SALARY: 18     \$39,104 to \$61,827**

2325	Assistant Vocational Services Manager	Social Science and Welfare
2306	Buyer II	Procurement and Supply
2082	Civil Engineer II	Engineering and Architecture
3191	Code Enforcement Field Supervisor	Engineering and Architecture
3180	Computer Programmer	Automatic Data Processing

## General Schedule Classification Plan

---

2633	Computer Systems Analyst I	Automatic Data Processing
2724	Coordinator/Human Services/ Human Relations Program I	Social Science and Welfare
3822	Coordinator/Rehabilitation Loan I	Housing
2470	Coordinator/Special Services	Recreation
2352	Coordinator/VASP	Legal, Paralegal and Kindred
3152	Existing Structures Inspections Supervisor	Engineering and Architecture
2199	Intake Officer II	Public Safety and Enforcement
2307	Law Librarian	Library and Archives
3250	Network Engineer I	Automatic Data Processing
2514	Pharmacist I	Medical, Dental, Hospital and Public Health
3154	Plans Examiner	Engineering and Architecture
2410	Senior Contracts Administrator	Procurement and Supply
3035	Superintendent/Parks and Facilities Maintenance	Equipment, Facilities and Services
2364	Supervisory Administrative Assistant to Counsel	Administrative, Clerical & Office Services
3220	Supervisory Automotive Mechanic/ Advisor	Equipment, Facilities and Services
2570	Supervisor/Alexandria Residential Care Home	Social Science and Welfare
3217	Supervisory Graphic Artist	Information and Arts
3226	T&ES Inspector III	Engineering and Architecture
2358	Transportation Information Specialist	Transportation and Environmental Services

GRADE AND SALARY: 19 \$41,055 to \$64,912

2317	Accountant II	Accounting, Budget and Finance
3819	Air Pollution Control Specialist	Medical, Dental, Hospital and Public Health
2129	Budget/Management Analyst I	Accounting, Budget and Finance
2380	Computer Programmer/Analyst	Automatic Data Processing
2644	Computer Systems Analyst II	Automatic Data Processing
2209	Coordinator/Assistant Residential Services	Social Science and Welfare
3129	Coordinator/Fire Emergency Communications	Public Safety and Enforcement
2234	Coordinator/Housing Program	Housing
2161	Coordinator/Vocational and Pre-vocational Services	Social Science and Welfare
2351	Electrical Engineer	Engineering and Architecture

## General Schedule Classification Plan

---

2393	Epidemiologist	Medical, Dental, Hospital and Public Health
2086	Fire Protection Engineer	Engineering and Architecture
2341	Fiscal Officer I	Accounting, Budget and Finance
2119	Housing Analyst	Housing
2074	Librarian III	Library and Archives
2090	Mechanical Engineer	Engineering and Architecture
2131	Personnel Analyst II	Personnel Management and Employee Relations
2180	Police Records Manager	Administrative, Clerical and Office Services
2363	Probation Officer	Public Safety and Enforcement
2689	Program Analyst	Administrative, Clerical and Office Services
2294	Public Affairs Officer	Information and Arts
2285	Public Health Nurse II	Medical, Dental, Hospital and Public Health
2388	Public Safety Information Officer	Information and Arts
2177	Real Estate Officer	Housing
3272	Revenue Collections Specialist IV	Business and Industry
2261	Sanitarian II	Medical, Dental, Hospital and Public Health
2088	Structural Engineer	Engineering and Architecture
3040	Superintendent/Construction and Maintenance	Equipment, Facilities and Services
2026	Supervisor/Eligibility	Social Science and Welfare
2333	Supervisor III/Recreation	Recreation
2232	Supervisory Registered Nurse	Medical, Dental, Hospital and Public Health
3827	Supervisor/Identification	Public Safety and Enforcement
2093	Urban Planner II	Planning and Urban Development

GRADE AND SALARY: 20     \$43,106 to \$68,154

2340	Administrative Officer II	Administrative, Clerical and Office Services
2801	Archaeologist	Information and Arts
2464	City Arborist	Biological Sciences
2084	Civil Engineer III	Engineering and Architecture
2655	Computer Systems Analyst III	Automatic Data Processing
2212	Coordinator/Community and Family Advocacy	Social Science and Welfare
2305	Coordinator/Emergency Planning	Public Safety and Enforcement
2730	Coordinator/Information Technology Services	Automatic Data Processing
3823	Coordinator/Rehabilitation Loan II	Housing
2302	Coordinator/Site Plan/ Administrative Assistant	Planning and Urban Development
2229	Coordinator/Victim-Witness Assistance	Legal, Paralegal and Kindred

## General Schedule Classification Plan

---

1165	Director/Adult Day Health Care Center	Social Science and Welfare
2276	Director/Elderly Assisted Living Program	Social Science and Welfare
2301	Early Childhood Development Training Specialist	Social Science and Welfare
1017	Elections Administrator	Policy Determining
2342	Fiscal Officer II	Accounting, Budget and Finance
3208	Information Technology Center Supervisor	Automatic Data Processing
4098	Inmate Records/Classification Manager	Public Safety and Enforcement
2186	Management Analyst II	Administrative, Clerical and Office Services
2460	Naturalist II	Biological Sciences
3251	Network Engineer II	Automatic Data Processing
2250	Nurse Practitioner	Medical, Dental, Hospital and Public Health
2296	Program Coordinator	Legal, Paralegal and Kindred
2560	Psychiatric Nurse	Medical, Dental, Hospital and Public Health
2286	Public Health Nurse III	Medical, Dental, Hospital and Public Health
3084	Senior Real Estate Appraiser	Business and Industry
2031	Social Worker II	Social Science and Welfare
2450	Supervisor II/Therapeutic Recreation	Medical, Dental, Hospital and Public Health
2042	Supervisor IV/Recreation	Recreation
2454	Supervisor/Fire Personnel	Personnel Management and Employee Relations
2335	Supervisor/Police Personnel and Training	Personnel Management and Employee Relations
2300	Supervisor/Revenue	Business and Industry
3266	Supervisor/Tax Services & Enforcement	Business and Industry
2367	Supervisor/Treasury	Accounting, Budget and Finance
3229	Systems Programmer Specialist	Automatic Data Specialist
2368	Traffic Signal Systems Engineer	Engineering and Architecture
2310	Transportation Planner	Transportation and Environmental Services
2348	Watershed Program Administrator	Engineering and Architecture
GRADE AND SALARY: 21 \$45,261 to \$71,563		
2018	Assistant City Attorney I	Legal, Paralegal and Kindred
2015	Assistant Commonwealth's Attorney I	Legal, Paralegal and Kindred
2168	Budget/Management Analyst II	Accounting, Budget and Finance
2323	Buyer III	Procurement and Supply

## General Schedule Classification Plan

---

2379	Computer Programmer/ Analyst II	Automatic Data Processing
2321	Circuit Court Law Clerk	Legal, Paralegal and Kindred
2725	Coordinator/Human Services/ Human Relations Program II	Social Science and Welfare
2162	Coordinator/Residential Services	Social Science and Welfare
1164	Coordinator/Transportation	Transportation and Environmental Services
1148	Division Chief/Communications	Equipment, Facilities and Services
1181	Division Chief/Facilities Maintenance	Equipment, Facilities and Services
1210	Division Chief/ITS Customer Services	Administrative, Clerical & Office Services
1180	Division Chief/Property and Construction	Engineering and Architecture
2075	Librarian IV	Library and Archives
3255	Lotus Notes Support Engineer	Equipment, Facilities, and Services
1118	Museum Director	Information and Arts
2107	Pharmacist II	Medical, Dental, Hospital and Public Health
2381	Radio System Manager	Equipment, Facilities and Services
2241	Supervisor V/Recreation	Recreation
2062	Supervisory Public Health Nurse	Medical, Dental, Hospital and Public Health
2709	Supervisory Sanitarian	Medical, Dental, Hospital and Public Health
2369	Supervisor/Crime Analyst	Public Safety and Enforcement
2320	Supervisor/Financial Reporting	Accounting, Budget and Finance
2326	Supervisor/Fire Maintenance	Public Safety and Enforcement
2556	Therapist III	Social Science and Welfare
2094	Urban Planner III	Planning and Urban Development
2384	Urban Designer	Planning and Urban Development

GRADE AND SALARY: 22      \$47,521 to \$75,135

2308	Chief of Surveys	Engineering and Architecture
1107	City Archaeologist	Information and Arts
2386	Civil Engineer IV	Engineering and Architecture
2391	Computer Systems Analyst IV	Automatic Data Processing
1166	Consumer Affairs Administrator	Business and Industry
2290	Coordinator/Domestic Violence Program	Social Science and Welfare
2277	Coordinator/Long-Term Care Services	Social Science and Welfare
2324	Director/Alternative Programs	Public Safety and Enforcement
2281	Director/Residential Programs	Social Science and Welfare
2402	GIS Manager	Planning and Urban Development



## General Schedule Classification Plan

---

2331	Human Services Program Administrator	Social Science and Welfare
2512	Internal Auditor II	Accounting, Budget and Finance
3252	Network Engineer III	Automatic Data Processing
2083	Risk Manager	Business and Industry
2360	Senior Circuit Court Law Clerk	Legal, Paralegal and Kindred
2350	Supervisory Administrative Officer II	Administrative, Clerical and Office Services
2208	Supervisory Landscape Architect	Biological Sciences
2687	Supervisory Program Analyst	Administrative, Clerical and Office Services
2032	Supervisory Social Worker	Social Science and Welfare
2105	Supervisor/Counseling	Social Science and Welfare
2068	Supervisor/Court Services	Legal, Paralegal and Kindred
3171	Supervisor/Laboratory	Medical, Dental, Hospital and Public Health

GRADE AND SALARY: 23     \$49,898 to \$78,894

1042	Affirmative Action Officer	Legal, Paralegal and Kindred
1086	Assistant to the City Manager	Administrative, Clerical and Office Services
2562	Clinical Psychologist II	Social Science and Welfare
2382	Computer Programmer/ Analyst III	Automatic Data Processing
2646	Database Administrator I	Automatic Data Processing
2370	Day Support Services Coordinator	Social Science and Welfare
2328	Supervisory Structural Engineer	Engineering and Architecture
2565	Supervisor/Clinical Substance Abuse Services	Social Science and Welfare
1160	Supervisor/Environmental Quality Program	Medical, Dental, Hospital and Public Health
2455	Supervisor/Information Systems Project	Automatic Data Processing
2727	Web Architect	Automatic Data Processing

GRADE AND SALARY: 24     \$52,391 to \$82,835

2020	Assistant City Attorney II	Legal, Paralegal and Kindred
2016	Assistant Commonwealth's Attorney II	Legal, Paralegal and Kindred
2387	City Architect	Engineering and Architecture
2563	Clinical Psychologist II	Social Science and Welfare
2383	Computer Programmer/Analyst IV	Automatic Data Processing
2716	Coordinator/CJIS	Automatic Data Processing
2647	Database Administrator II	Automatic Data Processing

## General Schedule Classification Plan

---

1067	Deputy Director/Office of Code Enforcement	Engineering and Architecture
1142	Director/Agency on Aging	Social Science and Welfare
1200	Director/ <i>Alexandria Works!</i>	Social Science and Welfare
1137	Director/Consultation and Education	Social Science and Welfare
1138	Director/Consultation and Education Program	Social Science and Welfare
1145	Director/Office for Early Childhood Development	Social Science and Welfare
1177	Director/Office of Economic Opportunities	Social Science and Welfare
1002	Director/Office of Employment and Training	Social Science and Welfare
1152	Director/Office on Youth	Social Science and Welfare
1167	Division Chief/Administrative Services	Administrative, Clerical and Office Services
1151	Division Chief/Construction	Engineering and Architecture
1209	Division Chief/Environmental Services	Medical, Dental, Hospital and Public Health
1007	Division Chief/Housing Program Implementation	Housing
1034	Division Chief/Landlord-Tenant Relations	Housing
1940	Division Chief/Maintenance	Equipment, Facilities and Services
1933	Division Chief/Motor Equipment	Equipment, Facilities and Services
1149	Division Chief/Personnel Services	Personnel Management and Employee Relations
1013	Division Chief/Revenue Administration	Business and Industry
1041	Division Chief/Solid Waste	Equipment, Facilities and Services
1021	Division Chief/Treasury	Accounting, Budget and Finance
1016	Purchasing Agent	Procurement and Supply
1168	Supervisor/Chief Eligibility	Social Science and Welfare
2559	Supervisor/Mental Health Team	Social Science and Welfare

## General Schedule Classification Plan

---

**GRADE AND SALARY: 25     \$55,005 to \$86,968**

1047	Deputy Director/Library	Library and Archives
1162	Director/Community Support Program	Social Science and Welfare
1204	Director/Office on Human Rights	Legal, Paralegal and Kindred
1099	Director/Office on Women	Social Science and Welfare
1131	Director/Outpatient Program/ Mental Health	Social Science and Welfare
1127	Director/Outpatient Program/ Substance Abuse	Social Science and Welfare
1154	Director/Research and Evaluation	Social Science and Welfare
1620	Division Chief/Design	Engineering and Architecture
1051	Division Chief/Planning	Planning and Urban Development
1134	Division Chief/Recreation	Recreation
1185	Division Chief/Transit Services	Transportation and Environmental Services
1038	Division Chief/Transportation	Transportation and Environmental Services
2343	Fiscal Officer III	Accounting, Budget and Finance

**GRADE AND SALARY: 26     \$57,757 to \$91,319**

2372	Assistant City Attorney III	Legal, Paralegal and Kindred
2377	Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred
1169	Chief Social Worker Supervisor	Social Science and Welfare
1941	Deputy Director/General Services	Equipment, Facilities and Services
1938	Deputy Director/Management and Budget	Accounting, Budget and Finance
1170	Deputy Director/Office of Housing	Housing
1190	Deputy Director/Personnel Services	Personnel Management and Employee Relations
1197	Deputy Finance Director/ Comptroller	Accounting, Budget and Finance
2361	Director/Dental Services	Medical, Dental, Hospital and Public Health
1143	Director/Nursing	Medical, Dental, Hospital and Public Health
1216	Division Chief/Applications	Automatic Data Processing
1215	Division Chief/Network Security	Automatic Data Processing

## General Schedule Classification Plan

---

GRADE AND SALARY: 27 \$60,478 to \$95,621

2385	Assistant City Attorney IV	Legal, Paralegal and Kindred
2374	Assistant Commonwealth's Attorney IV	Legal, Paralegal and Kindred
1212	Associate Director/Administrative Services	Administrative, Clerical and Office Services
1211	Associate Director/Extended Care Services	Social Science and Welfare
1189	Deputy Director/ITS	Automatic Data Processing
1175	Deputy Director/Planning and Zoning	Planning and Urban Development
1936	Deputy Director/Real Estate Assessments	Business and Industry
1202	Deputy Director/Recreation and Natural Resources & Capital Projects	Recreation
1186	Deputy Director/Recreation/Program Operations	Recreation
1635	Deputy Director/T&ES Engineering	Engineering and Architecture
1135	Director/Court Services	Legal, Paralegal and Kindred
1153	Director/Division of Mental Retardation	Social Science and Welfare
1080	Director/Division of Substance Abuse	Social Science and Welfare
1147	Division Chief/Environmental Health	Medical, Dental, Hospital and Public Health
1188	Legislative Director	Policy Determining
1217	Public Information Officer	Policy Determining
1103	Special Assistant to the City Manager for Human Relations	Policy Determining
1203	Special Assistant/Parks and Recreation	Recreation

## General Schedule Classification Plan

---

**GRADE AND SALARY: 28     \$63,502 to \$100,402**

2376	Assistant City Attorney V	Legal, Paralegal and Kindred
2375	Assistant Commonwealth's Attorney V	Legal, Paralegal and Kindred
1063	Deputy Chief/Police	Public Safety and Enforcement
1636	Deputy Director/T&ES Operations	Transportation and Environmental Services
1208	Deputy Director/T&ES Transportation and Transit	Transportation and Environmental Services
1182	Deputy Fire Chief	Public Safety and Enforcement
1171	Director/Division of Community Programs	Social Science and Welfare
1196	Director/Division of Job Link	Social Science and Welfare
1059	Director/Office of Code Enforcement	Engineering and Architecture
1060	Director/Social Services Division	Social Science and Welfare
1058	Undersheriff	Public Safety and Enforcement

**GRADE AND SALARY: 29     \$66,679 to \$105,427**

2561	Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
1132	Deputy Commonwealth's Attorney	Legal, Paralegal and Kindred
1035	Director/General Services	Equipment, Facilities and Services
1048	Director/Library	Library and Archives
1091	Director/Office of Citizen Assistance	Policy Determining
1057	Director/Office of Historic Alexandria	Information and Arts
1056	Director/Real Estate Assessments	Business and Industry
1136	Medical Supervisor	Medical, Dental, Hospital and Public Health

**GRADE AND SALARY: 30     \$70,010 to \$110,692**

1023	Director/Finance	Accounting, Budget and Finance
1191	Director/ITS	Automatic Data Processing
1094	Director/Management and Budget	Accounting, Budget and Finance
1102	Director/Office of Housing	Housing
1066	Director/Personnel Services	Personnel Management and Employee Relations
1045	Director/Recreation, Parks and Cultural Activities	Recreation

## General Schedule Classification Plan

---

GRADE AND SALARY: 31     \$73,505 to \$116,219

1206	Assistant City Manager	Policy Determining
1062	Chief of Police	Public Safety and Enforcement
1032	Director/Human Services	Social Science and Welfare
1081	Director/Mental Health, Mental Retardation and Substance Abuse	Social Science and Welfare
1050	Director/Planning and Zoning	Planning and Urban Development
1039	Director/Transportation and Environmental Services	Transportation and Environmental Services
1079	Fire Chief	Public Safety and Enforcement
1098	Sheriff	Public Safety and Enforcement

## Appendix F

### Public Safety Classification Plan

---

CLASS CODE	CLASS TITLE	OCCUPATIONAL GROUP
GRADE AND SALARY: 06      \$32,172 to \$50,867		
3828	Emergency Rescue Technician I	Medical, Dental, Hospital and Public Health
GRADE AND SALARY: 07      \$33,776 to \$53,403		
4091	Deputy Sheriff I	Public Safety and Enforcement
4096	Deputy Sheriff II	Public Safety and Enforcement
4075	Fire Fighter I	Public Safety and Enforcement
4045	Police Officer I	Public Safety and Enforcement
4049	Police Officer II	Public Safety and Enforcement
GRADE AND SALARY: 08      \$35,468 to \$56,078		
3163	Deputy Fire Marshal I	Public Safety and Enforcement
4097	Deputy Sheriff III	Public Safety and Enforcement
3829	Emergency Rescue Technician II	Medical, Dental, Hospital and Public Health
4074	Fire Fighter II	Public Safety and Enforcement
4046	Police Officer III	Public Safety and Enforcement
GRADE AND SALARY: 09      \$37,239 to \$58,879		
4099	Deputy Sheriff IV	Public Safety and Enforcement
4048	Police Officer IV	Public Safety and Enforcement
GRADE AND SALARY: 10      \$39,104 to \$61,827		
3164	Deputy Fire Marshal II	Public Safety and Enforcement
4050	Police Corporal	Public Safety and Enforcement

## Public Safety Classification Plan

---

GRADE AND SALARY: 12            \$43,106 to \$68,155

3165 Deputy Fire Marshal III	Public Safety and Enforcement
3056 Deputy Sheriff/Sergeant	Public Safety and Enforcement
3830 Emergency Rescue Technician III	Medical, Dental, Hospital and Public Health
3833 Fire Lieutenant	Public Safety and Enforcement
3057 Police Sergeant	Public Safety and Enforcement

GRADE AND SALARY: 13            \$45,261 to \$71,563

3166 Deputy Fire Marshal/Chief	Public Safety and Enforcement
--------------------------------	-------------------------------

GRADE AND SALARY: 14            \$47,521 to \$75,136

2181 Deputy Sheriff/Lieutenant	Public Safety and Enforcement
2010 Fire Captain	Public Safety and Enforcement
2012 Police Lieutenant	Public Safety and Enforcement

GRADE AND SALARY: 16            \$52,391 to \$82,835

1077 Fire Marshal	Public Safety and Enforcement
-------------------	-------------------------------

GRADE AND SALARY: 17            \$55,005 to \$86,968

2182 Deputy Sheriff/Captain	Public Safety and Enforcement
1116 Fire Battalion Chief	Public Safety and Enforcement
2013 Police Captain	Public Safety and Enforcement

GRADE AND SALARY: 18            \$57,757 to \$91,320

1156 Deputy Sheriff/Chief	Public Safety and Enforcement
---------------------------	-------------------------------

The Chief of Police, Fire Chief, Sheriff, Deputy Chief of Police, Deputy Fire Chief, and Undersheriff positions are reflected in the General Schedule Classification Plan (Appendix E).

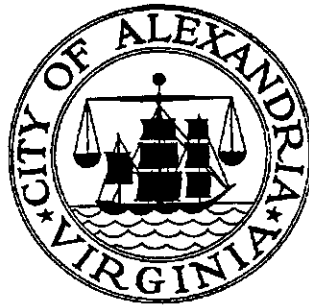


## Appendix G

### FY 2002 Proposed City Holidays July 1, 2001 - June 30, 2002

---

Independence Day	Wednesday	July 4, 2001
Labor Day	Monday	September 3, 2001
Columbus Day (Observed)	Monday	October 8, 2001
Thanksgiving Day	Thursday	November 22, 2001
Day after Thanksgiving (in lieu of Veteran's Day)	Friday	November 23, 2001
Christmas Eve	Monday	December 24, 2001
Christmas Day	Tuesday	December 25, 2001
New Year's Holiday	Tuesday	January 1, 2002
Martin Luther King, Jr. Day (Observed)	Monday	January 21, 2002
President's Day	Monday	February 18, 2002
Memorial Day (Observed)	Monday	May 27, 2002



## Appendix H

### Relevant Budget Legislative References

---

#### State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

#### City Charter

##### General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.07: The City Manager may at any time transfer any unencumbered appropriation or portion thereof within the accounts of an office, department or agency. The City Council when advised of the details by the City Manager may, by duly docketed resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

#### **Responsibility of the City Manager for the Budget:**

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

(a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;

(b) An estimate of receipts from current ad-valorem taxes on real estate and personal property, and from all other sources;

(c) A statement of debt service requirements;

(d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,

(e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

**Sec. 6.07:** At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the proposed budget.

**Sec. 6.14:** The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

**Responsibility of the City Council for the Budget:**

**Sec. 6.09:** At the meeting of the City Council at which the budget and budget message are submitted, the Council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

**Sec. 6.10:** All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

**Sec. 6.11:** After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

**Sec. 6.12:** The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

**Sec. 6.13:** An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

**Sec. 6.14:** The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

**Sec. 6.15:** The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

## City Resolutions

### **Resolution No. 1464 - Adopted June 2, 1990<sup>1</sup> Establishing the Budget and Fiscal Affairs Advisory Committee**

Having considered the need, purpose and function of a body composed by citizens of Alexandria to assist the City Council in budget and fiscal matters; now, therefore, be it resolved by the City Council of the City of Alexandria, that:

#### 1. Establishment of Committee

There is established a committee to be known as the Alexandria Budget and Fiscal Affairs Advisory Committee ("Committee") which shall be composed of 13 members.

#### 2. Membership of Committee

The members of the Committee shall be appointed by the City Council as follows:

- (a) seven members one each of whom shall be designated by the Mayor and Members of City Council;
- (b) three members appointed at-large in accordance with the provisions of section 2-4-7 of the City Code;
- (c) one member designated by the Alexandria City School Board; and
- (d) two members designated by the Alexandria Chamber of Commerce.

#### 3. Appointments and Terms of Office

Members designated by the Mayor and Members of the City Council, the School Board, or the Alexandria Chamber of Commerce shall serve at the pleasure of the Mayor, Council Member, School Board, or Alexandria Chamber of Commerce designating such person and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at-large shall serve for a period of two years and vacancies and/or reappointments shall be handled in the manner prescribed in section 2-4-7 of the City Code.

---

<sup>1</sup> The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representatives of the Chamber of Commerce to the committee.

#### **4. Qualifications and Limitations**

All members of the Committee shall:

(a) by virtue of their education and employment in the public or private sector, have a demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;

(b) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and

(c) not (i) be a member of any other Board or Commission having one or more members appointed by the City Council, (ii) be an officer or director of any organization that received appropriations or grants by or through the City of Alexandria, or (iii) be an employee of the City, the School Board, or the Alexandria Chamber of Commerce, or any agency thereof.

#### **5. Powers and Duties**

The Committee shall advise and support the City Council as to:

(a) an examination of the City's budget procedure and process and ways of improving that process, including participation by the public;

(b) the forecasting of future revenue and expenditure requirements and the effect on the several taxes and fees levied by the City and burden of taxation imposed upon Alexandria citizens and business organizations;

(c) an evaluation of the comparative tax, revenue and expenditure levies in Alexandria with those in neighboring jurisdictions and the effect of such differences on the ability of Alexandria to attract new residents and economic development; and

(d) such other tasks as may be requested by the City Council.

#### **6. Conduct of Meetings and Other Business**

Except as expressly provided herein, the Committee shall conduct its meetings and other business in accordance with sections 2-4-4 through 2-4-6 of the City Code.

#### **7. Relationship to the City Manager**

Subject to availability of funds and staff and recognizing that the City Manager must give priority attention to requests from the City Council, the City Manager is authorized to:

(a) provide such staff or other assistance to the Committee as may be requested; and

(b) make such information available to the Committee as is available to the public generally.

**Resolution No. 1710 - Adopted October 11, 1994**  
**Establishing the Fair Share Principle**

WHEREAS, the Alexandria City Council values a diverse population and has supported a variety of Housing and Human Service programs to meet the many needs of the City's population; and

WHEREAS, as a result of the development of these programs, Alexandria has the highest spending per capita on health and human services in the State, and increases in the City's expenditures in these areas have exceeded the rate of inflation over the past several years due to increasing caseloads and service delivery costs; and

WHEREAS, subsidized rental housing now constitutes 12.4 percent of Alexandria's occupied rental housing stock, a higher percentage than in surrounding suburban jurisdictions; and

WHEREAS, Alexandria's 225 year-round homeless beds constitute 19.32 beds per 10,000 residents, compared with a regional average of 5-6 beds per 10,000 in Northern Virginia; and

WHEREAS, the City's mental health, mental retardation, substance abuse, and other specialized facilities comprise 15.97 beds per 10,000 residents, compared to an average of approximately 9 beds per 10,000 in Northern Virginia; and

WHEREAS, the population receiving assistance under health, human services, and housing programs in Alexandria is growing at a rate that is generally faster than in our neighboring Northern Virginia jurisdictions while Alexandria is already far ahead of its neighbors in the region in providing affordable housing and a high level of human services; and

WHEREAS, Alexandria has a larger number of regional facilities which are exempt from City taxes, including the Northern Virginia Juvenile Detention Home, the regional Methadone Clinic, the regional Detoxification Center, the Waste to Energy Facility, and the WMATA bus barn and WMATA rail facilities including the Service and Inspection yards; and

WHEREAS, the Alexandria City Council believes in the need to achieve a balance throughout the metropolitan region in the delivery of assisted rental housing and human services, and in the location of regional facilities;

NOW, THEREFORE, BE IT RESOLVED that the Alexandria City Council and City staff will make the Fair Share principle a major factor in considering new initiatives or program expansions in the assisted housing, health, and human service areas, and that new regional facilities should be located in other regional locations; and

BE IT FURTHER RESOLVED that this resolution be referred to the Metropolitan Washington Council of Governments and the Northern Virginia Planning District Commission.



**Resolution No. 1849**  
**Budget Resolution Regarding the Treatment of**  
**Final Revenue Adjustments During the Budget Process**  
**(Amendment of Resolution No. 1745)**

WHEREAS, the City of Alexandria and the Greater Washington region face continued economic challenges; and

WHEREAS, the Alexandria City Council has previously exhibited restraint when considering its annual budget and financial policies; and

WHEREAS, the Alexandria City Council wishes to establish structure surrounding upcoming budget deliberations to ensure responsible actions with current economic resources;

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Alexandria, Virginia, that the Council shall, for the purposes of consideration of the Budget for the City of Alexandria, adhere to the following rules of procedure:

**Section (a) Proposed Budget for the City of Alexandria -**

(1) For purposes of this resolution, the budget baseline of revenue rates and expenditure levels for the fiscal year shall be that proposed by the Manager of the City of Alexandria.

(2) For purposes of this resolution, the Office of Management and Budget shall provide revenue and/or expenditure projections for any motion or amendment which could affect the proposed budget specified in paragraph (1).

**Section (b) Maximum Expenditure Levels May Not Exceed Sum of Projected Revenue and Appropriation from Undesignated Fund Balance in Proposed Budget -**

(1) It shall not be in order in the Alexandria City Council to consider any motion or amendment to the proposed budget of the City of Alexandria if such motion or amendment would have the effect of increasing any specific budget outlays above the level of such outlays contained in the proposed budget specified in section (a) of this resolution, or would have the effect of reducing any specific revenues below the level contained in the proposed budget specified in section (a) of this resolution, unless such motion or amendment makes at least an equivalent reduction in other specific budget outlays, identifies an equivalent increase in other specific revenues, or an equivalent combination thereof.

(2) In the Alexandria City Council any appropriation from the Undesignated Fund Balance or like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

(3) In the event that the City Manager recommends final revenue adjustments that result in a net increase or net decrease from the revenue estimates specified in section (a) of this resolution, the net change in the revenue estimate shall be reflected as a change in the proposed appropriation from the Undesignated Fund Balance. As specified in Section 2 (b), any appropriation from the Undesignated Fund Balance beyond that proposed in the

Manager's proposed budget, including the net effect of final revenue adjustments, shall require an affirmative vote of five Council Members.

Section (c) Expiration -- The provisions of this resolution shall expire on June 30, 2000.

**Debt Ratio Policies  
Debt Related Financial Policies**

City Council passed a set of debt-related financial policies on June 9, 1987. During FY 1998, the Budget and Fiscal Affairs Advisory Committee (BFAAC), a City Council appointed citizen committee, analyzed these debt-related financial policies, examined the City's financial condition in comparison to other jurisdictions with superior credit ratings (other double-triple A rated jurisdictions). The BFAAC and the City Manager recommended that City Council reaffirm the updated debt-related financial policies, incorporating BFAAC's recommended updates to the policies to establish a consistent set of appropriate relationships between debt targets and limits. Because three of the six debt indicators measure the debt capacity of the City in relation to the size of the City and its economy, BFAAC recommended that these indicators should not produce debt capacity limits that vary greatly from each other.

City Council reaffirmed its commitment to sound financial management and adopted the updated debt-related financial policies on December 9, 1997. City Council amended the policies on October 26, 1999, to allow priority consideration for an increase in the designation of fund balance for capital project funding. These updated policies are as follows:

**Debt as a Percentage of Fair Market Real Property Value**  
Target = 1.1 percent; Limit = 1.6 percent

This ratio indicates the relationship between the City's debt and the full value of real property in the City as assessed annually at fair market value. It is an important indicator of the City's ability to repay debt because real property taxes are the primary source of the City's revenues used to repay debt. A small ratio is an indication that the City will be better able to withstand possible future economic downturns and continue to meet its debt obligations.

**Debt Per Capita as a Percentage of Per Capita Income**  
Target = 2.25 percent; Limit = 3.25 percent

This percentage is a measure of the capacity of citizens to finance tax-supported debt. A lower percentage means that taxes required to repay debt represent a smaller portion of the average citizen's income.

**Debt Per Capita**  
Target = An amount equal to 2.25 percent of per capita income  
Limit = An amount equal to 3.25 percent of per capita income

This ratio indicates the per capita debt burden and is a general indicator of the City's debt burden. A smaller ratio indicates a lighter burden. The debt per capita target is set on sliding scale so that growth in per capita income allows a gradual and equivalent increase in debt per capita.

**Debt Service as a Percentage of General Government Expenditures**  
Target = 8.0 percent; Limit = 10 percent

This ratio is a measure of the City's ability to repay debt without hampering other City services. A small ratio indicates a lesser burden on the City's operating budget.

**Unreserved General Fund Balance as a Percentage of General Fund Revenue**  
Target = Not applicable; Limit = 10 percent

**Undesignated General Fund Balance as a Percentage of General Fund Revenue**  
Target = 5.5 percent; Limit = 4.0 percent

**Unrestricted Net Assets as a Percentage of General Revenues**  
Target = 5.5 percent; Limit = 4.0 percent

These ratios indicate the ability of the City to cope with unexpected financial problems or emergencies. The Unreserved General Fund Balance represents the funds legally available to the City. It is desirable that the City maintain Unreserved General Fund Balance that is comparable to the ratio maintained by other double-triple A rated jurisdictions, but not to fall below the limit of 10 percent. The Undesignated General Fund Balance corresponds to the checkbook balance of the City. Both balances are important to consider. The unreserved balance includes designations that the City Council has made but presumably could change. Net assets corresponds to stockholders' equity for publicly traded companies. The larger the undesignated General Fund Balance or unrestricted net assets, the greater the City's ability to cope with financial emergencies and fluctuations in revenue cycles.

The ratios for undesignated general fund balance and unrestricted net assets are calculated after adjusting for the effect of subsequent year's expenditures, and funding for future equipment replacement and capital projects, grants and contributions restricted to specific programs, and extraordinary and special items.

The City will not issue tax or revenue anticipation notes to fund ongoing governmental operations. The City of Alexandria will manage its cash in a fashion that will prevent any borrowing to meet working capital needs.

The City will not issue bond anticipation notes (BAN's) for a period of longer than two years. If the City issues a BAN for a capital project, the BAN will be converted to a long-term bond or redeemed at its expiration, but will not be rolled over.

The City will continue to rely on current revenue, including its fund balance, to finance its short-lived and maintenance-oriented capital improvements. The City believes in funding a significant portion of capital improvements on a pay as you go basis; therefore, the City will continue to finance short-lived and maintenance-oriented capital improvements with current revenues, and its fund balance. The priority to consider when additional General Fund revenues become available at the end of the fiscal year would be a designation within the General Fund fund balance for pay as you go capital.

The City will not establish a trend of using General Fund equity to finance current recurring operations. The City's General Fund equity has been built over the years to provide the City with sufficient working capital and to enable it to finance equipment replacement, capital

projects, and unforeseen emergencies without borrowing. To conserve the General Fund equity balance and to avoid reliance on this balance, the City will not finance recurring operations from the General Fund equity balance for periods longer than two years as confirmed by the audited financial statements. If the audited financial statements confirm that recurring operations have been funded from the General Fund equity balance for a period longer than two consecutive fiscal years, then the City will adopt in its next ensuing budget a balanced budget in which the operating revenues meet the operating expenditures without any consideration of the General Fund equity balance.

The City will annually prepare a six-year capital improvement program. In accordance with the City Charter and in order to meet the debt ratio targets, to schedule debt issuance, and to systematically improve the capital structure, each year the City will prepare and adopt a six-year capital improvement program. This capital improvement program will identify the source of funding for all capital projects. The debt issuances that are a part of the capital improvement program will be structured to meet the City's debt policies and debt ratio targets.

The City Manager will prepare each year and submit a set of six-year scenarios of possible future revenues and expenditures that match the six year Capital Improvement Program time horizon with the proposed budget to be considered by the City Council. Those scenarios will be updated to reflect the decisions of the City Council and issued with the approved budget. In order to improve financial planning and decisions, the City Manager also will annually prepare with the approved budget a set of six-year scenarios of possible future General Fund revenues and expenditures and their effects on the debt-related financial policy ratios outlined above, including the effect of planned borrowing under the approved CIP.

In accordance with the Government Finance Officers Association budget review requirements, this table, taken from the City's FY 2000 Comprehensive Annual Financial Report, is repeated here:

**City of Alexandria, Virginia  
Computation of Legal Debt Margin  
as of June 30, 2000**

Assessed Value of Real property, January 1, 2000 . . . . .	<u>\$13,295,308,000</u>
Debt Limit: 10 Percent of Assessed Value . . . . .	1,329,530,800
Amount of Debt Applicable to Debt Limit: . . . . .	
General Obligations Bonds . . . . .	<u>\$114,690,000</u>
Total General Obligation Debt . . . . .	<u>114,690,000</u>
LEGAL DEBT MARGIN . . . . .	<u>\$1,214,840,800</u>

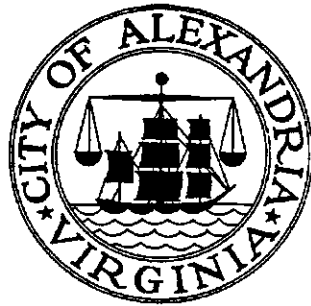
**Limitations on the Incurrence of General Obligation Debt:**

There is no requirement in the Virginia Constitution, the Virginia Statutes or in the Charter of the City of Alexandria that the issuance of general obligation bonds of the City be subject to approval of the electors of the City at referendum.

Under the City Charter, the City Council has full authority to authorize and issue general obligation bonds. The authorizing procedure consists of the passage on first reading of an ordinance authorizing the issuance of the bonds followed by a notice of public hearing at a subsequent meeting and the final passage on second reading following the public hearing.

The only constitutional limitation on the issuance of general obligation bonds is contained in Article VII, Section 10 of the Virginia Constitution, which states that:

No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment for taxes.



## Appendix I

### Laypersons's Guide to Fund Balance

The following information is based on the November 18, 1997 BFAAC report to City Council. City Council received the BFAAC report on December 9, 1997. The information in this summary has been updated by OMB and Finance based on the City's Comprehensive Annual Financial Report as of June 30, 2000, and incorporates information regarding the financial reporting model for state and local governments.

#### The Importance of Explaining the General Fund Balance

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

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

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

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

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

The fiscal policies of the City of Alexandria and mandatory accounting rules have established a wise and prudent set of checks and balances to help ensure the City's fiscal stability. Neither the City's total fund balance, its unreserved general fund balance, or its designated fund balance, should be referred to as a "rainy day fund" or seen as a "savings" easily available for meeting emergency needs. As will be explained below, reservations of some portion of the general fund balance are required by accounting rules that cannot be ignored. Designations of some of the unreserved balances represent decisions of the City Council and Manager that financial resources need to be set aside now to meet future needs.

Only the remaining undesignated fund balance is available for meeting other unknown future financial needs. And this undesignated fund balance is not available for expenditure as would be recurring revenues. The City Council has imposed on itself a rule that it cannot appropriate undesignated fund balances beyond that proposed in the City Manager's budget except by an affirmative vote by at least five members of the Council. This is an appropriate balancing of the need to make such balances available if truly necessary in the judgment of the elected leaders of the City and the need to protect against the temptation to use this balance to meet recurring operating needs when recurring operating revenues are not sufficient.

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

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

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

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

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



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

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

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

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

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

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

Under GASB Statement No. 34, the general governmental fund (which contains 80% of City revenues and expenditures) will continue under modified accrual accounting rules in the fund financial statements. Accordingly, the current budget practices in regards to reorganizing revenues and expenditures that parallel modified accrual accounting rules also will not change. The Comprehensive Annual Financial Report for FY 2000 contains both types of statements.

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

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

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

### Reserved General Fund Balance

Sometimes the checkbook balance of the City is limited by commonly used accounting restrictions or other legal restrictions that make certain funds unavailable for future spending by the City. Under current Generally Accepted Accounting Principles (GAAP) for the fund financial statements, the City must reserve funds to equal its inventory of supplies and its encumbrances. The inventory of supplies includes supplies that are to be used within the year. Encumbrances include undelivered orders (contracts under which goods or services have been ordered but not yet delivered and paid for). The accounting rationale for these reserves is that the inventory of supplies, notes receivable and encumbrances are not financial resources available for future spending by the City. As of June 30, 2000, the City had \$1,288,791 in inventory of supplies and \$3,207,099 in encumbrances. These funds are said to be "reserved" balances.

### Designated Fund Balance

Current accounting rules for municipal governments also recognize what are termed "designations" of fund balances.

Sometimes governments wish to specifically segregate or " earmark " financial resources for specified purposes. Such " earmarking " is reflected in financial statements by means of " designations. " For example, a government may wish to " designate " resources to help meet obligations expected to arise in connection with claims and judgments.

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

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

The unreserved fund balance as of June 30, 2000 was \$53,502,641. Against this unreserved fund balance, the Alexandria City Council made the following designations to yield an undesigned general fund or checkbook balance of \$20,006,639:

- \$2,921,512 appropriated in fiscal year 2000 to balance the fiscal year 2001 budget as approved by City Council;
- \$17,451,193, designated for appropriation in accordance with the approved Capital Improvement Program Funding Program; and
- 914,662 to cover projects approved in FY 2000 but not completed as of the end of the fiscal year.

The City Manager had recommended, and by adopting the FY 2001 budget the City Council approved, the following designations as of June 30, 2000:

- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program)
- \$7,208,635 to cover approximately 50% of the estimated liability for the City's compensated absences

#### Designations in the Proposed Fiscal Year 2002 Budget

In the fiscal year 2002 operating budget, the City Manager recommends the following changes in designations, pending City Council's approval of the FY 2002 operating budget:

- The approved appropriation from fund balance required to balance the FY 2001 budget is \$3,500,000. As shown in the Statement of Estimated Undesignated Fund Balance, the City does not anticipate using the FY 2001 balancing appropriation from Fund Balance of \$2,921,512. The FY 2002 balancing appropriation results in an increase in the designation for the upcoming budget of \$578,488, from \$2,921,512 in FY 2001 to \$3,500,000 designated for the fiscal year 2002 budget.
- To help meet the projected cash capital funding requirements for projects contained in the proposed Capital Improvement Program, a total of \$16,700,000 is recommended as the designation for FY 2002 and FY 2003 capital projects as contained in the FY 2002- 2007 Capital Improvement Program (CIP).

Based on projected revenues and expenditures in fiscal year 2002, the undesignated General Fund balance at June 30, 2001 is currently estimated to be \$20,320,401, or 6.1 percent of FY 2001 General Fund revenues; and the unreserved General Fund balance is estimated to be \$52,729,036, or 15.7 percent of General Fund revenues.

#### The Power to Designate and the Effects of a Designation

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

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

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

## PROGRAM/SERVICES INDEX

This index listing provides a general guide to locating summary information on programs and services noted in the operating budget document and also refers readers to the Capital Improvement Program (CIP) document. This listing is not intended to be a comprehensive program and service guide, however. Additions/revisions to the listing should be forwarded to the Office of Management and Budget for inclusion in future budget documents as the Office works to improve programmatic and service information and performance data in future budgets.

### A

**Arts, Culture and Leisure Programs/Services**  
Alexandria Commission for the Arts, 8-157  
Alexandria Libraries/Alexandria Library Board, 8-139, 8-141  
Archaeological Commission, see Office of Historic Alexandria, 8-127  
Bike Trails/Open Space, see City Manager's Message; see also CIP document  
Black History Resource Center, 8-132, see also CIP document  
Board of Architectural Review  
Parker-Gray and Old & Historic Districts, 8-112  
Cameron Run Regional Park, 8-150  
Capital Improvement Projects - related interest, see CIP document  
Carlyle House, 8-150  
Department of Recreation, Parks and Cultural Activities, 8-153  
Friendship Firehouse, 8-134  
Fort Ward Museum, 8-133  
Gadsby's Tavern Museum, 8-129  
George Washington Birthday Celebration Committee, 5-8  
Historic Resources Commission, see Office of Historic Alexandria, 8-127  
Historic Restoration and Preservation Commission, see Office of Historic Alexandria, 8-127  
Library, 8-139  
Lyceum, 8-131  
Northern Virginia Regional Park  
Operating, 8-150  
Capital contributions, see CIP document  
Office of Historic Alexandria, 8-127  
Park and Recreation Commission, see Department of Parks, Recreation and Cultural Activities, 8-153  
Public Records Advisory Commission, see Office of Historic Alexandria, 8-137  
Sister Cities Committee, see Citizen Assistance, 7-3, 7-55  
Stabler-Leadbeater Apothecary, see CIP document

### B

**Boards and Commission**, see listing within City Council Section, Legislative and Executive tab of document, 5-8  
Budget and Fiscal Affairs Advisory Commission, 4-17 to 4-20, 10-53

### C

**Capital Improvements/Infrastructure**, see FY 2002 - FY 2007 CIP document for the following  
Alexandria Transit Corporation (ATC) Buses  
Bike Trails  
Cameron Station - Ben Brenman and West End Parks  
Cash Capital, 7-51  
Chinquapin Park and Recreation Center  
CIP Funding Plan, 7-50 to 7-53  
Debt Service, see also Non-Departmental, 7-50  
Land Acquisition  
Median Landscaping, see City Manager's Message  
Recreation Facilities Improvements, see City Manager's Message  
Jerome "Buddie" Ford Nature Center  
Ramsay Recreation Center  
Renovation and Maintenance of Existing City Facilities, see City Manager's Message  
Health Department/St. Asaph Street, see City Manager's Message  
Sanitary Sewer  
Schools, see City Manager's Message  
Tree Planting

### City Policy Statements

City Manager's Message, 1  
Compensation Philosophy, 10-11  
Debt and Financial Policy, 10-48  
Legislative References, 10-41  
Youth Policy Statement, 2-3

**Community Development/Economic Development  
Tourism**

- Alexandria Convention and Visitors Association, 8-98
- Alexandria Economic Development Partnership, 8-99
- Business License, see Finance Department, 7-9; see also Revenues
- Business Personnel Property, see Revenues, see also City Manager's Message
- City of Alexandria Facts and Figures, 3-2
- City Visitor Center, see CIP document
- Community Development Block Grant, 8-94
- Council of Governments, 8-102
- Department of Planning and Zoning, 8-105
- Economic Development Agencies, see Other Planning & Economic Development
- Eisenhower Partnership, 8-101
- Northern Virginia Planning District Commission, 8-102
- Office of Historic Alexandria, 8-127
- Office of Housing, 8-85
- Planning Commission, 8-108
- Potomac West Alliance, 8-100

**D**

**Disabilities - Services for Persons with Disabilities**

- Access for Persons with Disabilities - CIP document
- Americans with Disabilities Act (ADA), 7-55
- Commission for Persons with Disabilities, see Human Services, Department of
- Community Partnership Fund for Human Services, 8-31
- Community Services Board, 8-73
- Department of Human Services, 8-51
- Department of Mental Health/Mental Retardation/Substance Abuse, 8-71
- Department of Transportation & Environmental Services/Transit Office (T&ES), 8-177
- DOT Paratransit Program, 8-173, 8-187 to 8-188
- Elderly & Disabled Rent Relief, 7-53
- Elderly & Disabled Tax Relief, see City Manager's Message
- Human Rights Commission, 5-8, 7-25
- Human Rights Office, 7-25
- Joblink, see Human Services, Department of
- Office of Housing, 8-85
- Personnel Services, 7-63
- Traffic and Parking Board, see T&ES, 8-177

**E**

**E-commerce/Technology Services**

- City Web Site, 7-35
- Commission on Information Technology, see CIP document (Information Technology Plan)

- Information Technology Plan (citizen access and general government systems), see CIP document
- Information Technology Services (City support department), 7-31
- Technology Achievement Award, see CIP document

**Education**

- Alexandria City Public Schools, see City Manager's Message, see also 9-5, see also CIP document
- Northern Virginia Community College, 9-4
- Per Pupil Expenditure by Funding Source, 9-9

**Employment**

- City Compensation Philosophy, 10-17
- City General Salary Adjustment (COLA), 4-74
- City Pay Scales, 10-14
- City Turnover Rates, 7-65
- Department of Human Rights, employment discrimination issues, 7-26
- Department of Human Services, 8-49
- Full-time City Workforce, 3-2
- Joblink, see Department of Human Services
- Personnel Services - City employment, 7-65
- Self-sufficiency programs, see Human Services, Department of
- Workers compensation, see City Attorney re: administrative responsibility, 5-18; see Non-departmental for annual budget, 7-49
- Youth employment, see Human Services, Department of

**Environmental Programs/Services**

- Capital Improvement Projects - related interest, see FY 2002-2007 CIP Document, see also City Manager's Message
  - Acquisition of Land/Open Space
  - Bicycle Master Plan - Bike Trails
  - Land Acquisition
  - Landscaping of Public Sites/Tree Planting
  - Oronoco outfall
  - Sewers - all projects
- Department of Recreation, Parks and Cultural Activities, 8-153
- Department of Transportation & Environmental Services, 8-177
- Environmental Policy Commission, see Transportation and Environmental Services Department
- Transportation and Environmental Services - Environmental Health Division, 8-188
- Residential Recycling Program, 8-184 to 8-185
- Residential Refuse Collection, 8-192
- Waste to Energy Plant, 7-53, see also CIP document

## F

### Fair Share

Fair Share Task Force, see also  
Housing, Office of

### Forecast Scenarios

Multi-Year Revenue and Expenditures, 4-651

### Fund Balance

Estimated General Fund Fund Balance, 4-59  
Estimated Undesignated Fund Balance, 4-63  
Laypersons Guide to Fund Balance, 10-53

## G

### General Government

Citizen Assistance, 7-3  
City Attorney, 5-15  
City Clerk, 5-19  
City Council, 5-5  
City Manager, 5-9  
Finance, 7-9  
General Services, 7-17  
Human Rights, 7-25  
Information and Technology Services, 7-29  
Internal Audit, 7-41  
Management and Budget, 7-45  
Non Departmental, 7-49  
Office on Women, 7-57  
Personnel Services, 7-63  
Real Estate Assessments, 7-71

### Grant Information

Call to Community, 5-13  
Community Development Block Grant,  
4-56, 8-94  
Domestic Violence Grant, 7-60  
Grant Funding Summary and Special  
Revenue Fund Information, 4-49  
Grant/Human Rights  
Grant, 7-25  
Sexual Assault Response and Awareness  
Program Grant, 7-60  
STEPOUT Grants, 7-59  
Virginia Juvenile Community Crime  
Control Act, 6-29

## H

### Health

Alexandria Hospital, 8-37  
Arlandria Clinic, 8-44  
Community Partnership Fund for Human  
Services, 8-31  
Department of Mental Health, Mental  
Retardation and Substance Abuse, 8-71  
Health Department, 8-35  
Health Systems Agency of Northern  
Virginia, 8-102  
HIV/AIDs Services, 8-37, 8-38, 8-41

### Housing Programs

Blighting Influences Program, 8-92  
Business Assistance Loan Program, 8-92  
Landlord Tenant Relations, 8-88  
Landlord - Tenant Complaint Mediation  
Program, 8-88  
Housing and Relocation Information  
Program, 8-89  
Homeless/homeless prevention, see Human  
Services, Department of, see also  
Housing, Office of  
Potomac West Alliance, 8-99  
Program Administration Division, 8-88  
Program Implementation Division, 8-89  
Home Rehabilitation Loan Program, 8-90  
Homeownership Assistance Program  
(HAP), 8-90  
Housing Counseling Program,  
8-90  
Homeownership Fair, 8-89  
Moderate Income Homeownership  
Program, 8-90

### Human Services, Department of

Alexandria Community Policy and Management  
Team (ACPMT), 8-57  
Family Services Division, 8-55  
Adoption Program, 8-55  
Child Protective Services, 8-55  
Children's Medical Security Insurance  
Plan (CMSIP), 8-55  
Foster Care, 8-55  
General Relief, 8-54  
Medicaid and Food Stamps, 8-55  
Refugee Assistance, 8-55  
State/Local Hospitalization, 8-55  
Temporary Assistance for Needy  
Families, 8-54  
*Joblink*, 8-58  
*Alexandria Works!*, 8-58  
Office of Employment Training, 8-59  
Office of Aging and Adult Services, 8-61  
Office of Community Services, 8-66  
Hispanic Orientation Education, 8-68  
Homeless Intervention Programs, 8-67  
Multicultural Services Initiative, 8-67  
Office of Early Childhood Development, 8-63  
Alexandria Head Start, 8-64  
Campagna Kids Program, 8-64  
Children's Fund, 8-64  
Youth Policy Commission, 2-3 to 2-4, 8-56

## I

### Information Technology Plan, see FY 2002 - FY 2007 CIP Document for the following

Document Management Systems  
E-mail and Workflow Messaging Infrastructure  
Financial Systems  
Geographic Information Systems  
Local Area Network (LAN) Services  
Public Access Infrastructure

Public Access Systems  
Public Safety Systems  
Software Infrastructure  
Wide Area Network (WAN) Services

**J**

Juvenile and Domestic Relations Court, 6-33

**K**

King Street Metro Area Improvements, see CIP document

**L**

Land Acquisition, see CIP document  
Latino Services, see 8-67, 8-68  
Library, see Arts, Cultural and Leisure Programs/Services

**M**

Mayor, see City Council, 5-5

**N**

Northern Virginia Community College, 9-4, see CIP document  
Northern Virginia Criminal Justice Academy, 6-44  
Northern Virginia Criminal Justice Academy Driver Training Track, see CIP document  
Northern Virginia Regional Commission, 8-102  
Northern Virginia Regional Park, 8-150, see also CIP document

**O**

Open Space, see Environmental Program/Services, see also CIP document  
Other Planning and Economic Development, 8-97

**P**

**Parking/Traffic**

Department of Transportation & Environmental Services, (T&ES), 8-177  
Parking Adjudication Office, 6-23  
Police Department, 8-17  
Traffic and Parking Board, see T&ES, 8-177

**Planning**

See Community Development/Economic Development Tourism

**Public Safety, Corrections & Judicial Services**

Adult Probation & Parole (VA Department of Corrections), 6-44  
Animal Control, see Other Public Safety and Justice Activities, 6-45, 8-22

Animal Shelter, 6-45, see also Volia Lawson  
Animal Shelter in CIP document  
18<sup>th</sup> Circuit Court, 6-3  
Clerk of Courts, 6-11  
Code Enforcement, see Fire Department, 8-3  
Commonwealth's Attorney, 6-17  
Comprehensive Community Corrections Act (CCCA), 6-57  
Coroner, 6-44  
Correctional Services Advisory Board, 6-58  
Court Service Unit, 6-25  
Emergency Medical Services Council, see Fire Department, 8-3  
Fire Department, 8-3  
18<sup>th</sup> General District Court, 6-7  
Juvenile & Domestic Relations Court, 6-33  
Law Library/Law Library Board, 6-37  
Magistrate, 6-43  
Northern Virginia Criminal Justice Academy, 6-44  
Northern Virginia Juvenile Detention Home, 6-42  
Office of Sheriff, 6-53  
Peumansend Creek Regional Jail, 6-45  
Police Department, 8-17  
Public Defender, 6-45  
Registrar of Voters, 6-47  
Virginia Juvenile Community Corrections Control Act (VJCCCA), 6-29

**R**

**Revenues**

Business Licenses, 4-31  
General Fund Revenues, 4-27  
Grant Revenue, 4-29  
Intergovernmental Revenue, 4-29  
Law Library Filing Fees, see Law Library, 6-39  
Local Sales Tax, 4-30  
Motor Vehicle Licenses, 4-31  
Non-tax Revenues, 4-34  
Personal Property Tax, see City Manager's Message, see also 4-29  
Real Property Tax, 4-28  
Restaurant Meals Tax, 4-32  
Special Revenue Fund, 4-51  
State Aid for Road Maintenance, see T&ES, 4-3, see also 8-177  
State Aid for Schools, 9-6, 9-9  
Tobacco Tax, 4-32  
Transient Lodging, 4-32  
Utility Tax, 4-31



## S

### Senior Citizen Services

- Office of Aging and Adult Services, 8-61
- Alexandria Adult Day Health Care Program, 8-61
- ARCH Residential Home, 8-61
- Community Partnership Fund for Human Services, 8-33
- Companion Aide Services, see City Manager's Message, see also 8-61
- Department of Mental Health/Mental Retardation/Substance Abuse, 8-71
- Department of Parks, Recreation and Cultural Activities, see City Manager's Message, see also 8-153
- Elderly and Disabled Rent Relief Program, 7-53
- Elderly and Disabled Tax Relief Program, 7-53
- Life Safety Alert Program, see Fire Department, 8-7
- Senior Transportation Programs, see Office on Aging and Adult Services, 8-61, see also Transit Subsidies, 8-169

### Services/Programs of Potential Interest to Non-Native English Speakers

- See Alexandria City Public Schools, 9-5
- See Department of Human Services, 8-51

### Summary Tables

- Budget by Department, 4-4
- Budget by Program, 4-15
- BFAAC Program Budget, 4-20
- Expenditure Summary, 4-7
- Statement of Total Expenditure, 4-3
- Forecast Scenarios, 4-66 to 4-71

## T

### Transportation and Transit Services

- Alexandria Transit Company (ATC), see CIP or Transit Subsidies, 8-169
- Capital Improvement Projects - related interest, see FY 2002- FY 2007 CIP document for the following
  - Bicycle Master Plan - Bike Trails
  - King and Beauregard Intersection Improvements
  - King Street Metro Area Improvements
  - Mill Road Realignment
  - Mt. Vernon Avenue Improvements
  - Potomac Yard Road and Bridge Improvements
  - Route 1 Beautification
  - Traffic Signal Maintenance and Traffic Control Computer
- DASH Bus Services, see CIP document; see also Transit Services, 8-187
- Department of Transportation & Environmental Services (T&ES), 8-177
- DOT Paratransit Program 8-170
- Northern Virginia Transportation Commission, 8-103
- Office of Transit Services, see T&ES, 8-177

- Traffic and Parking Board, see T&ES, 8-177
- Virginia Rail Express contribution, 8-169
- WMATA Bus and Rail Subsidies (METRO), 8-171

## U

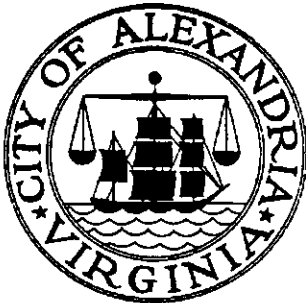
### Understanding the Budget, 2-2 to 2-14

- Budget Amendments, 2-6
- Budget Guidance, 2-3
- Budgetary Accounting, 2-7
- Projected Fund Balance, 2-7

## Y

### Youth Programs

- Adolescent Health Clinic - Health Department, 8-39
- After-School Pilot Accountability Program - Tucker School site, City Manager's Message, see also Human Services, Department of Alexandria City Public Schools, 9-5
- Alexandria Community Policy Management Team, 8-57
- Call to Community, see City Manager's Office
- Child Care, see Early Childhood Development, 8-63
- Children's Fund, see Early Childhood Development, 8-63
- Community Partnership Fund for Human Services, 8-31
- Comprehensive Services Act for At-Risk Children, 8-64
- Court Service Unit, 6-25
- D.A.R.E. (Police & Sheriff Departments), 8-25
- Department of Human Services, 8-51
- Department of Mental Health/Mental Retardation/Substance Abuse, 8-71
- Department Recreation, Parks and Cultural Activities, 8-153
- Early Childhood Education Commission, 8-64
- Early Childhood Education Funding, 8-63
- Extended Day Care Programs, 8-63
- Health Department, 8-35
- Juvenile and Domestic Relations Court, 6-33
- Office on Women, 7-57
- Other Public Safety & Justice Activities, 6-41
- School Resource Officers (Police Department), 8-25
- Sheltercare Program & Facility, 6-43
- Teenage Pregnancy Prevention, 8-55
- Youth Council, 8-56
- Youth Policy Commission, 8-56



# Proposed Budget Executive Summary



FY 2002

July 1, 2001 -

June 30, 2002

City of Alexandria, Virginia

# City of Alexandria

## FY 2002 BUDGET

### ALEXANDRIA CITY COUNCIL

**Kerry J. Donley, Mayor**

**William C. Cleveland, Vice Mayor**

**Claire M. Eberwein**

**William D. Eulle**

**Redella S. Pepper**

**David G. Speck**

**Joyce Woodson**

### CITY MANAGER

**Philip Sunderland**

**Michele Evans, Assistant City Manager for Council Relations and Administration**

**Mark Jinks, Assistant City Manager for Fiscal and Financial Affairs**

**Lori E. Godwin, Assistant City Manager for Operations**

**Daniel A. Neckel, CPA, Director of Finance**

**Richard Sanderson, Director of Real Estate Assessments**

**Prepared by the Office of Management and Budget**

**Mark Jinks, Assistant City Manager for Fiscal and Financial Affairs**

**Carol Anne Moore, Acting Deputy Director**

**Alfred J. Coleman, Budget/Management Analyst**

**Paul R. K. Doku, Budget/Management Analyst**

**Valerie A. Moore, Budget/Management Analyst**

**Morgan E. Routt, Budget/Management Analyst**

**Angela B. Smith, Budget/Management Analyst**

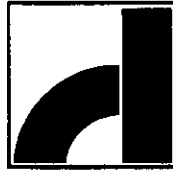
**Kendel E. Taylor, Budget/Management Analyst**

**Dawn M. Webster, Administrative Officer**

**To recognize the individual efforts of OMB staff and to help locate responsibility for component parts of the budget document, the initials of primary and back-up OMB staff appear at the bottom of each page of the document.**

**OMB staff also wish to acknowledge the contributions of the General Services staff in the Mail Services Division and the City's Print Shop for their assistance in the preparation of this budget document.**

GFOA Award

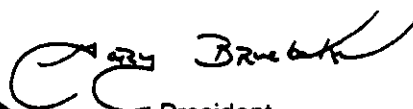


GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO  
City of Alexandria,  
Virginia**

**For the Fiscal Year Beginning  
July 1, 2000**

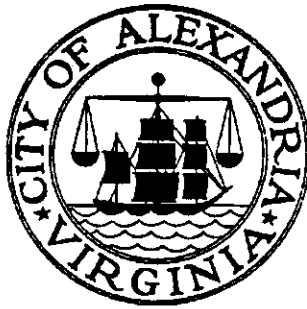
  
President

  
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2000.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.




# *City of Alexandria, Virginia*

## MEMORANDUM

DATE: MARCH 13, 2001

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER 

SUBJECT: PROPOSED FY 2002 OPERATING BUDGET AND  
FY 2002-2007 CAPITAL IMPROVEMENT PROGRAM

---

I am pleased to present the City of Alexandria's proposed FY 2002 Operating Budget which totals \$429.4 million from all funding sources and \$349.9 million from local funding sources (the General Fund), and the proposed six-year Capital Improvement Program (CIP) for FY 2002-2007, which totals \$296.9 million from all sources of funding and \$197.3 million from local funding. Both documents reflect the solid financial health of the City. This was clearly demonstrated with last summer's strong AAA/Aaa ratings from both the major bond rating agencies, and stems in large measure from the objectivity and discipline that City Council has consistently brought to the budget process and other fiscal matters.

The proposed Operating Budget and CIP also reflect the strong economy that the City has enjoyed over the past year. The City's employment base has continued to grow as the three major segments of our economy -- technology, trade associations and tourism -- enjoyed a stellar year. Our tax base has increased by over \$1.3 billion, and demand for housing resulted in a healthy 3,449 home sales in 2000. The development of new office and new or improved retail space continued to be strong in most parts of the City.

However, while the region and the City have experienced an exceptional rate of economic growth in the past two years, growth appears to be slowing. The rate of regional job expansion is slowing, and high tech firms are experiencing a reduction in growth or have begun to layoff personnel. This slowdown in the rate of growth, coupled with national economic warning signs, have caused us to be cautiously optimistic about the fiscal year ahead. The City is well positioned, and we need to work to keep it so.

### Tax Rates

The proposed Operating Budget does not recommend a change in any of the City's tax rates, including the present real property tax rate of \$1.11 per \$100 of assessed value.



## Major Objectives

The proposed Operating Budget and CIP address a number of major objectives that I believe are of vital concern to the City as we move into the new millennium.

1. Education and Children. Nothing better defines the nature of a community than the quality of education and the opportunities for positive development that it is prepared to offer its children. An essential role of local government is to help to provide quality education and development opportunities to its youth. The proposed Operating Budget and CIP work to address these principles.

The proposed Operating Budget fully funds the operating budget submitted by the School Board, and also provides for a 3% cost of living adjustment (COLA) for school personnel, for a total City support of \$108.4 million. This represents a \$9.6 million or 9.7% increase above the current fiscal year's level of City support for the Schools.

The CIP submitted by the School Board proposes capital spending totaling \$114.7 million over the FY 2002-2007 period, an increase of \$57.1 million, or nearly double the FY 2001-2006 CIP that was approved last year by Council. The proposed CIP includes \$93.8 million for the Schools' capital projects, a \$36.2 million or 63% increase over the current CIP. This fully funds all of the capital projects proposed by the School Board, except the \$20.9 million proposed by the School Board for expansion of elementary school facilities starting in FY 2005. Because the need for elementary facility expansions will depend on enrollment increases at the elementary school level over the next few years, I believe it is premature to include the elementary expansion projects in the CIP at this time. The inclusion of these projects in a CIP will be addressed when, and if, future enrollment data -- particularly kindergarten enrollment next fall -- demonstrate a clear need for these expanded facilities.

Also with respect to children, the proposed Operating Budget provides for an expansion of the City's child day care fee program to serve up to 150 additional children (\$1 million in additional federal funds and state match), and for additional City support to the Arlandria Health Clinic to assist in its child health care efforts (\$50,000).

In addition, I am recommending the establishment of a Youth Fund (\$100,000) to support particularly innovative activities that will promote and enhance positive youth development, particularly for adolescents. If approved by Council, staff will work with the Youth Policy Commission to prepare guidelines for this fund to ensure that its monies are used to advance strategies that are part of a positive youth development model, called the "developmental asset model," which has been identified by the Commission. It is anticipated that funded activities will, for example, be designed to enhance adult support of youth, create productive intergenerational relationships, provide safe places, and develop a commitment to learning and a consistent attention to values.

2. Public Safety and Public Infrastructure. The significant expansion of the City's residential and worker populations over the past ten years requires that we make appropriate adjustments to our public safety services, and highlights the need for the timely repair and

maintenance of our public infrastructure. In 1990, approximately 111,000 persons lived in Alexandria, and last week the 2000 Census reported a residential population of 128,283. In 1990, approximately 81,000 persons worked in the City; now, we estimate that over 90,000 are employed, a figure soon to be increased by the arrival of the U. S. Patent and Trademark Office (PTO) and its 7,100 employees, as well as associated law firms and other businesses which will want to locate adjacent to PTO.

The proposed Operating Budget includes the addition of a new Emergency Medical Service unit, which consists of eight paramedic personnel and an additional ambulance (\$543,300). This will increase to five the number of EMS units on duty at any time, which will enable us to reach our growing populations with timely and quality emergency medical care as we have in the past.

The proposed Operating Budget also provides City funding to continue the Domestic Violence Intervention Program, a grant-funded program operated in the Police Department, whose grant expires this year (\$328,600). This program, which is staffed by three police officers, a social worker and a support position, provides a variety of critical services to persons affected by domestic violence.

To address our public infrastructure, the proposed CIP provides added funds to evaluate and correct the problems with our aging sanitary sewers in the City's older neighborhoods, where we are experiencing the infiltration and inflow of ground and surface water (\$2.4 million over six years). The CIP also provides funds to enable us to repair on a regular basis and to reconstruct, and in some cases replace, deteriorating storm sewers (\$2.8 million over six years). In addition, funds are provided for the planned phase two repair and renovation of Market Square (\$2.4 million), and the remediation of significant structural problems at the Public Safety Center (\$5.1 million).

3. Land Use Planning and Development. We need to enhance our efforts to plan how land in the City (whether vacant or currently developed) should be used, reflecting sound land use principles, the consensus of property owners and the affected community, and uses that are realistically achievable and economically viable.

This will require the addition of substantial resources to the Department of Planning and Zoning. The proposed Operating Budget includes support for neighborhood planning activities and adds five new positions to the department, including three new professional planners, administrative support, and staff to assist City departments expand the use and utility of our geographical information system (\$446,000).

We have a significant number of approved major development projects that will require close monitoring by the City during construction. Over the next few years the Patent and Trademark Office, projects within the Carlyle development and along Eisenhower Avenue, the continued build-out at Cameron Station, the apartment and office buildings that have received preliminary site plan approval over the past 12 to 18 months, and quite possibly some development in the Potomac Yard Coordinated Development District all will be under construction.

It is essential that we have the capacity to ensure that these projects are built in accordance with

approved plans, and that all public infrastructure items (e.g., roads, sidewalks, sanitary and storm sewers) are constructed in accordance with City standards. To expand and improve our construction review and inspection efforts, the proposed Operating Budget adds four new positions to the Department of Transportation & Environmental Services (\$196,800), and funds four additional construction inspectors in the Code Enforcement Bureau (\$209,700).

4. Traffic and Neighborhood Quality of Life. A major goal of the City government is to see that motor vehicles that travel through the City use our arterial and collector roads, and not our residential neighborhood streets. The achievement of this goal requires a commitment of significant resources.

The proposed CIP provides funds to plan for and undertake traffic calming measures in a number of City neighborhoods (\$400,000 a year for six years). The CIP also proposes funds to improve and enhance pedestrian safety, through the installation of new pedestrian signal heads, the erection of illuminated way-finding signs, and the redesign of heavily traveled intersections and school crossing access points (\$850,000 a year for six years).

The proposed Operating Budget provides permanent funding for the Gridlock Reduction Intervention Program (\$263,200), in order to maintain the presence of police personnel during the afternoon peak travel period at ten of the City's most congested intersections.

Another, closely related major goal of the City is to encourage residents to play a greater role in determining how to enhance the quality of life in their neighborhoods. The proposed Operating Budget provides funds for a new Neighborhood Partnership Program (\$50,000), a small grants program for relatively small neighborhood improvement projects, such as neighborhood entry signs, park play equipment, improved lighting or beautification efforts. Grants would be limited to \$5,000 so to maximize neighborhood and resident participation, and would require that residents participate in the planning and/or implementation of their project. If this program is approved for funding, proposed program guidelines will be presented to City Council later this year, and the program will begin before the end of the calendar year.

5. Recreation and Leisure Services. The City's recreation and leisure services need to be responsive to the needs of our expanding resident and work day populations. The need for added services has become very evident in the provision of library services. Since it opened last January, there has been an extremely high level of usage and demand for services and materials at the Charles E. Beatley, Jr. Central Library in the west end. The results of the Library's recent City-wide customer survey, to which nearly 1,100 citizens responded, clearly showed a desire for additional materials and services. The Duncan Branch Library is now overcrowded and in need of renovation. And we anticipate that there will be significant usage of the Burke Branch Library, which will be renovated and re-opened by the end of the year.

The proposed Operating Budget, therefore, provides funds for four additional full time, as well as additional part-time library staff at the Beatley and Burke facilities (\$241,200), the acquisition of increased materials for use at Beatley and all of the branches (\$152,700), a computer lab at the renovated Burke facility (\$44,600), and a new computer technician position to support the library system's computer equipment (\$36,300). The proposed CIP provides funds for a much needed

## Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2000 Actual	FY 2001*		FY 2002 Proposed
		Budget	Projected	
<b>General Fund</b>				
General property tax revenue				
Real property tax	142,401,311	149,135,000	155,293,000	163,620,000
Personal property tax	38,435,852	32,560,000	35,300,000	30,097,220
Penalties and interest	2,459,102	2,400,000	2,200,000	2,200,000
<b>Total general property tax revenue</b>	<b>183,296,265</b>	<b>184,095,000</b>	<b>192,793,000</b>	<b>195,917,220</b>
<b>Other local tax revenue</b>				
Local sales tax	19,802,533	20,085,000	20,600,000	21,200,000
Utility tax	14,688,574	14,454,000	14,700,000	15,000,000
Business licenses	19,022,675	17,725,000	21,300,000	21,800,000
Motor vehicle licenses	2,173,654	2,140,000	2,200,000	2,300,000
Recordation	1,710,476	1,217,000	1,800,000	1,400,000
Tobacco	1,647,047	1,649,000	1,600,000	1,600,000
Transient lodging	5,228,467	5,500,000	5,700,000	5,900,000
Restaurant food	7,911,895	7,690,000	8,400,000	8,600,000
Other miscellaneous	2,855,617	3,329,000	3,478,000	3,528,000
<b>Total other local tax revenues</b>	<b>75,040,938</b>	<b>73,789,000</b>	<b>79,778,000</b>	<b>81,328,000</b>
<b>Non-tax revenue</b>				
Licenses, permits, and fees	4,380,592	3,760,000	3,800,000	3,800,000
Fines and forfeitures	4,237,420	4,264,000	4,276,000	4,376,000
Use of money and property	7,078,467	7,759,950	9,195,000	8,395,000
Charges for services	8,684,519	9,342,400	9,267,600	9,068,600
Intergovernmental revenues/**	25,606,353	34,511,000	36,004,000	43,182,000
Miscellaneous	705,468	359,000	359,000	359,000
<b>Total non-tax revenue</b>	<b>50,692,819</b>	<b>59,996,350</b>	<b>62,901,600</b>	<b>69,180,600</b>
<b>Total General Fund revenues</b>	<b>309,030,022</b>	<b>317,880,350</b>	<b>335,472,600</b>	<b>346,425,820</b>
<b>Other financing sources (uses)</b>				
Appropriation from City fund balance		2,921,512		3,500,000
Appropriation from ACPS - component unit fund balance		2,191,638		**
<b>Total General Fund revenues and other sources</b>	<b>309,030,022</b>	<b>322,993,500</b>	<b>335,472,600</b>	<b>349,925,820</b>

\* In FY 2000, the Intergovernmental Revenue category for actual revenues excludes State aid monies, in the amount of \$4,336,609. The FY 2001 estimated State aid for road maintenance is \$4,450,000, and effective with the FY 2001 budget, these revenues are incorporated into the General Fund (instead of the Special Revenue Fund), and associated expenditures within T&ES are reflected as General Fund expenditures to simplify accounting and reporting requirements, and to improve comparability to other Virginia cities. This budget and accounting treatment change does not impact the total department expenditures, nor does it impact the receipt of State aid for road maintenance.

\*\* The ACPS - component fund balance appropriation of \$2,017,801 is included in special revenue funds and not considered a General Fund revenue in the FY 2002 proposed budget.

Accordingly, the proposed Operating Budget provides for a COLA of 3% for City employees (\$4.2 million). This is slightly less than the Consumer Price Index for this region which was measured at 3.3% through November 2000. Also included in the proposed budget are merit increases for all eligible City employees (\$2.3 million), and an increase in the amount the City pays for employee health insurance to compensate for higher medical insurance costs (\$1.0 million). The funding of these compensation items is enabled, in part, by a reduction in the City's required contribution to the Virginia Retirement System (\$1.9 million).

### Affordable Housing

I have not expressly provided funding in the proposed Operating Budget in the area of affordable housing. This fall, the City Manager's Task Force on Affordable Housing will be recommending affordable housing initiatives which will be considered by City Council before the end of the calendar year. I anticipate that funding during FY 2002 for any new affordable housing initiatives will come from the Housing Trust Fund (which currently contains approximately \$3.9 million, and is likely to receive additional developer contributions over the next twelve months), and from ongoing grant monies received from the federal department of Housing and Urban Development. Funding for initiatives and activities in this area beyond FY 2002 will be determined in the context of future year budgets.

### State Budget

As I write this message, and as City staff has developed the budget, the State budget stalemate between the General Assembly and the Governor have made determination of state revenues, grants and subsidies for FY 2002 very difficult. Without final information on the State budget, we have generally assumed the same level of funding, program by program, as we have received in the current year, or as was projected early in the year by State agencies. At this time, it appears that reductions in State revenue are likely in FY 2001 and FY 2002. This is one reason we have included a contingent reserve of \$750,000 in the proposed Operating Budget. During the course of the budget process, the impact of the State funding reductions will become clearer, and may require the amendment of the proposed budget or CIP.

In the remainder of this memorandum, I provide a more detailed review of the proposed Operating Budget for FY 2002 and the proposed CIP for FY 2002-2007.

## HIGHLIGHTS OF PROPOSED OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM

Highlights of the proposed Operating Budget for FY 2002 are as follows:

- No change is proposed in the real property rate of \$1.11 per \$100 of assessed value, in any other tax rate, in the \$185 per year residential solid waste fee, or in the twenty-cent per thousand gallon charge applied to sewer system usage. While the amount of personal property "car tax" relief is unclear at this time, it appears

almost certain that the State will increase the exemption of personal property tax on the first \$20,000 of a vehicle's value to a level higher than the 47.5% exemption rate in effect in calendar year 2000.

- The proposed All Funds-supported Operating Budget for FY 2002 totals \$429.4 million, which represents an 8.3% increase from FY 2001.
- The proposed General Fund-supported Operating Budget for FY 2002 totals \$349.9 million, which represents a 9.1% increase from FY 2001.
- Of the proposed General Fund-supported Operating Budget, City support of the Schools' operating fund is proposed at \$108.4 million, which represents a 9.7% increase from FY 2001. For City departments and agencies, as well as City-funded outside organizations such as the DASH bus system, operating funds totaling \$214.1 million are proposed, which represent a 7.5% increase from FY 2001.

Highlights of the proposed Capital Improvement Program for FY 2002-2007 are as follows:

- The overall CIP, reflecting funds from all sources, totals \$296.9 million, a \$53.8 million or 22% increase from the CIP that was approved last year.
- The City-funded portion of the CIP totals \$197.3 million, which is \$41.0 million or 26% higher than the CIP adopted last year.
- The City-funded portion of the CIP funds \$93.8 million in Schools' capital projects, which represents an increase of \$36.2 million or 63% over the CIP adopted last year. The only capital projects in the School Board-submitted CIP which are not proposed to be funded are expansions of elementary school facilities (\$20.9 million). The construction of new elementary school space will be considered in future years based upon actual elementary enrollment experience.
- Funding for City government capital projects in the FY 2002-2007 time period is proposed at \$103.5 million, which represents a \$4.9 million or 4.9% increase from the CIP approved last year.
- To provide the City funding of \$197.3 million over the next six years, it is proposed that a combination of cash capital contributions and other sources totaling \$104.3 million be used over the FY 2002-2007 period to fund 53% of the CIP, and that the remaining \$93.0 million be bond financed. For the six year period of the CIP, this is approximately \$28 million more in bond funding than is contained in the current CIP.
- All City financial policies, including the important debt ratios, will continue to be satisfied under the proposed financing plan for the FY 2002-2007 CIP. The key indicator of *debt as a percent of the City's fair market real property tax base*,

which has a ceiling of 1.6% and a target of 1.1%, is projected to remain at less than 1% for the entire six year period. I am confident that this financing plan for the CIP will keep the City's AAA/Aaa bond ratings well protected.

### GENERAL FUND REVENUES PROJECTED FOR FY 2002

The proposed General Fund-supported Operating Budget is funded by projected revenues of \$346.4 million, and fund balance use of \$3.5 million.

Of these revenues, \$163.6 million or 47.2% is projected to come from real property taxes, based upon the recently released 2001 real property assessments. The 2001 assessments of real property total \$14.63 billion, which represents an increase of \$1.3 billion or 10.06% over the 2000 assessments of \$13.30 billion.

A few characteristics of the 2001 real property assessment are pertinent to note:

- Residential property constitutes 52% (\$7.57 billion) of the total 2001 assessments; commercial property (including non-locally assessed property) represents 48% (\$7.06 billion) of the total.
- Residential single-family property represents 40% (\$5.8 billion) of the total 2001 assessments; condominiums represent 12% (\$1.7 billion) of the total.
- Commercial multi-family property represents 12% (\$1.73 billion) of the total 2001 assessments; commercial office/retail/service property constitutes 28% (\$4.06 billion) of the total; commercial land and non-local assessed property represents 8% (\$1.26 billion).

Of the projected FY 2002 General Fund revenues of \$346.4 million, \$50.0 million or 14.4% is estimated to come from personal property taxes, including \$19.9 million in reimbursements from the State pursuant to the "car tax" program (this assumes an exemption of 70% of the tax on the first \$20,000 of a vehicle's value).

All City taxes other than real and personal property taxes (e.g., sales tax, meals tax, business license tax) are projected to total \$81.3 million in FY 2002. And non-tax (e.g., fees, charges, donations) and other General Fund revenue is projected to be \$51.5 million.

### ALEXANDRIA CITY PUBLIC SCHOOLS (ACPS): OPERATING AND CIP FUNDING

#### ACPS Operating Budget

The Operating Budget I am proposing provides full funding of the School Board's submitted operating budget of \$142.1 million. The proposed General Fund appropriation to ACPS is \$108.4 million, which represents a \$9.6 million or 9.7% increase over the General Fund appropriation to the Schools in the FY2001 Operating Budget.

Full funding of the School Board-submitted operating budget provides monies for the following:

- A merit and 3% COLA increase for all eligible school personnel (\$5.3 million).
- A system enrollment increase of 470 children (4.2%), which brings the system's total projected enrollment to 11,637 in the fall of 2001 (\$1.7 million).
- Continuation and expansion of the Board's "differentiated resources" program for elementary schools (\$1.1 million).
- Implementation of the Board's "Middle School Academic Plan" literacy program (\$397,254).
- Extension of the school day at T.C. Williams High School to seven-periods and provision for "block scheduling" at T.C. (\$663,524).
- Continuation and expansion of ACPS focus school programs (\$984,721).
- A pilot "Performance Evaluation Program" for teaching staff (\$351,554).

#### ACPS CIP Budget

The proposed CIP provides \$93.8 in General Fund funding for ACPS capital projects in the FY 2002-2007 period, which is 82% of the funds sought by the School Board.

The proposed CIP provides the following additional capital funding of \$36.2 million, beyond that provided in the CIP approved by City Council last year for the Schools. The major projects included both in the School's CIP and the proposed City CIP include:

- \$24.1 million for additions and renovations to T.C. Williams High School.
- \$12.8 million for the planned George Washington Middle School expansion (this is an addition to the \$4.8 million funded in FY 2001).
- \$10.3 million for the planned Francis C. Hammond Middle School expansion (this is in addition to the \$5.4 million funded in FY 2001).
- \$5.2 million for the Minnie Howard Ninth Grade Center addition.

#### CITY AGENCIES: OPERATING AND CIP FUNDING

The proposed General Fund Operating Budget for City agencies (including the Courts and Constitutional Officers but excluding debt service and cash capital) totals \$214.1 million, an increase of \$14.5 million or 7.3% over the \$199.5 million FY 2001 General Fund Operating Budget for City agencies.



Of this increase, the major City-wide factors in City employee compensation include \$7.6 million for compensation and benefit increases including \$2.4 million for merit increases; \$4.2 million for a 3% COLA; and \$1.0 million for an increase in the City's share of health insurance premiums.

Most of the remainder of the projected increase in the General Fund Operating Budget for City agencies, along with portions of the proposed FY 2002-2007 CIP, provide funding for the following initiatives, program enhancements and activities. These are in addition to the proposals described earlier in this memorandum.

### Public Health and Safety

The proposed Operating Budget provides:

- West Nile Virus Program (\$71,600). This new funding will enable the City to protect its citizens with a program that will include spraying areas capable of holding standing water with the intent of killing the larvae of mosquitos in the spring, summer and fall months. This program would only be undertaken if conditions warrant its implementation.

The proposed CIP provides:

- New Health Department Building (\$5.5 million). Last year's CIP provided an initial \$2.5 million first-phase funding to replace the Health Department's outdated facility on St. Asaph Street to a location to be determined. The proposed CIP provides additional funding of \$5.5 million to bring the total funding for this facility to \$8.0 million. During the budget work session process, a needs assessment study relating to the relocation of the Health Department will be presented to City Council.

### Community Development

The proposed CIP and Operating Budget provides:

- Market Square (\$2.4 million). This amount is proposed for the renovation of Market Square, including waterproofing the parking garage, refurbishment of the Square's deck, planters, fountain and elevator, re-landscaping the Square and associated structural and architectural work.
- Lloyd House (\$290,000). This sum (when coupled with \$155,000 in prior City and State funding) is proposed for the renovation of Lloyd House, starting in FY 2002. This work will be undertaken pursuant to an historic structures report that has been prepared on the building, and will restore the facility and address serious interior structural issues.
- Waterfront Dredging (\$770,000). These funds are proposed to dredge the City

marina from the Torpedo Factory to Founders Park, and to examine methods by which the accumulation of siltation may be minimized in the future. The accumulation of silt results in a number of boat slips being unavailable for rental, and triggers a large, periodic dredging expense.

- Alexandria Visitors and Convention Association (\$175,000). This additional funding will enable the Alexandria Convention and Visitors Association (ACVA) to meet increased operating expenses, as well as expand its marketing program.

### Youth

The proposed Operating Budget provides:

- Summer Recreation Program at Tucker School (\$11,000). Funds are provided to enable the Recreation Department to provide a recreational program this summer at the new Tucker Elementary School for children living in the City's west end.
- School Resource Officer (\$35,700). For the past four years, the Police Department has assigned a School Resource Officer to elementary schools under a grant received from the state. That grant ends in FY 2001, and City funds are proposed to continue this SRO position.
- Pre-School Psychological Services (\$62,100). Under a grant received from the Arlington Hospital Foundation in 1988, the Department of Mental Health, Mental Retardation and Substance Abuse has provided the services of a professional psychologist to ten pre-schools in the City. That grant ends in FY 2001, and the proposed budget provides for the continuation of these pre-school psychological services.

### Services to Citizens

The proposed Operating Budget provides:

- Companion Aide Services for the Elderly (\$162,600). To facilitate the hiring of qualified companion aides for the City's growing elderly population, funding is provided to increase the hourly compensation paid to companion aides. This wage increase will enable the Department of Human Services to fill vacant aide positions and thereby increase its services to the frail and disabled elderly.

The proposed CIP Budget provides:

- Group Home Renovations (\$480,600). This amount is proposed over a six-year period to perform the capital replacement and repairs to 19 City-owned and -operated group homes for residents with special needs.

## Neighborhoods

The proposed CIP provides:

- Windmill Hill Park (\$100,000). This sum is proposed for improvements, to be performed in FY 2002, at Windmill Hill Park. These improvements may include irrigation work, relocation of the trail that leads out from the Wilkes Street tunnel, and the relocation of volleyball and basketball courts within the park. A community planning process, which will take place this spring and consist of neighborhood meetings and a work session and public hearing before City Council, will help determine the future improvements to be undertaken at this park.

## BUDGET DOCUMENT AIDS

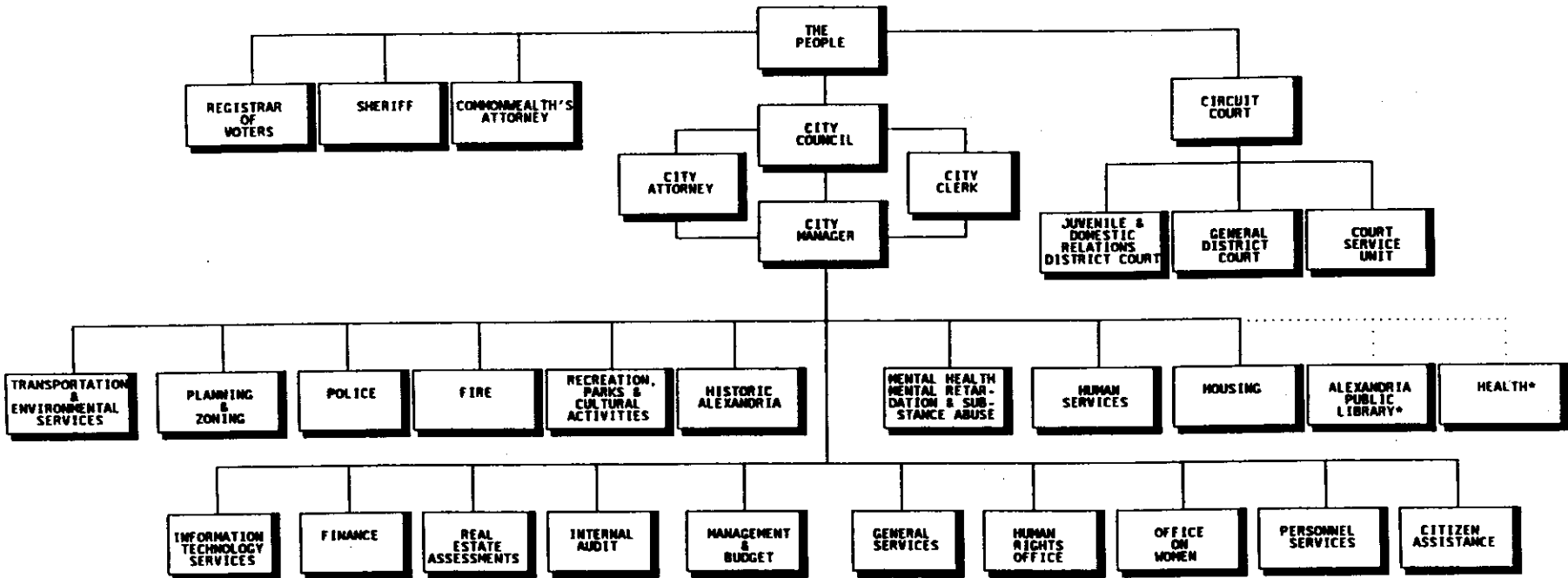
To locate additional information and to obtain further details on both the proposed Operating Budget and CIP, you will find in both the operating budget document and the CIP document a table of contents, summary information and charts, as well as an index. We hope that this information and the way that it is organized will help citizens in providing input during the budget process, and will assist Council in making the best decisions for the community for the upcoming fiscal year and the years beyond. The full proposed Operating Budget and CIP are available on line at the City's web site: [www.ci.alexandria.va.us](http://www.ci.alexandria.va.us).

## APPRECIATION

I want to thank the staff from all of our City departments and agencies who have devoted countless hours in the preparation of the budget documents. These documents simply would not have been possible without their hard work and assistance. I also want to thank the Superintendent of Schools, Herb Berg, and his staff for the help they have provided in the preparation of the proposed Operating Budget and CIP.

I especially want to express my appreciation to Assistant City Manager Mark Jinks, Carol Moore, Acting Deputy Director of the Office of Management and Budget, and the outstanding staff of OMB for their special effort in providing the underlying analysis of the budget documents, in preparing the documents themselves, and in providing invaluable advice and guidance to me during the decision making which preceded the documents preparation.

**ALEXANDRIA CITY GOVERNMENT**



Source: Alexandria Office of Management & Budget  
 \*These departments do not report to the City Manager.

## Understanding the Budget

---

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

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

Second, the budget is a management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to provide effective and efficient government services. Program goals, objectives, descriptions and activities are linked to performance measures that are detailed in the budget, as are the costs and resources required to meet the goals and objectives. As a management tool, the budget serves to establish accountability for the effective and efficient operation of specific programs and to locate responsibility for the delivery of City services.

Beginning with City Council's consideration of FY 2002 budget issues, which were first framed in the City's 2000 Annual Report and discussed at the Council retreat held on October 20 and 21, 2000, and continuing through the adoption of the FY 2002 budget on May 7, 2001, the budget process provides numerous opportunities for citizens to review and comment on the budget and the degree to which it is responsive to the City's needs. In the face of competing demands for access to finite resources, citizen involvement in the formulation of the budget is vital to the ordering of priorities and informed decision making.

### FY 2002 Budget Planning

The formative stage of the FY 2002 budget process began with City Council's discussion of the budget outlook for the coming fiscal year, July 1, 2001, through June 30, 2002, at the October 2000 retreat. Staff briefed the City Council on the projected revenue growth outlook for the coming year. At the time of the October retreat, staff projected revenue growth in excess of the FY 2001 budgeted amount. Staff also identified expenditure challenges that were already in place in the core budget, before any new or expanded initiatives and services were considered. Personnel expenditure increases included merit increases for City and Schools employees and \$2.4 million for each one percent of a cost of living adjustment for all employees. These personnel increases were expected to be offset by a to be determined reduction in the City's required contribution to the Virginia Retirement System. Projected student enrollment increases were expected to impact both the Schools operating and capital budgets as additional resources would be required to address the current membership and additional capacity would be necessary to accommodate the incoming students. Staff also identified at the retreat, the need to enhance the efficiency of the City's arterial roadway system and to develop traffic calming measures.

## Other Continuing Policy Guidance and Planning

**Youth Issues:** The Youth Policy Commission, chaired by Mayor Kerry J. Donley, convened in December 1997. This Commission had its origins in previous staff work on a comprehensive study of youth services in the City.

The Commission established three subcommittees to examine youth issues by stages of youth development: prenatal through early childhood (ages 0-5), school age (ages 6-11) and adolescence (ages 12-21). The five areas of Youth Well-Being examined by the subcommittees are Health, Education, Safety, Economic Security, and Recreation. During its first year of work, the Commission adopted goals, outcomes and indicators of success for these five areas, and currently, the Commission is continuing work on gathering and examining measures, comparative data, and service and funding data. As the Commission continues its work in the coming year, a key objective will be to foster a joint enterprise with the Schools, City departments and community agencies to address youth issues together.

The focus of the Youth Policy Commission's work for the second year, 1999, was to analyze youth services and funding; select community measures for evaluating the City's progress toward the vision for youth well-being; recommend a coordinated City youth policy; and develop strategies to implement that policy. The Commission established three subcommittees that met from February 1999 to October 1999 to select evaluative measures and conduct analyses along the five categories of youth well-being. After reviewing the subcommittees' findings, the Commission determined that the City's youth services need to target prevention and family building if our youth are to be properly prepared for the future. In sum, the Commission saw prevention and family building as the prism through which City services and funding strategies should be evaluated, and concluded that a coordinated, City-wide approach to serving youth is needed.

On February 12, 2000, the Commission recommended, and City Council adopted, the following vision statement for youth services in the City:

**Alexandria is a community where diversity is embraced, and children are born healthy and grow up safe, nurtured, well-educated and prepared for life.**

City Council also adopted the following policy statement:

**It is the Youth Policy of the City of Alexandria to emphasize prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community.**

The Council requested that the City Manager develop a strategy to implement this vision and policy within the City government, as follows:

- conduct an evaluation, using the Youth Policy Commission (YPC) subcommittees' recommendations as a framework, to determine the effectiveness of existing efforts in prevention and family building within City departments;

- optimize the use of existing resources and find new resources to enhance and develop new programs that address YPC recommendations; and
- emphasize outreach to working poor families with a focus on removing cultural and language barriers in the delivery of services.

Any initiatives that require new or reallocated funding would be proposed in the annual budget process, and several initiatives for youth were highlighted in the FY 2001 and are highlighted in the FY 2002 Proposed Budget in the City Manager's Budget Message. The Commission will monitor success in achieving goals for youth through an annual Community Report Card.

**Debt-Related Financial Policies:** The City Council's debt-related financial policies, which guide decision-making throughout the annual operating and capital budget development cycle, are printed in the Appendices section of this document.

**Compensation Philosophy:** On May 27, 1997, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2001 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

**Long Range Quality of Life Planning:** Several initiatives have recently been established or are still being formulated to address the quality of life of citizens City-wide, including the availability of affordable housing, the preservation of open space, a City-wide assessment of recreation and leisure needs, and a City-wide transportation policy and plan.

#### **The Annual Report and Budget Preparation Process**

The City's 2000 Annual Report, which reviewed major past and prospective issues, trends and budget constraints facing City Council in the coming year, provided a framework for the development of the FY 2002 Budget. The Annual Report supplemented the discussion of budget and policy issues at the City Council Retreat.

For the FY 2002 budget process, Departments and agencies submitted detailed operating budget requests to the Office of Management and Budget (OMB) from September through December, in accordance with procedures and guidelines established by the City Manager. OMB and City Manager's Office staff met with departments and agencies during the formative stages of budget development to discuss major issues facing the agencies following years of flat or reduced budgets.

The budget requests of City agencies and departments included basic and supplemental requests. Basic requests are requests to finance currently mandated or authorized services within guidelines, or ongoing expenditures. Supplemental requests, which are identified in each department's budget text, are requests to finance the following:

- \* personnel expenditures in addition to those authorized in the past year;
- \* non-personnel expenditures which exceed those required to maintain the currently authorized level and scope of services; and
- \* capital outlays for all new equipment and for replacement of equipment with items having substantially greater capabilities than the items being replaced.

After analyzing the budget requests, OMB continued discussions with department and agency heads from November through January to formulate recommendations to the City Manager. In January, the City Manager, the City Manager's staff and OMB met with all departments that were requesting supplemental funding for new positions or initiatives. The City Manager's Proposed FY 2002 Budget reflects the Manager's consideration of these requests in light of revenue limitations and competing expenditure demands. The Manager's top priority initiatives are reflected in the Budget Message.

Consistent with the policy followed in recent years' budget processes, the City's budget calendar provides sufficient time to incorporate consideration of the School Board's Adopted FY 2002 Budget prior to the presentation of the City Manager's Proposed FY 2002 Budget. As a result, the City Manager's Proposed FY 2002 Budget is presented to City Council at the Council's March 13, 2001, legislative meeting.

As presented to City Council, the Proposed budget is intended to keep the City's financial condition sound and to provide the resources necessary to continue current services and advance the following major objectives:

- Education and Children;
- Public Safety and Public Infrastructure;
- Land Use Planning and Development;
- Traffic and Neighborhood Quality of Life;
- Recreation and Leisure Services;
- Environment;
- Information Technology; and
- Employees.

### Organization of the Budget Document

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

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

Section I includes the City Manager's Message. Section II summarizes the budget process, provides general budget guidance, and includes a two page summary of the proposed funding level changes in the General Fund budget. Section III is the "City Facts and Figures" summary; Section IV provides revenue and expenditure summaries,



various charts and schedules that provide overall information on the City's finances, and multi-year revenue and expenditure forecast scenarios. Sections V through IX present budget information for each department. The major elements in these sections are organizational charts, graphs, goals, program descriptions, performance indicators and measures, and a summary of the budget proposal and supplemental budget requests. These sections also contain statements of estimated expenditures for each City department, classified into three expenditure categories (or expenditure "characters"): Personnel Services, Non-personnel Services and Capital Outlays. In an effort to increase the informational value of each department budget, a breakout of expenditures and staffing by division has been included for each department, where applicable.

Section X is comprised of Appendices, which include a detailed list of planned capital goods acquisitions, the salary schedules and classification structures applicable to the City government, the Alexandria Compensation Philosophy, legislative references and charter provisions relating to the budget, and a "Layperson's Guide to Fund Balance," based on a report prepared by the Council-appointed Budget and Fiscal Affairs Advisory Committee.

Section XI is the Program/Services Index, providing a locator guide to program information in the Operating Budget document.

- \* The Capital Improvement Program document describes each capital project that the City plans to undertake over the next six years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2001-2002 Capital Budget, available from the Office of the Assistant Superintendent for Financial and Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

#### Budget Amendments

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

The approved budget may also be amended by City Council at the end of the fiscal year via a resolution to transfer appropriations to adjust the various departmental accounts according to projected final expenditure patterns. The transfer of appropriations has no net impact on

the aggregate approved budget amount, but rather enables the Council to adjust the budget of a given department for unanticipated expenditures.

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

### Budgetary Accounting

The City's financial operations are budgeted and accounted for in a number of "funds." A fund is an independent fiscal and separate accounting entity, with a self-balancing set of accounts including revenues and expenditures, assets and liabilities. Separate funds that have been established by the City include the following:

- The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. A detailed estimate of General Fund balance available for appropriation for general operating expenditures is provided in the Statement of Estimated Undesignated General Fund Balance, in Section IV of this document.

The following table and the descriptive material following the table are intended to respond to the Government Finance Officers Association (GFOA) budget document presentation requirement that a fund balance projection be included for each fund, in addition to the General Fund, established by the City. The other funds, discussed below, include the Special Revenue Fund, Capital Projects Fund, Enterprise Fund, and Internal Services Fund.

Governmental Funds			Proprietary Funds		
	Special Revenue Fund	Capital Projects Fund		Enterprise Fund (Recycling Fund)	Internal Service Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/00 <sup>1</sup>	\$11,779,734	\$59,185,060	Beginning Net Assets 7/1/00	\$1,644,085	\$18,431,135
Plus FY 2001 Budget Revenues <sup>2</sup>	\$68,330,298	\$27,297,193	Plus FY 2001 Budget Revenues	\$117,575	\$2,243,102
Less FY 2001 Budgeted Expenditures	\$68,330,298	\$39,109,605	Less FY 2001 Budgeted Expenses	\$784,785	\$4,282,720
Projected Fund Balance 6/30/01	\$11,779,734	\$47,372,648	Projected Net Assets 6/30/01	\$976,875	\$16,391,517
Plus FY 2002 Budget Revenues	\$72,653,507	\$53,507,463	Plus FY 2002 Budget Revenue	\$279,500	\$3,782,411
Less FY 2002 Budgeted Expenditures	\$72,653,507	\$100,880,111	Less FY 2002 Budgeted Expenses	\$733,062	\$4,117,649
Projected Fund Balance 6/30/02	\$11,779,734	\$0	Projected Net Assets 6/30/02	\$523,313	\$16,056,279

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2000

/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2001

/3 City of Alexandria, Virginia, Projected Operating Budget, Fiscal Year 2002

/4 Assumes all Capital Projects will be expended in FY 2002. In all likelihood some portion of Capital Projects will not be expended in FY 2002.

=====

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2000, the Special Revenue Fund unreserved fund balance was \$11,779,734. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2002, is \$11,779,734.
- The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2000, the Capital Projects Fund had a total fund balance of \$59,185,060. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected

Capital Projects Fund fund balance as of June 30, 2002, is \$0, assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans, some of these capital projects will not be completed by June 30, 2002.

- The Enterprise Fund accounts for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The FY 2002 budget includes one Enterprise Fund: the Recycling Fund, which is used to account for the expenditures and revenues (sales of recyclable materials) associated with the City's refuse recycling programs. Because the City has implemented GASB Statement No. 34, *Basic Financial Statements- and Management's Discussion and Analysis - for State and Local Governments Proprietary Funds* now reflect Net Assets. As of June 30, 2000, the Total Net Assets for the Recycling Enterprise Fund were \$1,644,085. The projected Enterprise Fund Total Net Assets for GFOA reporting purposes as of June 30, 2002, are \$523,313.
- The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance depreciation charges and associated expenditures to replace capital equipment. As of June 30, 2000, the Equipment Replacement Internal Services Fund had Total Net Assets of \$18,431,135. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2002 is \$16,056,279. It should be noted that the bulk of the Net Assets represents the value of equipment (such as refuse collection vehicles and police cars) currently in use within the City government.

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

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

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

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

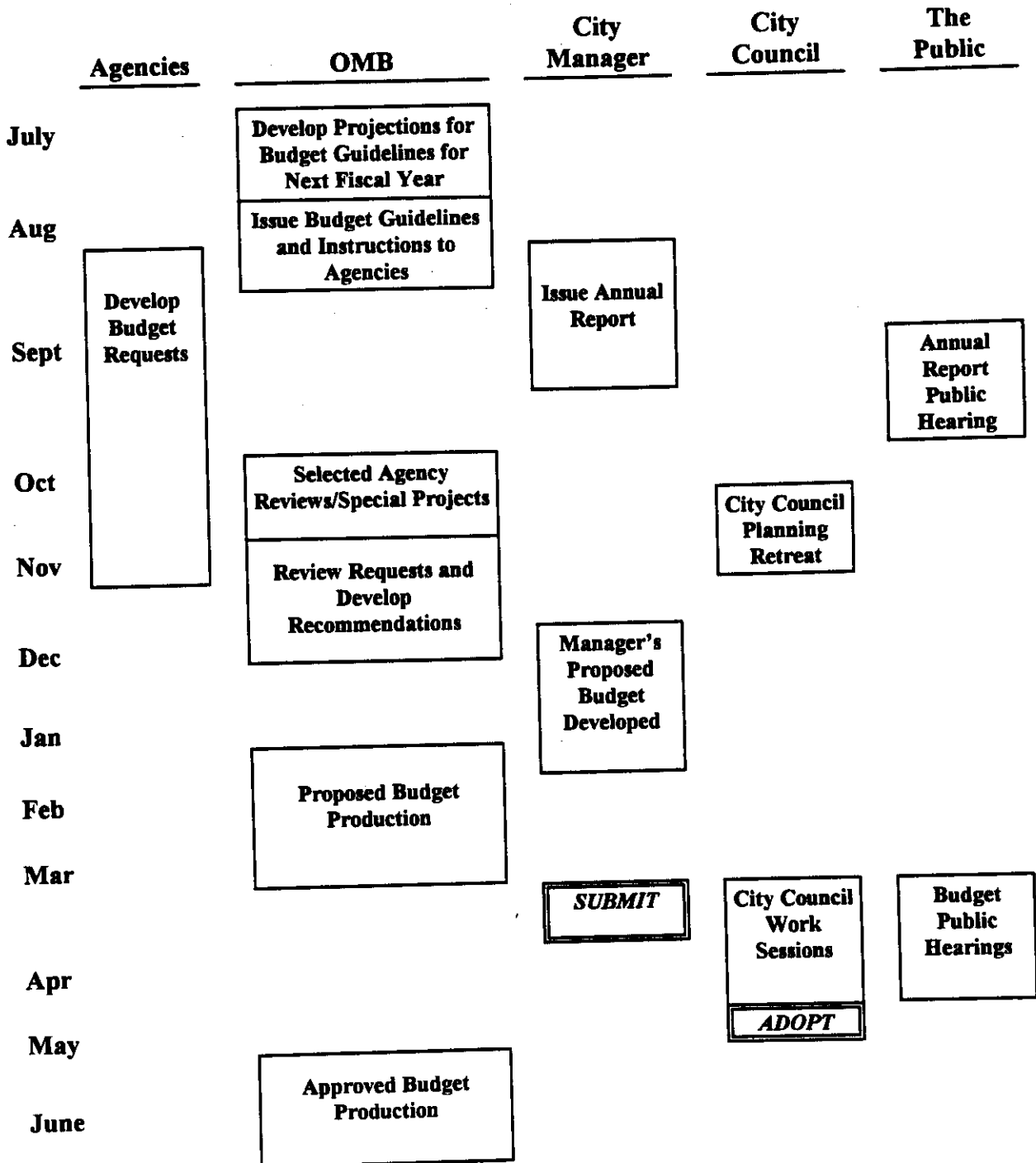
Appropriations are administratively controlled at the "character" level of expenditure -- personnel, non-personnel and capital outlays -- reflected in the budget document. The City Manager may, at any time, transfer any unencumbered appropriation within the budget of an office, department or agency.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

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

Starting with the FY 2000 CAFR, the City converted its CAFR and its financial statements to comply with GASB Statement 34. As a result, the governmental funds major fund statements in the CAFR are presented on a current financial resource and modified accrual basis of accounting. The City of Alexandria was among the first governments in the nation (and the largest City) to convert to GASB 34 (two years ahead of the mandated implementation date).

# City of Alexandria Budget Process

Fiscal Year runs from July 1 to June 30



## Summary of Changes in the General Fund Budget

For the Fiscal Years ending June 30, 2001 and June 30, 2002

FY 2001 Amended General Fund Budget \$320,801,862

### Schools

School Board's requested increase in City General Fund support	6,637,609	
FY 2002 3% General Salary Adjustment	2,950,710	
<b>Total Schools</b>		<b>9,588,319</b>

### Compensation

Merit in-step increases (estimate)	2,260,000	
FY 2002 3% General Salary Adjustment	4,200,000	
Health Insurance Adjustment	1,000,000	
Virginia Retirement Systems (VRS) Rate Reduction	(1,900,000)	
Compensation Philosophy Changes	222,317	
<b>Total Compensation Changes</b>		<b>5,782,317</b>

### Non-Personnel

Cash Capital Funding for CIP	2,154,000	
Debt Service	2,819,951	
Increases in Non-Personnel Expenditures	1,040,877	
<b>Total Non-Personnel Changes</b>		<b>6,014,828</b>

### Legislative, Executive and General Government

Neighborhood Grant Program	50,000	
Youth Fund	100,000	
Additional City Attorney I position	62,500	
DMV Co-location Pilot Program	32,500	
Network Security Technician	82,110	
Public Affairs Specialist	55,019	
Increase in Performance Accounting Maintenance Agreement	74,000	
Increase in funding for Parking Ticket Contract	48,000	
Additional Temporary Staff in Personnel Services	74,392	
<b>Total Legislative, Executive and General Government Changes</b>		<b>578,521</b>

### Public Safety

Add 5th EMS Unit and New EMS Vehicle	543,344	
Fire Department Career Ladder Funding	22,284	
Code Enforcement Over-hire Staffing	209,717	
Training for BOCA Code Change	30,000	
Additional Rodent Abatement Funding	60,000	
Retain Domestic Violence (DVIP) Grant Positions	328,551	
Continuation of Gridlock Reduction Intervention Program (GRIP)	263,163	
Additional Funding for Red Light Camera Program Contract	87,000	
Replace Laptops for Police Department	25,930	
Retain School Resource Officer Grant Position	35,698	
<b>Total Public Safety Changes</b>		<b>1,605,687</b>

### Health & Welfare

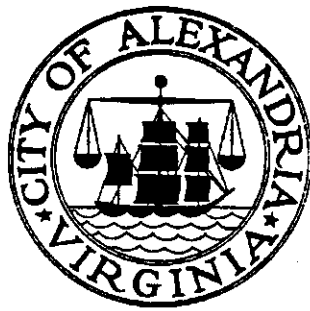
Companion Aide to Full-Time at the ARCH Program	12,649	
Mosquito Larviciding	71,600	
INOVA Alexandria Hospital Outpatient Pre-Authorized Services	30,000	
Additional funding for Comprehensive Services Act (CSA) Program	300,000	
Companion Aide Wage Rate Increase	162,638	
Increased funding for Before and After School Programs	467,209	
Community Partnership Fund and Children's Fund Increase	54,732	

Proposed

Executive Summary

Replacement Furnishings for Group Homes	50,000	
Additional Accounting Technician Position in the Health Department	45,449	
Increased funding to Support the Arlandria Clinic	50,000	
Retain Psychological Services/Preschool Position	62,117	
<b>Total Health &amp; Welfare</b>		1,306,394
<b><u>Community Development</u></b>		
Increase in Alexandria Convention and Visitors Association (ACVA) Funding	175,000	
Additional GIS position in Planning and Zoning	53,452	
Planning and Zoning Staff Development and Retention	21,550	
Other Initiatives including Census Data Program and Neighborhood/Community Planning	40,000	
Planning and Zoning increased Fees for Professional Services	50,000	
Neighborhood Planning Community/Development Manager position	105,000	
Current Planning Manager position	83,000	
Funding to Convert a Part-Time Clerk Typist to Full-Time	22,000	
Additional Planner II position for Neighborhood Planning	71,000	
<b>Total Community Development</b>		621,002
<b><u>Parks, Recreation and Cultural Activities</u></b>		
Additional funds for Burke Library Computer Lab	44,574	
Additional Staffing at Burke and Beatley Libraries and a Computer Systems Maintenance Position for City-wide Library Needs	277,534	
Additional funds for Library Materials	152,679	
Increase for Providing Benefits to Part-Time Library Employees	50,177	
Improved Park Maintenance	100,000	
National Pool and Waterfront Training Program	24,723	
Approved Supplemental for West End Summer Programming	25,000	
Additional funding for Uniforms for Recreation Staff	16,500	
Extending Benefits for Part-Time Employees	78,000	
Funding for Union Station Grounds Maintenance	25,000	
Increased funding for Parks Personnel Budget	238,497	
Additional funding for Dog Park Maintenance	18,000	
Funding Centralization for Holiday Lighting Program	40,000	
2 New Vehicles for Parks Maintenance	48,500	
<b>Total for Parks, Recreation and Cultural Activities</b>		1,139,184
<b><u>Public Works</u></b>		
Increase in DASH Subsidy	409,790	
Increase in Paratransit Costs	100,000	
Funding for 2 new Inspector Positions and 1 Engineer Aide	139,450	
Funding for new Civil Engineer Position	57,330	
Transportation Studies by T&ES	100,000	
Infrastructure Management Software	11,250	
<b>Total Public Works</b>		817,820
<b><u>Miscellaneous</u></b>		
City Wide Computer Replacement Fund	765,000	
Increase in Vehicle Depreciation Charges	1,337,586	
Increase in Contingent Reserves to \$750,000	502,300	
Real Estate Tax Relief Conversion to a Revenue Offset	(635,000)	
Additional Vacancy Factor Savings	(300,000)	
<b>Total Miscellaneous</b>		1,669,886
<b>Total General Fund Changes</b>		<u>349,925,820</u>





# CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

## CITY GOVERNMENT

Date of Incorporation	1779
Date of City Charter	1922
Form of Government	Council - Manager
Number of Full-Time City Positions (FY 2002 Proposed)	2,229
Number of Full-Time Equivalent School Positions (FY 2002 Approved)	2,083

## PHYSIOGRAPHIC

<b>Land Area</b>	
Square Miles	15.75
Acres of Public Parks & Open Space*	944.2
Total Acres of Parks and Open Space per 1,000 Population	7.7
* Net Park Area includes new parks at Cameron Station.	

**Elevation**                      30 Feet Above Sea Level

<b>Temperature</b>	
Average January Temperature	34.6°
Average July Temperature	80°

<b>Miles of Streets, Sidewalks &amp; Alleys</b>	
<b>Streets:</b>	
Paved - Lane miles	506.0
Unpaved	0.17
Sidewalks	319.0
Alleys, Paved	20.46

<b>Utilities</b>	
Telephone	Verizon, Comcast
Electric	Dominion Virginia Power
Gas	Washington Gas
Water	Virginia-American Water Company
Sewer	Alexandria Sanitation Authority
Cable	Comcast

## ECONOMIC INDICATORS

<b>Persons Employed on Alexandria Job Sites*</b>	
4 <sup>th</sup> Quarter Average 1999	90,093
4 <sup>th</sup> Quarter Average 1998	87,424
4 <sup>th</sup> Quarter Average 1997	85,762
*Includes workers covered by State unemployment insurance.	

## ECONOMIC INDICATORS, continued

### Largest Private Employers (July 2000)

INOVA Alexandria Hospital	1,600
Institute for Defense Analysis	800
Boat Owner's Association of the U.S.	580
Public Broadcasting System (PBS)	550

### Largest Public Employers (July 2000)

U.S. Department of Defense	
Civilian	4,624
Military	3,478
City of Alexandria	2,199
Alexandria Public Schools	2,008
WMATA (Metro)	1,077
Northern Virginia Community College	960
U.S. Department of Agriculture	659
U.S. Postal Service - Alexandria	426

### Alexandria Employment

	<u>1<sup>st</sup> Qtr '99</u>	<u>1<sup>st</sup> Qtr '00</u>	<u>%Change</u>
Construction	2,515	2,885	+14.7
Manufacturing	2,135	2,205	+3.3
Transportation, Communications, Utilities	3,666	3,551	-3.1
Trade	16,743	17,038	+1.8
Finance, Insurance, Real Estate	5,546	5,798	+4.5
Services	39,026	41,364	+6.0
Government	15,394	15,316	-0.5
Agriculture & Mining Related	619	603	-2.6

### Unemployment Rate 3/99 3/00 % Change

Alexandria	2.4%	1.6%	-33.3
Virginia	3.0%	2.6%	-13.3
U.S.	4.1%	3.8%	-7.3

### Retail Sales (in thousands)

	<u>3<sup>rd</sup> Qtr '99</u>	<u>3<sup>rd</sup> Qtr '00</u>	<u>% Change</u>
Alexandria	\$463,935	\$492,709	+6.2
Virginia	\$16,455,222	\$16,757,581	+1.8

### Tourism 9/99 9/00 % Change

Number of Hotel/Motel Rooms	3,743	3,984	+6.4
Occupancy Rate	75.7%	77.5%	+2.4
Average Daily Rate	\$93.86	\$102.72	+9.4

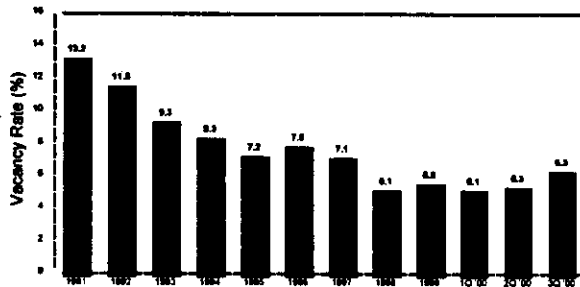
## CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

### ECONOMIC INDICATORS, continued

#### Office Vacancy Rate

	3rd Qtr '99	3rd Qtr '00	% Change
Alexandria	5.7%	6.3%	+10.5

**Commercial Property  
Vacancy Rates CY 1991 - 2000**



#### Taxes

##### Real Property Tax Rate

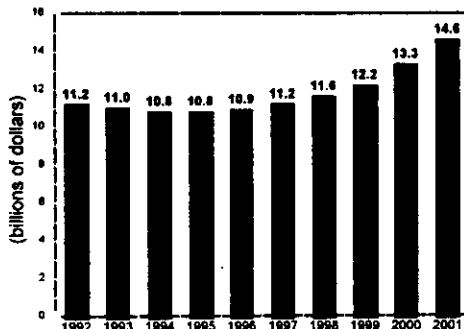
FY 2002 (Proposed) \$1.11 per \$100 assessed value  
 FY 2001 (Approved) \$1.11 per \$100 assessed value

##### Personal Property Tax Rate

FY 2002 (Proposed) \$4.75 per \$100 assessed value  
 FY2001 (Approved) \$4.75 per \$100 assessed value

FY 2002 Value of one-cent on  
 the Real Property Tax Rate Approx. \$1.48 million

**Total Assessed Value of Real Property  
Calendar Year 1992 - 2001**



### ECONOMIC INDICATORS, continued

#### City Finances

Bond Ratings	Aaa
Moody's Investors Service, Inc.	AAA
Standard & Poor's	

#### Budgets

FY'02 Total Operating Budget	\$429,447,839
General Fund Budget	\$349,925,820
Special Revenue Fund*	\$72,653,507
Other Funds and Financing Sources	\$6,868,512

\*Includes Federal and State Grants.

### DEMOGRAPHICS

#### Population

June 30, 2001 Estimate	126,000
1990 U.S. Census	111,183

#### Households

2000 Estimate	59,900
1999 Estimate	59,100
1990 U.S. Census	53,280

#### Average Household Size

1990 U.S. Census	2.04 persons
------------------	--------------

#### Age (1990 Population)

(1-19)	18,829
(20-34)	41,004
(35-64)	39,961
(65 +)	11,389

#### Race and Ethnicity (1998 Census estimate)

White (Non-Hispanic)	58.7%
African American	23.4%
Hispanic (all races)	12.8%
Asian & Pacific Islander	5.8%
American Indian & Alaskan Native	0.4%
Total*	100%

\* Percentage column does not sum to the total shown due to rounding.

U.S. Census data indicate net international migration for 1990 - 1998 as 9.0%.

Source: U.S. Census Bureau 1998 estimate.

**CITY OF ALEXANDRIA, VIRGINIA  
FACTS AND FIGURES**

**DEMOGRAPHICS, continued**

<b>Median Household Income - 2000 Estimate</b>	
Alexandria	\$67,312
Northern Virginia	\$77,705
Virginia	\$45,753
1990 U.S. Census - Alexandria	\$41,472

<b>Per Capita Income</b>	
2001 - Alexandria (Estimate)	\$52,070
1998 - Alexandria	\$46,290
Northern Virginia*	\$40,891
Virginia	\$28,063
U.S.	\$27,869
1990 - Alexandria	\$31,699

\* Northern Virginia = Arlington Co., Fairfax Co., Loudoun Co., Prince William Co., Alexandria.

<b>Median Family Income</b>	
2000 Estimate - Alexandria	\$78,849
Virginia	\$49,757

<b>Registered Voters</b>	
December 31, 2000	76,005
December 31, 1999	68,842
December 31, 1990	57,614

Source: City of Alexandria Approved Budget Documents

<b>Housing</b>	
<b>Housing Units - June, 2000</b>	
Single-family Homes	20,597
Condominiums*	14,232
Rental apartments (est.)	30,020
Total	64,849

\* Townhouse condos are counted as single-family homes.

<b>Housing Units by Occupancy</b>		
	Owner	Renter
1990 U.S. Census	40%	60%

<b>Average Assessed Value (2001)*</b>	
All Residential Units	\$212,467
Single-family Homes	\$288,589
Condominiums**	\$112,561

\* Includes new construction.

\*\* Townhouse condos are counted as single-family homes.

**DEMOGRAPHICS, continued**

<b>Average Market Rents</b>	<b>2000</b>	<b>1999</b>
Efficiency	\$738	\$650
1 Bedroom Apartment	878	773
2 Bedroom Apartment	1,070	976
3 Bedroom Apartment	1,176	987

**Median Assessed Value of Homes and Condominiums (2000)**

<u>Assessed Value</u>	<u>Units</u>	<u>Total Value</u>	<u>Median</u>
Less than \$100,000	9,970	\$700,747,300	\$69,700
\$100,000-\$149,999	6,677	\$818,104,500	\$121,700
\$150,000-\$199,999	5,233	\$926,431,900	\$177,700
\$200,000-\$249,999	4,160	\$924,937,300	\$222,700
\$250,000 and over	8,530	\$3,352,364,800	\$336,300

Source: Real Estate Assessor

**EDUCATION**

<b>Public School Membership</b>	
September, 2001 (Estimate)	11,637
September, 2000	11,167
September, 1999	11,017
September, 1990	9,488

<b>Student Profile</b>	<b>9/00 Membership</b>	<b>Percent</b>
African American	5,014	44.9
Hispanic	2,937	26.3
White	2,479	22.2
Asian/Pacific Islander	704	6.3
American Indian/ Alaskan Native	22	0.2
Total *	11,167	100%

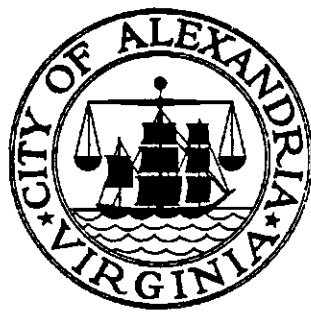
\* Columns do not sum to the total shown due to rounding.

**Budget**

FY 2002 Total Schools Budget	\$142,062,215
Expenditures per Pupil Enrolled*	\$13,977

\* Includes both Operating and Capital Costs.

Source: All of the above education information provided by the Alexandria City Public Schools FY 2002 Approved Budget.

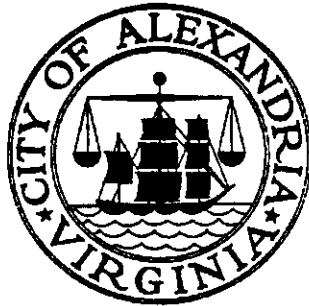


# Expenditure Summary

## Statement of Total Expenditures

	Approved FY 2001 <sup>1</sup>	Proposed FY 2002	Percentage Change (Approved to Proposed)
<b>General Fund</b>			
City Total Operating Expenditures <sup>1</sup>	\$199,536,607	\$214,098,295	7.3%
City Appropriation to the Schools	98,780,870	108,369,189	9.7%
<b>Capital Projects</b>			
Debt service	12,638,385	15,458,336	22.3%
Capital Projects	9,846,000	12,000,000	21.9%
<b>Total General Fund Budget</b>	<b><u>\$320,801,862</u></b>	<b><u>\$349,925,820</u></b>	<b>9.1%</b>
Special Revenue Fund <sup>2</sup>	\$68,330,298	\$72,653,507	6.3%
Internal Services Fund <sup>3</sup>	\$4,282,720	\$4,117,649	(3.9%)
Community Recycling Enterprise Fund <sup>4</sup>	\$784,785	\$733,062	(6.6%)
Component Unit (Schools) Fund <sup>5</sup>	<u>\$2,191,638</u>	<u>\$2,017,801</u>	(7.9%)
<b>Total Other Funds Budget</b>	<b><u>\$75,589,441</u></b>	<b><u>\$79,522,019</u></b>	<b>5.2%</b>
<b>Total City and Schools All Funds Operating Budget</b>	<b><u>\$396,391,303</u></b>	<b><u>\$429,447,839</u></b>	<b>8.3%</b>

- /1 The FY 2001 General Fund budget reflects an additional \$754,950 in debt service, resulting from the acceleration by \$15 million of the City bond issuance in the June 2000 bond issuance. The additional debt service will be finance by bond interest earnings.
- /2 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program.
- /3 The Equipment Replacement Internal Services Fund accounts for revenues (equipment rental charges assessed to user departments as part of departmental operating budgets), depreciation charges and associated expenditures to replace vehicles and capital equipment. Equipment replacement monies are accrued for the scheduled replacement of vehicles and capital equipment and are not available for appropriation to meet general expenditure requirements.
- /4 The Community Recycling Enterprise Fund is a self-supporting fund that is used to account for the expenditures and revenues (sales of recyclable materials) associated with the City's refuse recycling and residential curb-side recycling programs. For additional information, please see the budget description for the Department of Transportation and Environmental Services.
- /5 The FY 2002 Proposed Budget includes the Schools' appropriation of \$2,017,801 from the Alexandria City Public Schools component unit fund balance.





Share of FY 2002 Proposed Budget by Department/1

Department	Proposed General Fund Expenditures	As a Percent of General Fund	Proposed General & Special Revenue Fund Expenditures	As a Percent of Total Expenditures
Schools	\$108,369,189	31.0%	\$142,062,215	33.1%
Police	34,446,446	9.8%	35,463,978	8.3%
Fire	24,835,657	7.1%	26,395,257	6.2%
Transportation and Environmental Services	19,835,445	5.7%	21,398,719	5.0%
Sheriff	16,345,275	4.7%	17,097,174	4.0%
Human Services	16,148,484	4.6%	40,719,615	9.5%
Recreation, Parks and Cultural Activities	13,534,716	3.9%	14,052,124	3.3%
Capital Projects (cash capital)	12,000,000	3.4%	12,000,000	2.8%
Mental Health, Mental Retardation, and Substance Abuse	9,964,818	2.9%	21,330,314	5.0%
General Services	8,800,196	2.5%	8,820,124	2.1%
Transit Subsidies	7,505,517	2.1%	7,505,517	1.8%
Finance	6,646,128	1.9%	6,680,628	1.6%
Health	6,467,370	1.9%	6,482,026	1.5%
Information Technology Services	5,665,688	1.6%	6,430,688	1.5%
Library	4,989,885	1.4%	5,392,323	1.3%
Other Correctional and Justice Activities	2,987,346	0.9%	3,319,796	0.8%
Planning and Zoning	2,627,833	0.8%	2,627,833	0.6%
Historic Alexandria	2,028,911	0.6%	2,174,122	0.5%
Personnel Services	1,951,470	0.6%	1,957,470	0.5%
Other Planning Activities	1,970,948	0.6%	1,970,948	0.5%
Commonwealth's Attorney	1,904,775	0.5%	2,171,006	0.5%
City Manager	1,625,432	0.5%	1,625,432	0.4%
Clerk of Courts	1,318,200	0.4%	1,318,200	0.3%
City Attorney	1,322,461	0.4%	1,322,461	0.3%
18th Circuit Court	1,101,893	0.3%	1,101,893	0.3%
Human Services - Children's Fund	1,003,632	0.3%	1,003,632	0.2%
Housing	970,559	0.3%	2,785,122	0.7%
Real Estate Assessments	937,958	0.3%	937,958	0.2%
Office on Women	913,954	0.3%	1,254,403	0.3%
Human Services - Community Partnership Fund	875,500	0.3%	875,500	0.2%
Management and Budget	885,247	0.3%	885,247	0.2%
Registrar of Voters	732,806	0.2%	732,806	0.2%
Citizen Assistance	622,536	0.2%	627,536	0.2%
Court Service Unit	550,277	0.2%	796,504	0.2%
City Council	446,153	0.1%	446,153	0.1%
City Clerk and Clerk of Council	317,754	0.1%	317,754	0.1%
Human Rights	289,870	0.1%	324,870	0.1%
Other Recreation Activities	196,877	0.1%	196,877	0.1%
Internal Audit	188,088	0.1%	188,088	0.0%
18th General District Court	91,343	0.0%	91,343	0.0%
Law Library	60,659	0.0%	115,659	0.0%
Juvenile and Domestic Relations Court	34,024	0.0%	34,024	0.0%
Other Educational Activities	12,923	0.0%	12,923	0.0%
<b>Subtotal Agencies and Departments/2</b>	<b>\$323,524,243</b>	<b>92.4%</b>	<b>\$403,046,262</b>	<b>93.9%</b>

/1 Please note: the proposed FY 2002 budgets for individual City departments do not include funding for the proposed 3 percent general salary adjustment, health benefit increase, or VRS employer rate decrease. Funding for these proposed compensation adjustments is budgeted in the non-departmental account and will be transferred to individual agency budgets pending Council approval in May.

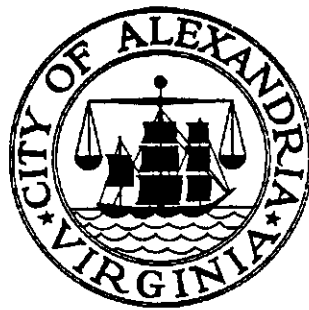
/2 Percentage columns may not sum to the subtotals shown due to rounding.

**Share of FY 2002 Proposed Budget by Department/1**

<u>Department</u>	<u>Proposed General Fund Expenditures</u>	<u>As a Percent of General Fund</u>	<u>Proposed General and Special Revenue Fund Expenditures</u>	<u>As a Percent of Total Expenditures</u>
Other Expenditures				
Insurance, City Memberships, Tax Rebates and Other	\$10,193,241	2.9%	\$10,193,241	2.4%
General Debt Service	15,458,336	4.4%	15,458,336	3.6%
Contingent Reserves	750,000	0.2%	750,000	0.2%
Subtotal Other Expenditures/2	<u>\$26,401,577</u>	<u>7.5%</u>	<u>\$26,401,577</u>	<u>6.1%</u>
GRAND TOTAL	<u>\$349,925,820</u>	<u>100.0%</u>	<u>\$429,447,839</u>	<u>100.0%</u>

/1 Please note: the proposed FY 2002 budgets for individual City departments do not include funding for the proposed 3 percent general salary adjustment, health benefit increase, or VRS employer rate decrease. Funding for these proposed compensation adjustments is budgeted in the non-departmental account and will be transferred to individual agency budgets pending Council approval in May.

/2 Percentage columns may not sum to the subtotals shown due to rounding.



## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 <sup>/1</sup> (1)	APPROVED FY 2001 <sup>/2</sup> (2)	PROPOSED FY 2002 (3)	
<b><u>LEGISLATIVE &amp; EXECUTIVE</u></b>				
City Council	418,918	435,004	446,153	446,153
City Manager <sup>/3</sup>	1,124,892	1,437,115	1,625,432	1,625,432
City Attorney <sup>/4</sup>	1,178,675	1,264,621	1,322,461	1,322,461
City Clerk	293,669	308,429	317,754	317,754
Legislative Director <sup>/5</sup>	168,343	-----	-----	-----
<b>TOTAL - LEGISLATIVE &amp; EXECUTIVE</b>	<b><u>3,184,497</u></b>	<b><u>3,445,169</u></b>	<b><u>3,711,800</u></b>	<b><u>3,711,800</u></b>

- /1 The FY 2000 Actual expenditures reflect the information reported in the FY 2000 Comprehensive Annual Financial Report.
- /2 The FY 2001 Approved budget does not reflect changes to the budget that took place after the beginning of the fiscal year. For supplemental appropriations and transfer details, refer to the summary for each department.
- /3 The FY 2001 Approved budget for the City Manager's office includes the following changes as part of the City Manager's reorganization: \$177,276 that was previously recognized as the Office of the Legislative Director; \$196,581 that was previously included in the Department of Finance; and \$201,579 that was previously included in the former Department of Human Relations. The FY 2002 proposed General Fund budget for this agency reflects funding for the cost of merit adjustments and funding for the City functions (Legislative Liaison, Affirmative Action and Community Outreach) which were brought into the City Manager's Office as part of the Manager's July 1, 2000, reorganization.
- /4 The FY 2002 proposed General Fund budget for the City Attorney's Office includes recommended supplemental funding for an Assistant City Attorney I position.
- /5 As part of the City Manager's reorganization, beginning in FY 2001 this office was included in the City Manager's Office.

## Expenditure Summary

DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<b><u>COURTS &amp; CONSTITUTIONAL OFFICERS</u></b>				
18 <sup>th</sup> Circuit Court <sup>1</sup>	782,858	1,064,228	1,101,893	1,101,893
Court Service Unit <sup>2</sup>	425,819	546,028	550,277	796,504
Juvenile & Domestic Relations Court	29,845	30,780	34,024	34,024
18 <sup>th</sup> General District Court	72,921	111,447	91,343	91,343
Clerk of Courts	1,314,338	1,279,576	1,318,200	1,318,200
Commonwealth's Attorney	1,813,824	1,864,761	1,904,775	2,171,006
Law Library <sup>3</sup>	47,406	57,921	60,659	115,659
Registrar of Voters <sup>4</sup>	685,274	612,934	732,806	732,806
Other Public Safety & Justice Activities	2,804,577	2,899,334	2,987,346	3,319,796
Office of Sheriff	15,278,397	15,951,060	16,345,275	17,097,174
<b>TOTAL - COURTS &amp; CONSTITUTIONAL OFFICERS</b>	<b><u>23,255,259</u></b>	<b><u>24,418,069</u></b>	<b><u>25,126,598</u></b>	<b><u>26,778,405</u></b>

- /1 The FY 2001 approved budget includes \$166,663 in supplemental funding for three additional staff support positions recommended to support the Courts' Criminal Justice Information System (CJIS). Approved positions are a Computer Applications Instructor, and two Systems Analysts to more adequately support the existing CJIS system and to facilitate the development of the new AJIS system.
- /2 The FY 2001 approved budget includes \$15,000 to provide full funding for the existing youth services activities primarily funded by the Virginia Juvenile Community Crime Control Act (VJCCCA) grant.
- /3 The FY 2001 approved budget includes an increase of \$10,515 in the General Fund share of expenses to offset a portion of the impact of declining Law Library filing fees.
- /4 The FY 2001 approved budget for the Registrar of Voters reflects costs associated with the Presidential Election in November 2000, and a gubernatorial primary in June 2001. The FY 2002 proposed budget for the Registrar of Voters includes an increase of \$60,954 for rental expenditures associated with the relocation of the Registrar of Voters office space, and a recommended supplemental request in the amount of \$32,500 to continue the Department of Motor Vehicles Co-location Pilot Program.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<b><u>GENERAL GOVERNMENT</u></b>				
Citizen Assistance <sup>/1</sup>	529,452	567,517	622,536	627,536
Finance <sup>/2</sup>	6,401,305	6,453,228	6,646,128	6,680,628
Internal Audit <sup>/3</sup>	208,415	179,659	188,088	188,088
General Services	8,643,797	8,553,672	8,800,196	8,820,124
Office on Women <sup>/4</sup>	713,834	933,757	913,954	1,254,403
Human Rights Office <sup>/4</sup>	230,613	296,271	289,870	324,870
Management and Budget	827,012	885,347	885,247	885,247
Information Technology Services <sup>/5</sup>	5,203,127	5,419,843	5,665,688	6,430,688
<b>SUBTOTAL - GENERAL GOVERNMENT</b>	<b>22,757,555</b>	<b>23,289,294</b>	<b>24,011,707</b>	<b>25,211,584</b>

- /1 The FY 2002 budget includes an increase of \$55,019 to fund a Public Affairs Specialist and to produce the City Manager's community newsletter for the City's Outreach Program and "welcome packages" for new City residents.
- /2 The FY 2001 General Fund decrease is attributable to the City Manager's reorganization. The Office of Internal Audit, previously budgeted as part of the Finance Department, is now budgeted as an independent office, and \$196,581, previously included in the Administration Division of the Finance Department, is now included in the City Manager's office.
- /3 Beginning in FY 2001 this department was budgeted as an independent office as part of the City Manager's reorganization.
- /4 As a result of the City Manager's reorganization, effective July 1, 2000, the functions of the former Department of Human Relations have been reorganized. The Office on Women and Human Rights have been established as separate offices, and the Affirmative Action Officer and Call to Community Initiative are within the City Manager's Office.
- /5 The FY 2001 General Fund increase is largely attributable to an increase of \$116,000 for I-net maintenance and contract support for the Criminal Justice Information System and Lotus Notes. The FY 2001 approved budget also includes \$279,392 in approved supplemental funding for a database administrator and three programmer analysts to provide needed programming and back up support for existing high priority City systems, including Performance Accounting, Permit\* Plan, GIS, payroll and finance systems and other large multi-agency systems, as well as to begin to develop e-commerce applications. The FY 2002 budget includes \$82,110 in supplemental funding for a network security technician to take the lead on the daily responsibility for network security and to provide City Departments with guidance on basic security management, and \$765,000 for the city-wide personal computer replacement program.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>GENERAL GOVERNMENT, continued</u>				
<b>Non-Departmental</b>				
General Debt Service <sup>/1</sup>	9,184,540	12,638,385	15,458,336	15,458,336
Insurance, City Memberships, Tax Rebates and Other	6,272,329	6,779,545	10,193,241	10,193,241
Contingent Reserves <sup>/2</sup>	0	247,700	750,000	750,000
Personnel Services <sup>/3</sup>	1,742,437	1,828,361	1,951,470	1,957,470
Real Estate Assessments	835,779	910,639	937,958	937,958
<b>SUBTOTAL - GENERAL GOVERNMENT</b>	<u>18,035,085</u>	<u>22,404,630</u>	<u>29,291,005</u>	<u>29,297,005</u>
<b>TOTAL - GENERAL GOVERNMENT</b>	<u>40,792,640</u>	<u>45,693,924</u>	<u>53,302,712</u>	<u>54,508,589</u>

- /1 The FY 2001 debt service is amended to reflect an additional \$754,950 in debt service costs, resulting from the acceleration by \$15 million of the City bond issuance plans in the June 2000 bond issuance. The additional debt service will be financed with bond interest earnings.
- /2 In FY 2001, \$427,700 was the approved amount at the start of the fiscal year with City Council allocations for various new initiatives since then.
- /3 The FY 2002 budget includes an increase of \$74,392 for an additional temporary position to enable current staff to plan and implement changes to the City's time and attendance and payroll/personnel information systems; and an increase of \$54,500 for education and training for City employees.

## Expenditure Summary

DEPARTMENT/AGENCY	GENERAL FUND			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<b><u>OPERATING AGENCIES</u></b>				
Fire <sup>/1</sup>	22,114,245	23,189,777	24,835,657	26,395,257
Police <sup>/2</sup>	31,025,410	32,654,738	34,446,446	35,463,978
Health <sup>/3</sup>	5,730,864	6,090,069	6,467,370	6,482,026
Human Services <sup>/4</sup>	13,634,801	15,369,425	16,148,484	40,719,615
Children's Fund <sup>/5</sup>	988,780	974,400	1,003,632	1,003,632
Community Partnership Fund for Human Services <sup>/6</sup>	855,604	850,000	875,500	875,500
<b>SUBTOTAL - OPERATING AGENCIES</b>	<b>74,349,704</b>	<b>79,128,409</b>	<b>83,777,089</b>	<b>110,940,008</b>

- <sup>/1</sup> The FY 2002 proposed budget includes \$543,344 for the addition of a 5<sup>th</sup> medic unit; and \$209,717 for 4 overhire Construction Inspectors in Code Enforcement.
- <sup>/2</sup> The FY 2002 proposed budget includes \$328,551 to continue funding the Domestic Violence Intervention Program (DVIP) and to retain 5 positions to administer the program, formerly funded with grant proceeds; \$263,163 to continue the Gridlock Reduction Intervention Program (GRIP); and \$87,000 to continue the Red Light Camera Program.
- <sup>/3</sup> In FY 2001 funding for environmental quality in the amount of \$233,309 was transferred to the Transportation and Environmental Services Department as part of the City Manager's reorganization. The FY 2002 proposed General Fund budget includes the addition of a full time accounting technician position (\$45,449) to help maintain the Department's financial reporting system; \$50,000 to increase support for the partnership with the Arlandria Clinic; \$30,000 in increased support for out-patient pre-authorized services provided by the INOVA Alexandria Hospital; and \$71,600 to provide mosquito larvicides at properties in the City.
- <sup>/4</sup> The FY 2001 approved budget includes \$300,000 for the pilot after-school program at Samuel W. Tucker School; \$222,193 to expand companion aide services for seniors and disabled individuals and to convert a part-time nurse to full time at the Adult Day Health Care Center; \$100,000 to fund a full-time position relating to adolescent services, specifically relating to teen pregnancy prevention; and \$100,000 for initiatives to assist Multicultural and non-English speaking residents. The FY 2002 proposed budget includes funding for 3 new positions in the Family Services Division; \$200,000 to more adequately fund before and after school care programs; \$300,000 to provide the local funding level needed for the Alexandria Community Policy Management Team; \$162,638 to increase the hourly wage paid to Companion Aides; and \$12,649 to convert a part-time position to full-time at the Alexandria Residential Care Home.
- <sup>/5</sup> The FY 2002 proposed budget includes a 3 percent inflationary increase.
- <sup>/6</sup> The FY 2001 approved budget includes \$50,000 in additional funding to increase the grant award budget for programs providing human service needs to Alexandrians who are school age or older. The FY 2002 proposed budget includes a 3 percent inflationary increase.



## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>OPERATING AGENCIES, continued</u>				
Housing	968,919	941,871	970,559	2,785,122
Planning and Zoning <sup>/1</sup>	1,775,162	2,118,283	2,627,833	2,627,833
Other Planning and Economic Development Activities	1,626,246	1,771,034	1,970,948	1,970,948
Historic Alexandria	1,960,143	1,955,778	2,028,911	2,174,122
Mental Health, Mental Retardation and Substance Abuse <sup>/2</sup>	8,228,587	9,065,809	9,964,818	21,330,314
<b>SUBTOTAL - OPERATING AGENCIES</b>	<u>14,559,057</u>	<u>15,852,775</u>	<u>17,563,069</u>	<u>30,888,339</u>

/1 The FY 2001 budget includes funding to convert a part-time landscape architect to full-time; to provide a full-time Urban Planner/Urban Designer to work on redevelopment issues; and to provide one GIS Coordinator position. FY 2002 includes funding for a new Neighborhood Planning/Community Development Manager; a Current Planning Manager; the conversion of a part-time Clerk Typist position to a full-time Secretary; a Planner II for Neighborhood Planning; a GIS Specialist currently funded by the CIP, converted to full time in the General Fund; additional consulting services, autoCAD support; and census data analysis.

/2 The FY 2002 General Fund budget includes an increase of \$105,804 for increased purchase of services costs for five consumers that were not previously paid for with City dollars and increase rates for contract residential programs; and increase of \$46,445 for condominium fees and utility costs associated with seven new condominiums to serve clients; and an increase of 33,000 to reflect higher costs for medications from the State pharmacy. The proposed budget also includes recommended supplemental funding of \$50,000 to replace furnishings at group homes and supervised apartments; and \$62,117 to retain a Therapist III, formerly funded with grant proceeds.

## Expenditure Summary

DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>OPERATING AGENCIES, continued</u>				
Recreation, Parks and Cultural Activities <sup>/1</sup>	11,929,460	12,790,257	13,534,716	14,052,124
Other Recreation Activities	191,266	190,467	196,877	196,877
Library <sup>/2</sup>	3,813,427	4,430,926	4,989,885	5,392,323
Transit Subsidies <sup>/3</sup>	5,004,487	7,064,204	7,505,517	7,505,517
Transportation and Environmental Services <sup>/4</sup>	15,289,763	19,147,775	19,835,445	21,398,719
<b>SUBTOTAL - OPERATING AGENCIES</b>	<u>36,228,403</u>	<u>43,623,629</u>	<u>46,062,440</u>	<u>48,545,560</u>
<b>TOTAL - OPERATING AGENCIES</b>	<u>125,137,164</u>	<u>138,604,813</u>	<u>147,402,598</u>	<u>190,373,907</u>

- <sup>/1</sup> The FY 2002 General Fund budget includes \$48,500 for new vehicles; \$25,000 for the exterior grounds maintenance and upkeep of the Union Station property; \$67,400 for the City's holiday lighting and decorations project; and \$37,523 for training initiatives. The FY 2002 budget also includes \$100,000 in recommended supplemental funding for park maintenance, emphasizing contractual services; \$25,000 for a summer playground program at Samuel Tucker and youth activity funding (such as the potential continuation of Youth Nights at the Chinquapin Recreation Center); and \$16,500 for department program staff uniforms.
- <sup>/2</sup> The FY 2001 budget includes an approved supplemental request, in the amount of \$149,348, to ensure adequate staffing and service levels at the Charles E. Beatley, Jr. Central Library, and funding for operational costs at the new Ellen Coolidge Burke Branch Library. The FY 2002 budget includes recommended supplement funding for additional full and part time positions at the Beatley Central and Burke Branch Libraries and in the Administration Division; and additional funding for the costs associated with the purchase of new computers for the Burke Library (\$44,574), and additional materials for the library system (\$70,369).
- <sup>/3</sup> The budget increase from FY 2000 to FY 2001 is due to a correction of funding shown as WMATA capital in FY 2000 that is more accurately shown as WMATA operating in FY 2001, and increased funding for DASH in FY 2001. The FY 2002 budget includes a \$409,790 increase in the DASH operating subsidy for salary, benefit and fuel cost increases, and 2 new mechanic positions; a \$100,000 increase in the DOT Paratransit subsidy, and a \$4,230 increase in the VRE subsidy.
- <sup>/4</sup> The FY 2001 approved budget includes additional funding for traffic analysis, new traffic cameras to assist in monitoring critical intersections, and increased funding for equipment to adequately store materials for snow removal. The FY 2001 approved all funds budget also includes \$233,309 for environmental quality, as part of the City Manager's reorganization, that was previously budgeted in the Health Department. The FY 2002 proposed budget includes funding for two Inspector II positions, an Engineering Aide position, a Civil Engineer III position, contract costs for transportation studies, and maintenance and support costs for the infrastructure management software system, proposed to be purchased through the Information Technology Plan in the CIP.

## Expenditure Summary

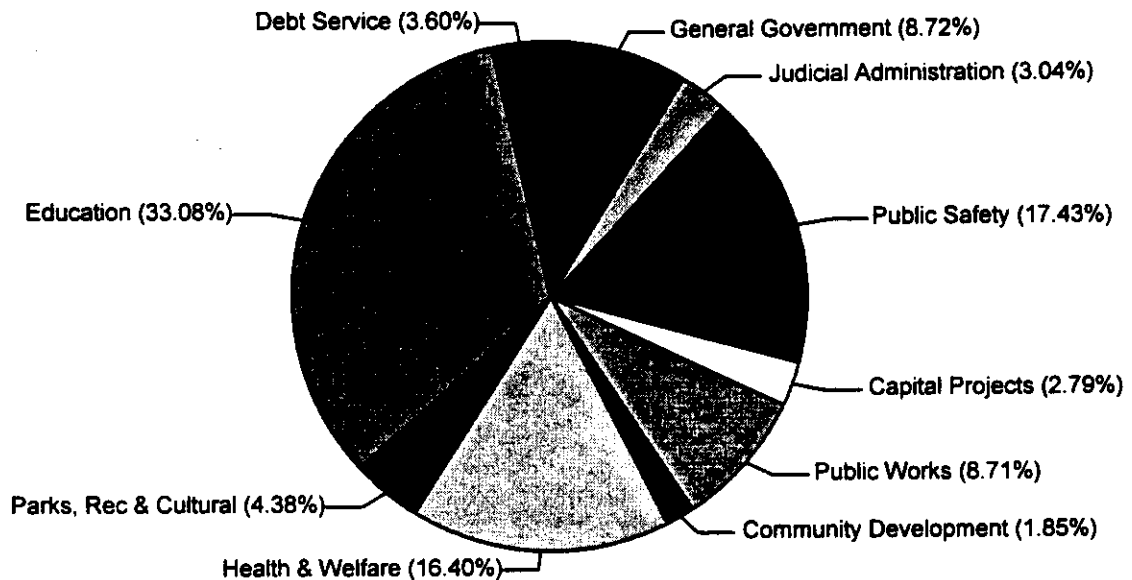
CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2000 (1)	APPROVED FY 2001 (2)	PROPOSED FY 2002 (3)	
<u>EDUCATION</u>				
Schools <sup>/1</sup>	92,442,489	98,780,870	108,369,189	142,062,215
Other Educational Activities	13,120	13,017	12,923	12,923
<b>TOTAL - EDUCATION</b>	<u><u>92,455,609</u></u>	<u><u>98,793,887</u></u>	<u><u>108,382,112</u></u>	<u><u>142,075,138</u></u>
 <u>CAPITAL IMPROVEMENTS</u>				
Capital Projects (Cash Capital) <sup>/2</sup>	21,863,322	9,846,000	12,000,000	12,000,000
<b>TOTAL - CASH CAPITAL</b>	<u><u>21,863,322</u></u>	<u><u>9,846,000</u></u>	<u><u>12,000,000</u></u>	<u><u>12,000,000</u></u>
 <b>GRAND TOTAL</b>	 <u><u>306,688,491</u></u>	 <u><u>320,801,862</u></u>	 <u><u>349,925,820</u></u>	 <u><u>429,447,839</u></u>

/1 The FY 2002 proposed General Fund appropriation to the Schools includes \$2,950,710 for compensation increases comparable to those approved for City employees. The FY 2002 proposed total all sources figure includes an appropriation of \$2,017,801 from the ACPS Component Unit fund balance as proposed by the School Board.

/2 FY 2000 actual expenditures reflect the General Fund appropriation (transfer out) to the Capital Projects fund of \$14,512,259, plus the cash capital expenditures of \$7,351,063. The increased appropriation for capital projects in the FY 2002 proposed budget is necessary to help finance the total \$197.3 million six-year proposed capital improvement program.

## FY 2002 Proposed Budget by Program (All Funds)

---



The pie chart above presents the FY 2002 proposed budget for all City funds, categorized by program area. This type of programmatic information facilitates examination of the budget from a different perspective than the organizational scheme used in Sections V-IX of the document. This programmatic view of the proposed budget is included in the budget document at the request of the City Council's Budget and Fiscal Affairs Advisory Committee (BFAAC) as part of its on-going effort to examine and recommend improvements in the City's budget process.

The categorization scheme used in these program budget presentations is specified by the Auditor of Public Accounts (APA) of the Commonwealth of Virginia, and is used by the APA in the preparation of an annual State-wide comparative report of local government finances.

Proposed

DEPARTMENT	GENERAL GOVERNMENT	JUDICIAL ADMINISTRATION	PUBLIC SAFETY	CAPITAL PROJECTS	PUBLIC WORKS	COMMUNITY DEVELOPMENT	HEALTH & WELFARE	PARKS, REC & CULTURE	EDUCATION	DEBT SERVICE	TOTAL
City Council	\$446,153	0	0	0	0	0	0	0	0	0	\$446,153
City Manager	1,625,432	0	0	0	0	0	0	0	0	0	1,625,432
Citizen Assistance	627,536	0	0	0	0	0	0	0	0	0	627,536
Management and Budget	885,247	0	0	0	0	0	0	0	0	0	885,247
Office on Women	1,254,403	0	0	0	0	0	0	0	0	0	1,254,403
Human Rights	324,870	0	0	0	0	0	0	0	0	0	324,870
18th Circuit Court	0	1,101,893	0	0	0	0	0	0	0	0	1,101,893
18th General District Court	0	91,343	0	0	0	0	0	0	0	0	91,343
Juvenile & Domestic Relations Court	0	34,024	0	0	0	0	0	0	0	0	34,024
Commonwealth's Attorney	0	2,171,006	0	0	0	0	0	0	0	0	2,171,006
Sheriff	0	4,124,705	12,972,489	0	0	0	0	0	0	0	17,097,174
Clerk of Courts	0	1,318,200	0	0	0	0	0	0	0	0	1,318,200
Law Library	0	115,659	0	0	0	0	0	0	0	0	115,659
Other Correctional/Justice Activities	0	3,319,796	0	0	0	0	0	0	0	0	3,319,796
Court Service Unit	0	796,504	0	0	0	0	0	0	0	0	796,504
Information Technology Services	6,430,688	0	0	0	0	0	0	0	0	0	6,430,688
City Clerk & Clerk of Council	317,754	0	0	0	0	0	0	0	0	0	317,754
Finance	6,880,628	0	0	0	0	0	0	0	0	0	6,880,628
Internal Auditor	188,088	0	0	0	0	0	0	0	0	0	188,088
Real Estate Assessments	937,958	0	0	0	0	0	0	0	0	0	937,958
Personnel	1,957,470	0	0	0	0	0	0	0	0	0	1,957,470
Planning and Zoning	0	0	0	0	0	2,627,833	0	0	0	0	2,627,833
Other Planning Activities	0	0	0	0	0	1,970,948	0	0	0	0	1,970,948
City Attorney	1,322,461	0	0	0	0	0	0	0	0	0	1,322,461
Registrar	732,806	0	0	0	0	0	0	0	0	0	732,806
General Services	2,774,750	0	0	0	6,045,374	0	0	0	0	0	8,820,124
Transportation & Environmental Services	0	0	0	0	20,848,048	550,671	0	0	0	0	21,398,719
Transit Subsidies	0	0	0	0	7,505,517	0	0	0	0	0	7,505,517
Fire	0	0	26,395,257	0	0	0	0	0	0	0	26,395,257
Police	0	0	35,463,978	0	0	0	0	0	0	0	35,463,978
Housing	0	0	0	0	0	2,785,122	0	0	0	0	2,785,122
Mental Health/Mental Retardation/Substance Abuse Health	0	0	0	0	0	0	21,330,314	0	0	0	21,330,314
Human Services	0	0	0	0	0	0	6,482,028	0	0	0	6,482,028
Community Partnership Fund for Human Services	0	0	0	0	0	0	41,723,247	0	0	0	41,723,247
Historic Alexandria	0	0	0	0	0	0	875,500	0	0	0	875,500
Recreation, Parks & Cultural Activities	0	0	0	0	2,991,600	0	0	11,060,524	0	0	14,052,124
Other Recreational Activities	0	0	0	0	0	0	0	196,877	0	0	196,877
Library	0	0	0	0	0	0	0	5,392,323	0	0	5,392,323
Schools	0	0	0	0	0	0	0	0	142,062,215	0	142,062,215
Other Educational	0	0	0	0	0	0	0	0	12,923	0	12,923
Non-Departmental	10,943,241	0	0	12,000,000	0	0	0	0	0	15,458,338	38,401,577

Executive Summary

.....

## BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT

---

The Program Budget format was proposed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) and approved by City Council on May 25, 1993. This format summarizes the total City budget using more specific object of expenditure groupings (expense categories) than those presented in the budget resources tables shown within each departmental description. OMB staff worked with BFAAC to develop the presentation of this format and BFAAC members requested that the total budget chart be presented on a single page.

The following notes provide additional information on the expenditure groupings presented in the BFAAC tables.

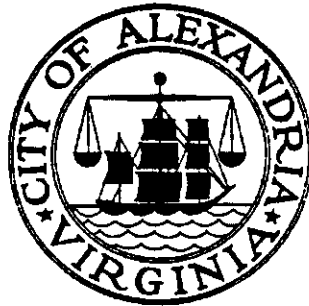
- 11 The Operating Agencies are detailed by individual departments and agencies in the expanded chart.
- 12 Budgetary data for the Alexandria City Public Schools (ACPS) are not available at the same level of detail as for other City agencies. Therefore, data have been grouped into major categories such as Salaries, Benefits, Contract Support, Facilities, Field Supplies, Training, Equipment and Other Charges. These groupings have been made based on data provided in the ACPS 2000-2001 Approved Budget, the ACPS 2001-2002 Approved Budget, and ACPS staff. Education includes Other Educational Activities (the City's contribution to the Northern Virginia Community College).
- 13 The proposed FY 2002 budgets for individual City departments do not include funding for the recommended three percent general salary adjustment, increased health care benefits, vacancy factor adjustment, or the Virginia Retirement System (VRS) rate adjustment. These funds are budgeted in a non-departmental account within the General Government category, which will be transferred to agency budgets pending Council approval.
- 14 Facilities/Infrastructure includes building leases such as the Human Services building on Mt. Vernon Avenue, the Department of Mental Health, Mental Retardation, Substance Abuse building on St. Asaph Street, other rental payments, all utilities costs, and expenditures associated with annual infrastructure maintenance. In Transportation and Environmental Services, under Operating Agencies, Citywide street lighting utility expenses, the waste disposal tipping fee and infrastructure maintenance (streets, sewers, etc.) expenses are also included in this category.
- 15 Training monies budgeted for agency-specific certifications are included in the budgets for departments under the Operating Agencies category. Funding for Citywide training opportunities is budgeted centrally within General Government agencies, in the Personnel and Information Technology Services departments.
- 16 Vehicle/Fleet/Fuel and Transportation includes expenditures associated with operating and maintaining City vehicles, including the City's motor pool. While the majority of

## BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT

---

expenditures for the City's total vehicle fleet is budgeted annually within General Government, the Fire Department maintains its own fleet, including the specialized firefighting and medic vehicles. Expenditures associated with the residential trash collection fleet are budgeted within Transportation and Environmental Services to enable more accurate costing of this fee-based service.

- \17 Public and Private Partnerships includes the expenditures for non-profit and regional agencies, such as the Northern Virginia Juvenile Detention Home and all agencies noted in Other Public Safety and Justice Activities; the contribution to the Alexandria Hospital for indigent care expenses; all agencies noted in the Community Partnership Fund for Human Services budget and expenditures for the extended day care program; all agencies noted in Other Planning and Economic Development Activities and all agencies noted in Other Recreation and Other Educational Activities.
- \18 Payments and Purchased Services for the Needy and Special Populations includes support for services such as child day care, foster care, congregate meals, companion services, housing assistance, General Relief, and emergency financial assistance, that is budgeted in Human Services, the Office of Housing, and in MH/MR/SA. In addition, the DOT Paratransit program expenditures are shown here under Transportation and Environmental Services.
- \19 Other Charges includes expenditures for the City's payment to the Waste to Energy Trust Fund; Citywide memberships such as the Virginia Municipal League; other department-specific professional dues, memberships or subscriptions, which also includes purchase of materials for the Libraries; City legal expenses and other miscellaneous charges.
- \10 Contingent Reserves includes monies budgeted centrally for general contingencies that may arise during the fiscal year. Monies cannot be expended directly from this category, and City Council action is required to transfer monies budgeted here to other accounts to be expended.
- \11 Human Services includes Community Partnership Fund for Human Services and the Children's Fund competitive grant programs.
- \12 Planning and Zoning includes Other Planning and Economic Development Activities.
- \13 Recreation, Parks, and Cultural Activities includes Other Recreation Activities.
- \14 Transportation and Environmental Services includes Transit Subsidies.





**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2001 APPROVED BUDGET (ALL FUNDS)**

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies <sup>1</sup>	Education <sup>2</sup>	Totals
Salaries <sup>3</sup>	\$2,169,513	\$13,851,477	\$14,863,575	82,475,494	\$84,678,022	\$198,038,081
Benefits <sup>3</sup>	509,265	4,738,063	6,270,392	26,010,951	26,202,708	63,731,379
Contract Support	95,447	1,882,032	4,653,176	13,944,234	4,609,070	25,183,959
Consultants	0	0	0	0	0	0
Facilities/Infrastructure <sup>4</sup>	6,200	365,447	2,205,892	10,652,447	37,000	13,266,986
Equipment	45,885	511,701	1,027,713	7,345,220	4,959,786	13,890,305
Office Supplies	22,675	71,622	73,872	319,162	20,800	507,931
Field Supplies	4,517	661,602	468,270	3,147,264	6,479,939	10,761,592
Training <sup>5</sup>	12,324	49,195	231,053	279,950	1,500	574,022
Telephone and Communications	28,549	233,237	264,192	1,291,654	0	1,817,632
Vehicle/Fleet/Fuel and Transportation <sup>6</sup>	14,300	28,145	989,732	662,823	62,500	1,757,500
Postage and Courier	14,744	38,128	227,543	183,463	0	463,878
Printing	64,683	64,978	305,568	317,615	3,500	756,344
Insurance	0	3,450	868,384	34,262	0	906,096
Transit Subsidies Public and Private Partnerships <sup>7</sup>	0	0	0	3,548,210	0	3,548,210
Payments and Purchased Services for the Needy and Special Populations <sup>8</sup>	10,600	2,721,115	56,473	7,141,375	13,017	9,942,580
Other Charges <sup>9</sup>	0	0	827,500	20,206,890	0	21,034,390
Contingent Reserves <sup>10</sup>	48,307	574,146	115,389	1,457,132	4,721,929	6,916,903
Cash Capital	0	0	462,701	346,429	0	809,130
Debt Service	0	0	9,846,000	0	0	9,846,000
Debt Service	0	0	11,883,435	0	0	11,883,435
<b>Totals</b>	<b>\$3,047,009</b>	<b>\$25,794,338</b>	<b>\$55,640,660</b>	<b>\$179,364,575</b>	<b>\$131,789,771</b>	<b>\$395,636,353</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2001 APPROVED BUDGET (ALL FUNDS)  
OPERATING AGENCIES**

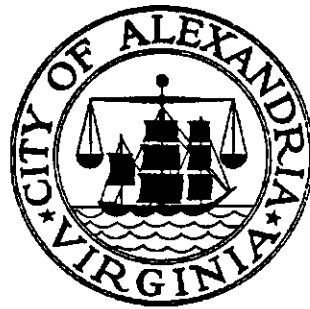
Expense Category	Fire	Police	Health	Human Services 111	Mental Health, Retardation & Substance Abuse	Housing	Planning & Zoning 112	Historic Alexandria	Recreation, Parks and Cultural Activities 113	Library	Transportation and Environmental Services 114	Totals
Salaries <sup>3</sup>	\$15,249,822	\$21,561,190	\$842,859	\$10,170,058	\$12,726,713	\$1,014,001	\$1,561,477	\$1,263,560	\$7,575,474	\$2,678,699	\$7,831,641	\$82,475,494
Benefits <sup>3</sup>	5,332,125	7,726,785	296,025	2,949,518	3,596,743	313,477	435,680	304,007	1,884,051	641,232	2,531,310	26,010,951
Contract Support	866,302	720,023	3,764,868	1,874,558	1,366,988	184,867	33,600	183,594	1,191,409	270,779	3,527,246	13,944,234
Consultants	0	0	0	0	0	0	0	0	0	0	0	0
Facilities/Infrastructure <sup>4</sup>	223,073	35,839	82,912	742,348	1,390,667	34,444	500	161,613	691,917	285,082	7,004,042	10,652,447
Equipment	2,003,579	2,120,566	12,598	203,101	259,086	4,832	26,200	26,640	604,756	4,026	2,078,036	7,345,220
Office Supplies	33,911	48,190	4,766	84,652	67,932	3,785	4,000	7,439	37,417	5,020	22,050	319,162
Field Supplies	455,664	396,570	36,744	91,525	488,838	1,156	5,000	66,315	700,186	112,650	792,616	3,147,264
Training <sup>5</sup>	76,121	47,705	3,423	47,662	60,331	3,901	2,600	3,909	13,513	0	20,785	279,950
Telephone and Communications	196,900	568,700	20,642	109,043	110,600	15,895	9,660	20,333	85,780	84,688	69,413	1,291,654
Vehicle/Fleet/Fuel and Transportation <sup>6</sup>	264,575	4,070	1,474	23,368	33,307	2,340	4,700	2,587	1,682	800	323,920	662,823
Postage and Courier	4,649	7,500	190	54,741	19,392	8,651	270	7,394	43,526	12,750	24,400	183,463
Printing	12,906	35,475	9,978	29,236	14,842	11,700	28,950	18,580	106,291	5,500	42,167	317,615
Insurance	0	0	1,262	0	0	0	0	0	0	33,000	0	34,262
Transit Subsidies	0	0	0	0	0	0	0	0	0	0	3,548,210	3,548,210
Public and Private Partnerships <sup>7</sup>	14,000	2,320	702,329	4,221,009	9,650	0	1,771,834	4,560	407,923	0	0	7,133,825
Payments and Purchased Services for the Needy and Special Populations <sup>8</sup>	0	0	0	18,162,339	309,043	965,506	0	0	0	0	757,550	20,214,440
Other Charges <sup>9</sup>	26,150	393,182	49,901	117,764	20,950	6,332	4,846	39,655	50,143	657,701	90,508	1,457,132
Contingent Reserves <sup>10</sup>	0	0	346,429	0	0	0	0	0	0	0	0	346,429
Cash Capital	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>\$24,759,777</b>	<b>\$33,668,115</b>	<b>\$6,176,400</b>	<b>\$38,880,920</b>	<b>\$20,475,282</b>	<b>\$2,570,689</b>	<b>\$3,889,317</b>	<b>\$2,092,186</b>	<b>\$13,396,058</b>	<b>\$4,791,937</b>	<b>\$28,663,894</b>	<b>\$179,364,575</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2002 PROPOSED BUDGET (ALL FUNDS)**

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies\1	Education\2	Totals
Salaries\3	\$2,627,568	\$14,571,559	\$17,575,893	86,450,883	\$93,405,031	\$214,630,934
Benefits\3	640,813	4,852,822	7,641,792	26,539,994	27,006,012	66,681,433
Contract Support	82,822	1,898,686	5,187,515	14,376,454	5,534,205	27,079,682
Consultants	0	51,452	0	0	0	51,452
Facilities/Infrastructure\4	30,500	455,325	2,196,189	10,952,826	37,000	13,671,840
Equipment	45,576	415,767	1,635,834	7,725,836	4,353,666	14,176,679
Office Supplies	27,300	75,688	80,941	329,483	24,800	538,212
Field Supplies	9,775	650,163	471,820	3,235,424	6,789,052	11,156,234
Training\5	18,830	63,100	316,407	399,026	731,563	1,528,926
Telephone and Communications	38,941	202,756	258,457	1,386,553	0	1,886,707
Vehicle/Fleet/Fuel and Transportation\6	30,472	34,891	1,049,926	796,171	64,500	1,975,960
Postage and Courier	15,685	38,290	255,789	205,248	0	515,012
Printing	65,750	74,309	313,256	331,945	3,500	788,760
Insurance	0	3,850	839,724	34,262	0	877,836
Transit Subsidies Public and Private Partnerships\7	0	0	0	3,958,000	0	3,958,000
Payments and Purchased Services for the Needy and Special Populations\8	26,600	2,792,296	68,522	7,958,744	12,923	10,859,085
Other Charges\9	0	0	192,140	23,297,196	0	23,489,336
Contingent Reserves\10	51,168	597,451	216,048	1,729,629	4,112,886	6,707,182
Cash Capital	0	0	750,000	666,233	0	1,416,233
Debt Service	0	0	12,000,000	0	0	12,000,000
Debt Service	0	0	15,458,336	0	0	15,458,336
<b>Totals</b>	<b>\$3,711,800</b>	<b>\$26,778,405</b>	<b>\$66,508,589</b>	<b>\$190,373,907</b>	<b>\$142,075,138</b>	<b>\$429,447,839</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
 FY 2002 PROPOSED BUDGET (ALL FUNDS)  
 OPERATING AGENCIES**

Expense Category	Fire	Police	Health	Human Services 111	Mental Health, Retardation & Substance Abuse	Housing	Planning & Zoning 112	Historic Alexandria	Recreation, Parks and Cultural Activities 113	Library	Transportation and Environmental Services 114	Totals
Salaries <sup>3</sup>	\$16,184,789	\$22,554,989	\$763,890	\$10,631,163	\$13,187,133	\$1,033,622	\$1,854,044	\$1,326,493	\$7,860,557	\$2,982,912	\$7,991,291	\$86,450,883
Benefits <sup>3</sup>	5,263,550	7,848,722	265,409	2,943,591	3,717,267	301,518	539,027	307,234	1,993,569	784,922	2,555,185	26,539,994
Contract Support	1,014,265	802,077	3,863,967	1,731,728	1,404,967	184,106	94,169	154,007	1,336,773	238,623	3,551,774	14,376,454
Consultants	0	0	0	0	0	0	0	0	0	0	0	0
Facilities/Infrastructure <sup>4</sup>	234,620	266,850	83,487	784,633	1,526,455	46,224	275	169,263	668,298	309,117	6,863,606	10,952,826
Equipment	2,434,951	2,349,508	15,309	221,939	275,356	17,558	46,672	27,248	674,818	4,171	1,658,308	7,725,836
Office Supplies	35,018	50,925	768	84,484	67,777	6,273	5,000	8,554	38,734	5,700	26,250	329,483
Field Supplies	489,948	407,545	32,429	129,378	516,170	949	5,000	81,606	688,858	47,550	825,991	3,235,424
Training <sup>5</sup>	107,493	74,350	2,839	62,555	66,187	5,437	15,900	3,880	29,377	0	31,008	399,026
Telephone and Communications	235,123	596,600	20,213	111,690	117,145	15,853	8,537	21,704	89,824	98,941	70,923	1,386,553
Vehicle/Fleet/Fuel and Transportation <sup>6</sup>	323,030	38,780	1,388	26,503	36,643	3,356	12,397	4,425	9,082	800	341,767	796,171
Postage and Courier	4,421	7,015	192	55,425	17,293	14,935	85	6,847	46,366	6,706	46,163	205,248
Printing	17,215	33,375	11,551	26,163	14,495	8,951	31,977	19,126	125,474	3,500	40,118	331,945
Insurance	0	0	1,262	0	0	0	0	0	0	33,000	0	34,262
Transit Subsidies	0	0	0	0	0	0	0	0	0	0	3,958,000	3,958,000
Public and Private Partnerships <sup>7</sup>	0	6,000	701,290	4,824,413	9,030	0	1,973,948	4,260	426,214	0	13,589	7,958,744
Payments and Purchased Services for the Needy and Special Populations <sup>8</sup>	0	0	0	20,948,584	354,553	1,139,726	0	0	0	0	854,333	23,297,196
Other Charges <sup>9</sup>	30,834	429,244	51,799	16,500	19,843	6,614	11,750	39,675	151,059	896,381	75,930	1,729,629
Contingent Reserves <sup>10</sup>	0	0	666,233	0	0	0	0	0	0	0	0	666,233
Debt Capital	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>\$26,395,257</b>	<b>\$35,463,978</b>	<b>\$6,482,026</b>	<b>\$42,598,747</b>	<b>\$21,330,314</b>	<b>\$2,785,122</b>	<b>\$4,598,781</b>	<b>\$2,174,122</b>	<b>\$14,249,001</b>	<b>\$5,392,323</b>	<b>\$28,904,236</b>	<b>\$190,373,907</b>

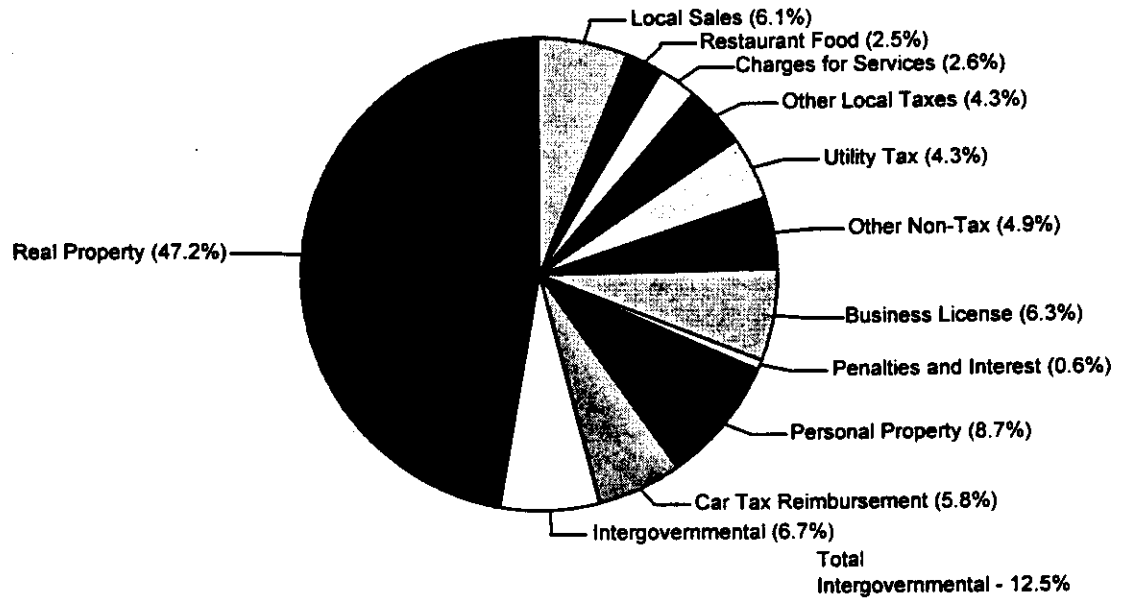


# Revenue Summary

## General Fund Revenue Distribution

Proposed FY 2002

The pie chart below shows the distribution of estimated General Fund revenues for FY 2002, excluding the appropriation from fund balance.



## Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2000 Actual	FY 2001*		FY 2002 Proposed
		Budget	Projected	
<b>General Fund</b>				
General property tax revenue				
Real property tax	142,401,311	149,135,000	155,293,000	163,620,000
Personal property tax	38,435,852	32,560,000	35,300,000	30,097,220
Penalties and interest	2,459,102	2,400,000	2,200,000	2,200,000
<b>Total general property tax revenue</b>	<b>183,296,265</b>	<b>184,095,000</b>	<b>192,793,000</b>	<b>195,917,220</b>
<b>Other local tax revenue</b>				
Local sales tax	19,802,533	20,085,000	20,600,000	21,200,000
Utility tax	14,688,574	14,454,000	14,700,000	15,000,000
Business licenses	19,022,675	17,725,000	21,300,000	21,800,000
Motor vehicle licenses	2,173,654	2,140,000	2,200,000	2,300,000
Recordation	1,710,476	1,217,000	1,800,000	1,400,000
Tobacco	1,647,047	1,649,000	1,600,000	1,600,000
Transient lodging	5,228,467	5,500,000	5,700,000	5,900,000
Restaurant food	7,911,895	7,690,000	8,400,000	8,600,000
Other miscellaneous	2,855,617	3,329,000	3,478,000	3,528,000
<b>Total other local tax revenues</b>	<b>75,040,938</b>	<b>73,789,000</b>	<b>79,778,000</b>	<b>81,328,000</b>
<b>Non-tax revenue</b>				
Licenses, permits, and fees	4,380,592	3,760,000	3,800,000	3,800,000
Fines and forfeitures	4,237,420	4,264,000	4,276,000	4,376,000
Use of money and property	7,078,467	7,759,950	9,195,000	8,395,000
Charges for services	8,684,519	9,342,400	9,267,600	9,068,600
Intergovernmental revenues/**	25,606,353	34,511,000	36,004,000	43,182,000
Miscellaneous	705,468	359,000	359,000	359,000
<b>Total non-tax revenue</b>	<b>50,692,819</b>	<b>59,996,350</b>	<b>62,901,600</b>	<b>69,180,600</b>
<b>Total General Fund revenues</b>	<b>309,030,022</b>	<b>317,880,350</b>	<b>335,472,600</b>	<b>346,425,820</b>
<b>Other financing sources (uses)</b>				
Appropriation from City fund balance		2,921,512		3,500,000
Appropriation from ACPS - component unit fund balance		2,191,638		**
<b>Total General Fund revenues and other sources</b>	<b>309,030,022</b>	<b>322,993,500</b>	<b>335,472,600</b>	<b>349,925,820</b>

\* In FY 2000, the Intergovernmental Revenue category for actual revenues excludes State aid monies, in the amount of \$4,336,609. The FY 2001 estimated State aid for road maintenance is \$4,450,000, and effective with the FY 2001 budget, these revenues are incorporated into the General Fund (instead of the Special Revenue Fund), and associated expenditures within T&ES are reflected as General Fund expenditures to simplify accounting and reporting requirements, and to improve comparability to other Virginia cities. This budget and accounting treatment change does not impact the total department expenditures, nor does it impact the receipt of State aid for road maintenance.

\*\* The ACPS - component fund balance appropriation of \$2,017,801 is included in special revenue funds and not considered a General Fund revenue in the FY 2002 proposed budget.



## General Fund Revenue Summary

---

Total FY 2002 General Fund revenues are projected at \$346,425,820, which represents an increase of \$10,953,220, or 3.3 percent, as compared to the current FY 2001 revenue projection and 9.0 percent as compared to the FY 2001 adopted budget. The FY 2002 General Fund revenues assumes continued growth in the real property tax base and a healthy but slowing local economy, increasing at a slightly higher rate of growth than the projected rate of inflation, except as noted in the detailed discussion below.

Real Property Tax Revenues FY 2002 real property tax revenues are estimated at \$163.6 million, an increase of \$8.3 million, or 5.4 percent, as compared to the current FY 2001 projection. Real property tax revenues, which are currently projected to account for 46.3 percent of total FY 2001 General Fund revenues, are expected to account for 47.2 percent of total General Fund revenues in FY 2002. As required by State law, all parcels of real estate in the City are annually assessed at 100 percent of estimated fair market value.

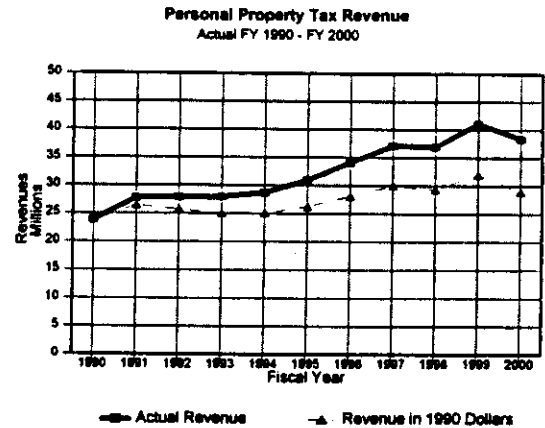
As detailed in the Calendar Year 2001 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2001 (calendar year) locally assessed tax base is approximately \$14.0 billion, an increase of \$1.3 billion, or 10.4 percent, as compared to the 2000 tax base. Including Public Service Corporation and railroad real property, which are assessed by the State, the total real property tax base has increased to approximately \$14.6 billion, an increase of \$1.3 billion, or 10.06 percent, as compared to the 2000 assessment. Of the total \$1.3 billion increase, approximately 31.5 percent (\$421.4 million) is the result of new growth, including \$169.8 million in new residential growth, and \$251.6 million in new commercial growth. The reassessments of existing properties increased \$895.7 million, reflecting the strong market demand for residential properties, as well as the healthy condition of income-producing commercial properties.

Real Property tax revenues for the first half of FY 2002 (the second half of calendar year 2001) are based on the 2001 real property assessment, no change in the current \$1.11 real property tax rate, and a 49.00 percent collection rate for the first half of the 2001 tax levy. Real property tax revenues for the second half of FY 2002 (the first half of calendar year 2002) are based on a projected 5.0 percent increase in real property assessments next year, which assumes both continued new growth in the tax base and appreciation of existing residential and commercial properties, a \$1.11 real property tax rate, and a 49.50 percent second half collection rate. (See the Statement of Estimated Real Property Tax Revenues following this summary for this calculation.)

The real property tax revenues estimate has been reduced by \$750,000 to reflect the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2001. This initiative increased income eligibility and benefits to eligible low income property owners. The programs total an estimated cost in FY 2002 of \$750,000. Also, this program was shifted from an expenditure item to a revenue offset item in the FY 2002 budget.

## General Fund Revenue Summary

**Personal Property Tax Revenues** Personal property tax revenue consists of two sources: individual personal property, which is primarily vehicles, and business personal property, which includes motor vehicles, machinery, computers, and furniture. In FY 2002, the residential personal property tax base (prior to the tax changes discussed below) of vehicles is projected to increase by 4 percent as compared to the current projection. The business personal property tax base is projected to increase by 8 percent. The FY 2002 revenue estimate is based on real growth compared to the rate of inflation, while recognizing the probability of an economic growth slow down and the falling value of some vehicles, such as Sport Utility Vehicles (SUVs). However, business personal property tax is assessed on equipment purchased as of January 1, 2001. The growth rate of 8 percent recognizes that the economy was still very strong through the end of calendar year 2000.



The City assesses the personal property and collects a portion of these tax revenues directly. The remainder is reimbursed to the City by the State as part of the Personal Property Tax Relief Act and is recognized in the FY 2001 budget as Intergovernmental Revenue. Locally collected Personal Property Tax Revenues are budgeted in FY 2002 at \$30,097,220, compared to \$35,300,000 projected in FY 2001, a decrease of 14.7 percent. Including the State's reimbursement, which is budgeted in Intergovernmental Revenues and including delinquent tax collections, the FY 2002 approved budget includes a total of \$50,021,220 in revenue generated from the Personal Property tax base, as compared to \$48,300,000 million in FY 2001, an increase of 3.6 percent. The locally-collected personal property tax is composed of \$18,025,400 in residential personal property (vehicles), \$10,864,800 in business personal property, and \$1,207,020 in delinquent personal property taxes.

Staff will continue to monitor personal property tax revenues closely during the year and report to Council in the context of the Monthly Financial Reports that are docketed for the second Council legislative meeting each month.

**Intergovernmental Revenues** State and federal aid that is not legally restricted to a specific program use is accounted for in the City's General Fund. FY 2002 General Fund intergovernmental revenues are budgeted at \$43,182,000, which represents an increase of \$7,178,000, or 19.9 percent, as compared to the current FY 2001 projection. This increase is almost entirely attributable to an increase of \$6.9 million in anticipated reimbursements from the State for the City's share of the 70.0% vehicle personal property tax relief.

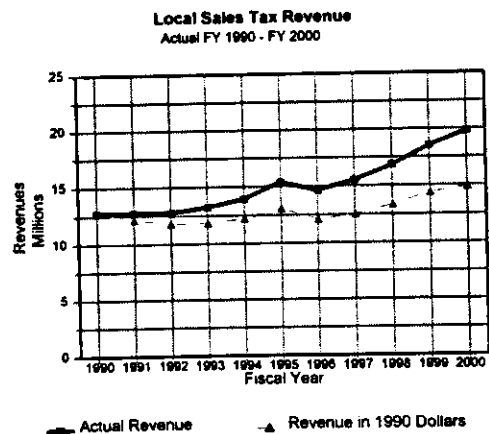
The following table provides information on budget detail estimates in the City's General Fund Intergovernmental Revenues. For additional information on State and federal aid that is restricted to specific programs or services, which is accounted for in the City's Special Revenue Fund, please refer to the Special Revenue Fund summary.

## General Fund Revenue Summary

### General Fund Intergovernmental Revenues

	FY 2000 Actual	FY 2001 Approved	FY 2001 Projected	FY 2002 Proposed
<b>STATE AID</b>				
HB 599 (law enforcement aid)	\$6,026,123	\$6,223,000	\$6,223,000	\$6,223,000
Personal Property Tax Reimbursement	6,805,486	12,300,000	13,000,000	19,924,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	5,721,047	5,397,000	5,451,000	5,580,000
Compensation Board Reimbursements for Treasury and Revenue Administration	592,793	599,000	538,000	538,000
State Prisoner Per Diem Payments	932,934	568,000	568,000	691,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	510,692	478,000	510,000	512,000
State Aid for Road Maintenance	4,450,692	4,450,000	4,630,000	4,630,000
Other State Aid	780,000	729,000	794,000	794,000
<b>FEDERAL AID</b>				
Federal Prisoner Per Diem	3,924,495	3,417,000	3,940,000	3,940,000
Other Federal Aid (Indirect costs recovered from federal grants)	312,420	350,000	350,000	350,000
<b>TOTAL</b>	<b>\$30,057,045</b>	<b>\$34,511,000</b>	<b>\$36,004,000</b>	<b>\$43,182,000</b>

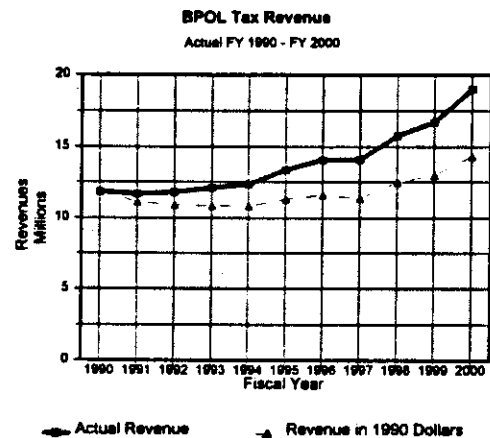
**Local Sales Tax Revenues** The total sales tax in Alexandria is 4.5 percent, which includes the locally levied sales tax of 1.0 percent and the State sales tax of 3.5 percent. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 3.5 percent State sales tax remitted to the State, 1.0 percent is allocated to education Statewide, 0.5 percent is allocated to transportation projects in Northern Virginia, and the balance is distributed to other State-funded programs. FY 2002 local 1.0 percent sales tax revenues are budgeted at \$21,200,000, which is an increase of \$600,000, or 2.9 percent, as compared to the current FY 2001 projection. Local sales tax revenues as a proportion of total General Fund revenues, currently projected to account for 6.1 percent of total FY 2001 General Fund revenues, are also expected to account for 6.1 percent of total General Fund revenues in FY 2002.



## General Fund Revenue Summary

**Consumer Utility Tax Revenues** The consumer utility tax is levied on all residential and commercial users of water, natural gas, electricity, and telephone service. The utility tax rates are detailed in the table titled "FY 2002 Proposed Tax Rates for Major Revenue Sources." FY 2002 consumer utility tax revenues are budgeted at \$15,000,000, which is an increase of \$311,426, or 2.1 percent, as compared to the FY 2000 actual revenues. Overall utility tax increases are attributable to additional households, primarily in Cameron Station, as well as the addition of second phone lines in more households to provide separate computer modem connections. Utility tax revenues as a proportion of total General Fund revenues, currently projected at 4.4 percent of total FY 2001 General Fund revenues, are expected to account for 4.3 percent of total General Fund revenues in FY 2002.

**Business Professional and Occupational Licenses (BPOL)** The BPOL tax is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For businesses with gross receipts of \$100,000 or more, the BPOL tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (contractors) to .0058 (professionals, such as doctors and lawyers). In May 1996, City Council approved the following changes to the City's BPOL tax ordinance: an increase from \$50,000 to \$100,000 in the minimum gross receipts collected by a licensable business before a BPOL tax based on the amount of gross receipts is imposed, and an increase from \$30 to \$50 in the flat fee on businesses with gross receipts below the \$100,000 cap. These changes follow the initial BPOL reforms that were approved by Council in FY 1996. In FY 2001 the due date of January 31 has been shifted to March 1 to conform to State law requirements that have now gone into effect. FY 2002 business license tax revenues are budgeted at \$21,800,000, an increase of \$500,000, or 2.3 percent, as compared to the current FY 2001 revenue projection.



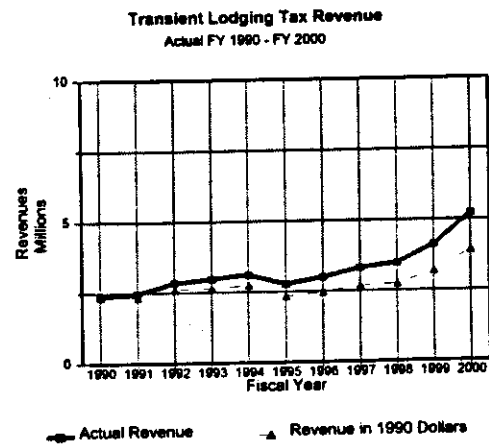
**Motor Vehicle License Revenues** The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that the license tax has been paid. (The decal is also evidence of payment of personal property taxes since decals are not issued unless personal property taxes have been paid.) FY 2002 motor vehicle license revenues are budgeted at \$2,300,000, an increase of \$100,000 or 4.5 percent compared to the current FY 2001 projection.

**Recordation Tax Revenues** The local recordation tax is assessed at the rate of \$0.05 per \$100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. FY 2002 recordation tax revenues are budgeted at \$1,400,000, which is equal to the five year average actual revenues collected from FY 1996 through FY 2000 to account for the variation in the real estate market and interest rates during this time period.

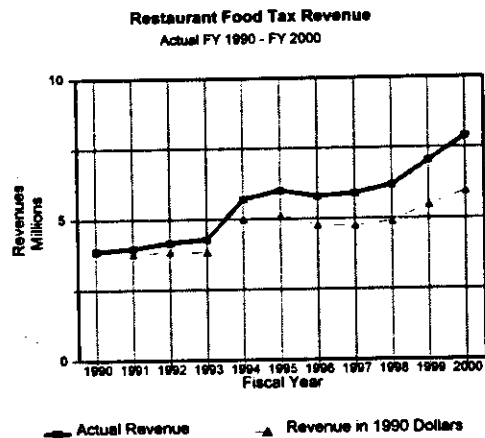
## General Fund Revenue Summary

**Tobacco Tax Revenues** The local tobacco tax is levied at a rate of \$0.30 per pack of 20 cigarettes sold in the City. FY 2002 tobacco tax revenues are budgeted at \$1,600,000, which is equal to the current FY 2001 projection. The current projection is based on the trend in actual revenues received during the first seven months of FY 2001. The FY 2002 revenue estimate assumes continuation of this trend.

**Transient Lodging Tax Revenues** In FY 2000, the local tax levied on the amount paid for hotel and motel rooms was decreased from 5.65 to 5.5 percent. The rate reduction in FY 2000 was combined with the implementation of a \$1 per night lodging fee that is levied on the charge for the room in addition to the 5.5 percent transient lodging tax rate. FY 2002 transient lodging tax revenues are budgeted at \$5,900,000, which is an increase of \$200,000, or 3.5 percent, as compared to the current FY 2001 projection. The \$200,000 increase between the current FY 2001 projection and the FY 2002 budget estimate is attributable to a projected increase in the number of rooms available in the City due to the completion and renovation of several hotels in the City, as well as some increase in tax revenue from existing hotels.



**Restaurant Meals Tax Revenues** The local restaurant meals tax rate is 3 percent. FY 2002 restaurant meals tax revenues are budgeted at \$8,600,000, which is an increase of \$200,000, or 2.4 percent, compared to the current FY 2001 projection. FY 2001 revenues are projected at \$8,400,000, or 6.2 percent, above FY 2000 actuals, based on revenues received as of December 2000. In the past year, the net number of new restaurants in the City is 14. The increase is primarily attributable to the addition of new restaurants.



**Other Miscellaneous Local Tax Revenues** Other miscellaneous local tax revenues are budgeted at \$3,528,000, which is an increase of \$50,000, or 1.4 percent, as compared to the current FY 2001 revenue projections for this category. The majority of these tax revenues are projected to be equal to FY 2000 actual revenues. Other miscellaneous tax revenues include \$700,000 for E-911 tax revenues, which is based on the rate of 50 cents per line per month, and \$750,000 for net City revenues associated with the State's telecommunications tax of 63 cents per line per month. (Other taxes included in this category are bank and other franchise taxes, which are estimated at \$1,100,000, and the daily rental tax, which is estimated at \$20,000 in FY 2002.)

## General Fund Revenue Summary

**Licenses, Permits and Fees** FY 2002 revenues from licenses, permits and fees are budgeted at \$3,800,000, which is equal to the current FY 2001 projection. The FY 2001 budget estimate for all licenses, permits and fees is based on the trend in actual revenues received during the first seven months of FY 2001. The FY 2002 revenue estimate assumes continuation of this trend.

**Fines and Forfeitures** FY 2002 revenues from fines and forfeitures are budgeted at \$4,376,000, which is an increase of \$100,000 as compared to the current FY 2001 projections. Parking fines account for \$3,200,000, or approximately 73 percent of the revenue in this category. Staff will bring recommendations to City Council for its consideration. Revenues for the new Red Light Camera Pilot Enforcement program are budgeted at \$255,000, an amount equal to the FY 2001 projection, which is based on fines collected through December 2000. The FY 2002 court fines and forfeitures are budgeted at \$810,000. Other fines included in this revenue category include false alarm fines and automobile booting removal fines.

**Revenues from the Use of Money and Property** FY 2002 revenues from the use of money and property are budgeted at \$8,395,000, which represents a decrease of \$800,000, or 8.7 percent, as compared to the current FY 2001 projection. This decrease is primarily attributed to a reduction in the estimate for interest revenue on General Fund investments. The City's average cash balance is projected to decline as resources are used to fund capital projects on a pay-as-you-go basis. Interest on General Fund investments is projected at \$6.0 million on an average cash balance of \$117 million at 5.5 percent, net of service charges.

**Charges for Services** The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. City user fees cannot exceed the City's cost to provide the service. FY 2002 revenues from charges for services are budgeted at \$9,068,600, which is an increase of \$199,000, or 2.1 percent, as compared to the current FY 2001 projection.

During FY 2002 (outside the budget process), City staff will be preparing recommendations in regard to raising parking meter rates and most City parking garage and parking lot rates and discussing options with the business and residential communities and other affected parties. The amount budgeted for parking meter, garage and lot receipts have not been increased pending the outcome of the recommendations and subsequent City Council action.

Alexandria planning and zoning fees are significantly less than the cost of providing planning and zoning services and are also generally less than the fees neighboring jurisdictions charge. Currently only about \$50,000 per year is recouped by fees, compared to an overall Planning and Zoning budget of \$2.6 million. City staff will be developing proposed new fee rates in the coming months and then working with the related business and development community on these rates and their rationale prior to presenting a specific proposal to City Council. Given the work and time necessary to work out new fee schedules, the \$185,000 in increased fee revenues would not likely be implemented before October 1, 2001. On an annualized basis this is estimated to produce \$250,000 in increased fee revenues.

## General Fund Revenue Summary

Other Miscellaneous Non-tax Revenues FY 2002 other miscellaneous non-tax revenues, such as insurance recoveries and fees to offset special events expenditures, are budgeted at \$359,000, which is based on the FY 2001 projection.

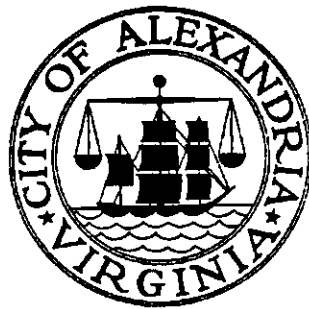
# Statement of Estimated Real Property Tax Revenues

For the Fiscal years ending June 30, 2001 and June 30, 2002

	Due Date	Assessed Value (thousands)	Tax Rate (per \$100)	Tax Year Gross Levy	Estimated Collection Rate	Net Tax Revenue
<b>Fiscal Year 2001</b>						
<b>Second half tax year 2000</b>						
Locally assessed real property	11/15/00	\$12,654,632	\$1.11	\$140,466,413	50.75%	\$71,286,705
Non-locally assessed property	11/15/00	640,676	1.11	7,111,502	50.75%	3,609,088
<b>Total second half tax year 2000</b>		<u>\$13,295,308</u>		<u>\$147,577,915</u>		<u>\$74,895,793</u>
<b>First half tax year 2001</b>						
Locally assessed real property	06/15/01	\$13,967,312	\$1.11	\$155,037,160	49.50%	\$76,743,394
Non-locally assessed property	06/15/01	665,037	1.11	7,381,916	49.50%	3,654,049
<b>Total first half tax year 2001</b>		<u>\$14,632,349</u>		<u>\$162,419,076</u>		<u>\$80,397,443</u>
<b>Total fiscal year 2001 revenue</b>						<u><u>\$155,293,236</u></u>
<b>Fiscal Year 2002</b>						
<b>Second half tax year 2001</b>						
Locally assessed real property	11/15/01	\$13,967,312	\$1.11	\$155,037,160	49.00%	\$75,968,208
Non-locally assessed property	11/15/01	665,037	1.11	7,381,916	49.00%	3,617,139
<b>Total second half tax year 2001</b>		<u>\$14,632,349</u>		<u>\$162,419,076</u>		<u>\$79,585,347</u>
<b>First half tax year 2002</b>						
Locally assessed real property	06/15/02	\$14,665,677	\$1.11	\$162,789,018	49.50%	\$80,580,564
Non-locally assessed property	06/15/02	691,638	1.11	7,677,182	49.50%	3,800,205
<b>Total first half tax year 2002</b>		<u>\$15,357,315</u>		<u>\$170,466,200</u>		<u>\$84,380,769</u>
<b>Total fiscal year 2002 revenue /1</b>						<u><u>\$163,966,116</u></u>
<b>(excluding delinquent taxes)</b>						

/1 Total fiscal year 2002 real property tax revenue as stated in the General Fund Revenue Summary on page 4-25 includes \$404,000 in delinquent real property tax revenue. The revenue total was offset by \$750,000 to reflect the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2001.





## Real Estate Tax Rates by Calendar Year

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

In Alexandria for tax year 2001 (FY 2002), the estimated fiscal impact of each one cent on the real property tax rate is \$1.48 million for a tax rate for the 2001 calendar year only, and \$2.21 million for a tax rate that carries until the end of FY 2002 (i.e., three payment periods of June 2001, November 2001, and June 2002).

### REAL ESTATE TAX RATES\*

YEAR	City of	Arlington	Fairfax	Loudoun	Prince William
	Alexandria	County	County	County	County**
1979	1.44	1.12	1.64	1.19	5.25 (1.73)
1980	1.39	1.12	1.54	1.25	5.25 (1.73)
1981	1.37/1.35	.96	1.51	1.02	1.40
1982	1.37	.98	1.47	1.13	1.45
1983	1.41	.99	1.47	1.13	1.42
1984	1.41	.97	1.46	1.10	1.39
1985	1.39	.95	1.39	1.13	1.42
1986	1.38/1.37	.94	1.35	1.02	1.42
1987	1.34	.92	1.32	.88	1.30
1988	1.25	.89	1.30	.95	1.38
1989	1.10	.78	1.19	.88	1.38
1990	1.045	.765	1.11	.85	1.36
1991	1.045	.765	1.11	.94	1.36
1992	1.045	.82	1.16	.96	1.36
1993	1.07	.86	1.16	1.00	1.36
1994	1.07	.897	1.16	1.02	1.36
1995	1.07	.94	1.16	.99	1.36
1996	1.07	.96	1.23	1.03	1.36
1997	1.07	.986	1.23	1.06	1.36
1998	1.11	.998	1.23	1.11	1.36
1999	1.11	.998	1.23	1.11	1.36
2000	1.11	1.023	1.23	1.08	1.34
2001/1	1.11	1.023	1.23	1.10	1.31

\* Does not reflect additional special tax district (fire, leaf collection, etc.) or town real estate tax rates (Fairfax County, Prince William County and Loudoun County).

\*\* Before 1981, real property in Prince William County was assessed at 33% of fair market value. Since 1981, real property has been assessed at 100% of fair market value.

/1 All tax rates in 2000 reflect the jurisdiction's proposed tax rate for calendar year 2001.

## Real Property Assessments

---

### Average Residential Tax Bills 1990 - 2001

The following two tables depict the average residential real estate tax bill and average single family real estate tax bill adjusted to 2001 dollars, using U.S. Bureau of Labor Statistics Consumer Price Index (CPI) information, and using real estate tax rates in place for each year.

For the owner of an average residential unit (defined as single family homes, residential condominiums, and cooperatives), the City tax bill for 2001 at a \$1.11 tax rate would be \$2,358. In today's dollars the average tax bill in 1990 for the average residential unit was \$2,507.

For the owner of an average single family residential unit (defined as detached homes, semi-detached homes [duplexes and end town home units] and row houses), the City tax bill for 2001 at a \$1.11 tax rate would be \$3,203. In today's dollars the average tax bill in 1990 was \$3,232.

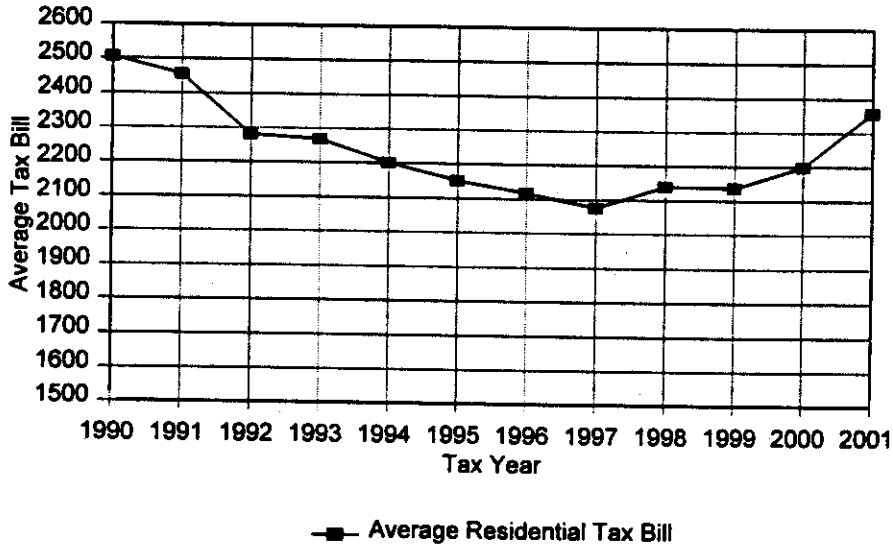
The fact that the average real estate tax bills in 2001 will be nearly the same in today's dollars as in 1990 is caused by property values that declined for most of the 1990's with increases in values generally starting in 1998, but not enough to offset the effects on inflation or the increase of 6 ½ cents in the City's real estate tax rate over the last decade.

# Real Property Assessments

## Average Residential Tax Bills 1990 - 2001

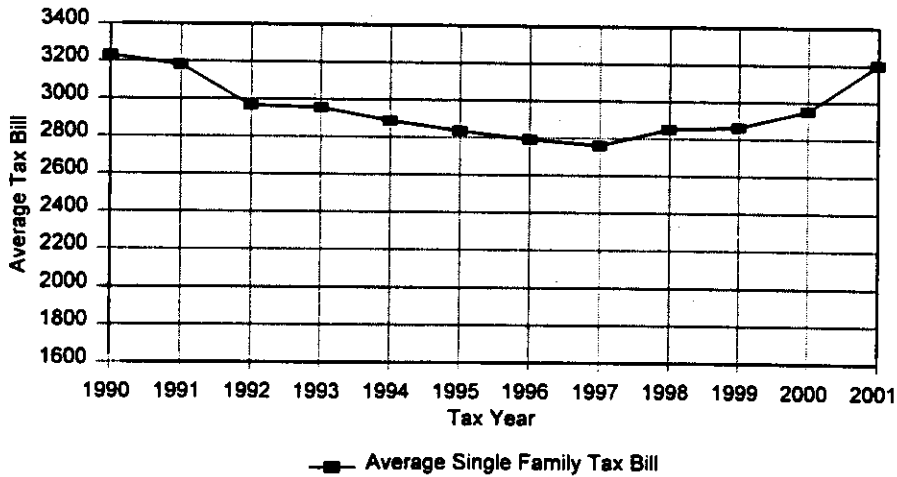
### Residential Tax Bill Comparison 1990 - 2001

Adjusted to 2001 dollars



### Single Family Tax Bill Comparison 1990 - 2001

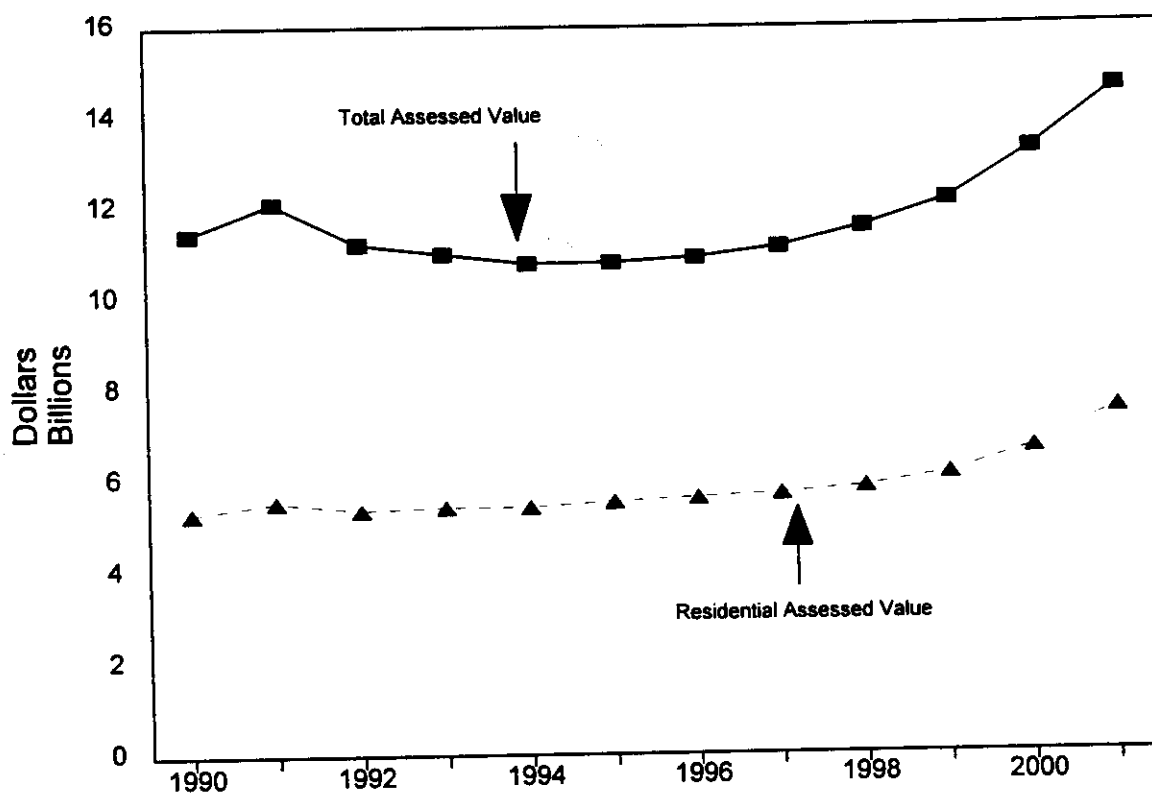
Adjusted to 2001 dollars



## Real Property Tax Base

Total Assessed Value  
Tax Years 1990 - 2001

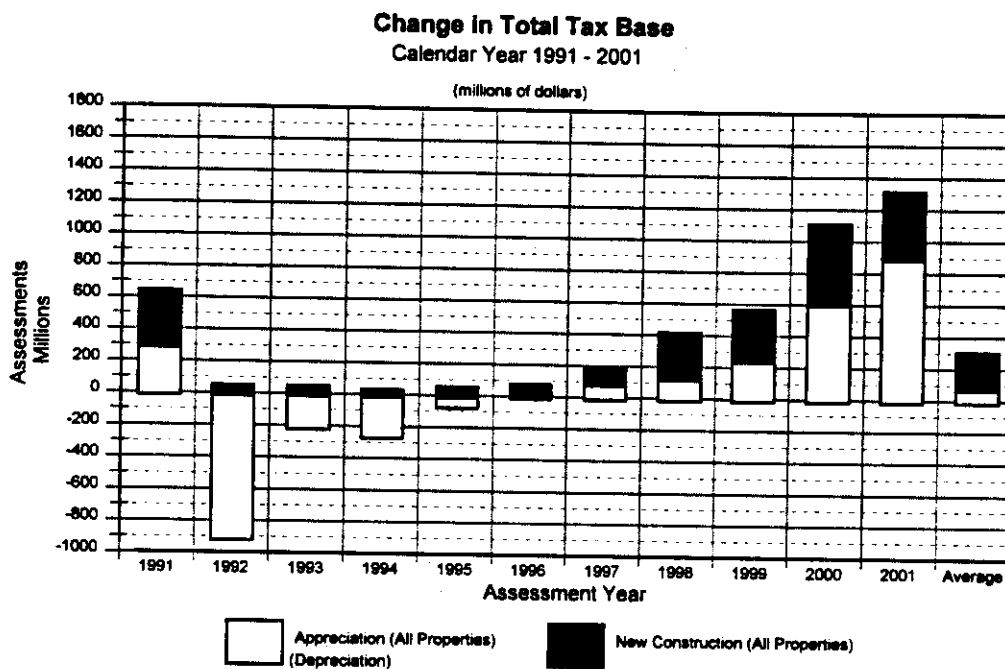
This graph displays the change in the City's real property tax base since 1990. The top line represents the total assessed value of the City's tax base and the bottom line represents the total assessed value of residential real property. After several years of commercial assessments accounting for the majority of the City's tax base, beginning in 1994, residential assessments accounting for the majority of the City's tax base, beginning in 1994, residential assessments now account for more than half of the City's total assessed value.



## Real Property Tax Base

### Change in Total Tax Base Tax Years 1991 - 2001

The following chart compares total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of new construction. Last year (tax year 2000) marked the first year since 1991 that appreciation of existing properties exceeded the value of new construction.



## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1990 <sup>/4</sup>	1991 <sup>/5</sup>	1992 <sup>/6</sup>	1993 <sup>/7</sup>	1994	1995
Residential Single Family	3,910,013	4,066,290	3,918,081	3,950,462	3,959,811	4,054,108
Residential Condominium	1,413,546	1,512,372	1,483,931	1,515,358	1,503,185	1,522,470
Commercial Multi-Family	1,497,801	1,493,358	1,417,842	1,335,147	1,337,722	1,331,188
Office/Retail Property	3,168,636	3,478,579	3,066,320	2,979,542	2,832,476	2,781,784
Other Commercial	770,185	912,989	679,893	621,746	585,345	558,318
Public Service Corporation <sup>/1</sup>	689,744	678,344	677,844	624,723	599,784	589,447
<b>Total <sup>/2</sup></b>	<b><u>11,449,925</u></b>	<b><u>12,141,932</u></b>	<b><u>11,243,911</u></b>	<b><u>11,026,978</u></b>	<b><u>10,818,324</u></b>	<b><u>10,837,314</u></b>
Residential Single Family	34.1%	33.5%	34.8%	35.8%	36.6%	37.4%
Residential Condominium	12.3%	12.5%	13.2%	13.7%	13.9%	14.0%
Commercial Multi-Family	13.1%	12.3%	12.6%	12.1%	12.4%	12.3%
Office/Retail Property	27.7%	28.6%	27.3%	27.0%	26.2%	25.7%
Other Commercial	6.7%	7.5%	6.0%	5.6%	5.4%	5.2%
Public Service Corporation <sup>/1</sup>	6.0%	5.6%	6.0%	5.7%	5.5%	5.4%
<b>Total <sup>/3</sup></b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Residential	46.49%	45.95%	48.04%	49.57%	50.50%	51.46%
Commercial	53.51%	54.05%	51.96%	50.43%	49.50%	48.54%
	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>

Sources: Assessment values are from the 1990-2001 Real Property Assessment Reports.

/1 -- 1990-99 Certified Assessments from Public Service Corp. Land Book -- City of Alexandria. 2001 figures are estimated.

/2 -- Individual columns may not sum to the totals shown due to rounding.

/3 -- Figures in individual categories may not total 100% due to rounding.

/4 -- 1990 assessments include \$261.5 million in non-locally assessed railroad property subject to litigation.

/5 -- 1991 assessments include \$226.8 million in non-locally assessed railroad property subject to litigation.

/6 -- 1992 assessments include \$188.5 million in non-locally assessed railroad property subject to litigation.

/7 -- 1993 assessments include \$106.6 million in non-locally assessed railroad property subject to litigation.

## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1996	1997	1998	1999	2000	2001
Residential Single Family	4,151,909	4,245,411	4,387,491	4,657,845	5,119,264	5,830,209
Residential Condominium	1,506,198	1,496,966	1,495,305	1,511,210	1,597,678	1,743,688
Commercial Multi-Family	1,326,307	1,336,457	1,376,604	1,500,100	1,584,496	1,734,225
Office/Retail Property	2,806,441	2,891,476	3,094,323	3,318,516	3,744,874	4,061,051
Other Commercial	562,198	589,465	630,872	553,705	608,320	598,139
Public Service Corporation <sup>1</sup>	589,222	611,029	620,694	646,144	640,676	665,038
<b>Total <sup>2</sup></b>	<b><u>10,942,274</u></b>	<b><u>11,170,803</u></b>	<b><u>11,605,290</u></b>	<b><u>12,187,520</u></b>	<b><u>13,295,308</u></b>	<b><u>14,632,349</u></b>
Residential Single Family	37.9%	38.0%	37.8%	38.2%	38.5%	39.8%
Residential Condominium	13.8%	13.4%	12.9%	12.4%	12.0%	11.9%
Commercial Multi-Family	12.1%	12.0%	11.9%	12.3%	11.9%	11.9%
Office/Retail Property	25.6%	25.9%	26.7%	27.2%	28.2%	27.8%
Other Commercial	5.1%	5.3%	5.4%	4.5%	4.6%	4.1%
Public Service Corporation <sup>1</sup>	5.4%	5.4%	5.3%	5.3%	4.8%	4.5%
<b>Total <sup>3</sup></b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Residential</b>		<b>51.71%</b>	<b>51.41%</b>	<b>50.69%</b>	<b>50.62%</b>	<b>50.52%</b>
<b>Commercial</b>	<b>48.29%</b>	<b>48.59%</b>	<b>49.31%</b>	<b>49.38%</b>	<b>49.48%</b>	<b>48.24%</b>
	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>

Sources: Assessment values are from the 1990-2001 Real Property Assessment Reports.

<sup>1</sup> -- 1990-00 Certified Assessments from Public Service Corp. Land Book -- City of Alexandria. 2001 figures are estimated.

<sup>2</sup> -- Individual columns may not sum to the totals shown due to rounding.

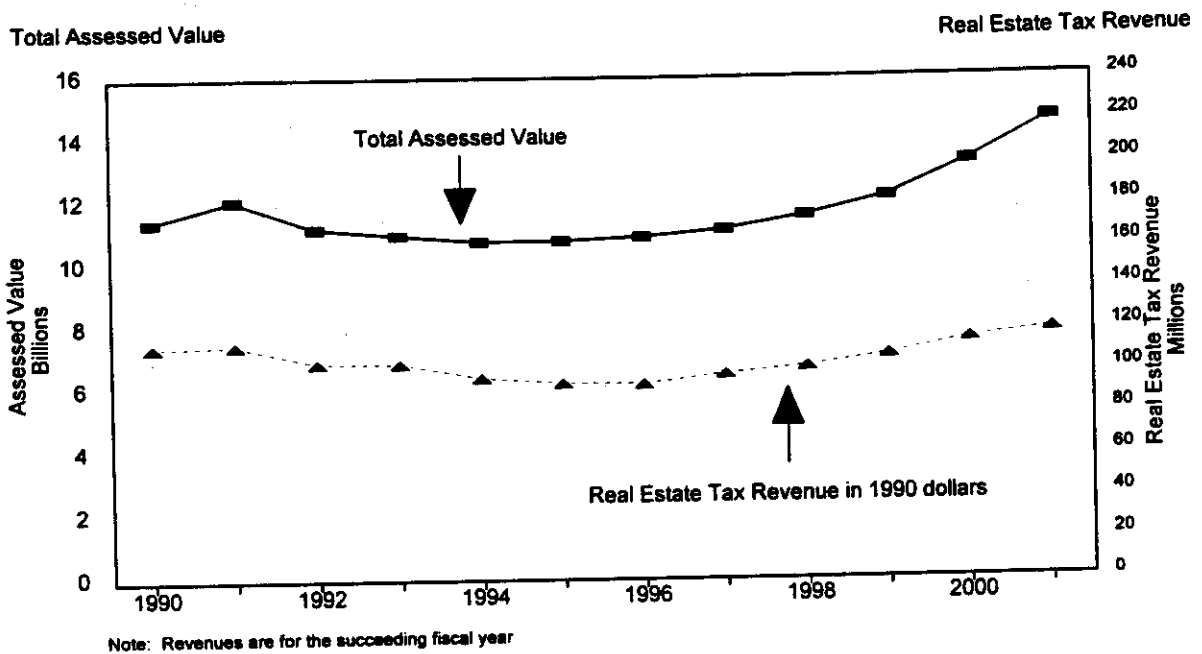
<sup>3</sup> -- Figures in individual categories may not total 100% due to rounding.



# Real Property Assessments Compared To Real Property Tax Revenues

Tax Years 1990 - 2001

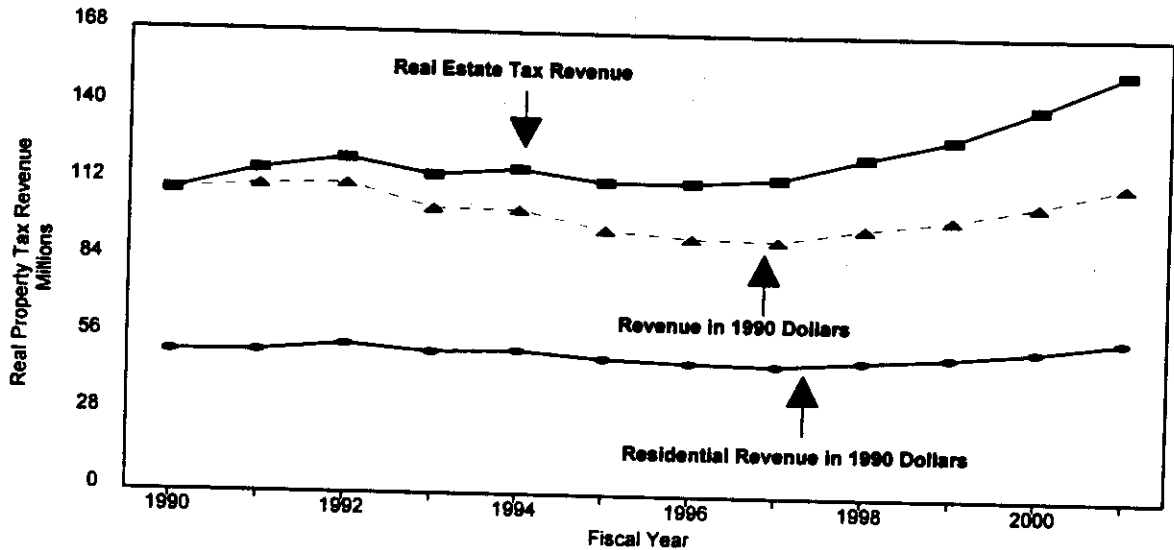
The following graph depicts the impact of real property tax rate increases on real property tax revenues. Adjusting for inflation, real property tax revenues would have increased from \$112.2 million in 1990 to \$114.7 million in 2000, for an average annual real dollar increase of 0.2 percent. In 2002, real property revenue would have been \$120.8 million. Actual real property revenues for FY 2002, which reflect the assessed value of tax year 2001, are projected to be \$163.6 million.



# Real Property Tax Revenue as Compared to Inflation

FY 1990 - FY 2001

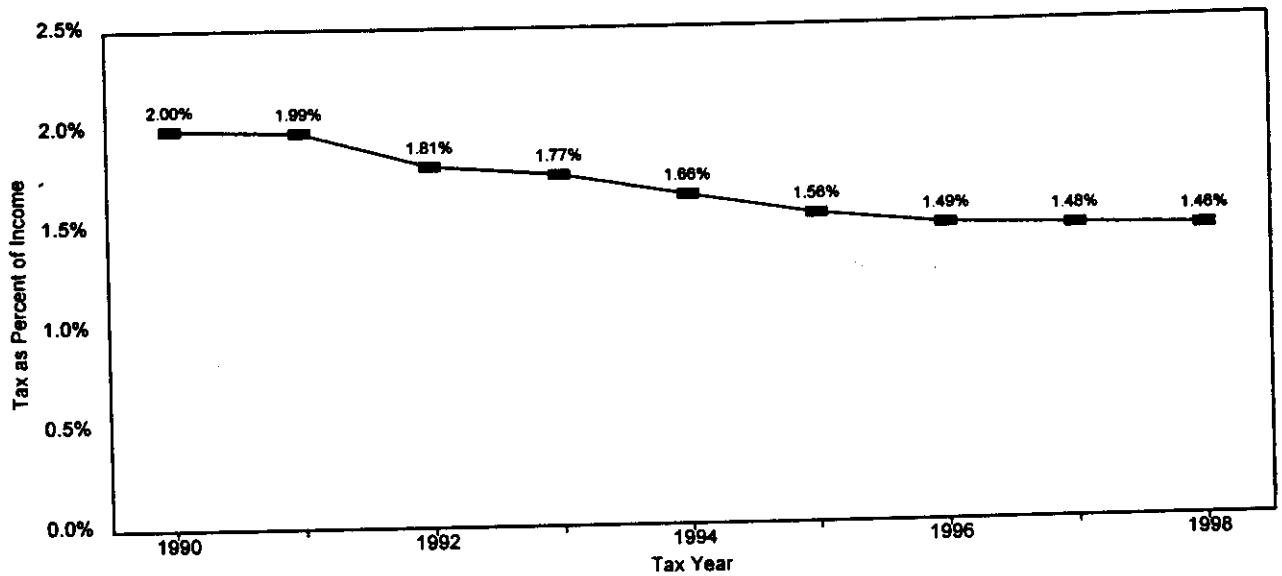
This graph shows the impact of inflation on real property tax revenues. The middle line in the graph shows real property tax revenues in constant 1990 dollars. As shown in the bottom line on this graph, which represents residential real property tax revenues in constant 1990 dollars, there has been relatively little growth in residential real property tax revenue after adjusting for inflation. Most of the growth in the City's real property tax revenue has been attributable to the increase in real property tax revenues from commercial properties.



## Per Capita Residential Real Estate Tax Revenue

Tax Years 1990 - 1998

This graph depicts the proportion of City resident personal income that goes to pay the real property tax. For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums and apartments (multi-family housing). As shown in the graph, the real property tax burden has declined as a proportion of income since 1990.



Per capita income figures for 1998 are the most recent available at the time of printing.

The City usually classifies apartments as commercial property because they are income-producing properties.

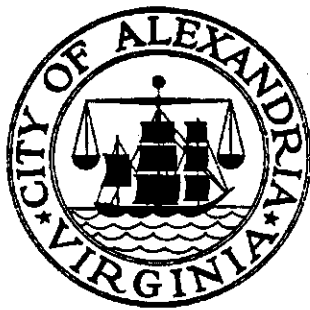
Proposed

Executive Summary

## FY 2001 Proposed Tax Rates for Major Revenue Sources

City Approved Rate	Virginia Code Reference	Maximum Tax Rate Allowed by State
Real Estate Tax .....	\$1.11 per \$100 assessed value 58.1-3200	none
Personal Property Tax .....	\$4.50 per \$100 assessed value (machinery and tools) \$4.75 per \$100 assessed value (tangible pers. prop.) \$3.55 per \$100 assessed value (handicap vehicles) 58.1-3507 58.1-3506-b 58.1-3506.1	none none none
Utility Tax (for residential uses)	15% for water (no maximum) 16% for gas (\$2.40 maximum) 16% for electricity (\$2.40 maximum) 25% for telephone (on local service only) 58.1-3814 58.1-3814 58.1-3814 58.1-3812	20% on 1st \$15 20% on 1st \$15 20% on 1st \$15 20% on 1st \$15
(for commercial uses)	15% of the first \$150 of monthly bill for water 8.5% of monthly utility bill for gas(non-interrupt.) 4.5% of monthly utility bill for gas(interruptible) 8.5% of monthly utility bill for electricity 25% of the first \$150 (on local phone service only) 58.1-3814 58.1-3812 58.1-3700 58.1-3703	20% 20% 20% 20%
Business and Professional Licenses		
Gross Receipts Greater than \$10,000 and less than \$100,000		\$100 until January 1, 2000; \$50 thereafter
Amusement and Entertainment .....	\$.36 per \$100 gross receipts	through \$0.36
Professional .....	\$.58 per \$100 gross receipts	58.1-3735 \$0.58
Renting of Residential Property ...	\$.50 per \$100 gross receipts	**
Renting of Commercial Property ....	\$.35 per \$100 gross receipts	**
Finance Services.....	\$.35 per \$100 gross receipts	58.1-3706 \$0.58
Personal, Business and Repair Svcs	\$.35 per \$100 gross receipts	\$0.36
Retail Merchants .....	\$.20 per \$100 gross receipts	\$0.20
Restaurants .....	\$.20 per \$100 gross receipts	\$0.20
Filling Stations .....	\$.20 per \$100 gross receipts	\$0.20
Contractors .....	\$.16 per \$100 gross receipts	\$0.16
Wholesale Merchants .....	\$.05 per \$100 of purchases	\$0.05
Alcoholic Beverages .....	\$5-\$1,500 (flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233 various
Public Utilities:		
Telephone Co .....	\$1.03 per \$100 gross receipts	58.1-2690 **
Telegraph Co .....	\$2.00 per \$100 gross receipts	58.1-2690 **
Water, heat, light power and gas companies .....	\$.50 per \$100 gross receipts	58.1-3731 \$0.50
E-911 Tax.....	\$.50 per line per month	58.1-3813 allow cost recovery
Telecommunications Right of Way Tax..	\$.63 per line per month	56-468.1 minimum of \$.50 per line per month; annual rate calc. by VDOT
Cigarette Tax .....	\$.30 on each package of twenty cigarettes	58.1-3840 none
Daily Rental Tax .....	1.0% of gross receipts	58.1-3510.1 1%
Local Sales Tax .....	1.0% added to the rate of the State tax imposed	58.1-605 1%
Transient Lodging Tax .....	5.5% of total amount paid for room rental, plus \$1 per night lodging fee	58.1-3840 none
Restaurant Meal Tax .....	3.0% on all food and drink sold in the City	58.1-3840 none
Recordation Tax:		
Deed of Bargain and Sale		
Grantor .....	\$.50 per \$1,000 of sales price (equals State max)	58.1-3800 1/3 of State Chrgs
Grantee.....	\$.50 per \$1,000 of sales price (equals State max)	58.1-3800 1/3 of State Chrgs
Deed of Trust.....	\$.50 per \$1,000 of loan amount (equals State max)	58.1-3800 1/3 of State Chrgs
Tax Penalty .....	10% or \$10, whichever is greater	58.1-3916 10% or \$10
Tax Interest .....	10% per annum until January 1, 2000 after January 1, 2000 10% per annum for 1 <sup>st</sup> year, 5% per annum thereafter. Equals refund rates.	58.1-3916 10%

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



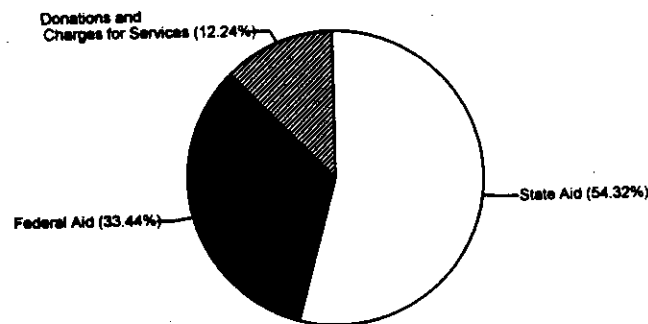
# Grant Funding Summary and Special Revenue Funds

## Grant Funding Summary and Special Revenue Funds

---

Special Revenue Funds account for revenue derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. As shown in the graph titled "FY 2002 Estimated Special Revenue Funds," the City's Special Revenue Fund budget of \$72,653,507 consists primarily of State and federal aid and discretionary State and federal grants (87.7 percent). This compares to a FY 2001 initial Special Revenue Fund budget of \$68,330,298. The 6 percent increase is primarily due to increased estimated State aid in Human Services to more accurately reflect actual revenues received.

**FY 2002  
Estimated Special Revenue Funds**



The City Council approves, in advance, department and agency applications for discretionary grant funding. Programs and services funded by grant monies are authorized only for the term of the grant. Likewise, positions that are funded by grant sources are authorized only for the term of the grant and employees who fill these positions are notified of this condition of employment.

The table below summarizes the estimated FY 2002 Special Revenue Funds by department. Additional addendum tables have been included to provide more detailed information on federal funding for the Department of Mental Health, Mental Retardation and Substance Abuse (Addendum Table I) and the Department of Human Services (Addendum Table II). Estimates of Special Revenue Funds are based on the best available data at the time the budget is prepared. Generally, three to four times during the fiscal year, staff return to City Council with a supplemental appropriations ordinance to amend the Special Revenue Fund budget to reflect actual grant awards, to appropriate grants received that were not anticipated at the time the budget was prepared, to reduce the budget for grants that were anticipated but not actually awarded, or to appropriate donations or other sources of funding that differ from the original budget estimates. For additional information on grant funded activities, please refer to the individual department's budget chapter in this document.

## Grant Funding Summary and Special Revenue Funds

### FY 2002 ESTIMATED SPECIAL REVENUE FUNDS

Department	State Aid	Federal Aid	Charges, Donations and Other Sources	Total Special Revenue Funds
Commonwealth's Attorney's Office	0	\$266,231 <sup>a</sup>	0	\$266,231
Law Library	0	0	\$55,000 <sup>b</sup>	55,000
Other Public Safety	\$332,450 <sup>c</sup>	0	0	332,450
Court Services	246,227 <sup>d</sup>	0	0	246,227
Citizen Assistance	0	0	5,000 <sup>e</sup>	5,000
Office On Women	13,961 <sup>f</sup>	303,213 <sup>g</sup>	23,275	340,449
Personnel	0	0	6,000 <sup>h</sup>	6,000
Fire	232,000 <sup>i</sup>	29,000 <sup>i</sup>	2,500	263,500
Police	0	46,752 <sup>k</sup>	25,836 <sup>l</sup>	72,588
Sheriff	431,366 <sup>m</sup>	0	236,345 <sup>n</sup>	667,711
Health	0 <sup>o</sup>		14,656 <sup>p</sup>	14,656
MH/MR/SA	3,800,321	2,303,847	5,261,328	11,365,496 <sup>q</sup>
Human Services	10,835,154	13,289,605	446,372	24,571,131 <sup>r</sup>
Housing	0	1,755,000 <sup>s</sup>	59,563 <sup>t</sup>	1,814,563
Historic Alexandria	0	0	145,211	145,211
Recreation	19,878 <sup>u</sup>	121,541 <sup>v</sup>	21,000	162,419
Library	285,438	0	117,000	402,438
T&ES	168,482 <sup>w</sup>	43,730 <sup>x</sup>	0	212,212
Human Rights	0	35,000 <sup>y</sup>	0	35,000
Schools	23,096,612	6,103,768	2,474,845	31,675,225
<b>TOTAL</b>	<b>\$39,461,889</b>	<b>\$24,297,687</b>	<b>\$8,893,931</b>	<b>\$72,653,507</b>



## Grant Funding Summary and Special Revenue Funds

### Notes:

- /a Includes \$189,125 for the federal grant for the Victim-Witness Program; and \$77,106 for V-Stop Domestic Violence Intervention grant.
- /b Court assessed Law Library filing fees.
- /c Virginia Juvenile Community Crime Control Act, which funds the Sheltercare program.
- /d Virginia Juvenile Community Crime Control Act monies, which funds the Day Reporting Program and other small programs.
- /e Donations for the Gyumri Sister City program.
- /f Includes \$8,500 for Project STEPOUT / MANHOOD, and \$5,461 for shelter support grant.
- /g Includes \$109,239 for the rape victim companion grant, \$8,240 for the shelter support grant, \$107,256 for the domestic violence grant, \$50,562 for the V-STOP/ Sexual Assault Response and Awareness Program (SARA), and \$27,916 for the federal Violence Against Women Act.
- /h Mann Municipal Education Charitable Trust Fund, which funds selected education courses for City employees.
- /i Includes \$127,000 for Fire Training, \$55,000 for EMS Two-For-Life, \$35,000 for HAZMAT, and \$15,000 for Fire Programs Public Education.
- /j Federal grant for Emergency Management Assistance Program.
- /k Includes \$46,752 for COPS Universal funding.
- /l Reimbursement for overtime expenditures from the Northern Virginia Regional Crack Task Force.
- /m For the Comprehensive Community Corrections Act (CCCA) programs and Pre-Trial Services Act (PSA) grant.
- /n Program fees for the Alexandria Alcohol Safety Action Program (AASAP).
- /o It should be noted that State funding for the Health Department does not pass through the City's Treasury; therefore, this funding is not reflected in this table. For additional information, please refer to the Health Department section of this budget.
- /p Foundation grant from Arlandria Neighborhood Health Services, Inc. in support of the Arlandria clinic.
- /q For a description of the federally funded grants for this department, please refer to Addendum Table I in this section of the budget document.
- /r For a description of the federally funded grants for this department, please refer to Addendum Table II in this section of the budget document.
- /s Includes \$672,000 in federal HOME monies and \$1,083,000 in Community Development Block Grant (CDBG) monies (see the description following these tables for information regarding the federal CDBG program).
- /t Includes \$10,516 for the repayment of Principal and Interest from the Commercial Loan Program, \$45,797 in repayment of Principal and Interest from the Homeownership Program, and \$3,250 in donations.
- /u Includes \$5,000 from the Local Government Challenge Grant and \$14,878 from the Litter Control Grant.
- /v U.S. Department of Agriculture Summer Food service program.
- /w Includes \$140,080 for the Ridesharing Grant, and \$28,402 for the Transit Services Employer Outreach Program.
- /x Federal Air Quality Grant.
- /y Equal Employment Opportunities Commission Grant.

## Grant Funding Summary and Special Revenue Funds

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

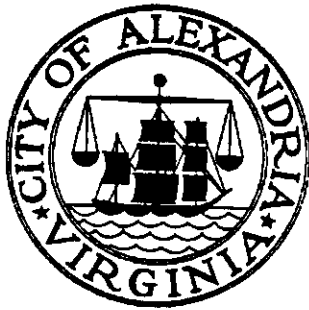
Mental Health (MH)  Programs	FEDERAL GRANT	FY 2002 PROPOSED BUDGET ESTIMATE
		Block Grant for Community Mental Health Services--Serious Emotionally Disturbed (Children)
	Block Grant for Community Mental Health Services--Serious Mental Illness (Adults)	399,975
	Projects for Assistance in Transition from Homelessness	25,062
	Welfare TANF Foster Care (Title IV E)	143,000
	Unification/Stabalization of Families	10,000
MH & SA Programs	U.S. Department of Housing and Urban Development	321,365
Substance Abuse (SA)  Programs	Substance Abuse Residential Purchase of Services (SARPOS)	137,284
	Substance Abuse Prevention and Treatment-Alcohol	209,495
	Substance Abuse Prevention and Treatment-Drugs	262,913
	Substance Abuse Prevention and Treatment-HIV/AIDS	269,470
	Acquired Immunodeficiency Syndrome Grant	41,142
	High Intensity Drug Trafficking Area Treatment Grant--Residential and Outpatient	109,069
Mental Retardation Programs	Grants for Infants and Toddlers with Disabilities	116,584
	<b>Total Federal Grants</b>	<b>\$2,303,847</b>

## Grant Funding Summary and Special Revenue Funds

### Addendum Table II

#### Department of Human Services Federally Grant-Funded Programs

FEDERAL GRANT	FY 2002 PROPOSED BUDGET ESTIMATE
Welfare Administrative Cost	\$ 135,475
Welfare Income Maintenance Eligibility	1,820,224
Welfare Clerical Cost Pool	263,025
Welfare Refugee Assistance Resettlement	52,000
Welfare Adult Child Services	2,519,140
Welfare Aid to Dependent Children	60,060
Welfare TANF Foster Care	541,866
Welfare Adoption Subsidy	155,250
Welfare Purchased Services	1,338,270
Child Day Care Supplemental	2,603,581
Older Americans Act	91,901
Home Delivered Meals	63,901
Congregate Meals	61,128
In-Home Services to the Elderly	225,744
WIA Summer Youth Program	97,105
Head Start	1,200,859
Transitional Apartment Planning & Eviction Storage (CDBG)	162,000
Community Services Block Grant (CSBG\BASIC)	197,057
Virginia Refugee Resettlement	86,000
WIA Adult Training	378,961
Food Stamp Employment Program	51,944
WIA	161,241
Employment Services\VIEW Program	685,608
Foster Parent Training	99,153
Metro Regional	148,568
All other Federal grants (includes individual program grants under \$50,000)	89,544
<b>Total Federal Grants</b>	<b>\$13,289,605</b>



## Community Development Block Grant

In accordance with the Housing and Community Development Act of 1974 (Public Law 93-383, commonly known as the Community Development Block Grant), the City of Alexandria has received \$32,619,000 through FY 2001 to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income levels. The City's approved FY 2002 allocation is \$1,245,000.

The program outlined on the following page is the proposed FY 2002 CDBG program. The proposed FY 2002 program will be funded, in part, with CDBG funds and program income carried over from previous years.

For additional information on community development, housing assistance, and homeless prevention programs, refer to the Office of Housing and the Department of Human Services budgets in Section VIII of this document.

### I. COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2002

<u>CITY CDBG PROGRAM YEAR</u>	<u>FISCAL YEAR</u>	<u>AMOUNT</u>
1	1976	\$1,735,000
2	1977	1,735,000
3	1978	1,735,000
4	1979	1,587,000
5	1980	1,550,000
6	1981	1,556,000
7	1982	1,497,000
8	1983	1,280,000
9	1984	1,207,000
10	1985	1,144,000
11	1986	1,134,000
12	1987	966,000
13	1988	970,000
14	1989	914,000
15	1990	950,000
16	1991	903,000
17	1992	1,009,000
18	1993	1,069,000
19	1994	1,077,000
20	1995	1,172,000
21	1996	1,302,000
22	1997	1,265,000
23	1998	1,237,000
24	1999	1,206,000
25	2000	1,213,000
26	2001	1,206,000
27	2002	1,245,000

## Community Development Block Grant

---

### II. TWENTY-SEVENTH YEAR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (FY 2002 Proposed)

#### Revenue Category

FY 2002 Funds Available CDBG	\$ 1,245,000
Carryover Funds (Prior Year CDBG Grant Funds and Program Income)	329,149
FY 2002 Program Income	<u>10,516</u>
<b>Total Program Revenues</b>	<b>\$<u>1,584,665</u></b>

#### Expenditure Category

##### A. Potomac East and Potomac West Programs

Blighting Influences Program	117,303
Home Rehabilitation Loan Program	761,657
Potomac West Business Assistance Loan Program	<u>101,365</u>

Potomac East and Potomac West Sub-Total \$980,325

##### B. City-wide Programs

Homeownership Assistance Program	85,702
Fair Housing Testing Program	44,414
Winter Shelter	10,000
Transitional Assistance Program	115,363
Eviction Assistance and Furniture Storage	<u>152,000</u>

City-wide Programs Sub-Total \$407,479

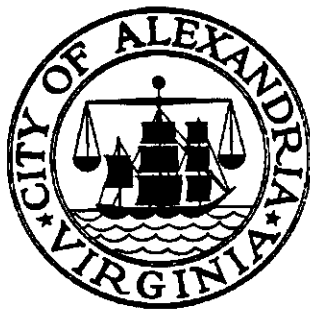
##### C. Administration

Program Administration	\$ 187,607
Federal Program Submissions/Applications	<u>9,254</u>

Administration Sub-Total \$196,861

Total Program Expenditures \$ 1,584,665

Net General Fund Budget for CDBG Programs \$ 0



# Fund Balance



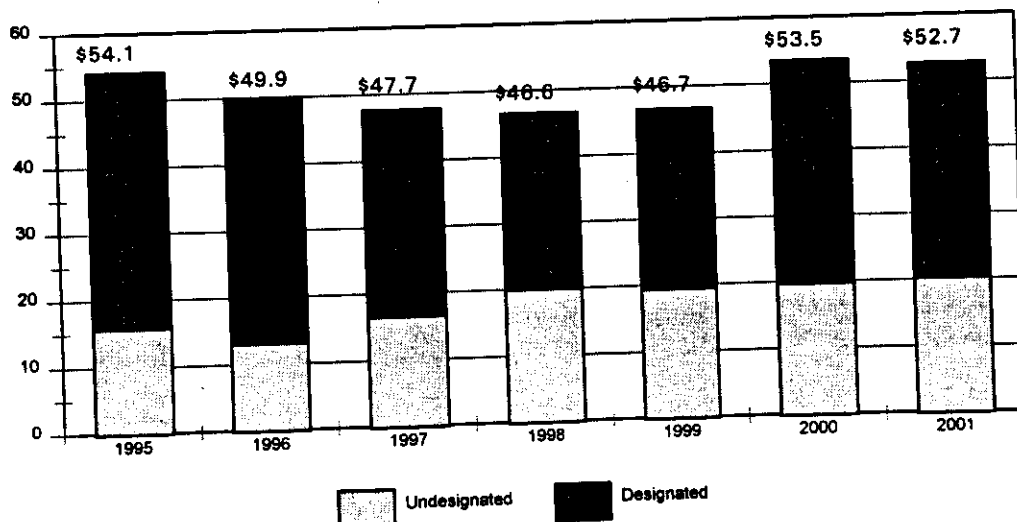
## Statement Of Estimated General Fund Balance

Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance which represents monies that have been reserved to pay for legal obligations of the City such as for purchase order encumbrances. Maintaining a prudent level of unreserved General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

The graph below shows total actual unreserved and undesignated General Fund balance from FY 1995 through FY 2000, and projected fund balance at the close of FY 2001. As shown in the chart, after nearly six years of declining fund balance, in FY 2000 the City had replenished unreserved fund balance to its highest level since FY 1996. The projected FY 2001 fund balance nearly equals the FY 2000 ending unreserved fund balance. As proposed, the budget recommends use of a certain portion of fund balance for capital projects, in addition to pay-as-you-go capital funding. Projected unreserved fund balance (the total amount available for appropriation, regardless of designations) is estimated to be \$52.7 million at June 30, 2001, which represents 15.7 percent of FY 2001 projected General Fund revenues. The City Council's adopted debt policies indicate that unreserved General Fund balance that is comparable to the ratio maintained by other double triple-A rated jurisdictions is desirable, but it is not to fall below 10 percent of General Fund revenues. In order to maintain the current level of undesignated fund balance into future years, the "pay-as-you-go" portion of capital projects will need to be funded largely out of current revenues in future years, rather than relying extensively on the one-time revenue source of fund balance to meet capital needs without additional borrowing.

The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document. The debt policies are followed by a Layperson's Guide to Fund Balance based on the report prepared by the Budget and Fiscal Affairs Advisory Committee.

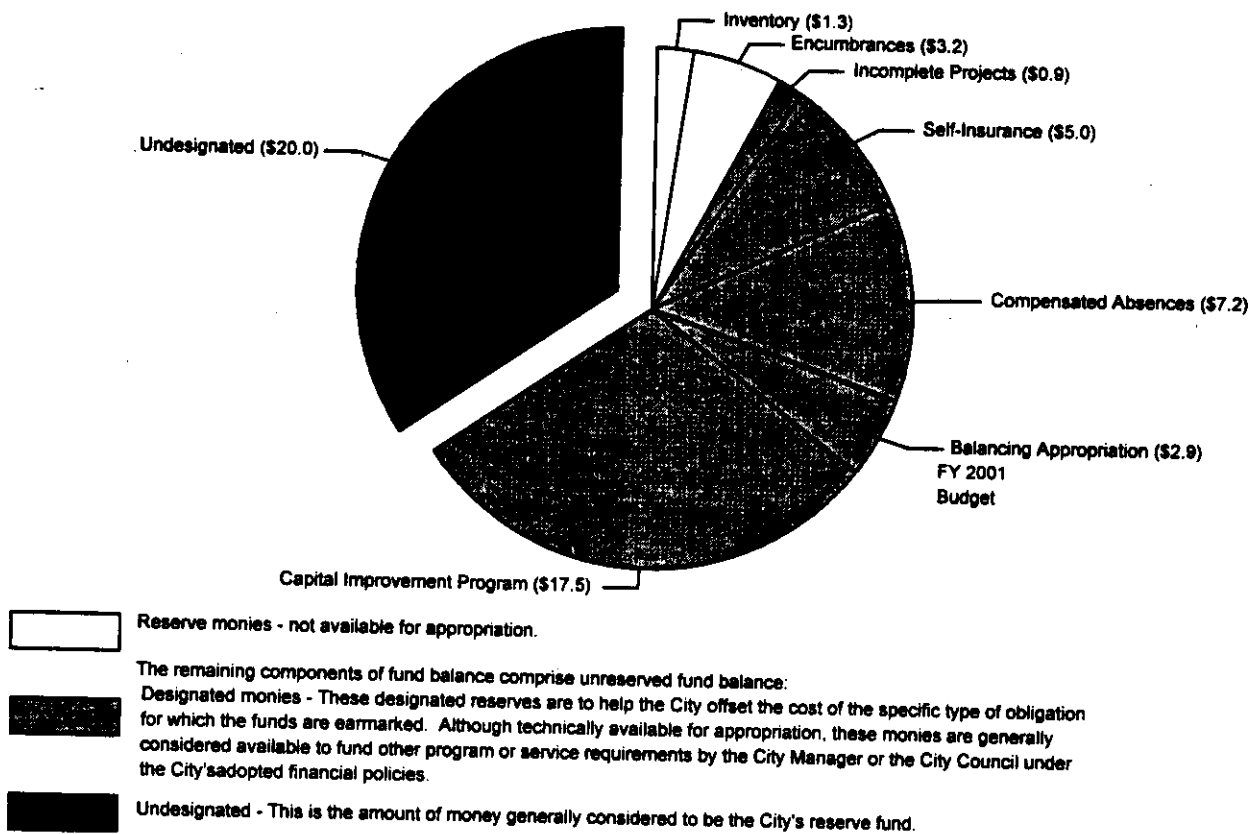
**Unreserved General Fund Balance**  
City of Alexandria



## City of Alexandria General Fund Fund Balance

This pie chart shows all of the component parts of General Fund balance (reserved, designated and undesignated) as of June 30, 2000.

**Fund Balance as of June 30, 2000**  
**\$58.0 million**



## Statement of Estimated General Fund Balance

City Council's debt related financial policies, originally adopted in June 1987, and subsequently reaffirmed and updated on December 9, 1997, established a limit of 4 percent and a target of 5.5 percent for undesignated General Fund balance as a percentage of General Fund revenue, and established a limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue. Designated fund balance are reserves funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Undesignated fund balance is the amount of money considered to be the City's reserve fund. As with all monies in fund balance, it is a one-time source of revenue.

Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, unreserved General Fund fund balance includes the following designated resources at June 30, 2000:

- \$2,921,512 appropriated in fiscal year 2000 to balance the fiscal year 2001 budget as approved by City Council;
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program);
- \$7,208,635 to cover approximately 50% of the estimated liability for the City's compensated absences. This designation category was originally designed in FY 1990 to mitigate the anticipated effects of changes in the financial reporting model which was eventually adopted by the Government Accounting Standards Board (GASB) in June 1999;
- \$17,451,193 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets; and
- \$914,662 for operating fund projects that are incomplete as of June 30, 2000.

After accounting for these designations, undesignated General Fund fund balance at June 30, 2000 was \$20,006,639. The \$20.0 million in the undesignated fund balance was equal to 6.5 percent of FY 2000 actual General Fund revenues, compared with a floor of 4 percent and a target of 5.5 percent, as established by City Council's debt related financial policies. Unreserved fund balance as of June 30, 2000, of \$53.5 million was equal to 17.3 percent of FY 2000 actual General Fund revenues, compared with a City Council-established limit of 10 percent.

## Statement of Estimated General Fund Balance

### Designations in the Proposed Fiscal Year 2002 Budget

In the fiscal year 2002 operating budget, the City Manager recommends the following changes in designations:

- The proposed appropriation from fund balance required to balance the FY 2002 budget is \$3,500,000. As shown in the Statement of Estimated Undesignated Fund Balance, the City does not anticipate using the FY 2001 balancing appropriation from Fund Balance of \$2,921,512. The FY 2002 balancing appropriation results in an increase in the designation for the upcoming budget of \$578,488, from \$2,921,512 in FY 2001 to \$3,500,000 designated for the fiscal year 2002 budget.
- To help meet the projected cash capital funding requirements for projects contained in the Approved Capital Improvements Program, a total of \$16,700,000 is designated for capital projects contained in the FY 2002 and FY 2003 years of the FY 2002 to FY 2007 Proposed Capital Improvement Program.

Based on projected revenues and expenditures in fiscal year 2001, the undesignated General Fund balance at June 30, 2001 is currently estimated to be \$20,320,401, or 6.1 percent of projected FY 2001 General Fund revenues; and the unreserved General Fund balance is estimated to be \$52,729,036, or 15.7 percent of projected General Fund revenues.

## Statement of Estimated Undesignated Fund Balance

at June 30, 2001

Components: Unreserved Fund Balance (Note: columns 1 plus 2 equal total unreserved fund balance)			
	(1) <u>Undesignated Fund Balance</u>	(2) <u>Designations</u>	(3) <u>Unreserved Fund Balance</u>
Fund Balance as of June 30, 2000 (per Comprehensive Annual Financial Report)	\$20,006,639	\$33,496,002	\$53,502,641
Add to total fund balance the projected variance in General Fund revenues for FY 2001/*	17,592,250		17,592,250
Less: Expected expenditure of unreserved fund balance designated in FY 2000 for events occurring subsequent to June 30, 2000			
Capital projects designation		(17,451,193)	(17,451,193)
Incomplete Operating Fund Projects		(914,662)	(914,662)
Changes in Designations at June 30, 2001 (These changes in designations do not impact unreserved fund balance.)			
Add: Net change in balancing appropriation for the FY 2002 operating budget /**	(578,488)	578,488	
Less: Recommended designation for capital projects contained in the FY 2002-FY 2007 Capital Improvement Program	(16,700,000)	16,700,000	
Sum of above changes to show Estimated Fund Balance at June 30, 2001	<u>\$20,320,401</u>	<u>\$32,408,635</u>	<u>\$52,729,036</u>
Estimated Fund Balance as % of FY 2001 General Fund Revenue	6.1%		15.7%
Target per financial policies	5.5%		10.0%

**Notes:**

- /\* FY 2001 projected variance based on projected FY 2001 revenues of \$335,472,600 less the FY 2001 Approved revenue budget of \$317,880,350, for a net positive variance of \$17,592,250.
- \*\* The City does not anticipate using the FY 2001 balancing appropriation from Fund Balance of \$2,921,512. The FY 2002 balancing appropriation results in an increase in the designation for the upcoming budget of \$578,488, from \$2,921,512 in FY 2001 to \$3,500,000 designated for the fiscal year 2002 budget.

# Multi-Year Revenue and Expenditure Forecast Scenarios

## **REVENUE AND EXPENDITURE FORECAST SCENARIOS** **Three Scenarios using Low Growth, Mid-Growth & High Growth** **Revenue Assumptions**

The following three tables present revenue and expenditure forecasts for all funds in the City's operating budget, as requested by the Budget and Fiscal Affairs Advisory Committee and as required under the City Council's debt-related financial policies. These forecast scenarios are based on the sets of assumptions detailed below.

It is important to note that in years where the forecast scenario results in a negative variance between projected revenues and projected expenditures, the variance would have to be addressed, and each year's budget balanced, through a reduction in the planned level of expenditures, an increase in revenues (tax or fee increases or new revenue sources) or a combination of these methods. As a result, the cumulative shortfall in the out years of these forecasts will actually never occur.

The expenditure assumptions included in these scenarios remain constant in each of the scenarios, while the revenue assumptions vary. This approach illustrates the sensitivity of maintaining current services and policies with varying rates of revenue growth. In all scenarios, before individual category assumptions have been made, staff assumed a consumer price index (CPI) growth of 2.5 percent per year. It should be noted, however, that non-personnel expenditures in general are projected to increase at less than the rate of inflation, which will require that the City and the Schools continue to achieve efficiencies in service delivery. It should also be noted that the expenditure assumptions included in these scenarios are not meant to be an indication of any commitment to a particular level of planned expenditure increases in future years; rather, these assumptions are meant to illustrate the possible funding choices the City must make in future years in each revenue growth scenario.

The Mid-Range Forecast Scenario represents the most probable outcome of the three scenarios with regard to overall revenue and expenditure growth rates. However, with the many economic and policy variables that would influence revenues and expenditures in the FY 2002 to FY 2007 time period, the bottom line excess or shortfall amounts need to be considered as "order of magnitude" results that will change as the assumed economic and policy variables differ from these long-range projections. In that light, the \$3.8 million shortfall projection in the Mid-Range Forecast Scenario for FY 2003 will have some degree of variability, and because it represents approximately 1 percent of total revenues, it should not be a material concern. It does reflect; however, that even with a growing economy, because of increasing infrastructure demands, school funding needs, fair employee compensation responsibilities, and an "antiquated" tax structure that is tied largely to property taxes, the City will continue to be required to make careful fiscal, programmatic and policy choices in the years ahead.

Compared to forecasts from previous budget documents, this latest forecast features greater revenue surpluses in the high growth scenario and greater shortfalls in the low growth scenario. This is due to a broader range of percentage growth assumptions being applied to the FY 2002 proposed revenues. Lower percentage increases are used in the low growth scenario than in previous years, and higher percentage increases are used in the high growth scenario than were previously used. The broader range of assumptions is used to illustrate the bandwidth and degree of uncertainty of the City's revenue future. While the funding gap or surplus forecasts

## Multi-Year Revenue and Expenditures Forecast Scenarios

---

range from a negative \$24.8 million to a positive \$29.7 million in FY 2007, this represents only a 10% band in comparison to the total expenditure budget estimate in FY 2007. As a result, the conclusion that one can reach is that the City's finances are sound and will remain sound. However, careful financial management and sound policy decision making will be critical to keeping the City's finances sound over the long term.

### ALL SCENARIOS - EXPENDITURES

#### **EXPENDITURE ASSUMPTIONS:** (Assumptions remain constant for each revenue scenario)

- (1) FY 2002 expenditures reflect the Proposed FY 2002 budget. All expenditure assumptions build from this base.
- (2) Cash capital expenditures: The projected expenditures from FY 2002-FY 2007 for cash capital are consistent with the Capital Improvement Program Funding Summary presented in the FY 2002-FY 2007 Capital Improvement Program document, which reflects cash capital appropriations to meet planned pay-as-you-go capital funding levels.
- (3) Debt service expenditures: The projected expenditures from FY 2002-FY 2007 for debt service are consistent with the Proposed Capital Improvement Program, which reflects the issuance of \$93 million in additional new General Obligation debt: \$30.5 million in FY 2002; \$24 million in FY 2003; \$20 million in FY 2004; and \$18.5 million in FY 2005. All new debt issuance assumes 20 year issues, with principal payments structured on a phased-in basis, with a true interest cost of approximately 5.0%.
- (4) Personnel expenditures — City and Schools:
  - In FY 2003-FY 2007, City personnel expenditures increase 4.1%, which is the result of providing funding for a step increase on the declining percentage pay plan for an estimated 75 percent of the City work force not at the maximum salary on the pay scales, plus a cost of living adjustment (approximately 2.0 percent) in each year. Staffing levels in each agency are projected to remain constant at FY 2002 levels.

School personnel expenditures: Schools personnel expenditures increase at the same rate as the City with the addition of \$1.5 million per year to compensate for expected increases in enrollment (about 420 new students annually at \$3,700 each in annual incremental costs.)
- (5) Non-Personnel expenditures — City and Schools:
  - (a) City Non-personnel expenditures
    - In FY 2003-FY 2007, a 2% increase is assumed for non-personnel expenditures in all categories except transit subsidies, cash capital and debt service, and as noted below. A rate of increase of 2% remains below the projected rate of inflation (2.5%).



## Multi-Year Revenue and Expenditures Forecast Scenarios

---

- Recycling costs in FY 2003 through FY 2007: Due to the increasing cost of trash disposal at the Waste to Energy plant and the need to maintain a competitive tip fee, the City is no longer able to finance its recycling program through a surcharge on the tip fee at the plant. As a result, the City's General Fund expenditures for recycling are projected to increase by \$350,000 in FY 2003, \$500,000 in FY 2004, \$521,537 in FY 2005, \$545,568 in FY 2006, and \$570,320 in FY 2007.
  - Trash disposal costs in FY 2005 through FY 2007: Based on the current projections of the remaining revenues in the Waste-to-Energy Trust Fund that are used to offset operating cost shortfalls at the Waste-to-Energy plant, if no other refuse policy actions or fee options are implemented and if flow control is not reinstated by Congress, both Alexandria and Arlington County will be required to subsidize plant operations beginning in FY 2005. These multi-year expenditure projections include an estimated City subsidy for the plant of \$2 million per year through FY 2007.
  - In FY 2003-FY 2007, a 2.5% increase is assumed for transit subsidies, equal to the projected rate of inflation.
- (b) Schools Non-personnel expenditures: In each year from FY 2003-FY 2007, Schools non-personnel expenditures are projected to increase at 2%. No other changes are projected for Schools non-personnel expenditures.

## Multi-Year Revenue and Expenditures Forecast Scenarios

### ALL SCENARIOS - REVENUE

Three different scenarios of revenue growth for the period of FY 2003 through FY 2007 have been developed based on varying assumptions about future rates of growth for each of the revenue categories listed in the table below. Each scenario is based on FY 2002 proposed tax and fee rates. All projected increases are generated by economic growth or the impact of inflation on goods and services that are taxed. The rate of growth assumed in each category for each scenario is shown below.

Revenue Category	Low Growth	Mid-Range Growth	High Growth
Real Estate Property	3% <sup>11</sup>	5%	7%
Personal Property <sup>12</sup>	5%	7%	9%
Penalties & Interest	1%	3%	5%
Local Sales	3%	5%	7%
Utility	1%	1%	1%
Business License	3%	5%	7%
Motor Vehicle License	1%	1%	1%
Recordation	0%	5%	7%
Tobacco	0%	0%	0%
Transient Lodging	1%	3%	5%
Restaurant Food	3%	4%	5%
Other Miscellaneous	3%	3%	3%
Intergovernmental <sup>12</sup>	0%	3%	5%
Other Non-Tax Revenue	3%	3%	3%
Other Special Revenue	3%	3%	3%
Equipment Replacement Fund	3%	3%	3%

<sup>11</sup> In the Low Growth Scenario, Real Estate Property Tax revenues increase by 5% in FY 2003 and the 3% each year thereafter.

<sup>12</sup> In all three scenarios, Personal Property Tax revenue decreases in FY 2003 due to the final year of the Personal Property Tax Reduction Act phase-in, in which the percent of revenue collected by localities on the value of vehicles below \$20,000 decreases from 30% to 0% while the percent of revenue reimbursed by the State increases from 70% to 100%. As a result, a corresponding increase is seen in Intergovernmental revenue.

### Low Growth Forecast Scenario

	FY 2002 Proposed (1)	FY 2003 Low Growth Forecast (2)	FY 2004 Low Growth Forecast (3)	FY 2005 Low Growth Forecast (4)	FY 2006 Low Growth Forecast (5)	FY 2007 Low Growth Forecast (6)
1 General Fund						
2 General property tax revenue	163,620,000	171,801,000	176,955,000	182,263,700	187,731,600	193,363,500
3 Real property tax	30,097,200	22,636,200	23,768,000	24,956,400	26,204,200	27,514,400
4 Personal property tax	2,200,000	2,222,000	2,244,200	2,266,700	2,289,300	2,312,200
5 Penalties and interest						
6	195,917,200	196,659,200	202,967,300	209,486,800	216,225,200	223,190,200
7 Total general property tax revenue	81,328,000	83,213,800	85,151,600	87,142,800	89,189,100	91,291,900
8						
9 Other Local Tax Revenue	69,180,600	81,216,100	83,652,600	86,162,200	88,747,100	91,409,500
10						
11 Other Non-Tax Revenue	346,425,800	361,089,100	371,771,500	382,791,800	394,161,400	405,891,600
12						
13 Total General Fund Revenues						
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
16 for Operating Budget						
17						
18						
19 Total General Fund revenues and other	349,925,800	364,589,100	375,271,500	386,291,800	397,661,400	409,391,600
20 sources						
21 Special Revenues & Other Funds	2,017,800	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
22 Appropriation from Schools Fund Balance	72,653,500	74,833,100	77,078,100	79,390,400	81,772,200	84,225,300
23 Other Special Revenue (donations/charges)	733,100	755,100	777,700	801,000	825,100	849,800
24 Enterprise Fund	4,117,600	3,200,000	3,264,000	3,329,300	3,395,900	3,463,800
25 Equipment Replacement Fund						
26	79,522,000	80,788,200	83,119,800	85,520,800	87,993,100	90,538,900
27 Total Special Revenue & Other Funds	429,448,000	445,377,300	458,391,300	471,812,600	485,654,500	499,930,500
28						
29 Total Revenues, All Funds						
30						
31 EXPENDITURES & OTHER USES						
32	158,611,000	165,114,000	171,884,000	178,931,000	186,268,000	193,904,000
33 City Personnel	101,304,000	103,905,000	106,719,000	111,624,000	116,661,000	121,840,000
34 City Non-personnel, including Transit	15,458,300	19,189,900	19,949,700	20,110,600	19,542,000	18,062,900
35 Debt service	12,000,000	14,000,000	14,000,000	15,200,000	14,800,000	12,600,000
36 Cash capital						
37	120,411,000	126,847,900	132,048,700	138,962,700	146,160,100	153,652,700
38 Schools Personnel	21,664,100	22,097,400	24,039,300	24,520,100	25,010,500	25,510,700
39 Schools Non-personnel						
40	429,448,000	451,154,000	468,641,000	489,348,000	508,442,000	525,570,000
41 Total Expenditures						
42						
43 Excess/(Shortfall) of Revenues and Other						
44 Sources over Expenditures and Other Uses	0	(5,776,700)	(10,249,700)	(17,535,400)	(22,787,500)	(25,639,500)
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49	0.8%	0.9%	0.9%	0.9%	0.8%	0.7%
50 Debt as a % of Real Property Assessed Value	1.9%	2.0%	2.0%	2.0%	1.8%	1.6%
51 Debt per capita as a % of per capita income	3.6%	4.3%	4.3%	4.1%	3.8%	3.4%
52 Debt Service as % of General Fund Estimated Expenditures	12.2%	Not projected	Not projected	Not projected	Not projected	Not projected
53 Unreserved Fund Balance as a % of General Fund Revenue						

Proposed

200

Executive Summary

**Mid-Range Growth Forecast Scenario**

	FY 2002 Proposed	FY 2003 Low Growth Forecast	FY 2004 Low Growth Forecast	FY 2005 Low Growth Forecast	FY 2006 Low Growth Forecast	FY 2007 Low Growth Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	163,620,000	171,801,000	180,391,100	189,410,600	198,881,100	208,825,200
4 Personal property tax	30,097,200	22,636,200	24,220,700	25,916,200	27,730,300	29,671,400
5 Penalties and interest	2,200,000	2,266,000	2,334,000	2,404,000	2,476,100	2,550,400
6						
7 Total general property tax revenue	195,917,200	196,703,200	206,945,800	217,730,800	229,087,600	241,047,000
8						
9 Other Local Tax Revenue	81,328,000	84,347,800	87,502,700	90,798,800	94,243,000	97,842,200
10						
11 Other Non-Tax Revenue	69,180,600	81,216,100	83,652,600	86,162,200	88,747,100	91,409,500
12						
13 Total General Fund Revenues	346,425,800	362,267,100	378,101,100	394,691,800	412,077,700	430,298,700
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
17						
18						
19 Total General Fund revenues and other						
20 sources	349,925,800	365,767,100	381,601,100	398,191,800	415,577,700	433,798,700
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	2,017,800	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
23 Other Special Revenue (donations/charges)	72,653,500	74,833,100	77,078,100	79,390,400	81,772,200	84,225,300
24 Enterprise Fund	733,100	755,100	777,700	801,000	825,100	849,800
25 Equipment Replacement Fund	4,117,600	3,200,000	3,264,000	3,329,300	3,395,900	3,463,800
26						
27 Total Special Revenue & Other Funds	79,522,000	80,788,200	83,119,800	85,520,800	87,993,100	90,538,900
28						
29 Total Revenues, All Funds	429,448,000	446,555,300	464,720,900	483,712,600	503,570,800	524,337,600
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	158,611,000	165,114,000	171,884,000	178,931,000	186,268,000	193,904,000
34 City Non-personnel, including Transit	101,304,000	103,903,000	106,719,000	111,624,000	116,661,000	121,840,000
35 Debt service	15,458,300	19,189,900	19,949,700	20,110,600	19,542,000	18,062,900
36 Cash capital	12,000,000	14,000,000	14,000,000	15,200,000	14,800,000	12,600,000
37						
38 Schools Personnel	120,411,000	126,847,900	132,048,700	138,962,700	146,160,100	153,652,700
39 Schools Non-personnel	21,664,100	22,097,400	24,039,300	24,520,100	25,010,500	25,510,700
40						
41 Total Expenditures	429,448,000	451,154,000	468,641,000	489,348,000	508,442,000	525,570,000
42						
43 Excess/(Shortfall) of Revenues and Other						
44 Sources over Expenditures and Other Uses	0	(4,598,700)	(3,920,100)	(5,635,400)	(4,871,200)	(1,232,400)
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.9%	0.8%	0.7%
51 Debt per capita as a % of per capita income	1.9%	2.0%	2.0%	2.0%	1.8%	1.6%
52 Debt Service as % of General Fund Estimated Expenditures	3.6%	4.3%	4.3%	4.1%	3.8%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	12.2%	Not projected	Not projected	Not projected	Not projected	Not projected

### High Growth Forecast Scenario

	FY 2002 Proposed (1)	FY 2003 Low Growth Forecast (2)	FY 2004 Low Growth Forecast (3)	FY 2005 Low Growth Forecast (4)	FY 2006 Low Growth Forecast (5)	FY 2007 Low Growth Forecast (6)
1 General Fund						
2 General property tax revenue	163,620,000	175,073,400	187,328,500	200,441,500	214,472,400	229,485,500
3 Real property tax	30,097,200	22,636,200	24,673,500	26,894,100	29,314,500	31,952,800
4 Personal property tax	2,200,000	2,310,000	2,425,500	2,546,800	2,674,100	2,807,800
5 Penalties and interest						
6	195,917,200	200,019,600	214,427,500	229,882,400	246,461,100	264,246,200
7 Total general property tax revenue	81,328,000	85,439,800	89,810,400	94,456,800	99,397,400	104,651,800
8						
9 Other Local Tax Revenue	69,180,600	81,216,100	83,652,600	86,162,200	88,747,100	91,409,500
10						
11 Other Non-Tax Revenue	346,425,800	366,675,500	387,890,500	410,501,400	434,605,600	460,307,500
12						
13 Total General Fund Revenues						
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
16 for Operating Budget						
17						
18						
19 Total General Fund revenues and other sources	349,925,800	370,175,500	391,390,500	414,001,400	438,105,600	463,807,500
20						
21 Special Revenues & Other Funds	2,017,800	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
22 Appropriation from Schools Fund Balance	72,653,500	74,833,100	77,078,100	79,390,400	81,772,200	84,225,300
23 Other Special Revenue (donations/charges)	733,100	755,100	777,700	801,000	825,100	849,800
24 Enterprise Fund	4,117,600	3,200,000	3,264,000	3,329,300	3,393,900	3,463,800
25 Equipment Replacement Fund						
26	79,522,000	80,788,200	83,119,800	85,520,800	87,993,100	90,538,900
27 Total Special Revenue & Other Funds	429,448,000	450,963,700	474,510,300	499,522,200	526,098,700	554,346,400
28						
29 Total Revenues, All Funds						
30						
31 EXPENDITURES & OTHER USES						
32	158,611,000	165,114,000	171,884,000	178,931,000	186,268,000	193,904,000
33 City Personnel	101,304,000	103,905,000	106,719,000	111,624,000	116,661,000	121,840,000
34 City Non-personnel, including Transit	15,458,300	19,189,900	19,949,700	20,110,600	19,542,000	18,062,900
35 Debt service	12,000,000	14,000,000	14,000,000	15,200,000	14,800,000	12,600,000
36 Cash capital						
37	120,411,000	126,847,900	132,048,700	138,962,700	146,160,100	153,652,700
38 Schools Personnel	21,664,100	22,097,400	24,039,300	24,520,100	25,010,500	25,510,700
39 Schools Non-personnel						
40	429,448,000	451,154,000	468,641,000	489,348,000	508,442,000	525,570,000
41 Total Expenditures						
42						
43 Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	0	(190,300)	5,869,300	10,174,200	17,656,700	28,776,400
44						
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49	0.8%	0.9%	0.9%	0.9%	0.8%	0.7%
50 Debt as a % of Real Property Assessed Value	1.9%	2.0%	2.0%	2.0%	1.8%	1.6%
51 Debt per capita as a % of per capita income	3.6%	4.3%	4.3%	4.1%	3.8%	3.4%
52 Debt Service as % of General Fund Estimated Expenditures	12.2%	Not projected	Not projected	Not projected	Not projected	Not projected
53 Unreserved Fund Balance as a % of General Fund Revenue						

Proposed

Executive Summary

# Personnel Summary

## General Salary Adjustment History

The table below shows the General Salary Adjustments granted to City employees from FY 1983 through FY 2001, along with the previous calendar years' inflation rates. The General Salary Adjustments include cost of living (COLA) adjustments given to City employees. The salary adjustments below do not include merit adjustments, which are based on employee performance.

Fiscal Year	General Salary Adjustments	Inflation Rate <sup>/A</sup> (for previous calendar year)
1983	5.0	5.5 (1982)
1984	3.0	4.5 (1983)
1985	5.0	4.8 (1984)
1986	4.0	4.2 (1985)
1987	4.0	2.9 (1986)
1988	4.0	3.6 (1987)
1989	4.0	4.1 (1988)
1990	3.0	5.8 (1989)
1991	3.0 (July 1, 1990 - Dec. 31, 1990) 0.5 (Jan. 1, 1991 - June 30, 1991) <sup>/B</sup>	5.9 (1990)
1992	2.0	4.1 (1991)
1993	0.0	2.5 (1992)
1994	2.5	3.2 (1993)
1995	2.0	1.9 (1994)
1996	3.0	2.0 (1995)
1997	2.0	2.8 (1996)
1998	2.0 (July 1, 1997 - Dec. 31, 1997) 3.0 (Jan. 1, 1998 - June 30, 1998) <sup>/C</sup>	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.5 (2000) <sup>/D</sup>

<sup>/A</sup> Source: National Consumer Price Index, all Urban Consumers for the Washington, DC-MD-VA region (CPI-U-DC) 1982 - 1984 = 100, Bureau of Labor Statistics, U.S. Department of Labor, average to average annual rate. The inflation data have been revised from previously published documents to show the CPI-U-DC, a regional measure of inflation, consistent with the inflation measure called for in the City's Compensation Philosophy.

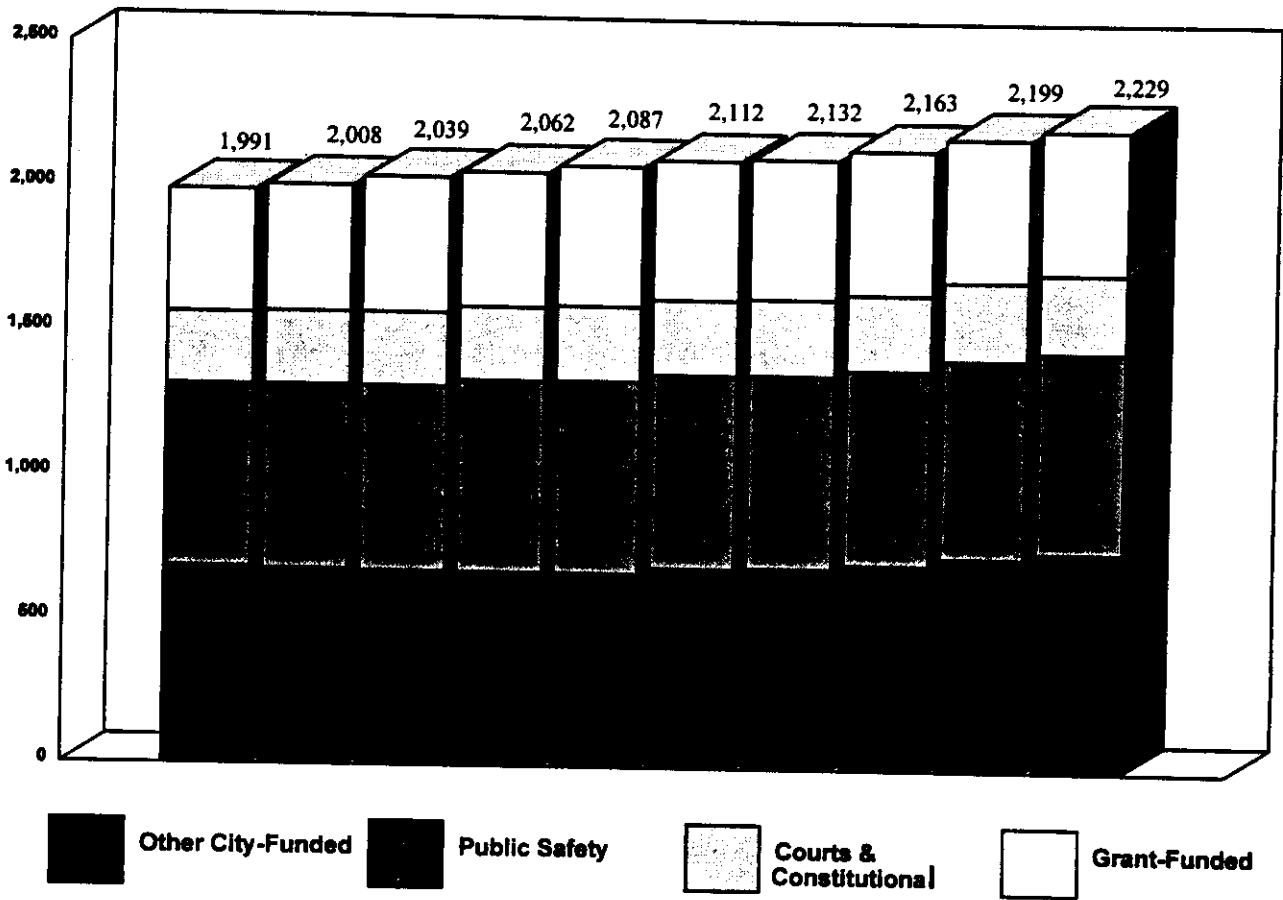
<sup>/B</sup> In FY 1991, City Council approved a three percent general salary adjustment effective from July 1, 1990 to December 31, 1990, and an additional one-half of one percent general salary adjustment effective on January 1, 1991. The effective general salary adjustment for FY 1991 was 3.25 percent.

<sup>/C</sup> In FY 1998, City Council approved a two percent general salary adjustment (COLA) effective July 1, 1997, plus a three percent market rate adjustment effective on January 1, 1998. City Council approved the market rate adjustment based on the results of a consultant survey that documented that some City classifications were below market comparators.

<sup>/D</sup> Data shown is the November to November rate since the average to average annual rate was not available at the time of printing.

# CHANGES IN FULL-TIME POSITIONS

## FY 1993 - FY 2002





## Changes in Full-Time Positions Ten Year Summary (FY 1993 - FY 2002)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
<b>I. PUBLIC SAFETY DEPARTMENTS</b>										
Fire	264	264	267 <sup>a5</sup>	267	267	266 <sup>a8</sup>	266	268 <sup>a0</sup>	268	276 <sup>a2</sup>
Police	367 <sup>a3</sup>	377 <sup>a4</sup>	378 <sup>b5</sup>	399 <sup>a6</sup>	401 <sup>a7</sup>	405 <sup>b8</sup>	406 <sup>a9</sup>	415 <sup>b0</sup>	420 <sup>a1</sup>	420
<b>SUBTOTAL PUBLIC SAFETY</b>	<b>631</b>	<b>641</b>	<b>645</b>	<b>666</b>	<b>668</b>	<b>671</b>	<b>672</b>	<b>683</b>	<b>688</b>	<b>696</b>
<b>II. OTHER CITY-FUNDED DEPARTMENTS AND AGENCIES</b>										
Human Relations (formerly Affirmative Action, Human Rights & Office on Women)	16	16	16	16	18 <sup>b7</sup>	20 <sup>c8</sup>	20	20	0	0
Citizen Assistance	9	8 <sup>b4</sup>	8	8	8	8	8	7 <sup>c0</sup>	8 <sup>b1</sup>	8
City Attorney	13	12 <sup>c4</sup>	12	12	12	12	12	14 <sup>d0</sup>	14	15 <sup>b2</sup>
City Council	7	7	7	7	7	7	7	7	7	7
City Council Administrative Aides*	7	7	7	7	7	7	7	7	7	7
City Clerk	3	3	3	3	3	3	3	3	3	3
City Manager	8	8	8	8	8	8	8	8	15 <sup>c1</sup>	15
Finance	67 <sup>b3</sup>	68 <sup>d4</sup>	68	68	68	74 <sup>d8</sup>	80 <sup>b9</sup>	85 <sup>e0</sup>	86 <sup>d1</sup>	86
General Services	69	69	69	69	69	69	69	71 <sup>f0</sup>	74 <sup>e1</sup>	75 <sup>c2</sup>
Health	7	7	7	7	7	8 <sup>a8</sup>	9 <sup>c9</sup>	9	6 <sup>f1</sup>	7 <sup>d2</sup>
Historic Alexandria	21	21	21	22 <sup>b6</sup>	17 <sup>c7</sup>	17	17	17	16 <sup>g1</sup>	16
Human Rights	-	-	-	-	-	-	-	-	4	4
Information Technology Services	37	37	37	38 <sup>c6</sup>	40 <sup>c7</sup>	48 <sup>f8</sup>	48	49	53 <sup>h1</sup>	54 <sup>e2</sup>
Internal Audit	- <sup>b3</sup>	-	-	-	-	-	-	-	2 <sup>i1</sup>	2
Library	43	42 <sup>e4</sup>	42	41 <sup>b6</sup>	41	41	41	43 <sup>g0</sup>	49 <sup>j1</sup>	53 <sup>f2</sup>
Management and Budget	11	11	11	11	11	11	11	11	11	11
Office of the Legislative Director	-	-	-	-	1 <sup>c7</sup>	1	1	1	0 <sup>k1</sup>	0
Office on Women	-	-	-	-	-	-	-	-	16 <sup>l1</sup>	16
Personnel Services	19	19	19	19	20 <sup>c7</sup>	20	20	20	20	20
Planning and Zoning	24	24	24	24	24	24	24	25	27 <sup>m1</sup>	32 <sup>g2</sup>
Real Estate Assessments	11	11	11	11	11	11	11 <sup>d9</sup>	11	11	11
Recreation, Parks & Cultural Activities	116	115 <sup>f4</sup>	113 <sup>c5</sup>	113	113	117 <sup>g8</sup>	117	120 <sup>h0</sup>	123 <sup>n1</sup>	123
Transportation & Environmental Services	195 <sup>c3</sup>	192 <sup>g4</sup>	189 <sup>e5</sup>	190 <sup>d6</sup>	190	190	188 <sup>a9</sup>	188	191 <sup>f1</sup>	195 <sup>h2</sup>
<b>SUBTOTAL OTHER CITY-FUNDED</b>	<b>683</b>	<b>677</b>	<b>672</b>	<b>674</b>	<b>675</b>	<b>696</b>	<b>701</b>	<b>716</b>	<b>743</b>	<b>760</b>
<b>III. PREDOMINANTLY GRANT-FUNDED DEPARTMENTS AND AGENCIES</b>										
Housing	24 <sup>d3</sup>	24	24	24	22 <sup>d7</sup>	20 <sup>h8</sup>	19 <sup>f9</sup>	20 <sup>i0</sup>	20	20
Human Services	195 <sup>e3</sup>	195 <sup>h4</sup>	190 <sup>d5</sup>	190	201 <sup>e7</sup>	199 <sup>i8</sup>	210 <sup>g9</sup>	212 <sup>j0</sup>	215 <sup>o1</sup>	219 <sup>i2</sup>
Mental Health, Mental Retardation & Substance Abuse	206	218 <sup>l4</sup>	253 <sup>e5</sup>	253	261 <sup>f7</sup>	262 <sup>j8</sup>	265 <sup>h9</sup>	264 <sup>k0</sup>	258 <sup>p1</sup>	259 <sup>j2</sup>
<b>SUBTOTAL GRANT-FUNDED DEPARTMENTS</b>	<b>425</b>	<b>437</b>	<b>467</b>	<b>467</b>	<b>484</b>	<b>481</b>	<b>494</b>	<b>496</b>	<b>493</b>	<b>498</b>

Please note: Effective July 1, 2000, the functions of the Human Relations Office have been decentralized. The Affirmative Action function and the Call to Community Initiative were transferred to the City Manager's Office. The Human Rights Office and the Office on Women are independent departments.

- These positions, with the exception of the Mayor's Aide, are classified as permanent part-time positions.

## Changes in Full-Time Positions (continued)

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
<b>IV. COURTS AND CONSTITUTIONAL OFFICERS</b>										
Circuit Court	5	7 <sup>k4</sup>	8 <sup>l5</sup>	8	9 <sup>g7</sup>	10 <sup>k8</sup>	10	10	13 <sup>q1</sup>	13
Clerk of Courts	20	20	20	20	20	20	20	20	21 <sup>r1</sup>	21
Commonwealth's Attorney	24	24 <sup>k4</sup>	24	24	25 <sup>h7</sup>	28 <sup>l8</sup>	29 <sup>l9</sup>	29	27 <sup>s1</sup>	27
Court Service Unit	3	3	4 <sup>o5</sup>	4	8 <sup>i7</sup>	8	8	8	8	8
Law Library	1	1	1	1	1	1	1	1	1	1
Registrar of Voters	4	4	4	4	4	4	4	4	4	4
Sheriff	195	194 <sup>k4</sup>	194	194	193 <sup>j7</sup>	193	193	196 <sup>l0</sup>	201 <sup>l1</sup>	201
<b>SUBTOTAL COURTS AND CONSTITUTIONAL</b>	<b>252</b>	<b>253</b>	<b>255</b>	<b>255</b>	<b>260</b>	<b>264</b>	<b>265</b>	<b>268</b>	<b>275</b>	<b>275</b>
<b>TOTAL CITY EMPLOYEES</b>	<b>1,991</b>	<b>2,008</b>	<b>2,039</b>	<b>2,062</b>	<b>2,087</b>	<b>2,112</b>	<b>2,132</b>	<b>2,163</b>	<b>2,199</b>	<b>2,229</b>
<b>V. SCHOOL EMPLOYEES</b>										
Schools	1,801	1,849	1,864	1,723	1,764	1,790	1,848	1,894	2,010	2,083
<b>GRAND TOTAL</b>	<b>3,592</b>	<b>3,657</b>	<b>3,703</b>	<b>3,785</b>	<b>3,851</b>	<b>3,902</b>	<b>3,980</b>	<b>4,057</b>	<b>4,209</b>	<b>4,312</b>

### FY 1993

- (a3) Council addition of seven Parking Enforcement Officers and one Sergeant to enforce the City's enhanced parking regulations.
- (b3) Finance and Internal Audit were consolidated. Contract audit services eliminated one position.
- (c3) Reflects the addition of nine positions for the expanded recycling program. The addition of one Traffic Service Worker position was approved by Council to support enhanced parking regulations.
- (d3) On June 23, 1992, City Council approved the addition of two grant-funded positions, a Housing Program Coordinator and a Housing Analyst, to administer the HOME Investment Partnerships Program.
- (e3) Council addition of one grant-funded Caseworker on November 26, 1991.

### FY 1994

- (a4) The ten additional Police Department positions result from the following actions: (1) on May 5, 1993, Council authorized the civilianization of the Hack Inspector position, reassigned the sworn officer position to Patrol and made permanent the pilot residential police officer position; (2) in the summer of 1993, the City was awarded a grant from the Department of Criminal Justice to fund a third Residential Police Officer (RPO) position; and (3) in the fall of 1993, the City Manager approved the advance hire of eight civilian special officer positions to handle front desk and related duties, thereby returning eight police officers to street operations.
- (b4) Reduction of a Consumer Affairs Investigator position due to a workload decrease.
- (c4) Reduction of a Safety Officer position due to the contracting out of these services.
- (d4) Transfer of a position from Transportation and Environmental Services to Finance.
- (e4) Reduction of one administrative position.
- (f4) Reduction of an administrative support position.
- (g4) Reflects the elimination of five positions due to additional contracting out of street patching operations, the addition of a grant funded position in the Transit Services Division, the addition of a position in support of the recycling program.
- (h4) Reduction of three food preparation positions due to the contracting out of the Lee Center kitchen operations, and one administrative position due to the on-going restructuring of the department. These position reductions are offset by the addition of four positions associated with the Alexandria Community Policy & Management Team, as approved by City Council on May 11, 1993.
- (i4) Reduction of one administrative support position, and the addition of 13 grant funded positions added in accordance with Council action taken on September 14, 1993 and January 11, 1994.
- (j4) Transfer of the Criminal Justice Information System (CJIS) Coordinator position from the Commonwealth's Attorney's Office to the 18th Circuit Court and the transfer of a Deputy Sheriff position from the Office of Sheriff to serve as a full-time Jury Coordinator.
- (k4) Reflects the transfer of the CJIS Coordinator position to the Circuit Court and the addition of one full-time position to carry out a pilot program to collect unpaid court fines and costs as approved by City Council on January 25, 1994.
- (l4) Reflects Council approval of the transfer of a Deputy Sheriff position from the Office of Sheriff to the 18th Circuit Court to serve as a full-time Jury Coordinator.

### FY 1995

- (a5) Reflects the transfer of three solid waste inspector positions from T&ES to the Division of Code Enforcement to consolidate the City's inspection activities.
- (b5) Reflects Council's June 14, 1994 action to add a fourth Residential Police Officer position in the Andrew Adkins public housing community.
- (c5) Reflects the elimination of two positions due to the contracting out of tree maintenance operations.
- (d5) Reduction of two administrative positions resulting from efficiencies from an on-going departmental reorganization and four full-time positions due to contracting out services and the implementation of the state ADAPT program, which computerized the processing of applicant eligibility applications. Reflects the addition of an eligibility worker approved by City Council in January 1995.

## Changes in Full-Time Positions (continued)

### FY 1995, continued

- (e5) The elimination of 4 grant funded positions because a Supported Living grant was not received; Council addition of one full-time position on October 11, 1994; Council addition of three positions for HIV grant, approved on October 15, 1994, and thirty-five grant positions approved on November 9, 1994.
- (f5) Reallocation of a vacant full-time position from another City agency to establish a full-time CJIS assistant.
- (g5) Council creation of a Neighborhood Probation Counselor in September 1994.

### FY 1996

- (a6) Reflects the addition of fifteen civilian positions to enable fifteen uniformed officers currently in administrative positions to return to street operations; and the addition of six police officers due to the receipt of grant funding under the COPS AHEAD program.
- (b6) Transfer of a Research Historian position from the Library to Historic Alexandria to consolidate historic research efforts and electronic mail activity.
- (c6) Reflects Council's June 27, 1995 approval of a position to provide technical support for the City's Internet efforts and Council action on June 27, 1995 to eliminate one position in the Office of Historic Alexandria.
- (d6) Council addition of a grant-funded position for the Transit Efficiency Improvement Program.

### FY 1997

- (a7) Reflects the addition of two grant-funded police officers under the COPS Combat Domestic Violence Program.
- (b7) Reflects the conversion of two part-time positions to full-time positions due to increased grant funding.
- (c7) Reflects Council action to privatize the Alexandria Convention and Visitors Bureau on January 24, 1996, resulting in the following reorganization: the reallocation of one full-time position from the Office of Historic Alexandria to the Office of Legislative Director; the reallocation of one position to the Personnel Services Department; the reallocation of two positions to the Information Technology Services Department; and Council action on June 27, 1995 to eliminate one position in the Office of Historic Alexandria.
- (d7) This reduction reflects the recommendation of the City Manager to transfer two positions to the Human Services Department, as per Council docket item dated February 27, 1996.
- (e7) Addition of four positions associated with *Alexandria Works!* and two with *Alexandria Jobs for Youth* per the recommendation of the Human Services Committee; three new positions approved by City Council in December 1994; and two positions were transferred from the Office of Housing.
- (f7) Council addition of six full-time positions on March 28, 1995 and Council addition of two full-time positions on September 26, 1995.
- (g7) Reflects the reclassification of an administrative assistant position from part-time to full-time status as approved by the City Manager on December 20, 1996.
- (h7) Reflects the addition of an Assistant Commonwealth's Attorney position approved by City Council on October 23, 1996, to assist in the prosecution of juvenile and domestic violence cases.
- (i7) Reflects the addition of four grant-funded positions under the Virginia Juvenile Community Crime Control Act (VJCCCA) which was approved by City Council on September 10, 1996.
- (j7) Reflects the reduction of three Community Diversion Incentive grant-funded positions and the addition of two full-time positions under the Comprehensive Community Corrections Act (CCCA) grant approved by City Council during FY 1997.

### FY 1998

- (a8) Reflects the transfer of a position from Fire to Police to oversee the new Public Safety Radio System.
- (b8) Reflects the transfer of a position from Fire to Police to oversee the new Public Safety Radio System, and the addition of three police officers due to the receipt of a federal grant through the COPS Universal program.
- (c8) Two full-time positions were added subsequent to budget adoption. A new grant-funded Social Worker I position, approved by City Council on May 13, 1997, was added to the Office on Women's Domestic Violence program; and on June 10, 1997, City Council approved the conversion of a part-time position to full-time status using additional grant monies.
- (d8) Reflects the addition of six Revenue Collection Specialists as part of the Pilot Tax Collection Program.
- (e8) Reflects the addition of a grant-funded Public Health Nurse in support of the Arlandria clinic, as approved by City Council on June 24, 1997.
- (f8) Reflects the addition of seven full-time positions in conjunction with the Information Technology Plan as detailed in the approved Capital Improvement Program budget, and the reallocation of a vacant position from the Office of Housing.
- (g8) Reflects the addition of a Recreation Supervisor at Mt. Vernon Recreation Center and the conversion of three part-time positions to full-time status to serve as Assistant Center Directors at Charles Barrett, Nannie J. Lee, and William Ramsay Centers.
- (h8) Reflects the transfer of a position to Information Technology Services and a position to Mental Health.
- (i8) Reflects the conversion of a part-time position to full-time status under the Children's Fund; the addition of two social worker positions to the Office for Early Childhood Development to serve the increasing number of eligible families, as approved by City Council on June 10, 1997; and the loss of five grant funded positions.
- (j8) The reallocation of a vacant position from the Office of Housing, as approved by the City Manager, to assist in office administration.
- (k8) Reflects the addition of a Database Administrator in support of CJIS.
- (l8) Reflects the addition of a Revenue Collections Specialist for the pilot collections program and the addition of two grant funded positions for the Victim Witness program and the V-STOP Domestic Violence program that were approved by City Council subsequent to the release of the FY 1998 budget.

### FY 1999

- (a9) Reflects the addition of a Police Sergeant in support of the federally-funded AGILE project, as approved by City Council on February 9, 1999.
- (b9) Reflects the transfer of a senior-level management position in Real Estate Assessments to a professional level analyst position in the Finance Department to address staffing needs throughout the department, as well as the conversion of five temporary positions to permanent status to address staffing needs in the Revenue Administration Division.
- (c9) Reflects the conversion of the part-time HIV/AIDS Administrative Technician position to full-time status.
- (d9) In FY 1999, a senior-level management position was transferred to the Finance Department to address critical staffing needs, and an administrative support position was transferred from the Office of Housing to the Office of Real Estate Assessments to reduce the dependence upon temporary employees.
- (e9) Reflects the reduction of two vacant positions in the Maintenance Division.
- (f9) Reflects the reallocation of a vacant position from the Office of Housing to the Office of Real Estate Assessments.
- (g9) Reflects the conversion of a part-time Employment Training Specialist to full-time status for enhanced employment services for persons with disabilities. Also reflects the addition of 10 new grant funded positions authorized subsequent to the adoption of the FY 1999 budget.
- (h9) Reflects the transfer of a full-time coordinator from the Mental Health Department to the Department of Human Services, the conversion of a full-time Psychology intern to part-time.
- (i9) Reflects elimination of State Compensation Board reimbursement for one Assistant Commonwealth's Attorney position and the addition of two grant-funded positions in the Victim-Witness Program, approved by City Council on April 28, 1998.

## Changes in Full-Time Positions (continued)

### FY 2000

- (a0) Reflects the addition of a Walk Through Plan Reviewer in the Code Enforcement Division due to workload; and the conversion of a temporary Construction Inspector position to permanent full-time status.
- (b0) Reflects the addition of a Police Sergeant to provide supervision to the department's four School Resource Officers in order to coordinate activities, review programs, and provide appropriate back-up duties; reflects the addition of three Police Officer positions, funded through the Community Oriented Policing (COPS) Universal Grant program; and the addition of 3 Police Officer positions and 2 civilian positions, funded through the Domestic Violence Intervention Project.
- (c0) Reflects the conversion of a full-time position to two part-time positions through a job sharing arrangement which reduced benefits costs.
- (d0) Reflects the conversion to full-time of a part-time law clerk position for a function previously handled by the Commonwealth Attorney's Office and the addition of one full-time Safety Officer position in the Risk Management Division to review and maintain the City's safety procedures.
- (e0) Reflects the conversion of five temporary positions to permanent status to address staffing needs in the Revenue Administration Division.
- (f0) Reflects the addition of two Construction Field Representatives to provide needed construction management support due to the significant increase in current and future capital improvement projects.
- (g0) Reflects the addition of two new full-time positions due to the opening of the new Charles E. Beatley, Jr. Central Library.
- (h0) Reflects the addition of two new positions recommended for Cameron Station maintenance. The cost effectiveness of new positions as compared to a greater reliance on contracted services will be evaluated after bids for park maintenance have been received. Also reflects the addition of a special assistant for capital projects and community activities.
- (i0) Reflects the addition of a fiscal staff position due to an increase in complexity and workload of the Office of Housing's grant positions.
- (j0) Reflects the transfer of a full-time CSA Coordinator position from the Department of Mental Health to the Department of Human Services and reflects the conversion of two formerly job-shared positions to one full-time position.
- (k0) Reflects the transfer of a full-time CSA Coordinator position from the Department of Mental Health to the Department of Human Services.
- (l0) Revised from previously published documents. Reflects the addition of 3 revenue-funded positions in Alexandria Alcohol Safety Awareness Program (AASAP).

### FY 2001

- (a1) Revised from previously published documents. Reflects the addition of five Parking Enforcement Officers (PEO) needed to staff the City's Gridlock Reduction Intervention Program (GRIP) to ease rush hour traffic and reduce traffic congestion at certain major intersections. GRIP was implemented in May 2000 as a pilot program and approved for continuation through FY 2001 by City Council on September 27, 2000. Staff has proposed to fund this program through FY 2002 at a cost of \$263,163.
- (b1) Reflects the conversion of two part-time receptionist positions to one full-time position.
- (c1) Reflects positions transferred to this office effective July 1, 2000, under the City Manager's reorganization.
- (d1) Reflects the addition of a new accountant position for an audit unit in the Revenue Administration Division. The new unit should generate a minimum of \$250,000 in net new revenue; the conversion of two existing, established full-year, full-time temporary staff to regular City positions (contract manager and administration assistant) in the Purchasing Division; the conversion of two part-time positions to one full-time in the Accounting Division; and the conversion of a part-time position to a full-time position in the Revenue Administration Division. Also reflects the transfer of 2 positions to the City Manager's Office and the removal of the Office of Internal Audit as a function of the Finance Department to an independent office as part of the City Manager's reorganization.
- (e1) Reflects the addition of a master electrician position and a new contract manager position; the conversion of a 0.625 FTE position to full-time to support work of the Facilities Division.
- (f1) Reflects the transfer of 3 full-time positions from the Health Department Environmental Health Unit to the Department of Transportation and Environmental Services as part of the City Manager's reorganization.
- (g1) Reflects the conversion of a full-time position in the Administration Division to a part-time position.
- (h1) Reflects the addition of a new database administrator position; two programmer/analysts for applications positions; and one programmer/analyst position for E-commerce initiative planning.
- (i1) As of July 2000, this is an independent office under the City Manager's reorganization.
- (j1) Reflects the addition of 6 new full-time positions to provide library services at the Burke Branch Library and Community Learning Center.
- (k1) Effective July 1, 2000, this function is reflected under the City Manager's Office.
- (l1) As of July 1, 2000, this is an independent office under the City Manager's reorganization.
- (m1) Reflects the addition of one Geographic Information system (GIS) Manager position and one Urban Planner III.
- (n1) Reflects two new positions included as a FY 2001 approved supplemental budget request to fund the operations of the newly expanded Ramsay Recreation Center, and the conversion of two former part-time positions into one full-time position in the Administration division during FY 2001.
- (o1) This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under a scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the mental Retardation division as a result of CSB action on January 11, 2001.
- (p1) This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under the scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the Mental Retardation Division as a result of CSB action on January 11, 2001.
- (q1) Reflects additional support (a computer applications instructor and two system analysts) for the Criminal Justice Information System and the Alexandria Justice Information System.
- (r1) Reflects the conversion of a part-time position to a full-time position.
- (s1) Reflects the elimination of two positions due to the State Department of Taxation contract for delinquent collection program.
- (t1) Reflects the addition of 3 grant funded pre-trial services positions, one revenue supported AASAP position, and one state funded local inmate data system (LIDS) position.

### FY 2002

- (a2) Reflects the addition of 8 EMS positions to staff a 5<sup>th</sup> Medic Unit due to an increase in Fire and EMS incidents over the past 13 years. This is the first increase in EMS personnel and equipment since 1988.
- (b2) Reflects the addition of 1 Assistant City Attorney I position to provide representation in zoning, building code, health, noise, animal control, tax enforcement and DWI cost recovery cases.

## Changes in Full-Time Positions (continued)

### FY 2002, continued

- (c2) Reflects the addition of a Telecommunications Technician to assist the current Telecommunications Specialist in the provision of telephone systems, installation, repair, upgrades of systems and bill processing City-wide.
- (d2) Reflects the addition of an Accounting Technician.
- (e2) Reflects the addition of one Network Security Technician to provide the City with guidance on basic security management.
- (f2) Reflects the addition of four FTE's to provide Library Services at the Beatley and Burke facilities.
- (g2) Reflects the addition of 1 Neighborhood Planning/Community Development Manager, 1 Current Planning Manager, the conversion of one part-time Clerk Typist to a full-time Secretary, 1 Planner II for neighborhood planning; and the conversion of 1 GIS Specialist overhire to a permanent full-time position.
- (h2) Reflects the addition of 2 Inspector II's, 1 Engineering Aide in Construction and Inspection and 1 Engineer III in Engineering and Design.
- (i2) Reflects the conversion of a part-time companion aide to full-time to allow for hiring and retention of qualified staff to address compliance issues with the State; the addition of one position to handle all components of the department's revenue maximization efforts; and the addition of two Social Worker Supervisors to a) provide additional services in the Child Welfare area of the department, and b) to handle increased caseloads due to the planned expansion of the before and after school programs.
- (j2) Reflects a new Therapist III position as a result of a recommended supplemental request to fund with General Fund dollars psychological services for at-risk preschool children.

## Summary of Full-Time Position Changes Proposed

---

### Proposed New Positions

Fire	8	Reflects the addition of eight EMS positions to staff a 5 <sup>th</sup> Medic Unit due to an increase in Fire and EMS incidents.
City Attorney	1	Reflects the addition of one Assistant City Attorney I position to provide representation in zoning, building, health, noise, animal control, tax enforcement and DWI cost recovery cases.
General Services	1	Reflects the addition of a Telecommunications Technician position to assist the current Telecommunications Specialist in the provision of telephone systems, installation, repair, upgrades of systems and bill processing City-wide.
Health	1	Reflects the Addition of an Accounting Technician position in the Administration Division to ensure efficient and more accurate financial reporting including increased fee collection in the Health Department.
Information Technology Services	1	Reflects the addition of one Network Security Technician to provide the City with additional information technology security support.
Library	4	Reflects the addition of one Librarian I and one Library Assistant I positions for staffing in the reference, circulation and children's areas of the Beatley Central Library; one Librarian III to help manage the Burke Facility; and a Computer Operator II position to assist with maintaining the Library's automated systems and Website.
Planning and Zoning	3	Reflects the addition of one Neighborhood Planning/Community Development Manager position; one Planning Manager position, and one Planner II position for neighborhood planning.
Transportation and Environmental Services	4	Reflects the addition of two Inspector II positions, one Engineering Aide position in the Construction Division and one Engineer III position in the Engineering and Design Division.

## Summary of Full-time Position Changes Proposed

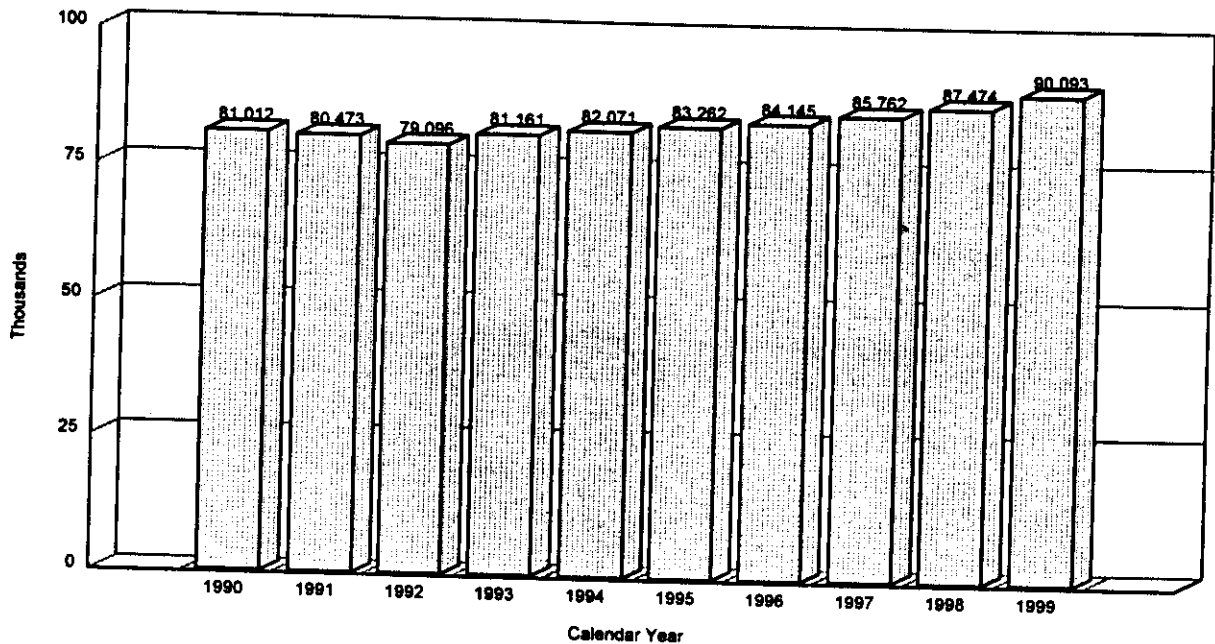
---

### Proposed New Positions, continued

Human Services	3	Reflects the addition of one position to handle all components of the department's revenue maximization and contract administration efforts; and the addition of two Social Worker Supervisors to a) provide additional services in the Child Welfare area of the department, and b) to handle increased caseloads due to the planned expansion of the Before and After School programs.
Mental Health, Mental Retardation & Substance Abuse	1	Reflects the addition of a Therapist III position to continue psychological services for at-risk children.
<b>SUBTOTAL, NET NEWLY CREATED POSITIONS</b>	<b>27</b>	
 <b>Position Conversions: Part-time to Full-time</b>		
Planning and Zoning	1	Reflects the conversion of one part-time Clerk Typist position to full-time Secretary.
Human Services	1	Reflects the conversion of a part-time Companion Aide to full-time to allow for hiring and retention of qualified staff to address compliance issue.
<b>SUBTOTAL, PART-TIME TO FULL-TIME</b>	<b>2</b>	
 <b>Position Conversions: full time temporary to regular City positions</b>		
Planning and Zoning	1	Reflects the conversion of a GIS Specialist overhire to a full-time regular City position.
<b>SUBTOTAL, CONVERSIONS: TEMPORARY TO REGULAR</b>	<b>1</b>	
<b>GRAND TOTAL, CHANGE IN FULL-TIME POSITION COUNT</b>	<b>30</b>	

# Employment

## PERSONS EMPLOYED AT JOB SITES IN ALEXANDRIA Fourth Quarter Average Employment

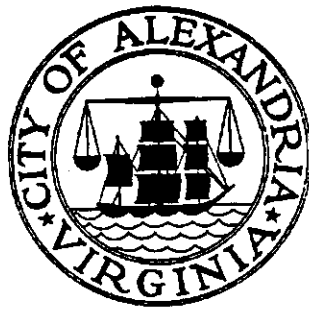


Source: Virginia Employment Commission

Note: Fourth quarter data for 2000 will not be available until August, 2001.

This graph represents the number of residents and non-residents employed at job sites in Alexandria. These job sites are in all types of industries, and include all employers participating in the Virginia Unemployment Compensation Program. The Virginia Unemployment Compensation Program covers approximately 95 percent of all employers, excluding only a narrow set of employment categories, such as self-employed persons and elected officials.





# **FY 2002 - FY 2007 CAPITAL IMPROVEMENT PROGRAM**

**(Incorporating the Information Technology Plan)**

## FY 2002 - FY 2007 Capital Improvement Program

### Overview

The FY 2002-FY 2007 Proposed Capital Improvement Program (CIP) sets forth a six-year \$269.9 million overall CIP which represents a 22 percent increase over the FY 2001-FY 2006 CIP. After setting aside State, federal and other revenues in this proposed CIP, this CIP contains a \$197.3 million program of City-funded public improvements for the City and the Alexandria City Public Schools, which represents an increase of approximately \$41.0 million, or 26.3 percent as compared to the Approved FY 2001-FY 2006 CIP. The increase in the six-year capital budget reflects facility expansion and improvements to meet the demands of a growing student population in the public schools through the Middle and Secondary Schools Expansion and Renovation Programs. The CIP also provides an increased capital investment in City facilities through renovation and expansion to serve a growing population, to enhance and improve the work environment and ensure compliance with ADA standards.

The increase in the proposed locally-funded FY 2002-FY 2007 six-year program includes the following major initiatives:

#### Alexandria City Public Schools:

- A total of \$93.8 million is recommended for the capital needs of the Alexandria City Public School system, an increase of \$36.2 million, or 63 percent as compared to the current approved six-year City capital program. Although the \$93.8 million does not fully fund the School Board's FY 2002-FY 2007 capital request, it does provide full funding for the first three years of the Board's adopted capital program. Due to the major uncertainty of actual future elementary school enrollment growth and its impact in the out years (FY 2005-FY 2007) of the Capital Improvement Program and its effect on the elementary school capacity, the City's proposed CIP has not included \$20.9 million in funding in FY 2005-FY 2007 for elementary school expansion. The City has, however, fully funded the remaining Schools' capital needs in these three remaining years of the School's CIP, in the amount of \$32.4 million. The capital funding for elementary school expansion will be reevaluated in the context of the FY 2003 to FY 2008 CIP.

#### Public Building and Recreation Centers:

- A total of \$1.98 million (\$1.25 million in City monies (including an additional \$425,000 proposed in FY 2002), and \$730,000 in Schools) has been budgeted, for the renovation of the Jerome "Buddie" Ford Nature Center. This renovation project is a joint effort between the City and the Alexandria Public Schools to redesign the former William Ramsay Recreation Center gymnasium into a two level facility that will provide nine additional classrooms for the William Ramsay Elementary School and add and renovate program space for the "Buddie" Ford Nature Center.
- \$2.4 million has been proposed for the Phase II construction work required to renovate Market Square including waterproofing, refurbishment of the deck, planters, fountain and elevator, re-landscaping and associated structural and architectural enhancements.
- \$1.25 million has been proposed for the architectural services (FY 2002) and construction (FY 2003) of an estimated 8,000 square foot expansion of the Duncan Branch Library. This

proposed expansion is in response to community growth, need and significant overcrowding at the facility.

- \$5.5 million has been included as the second phase of funding (\$2.5 million is already approved in the current CIP) in order to provide the planned \$8.0 million in funding to replace the City's outdated Health Department Building. During the FY 2002 budget process City Council will receive a detailed briefing on this project.
- \$5.1 million is provided to address the structural settlement problem at the Public Safety Center. The slab of the building has settled as much as four inches in some places since its construction in 1987. This proposed funding will provide for the replacement of the current 35,000 square foot slab with a structural slab; the temporary relocation of first floor occupants; and the restoration and repair of the damaged space.
- \$480,620 has been proposed during the FY 2002 to FY 2007 time period to provide for the capital replacement and repair requirements at nineteen City owned and operated group homes identified through a comprehensive survey conducted by the Department of General Services. The survey identified approximately \$755,000 in repairs, therefore the Community Services Board will pursue grant or alternative funding for the balance of the requirements.

#### Public Works:

- \$3.2 million has been proposed to address ground contamination at the Potomac River Oronoco Street Outfall caused by contaminants from the former City (and then Washington Gas) owned Alexandria Gas Works that operated in the 19<sup>th</sup> and 20<sup>th</sup> centuries.
- \$2.4 million, or \$400,000 per year has been proposed to evaluate and correct infiltration/inflow conditions in older parts of the City's separate sanitary sewer system. These areas include the sanitary sewer system's tributary to the Commonwealth Interceptor and areas in the Holmes Run Sewer service area.
- \$2.4 million, or \$400,000 per year has been proposed for the design and construction of physical traffic calming measures within the right-of-way to preserve neighborhoods and enhance safety by diverting cut through traffic speeds and highlighting pedestrian crossing areas.

#### Quality of Life Initiatives - Open Space, Trees, Transportation and Transit:

- An additional \$20,000 per year for a total of \$40,000 per year has been proposed to plant and improve the City's medians, including the purchase and planting of flowers, cover plants, stone and mulch to improve the aesthetics of the City's median strips and gateway entry points to the City.
- A total of \$270,000 over six years has been proposed for the renovation and upkeep of the City's outdoor basketball and tennis courts, including patching or replacing surfaces, drainage work, fencing, grading and color coding. This funding will provide for the renovation of three of the City's 61 outdoor courts per year.
- \$80,000 has been proposed to begin streetscape enhancements on Mount Vernon Avenue between Glebe Road and Four Mile Road to possibly include fifteen foot sidewalks with

brick banding, new light poles, conduit and pavement repairs, landscaping, street resurfacing, traffic calming devices, a new traffic signal system and possible storm drainage improvements.

- The Proposed FY 2002-FY 2007 CIP continues to provide "seed" monies for the acquisition and preservation of open space in an annual amount of \$200,000.
- The Proposed FY 2002-FY 2007 CIP continues the annual capital funding for tree planting at \$80,000 per year to improve and enhance the City's tree canopy.
- In addition, the Proposed FY 2002-FY 2007 CIP continues funding (primarily with State funds) for the replacement of DASH buses, the purchase of land for a new DASH facility and provides funding to enhance access to bus stops for persons with disabilities.
- A number of transportation projects were partially or fully funded in this CIP through the reallocation of \$24 million in State urban funds as the result of the cancellation of the King Street Underpass project and its removal from the State Six-Year Urban Program. The projects partially or fully funded through this reallocation include the purchase of land for a new Alexandria Transit Corporation (DASH) facility; assistance in the financing of the King Street Metrorail Station area capital improvements; assistance in the payment of transit capital expenses of the Washington Metropolitan Area Transit Authority (WMATA) Capital and DASH Bus Replacement Programs. The Underpass project was cancelled due to the severe impacts the construction would have had on the adjacent neighborhood, the limited benefits bridge reconstruction would have on the adjacent neighborhood, the limited benefits bridge reconstruction would have had for the City and higher priority transportation projects in the City.

#### Information Technology Infrastructure:

- The Proposed FY 2002-FY 2007 CIP continues the City's commitment to building and maintaining an essential information technology infrastructure, while enhancing services and building on existing City hardware, networks and software that have been implemented over the past decade. The Proposed FY 2002-FY 2007 Information Technology (IT) Plan component of the CIP is recommended at \$18.5 million.
- The FY 2002-FY 2007 Information Technology (IT) Plan funding (when factoring out the rescheduling of \$2.7 million in unallocated prior year monies for the Public Safety Radio System to FY 2003) represents an increase of \$3.4 million, or 27 percent compared to the current approved six-year plan.
- This IT Plan increase is primarily attributable to the required and timely replacement of the City file server and related network components; the continuing development of the City's Geographic Information System (GIS); replacement of the City's outdated Real Estate Assessment System; the continuing development of the Permitting System to include mobile operation capabilities; and the replacement of the Library's automated cataloging system.

## FY 2002 Capital Budget - First Year of the Six-Year Program

The FY 2002 capital budget, which comprises the first year of the six-year plan, is \$53.5 million, and represents an increase of \$14.4 million, or 36.8 percent as compared to the Approved FY 2001 capital budget. A summary of the FY 2002 capital budget is as follows:

- \$17.8 million for the Alexandria City Public Schools (fully funded request), including \$10.3 million for the expansion of F.C. Hammond Middle School as part of the Middle School Expansion Program;
- \$11.3 million in City facility renovation and maintenance projects including \$5 million (in addition to \$2.9 million in prior year funding) to replace and relocate the Alexandria Health Department's main facility on St. Asaph's Street, and \$2.4 million for the Phase II renovation of Market Square;
- \$8.1 million for sanitary and storm sewer work;
- \$6.2 million for undergrounding, street, bridges, flood tunnels, and transit City funded requirements (it should be noted that the CIP also includes State funding of \$4.8 million in DASH and WMATA capital projects);
- \$2.5 million for parks and recreation facilities including \$425,000 for the Jerome "Buddie" Ford Nature Center project; \$600,000 for the Durant Center renovations project; \$120,000 for tree planting and median landscaping; \$77,000 for bike trails; and over \$1 million for other recreation facilities, including Windmill Hill Park, athletic fields and playgrounds throughout the City;
- \$1.6 million in community development including \$650,000 for waterfront improvements and \$870,000 for streams maintenance and waterfront dredging;
- \$5.7 million for the Information Technology Plan; and
- Approximately \$0.3 for the City's capital funding for regional facilities, including Peumansend Regional Jail and the Northern Virginia Community College.

To preserve resources to address the City's highest priority capital needs, all planned capital projects will be reevaluated on a project by project basis before any monies are expended or financial commitments are made.

### Deferred Projects/Projects Beyond the FY 2002 to FY 2007 CIP:

To balance capital needs with available funding for capital projects (including new borrowing and significant increases in pay-as-you go funding for capital projects), funding for many capital project requests for both the City and the Schools has been deferred beyond the scope of this FY 2002-FY 2007 CIP. Among the unfunded capital projects are:

- Funding for the elementary school expansion requested by the School Board;
- Open space funding beyond the \$1.2 million in this proposed CIP;

- Full funding for major pedestrian safety and landscaping improvements on Braddock Road between West Street and Mount Vernon Avenue;
- Funding to renovate all of the Lloyd House facility and gardens;
- Funding for the correction of water infiltration problems at the Friendship Firehouse;
- Full funding for the renovation of the Human Services Department facility;
- Funding of adequate parking at the Public Safety Center;
- Full funding for street and sewer reconstructions City-wide;
- Funding for recreation center construction beyond the specific projects contained in this CIP;
- Funding for the design and rehabilitation envisioned for the Wilkes Street ramp and tunnel;
- Funding for major outdoor swimming pool capital improvements;
- Full funding for the capital repair and replacement needs at the City owned and operated group homes with the understanding that the Community Services Board will pursue grant or alternative funding for the balance required to complete the work;
- Funding to expand the Fort Ward Museum;
- Funding for a City-wide parking studies as well as additional public parking facilities;
- Accelerated funding for utility undergrounding in Old Town;
- Funding to address flood control options on lower King Street;
- Funding for a new visitors center (study planned);
- Funding for future enhancements to Washington Street;
- Accelerated funding of neighborhood traffic calming efforts;
- Numerous other requests to enhance City facilities or replace rented facilities with City owned facilities.

Some of these projects would make excellent candidates for funding by the Development Office now under consideration by City Council.

#### Capital Funding Summary and Impact on the Adopted Debt-Related Financial Policies

At the City Council Retreat in the fall, staff indicated that meeting our growing City and Schools capital improvement requirements would be a significant fiscal issue in the years ahead. The strong economic growth that the City experienced this year enables the City to be well positioned to increase our planned borrowing and to increase pay-as-you-go cash capital financing over the next six years to accommodate some of our highest priority capital needs.

Funding the total capital program for the City and the Schools will be provided through a mix of \$28.0 million in additional borrowing through FY 2007, plus cash capital appropriations of \$12.0 million to \$15.2 million per year and fund balance designated for capital projects. The FY 2002-FY 2007 capital funding plan recommends the issuance of \$30.5 million in general obligation bonds in late FY 2001; \$24 million in FY 2002; \$20 million in FY 2004 and \$18.5 million in FY 2005. Tables detailing the capital program funding plan follow this overview section, and are entitled the "Capital Improvement Program Funding Plan Summary."

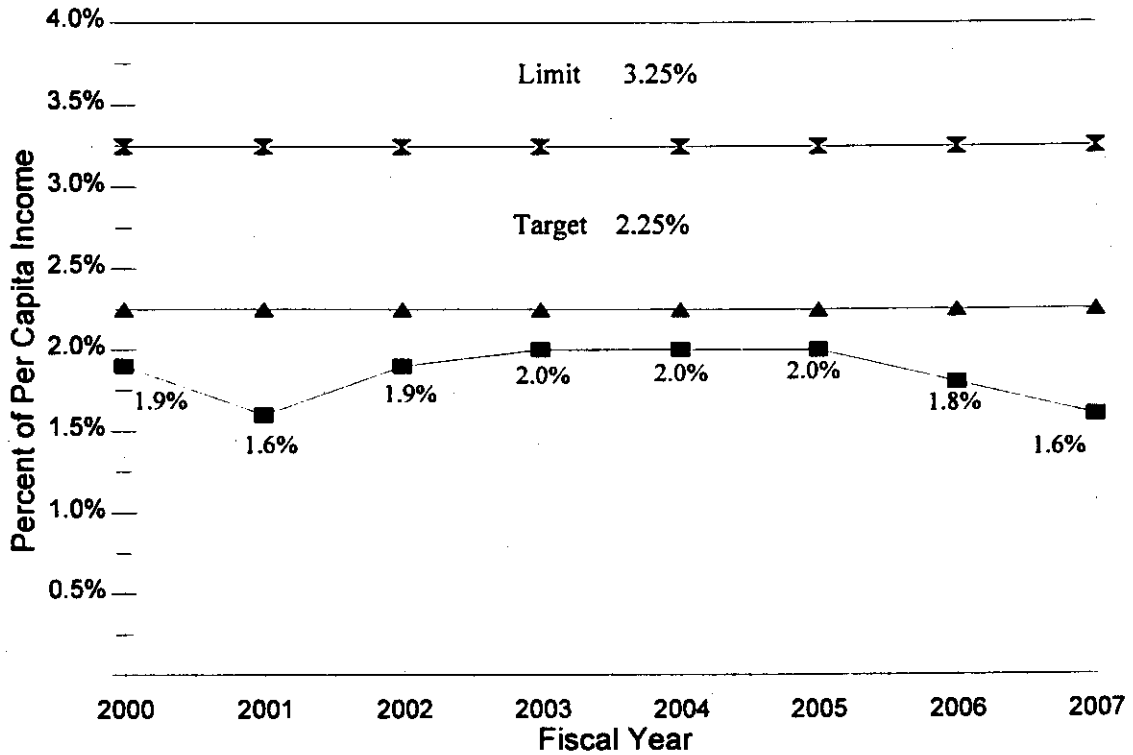
With the recommended \$30.5 million bond issue planned for late FY 2001 to fund the next phases of the City's Capital Improvement Program, the FY 2001 Approved Operating Budget includes an increase in debt service costs of \$2.2 million, based on a \$650,000 first year principal payment and estimated first year interest payments of \$1.525 million, assuming a 5.0 percent projected interest rate. It should be noted; however, that the actual interest rate may vary based upon market conditions at the time of sale.

This proposed capital program, while accommodating many needs, does not address all of the requests from City agencies, the School Board, and the community that will need to be carefully evaluated and phased in over a longer period than six years. The increasing debt burden will not endanger the City's hard-earned AAA/Aaa bond ratings, but will impact the annual operating budget, as our projected general obligation debt service payments – the annual repayment on the principal and interest due on our bonds – will increase from \$12.6 million in FY 2001 to \$15.2 million by FY 2002, and growing to a maximum of \$20.0 million in FY 2005.

While the FY 2002-FY 2007 capital program is budgeted to be financed, in part, with additional General Obligation debt, as shown in the following tables and graphs, the City will remain well within our adopted debt ratio targets and limits. Under this funding plan, the City's debt per capita as a percent of per capita income stays at or below 2% during the entire FY 2002 to FY 2007 time period. As shown in the graph entitled "Debt per Capita as a Percent of Per Capita Income Projections Compared to Debt Policy Target and Ceiling," the City will remain well below our debt per capita ceiling of 3.25% of per capita income; as well as below the target of 2.25%.



**Figure 1. Debt per Capita as a Percent of Per Capita Income  
Compared to Debt Policy Target and Ceiling  
FY 2000-FY 2007**



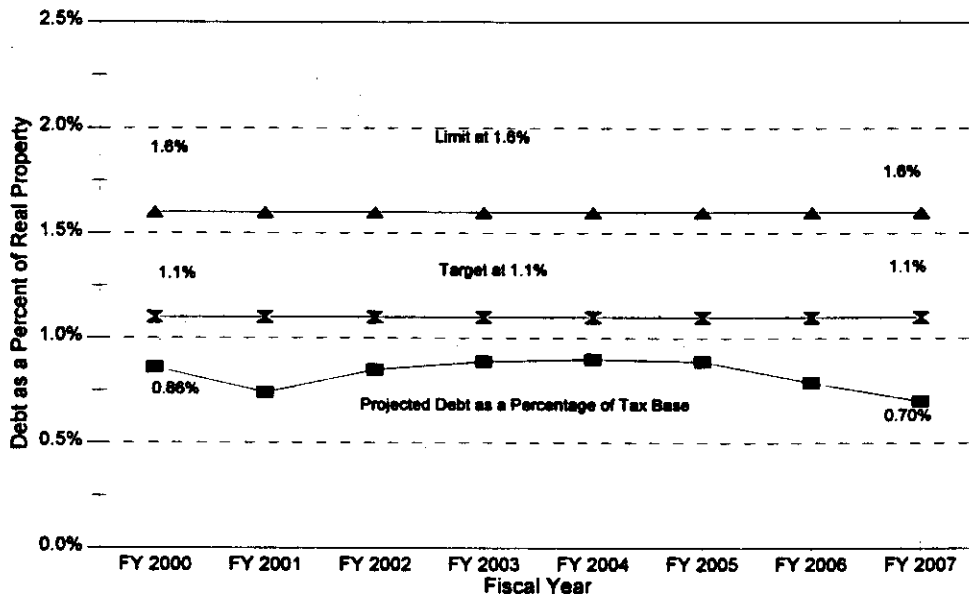
In addition, the City's overall debt per capita (a less important debt statistic) remains below that of neighboring AAA/Aaa rated local jurisdictions, as shown in the comparative debt per capita table below.

Debt per Capita

	FY 2001	FY 2000	FY 1999	FY 1998	FY 1997	FY 1996	FY 1995	FY 1994	FY 1993	FY 1992
Alexandria, VA	\$931	\$856	\$540	\$256	\$320	\$381	\$447	\$519	\$473	\$561
Arlington County, VA	2,208	2,120	2,067	1,790	1,737	1,527	1,633	1,314	1,387	1,246
Fairfax County, VA	1,560	1,454	1,386	1,351	1,337	1,298	1,292	1,286	1,186	1,123
Montgomery County, MD	1,457	1,421	1,387	1,443	1,279	1,391	1,164	1,273	1,242	1,165

The City will also remain well within our adopted debt policy ratios for debt as a percentage of Fair Market Real Property Value, as shown in the following graph. This is the most important debt ratio considered by the bond rating agencies. During the entire six years of the proposed City CIP, the City's projected debt to tax base ratio never exceeds 0.89%. This is less than the 1.1% target and just over half of the City's set 1.6% limit.

Figure 2. Debt as a Percentage of Fair Market Real Property Value Fiscal Year 2000- 2007



**ACCOMPLISHMENTS OF THE PAST YEAR**

The following is a list of some of the City's significant accomplishments in its capital program during FY 2000 and the first half of FY 2001.

**Ramsay Recreation Center**

On November 18, 2000, the Ramsay Recreation Center opened to the public. The City's newest recreation center, located at 5700 Sanger Avenue, adjacent to the William Ramsay Elementary School, is an 18,000 square foot facility designed by the architectural firm of CUH2A, LLP and provides a regulation size gymnasium, meeting space, computer lab, dance and fitness rooms, an arts and crafts room, and a game room. This new facility replaced the former 8,685 square foot facility.

**Samuel W. Tucker Elementary School**

On September 5, 2000, the Samuel W. Tucker Elementary School opened for students and is the City's first new school in 30 years. The 80,000 square foot facility, adjacent to the new Cameron Station development, was designed by the architectural firm of Grimm and Parker and has a capacity of 600 students. The facility includes 28 home rooms, a science lab, art room, two music rooms (instrumental and choral), a media center equipped with a computer lab and

television studio, a gymnasium and a cafeteria. Unique to the school are dedicated teacher planning areas and extended learning areas for special student projects. In addition, a covered play area allows children to enjoy recess even in inclement weather.

The new school was named after Alexandria resident and civil rights lawyer Samuel W. Tucker. In FY 2001, *Learning By Design* Magazine (a publication of *The American School Board Journal*) recognized the quality of design by granting the project its "2001 Citation Award Winner" designation.

### Schools

On February 28, 2001, City Council approved the allocation of \$4,825,000 for Phase I of the Middle School Expansion Program at F.C. Hammond Middle School. Construction is scheduled to begin in late FY 2001 and is projected to be completed by Summer 2002. An additional \$10,295,843 is included in this CIP to fully fund this project.

Also on February 28, 2001, City Council approved the allocation of \$4,225,000 for Phase I of the Middle School Expansion Program at the George Washington Middle School. Construction is scheduled to begin in FY 2002 and is projected to be completed by FY 2003. An additional \$12,845,083 is included in this CIP to fully fund this project.

### Bernard J. Padgett Fire Station (Fire Station 204)

In March 2001, the Bernard J. Padgett Fire Station renovation and expansion project was completed and staff was permitted to begin to move in and occupy the newly renovated station. The station, which was originally built in 1963, is located at 900 Second Street and houses the administrative division of the Alexandria City Fire Department, in addition to an operating fire station. The renovation and expansion provided for the complete renovation of the interior of the building; the addition of a third truck bay to accommodate an aerial ladder truck; modernization of the facilities to accommodate female staff; the accommodation of the Fire Department communications center; and the upgrade of plumbing and electrical systems to bring them into compliance with current building codes and technology requirements. The facility was also brought into compliance with the Americans with Disabilities Act.

### Burke Facility

On May 23, 2000, City Council approved the allocation of \$1,850,000 (\$1.2 million in City monies and \$650,000 in Schools) to provide for the architectural and engineering services, construction, library furnishings and library materials necessary to reopen the Burke Facility with a shared use between the Alexandria Library Board and the Alexandria City Public Schools, with additional capital funding as approved by City Council on April 27, 2000. The concept for the shared-use enables the City Library system and the Schools to work together to provide complimentary programs and services in a central location at the Burke Facility. The Burke Facility is scheduled to re-open in mid-FY 2002.

### Alexandria Transit Corporation/DASH

On February 28, 2001, City Council approved the allocation of \$2,668,324 for the scheduled purchase of ten DASH transit buses, at a cost of \$260,000 per bus and related equipment including radios for ten buses, and a spare engine and transmission. The original four DASH

routes were operated with a fleet of 19 buses. In FY 1990, nine new buses were purchased to provide new DASH routes to improve bus connections in the Eisenhower Valley and to the Van Dorn Metrorail station. Additional buses have been purchased since FY 1992, bringing the total DASH fleet to 42 buses as of the end of FY 2000.

#### Cameron Run Flood Control Tunnels

On June 27, 2000, City Council approved an allocation of \$1,800,000 to continue construction at the Cameron Run Flood Control Tunnels. Rehabilitation of the tunnels is necessary due to the significant reversal of curvature in the seven tunnels built by the City in FY 1977 as part of the Cameron Run Flood Control Project. In September 1999, \$3,302,000 was allocated for repair and construction work needed to correct the structural integrity of the flood tunnels. During construction, a comprehensive monitoring and inspection program will be followed to stay within the tolerances of settlement imposed by CSX. In order to be within these tolerances, the design may have to be reviewed and modified as the construction proceeds. The construction is ongoing and is expected to be completed in April 2001. The FY 2002 CIP includes \$500,000 to finish this work.

#### Durant Center

On September 26, 2000, City Council approved an allocation of \$300,000 to provide for architectural, engineering and testing services required for the renovation of the Durant Center. Not renovated since the 1950's, the project will provide for activity space for community and Special Needs recreation as well as multi-purpose space to be shared with the adjacent Jefferson-Houston School for Arts and Academics. Construction is scheduled to begin in March 2001 with facility completion to be timed with the start of the school year in September 2001. This proposed CIP includes \$600,000 in additional funding to complete this project in addition to the \$1,100,000 previously approved but not yet allocated.

#### Slater's Lane

On February 28, 2001, City Council approved an allocation of \$250,000 to provide for the planning and construction of modifications to Slater's Lane, including an extension of Potomac Greens Drive to Portner Road; the modification of a traffic signal at the intersection of Portner Road and Potomac Greens Drive; and the construction of a bike path adjacent to Slater's Lane. The Department of Transportation and Environmental Services (T&ES) staff will obtain the services of an engineering consultant firm in late Spring 2001. The consultant will prepare a contract and hold public meetings. Upon completion of these meetings, following neighborhood meetings, T&ES will send out bids for construction in Fall 2001 with construction to commence in the Spring of 2002. This CIP contains \$250,000 in anticipated developer contributions to complete Slater's Lane at Old Town Greens; and \$50,000 in City monies for railroad upgrades, intersection improvements, sign and signal improvements.

#### Open Space Planning

On February 28, 2001, City Council approved the allocation of \$200,000 to provide for the development of an open space plan that will establish an inventory of existing public and private lands, an analysis of demographics including the amount of land in each category, existing park

uses, cultural resources, natural and regional trends, goals, objectives and policies for protecting resources and obtaining additional open space. The study is scheduled for completion in FY 2002. This CIP contains \$200,000 per year for open space acquisition.

### Courthouse Garage

On October 24, 2000, City Council approved the allocation of \$200,000 to provide for architectural and engineering services, the preparation of construction documents, bidding and construction administration services necessary for the renovation of the Courthouse parking garage. The garage was built in the early 1980's and a recent consultant study completed by Desman Associates documents age related deterioration of the post-tensioned concrete structure that could eventually jeopardize the structural integrity of the facility. Previous CIPs have provided \$2.6 million in funding to undertake this project.

### Dog Parks

On October 24, 2000, City Council approved the allocation of \$25,000 to provide improvements at the City's 25 approved dog exercise areas and fenced dog parks, including trash receptacles, fencing and signage.

### LEGAL BASIS

The FY 2001 - FY 2006 Capital Improvement Program has been prepared pursuant to Section 6.14 of the Alexandria City Code, as amended, which states that the City Manager:

"...shall submit to the Council a budget of the approved capital improvement projects for the ensuing fiscal year and for the five fiscal years thereafter, with his recommendations as to the means of financing the improvements approved for the ensuing fiscal year. The Council shall have power to accept with or without amendments or reject the approved program and approved means of financing the ensuing fiscal year but, except in the case of emergency as provided in subsection (d) of Section 2.02 of this Charter, the Council shall not authorize any capital improvement project or make any appropriation therefore unless such project is included in the capital budget as adopted by it."

### The Capital Improvement Program (CIP) Process

The Capital Improvement Program is a comprehensive plan for financing the City's anticipated future needs for physical facilities. The adoption of the Capital Improvement Program is an indication by the City Council of the capital projects that the City intends to pursue and the anticipated levels of capital improvement financing over the six-year period. The CIP indicates the expected timing and the approximate cost for each project and program area. The adoption of the Capital Improvement Program is neither a commitment to a particular project nor a limitation to a particular cost. The CIP is essentially a planning document; it is a basic tool for scheduling anticipated capital projects and capital financing. As such, the CIP is a key element in planning and controlling future debt service requirements. For this reason, the CIP includes some projects where needs have been defined, but specific solutions have not been identified.

The Capital Improvement Program also provides a necessary measure of flexibility for the City Council in meeting the City's physical facilities needs. There are several projects for

miscellaneous capital repairs and improvements (Schools, Parks, City Buildings, Streets, Storm Sewers, and Sanitary Sewers) that provide for response to particular needs during the fiscal year even though the specific locations or needs could not be foreseen at the time of budget adoption.

#### Priorities in the Capital Program

Each project in the CIP has been assigned a rating to reflect its overall priority to assist with decision-making and resource allocation. The City established its rating system beginning with the FY 1989 budget. Each project has been assigned one of three ratings - essential, very desirable or desirable - or a designation that the project is currently unrated.

Generally, the highest rate, "Essential," has been applied to the following:

- projects required to address an urgent health or safety hazard;
- projects needed to meet legal requirements or State or federal mandates;
- projects essential to the success of other projects or a larger program in progress;
- projects that cannot be deferred without the loss of substantial non-City funding;
- projects required for economic growth and development (such as a new sewer system); and
- projects that support heavily used facilities.

Other projects have been rated as "Very Desirable" or "Desirable" depending upon the extent and degree of benefit provided. Generally, projects that maintain a current service or facility are assigned priority over new facilities and projects that provide cultural or aesthetic improvements.

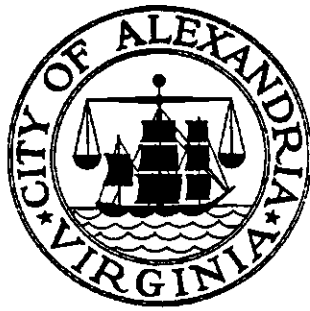
**CAPITAL IMPROVEMENT PROGRAM SOURCES AND USES OF FUNDS**  
**For the Seven Fiscal Years Ending June 30, 2007**

<b>SOURCES</b>		Projected Debt Service	Total General Fund
Planned Future General Fund Appropriations to Capital Projects Fund, FY 2002 - FY 2007:			
FY 2002	12,000,000	15,202,266	27,202,266
FY 2003	14,000,000	17,862,794	31,862,794
FY 2004	14,000,000	19,813,637	33,813,637
FY 2005	15,200,000	19,971,624	35,171,624
FY 2006	14,800,000	19,400,068	34,200,068
FY 2007	<u>12,600,000</u>	<u>17,918,030</u>	<u>30,518,030</u>
<b>Total Planned Future Appropriations</b>	<b>82,600,000</b>	<b>110,168,419</b>	<b>192,768,419</b>
General Obligation Bond Issues:			
FY 2002	30,500,000		
FY 2003	24,000,000		
FY 2004	20,000,000		
FY 2005	18,500,000		
FY 2006 & FY 2007	<u>0</u>		
<b>Total General Obligation Bond Issues</b>	<b>93,000,000</b>		
Current Sources:			
Capital Projects Fund Balance at 6/30/00	61,376,012		
General Fund Appropriation FY 2001	9,846,000		
Bond Interest Earnings	1,986,214		
Unrealized Revenue	809,048		
General Fund Balances Designated for Subsequent Years' Capital Expenditures	<u>34,151,193</u>		
<b>Total Current Sources</b>		<b><u>108,168,467</u></b>	
<b>TOTAL SOURCES</b>			<b><u><u>283,768,467</u></u></b>
 <b>USES</b>			
Approved Capital Budgets through FY 2001:			
Prior Year Approved Projects at 6/30/00	55,185,148		
Remaining Balance of FY 2001 Approved Capital Budget not Included in Above	<u>31,297,105</u>		
<b>Total Approved Capital Budgets</b>		<b>86,482,253</b>	
Proposed FY 2002 - FY 2007 CIP:			
FY 2002 Proposed Capital Budget	53,507,463		
FY 2003 Proposed Capital Budget	47,741,939		
FY 2004 Proposed Capital Budget	34,470,315		
FY 2005 Proposed Capital Budget	34,115,402		
FY 2006 Proposed Capital Budget	14,820,080		
FY 2007 Proposed Capital Budget	<u>12,631,015</u>		
<b>Total Proposed FY 2002 - FY 2007 CIP</b>		<b><u>197,286,214</u></b>	
<b>TOTAL USES</b>			<b><u><u>283,768,467</u></u></b>

**ANNUAL CAPITAL IMPROVEMENT PROGRAM FUNDING PLAN**  
**For the Seven Fiscal Years Ending June 30, 2007**

	Total FY 2001 - FY 2007	Approved Prior & FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
<b>Capital Budget</b>	<u>283,768,467</u>	<u>86,482,253</u>	<u>53,507,463</u>	<u>47,741,939</u>	<u>34,470,315</u>	<u>34,115,402</u>	<u>14,820,080</u>	<u>12,631,015</u>
<b>Current Sources at 6/30/00:</b>								
<b>Designated General     Fund Balance:</b>	34,151,193	17,451,193	7,500,000	9,200,000				
<b>Bond Interest     Earnings:</b>	1,986,214	0	507,463	541,939	470,315	415,402	20,080	31,015
<b>Unrealized     Revenues:</b>	809,048	809,048						
<b>Reserved     Capital Projects     Fund Balance</b>	61,376,012	61,376,012						
<b>Recapture From     Prior Projects:</b>		0 (3,000,000)	3,000,000					
<b>FY 2001 General     Fund Appropriation:</b>	9,846,000	9,846,000						
<b>Future Sources:</b>								
<b>Planned General     Fund Appropriations:</b>								
FY 2002	12,000,000		12,000,000					
FY 2003	14,000,000			14,000,000				
FY 2004	14,000,000				14,000,000			
FY 2005	15,200,000					15,200,000		
FY 2006	14,800,000						14,800,000	
FY 2007	12,600,000							12,600,000
<b>General Obligation     Bonds:</b>								
FY 2002	30,500,000		30,500,000					
FY 2003	24,000,000			24,000,000				
FY 2004	20,000,000				20,000,000			
FY 2005	18,500,000					18,500,000		
FY 2006	0						0	
FY 2007	0							0
<b>Total Sources</b>	<u>283,768,467</u>	<u>86,482,253</u>	<u>53,507,463</u>	<u>47,741,939</u>	<u>34,470,315</u>	<u>34,115,402</u>	<u>14,820,080</u>	<u>12,631,015</u>





**FY 2002 - FY 2007 Capital Improvement  
Program  
Summary Tables**

**Table 3.  
Debt Service Indicators**

<b>Fiscal Year</b>	<b>Total Debt Service</b>	<b>Outstanding Debt</b>	<b>General Expenditures</b>	<b>Assessed Value of Real Property</b>	<b>Population</b>
FY 1991	15,973,600	71,970,000	261,444,077	12,190,156,500	113,000
FY 1992	14,173,013	64,550,000	267,464,235	11,219,663,400	115,000
FY 1993	13,640,181	54,875,000	271,404,113	11,100,242,100	116,000
FY 1994	10,283,070	60,380,000	280,836,633	10,849,723,700	116,400
FY 1995	11,050,739	52,255,000	290,760,163	10,846,601,602	117,000
FY 1996	10,112,095	44,725,000	312,902,626	10,926,409,000	117,300
FY 1997	9,289,745	37,610,000	326,248,912	11,163,428,300	117,600
FY 1998	8,827,610	30,585,000	354,805,740	11,605,290,200	119,500
FY 1999	6,350,549	65,710,000	380,736,909	12,187,519,600	121,700
FY 2000	8,866,071	114,690,000	372,447,017	13,295,308,000	123,200

Table 3 (continued)

Fiscal Year	Ratio of Debt Service to General Expenses	Outstanding Debt as a Percentage of Assessed Value of Real Property*	Outstanding Debt per Capita	Debt per Capita as a Percentage of per Capita Income
Ceiling	10.00%	1.00%	An amount equal to 3.25% of per capita income	3.25%
Target	8.00%	1.20%	An amount equal to 2.25% of per capita income	2.25%
FY 1991	6.11%	0.59%	637	2.04%
FY 1992	5.30%	0.58%	561	1.77%
FY 1993	5.03%	0.49%	473	1.46%
FY 1994	3.66%	0.56%	519	1.58%
FY 1995	3.80%	0.48%	447	1.31%
FY 1996	3.23%	0.41%	381	1.08%
FY 1997	2.85%	0.34%	320	0.82%
FY 1998	2.49%	0.26%	256	0.60%
FY 1999	1.67%	0.54%	540	1.24%
FY 2000	2.30%	0.86%	931	2.00%

\* Includes general obligation bonds and term notes. In past years, total assessed value included real and personal property. Beginning in the FY 2000 - FY 2005 CIP, this indicator has been revised per the debt policies adopted on December 9, 1997, to include only real property.

**Table3 (continued)  
Debt Service Indicators**

**General Fund Balance as a Percentage of General  
Fund Revenue**

<b>Fiscal Year</b>	<b>Unreserved</b>	<b>Undesignated</b>
<b>Floor</b>	<b>10.0%</b>	<b>4.0%</b>
<b>Target</b>	<b>n/a</b>	<b>5.5%</b>
<b>FY 1989</b>	<b>17.3%</b>	<b>9.9%</b>
<b>FY 1990</b>	<b>17.8%</b>	<b>9.9%</b>
<b>FY 1991</b>	<b>20.4%</b>	<b>9.4%</b>
<b>FY 1992</b>	<b>22.1%</b>	<b>7.2%</b>
<b>FY 1993</b>	<b>24.3%</b>	<b>7.6%</b>
<b>FY 1994</b>	<b>23.4%</b>	<b>7.6%</b>
<b>FY 1995</b>	<b>22.4%</b>	<b>6.6%</b>
<b>FY 1996</b>	<b>20.6%</b>	<b>5.5%</b>
<b>FY 1997</b>	<b>19.1%</b>	<b>6.7%</b>
<b>FY 1998</b>	<b>17.6%</b>	<b>7.6%</b>
<b>FY 1999</b>	<b>16.5%</b>	<b>6.9%</b>
<b>FY 2000</b>	<b>17.3%</b>	<b>6.4%</b>

Source: Alexandria FY 2000 Comprehensive Annual Financial Report (CAFR)

**Table 4. General Obligation Bond Repayment Schedules**

Table 4, below, summarizes the annual debt service for all currently outstanding general obligation bond issues of the City of Alexandria. Tables 5 through 9, on the following pages, show the date of issue, the years remaining on the payment schedule, and the amount of principal and interest due each year for the individual bond issues.

**City of Alexandria, Virginia  
Summary of Total General Obligation  
Debt Service**

Fiscal Year	Principal	Interest	Total
2002	7,800,000	5,227,266	13,027,266
2003	8,610,000	4,860,294	13,470,294
2004	7,895,000	4,481,137	12,376,137
2005	6,740,000	4,135,624	10,875,624
2006	6,715,000	3,826,818	10,541,818
2007	5,775,000	3,522,530	9,297,530
2008	5,775,000	3,255,780	9,030,780
2009	5,775,000	2,988,240	8,763,240
2010	4,985,000	2,718,700	7,703,700
2011	4,985,000	2,469,450	7,454,450
2012	4,980,000	2,235,200	7,215,200
2013	4,980,000	1,997,475	6,977,475
2014	4,980,000	1,741,025	6,721,025
2015	4,980,000	1,469,675	6,449,675
2016	4,980,000	1,223,225	6,203,225
2017	4,980,000	963,050	5,943,050
2018	4,980,000	699,150	5,679,150
2019	4,980,000	435,250	5,415,250
2020	2,980,000	171,350	3,151,350
<b>Total</b>	<b>\$107,875,000</b>	<b>\$48,421,239</b>	<b>\$156,296,239</b>

**Table 5. City of Alexandria, Virginia  
GENERAL BOND OBLIGATION ISSUE OF 6/15/2000  
Debt Outstanding at June 30, 2001**

Fiscal Year	Principal	Interest	Total
FY 2002	1,400,000	2,844,950	4,244,950
FY 2003	2,300,000	2,774,950	5,074,950
FY 2004	2,985,000	2,654,200	5,639,200
FY 2005	2,985,000	2,497,488	5,482,488
FY 2006	2,985,000	2,348,238	5,333,238
FY 2007	2,985,000	2,206,450	5,191,450
FY 2008	2,985,000	2,057,200	5,042,200
FY 2009	2,985,000	1,907,950	4,892,950
FY 2010	2,985,000	1,758,700	4,743,700
FY 2011	2,985,000	1,609,450	4,594,450
FY 2012	2,980,000	1,460,200	4,440,200
FY 2013	2,980,000	1,307,475	4,287,475
FY 2014	2,980,000	1,151,025	4,131,025
FY 2015	2,980,000	979,675	3,959,675
FY 2016	2,980,000	823,225	3,803,225
FY 2017	2,980,000	663,050	3,643,050
FY 2018	2,980,000	499,150	3,479,150
FY 2019	2,980,000	335,250	3,315,250
FY 2020	2,980,000	171,350	3,151,350
Total	54,400,000*	30,049,976	84,449,976

\* \$600,000 of the \$55 million bond issue was repaid in FY 2001.

**Table 6. City of Alexandria, Virginia  
GENERAL BOND OBLIGATION ISSUE OF 1/1/1999  
Debt Outstanding at June 30, 2001**

Fiscal Year	Principal	Interest	Total
2002	2,000,000	1,558,000	3,558,000
2003	2,000,000	1,488,000	3,488,000
2004	2,000,000	1,418,000	3,418,000
2005	2,000,000	1,346,000	3,346,000
2006	2,000,000	1,272,000	3,272,000
2007	2,000,000	1,196,000	3,196,000
2008	2,000,000	1,118,000	3,118,000
2009	2,000,000	1,040,000	3,040,000
2010	2,000,000	960,000	2,960,000
2011	2,000,000	860,000	2,860,000
2012	2,000,000	775,000	2,775,000
2013	2,000,000	690,000	2,690,000
2014	2,000,000	590,000	2,590,000
2015	2,000,000	490,000	2,490,000
2016	2,000,000	400,000	2,400,000
2017	2,000,000	300,000	2,300,000
2018	2,000,000	200,000	2,200,000
2019	2,000,000	100,000	2,100,000
<b>Total</b>	<b>\$36,000,000</b>	<b>\$15,801,000</b>	<b>\$51,801,000</b>



**Table 7. City of Alexandria, Virginia  
GENERAL OBLIGATION BOND ISSUE OF 3/1/94  
Debt Outstanding at June 30, 2001**

Fiscal Year	Principal	Interest	Total
2002	1,830,000	541,863	2,371,863
2003	1,805,000	459,513	2,264,513
2004	1,785,000	376,031	2,161,031
2005	1,755,000	292,136	2,047,136
2006	1,730,000	206,580	1,936,580
2007	790,000	120,080	910,080
2008	790,000	80,580	870,580
2009	790,000	40,290	830,290
<b>Total</b>	<b>\$11,275,000</b>	<b>\$2,117,073</b>	<b>\$13,392,073</b>

**Table 8. City of Alexandria, Virginia  
GENERAL OBLIGATION BOND ISSUE OF 3/1/92  
Debt Outstanding at June 30, 2001**

Fiscal Year	Principal	Interest	Total
2002	2,570,000	282,453	2,852,453
2003	2,505,000	137,831	2,642,831
2004	1,125,000	32,906	1,157,906
<b>Total</b>	<b>\$6,200,000</b>	<b>\$453,190</b>	<b>\$6,653,190</b>

**Table 9. Projects Closed**

---

The following projects, which were included in the Approved FY 2001 - FY 2006 CIP, have been deleted from the Approved FY 2002 - FY 2007 CIP for the reasons noted below:

<u>Project</u>	<u>Title</u>
011-097	King Street Underpass

This project has been canceled and removed from both this CIP and the State's Six-Year Urban Program. The \$24.0 million in State urban funds formerly budgeted in this project have been reallocated to the DASH Bus Replacement and Site Purchase project (010-006); the Metro Bus/Rail Capital (WMATA) project (010-002); and the King Street Area Improvement project (011-097).

<u>Project</u>	<u>Title</u>
004-012	Dog Parks

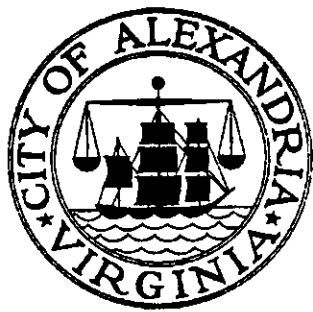
The balance of monies for this project were allocated on October 24, 2000 and used for improvements at the City's dog exercise areas, including trash receptacles, signage and fencing.

<u>Project</u>	<u>Title</u>
005-020	Community Shelter

The balance of monies for this project were allocated on October 24, 2000 and used for the scheduled replacement of kitchen equipment at the City's Community Shelter.

<u>Project</u>	<u>Title</u>
004-012	Beverly Park

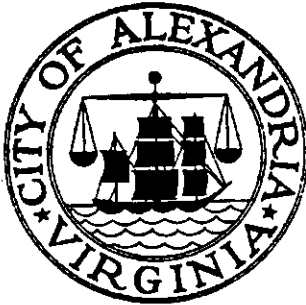
The balance of monies for this project were allocated on October 24, 2000 and used to implement a drainage and erosion control plan for Beverly Park.



**FY 2002 - FY 2007**

**Capital Improvement Program**

**Funding Totals**



**Table 11.  
Summary of Capital Improvement Program by Project Group  
FY 2002 - FY 2007**

	By Funding Source				
	TOTAL COST	STATE & FEDERAL GRANTS, REALLOCATIONS AND OTHERS	NET CITY COST	LESS PRIOR YEAR CARRY FORWARD FROM 12/31/00 THROUGH 6/30/01	REMAINING CITY COST
SCHOOLS	\$103,464,675	\$405,035	\$103,059,640	\$9,300,000	\$93,759,640
LIBRARIES	1,250,000	0	1,250,000	0	1,250,000
COMMUNITY DEVELOPMENT	5,143,604	1,000,000	4,143,604	1,938,804	2,205,000
RECREATION AND PARKS	12,164,858	30,000	12,134,858	3,597,800	8,537,058
PUBLIC BUILDINGS	32,289,161	238,000	32,053,161	10,470,348	21,582,813
CORRECTIONAL FACILITIES	1,234,963	50,000	1,184,963	128,792	1,056,171
PUBLIC SAFETY	5,000	0	5,000	0	5,000
TRAFFIC IMPROVEMENTS/RAPID TRANSIT	47,086,787	31,248,752	15,838,035	4,761,035	11,077,000
STREETS AND BRIDGES	81,671,573	64,500,668	17,170,905	4,620,087	12,550,818
STORM SEWERS	8,406,500	0	8,406,500	1,480,000	6,926,500
SANITARY SEWERS	25,450,190	600,000	24,850,190	5,735,190	19,115,000
INFORMATION TECHNOLOGY PLAN *	23,226,242	1,541,000	21,685,242	3,188,570	18,496,672
OTHER EDUCATION	724,542	0	724,542	0	724,542
<b>TOTAL</b>	<b>\$342,118,095</b>	<b>\$99,611,455</b>	<b>\$242,506,640</b>	<b>\$45,220,426</b>	<b>\$197,286,214</b>

\* The Information Technology Plan includes expenditures for the Traffic Control Computer and the Public Safety Radio System.

**City Share by Program Year**

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	TOTAL
SCHOOLS	\$17,784,000	\$22,810,034	\$20,775,027	\$23,097,079	\$5,053,000	\$4,240,500	\$93,759,640
LIBRARIES	50,000	1,200,000	0	0	0	0	1,250,000
COMMUNITY DEVELOPMENT	1,600,000	200,000	100,000	100,000	100,000	105,000	2,205,000
RECREATION AND PARKS	2,544,343	1,223,343	1,186,343	1,186,343	1,186,343	1,198,343	8,537,058
PUBLIC BUILDINGS	11,291,085	5,898,558	2,230,770	843,900	798,500	520,000	21,582,813
CORRECTIONAL FACILITIES	186,917	182,220	177,421	174,953	169,905	164,755	1,056,171
PUBLIC SAFETY	0	0	0	0	0	5,000	5,000
TRAFFIC IMPROVEMENTS/RAPID TRANSIT	1,927,000	1,830,000	1,830,000	1,830,000	1,830,000	1,830,000	11,077,000
STREETS AND BRIDGES	4,223,078	2,179,380	1,893,360	1,475,000	1,375,000	1,405,000	12,550,818
STORM SEWERS	2,868,500	2,253,000	598,000	403,000	403,000	403,000	6,926,500
SANITARY SEWERS	5,258,000	3,571,000	3,771,000	3,671,000	1,976,000	870,000	19,115,000
INFORMATION TECHNOLOGY PLAN *	5,658,640	6,274,182	1,787,810	1,201,200	1,807,060	1,767,800	18,496,672
OTHER EDUCATION	119,900	120,242	120,584	120,927	121,272	121,617	724,542
<b>TOTAL</b>	<b>\$53,507,463</b>	<b>\$47,741,939</b>	<b>\$34,470,315</b>	<b>\$34,115,402</b>	<b>\$14,620,080</b>	<b>\$12,631,015</b>	<b>\$197,286,214</b>

\* The Information Technology Plan includes expenditures for the Public Safety Radio System. Traffic Control Computer expenditures has been moved out of the IT Plan for FY 2002- FY 2007 and can now be found under the Traffic Control Facilities project.

**Table 12.**  
**Detail of Capital Improvement Program by Project**  
**FY 2002 - FY 2007**

By Funding Source

	TOTAL COST	STATE & FEDERAL GRANTS, REALLOCATIONS, AND OTHERS	NET CITY COST	CARRY FORWARD FROM 12/30/00 THROUGH 6/30/01	REMAINING CITY COST
<b>SUBFUND: 001 SCHOOLS</b>					
SCHOOL FACILITIES 1 <sup>1)</sup>	\$103,464,675	\$405,035	\$103,059,640	\$9,300,000	\$93,759,640
<b>SUBTOTAL</b>	<b>\$103,464,675</b>	<b>\$405,035</b>	<b>\$103,059,640</b>	<b>\$9,300,000</b>	<b>\$93,759,640</b>
<b>SUBFUND: 002 LIBRARIES</b>					
BRANCH LIBRARIES	\$1,250,000	\$0	\$1,250,000	\$0	\$1,250,000
<b>SUBTOTAL</b>	<b>\$1,250,000</b>	<b>\$0</b>	<b>\$1,250,000</b>	<b>\$0</b>	<b>\$1,250,000</b>
<b>SUBFUND: 003 COMMUNITY DEVELOPMENT</b>					
DOWNTOWN TRANSPORTATION	\$5,000	\$0	\$5,000	\$0	\$5,000
MT. VERNON AVENUE IMPROVEMENTS	1,393,604	0	1,393,604	1,313,604	80,000
MUNICIPAL WATERFRONT IMPROVEMENTS	1,255,000	100,000	1,155,000	405,000	750,000
ROUTE 1 BEAUTIFICATION	20,000	0	20,000	20,000	0
STREAMS MAINTENANCE/WATERFRONT DREDGING	2,470,000	900,000	1,570,000	200,000	1,370,000
<b>SUBTOTAL</b>	<b>\$5,143,604</b>	<b>\$1,000,000</b>	<b>\$4,143,604</b>	<b>\$1,938,604</b>	<b>\$2,205,000</b>
<b>SUBFUND: 004 RECREATION AND PARKS</b>					
BIKE TRAILS	\$626,000	\$0	\$626,000	\$164,000	\$462,000
CAMERON STATION	25,000	0	25,000	0	25,000
CHINQUAPIN PARK AND REC CENTER	361,000	0	361,000	361,000	0
FOUR MILE RUN PARK	0	0	0	0	0
FORT WARD PARK	56,000	0	56,000	12,000	44,000
LANDSCAPING OF PUBLIC SITES	750,000	30,000	720,000	0	720,000
NORTHERN VIRGINIA REGIONAL PARK	1,676,058	0	1,676,058	0	1,676,058
PARK IMPROVEMENTS	1,090,000	0	1,090,000	90,000	1,000,000
LAND ACQUISITION	1,400,000	0	1,400,000	200,000	1,200,000
RECREATION FACILITIES IMPROVEMENTS	6,180,800	0	6,180,800	2,770,800	3,410,000
<b>SUBTOTAL</b>	<b>\$12,164,858</b>	<b>\$30,000</b>	<b>\$12,134,858</b>	<b>\$3,567,800</b>	<b>\$8,567,058</b>
<b>SUBFUND: 005 PUBLIC BUILDINGS</b>					
PRESERVATION OF HISTORIC BUILDINGS	\$2,214,500	\$60,000	\$2,154,500	\$1,548,000	\$606,500
ANIMAL SHELTER	5,000	0	5,000	0	5,000
ENERGY CONSERVATION	150,000	0	150,000	150,000	0
MARKET SQUARE RENOVATIONS	2,500,000	0	2,500,000	100,000	2,400,000
CITY FACILITY RENOVATION/MAINTENANCE	27,045,661	176,000	26,869,661	8,298,348	18,571,313
CITY VISITOR CENTER	374,000	0	374,000	374,000	0
<b>SUBTOTAL</b>	<b>\$32,289,161</b>	<b>\$236,000</b>	<b>\$32,053,161</b>	<b>\$10,470,348</b>	<b>\$21,582,813</b>
<b>SUBFUND: 006 CORRECTIONAL FACILITIES</b>					
PEUMANSEND CREEK REGIONAL JAIL	\$1,234,963	\$50,000	\$1,184,963	\$128,792	\$1,056,171
<b>SUBTOTAL</b>	<b>\$1,234,963</b>	<b>\$50,000</b>	<b>\$1,184,963</b>	<b>\$128,792</b>	<b>\$1,056,171</b>

1) Please refer to the Alexandria City Public Schools adopted Capital Improvement Program for detailed information on school capital projects, available from the Office of the Assistant Superintendent for Finance and Administration.

**Table 12.**  
**Detail of Capital Improvement Program by Project**  
**FY 2002 - FY 2007**

By Funding Source

	STATE & FEDERAL				
<b>SUBFUND: 008 PUBLIC SAFETY</b>					
DRIVER TRAINING TRACK	\$5,000	\$0	\$5,000	\$0	\$5,000
SUBTOTAL	\$5,000	\$0	\$5,000	\$0	\$5,000
<b>SUBFUND: 009 TRAFFIC IMPROVEMENTS AND RAPID TRANSIT</b>					
TRAFFIC FACILITIES	\$7,250,000	\$1,500,000	\$5,750,000	\$650,000	\$5,100,000
BUS REPLACEMENT/BUS SHELTERS	13,003,515	10,007,000	2,996,515	2,719,515	277,000
METRO BUS/RAIL CAPITAL	25,441,752	19,741,752	5,700,000	0	5,700,000
RAIL RAPID TRANSIT	1,391,520	0	1,391,520	1,391,520	0
SUBTOTAL	\$47,086,787	\$31,248,752	\$18,838,035	\$4,761,035	\$11,077,000
<b>SUBFUND: 011 STREETS AND BRIDGES</b>					
POTOMAC YARD ROAD AND BRIDGE IMPROVEMENTS	17,359,500	17,012,800	346,700	0	346,700
FLOOD CONTROL TUNNELS	500,000	0	500,000	0	500,000
BRIDGE REPAIRS	1,975,000	0	1,975,000	375,000	1,600,000
KING & BEAUREGARD INTERSECTION	28,933,000	26,312,200	2,620,800	820,720	0
KING STREET METRO AREA IMPROVEMENTS	15,817,073	14,782,068	1,034,965	664,367	350,618
MILL ROAD REALIGNMENT	1,750,000	1,715,000	35,000	29,000	6,000
STREET AND PEDESTRIAN IMPROVEMENTS	9,147,000	2,676,500	6,468,500	1,021,000	5,447,500
SIDEWALK, CURB AND GUTTER	1,000,000	0	1,000,000	300,000	700,000
UTILITY UNDERGROUNDING/STREET LIGHTING	5,190,000	0	5,190,000	1,590,000	3,600,000
SUBTOTAL	\$81,871,573	\$84,500,668	\$17,170,965	\$4,820,987	\$12,550,818
<b>SUBFUND: 012 STORM SEWERS</b>					
RECONSTRUCTION/EXTENSION STORM SEWERS	\$5,221,500	\$0	\$5,221,500	\$1,230,000	\$3,991,500
ORONOCO OUTFALL	\$3,185,000	\$0	\$3,185,000	\$250,000	\$2,935,000
SUBTOTAL	\$8,406,500	\$0	\$8,406,500	\$1,480,000	\$6,926,500
<b>SUBFUND: 013 SANITARY SEWERS</b>					
RECONSTRUCTION/EXTENSION SANITARY SEWERS	\$3,140,000	\$600,000	\$2,540,000	\$620,000	\$1,920,000
SEWER REHABILITATION AND ABATEMENT	22,310,190	0	22,310,190	5,115,190	17,195,000
SUBTOTAL	\$25,450,190	\$600,000	\$24,850,190	\$5,735,190	\$19,115,000
<b>SUBFUND: 015 INFORMATION TECHNOLOGY PLAN</b>					
CONNECTIVITY PROJECTS	\$7,329,720	\$0	\$7,329,720	\$525,320	\$6,804,400
SYSTEMS DEVELOPMENT 2 <sup>1</sup>	15,896,522	1,541,000	14,355,522	2,863,250	11,692,272
SUBTOTAL	\$23,226,242	\$1,541,000	\$21,685,242	\$3,188,570	\$18,496,672
<b>SUBFUND: 016 OTHER EDUCATION</b>					
NORTHERN VIRGINIA COMMUNITY COLLEGE	\$724,542	\$0	\$724,542	\$0	\$724,542
SUBTOTAL	\$724,542	\$0	\$724,542	\$0	\$724,542
<b>TOTAL ALL FUNDS</b>	<b>\$342,118,095</b>	<b>\$99,811,455</b>	<b>\$242,506,640</b>	<b>\$45,220,426</b>	<b>\$197,286,214</b>

2<sup>1</sup> Systems Development includes the Public Safety Radio System. The Traffic Control Computer project has been moved out of the IT Plan for FY 2002 - FY 2007 and now can be found under the Traffic Control Facilities project.



**Table 13.**  
**Detail of Capital Improvement Program by Project**  
**FY 2002 - FY 2007**

	City Share by Program Year						TOTAL
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	
<b>SUBFUND: 001 SCHOOLS</b>							
SCHOOL FACILITIES 1)	\$17,784,000	\$22,810,034	\$20,775,027	\$23,097,079	\$5,053,000	\$4,240,500	\$93,759,840
<b>SUBTOTAL</b>	<b>\$17,784,000</b>	<b>\$22,810,034</b>	<b>\$20,775,027</b>	<b>\$23,097,079</b>	<b>\$5,053,000</b>	<b>\$4,240,500</b>	<b>\$93,759,840</b>
<b>SUBFUND: 002 LIBRARIES</b>							
BRANCH LIBRARIES	\$50,000	\$1,200,000	\$0	\$0	\$0	\$0	\$1,250,000
<b>SUBTOTAL</b>	<b>\$50,000</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,250,000</b>
<b>SUBFUND: 003 COMMUNITY DEVELOPMENT</b>							
DOWNTOWN TRANSPORTATION/PARKING	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
MT. VERNON AVENUE IMPROVEMENTS	80,000	0	0	0	0	0	80,000
MUNICIPAL WATERFRONT IMPROVEMENTS	650,000	100,000	0	0	0	0	750,000
ROUTE 1 BEAUTIFICATION	0	0	0	0	0	0	0
STREAMS MAINTENANCE/WATERFRONT DREDGING	870,000	100,000	100,000	100,000	100,000	100,000	1,370,000
<b>SUBTOTAL</b>	<b>\$1,600,000</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$105,000</b>	<b>\$2,205,000</b>
<b>SUBFUND: 004 RECREATION AND PARKS</b>							
BIKE TRAILS	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$462,000
CAMERON STATION	0	25,000	0	0	0	0	25,000
CHINGUAPIN PARK AND REC CENTER	0	0	0	0	0	0	0
FOUR MILE RUN PARK	0	0	0	0	0	0	0
FORT WARD PARK	8,000	12,000	0	12,000	0	12,000	44,000
LANDSCAPING OF PUBLIC SITES	120,000	120,000	120,000	120,000	120,000	120,000	720,000
NORTHERN VIRGINIA REGIONAL PARK	279,343	279,343	279,343	279,343	279,343	279,343	1,876,058
PARK IMPROVEMENTS	375,000	125,000	125,000	125,000	125,000	125,000	1,000,000
LAND ACQUISITION	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
RECREATION FACILITIES IMPROVEMENTS	1,485,000	385,000	385,000	385,000	385,000	385,000	3,410,000
<b>SUBTOTAL</b>	<b>\$2,544,343</b>	<b>\$1,223,343</b>	<b>\$1,186,343</b>	<b>\$1,186,343</b>	<b>\$1,186,343</b>	<b>\$1,186,343</b>	<b>\$8,537,858</b>
<b>SUBFUND: 005 PUBLIC BUILDINGS</b>							
PRESERVATION OF HISTORIC BUILDINGS	\$806,500	\$0	\$0	\$0	\$0	\$0	\$806,500
ANIMAL SHELTER	0	0	0	0	0	5,000	5,000
ENERGY CONSERVATION	0	0	0	0	0	0	0
MARKET SQUARE RENOVATIONS	2,400,000	0	0	0	0	0	2,400,000
CITY FACILITY RENOVATION/MAINTENANCE	8,284,585	5,898,558	2,230,770	643,900	798,500	515,000	18,571,313
CITY VISITOR CENTER	0	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>\$11,291,085</b>	<b>\$5,898,558</b>	<b>\$2,230,770</b>	<b>\$643,900</b>	<b>\$798,500</b>	<b>\$520,000</b>	<b>\$21,582,813</b>
<b>SUBFUND: 006 CORRECTIONAL FACILITIES</b>							
PEUMANSEND CREEK REGIONAL JAIL	\$188,917	\$182,220	\$177,421	\$174,953	\$169,905	\$164,755	\$1,056,171
<b>SUBTOTAL</b>	<b>\$188,917</b>	<b>\$182,220</b>	<b>\$177,421</b>	<b>\$174,953</b>	<b>\$169,905</b>	<b>\$164,755</b>	<b>\$1,056,171</b>

1) Please refer to the Alexandria City Public Schools adopted Capital Improvement Program for detailed information on school capital projects, available from the Office of the Assistant Superintendent for Finance and Administration.

**Table 13.  
Detail of Capital Improvement Program by Project  
FY 2002 - FY 2007**

	City Share by Program Year						TOTAL
	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	
<b>SUBFUND: 008 PUBLIC SAFETY</b>							
DRIVER TRAINING TRACK	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>SUBFUND: 009 TRAFFIC IMPROVEMENTS AND RAPID TRANSIT</b>							
TRAFFIC CONTROL FACILITIES	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$5,100,000
BUS REPLACEMENT/BUS SHELTERS	127,000	30,000	30,000	30,000	30,000	30,000	277,000
METRO BUS/RAIL CAPITAL	950,000	950,000	950,000	950,000	950,000	950,000	5,700,000
RAIL RAPID TRANSIT	0	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>\$1,927,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$11,077,000</b>
<b>SUBFUND: 011 STREETS AND BRIDGES</b>							
POTOMAC YARD ROAD AND BRIDGE IMPROVEMENTS	156,460	86,880	123,360	0	0	0	348,700
FLOOD CONTROL TUNNELS	500,000	0	0	0	0	0	500,000
BRIDGE REPAIRS	350,000	250,000	250,000	250,000	250,000	250,000	1,800,000
KING & BEAUREGARD INTERSECTION	0	0	0	0	0	0	0
KING STREET METRO AREA IMPROVEMENTS	75,818	275,000	0	0	0	0	350,818
MILL ROAD REALIGNMENT	6,000	0	0	0	0	0	6,000
STREET AND PEDESTRIAN IMPROVEMENTS	2,335,000	887,500	820,000	525,000	425,000	455,000	5,447,500
SIDEWALK, CURB AND GUTTER	200,000	100,000	100,000	100,000	100,000	100,000	700,000
UTILITY UNDERGROUNDING/STREET LIGHTING	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
<b>SUBTOTAL</b>	<b>\$4,223,078</b>	<b>\$2,178,380</b>	<b>\$1,893,360</b>	<b>\$1,475,000</b>	<b>\$1,375,000</b>	<b>\$1,485,000</b>	<b>\$12,560,818</b>
<b>SUBFUND: 012 STORM SEWERS</b>							
RECONSTRUCTION/EXTENSION STORM SEWERS	\$1,308,500	\$878,000	\$598,000	\$403,000	\$403,000	\$403,000	\$3,991,500
ORONOCO OUTFALL	\$1,580,000	\$1,375,000	\$0	\$0	\$0	\$0	\$2,955,000
<b>SUBTOTAL</b>	<b>\$2,888,500</b>	<b>\$2,253,000</b>	<b>\$598,000</b>	<b>\$403,000</b>	<b>\$403,000</b>	<b>\$403,000</b>	<b>\$6,926,500</b>
<b>SUBFUND: 013 SANITARY SEWERS</b>							
RECONSTRUCTION/EXTENSION SANITARY SEWERS	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$320,000	\$1,920,000
SEWER REHABILITATION AND ABATEMENT	4,936,000	3,251,000	3,451,000	3,351,000	1,856,000	550,000	17,195,000
<b>SUBTOTAL</b>	<b>\$5,256,000</b>	<b>\$3,571,000</b>	<b>\$3,771,000</b>	<b>\$3,671,000</b>	<b>\$1,976,000</b>	<b>\$870,000</b>	<b>\$19,115,000</b>
<b>SUBFUND: 015 INFORMATION TECHNOLOGY PLAN</b>							
CONNECTIVITY PROJECTS	\$1,378,500	\$1,293,800	\$917,100	\$888,200	\$1,375,000	\$953,800	\$6,804,400
SYSTEMS DEVELOPMENT 2)	4,280,140	4,980,382	870,710	315,000	432,060	814,000	11,692,272
<b>SUBTOTAL</b>	<b>\$5,658,640</b>	<b>\$6,274,182</b>	<b>\$1,787,810</b>	<b>\$1,203,200</b>	<b>\$1,807,060</b>	<b>\$1,767,800</b>	<b>\$18,496,672</b>
<b>SUBFUND: 016 OTHER EDUCATION</b>							
NORTHERN VIRGINIA COMMUNITY COLLEGE	\$119,900	\$120,242	\$120,584	\$120,927	\$121,272	\$121,817	\$724,542
<b>SUBTOTAL</b>	<b>\$119,900</b>	<b>\$120,242</b>	<b>\$120,584</b>	<b>\$120,927</b>	<b>\$121,272</b>	<b>\$121,817</b>	<b>\$724,542</b>
<b>TOTAL ALL FUNDS</b>	<b>\$53,807,443</b>	<b>\$47,741,939</b>	<b>\$34,470,315</b>	<b>\$34,115,462</b>	<b>\$14,820,080</b>	<b>\$12,631,815</b>	<b>\$197,296,214</b>

2) The Information Technology Plan includes expenditures for the Public Safety Radio System. The Traffic Control Computer project has been moved out of the IT Plan for FY 2002-FY 2007 and can now be found under the Traffic Control Facilities project.

Information Technology  
 Capital Improvement Plan For FY 2002 to FY 2007  
 10-Mar-01

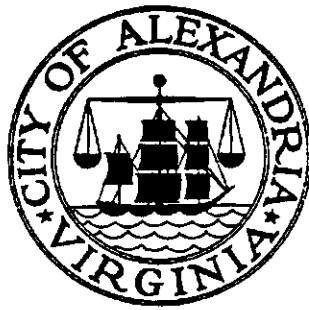
Proposed

FY 2002  
 FY 2003  
 FY 2004  
 FY 2005  
 FY 2006  
 FY 2007

Executive Summary

CIP Project ID (1)	Project Title (2)	Net Totals (3)	Net Balances							
			Unallocated Prior Year (4)	FY2002 (5)	FY2003 (6)	FY2004 (7)	FY2005 (8)	FY2006 (9)	FY2007 (10)	
<b>1</b>	<b>TOTAL Net Costs - All Information Technology CIP Projects</b>	<b>21,568,242</b>	<b>3,071,570</b>	<b>5,658,840</b>	<b>6,274,162</b>	<b>1,787,810</b>	<b>1,201,200</b>	<b>1,807,060</b>	<b>1,767,800</b>	
<b>4</b>	<b>015-014 Connectivity Projects</b>	<b>6,904,740</b>	<b>200,340</b>	<b>1,373,800</b>	<b>1,193,800</b>	<b>1,177,100</b>	<b>886,200</b>	<b>1,375,000</b>	<b>953,800</b>	
6	015-014-1 Local Area Network (LAN) Services	5,351,400	0	590,500	933,800	722,100	691,200	1,205,000	808,800	
7	015-014-1 Increase LAN Backbone Capacity		0	50,000	50,000	50,000	50,000	50,000	25,000	
8	015-014-2 Individual Building LAN Development		0	25,000	25,000	25,000	25,000	25,000	10,000	
9	015-014-3 Upgrade Network Operating System		0	25,000	25,000	25,000	25,000	25,000	15,000	
10	015-014-4 Upgrade Work Station Operating Systems			35,000	35,000	35,000	35,000	35,000	35,000	
11	015-014-5 Network Infrastructure Hardware Upgrades/Replacement		0	730,500	698,800	537,100	506,200	920,000	673,800	
12	015-014-14 NEW Storage Area Network		0	125,000	100,000	50,000	50,000	150,000	50,000	
14	015-014-2 Wide Area Network (WAN) Services	313,000	0	153,000	85,000	25,000	25,000	25,000	0	
15	015-014-6 Institutional Network Development		0	0	0	0	0	0	0	
16	015-014-8 Telephony Integration		0	5,000	0	0	0	0	0	
17	015-014-9 Security			Combined with the Security project.						
18	015-014-9 Security		0	40,000	25,000	25,000	25,000	25,000	0	
19	015-014-15 Computer Work Station Software Management		0	108,000	60,000	0	0	0	0	
21	015-014-3 Public Access Infrastructure	867,340	167,340	140,000	100,000	100,000	100,000	100,000	100,000	
22	015-014-10 Web Site Enhancements		167,340	140,000	100,000	100,000	100,000	100,000	100,000	
24	015-014-5 Software Infrastructure	433,000	33,000	95,000	75,000	70,000	70,000	45,000	45,000	
25	015-014-13 Database Infrastructure		0	65,000	45,000	45,000	45,000	45,000	45,000	
26	015-014-16 Software Development and Maintenance Environment		33,000	30,000	30,000	25,000	25,000	0	0	
28	015-015 Systems Development	14,663,502	2,871,230	4,280,140	5,080,362	870,710	315,000	432,060	814,000	
30	015-015-1A Public Access Systems	551,500	126,500	25,000	0	0	0	0	0	
31	015-015-18 DHS Client Services Information Access		0	25,000	0	0	0	0	0	
32	015-015-19 NEW Library Automated Catalog System Replacement		0	250,000	0	0	0	0	0	
33	015-015-4 Electronic Government		126,500	150,000	0	0	0	0	0	
34	015-015-30 NEW Public Access to Land Records		0	0	0	0	0	0	0	
36	015-015-1 Document Management Systems	786,750	105,250	231,500	250,000	60,000	50,000	50,000	50,000	
37	015-015-2 MHMRSA Medical Records Management		0	46,500	0	0	0	0	0	
38	015-015-2A Personnel Systems		55,250	125,000	150,000	0	0	0	0	
39	015-015-20 Digital Printing and Copying		50,000	0	0	0	0	0	0	
40	015-015-21 NEW Document Management and Imaging Infrastructure		0	60,000	100,000	50,000	50,000	50,000	50,000	





## FY 2002 BUDGET SCHEDULE

City Council will hold six public meetings to review the budget in depth. The Budget schedule and preliminary agenda items are as follows:

Work Session #1 - March 20, 2001 7:30 p.m. - Revenue overview, proposed FY 2002 revenue initiatives, and operating budget and capital improvement program topics.

Work Session #2 - March 29, 2001 7:30 p.m. - Schools Capital Improvement Program and FY 2002 Operating Budget, a joint work session with the School Board and City Council at the Charles E. Beatley, Jr. Library, 5005 Duke Street.

Public Hearing - April 17, 2001, from 4:30 p.m. to 10:30 p.m.

Work Session #3 - April 19, 2001 7:30 p.m. - Operating budget and capital improvement program topics.

Work Session #4 - April 25, 2001 7:30 p.m. - Budget and Fiscal Affairs Advisory Committee (BFAAC) report, Public Hearing requests and Preliminary Add/Delete List.

Work Session #5 - May 7, 2001 6:30 p.m. - Final Add/Delete List and Budget adoption at 7:30 p.m.

All work sessions will be held in the Council Workroom, located on the second floor in City Hall, unless otherwise noted. The public hearing will be held in the Council Chamber, also located on the second floor in City Hall.

## TAX FACTS & ASSESSED VALUES

Type	Unit	FY 01 Actual Rate	FY 02 Proposed Rate
Real Estate	\$100/AV	\$1.11	\$1.11
Personal Property for tangible personal property		\$4.75	\$4.75
Refuse Collection Disposal	Hhd	\$185	\$185

Average Residential Home Assessed Value	\$212,467
Average Residential Tax Bill CY 00	\$2,156.73
Average Residential Tax Bill CY 01	\$2,358.38

### Median Assessed Value of Single-family Homes and Condominiums

Assessed Value	Units	Total Value	Median Value
Less than \$100,000	8,901	\$625,963,600	\$94,400
\$100,000 - \$149,000	6,591	\$815,455,800	\$117,800
\$150,000 - \$199,999	4,356	\$767,969,500	\$193,100
\$200,000 - \$249,000	4,757	\$1,062,689,200	\$219,800
More than \$250,000	10,537	\$4,301,075,500	\$357,500

In FY 2002, the value of each one-cent on the real property tax rate is approximately \$1.48 million for a twelve month period.

## CITIZEN'S GUIDE to the City of Alexandria's FY 2002 Proposed Budget



ALEXANDRIA CITY COUNCIL  
Kerry J. Donley, Mayor

William C. Cleveland, Vice Mayor  
Claire M. Eberwein  
William D. Euille  
Redella S. Pepper  
David G. Speck  
Joyce Woodson

CITY MANAGER

Philip Sunderland

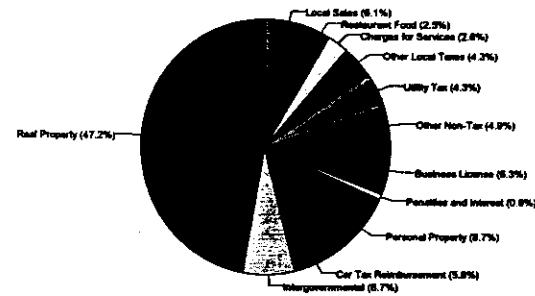
Information about the budget is available by calling the Office of Management and Budget (703/838-4780) from 8:00 A.M. to 5:00 P.M. Monday-Friday.

Reference copies of the budget are available at all Alexandria City Public Libraries, as well as the budget document is posted on the City's web site at <http://ci.alexandria.va.us>.

Copies of the budget are available from the City at no cost. However, inventories are limited. Please call in advance to confirm availability.

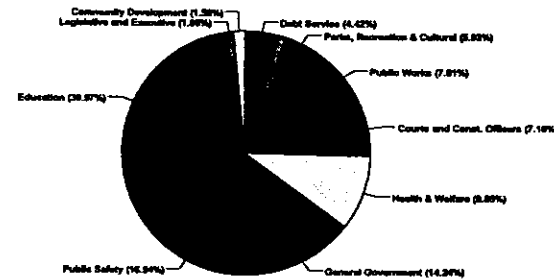
Office of Management and Budget  
Alexandria City Hall  
301 King Street, Room 3630  
703/838-4780

## FY 2002 COMBINED GENERAL FUND REVENUES WHERE IT COMES FROM...



FY 2002 General Fund Revenues	\$346,425,820
Other Financing Sources	3,500,000
Total General Fund Revenues and Other Sources	\$349,925,820

## FY 2002 COMBINED GENERAL FUND EXPENDITURES WHERE IT GOES...



FY 2002 General Fund Expenditures	\$349,925,820
-----------------------------------	---------------

\* General Government category includes funding for compensation increases, which will be transferred to department and agency budgets, if approved by City Council. Funding for comparable increases for Schools' employees is included in the Education category.

## EXPENDITURE SUMMARY (In Millions)

	FY 2001 Approved	FY 2002 Proposed
<b>General Fund</b>		
City Operating Expenditures	199.5	214.1
City Appropriation to Schools	98.8	108.4
Capital Projects/Debt Service	22.5	27.4
Total General Fund Budget	<u>\$320.8</u>	<u>\$349.9</u>
<b>Special Revenue Fund</b>		
Internal Service Equipment Replacement Fund	68.3	72.7
Community Recycling Enterprise Fund	4.3	4.1
Enterprise Fund	.8	.7
Component Unit (Schools) Fund	2.2	2.0
Total Other Funds Budget	<u>\$75.6</u>	<u>\$79.5</u>
Total City and Schools Operating Budget	<u>\$396.4</u>	<u>\$429.4</u>

## FY 2002 Proposed Summary

- The Proposed General Fund Budget of \$349.9 million, an increase of 9.1% as compared to FY 2001, maintains current services and includes:
  - Full funding of the School Board's Adopted FY 2002 operating budget, plus an additional \$2.9 million to fund compensation increases for Schools' employees comparable to those proposed for City employees. The Proposed General Fund appropriation to the Alexandria City Public Schools is \$108.4 million, an increase of 9.7 percent as compared to last year.
  - Funding for capital projects, including pay-as-you-go funding and debt service costs, of \$27.4 million is an increase of \$4.9 million, or 21.7 percent, as compared to last year.
  - Funding for City programs and services totaling \$214.1 million, an increase of 7.3 percent as compared to last year. This recommended funding level includes a significant increase in our funding for youth programs, recreation and leisure activities, and community development.
- The total value of all real property in the City, at \$14.6 billion, increased 10 percent compared to 2000. New residential construction added \$229.9 million in value; new commercial construction added \$211.4 million in value.
- Appreciation of both existing residential and commercial properties added a total of \$895.7 million in value.
- The average assessed value of an existing residential home in the City appreciated 9.35 percent, from \$194,300 in 2000 to \$212,467 in 2001.

### SERVICES FOR CITIZENS

- The proposed operating budget includes \$162,600 to facilitate the hiring of qualified companion aides for the City's growing elderly population. Funding is provided to increase the hourly compensation paid to companion aides.
- The operating budget also includes \$543,300 in funding for the addition of a 5<sup>th</sup> Medic Unit and one new EMS Medic Unit vehicle.
- The proposed CIP provides \$480,600 over a six-year period to perform the capital replacement and repairs to 19 City-owned and operated group homes for residents with special needs.

### COMMUNITY DEVELOPMENT & NEIGHBORHOODS

The proposed CIP provides:

- \$2.4 million to renovate Market Square (Phase II), including waterproofing the parking garage, refurbishment of the Square's deck, planters, fountain and elevator, re-landscaping the Square and associated structural and architectural work.
- Funding in the amount of \$770,000 to dredge the City marina from the Torpedo Factory to Founders Park.
- \$100,000 in FY 2002 for improvements at the Windmill Hill Park.
- \$850,000 over six years to improve and enhance pedestrian safety, through the installation of new pedestrian signal heads, illuminated way-finding signs, and the redesign of heavily traveled intersections and school crossing access points.

The Proposed Operating Budget provides:

- \$263,200 in permanent funding for the Gridlock Reduction Intervention Program in order to maintain the presence of police personnel during the afternoon peak travel period at ten of the City's most congested intersections.
- Funds in the amount of \$50,000 for a new Neighborhood Partnership Program, a small grants program for relatively small neighborhood improvement projects, such as neighborhood entry signs, park play equipment, improved lighting or beautification efforts.
- \$175,000 in additional funding for the Alexandria Convention and Visitors Association (ACVA) to meet increased operating expenses, as well as expand its marketing program.

### INVESTING IN YOUTH AND LIFELONG LEARNING

The City makes a significant investment in its youth, and the FY 2002 Proposed Budget includes new initiatives and the continuation of established programs to work toward the City's vision for youth well-being.

- The proposed FY 2002 budget includes \$100,000 to support innovative activities that will promote and enhance positive youth development.
- Funding in the amount of \$11,000 to include a summer recreation program at the new Tucker Elementary School for children living in the City's west end.
- \$35,700 in City funds to continue providing a School Resource Officer to elementary schools.
- Funding for the continuation of pre-school psychological services to ten preschools in the City (\$62,100).

### ALEXANDRIA CITY PUBLIC SCHOOLS

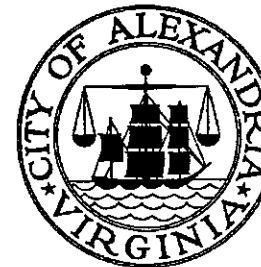
The Proposed Budget continues the City's strong funding commitment to education that has been established over the years.

- The FY 2002 Proposed City Operating budget appropriation to the Schools is \$108.4 million, an increase of 9.7 percent, to fully fund the School Board's Adopted Operating Budget, and to fund a 3 percent compensation increase for Schools employees comparable to those proposed for City employees.
- The total proposed School Operating Budget, including all State and federal aid, is \$142.1 million in FY 2002.
- The School Operating Budget provides funding to implement the Board's "Middle School Academic Plan" literacy program, extend the school day at T.C. Williams High School to seven periods and the continuation and expansion of ACPS focus school programs.
- The Proposed FY 2002 - FY 2007 CIP includes \$93.8 million for the School's capital program, and represents an increase of 63 percent, over the current City Council approved CIP.
- The Proposed CIP includes funding for additions and renovations at T.C. Williams High School (\$24.1 million), expansion of George Washington Middle School (\$12.8 million), Minnie Howard Ninth Grade Center addition (\$5.2 million) and the Francis C. Hammond Middle School expansion (\$10.3 million).

### CAPITAL IMPROVEMENT PROGRAM

The FY 2002 - FY 2007 Proposed Capital Improvement Program (CIP) recommends a six-year, \$197.3 million City-funded program of public improvement, which represents an increase of approximately \$41 million, or 26.3 percent, compared to the approved FY 2001 - FY 2006 CIP.

- A total of \$1.3 million, in prior and new monies, is provided for the renovation of the Jerome "Buddie" Ford Nature Center.
- A total of \$2.4 million (\$400,000 a year for six years) has been included to design and construct physical traffic calming measures.
- Last year's CIP provided an initial \$2.5 million first phase funding to replace the Health Department's outdated facility on St. Asaph Street to a location to be determined. In the FY 2002 - FY 2007 CIP \$5.5 million has been included as the second phase funding bringing the total funding for this facility to \$8.0 million.
- The FY 2002 - FY 2007 capital funding plan recommends the issuance of \$30.5 million in general obligation bonds in late FY 2001; \$24 million in FY 2002; \$20 million in FY 2004 and \$18.5 million in FY 2005. Under this funding plan, the City's debt per capita as a percent of per capita income stays at or below 1.0 % during the entire FY 2002 - FY 2007 time period, which is well below the City's policy ceiling of 1.6%.
- The impact of this planned level of borrowing on future annual operating budgets for debt service payments will be significant. The annual debt service expenditure will continue to increase, growing from \$12.6 million in FY 2001 to \$15.2 million by FY 2002, and growing to \$20.0 million in FY 2005.



To view the City of Alexandria's budget via the World Wide Web go to [ci.alexandria.va.us](http://ci.alexandria.va.us).

### ENHANCING OUR QUALITY OF LIFE

As Alexandria continues to grow and attract new residents and businesses, it is essential that we maintain and enhance our environment, including our parks, recreational facilities and open space. It is also important for Alexandria to be responsive to the need of expanded recreation and leisure services.

The FY 2002 Proposed Operating Budget provides:

- Funding for four additional full time, as well as additional part-time library staff at the Beatley and Burke facilities (\$241,200), the acquisition of increased materials at Beatley and all of the branches (\$152,700), a computer lab at the Burke Facility (\$44,600), and a new computer technician position to support the library system's computers (\$36,300).
- \$191,500 for improved maintenance of parks and open space areas, the recently acquired Union Station and the waterfront.
- Funding in the amount of \$71,600 for a new West Nile Virus Program that will include (if needed) spraying areas capable of holding standing water with the intent of killing the larvae of mosquitos in the spring, summer and fall months.

The FY 2002 - 2007 CIP provides:

- A total of \$3.2 million over six years is included to address ground contamination at the Potomac River Oronoco Street Outfall.
- \$2.8 million in funding over the next six years to address combined sewer overflow issues.
- Funding in the amount of \$1.25 million for the architectural services and construction of an estimated 8,000 square foot expansion of the Duncan Library.
- The annual capital budget for median and entryway landscaping has been doubled - to \$40,000 per year, and \$80,000 per year is budgeted for tree planting.

### FINANCIAL MANAGEMENT

- Alexandria is one of a select few cities with triple-A credit ratings from both of the major municipal credit rating agencies.
- The City continues to adhere to its adopted debt-related financial policies.
- The Proposed budget maintains a City reserve fund (undesignated fund balance) of 6.1 percent of General Fund revenues, which is above the target of 5.5 percent set by City Council in the financial policies.