

City of Alexandria

FY 2003 BUDGET

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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



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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, 2001.

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 2-10</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 2003 Proposed Budget by Program 4-15</p> <p style="padding-left: 40px;">Budget and Fiscal Affairs Advisory Committee Program Budget Format . . . 4-17</p> <p style="padding-left: 20px;">B. <u>Revenue Summaries</u></p> <p style="padding-left: 40px;">General Fund Revenue Distribution 4-25</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 Assessments 4-38</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 2003 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 4-55</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 7-39</p> <p style="padding-left: 20px;">Management and Budget 7-43</p> <p style="padding-left: 20px;">Non-Departmental 7-47</p> <p style="padding-left: 20px;">Debt Service 7-48</p> <p style="padding-left: 20px;">Contingent Reserves 7-50</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>
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Table of Contents

VIII. OPERATING AGENCIES

- A. Public Safety
 - Fire 8-3
 - Police 8-19
- B. Health and Welfare
 - Community Partnership Fund for Human Services 8-35
 - Health 8-39
 - Human Services 8-51
 - Mental Health, Mental Retardation and Substance Abuse 8-71
- C. Community Development
 - Housing 8-81
 - Other Planning and Economic Development Activities 8-91
 - Planning and Zoning 8-99
- D. Parks, Recreation & Cultural
 - Historic Alexandria 8-117
 - Library 8-129
 - Other Recreation Activities 8-139
 - Recreation, Parks and Cultural Activities 8-143
- E. Public Works
 - Transit Subsidies 8-157
 - Transportation and Environmental Services 8-165

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 2003 City Holidays 10-39
- H. Relevant Budget Legislative References 10-41
- I. Layperson's Guide to Fund Balance 10-53

XI. INDEX 11-1

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City of Alexandria, Virginia

MEMORANDUM

DATE: MARCH 12, 2002

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER

SUBJECT: PROPOSED FY 2003 OPERATING BUDGET AND FY 2003-2008 CAPITAL IMPROVEMENT PROGRAM

I am pleased to submit the City of Alexandria's Fiscal Year 2003 Operating Budget and the FY 2003-FY 2008 Capital Improvement Program. The proposed All Funds Operating Budget of \$454.5 million reflects an increase of 5.8% over FY 2002, while the six-year Capital Improvement Budget of \$306.9 million represents a 3.4% increase from the FY 2002-FY 2007 CIP. The proposed General Fund budget for FY 2003 is \$373.3 million, 6.6% above the FY 2002 General Fund Budget.

Conservative budgeting, along with the continued growth of the residential real estate market in Northern Virginia, allows us to recommend a two-cent reduction in the real estate tax rate from \$1.11 to \$1.09. This represents a revenue reduction of \$1.6 million in FY 2002, and \$3.3 million in FY 2003. The City's ability to absorb this reduction reflects the very sound financial condition of the City, in spite of expected State aid reductions and the post-September 11th drop in tourism-related tax revenues. This tax rate reduction will not detract from our ability to continue to deliver quality services to our residents and businesses; nor will it prevent us from fully funding the Alexandria City Public Schools' Operating Budget.

However, the slow growth in the local economy, a cautious prediction of the economy's future, expected reductions in State aid, and this decrease in the real estate tax rate have led us to hold the expenditure side of the FY 2003 budget to minimal programmatic increases, with new funding initiatives being recommended in only a few important areas.

Major Factors Shaping the Proposed FY 2003 Operating Budget

A number of important factors shaped the proposed FY 2003 Operating Budget. They are:

- Continuation of the City's commitment to the Alexandria City Public Schools (ACPS) and to provide substantial financial support on both the operating and capital sides of the Schools' budget.
- A recognition of the City's workforce and their outstanding efforts, through the maintenance of our competitive pay and benefits structures.
- The safety and security of the public, as well as the City's workforce, made all the more compelling by the events of September 11.
- The need to keep the City's Capital Improvement Program on schedule to the maximum degree possible, to continue the maintenance and improvement of our infrastructure and public buildings, and to begin addressing future capital requirements.
- Implementation of the affordable housing initiatives outlined in the recent report of the Affordable Housing Task Force and adopted by the City Council.
- The need to begin addressing changes in the delivery of services to our growing and diversifying resident population, as identified in the 2000 Census.
- The recent substantial increase in residential real estate assessments.
- Anticipated reductions in operating aid from the State on the order of at least \$1.5 million, and potentially more.
- Continued compliance with the City's Financial Policy Guidelines, in order to protect our AAA bond ratings.

Some of these factors are reflected on the revenue side of the proposed budget, others on the expenditure side.

FY 2003 Projected Revenues

FY 2003 General Fund revenues are projected at \$363.5 million, which represents a 4.8% increase from FY 2002. To provide sufficient resources to balance the FY 2003 budget, \$9.8 million in FY 2002 surplus revenues, underexpenditures, and capital savings are proposed to be utilized. As a result, a total of \$373.3 million is available to support the proposed City and Schools General Fund expenditures.

Real estate tax revenues are projected at \$177.9 million for FY 2003. This reflects both the recommended 2-cent real estate tax rate decrease and the overall 11.2% increase in the 2002 real

estate tax base. This tax base increase includes:

- (a) A 15.3% increase in the average assessment of existing residential homes, including a 14.8% increase in the average assessment of existing single family homes and a 17.2% increase in the average assessment of existing condominiums;
- (b) A 1.6% increase in the average assessment of existing non-residential commercial properties; and
- (c) An addition of \$315.3 million in new construction, 33% of which stems from new residential construction and 67% from new commercial construction.

While the proposed 2-cent real estate tax rate reduction will provide some relief, taxes on the average residential home in the City will still increase by 13.25 %, or \$317. Since our residential assessment increases are slightly less than in all other major Northern Virginia jurisdictions, this average \$317 increase is among the lowest real estate tax increases among these jurisdictions.

Non-real estate sources of local tax revenue are projected to grow slowly in FY 2003. Revenue from personal property taxes, which accounts for 14%, or \$52.5 million, of the total projected General Fund revenue, is estimated to increase by 5.6% in FY 2003. All other sources of local tax revenue, including local sales, transient lodging, restaurant meals, utility and business license taxes, are projected to increase by only 1.9% in FY 2003, to an estimated total of \$84.8 million, or 23% of the total projected revenue. This low growth is based in substantial part on the assumption that we will experience only a partial return to the level of tourism-related tax revenue originally planned in last year's budget for FY 2002.

The area of significant revenue loss -- and the primary reason the real estate tax rate reduction could not be greater -- is the aid we will receive in FY 2003 from the Commonwealth of Virginia. The State budget has been shattered by previous over-optimistic revenue forecasting. This, coupled with a downturn in the State's economy, has resulted in reduced State support to localities throughout the Commonwealth. Final State budget figures have not been received, but we expect to experience reductions in schools, libraries, transportation, courts and human services. We know of some reductions and these are reflected in proposed budget's revenue projections. To help address additional reductions in State aid to the City and Schools, we have set aside \$1.5 million in contingent reserves.

To help alleviate part of the real estate tax burden, the proposed operating budget projects \$1 million in new revenue from an increase in various fees associated with the development process and parking. Later in the budget process, we will be recommending increases to the fees associated with (a) the review of development applications, (b) the inspection of fire protection systems, (c) connections to sanitary sewers, (d) parking in City garages and lots, and (e) the towing and impounding of vehicles. Specific fee recommendations will be based on the recognition that all of the City's fee structures need to recover a greater share of the costs of providing services, while remaining competitive when compared to surrounding jurisdictions.

Following the events of September 11, the City implemented a budget contingency planning

process to reduce expenditures from operating and capital budgets. The contingency plan reduced and/or deferred expenditures for FY 2002 by approximately \$5 million. These were timely savings because revenues attributable to the tourist industry (in particular, hotel real estate, transient lodging and meal taxes) are projected to fall short of budget expectations by about \$4 million in FY 2002. While these revenues have recently begun to recover, they are still problematic and are expected to recover very slowly in FY 2003. Savings realized from the contingency plans have been carried forward and have helped to support needed capital improvement projects in FY 2003.

FY 2003 Proposed Expenditures

The FY 2003 proposed General Fund budget of \$373.3 million, a 6.6 % increase over the FY 2002 budget, contains only a few major expenditure increases, primarily in salaries and benefits, debt service, cash capital contributions, and public safety initiatives.

Most of the City's departments and agencies have been held to less than a 2% budget increase over FY 2002, with the majority of that increase funding merit increases for employees. Notwithstanding this small increase, the proposed budget funds all City programs and operations with no reduction in service levels.

Highlights of the budget's proposed expenditures are as follows:

- Alexandria City Public Schools. The Operating Budget requested by the School Board is fully funded. This totals \$114.9 million, includes a 2.5% Cost of Living Adjustment (COLA) for School employees (\$2.6 million), and represents a 7.1% increase over FY 2002. The Schools were able to hold to this level of spending due to lower student enrollment, and by limiting new initiatives in recognition of the City's revenue position.
- Cash Capital and Debt Service. The proposed budget includes a \$14 million cash contribution to the CIP (up \$2 million from FY 2002) and \$17.7 million for capital-related debt service (up \$1.5 million from FY 2002). This funding helps to ensure that, despite the slowing economy and reduced revenue projections, our efforts to maintain and improve the City's basic infrastructure do not slide. We need to avoid short-term, expenditure-reducing actions in the CIP area that could have long-term negative consequences.

- Compensation and Benefits. The proposed budget recommends a 2.5% COLA, at a cost of \$3.8 million, for all City employees. A 2.5% COLA will maintain the position of our pay plan relative to other Northern Virginia local governments and other organizations with which we compete for employees. In anticipation of a significant increase in the cost of employee and retiree health insurance, \$2 million has been set aside for health insurance premium increases. Also, an additional step has been added to the City pay scale, at a cost of \$400,000, in order to remain competitive and to recognize the value of City career employees. Further, in order to make the City's pay practices more equitable, the manner in which we calculate overtime pay is proposed to be revised, at a net cost of \$215,000.
- State Budget Cuts. The proposed budget includes \$1.5 million in contingent reserves to help offset the expected reductions in State aid to the City government and the Schools. (Another \$950,000 has also been placed in reserves for other contingencies.) At this time, the details of State budget reductions are not fully known. The eventual reductions may require additional City funding beyond \$1.5 million, or decreases in services.
- Public Safety. The terrorist attacks on September 11, the subsequent incarceration of suspected terrorists and their federal trials in Alexandria, and, more generally, the City's growing resident and daytime worker population have prompted increased funding in the public safety area.

The proposed Police Department Budget provides \$584,000 for nine additional police officer positions. These officers will improve significantly the department's capacity to respond to calls for service throughout the City. To address the post-September 11 need for improved security, the proposed budget provides \$93,000 to continue funding the three-person Division of Security and Intelligence within the Police Department. This office, which was initiated almost immediately after September 11, works closely with federal intelligence and other local law enforcement officials on matters related to national, regional and local security.

The Office of Sheriff's budget funds nine new, temporary positions to improve the perimeter security at the Public Safety Center. The detention of high-profile prisoners at the detention center and their movement between the center and the federal courthouse makes improved security a necessary priority. These positions, which are temporary, will provide security 24 hours a day, seven days a week at the facility. We are working to obtain federal assistance to offset the \$524,000 required for these positions and other operating expenses incurred by the City as a result of the housing and trials of federal prisoners.

After the Pentagon tragedy in September, we approved the purchase of completely new breathing apparatus equipment for the entire Fire Department. Both the Fire and Police Departments will also benefit from a recently approved one-time federal appropriation that will provide additional and/or improved equipment and training for their personnel.

- Affordable Housing. The proposed budget continues the Council's commitment to affordable housing. The proposed CIP provides \$1.5 million in General Fund monies for the Samuel Madden Homes (Downtown) redevelopment project. The Office of Housing's budget provides \$300,000 which, when combined with Housing Trust Fund and federal HOME monies, creates a fund of over \$1 million to implement the affordable housing initiatives recommended by the Affordable Housing Task Force. This fund will be used to support the development of affordable sales and rental housing through such activities as the acquisition and rehabilitation of existing housing, land acquisition and housing construction, and pre-development activities such as feasibility and infrastructure studies.
- Capital Improvement Program. An essential goal of this year's budget preparation process was to avoid any reduction in, or other compromises to, the funding of the City's Capital Improvement Program(CIP). Consequently, funding of the CIP continues with \$54.5 million programmed for FY 2003. The entire six-year CIP totals \$183.6 million in City funding. The CIP includes \$86.7 million (\$19.6 million in FY 2003) for the Schools, which fully funds the School Board's capital requests with one exception. That exception is for generic capital costs related to the construction of a new elementary school which, at this time, is uncertain due unclear student enrollment projections.

Highlights of the CIP for FY 2003 include:

- \$12.8 million to fund the planned expansion and renovation of the George Washington Middle School.
- \$6.8 million for various school expansion, renovation and improvement projects system-wide.
- \$6.8 million to continue to correct the infiltration and inflow conditions in the City's sanitary sewer system, and to make other improvements to this system.
- \$1.5 million to provide General Fund assistance for the Samuel Madden Homes (Downtown) redevelopment project of the Alexandria Redevelopment and Housing Authority.
- \$2.0 million, primarily for land acquisition, as part of future redevelopment activities in Upper Potomac West, as outlined in the report of the Upper Potomac West Task Force.

- \$3.0 million to provide additional, necessary funds for the planned relocation of the Health Department.
- \$4.4 million in information technology investments.
- \$5.0 million -- \$1.0 million in local funding and \$4.0 million in State Urban Funds -- for the region's Metrobus and Metrorail systems where required City capital contributions are expected to ramp up to much higher levels, as well as for the City's DASH bus system.
- \$1.4 million for parks and recreation facilities throughout the City.
- Fund Balance. In order to balance the FY 2003 budget, \$9.8 million from FY 2002 additional revenues, underexpenditures and capital savings are proposed to be carried over and used in FY 2003. These amounts represent one-time resources that cannot be assured of being repeated at that level in FY 2004. However, the \$14.0 million in cash capital that is proposed for FY 2003 more than offsets this \$9.8 million, and keeps the City's budget structurally sound.
- Financial Policies. The City has been served well by Council's adherence over the years to the City's Financial Policy Guidelines. This discipline has played a significant role in enabling the City to obtain and retain our AAA bond ratings. It is essential that compliance with each of these Guidelines be continued, even in difficult economic times. The proposed FY 2003 Operating Budget and the FY 2003-2008 CIP do this.

Future Budget Issues

While the proposed FY 2003 Operating Budget addresses our most immediate needs, there are a number of critical issues that need to be addressed as we plan for FY 2004 and beyond.

- Education. The ACPS enrollment numbers have been down this year, and the Schools' recent enrollment increases may be tapering off, but funding pressures, particularly in the area of teacher compensation, may need to be considered in future fiscal years.
- State Aid Reductions. The Commonwealth's budget situation is not expected to improve over the next two years, if not longer, which means that local

governments will be pushed to replace the voids left by the State and, in many cases, to carry out unfunded State mandates.

- Growing Capital Needs. Many capital needs are not reflected in the proposed CIP. For instance, substantial reconstruction of the Police Department portion of the Public Safety Center or provision of a replacement facility, the growth of Metrobus and Metrorail, major infiltration/inflow problems in the City sewer system, the expansion of the DASH system, and road construction will need to be implemented in future CIPs. The Schools' capital needs will also likely increase with the planning for the renovation of T.C. Williams High School. In addition, the expected curtailment of the Virginia Department of Transportation's six-year construction plan and the shortage of State transportation funds may well lead to demands for City funding of transportation projects.
- Real Estate Revenue. The cyclical nature of the real estate market and continuation of a sluggish economy will have an impact of some unknown degree on City tax revenues beyond FY 2004. Real estate cycles are impossible to precisely predict, and we must be cautious as we consider the FY 2003 budget and its moderate tax rate reduction, so that budgets in FY 2004 and beyond can be built upon the solid foundation of a sound FY 2003 budget.
- Education and Transportation Capital Funding Solutions. Methods of funding major transportation and education capital expenditures in the City and in the region, such as a regional sales tax, will need to be continually pursued until a dedicated tax, or additional taxing authority, is in place. The alternative is either an unacceptable level of inadequate funding, or an unacceptable higher real estate tax burden for City property owners. The State must consider alternative funding options for these areas.

Budget Document Aids

To locate additional information and to obtain further details on both the Operating Budget and CIP, refer to the table of contents, summary information, charts and index in both the Operating Budget document and the CIP document. We hope that this information and the way 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 approved Operating Budget and CIP are available online at the City's web site: www.ci.alexandria.va.us, along with a form for submitting budget comments or suggestions. The budget documents can also be obtained on CD-ROM from the City's Office of Management and Budget (703-838-4780).

Appreciation

I want to thank the staff from all of our departments and agencies who have devoted thousands of hours assisting in the preparation of the Operating and Capital Budgets for FY 2003. This was an especially difficult year given the strict budget guidelines made necessary by economic conditions. Each department and agency, without exception, worked exceedingly hard to bring their budgets within the guidelines. I also want to thank the new ACPS Superintendent, Rebecca Perry, and her staff for the help they have provided in the preparation of the Schools' Operating Budget and CIP.

Particular appreciation, however, goes to Assistant City Manager Mark Jinks, Gene Swearingen, our new Director of the Office of Management and Budget, and the truly outstanding staff of OMB for providing the underlying analysis for a host of budget-related issues, for preparing the budget documents themselves, and for conveying invaluable advice and guidance during the decision making which preceded the presentation of the proposed Operating Budget and CIP. They are as talented and dedicated a group of individuals as can be found. The City is indeed fortunate to be the recipient of their efforts.

City of Alexandria, Virginia

MEMORANDUM

FECHA: 12 DE MARZO DE 2002

PARA: EL HONORABLE ALCALDE Y MIEMBROS DE LA ALCALDÍA

DE: PHILIP SUNDERLAND, ADMINISTRADOR MUNICIPAL *PS*

ASUNTO: - PRESUPUESTO OPERATIVO PROPUESTO PARA EL AÑO FISCAL 2003 Y PROGRAMA DE MEJORA DE CAPITAL PARA LOS AÑOS FISCALES 2003 A 2008

Tengo el agrado de presentar el Presupuesto operativo para el año fiscal 2003 y el Programa de mejora de capital (CIP) para los años fiscales 2003 a 2008 correspondientes a la ciudad de Alexandria. El Presupuesto operativo propuesto de todos los recursos financieros de \$454.5 millones refleja un aumento del 5.8% respecto del año fiscal 2002, mientras que el Presupuesto de mejora de capital que tiene una duración de seis años es de \$306.9 millones y representa un aumento del 3.4% respecto del CIP de los años fiscales 2002 a 2007. El presupuesto de Fondos generales propuesto para el año fiscal 2003 es de \$373.3 millones, es decir, un 6.6% más que el presupuesto de fondos generales propuesto para el año fiscal 2002.

Un plan presupuestal conservador, sumado al crecimiento ininterrumpido del Mercado inmobiliario residencial registrado al norte del estado de Virginia, nos permiten recomendar una reducción de dos centavos en el impuesto inmobiliario, es decir, de \$1.11 a \$1.09. Esto representa una reducción en la recaudación de \$1.6 millones para el año fiscal 2002 y de \$3.3 millones para el ejercicio 2003. La capacidad del Gobierno de la ciudad para absorber dicha reducción pone de manifiesto la condición financiera sólida por la que atraviesa, a pesar de los esperados recortes en la ayuda estatal y la caída registrada en la recaudación impositiva relacionada al turismo luego del episodio del 11 de septiembre. La mencionada reducción impositiva no impedirá que continuemos brindando servicios de calidad a nuestros residentes y negocios ni que financemos el Presupuesto operativo de las escuelas públicas de la ciudad de Alexandria en su totalidad.

Sin embargo, el crecimiento sosegado de la economía local, la predicción cautelosa del futuro de la economía, los recortes previstos en lo que respecta a la ayuda del estado y la presente disminución del impuesto inmobiliario nos han llevado a reservar gastos del presupuesto para el año fiscal 2003 para aumentos mínimos de carácter programático, considerando la posibilidad de adentrarnos en iniciativas de financiamiento únicamente en algunas áreas de importancia.

Factores principales que dan forma al Presupuesto operativo propuesto para el año fiscal 2003

Varios factores importantes dieron forma al Presupuesto operativo propuesto para el año fiscal 2003. Ellos son:

- La continuidad del compromiso asumido por el Gobierno de la ciudad para con las Escuelas públicas de la ciudad de Alexandria (ACPS) y para brindarles su apoyo financiero sustancial tanto sea en el aspecto operativo como de capital del presupuesto escolar.
- Un reconocimiento de los trabajadores del Gobierno de la ciudad y sus notables esfuerzos, a través del mantenimiento de nuestras estructuras de beneficios y pagos competitivos.
- La seguridad del sector público y de los trabajadores del Gobierno de la ciudad, que se ha vuelto más imperiosa a partir de los eventos que tuvieron lugar el 11 de septiembre.
- La necesidad de adherirnos al calendario del Programa de mejora del capital del Gobierno de la ciudad lo más estrictamente posible, de continuar con el mantenimiento y la mejora de nuestra infraestructura y edificios públicos y de comenzar a considerar requisitos futuros de capital.
- La implementación de las iniciativas para la construcción de viviendas accesibles descritas en el reciente informe del Equipo operativo de viviendas accesibles (*Affordable Housing Task Force*) y adoptadas por la Alcaldía.
- La necesidad de comenzar a abordar cambios en la entrega de servicios a una población residencial en constante crecimiento y diversificación, tal como se identificó en el Censo 2000.
- El considerable aumento reciente registrado en los avalúos catastrales de zonas residenciales.
- Recortes anticipados en la ayuda operativa proveniente del estado en el orden de, por lo menos, \$1.5 millones y con posibilidades de que esta cifra ascienda.
- El cumplimiento ininterrumpido de las Pautas de política financiera del Gobierno de la ciudad a fin de proteger nuestra clasificación de solvencia en bonos AAA.

Algunos de estos factores se reflejan en las recaudaciones del presupuesto propuesto, mientras que otros lo hacen en los gastos.

Recaudaciones proyectadas para el año fiscal 2003

Las recaudaciones proyectadas de Fondos generales para el año fiscal 2003 ascienden a \$363.5 millones, lo que representa un aumento del 4.8% respecto del año fiscal 2002. A fin de proveer recursos suficientes para equilibrar el presupuesto para el año fiscal 2003, se ha propuesto utilizar \$9.8 millones de recaudaciones adicionales del ejercicio 2002, las reducciones del gasto público y los ahorros de capital. Por consiguiente, hay un total de \$373.3 millones disponibles para financiar los gastos propuestos para los Fondos generales de las escuelas y del Gobierno de la ciudad.

La recaudación impositiva catastral proyectada para el año fiscal 2003 alcanza la suma de \$177.9 millones. Este importe refleja la disminución recomendada de 2 centavos en el impuesto inmobiliario y el aumento general del 11.2% de la base tributaria catastral correspondiente al 2002. Este aumento de la base tributaria incluye:

- (a) - Un aumento del 15.3% en el avalúo catastral promedio de viviendas residenciales existentes, incluyendo un aumento del 14.8% en el avalúo promedio de viviendas unifamiliares existentes y del 17.2% en el avalúo promedio de condominios existentes;
- (b) Un aumento del 1.6% en el avalúo catastral promedio de las propiedades no residenciales existentes; y
- (c) Un adicional de \$315.3 millones destinados a construcciones nuevas; el 33% de los cuales proviene de construcciones residenciales nuevas y el 67% de construcciones comerciales nuevas.

Si bien la reducción de 2 centavos en el impuesto inmobiliario proporcionará cierto alivio, no se podrá evitar el aumento de los impuestos de la vivienda residencial promedio en un 13.25 % o \$317. Dado que los aumentos de los avalúos residenciales son levemente menores que los registrados en otras jurisdicciones de la región del norte de Virginia, este aumento promedio de \$317 constituye uno de los aumentos menos significativos del impuesto inmobiliario de estas jurisdicciones.

Las fuentes no relacionadas con bienes inmuebles de recaudación impositiva local tienden a crecer lentamente durante el año fiscal 2003. Se estima que las recaudaciones provenientes de impuestos sobre propiedades personales, que constituyen el 14% o \$52.5 millones de la recaudación total proyectada de Fondos generales, aumentarán un 5.6% durante el ejercicio 2003. El resto de las fuentes de recaudación impositiva local, entre las que se incluyen las ventas locales, hospedajes temporales, comidas en los restaurantes, servicios e impuestos a las licencias comerciales, aumentarán solo un 1.9% durante el año fiscal 2003, alcanzando un total estimado de \$84.8 millones o un 23% de la recaudación proyectada total. Este crecimiento sosegado se funda considerablemente en la suposición de que experimentaremos sólo una devolución parcial de la recaudación impositiva relacionada con el turismo planificada originalmente en el presupuesto diseñado el año pasado para el ejercicio 2002.

El área de mayor pérdida de recaudación, y el motivo primordial por el cual no se pudo extender la reducción de la tasa del impuesto catastral, es la ayuda que recibiremos durante el año fiscal 2003 del Estado de Virginia. El presupuesto del estado se ha visto afectado por pronósticos de recaudaciones sumamente favorables que se realizaron con anterioridad. Esto, sumado al receso económico que azota al estado, han dado origen a una reducción en el apoyo económico estatal destinado a las distintas localidades del Estado de Virginia. Aún no se recibieron las cifras finales del presupuesto estatal, pero se estima que habrá reducciones en lo que respecta a las escuelas, las bibliotecas, el transporte, los tribunales y los servicios humanos. Tenemos conocimiento de algunas de las reducciones y éstas ya han sido reflejadas en las proyecciones de recaudaciones correspondientes al presupuesto propuesto. A fin de poder abordar reducciones adicionales de ayuda del estado destinada al Gobierno de la ciudad y a las escuelas, hemos apartado \$1.5 millones que servirán a modo de reservas contingentes.

En nuestro esfuerzo por aliviar parte de la carga tributaria catastral, el presupuesto operativo propuesto ha proyectado \$1 millón en recaudaciones nuevas provenientes de un aumento en varias tarifas asociadas al proceso de desarrollo y al estacionamiento. Más tarde en el proceso presupuestario, recomendaremos aumentos en las tarifas asociadas a (a) la revisión de las aplicaciones del desarrollo, (b) la inspección de los sistemas de protección contra incendios, (c) las conexiones a cloacas sanitarias, (d) el estacionamiento en playas y garajes de la ciudad y (e) el remolque e incautamiento de vehículos. Las recomendaciones tarifarias específicas se estimarán sobre la base del reconocimiento de que todas las estructuras tarifarias del Gobierno de la ciudad deben recuperar una porción superior de los costos involucrados en la entrega de servicios a la vez que deben mantener su competitividad con los de las jurisdicciones vecinas.

A partir de los eventos del 11 de septiembre, el Gobierno de la ciudad ha implementado un proceso de planificación de contingencias para el presupuesto a fin de reducir los gastos de los presupuestos operativo y de capital. El plan de contingencia redujo o aplazó los gastos correspondientes al año fiscal 2002 en aproximadamente \$5 millones. Este ahorro se realizó justo a tiempo ya que se estima que las recaudaciones atribuibles a la industria del turismo (particularmente, impuestos sobre las propiedades hoteleras, los hospedajes transitorios y las comidas) caigan por debajo de las expectativas presupuestarias en aproximadamente \$4 millones durante el año fiscal 2002. Si bien estas recaudaciones han comenzado a recuperar su curso normal, aún se consideran puntos problemáticos y se espera que la recuperación se lleve a cabo muy lentamente durante el ejercicio 2003. Se han efectuado ahorros derivados de los planes circunstanciales y estos han contribuido a apoyar proyectos de mejora de capital del año fiscal 2003.

Gastos propuestos para el año fiscal 2003

El presupuesto de Fondos generales propuestos para el año 2003 de \$373.3 millones, que registra un aumento del 6.6% respecto del ejercicio 2002, sólo contiene algunos aumentos de gastos importantes, principalmente relacionados con salarios y beneficios, intereses de la deuda, donaciones en efectivo e iniciativas asociadas a la seguridad pública.

La mayoría de los departamentos y las agencias del Gobierno de la ciudad han tenido que restringir el aumento del presupuesto por debajo del 2% durante el año fiscal 2002, utilizando la mayor parte de dicho aumento para financiar aumentos de salarios por méritos. A pesar de este pequeño aumento, el presupuesto propuesto financia todos los programas y las operaciones del Gobierno de la ciudad sin reducir los niveles de servicios prestados.

Los aspectos más destacados de los gastos propuestos en el presupuesto son:

- Escuelas públicas de la ciudad de Alexandria. Se ha logrado financiar todo el Presupuesto operativo requerido por el Consejo escolar. Esto asciende a un total de \$114.9 millones, incluyendo un 2.5% por Ajuste al costo de vida (*COLA - Cost of Living Adjustment*) para los empleados de las escuelas (\$2.6 millones), y representa un aumento del 7.1% respecto del año fiscal 2002. Las escuelas pudieron mantener este nivel de gasto bajando el costo de inscripción y restringiendo las iniciativas nuevas en función de la recaudación del Gobierno de la ciudad.
- Dinero en efectivo e intereses de la deuda. El presupuesto propuesto incluye una donación en dinero en efectivo de \$14 millones al CIP (registrando un aumento de \$2 millones respecto del año fiscal 2002) y la utilización de \$17.7 millones en concepto de intereses de la deuda relacionados con el capital (con un aumento de \$1.5 millones respecto del año fiscal 2002). Este tipo de financiamiento ayuda a garantizar que, a pesar de una economía sosegada y de proyecciones de recaudación recortadas, nuestros esfuerzos por mantener y mejorar la infraestructura básica del Gobierno de la ciudad no han sido postergados. Debemos evitar tomar medidas a corto plazo con el objeto de reducir los gastos en el área del CIP ya que éstas podrían ocasionar consecuencias negativas a largo plazo.
- Compensación y beneficios. El presupuesto propuesto recomienda un COLA del 2.5%, a un costo de \$3.8 millones, para todos los empleados del Gobierno de la ciudad. Un COLA del 2.5% mantendrá la postura de nuestro plan de pagos respecto de otras organizaciones y otros gobiernos locales del norte de Virginia con los que competimos por los empleados. Anticipándonos a un aumento considerable en el costo del seguro de salud de cada empleado y empleado jubilado, se ha apartado la suma de \$2 millones para costear los aumentos de las primas del seguro de salud. Además, se ha agregado un paso adicional a la escala de pago del Gobierno de la ciudad, con un costo de \$400,000, con el objeto de seguir brindando servicios competitivos y reconocer el valor que tienen los empleados profesionales del Gobierno de la ciudad. Más aún, con el fin de hacer que las prácticas de pago del Gobierno de la ciudad sean más equitativas, proponemos revisar el modo en el que se calcula el pago por horas extra a un costo neto de \$215,000.

Recortes presupuestarios del estado. El presupuesto propuesto incluye \$1.5 millones en reservas contingentes que tienen por objeto ayudar a compensar las reducciones esperadas que el Estado brindará al Gobierno de la ciudad y a las escuelas. (También se han reservado \$950,000 para otras contingencias.) Aún no se conocen completamente los detalles inherentes a las reducciones presupuestarias estatales. Es posible que las eventuales reducciones requieran una financiación adicional por parte del Gobierno de la ciudad de más de \$1.5 millones o una disminución en los servicios.

Seguridad pública. Los ataques terroristas suscitados el 11 de septiembre, la subsiguiente incineración de supuestos terroristas y los pertinentes juicios federales en Alexandria, además de, en líneas más generales, la creciente población de trabajadores diurnos y residentes han inducido a un aumento en el financiamiento del área de la seguridad pública.

- El presupuesto propuesto para el Departamento policial prevé \$584,000 para cubrir nueve puestos adicionales de oficiales de policía. Estos oficiales mejorarán considerablemente la capacidad del departamento para responder a llamados de servicio en toda la ciudad. A fin de abordar la necesidad que surgió a partir del 11 de septiembre para mejorar la seguridad, el presupuesto propuesto prevé \$93,000 para continuar financiando la División de seguridad e inteligencia compuesta por tres personas dentro del Departamento policial. Esta secretaría, que se creó casi inmediatamente después del 11 de septiembre, trabaja conjuntamente con el servicio de inteligencia federal y con otras agencias que prevén el cumplimiento de las leyes locales en temas relacionados con la seguridad local, regional y nacional.

El presupuesto de la Secretaría del Alguacil financia nueve puestos nuevos de carácter temporal para mejorar la seguridad del perímetro en el Centro de seguridad pública. La detención de prisioneros con frondosos prontuarios en el centro de detenciones y el traslado de los mismos desde dicho centro hasta los tribunales federales hace de la seguridad una prioridad inevitable. Tres puestos, aunque temporales, brindarán seguridad 24 horas al día, siete días a la semana en las instalaciones. Estamos en tratativas para obtener ayuda federal para compensar los \$524,000 necesarios para cubrir estos tres puestos y los gastos operativos incurridos por el Gobierno de la ciudad que derivan del alojamiento y los juicios de prisioneros federales.

Luego de la tragedia del pentágono en septiembre, aprobamos la compra de equipos respiratorios completamente nuevos para todo el Cuerpo de bomberos. Tanto el Cuerpo de bomberos como el Departamento policial se beneficiarán con la asignación federal por única vez recientemente aprobada que proporcionará equipos adicionales o mejorados y capacitación para el personal de ambas entidades.

Viviendas accesibles. El presupuesto propuesto adhiere al compromiso tomado por el Consejo para con las viviendas accesibles. El CIP propuesto prevé \$1.5 millones en dineros de Fondos generales para el proyecto de redesarrollo llamado Samuel Madden Homes (área del centro). El presupuesto de la Secretaría de viviendas prevé \$300,000 que, al combinarse con el Fondo fiduciario para la vivienda y con los dineros del programa HOME federal, crean un fondo de más de \$1 millón para implementar las iniciativas de construcción de viviendas accesibles recomendadas por el equipo operativo de viviendas accesibles. Estos fondos se utilizarán para apoyar el desarrollo de viviendas accesibles para la venta o el arrendamiento por medio de actividades tales como la adquisición y restauración de viviendas existentes, la adquisición de lotes para la construcción de viviendas y actividades de predesarrollo como análisis de viabilidad del proyecto y cálculos de infraestructura.

Programa de mejora de capital. Una meta primordial del proceso de preparación del presupuesto de este año era evitar reducciones en, u otros compromisos en lo que respecta a, la financiación del Programa de mejora de capital (CIP) del Gobierno de la ciudad. Por consiguiente, la financiación del CIP continúa con la suma de \$54.5 millones programados para el año fiscal 2003. Todo el programa CIP de seis años requiere un total de \$183.6 millones de financiación por parte del Gobierno de la ciudad. El CIP incluye \$86.7 millones (\$19.6 millones en el año fiscal 2003) para las escuelas, que alcanza para financiar todos los requerimientos de capital del Consejo escolar con una excepción. Esa excepción es la asignación de costos de capital genérico para la construcción de una nueva escuela elemental que, en estos momentos, es incierta debido a proyecciones poco claras relacionadas con la inscripción de alumnos.

Los aspectos destacados del CIP para el año fiscal 2003 son:

- \$12.8 millones para financiar la ampliación y remodelación planificada de la escuela de enseñanza media George Washington Middle School.
- \$6.8 millones destinados a varios proyectos de ampliación, remodelación y mejora de escuelas de todo el sistema.

- \$6.8 millones para continuar corrigiendo problemas de filtración y afluencia del sistema cloacal sanitarios de la ciudad y para realizar otras mejoras en dicho sistema.
- \$1.5 millones para brindar ayuda de Fondos generales para el proyecto de redesarrollo llamado Samuel Madden Homes (área del centro) de la Dirección de viviendas y redesarrollo de Alexandria.
- \$2 millones para la compra de lotes en primer lugar, como parte de futuras actividades de redesarrollo, al oeste del Upper Potomac, tal como se detalla en el informe del Equipo operativo del oeste del Upper Potomac.
- \$3 millones para brindar fondos adicionales necesarios para la reubicación planificada del Departamento de salud.
- \$4.4 millones para inversiones en tecnología de la información.
- \$5 millones, de los cuales \$1 millón se utilizará para el financiamiento local y los restantes \$4 millones constituirán Fondos urbanos del estado, destinados a los sistemas de Metrobus y Metrorail de la región en los que se espera que las contribuciones requeridas de capital del Gobierno de la ciudad asciendan a niveles superiores, así como para el sistema de autobuses DASH de la ciudad.
- \$1.4 millones para los estacionamientos y centros de esparcimiento de toda la ciudad.

Compensación de fondos. Para compensar el presupuesto del año fiscal 2003, se prevé transferir y utilizar la suma de \$9.8 millones de las recaudaciones adicionales, las reducciones del gasto público y los ahorros de capital del año fiscal 2002 durante el año fiscal 2003. Esta suma representa los recursos únicos que no se puede garantizar que se repitan en ese mismo nivel durante el ejercicio FY 2004. Sin embargo, los \$14 millones en efectivo propuestos para el año fiscal 2003 compensan sobremanera estos \$9.8 millones y conservan la solidez estructural del presupuesto de la ciudad.

Políticas financieras. En el pasado, la ciudad ha recibido buenos servicios gracias a la adhesión del Consejo a las Pautas de política financiera del Gobierno de la ciudad. Esta disciplina ha tenido un papel muy importante para que el Gobierno de la ciudad obtenga y retenga la clasificación de solvencia en bonos AAA. Es fundamental que se sigan acatando cada una de estas Pautas, aunque estemos atravesando dificultades económicas. El Presupuesto operativo propuesto para el año fiscal 2003 y el CIP correspondiente a los años fiscales 2003 a 2008 lo hacen.

Temas presupuestarios futuros

Si bien el Presupuesto operativo propuesto para el año fiscal 2003 aborda nuestras necesidades más inmediatas, existe una gran cantidad de temas críticos que deben abordarse durante la planificación del año fiscal 2004 y los años fiscales posteriores.

- Educación. La cantidad de inscriptos a las ACPS ha sido inferior este año y los recientes aumentos de inscripción a las escuelas tal vez decaigan. Sin embargo, es posible que las presiones financieras, especialmente en el área de compensación docente, deban tenerse en cuenta en los años fiscales futuros.
- Recortes de la ayuda del estado. La situación presupuestaria del Estado de Virginia no tiende a mejorar en los próximos dos años o más, lo que significa que los gobiernos locales estarán presionados a cubrir los vacíos dejados por el Estado y, en muchos casos, llevar adelante mandatos estatales sin fondos.
- Crecientes necesidades de capital. Muchas necesidades de capital no están reflejadas en el CIP propuesto. Por ejemplo, en los CIP futuros deberá implementarse lo siguiente: la reconstrucción sustancial de la porción del Departamento policial del Centro de seguridad pública o la provisión de instalaciones alternativas, el crecimiento del Metrobus y del Metrorail, los serios problemas de filtración y afluencia en los sistemas cloacales de la ciudad, la ampliación del sistema DASH y la construcción de carreteras. Asimismo, las necesidades de capital de las escuelas probablemente aumenten con la planificación para la remodelación de la escuela secundaria T.C. Williams High School. Además, el acortamiento esperado del plan de construcción del Departamento de transporte de Virginia de seis años y la escasez de fondos del estado destinados al transporte posiblemente requieran fondos del Gobierno de la ciudad para llevar adelante proyectos de transporte.
- Recaudación inmobiliaria. La naturaleza cíclica del Mercado inmobiliario y la continuación de una economía deprimida tendrán un impacto que aún se desconoce sobre la recaudación impositiva del Gobierno de la ciudad a partir del año fiscal 2004. Los ciclos inmobiliarios no se pueden pronosticar con certeza, y tenemos que ser cuidadosos al considerar el presupuesto para el año fiscal 2003 y la reducción moderada de la tasa tributaria, de manera que, los presupuestos para el ejercicio 2004 y posteriores podrán diseñarse sobre la base sólida de un presupuesto certero para el año fiscal 2003.
- Soluciones de financiamiento de capital para educación y transporte. Se deberán buscar incansablemente métodos para la financiación de gastos derivados de educación y transporte en la ciudad y en la región, como por ejemplo el impuesto a las ventas regionales, hasta tanto se encuentre un impuesto dedicado o una autoridad tributaria adicional. La alternativa es encontrar un nivel inaceptable de

financiación inadecuada o una carga tributaria catastral más alta inaceptable para los propietarios de la ciudad. El estado debe considerar opciones alternativas de financiación para estas áreas.

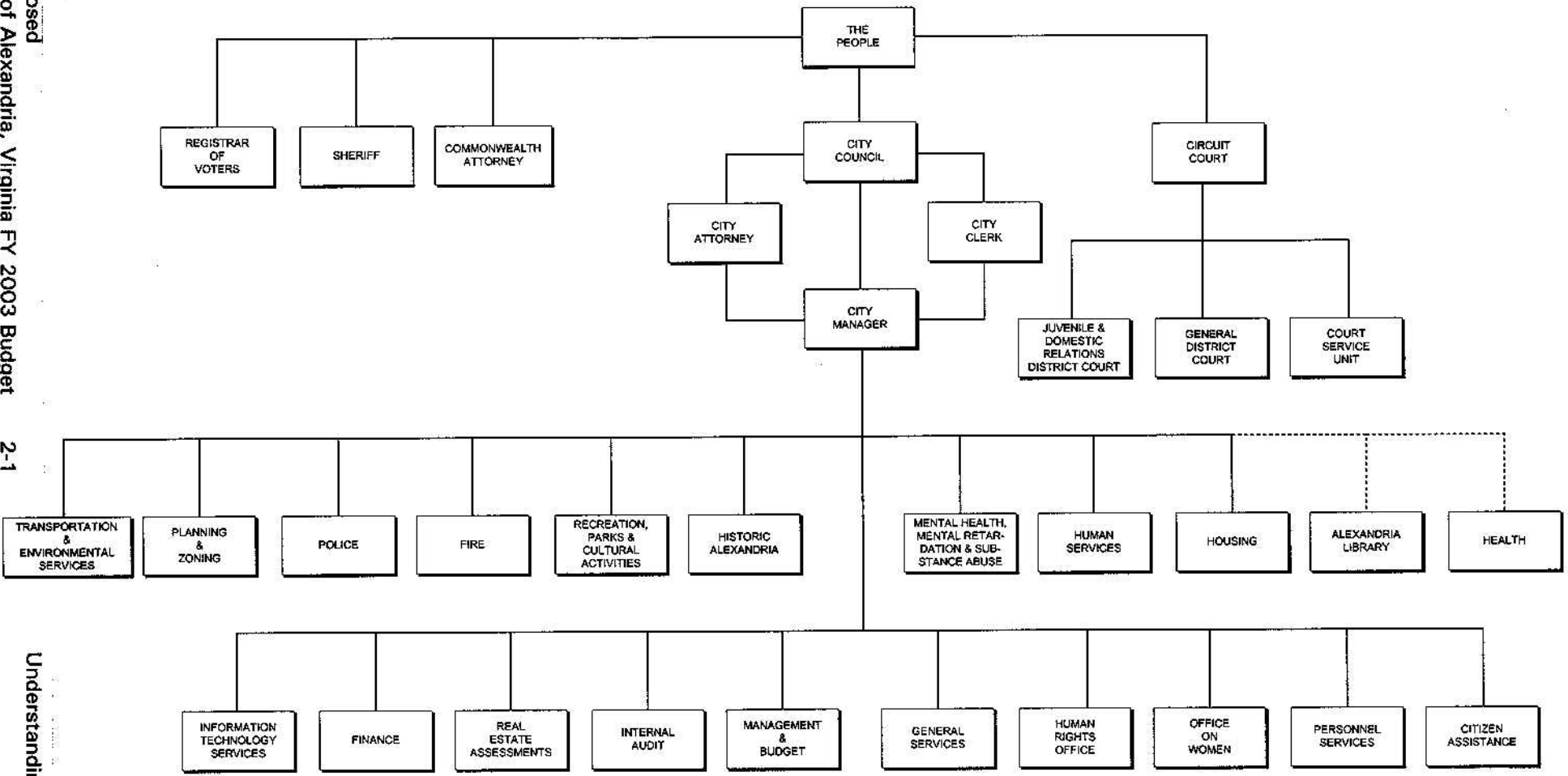
Ayudas documentadas del presupuesto

Si desean obtener información adicional y más detalles sobre el Presupuesto operativo y el CIP, favor de remitirse a la tabla de contenido, la información del resumen, los gráficos y el índice que figuran en el documento del Presupuesto operativo y en el documento del CIP. Esperamos que esta información y el modo en que ha sido organizada estimule a los ciudadanos a darnos su opinión durante el proceso de diseño del presupuesto y que ayude al Consejo a tomar las decisiones más acertadas para la comunidad, tanto sea para el año fiscal entrante como para los años fiscales subsiguientes. El Presupuesto operativo completo y el CIP están disponibles en línea en el sitio web del Gobierno de la ciudad en www.ci.alexandria.va.us donde también encontrarán un formulario para enviar comentarios o sugerencias relacionados con el presupuesto. Los documentos del presupuesto también se pueden conseguir en CD-ROM en la Oficina de Administración y presupuestos del Gobierno de la ciudad (703-838-4780).

Agradecimiento

Deseo agradecer al personal de todos nuestros departamentos y a las agencias que han dedicado infinidad de horas para preparar los presupuestos operativo y de capital para el año fiscal 2003. Este año fue especialmente difícil dada la rigurosidad de las pautas que derivan de las condiciones económicas actuales. Cada departamento y agencia, sin excepción, trabajó exhaustivamente para restringir sus presupuestos a dichas pautas. También deseo agradecer a la nueva Superintendente de las ACPS, Rebecca Perry, y al personal a su cargo por la ayuda brindada durante la preparación del Presupuesto operativo y CIP de las escuelas.

No obstante, deseo agradecer en forma particular al Auxiliar Administrativo del Gobierno de la ciudad Mark Jinks, a Gene Swearingen, nuestro nuevo Director de la Oficina de Administración y presupuestos y al verdaderamente destacado personal de OMB por haber brindado un análisis subyacente de una cantidad de temas relacionados con el presupuesto, por haber preparado los documentos del presupuesto y por haber brindado un asesoramiento y una orientación tan valiosos durante el proceso de toma de decisión que antecedió a la presentación del Presupuesto operativo y del CIP. En suma, un grupo de individuos talentosos y dedicados que agradezco haber encontrado. El Gobierno de la ciudad tiene la suerte de ser receptor de sus esfuerzos.



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 2003 budget issues, which were first discussed at the Council retreat held on November 3, 2001, and framed in the City's 2001 Annual Report, and continuing through the adoption of the FY 2003 budget on May 6, 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 2003 Budget Planning

The formative stage of the FY 2003 budget process began with City Council's discussion of the budget outlook for the coming fiscal year, July 1, 2002, through June 30, 2003, at the November 2001 retreat. Staff briefed the City Council on the economy outlook at the national, state and regional levels, in light of the recession and the events of September 11. At the time of the November retreat, staff cautioned that final FY 2001 revenue receipts indicated that the rates of growth in several revenue sources, including personal property, sales, restaurant meals and business license, had slowed. Staff also identified budget contingency planning processes that had been put in place on the expenditure side to address the future economic uncertainty. Non-public safety agencies were asked to identify 3 percent savings in the operating budget and 15 percent savings in the capital budget. Expenditure challenges for FY 2003 included personnel expenditure increases for merit increases for City and Schools employees and \$2.5 million for each one percent of a cost of living adjustment for all employees. Other expenditure challenges identified at the retreat were an anticipated increase in health insurance premiums and increases in debt service from the July 2001 bond sale.

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 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, and the City's proposed FY 2003 to FY 2008 Capital Improvement Program (CIP) is fully consistent with these policies.

Compensation Philosophy: On May 27, 1997, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help with 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 2003 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 2001 Annual Report, which reviewed major past and prospective issues, trends and budget constraints facing City Council in the coming year, provided a framework to help with the development of the FY 2003 Budget. The Annual Report supplemented the discussion of budget and policy issues at the City Council Retreat.

For the FY 2003 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. Given the FY 2003 fiscal situation the City Manager indicated that only the most critical supplementals would be considered for funding.

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 2003 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 2003 Budget prior to the presentation of the City Manager's Proposed FY 2003 Budget. As a result, the City Manager's Proposed FY 2003 Budget is presented to City Council at the Council's March 12, 2002, legislative meeting.

As presented to City Council, the FY 2003 Proposed budget reflects substantial increased residential assessments the slower growth in the local economy, a cautiously positive prediction of the economy's future, expected reductions in State aid, and a decrease in the real estate tax rate. The FY 2003 budget maintains current levels of service and includes the following highlights:

- a two cent reduction in the Real Property tax rate from \$1.11 to \$1.09;
- full funding of the Schools' operating budget request;
- increased funding for additional public safety personnel;
- creation of a fund to implement new affordable housing initiatives;
- competitive compensation increases for City and Schools employees; and
- increased cash capital funding.

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 2002-2003 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 ⁴		Enterprise Fund (Recycling Fund) ⁵	Internal Service Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/01 ¹	\$12,589,293	\$61,671,985	Beginning Net Assets 7/1/02	\$1,304,635	\$16,889,251
Plus FY 2002 Budget Revenues ²	\$72,653,507	\$50,134,644	Plus FY 2002 Budget Revenues	\$179,407	\$3,782,411
Less FY 2002 Budgeted Expenditures ²	\$72,653,507	\$53,527,463	Less FY 2002 Budgeted Expenses	\$733,062	\$4,117,649
Projected Fund Balance 6/30/02	\$12,589,293	\$58,278,866	Projected Net Assets 6/30/02	\$750,980	\$16,554,013
Plus FY 2003 Budget Revenues ³	\$74,425,612	\$54,478,360	Plus FY 2003 Budget Revenue	\$0	\$3,891,653
Less FY 2003 ³ Budgeted Expenditures	\$74,425,612	\$112,757,226	Less FY 2003 Budgeted Expenses	\$750,980	\$5,435,262
Projected Fund Balance 6/30/03	\$12,589,293	N/A	Projected Net Assets 6/30/03	\$0	\$15,010,404

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2001

/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2002

/3 City of Alexandria, Virginia, Projected Operating Budget, Fiscal Year 2003

/4 In all likelihood a large portion of Capital Projects will not be expended in FY 2002 and FY 2003, as many capital projects are multi-year in execution.

/5 Assumes planned phase out of the Enterprise Fund at the end of Fiscal Year 2003.

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2001, the Special Revenue Fund unreserved fund balance was \$12,589,293. 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, 2003, is \$12,589,293.
- 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, 2001, the Capital Projects Fund had a total fund balance of \$61,671,985. 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, 2003, would be \$0 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2003.
- 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 2003 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 \$1,304,635. This Fund will be discontinued at the end of FY 2003, and as of June 30, 2003, the projected Enterprise Fund Total Net Assets for GFOA reporting purposes are \$0.
- 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, 2001, the Equipment Replacement Internal Services Fund had Total Net Assets of \$16,889,251. 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, 2003 is \$15,010,404. 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.

Summary of Changes in the General Fund Budget

For the Fiscal Years ending June 30, 2002 and June 30, 2003

FY 2002 Amended General Fund Budget 350,171,550

Schools

School Board's requested increase in City General Fund support	5,063,491	
FY 2003 2.5% General Salary Adjustment	2,600,000	
Total Schools	7,663,491	7,663,491

Compensation - Proposed Changes

FY 2003 2.5% General Salary Adjustment	3,750,000	
Health Insurance Adjustment	2,000,000	
Virginia Retirement Systems (VRS) Rate Reduction	-200,000	
Public Safety Pension Plan Funding	200,000	
Adjustments to City Pay Plan - Longevity Step	400,000	
Pay Overtime on an Hours-Paid Basis	365,000	
Seventh Day Double Overtime Elimination	-150,000	
Total Proposed Compensation Changes	6,365,000	6,365,000

Non-Personnel and Base Budget

Cash Capital Funding for CIP	1,980,000	
Debt Service	1,467,028	
Net Increase in General Contingent to \$950,000	277,796	
State Aid Reduction Contingent	1,500,000	
Towing and Impound Costs	96,000	
Various Base Budget Changes Including Merit In Step Increases	1,834,318	
Total Non-Personnel Changes	7,155,142	7,155,142

Legislative, Executive and General Government

Part-time to Full-time, Temporary to Permanent Positions in Finance	32,337	
Additional Personnel Clerk	35,438	
New Retirement Administrator Position	80,000	
Increase in Training and Tuition Reimbursement Programs	106,000	
Human Rights Investigation Support	30,000	
Total Legislative, Executive and General Government Changes	283,775	283,775

Public Safety

Additional Ten Police Personnel and Associated Equipment	726,420	
Jail Health Services Contract	70,000	
Code Enforcement Aide to the Director	81,000	
Code Enforcement Fire System Retesting	165,410	
Additional Animal Shelter Funding	152,340	
Total Public Safety Changes	1,195,170	1,195,170

Health & Welfare

Expansion of the West Nile Virus Program	59,960	
DHS/Recreation Before and After School Consultant	50,000	
Decreases Due to Declining and Flat Caseloads	<u>-1,400,000</u>	
Total Health & Welfare		-1,290,040

Community Development

Increase in Alexandria Convention and Visitors Association (ACVA) Funding	96,983	
Additional Division Chief Position in Planning and Zoning	100,000	
Affordable Housing Initiatives	<u>300,000</u>	
Total Community Development		496,983

Public Works

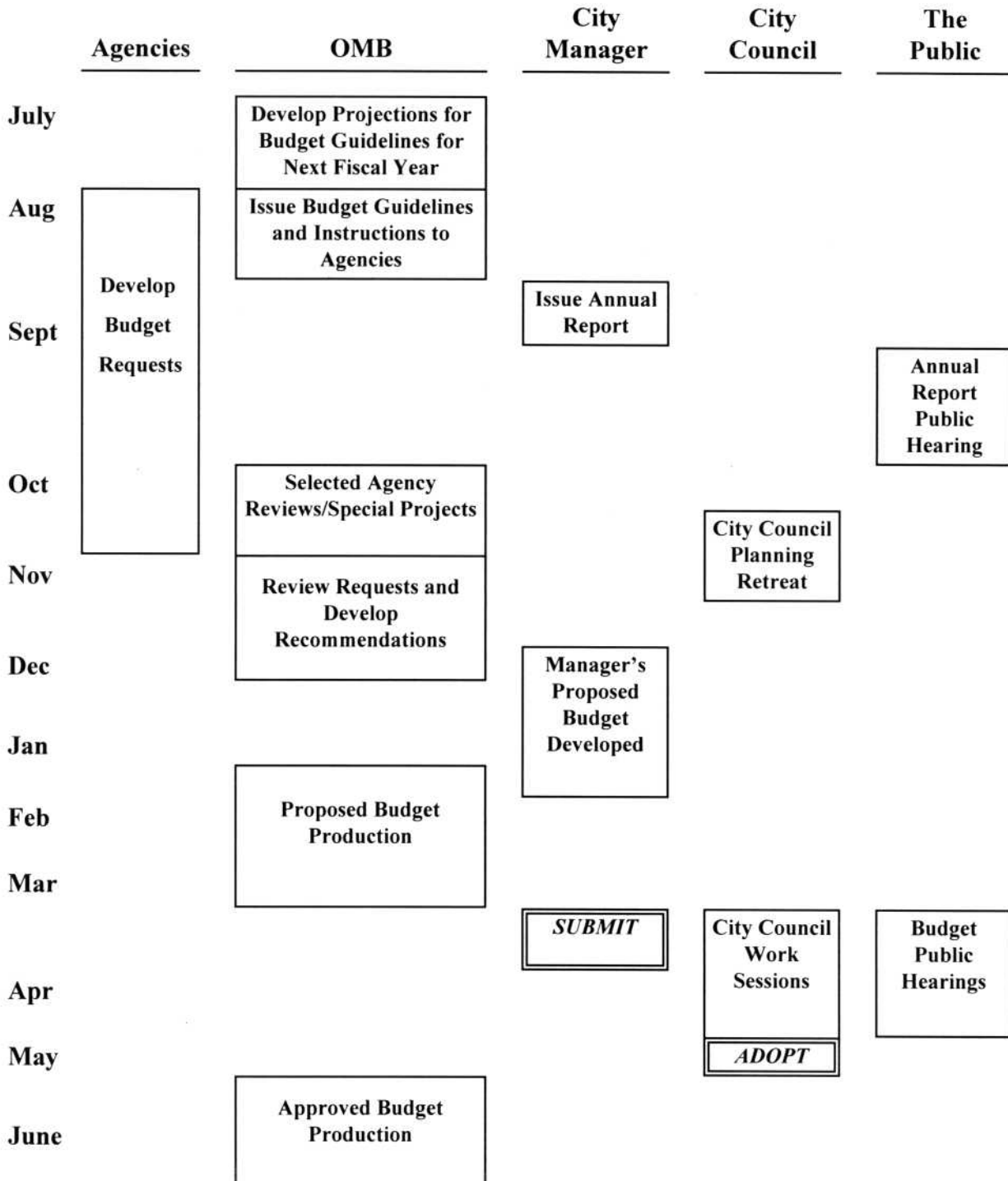
One Inspector Overhire in T&ES Continued	48,912	
Dash Take Over of WMATA Bus Route 28C	-100,000	
Increased Transit Subsidies (WMATA, DASH, Paratransit)	<u>1,321,261</u>	
Total Public Works		1,270,173

Total General Fund Changes

373,311,244

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 2003 Proposed)	2,276
Number of Full-Time Equivalent School Positions (FY 2003 Approved)	2,089

PHYSIOGRAPHIC

Land Area

Square Miles	15.75
Acres of Public Parks & Open Space	946.7
Total Acres of Parks and Open Space per 1,000 Population	7.4

Elevation 30 Feet Above Sea Level

Temperature

Average January Temperature	34.6°
Average July Temperature	80°

Miles of Streets, Sidewalks & Alleys

Streets:	
Paved - Lane miles	508.0
Unpaved	0.17
Sidewalks	319.5
Alleys, Paved	20.46

Utilities

Telephone	Verizon, Comcast
Electric	Dominion Virginia Power
Gas	Washington Gas
Water	Virginia-American Water Company
Sewer	Alexandria Sanitation Authority
Cable	Comcast

ECONOMIC INDICATORS

Persons Employed on Alexandria Job Sites*

4 th Quarter Average 2000	94,195
4 th Quarter Average 1999	90,093
4 th Quarter Average 1998	87,424

* Includes workers covered by State unemployment insurance.

ECONOMIC INDICATORS, continued

Largest Private Employers (July 2001)

INOVA Alexandria Hospital	1,600
Institute for Defense Analysis	900
Boat Owner's Association of the U.S.	632
Public Broadcasting System (PBS)	600

Largest Public Employers (July 2001)

U.S. Department of Defense	
Civilian	4,624
Military	3,478
City of Alexandria	2,229
Alexandria Public Schools	2,083
WMATA (Metro)	1,495
Northern Virginia Community College	952
U.S. Department of Agriculture	659
U.S. Postal Service - Alexandria	423

Alexandria Employment

	<u>1st Qtr '00</u>	<u>1st Qtr '01</u>	<u>% Change</u>
Construction	2,885	3,067	+ 6.3
Manufacturing	2,205	1,980	-10.2
Transportation, Communications, Utilities	3,551	3,784	+ 6.6
Trade	17,038	17,198	+ 0.9
Finance, Insurance, Real Estate	5,798	5,919	+ 2.1
Services	41,364	43,195	+ 4.4
Government	15,316	16,200	+ 5.8
Agriculture & Mining Related	603	411	-31.8

Unemployment Rate 12/00 12/01 % Change

Alexandria	1.3%	3.2%	+ 146.2
Virginia	1.9%	3.6%	+ 89.5
U.S.	3.7%	5.8%	+ 56.8

Retail Sales (in thousands)

	<u>3rd Qtr '00</u>	<u>3rd Qtr '01</u>	<u>% Change</u>
Alexandria	\$492,709	\$488,985	-0.8
Virginia	\$16,757,581	\$17,085,694	+ 2.0

Tourism 12/00 12/01 % Change

Number of Hotel/Motel Rooms	3,694	3,774	+ 2.2
Occupancy Rate	67.8%	56.6%	-16.5
Average Daily Rate	\$97.59	\$94.93	-2.7

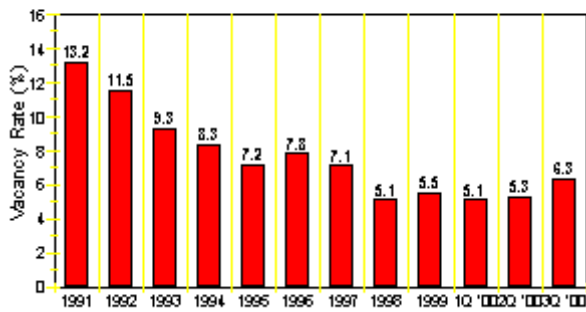
CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

ECONOMIC INDICATORS, continued

Office Vacancy Rate

	3rd Qtr '00	3rd Qtr '01	% Change
Alexandria	6.3%	8.6%	+ 36.5

Commercial Property Vacancy Rates CY 1991 - 2000



Taxes

Real Property Tax Rate

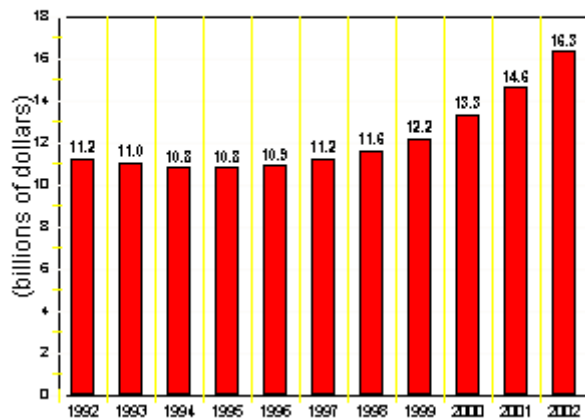
FY 2003 (Proposed) \$1.09 per \$100 assessed value
 FY 2002 (Approved) \$1.11 per \$100 assessed value

Personal Property Tax Rate

FY 2003 (Proposed) \$4.75 per \$100 assessed value
 FY 2002 (Approved) \$4.75 per \$100 assessed value

FY 2003 Value of one-cent per calendar year on the Real Property Tax Rate Approx. \$1.59 million

Total Assessed Value of Real Property Calendar Year 1992 - 2002



ECONOMIC INDICATORS, continued

City Finances

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

Budgets

FY'03 Total Operating Budget	\$454,491,139
General Fund Budget	\$373,311,244
Special Revenue Fund*	\$74,993,653
Other Funds and Financing Sources	\$6,186,242

* Includes Federal and State Grants.

DEMOGRAPHICS

Population

FY 2003 (estimate)	134,242
2000 U.S. Census	128,283
1990 U.S. Census	111,183

Households

2001 Estimate	64,422
2000 U.S. Census	61,889
1990 U.S. Census	53,280

Average Household Size

2000 U.S. Census	2.04 persons
1990 U.S. Census	2.04 persons

Age (2000 Population)

(1-19)	23,376
(20-34)	42,490
(35-64)	50,812
(65 +)	11,605

Race and Ethnicity

	(2000 Census)
White (Non-Hispanic)	53.7%
African American	22.2%
Hispanic (all races)	14.7%
Asian & Pacific Islander	5.7%
Other and Multiple Races	3.5%
American Indian & Alaskan Native	0.2%
Total*	100%

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

**CITY OF ALEXANDRIA, VIRGINIA
FACTS AND FIGURES**

DEMOGRAPHICS, continued

Median Household Income - 2001 Estimate	
Alexandria	\$70,273
Northern Virginia	\$83,886
Virginia	\$47,376
1990 U.S. Census - Alexandria	\$41,472

Per Capita Income	
2002 - Alexandria (Estimate)	\$57,429
1999 - Alexandria	\$49,609
Washington Region*	\$38,403
Virginia	\$29,794
U.S.	\$28,546
1990 - Alexandria	\$31,789

* Washington Region = DC, MD, VA, WV (PMSA)

Median Family Income	
2001 Estimate - Alexandria	\$82,781
Virginia	\$53,655

Registered Voters	
December 31, 2001	77,012
December 31, 2000	76,005
December 31, 1990	57,614

Source: City of Alexandria Approved Budget Documents

Housing	
Housing Units - June, 2001	
Single-family Homes	21,052
Condominiums*	14,440
Rental apartments (est.)	30,933
Total	66,425

* Townhouse condos are counted as single-family homes.

Housing Units by Occupancy		
	Owner	Renter
2000 U.S. Census	40%	60%

Average Assessed Value (2002)*	
All Residential Units	\$247,980
Single-family Homes	\$333,344
Condominiums* *	\$135,625

* Includes new construction.

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

DEMOGRAPHICS, continued

Average Market Rents	2001	2000
Efficiency	\$782	\$738
1 Bedroom Apartment	933	878
2 Bedroom Apartment	1,176	1,070
3 Bedroom Apartment	1,341	1,176

Median Assessed Value of Homes and Condominiums (2001)

<u>Assessed Value</u>	<u>Units</u>	<u>Total Value</u>	<u>Median</u>
Less than \$100,000	8,901	\$625,963,600	\$94,400
\$100,000-\$149,999	6,591	\$815,455,800	\$117,800
\$150,000-\$174,999	1,991	\$309,544,200	\$152,700
\$175,000-\$199,999	2,445	\$458,425,300	\$197,200
\$200,000-\$249,999	4,759	\$1,062,489,200	\$219,800
\$250,000 and over	10,520	\$4,292,044,700	\$357,500

Source: Real Estate Assessor

EDUCATION

Public School Membership	
September, 2002 (Estimate)	11,313
September, 2001	11,104
September, 2000	11,167
September, 1990	9,488

Student Profile	9/01 Membership	Percent
African American	4,908	44.2
Hispanic	2,954	26.6
White	2,498	22.5
Asian/Pacific Islander	711	6.4
American Indian/ Alaskan Native	33	0.3
Total	11,104	100%

Budget	
FY 2003 Total Schools Budget	\$147,750,167
Expenditures per Pupil Enrolled*	\$15,075

* Includes both Operating and Capital Costs.

Source: All of the above education information provided by the Alexandria City Public Schools FY 2003 Approved Budget.

FY 2003 Operating Budget Summary Tables

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Statement of Total Expenditures

	Amended FY 2002/1	Proposed FY 2003	Percentage Change (Approved to Proposed)
General Fund			
City Total Operating Expenditures/1	\$214,610,295	\$226,639,470	5.6%
City Appropriation to the Schools	107,269,189	114,932,680	7.1%
Capital Projects			
Debt service	16,272,066	17,739,094	9.0%
Capital Projects	12,020,000	14,000,000	16.5%
Total General Fund Budget	<u>\$350,171,550</u>	<u>\$373,311,244</u>	6.6%
Special Revenue Fund/2	\$72,653,507	\$74,425,612	2.4%
Internal Services Fund/3	\$4,117,649	\$5,435,262	32.0%
Community Recycling Enterprise Fund/4	\$733,062	\$750,980	2.4%
Component Unit (Schools) Fund/5	<u>\$2,017,801</u>	<u>\$568,041</u>	(71.8%)
Total Other Funds Budget	<u>\$79,522,019</u>	<u>\$81,179,895</u>	2.1%
Total City and Schools All Funds Operating Budget	<u><u>\$429,693,569</u></u>	<u><u>\$454,491,139</u></u>	5.8%

- /1 The FY 2002 General Fund budget reflects an additional \$813,730 in debt service, resulting from the acceleration of the bond issuance originally planned for sale in June 2002. The additional debt service will be fully financed by additional 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 2003 Proposed Budget includes the Schools' appropriation of \$568,041 from the Alexandria City Public Schools component unit fund balance.

Share of FY 2003 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	\$114,932,680	30.8%	\$147,750,167	32.5%
Police	36,688,885	9.8%	38,430,559	8.5%
Fire	26,012,608	7.0%	27,500,108	6.1%
Transportation and Environmental Services	20,216,807	5.4%	22,008,999	4.8%
Sheriff	17,099,690	4.6%	18,707,715	4.1%
Human Services	14,908,611	4.0%	39,815,114	8.8%
Recreation, Parks and Cultural Activities	14,388,008	3.9%	14,979,995	3.3%
Capital Projects (cash capital)	14,000,000	3.8%	14,000,000	3.1%
Mental Health, Mental Retardation, and Substance Abuse	10,348,369	2.8%	21,936,449	4.8%
General Services	8,860,353	2.4%	8,860,353	2.0%
Transit Subsidies	8,227,778	2.2%	8,227,778	1.8%
Finance	6,840,882	1.8%	6,904,182	1.5%
Health	6,775,984	1.8%	6,814,984	1.5%
Information Technology Services	5,837,814	1.6%	6,602,814	1.5%
Library	5,155,516	1.4%	5,509,982	1.2%
Other Correctional and Justice Activities	3,236,126	0.9%	3,568,576	0.8%
Planning and Zoning	2,983,379	0.8%	2,983,379	0.7%
Historic Alexandria	2,088,683	0.6%	2,282,004	0.5%
Personnel Services	2,165,105	0.6%	2,171,105	0.5%
Other Planning Activities	2,169,245	0.6%	2,169,245	0.5%
Commonwealth's Attorney	2,053,821	0.6%	2,435,226	0.5%
City Manager	1,767,042	0.5%	1,767,042	0.4%
Clerk of Courts	1,296,674	0.4%	1,296,674	0.3%
City Attorney	1,366,610	0.4%	1,366,610	0.3%
18th Circuit Court	1,133,531	0.3%	1,133,531	0.3%
Human Services - Children's Fund	1,003,632	0.3%	1,003,632	0.2%
Housing	1,292,279	0.4%	3,077,653	0.7%
Real Estate Assessments	953,600	0.3%	953,600	0.2%
Office on Women	976,489	0.3%	1,365,903	0.3%
Human Services - Community Partnership Fund	875,500	0.2%	875,500	0.2%
Management and Budget	890,169	0.2%	890,169	0.2%
Registrar of Voters	873,502	0.2%	873,502	0.2%
Citizen Assistance	522,286	0.1%	527,686	0.1%
Court Service Unit	579,950	0.2%	828,267	0.2%
City Council	450,310	0.1%	450,310	0.1%
City Clerk and Clerk of Council	323,348	0.1%	323,348	0.1%
Human Rights	334,122	0.1%	359,122	0.1%
Other Recreation Activities	222,433	0.1%	222,433	0.1%
Internal Audit	193,463	0.1%	193,463	0.0%
18th General District Court	85,493	0.0%	85,493	0.0%
Law Library	62,820	0.0%	120,820	0.0%
Juvenile and Domestic Relations Court	33,948	0.0%	33,948	0.0%
Other Educational Activities	13,246	0.0%	13,246	0.0%
Subtotal Agencies and Departments/2	\$340,240,791	91.1%	\$421,420,686	92.7%

/1 Please note: The proposed FY 2003 budgets for individual City departments do not include funding for the proposed 2.5 percent cost of living adjustment. Funding for the 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 2003 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	\$14,381,359	3.9%	\$14,381,359	3.2%
General Debt Service	17,739,094	4.8%	17,739,094	3.9%
Contingent Reserves	950,000	0.3%	950,000	0.2%
Subtotal Other Expenditures/2	<u>\$33,070,453</u>	<u>8.9%</u>	<u>\$33,070,453</u>	<u>7.3%</u>
GRAND TOTAL	<u>\$373,311,244</u>	<u>100.0%</u>	<u>\$454,491,139</u>	<u>100.0%</u>

/1 Please note: The proposed FY 2003 budgets for individual City departments do not include funding for the proposed 2.5 percent cost of living adjustment. Funding for the 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.

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Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001/1 (1)	AMENDED FY 2002/2 (2)	PROPOSED FY 2003 (3)	
<u>LEGISLATIVE & EXECUTIVE</u>				
City Council	394,043	450,344	450,310	450,310
City Manager/3	1,568,835	1,642,481	1,767,042	1,767,042
City Attorney	1,327,155	1,339,873	1,366,610	1,366,610
City Clerk	300,309	321,994	323,348	323,348
 		-----	-----	
TOTAL - LEGISLATIVE & EXECUTIVE	<u>3,590,342</u>	<u>3,754,692</u>	<u>3,907,310</u>	<u>3,907,310</u>

- /1 The FY 2001 Actual expenditures reflect the information reported in the FY 2001 Comprehensive Annual Financial Report.
- /2 The FY 2002 Amended budget reflects an additional \$813,730 in debt service, resulting from the acceleration of \$24.0 million of the City bond issuance in the June 2001 bond issuance (\$54.5 million total). The FY 2002 Amended budget does not reflect changes to the budget that took place after the beginning of the fiscal year. For supplemental appropriations and transfer details (Contingent Reserves and Inter-departmental transfers), refer to the summary for each department.
- /3 During FY 2002 a Public Affairs Specialist position and the budget for the planned City Manager's Community newsletter were transferred from the Office of Citizen Assistance to the City Manager's Office. The details of this transfer are described in the department summary of the City Manager's Office.

Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	(4)
<u>COURTS & CONSTITUTIONAL OFFICERS</u>				
18 th Circuit Court	957,306	1,112,317	1,133,531	1,133,531
Court Service Unit	452,165	558,199	579,950	828,267
Juvenile & Domestic Relations Court	40,244	34,024	33,948	33,948
18 th General District Court	90,402	91,343	85,493	85,493
Clerk of Courts	1,311,971	1,295,195	1,296,674	1,296,674
Commonwealth's Attorney/1	1,721,139	1,926,436	2,053,821	2,435,226
Law Library	57,921	61,592	62,820	120,820
Registrar of Voters	815,475	738,422	873,502	873,502
Other Public Safety & Justice Activities/2	2,831,584	3,003,838	3,236,126	3,568,576
Office of Sheriff/3	15,789,300	16,557,540	17,099,690	18,707,715
TOTAL - COURTS & CONSTITUTIONAL OFFICERS	<u>24,067,507</u>	<u>25,378,906</u>	<u>26,455,555</u>	<u>29,083,752</u>

- /1 In FY 2002, the Commonwealth's Attorney received a new Community Prosecution Grant in the amount of \$130,455, two additional positions were added and are funded by the grant. In addition, the City Manager approved the addition of an Assistant Commonwealth's Attorney as an overhire position. The FY 2003 proposed budget includes recommended supplemental funding to convert the overhire position to a full time permanent City position.
- /2 The FY 2003 proposed budget includes a \$171,275 increase for operating costs and staffing needs at the new Vola Lawson Animal Shelter scheduled for opening in the Spring of 2002.
- /3 The FY 2003 proposed budget includes supplemental funding for overtime (\$141,000) and 9 temporary positions to provide perimeter security at the Public Safety Center (\$523,872). Federal funds are projected to reimburse the City for these costs.

Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	(4)
<u>GENERAL GOVERNMENT</u>				
Citizen Assistance/1	539,431	628,695	522,286	527,686
Finance/2	6,663,267	6,703,739	6,840,882	6,904,182
Internal Audit	175,403	189,899	193,463	193,463
General Services/2	8,782,414	8,852,844	8,860,353	8,860,353
Office on Women/3	857,588	925,697	976,489	1,365,903
Human Rights Office/4	259,498	292,649	334,122	359,122
Management and Budget	737,399	894,337	890,169	890,169
Information Technology Services/2	5,775,966	5,711,401	5,837,814	6,602,814
SUBTOTAL - GENERAL GOVERNMENT	<u>23,790,966</u>	<u>24,199,261</u>	<u>24,455,578</u>	<u>25,703,692</u>

- /1 The FY 2002 budget includes an increase of \$55,019 to fund a Public Affairs Specialist and to produce the planned City Manager's community newsletter for the City's Outreach Program and "welcome packages" for new City residents. During FY 2002 this position and the newsletter budget were transferred to the City Manager's Office. The details of this transfer and the fiscal impacts are described in the summaries of each department.
- /2 In FY 2002 the maintenance of the City's telecommunications was transferred from the General Services Department. One position will be transferred to the Accounting Division of the Finance Department to handle the billing component and two positions will be transferred to the Information Technology Services Department to handle maintenance of the City's telecommunications system. The details of this transfer and the fiscal impacts are described in the summaries of each department.
- /3 FY 2003 includes recommended supplemental funding (\$35,000) for a Teen Pregnancy Prevention Coordinator.
- /4 FY 2003 includes recommended supplemental funding (\$30,000) to increase Human Rights Investigation staffing levels.

Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	(4)
<u>GENERAL GOVERNMENT</u>				
Non-Departmental				
General Debt Service/1	12,638,385	16,272,066	17,739,094	17,739,094
Insurance, City Memberships, Tax Rebates and Other/2	6,410,525	7,376,749	14,381,359	14,381,359
Contingent Reserves	0	1,450,000	950,000	950,000
Personnel Services/3	1,851,631	1,969,229	2,165,105	2,171,105
Real Estate Assessments	871,571	947,458	953,600	953,600
SUBTOTAL - GENERAL GOVERNMENT	<u>21,772,112</u>	<u>28,015,502</u>	<u>36,189,158</u>	<u>36,195,158</u>
TOTAL - GENERAL GOVERNMENT	<u><u>45,563,078</u></u>	<u><u>52,214,763</u></u>	<u><u>60,644,736</u></u>	<u><u>61,898,850</u></u>

- /1 The FY 2001 debt service is amended to reflect an additional \$813,730 in debt service costs, resulting from the acceleration by \$24 million of the City bond issue originally planned for June 2002. The additional debt service will be financed with bond interest earnings.
- /2 FY 2003 includes increased funding for a State Aid contingency (\$1,500,000), a Health Insurance Premium increase contingency (\$2,000,000), 2.5% a cost of living adjustment for City employees (\$3,750,000), a longevity step "O" (\$425,000), training (\$50,000), tuition reimbursement (\$50,000), charges for towing and impound services (\$96,000), and changes to reform the City's overtime policies to make them more equitable (\$365,000). These increases are offset by savings from a Virginia Retirement System rate reduction from 1% to .75% (\$200,000) and additional changes to overtime policies (\$165,000).
- /3 FY 2003 includes recommended supplemental funding for a Personnel Clerk III (\$33,078), a Retirement Administrator (\$80,000) and training initiatives (\$56,000).

Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>OPERATING AGENCIES</u>				
Fire/1	23,704,886	25,388,689	26,012,608	27,500,108
Police/2	32,896,631	35,268,564	36,688,885	38,430,559
Health	6,093,482	6,609,445	6,775,984	6,814,984
Human Services/3	14,104,596	16,304,192	14,908,611	39,815,114
Children's Fund	1,019,223	1,003,632	1,003,632	1,003,632
Community Partnership Fund for Human Services	850,350	875,500	875,500	875,500
SUBTOTAL - OPERATING AGENCIES	<u><u>78,669,168</u></u>	<u><u>85,450,022</u></u>	<u><u>86,265,220</u></u>	<u><u>114,439,897</u></u>

- /1 The FY 2002 approved budget included \$543,344 for the addition of a 5th medic unit; and \$209,717 for 4 over hire Construction Inspectors in Code Enforcement. The FY 2003 proposed budget includes recommended supplemental funding for 5 additional positions in Code Enforcement, including an Aide to the Director position and 4 positions to staff a Fire Protection System Retesting Program, which will be partially offset by retesting fees in the initial year. In subsequent years the Retesting Program will be completely self-sufficient.
- /2 The FY 2002 approved budget included \$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. In fall 2001, an Office of Intelligence and Internal Security was established through the conversion of 3 Parking Enforcement Officers to Sworn Police Officers and absorbed in the approved FY 2002 budget. Funding in the amount of \$93,200 is included in the FY 2003 proposed budget to continue this operation. The FY 2003 proposed budget includes recommended supplemental funding (\$522,220) to increase the number of sworn Police Officers by 9 to address and maintain the staffing levels of sworn officers; to maintain current response times for service; and address the heightened security needs of the City; and the addition of 1 civilian Contracts Specialist position in the Fiscal/Fleet Division. Additional supplemental funding (111,000) is recommended for vehicles and equipment for 4 officers.
- /3 The FY 2002 approved budget includes funding for 3 new positions in the Family Services Division; 4 new positions based on the report issued by the Child Welfare League of America; \$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 (ACPMT); \$162,638 to increase the hourly wage paid to Companion Aides; and \$12,649 to convert a part-time positions to full-time at the Alexandria Residential Care Home. The FY 2003 proposed budget reflects decreases (\$1.4 million) attributable to flat or declining caseloads in the Child Care Fee System and within the ACPMT budget.

Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	(4)
<u>OPERATING AGENCIES</u>				
Housing/1	824,123	985,874	1,292,279	3,077,653
Planning and Zoning/2	2,181,467	2,805,283	2,983,379	2,983,379
Other Planning and Economic Development Activities	1,788,593	2,052,948	2,169,245	2,169,245
Historic Alexandria/3	2,011,398	2,047,651	2,088,683	2,282,004
Mental Health, Mental Retardation and Substance Abuse	<u>8,747,061</u>	<u>10,158,719</u>	<u>10,348,369</u>	<u>21,936,449</u>
SUBTOTAL - OPERATING AGENCIES	<u><u>15,552,642</u></u>	<u><u>18,050,475</u></u>	<u><u>18,881,955</u></u>	<u><u>32,448,730</u></u>

- /1 The proposed FY 2003 budget includes recommended supplemental funding (\$300,000) for the development of affordable sales and rental housing through activities such as acquisition and rehabilitation of existing housing, land acquisition, housing construction, pre-development costs, feasibility studies, and infrastructure subsidies.
- /2 During FY 2002 an Urban Planner position was added using contingent reserves money. The FY 2003 proposed budget includes recommended supplemental funding for an additional Division Chief (\$100,000).
- /3 The FY 2003 proposed budget includes recommended supplemental funding for a Museum Aide position at Gadsby's Tavern Museum. The position will be entirely supported by museum revenues (\$33,077).

Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>OPERATING AGENCIES</u>				
Recreation, Parks and Cultural Activities/1	12,873,922	13,792,894	14,388,008	14,979,995
Other Recreation Activities	190,467	196,877	222,433	222,433
Library/2	4,242,108	5,032,874	5,155,516	5,509,982
Transit Subsidies/3	7,064,204	7,006,517	8,227,778	8,227,778
Transportation and Environmental Services	19,921,464	19,991,418	20,216,807	22,008,999
SUBTOTAL - OPERATING AGENCIES	<u>44,292,165</u>	<u>46,020,580</u>	<u>48,210,542</u>	<u>50,949,187</u>
TOTAL - OPERATING AGENCIES	<u><u>138,513,975</u></u>	<u><u>149,521,077</u></u>	<u><u>153,357,717</u></u>	<u><u>197,837,814</u></u>

/1 During FY 2002, 4 positions were added using funds set aside in Contingent Reserves for Park Maintenance. The FY 2003 proposed budget includes recommended supplemental funding (\$40,639) to begin a Spring/Summer Soccer Camp at Chinquapin Recreation Center, to be offset entirely with program generated revenue (\$67,000), projected to be in excess of program costs.

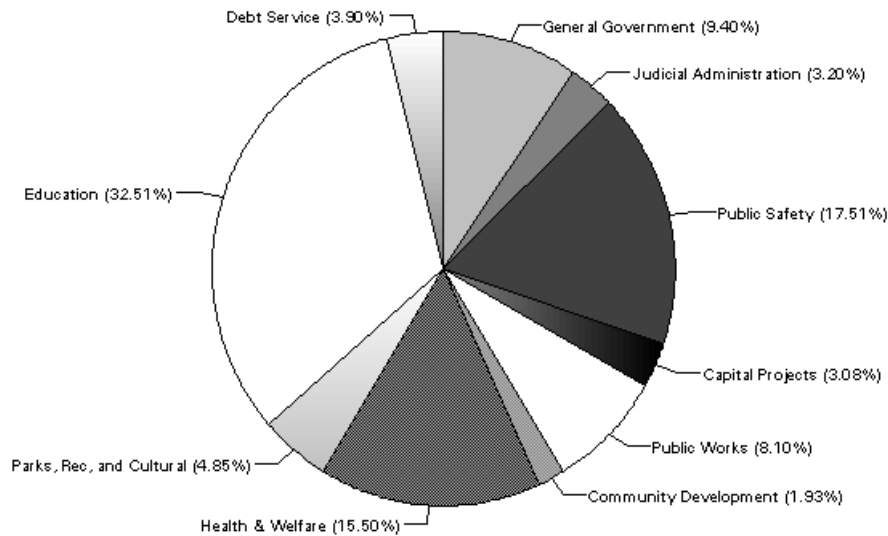
/2 The FY 2003 proposed budget includes a \$1,100,874 increase in the City's General Fund subsidy of WMATA bus and rail operating costs due to an increase in WMATA bus and rail operating costs and a reduction in Alexandria balances and credits budgeted as revenues to offset the General Fund expenditures; a \$216,170 increase in the City's General Fund subsidy of DASH bus operating costs, and a \$100,000 savings from DASH taking over operating of a King Street Metro Station to Northern Virginia Community College bus route currently operated by WMATA.

Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	GENERAL FUND			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>EDUCATION</u>				
Schools/1	98,797,770	107,269,189	114,932,680	147,750,167
Other Educational Activities	13,017	12,923	13,246	13,246
TOTAL - EDUCATION	<u>98,810,787</u>	<u>107,282,112</u>	<u>114,945,926</u>	<u>147,763,413</u>
<u>CAPITAL IMPROVEMENTS</u>				
Capital Projects (Cash Capital)	27,297,193	12,020,000	14,000,000	14,000,000
TOTAL - CASH CAPITAL	<u>27,297,193</u>	<u>12,020,000</u>	<u>14,000,000</u>	<u>14,000,000</u>
GRAND TOTAL	<u>306,688,491</u>	<u>320,801,862</u>	<u>349,925,820</u>	<u>429,447,839</u>

/1 The FY 2002 proposed General Fund appropriation to the Schools includes \$2,600,000 for compensation increases comparable to those approved for City employees. The FY 2003 proposed total all sources figure includes an appropriation of \$568,041 from the ACPS Component Unit fund balance as proposed by the School Board.

FY 2003 Proposed Budget By Program (All Funds)



The pie chart above presents the FY 2003 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.

FY 2003 PROPOSED BUDGET BY PROGRAM

Proposed
City of Alexandria, Virginia FY 2003 Budget 4-16

Summary Tables
MER/CAM

Department	General Government	Judicial Administration	Public Safety	Cash Capital	Public Works	Community Development	Health & Welfare	Parks, Recreation & Culture	Education	Debt Service	Total
City Council	450,310	0	0	0	0	0	0	0	0	0	450,310
City Manager	1,767,042	0	0	0	0	0	0	0	0	0	1,767,042
Citizen Assistance	527,686	0	0	0	0	0	0	0	0	0	527,686
Office of Management & Budget	890,169	0	0	0	0	0	0	0	0	0	890,169
Office On Women	1,365,903	0	0	0	0	0	0	0	0	0	1,365,903
Human Rights	359,122	0	0	0	0	0	0	0	0	0	359,122
18th Circuit Court	0	1,133,531	0	0	0	0	0	0	0	0	1,133,531
18th General District Court	0	85,493	0	0	0	0	0	0	0	0	85,493
Juvenile & Domestic Relations Court	0	33,948	0	0	0	0	0	0	0	0	33,948
Commonwealth's Attorney	0	2,435,226	0	0	0	0	0	0	0	0	2,435,226
Sheriff	0	5,052,567	13,655,148	0	0	0	0	0	0	0	18,707,715
Clerk of the Circuit Court	0	1,296,674	0	0	0	0	0	0	0	0	1,296,674
Law Library	0	120,820	0	0	0	0	0	0	0	0	120,820
Other Public Safety & Justice Activities	0	3,568,576	0	0	0	0	0	0	0	0	3,568,576
Court Service Unit	0	828,267	0	0	0	0	0	0	0	0	828,267
Information Technology Svcs	6,602,814	0	0	0	0	0	0	0	0	0	6,602,814
City Clerk & Clerk of Council	323,348	0	0	0	0	0	0	0	0	0	323,348
Finance	6,904,182	0	0	0	0	0	0	0	0	0	6,904,182
Internal Audit	193,463	0	0	0	0	0	0	0	0	0	193,463
Real Estate Assessment	953,600	0	0	0	0	0	0	0	0	0	953,600
Personnel	2,171,105	0	0	0	0	0	0	0	0	0	2,171,105
Planning & Zoning	0	0	0	0	0	2,983,379	0	0	0	0	2,983,379
Other Planning/Economic Development	0	0	0	0	0	2,169,245	0	0	0	0	2,169,245
City Attorney	1,366,610	0	0	0	0	0	0	0	0	0	1,366,610
Registrar of Voters	873,502	0	0	0	0	0	0	0	0	0	873,502
General Services	2,651,463	0	0	0	6,208,890	0	0	0	0	0	8,860,353
Transportation & Environmental Services	0	0	0	0	21,452,925	556,074	0	0	0	0	22,008,999
Transit Subsidies	0	0	0	0	8,227,778	0	0	0	0	0	8,227,778
Fire	0	0	27,500,108	0	0	0	0	0	0	0	27,500,108
Police	0	0	38,430,559	0	0	0	0	0	0	0	38,430,559
Housing	0	0	0	0	0	3,077,653	0	0	0	0	3,077,653
MH/MR/SA	0	0	0	0	0	0	21,936,449	0	0	0	21,936,449
Health	0	0	0	0	0	0	6,814,984	0	0	0	6,814,984
Human Services	0	0	0	0	0	0	41,694,246	0	0	0	41,694,246
Historic Alexandria	0	0	0	0	0	0	0	2,282,004	0	0	2,282,004
Recreation, Parks, & Cultural Activities	0	0	0	0	946,566	0	0	14,033,429	0	0	14,979,995
Other Recreational Activities	0	0	0	0	0	0	0	222,433	0	0	222,433
Library	0	0	0	0	0	0	0	5,509,982	0	0	5,509,982
Schools	0	0	0	0	0	0	0	0	147,750,167	0	147,750,167
Other Educational Activities	0	0	0	0	0	0	0	0	13,246	0	13,246
Non Departmental	15,331,359	0	0	14,000,000	0	0	0	0	0	17,739,094	47,070,453
Total	42,731,678	14,555,102	79,585,815	14,000,000	36,836,159	8,786,351	70,445,679	22,047,848	147,763,413	17,739,094	454,491,139

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. For FY 2003, OMB has adjusted the expense categories to reflect how they are defined in the City's budget and accounting system. In the areas of most significant expense, Salaries and Fringe Benefits, the categorical definitions are unchanged. Cash Capital, Debt Service, and Contingent Reserves are also unchanged. Categories of non-personnel operating expenses have been re-organized to reflect how budgeted expenditures are allocated by OMB and actual expenses are posted, tracked, and reported by Accounting. The following is a set of definitions of the categories presented in the BFAAC tables.

Salaries - Full-time, part-time, and seasonal employee salaries and overtime.

Fringe Benefits - Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits.

Contractual Services - Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.

Internal Services - City vehicle maintenance and in-house print services.

Commodities - Office, janitorial, and other operating supplies.

Office Furniture & Equipment - Purchases and lease charges.

Vehicular Equipment - Purchases and lease charges.

EDP Equipment - Computer (Electronic Data Processing) hardware and peripheral equipment purchases and lease charges.

Operational Equipment - Purchase and lease costs associated with other operating equipment.

Utilities - Electric, gas, water, and fuel oil charges at City owned facilities.

Travel and Education - Conference registrations and regional and long distance travel.

Leases & Rentals - Leased office space and vehicle and equipment rentals.

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT

Subsidies & Contributions - City contributions to non-profit public service providers, community partnerships, and public administration professional associations.

EDP Software Development - Computer software purchase and lease costs.

Other Charges - Waste-to-Energy Trust Fund expenditures, postal and messenger services, telecommunications, memberships and subscriptions, insurance, workers compensation, group health for retired employees, claims and liability insurance, pension supplements, bus discounts, day care, special events, legal expenses, client assistance payments, and other non-personnel expenditures.

Contingent Reserves - Funding set aside for unforeseen contingencies.

Cash Capital - The General Fund transfer to support the CIP.

Debt Service - Principal and interest payments on City debt obligations.

Enterprise Fund - DASH bus operating subsidy.

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

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies\1	Education\2	Totals
Salaries\3	\$2,689,826	\$14,903,704	\$15,601,122	88,465,749	\$93,405,031	\$215,065,432
Benefits\3	621,447	4,761,042	6,731,376	26,681,529	25,906,012	64,701,406
Contract Support	82,822	1,898,686	5,487,515	14,022,602	5,534,205	27,025,830
Consultants	0	51,452	0	0	0	51,452
Facilities/Infrastructure\4	30,500	450,776	2,196,189	10,952,826	37,000	13,667,291
Equipment	45,576	415,767	1,635,834	7,795,836	4,353,666	14,246,679
Office Supplies	27,300	75,688	80,941	329,483	24,800	538,212
Field Supplies	9,775	650,163	471,820	3,239,525	6,789,052	11,160,335
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	4,082,830	0	4,082,830
Public and Private Partnerships\7	26,600	2,792,296	68,522	8,075,744	12,923	10,976,085
Payments and Purchased Services for the Needy and Special Populations\8	0	0	192,140	23,297,195	0	23,489,335
Other Charges\9	51,168	597,451	216,048	1,729,629	4,112,886	6,707,182
Contingent Reserves\10	0	0	1,450,000	666,233	0	2,116,233
Cash Capital	0	0	12,020,000	0	0	12,020,000
Debt Service	0	0	15,458,336	0	0	15,458,336
Totals	\$3,754,692	\$27,014,221	\$64,643,402	\$192,492,386	\$140,975,138	\$428,879,839

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT
FY 2002 APPROVED 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	\$16,580,851	\$23,117,754	\$783,025	\$10,863,240	\$13,459,269	\$1,056,824	\$1,895,163	\$1,355,039	\$8,166,309	\$3,029,121	\$8,159,154	\$88,465,749
Benefits\3	5,440,520	8,108,075	278,691	2,867,222	3,639,032	293,631	525,358	297,428	1,961,574	761,702	2,508,296	26,681,529
Contract Support	1,014,265	802,077	3,973,625	1,731,726	1,404,967	184,106	244,169	154,007	1,347,093	238,623	2,927,944	14,022,602
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	46,672	27,248	709,818	4,171	1,693,308	7,795,836
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	702,959	47,550	825,991	3,239,525
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	192	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	4,082,830	4,082,830
Public and Private Partnerships\7	0	6,000	701,290	4,824,413	9,030	0	2,055,948	4,260	461,214	0	13,589	8,075,744
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	854,332	23,297,195
Other Charges\9	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\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
Totals	\$26,948,289	\$36,286,096	\$6,624,101	\$42,754,455	\$21,524,215	\$2,800,437	\$4,858,231	\$2,192,862	\$14,507,179	\$5,435,312	\$28,561,209	\$192,492,386

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT
FY 2003 PROPOSED BUDGET (ALL FUNDS)**

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	2,844,384	15,889,696	15,979,071	91,261,161	98,105,119	224,079,431
Fringe Benefits	616,643	5,253,757	4,055,716	27,127,931	26,269,920	63,323,967
Contractual Services	95,495	1,990,767	13,453,393	21,377,137	5,545,951	42,462,743
Internal Services	99,133	277,687	440,507	3,924,885	65,500	4,807,712
Commodities	38,345	920,147	1,814,603	4,635,780	7,341,178	14,750,053
Office Furniture & Equipment	1,500	4,245	82,440	2,786	3,027,160	3,118,131
Vehicular Equipment	0	265,372	0	4,015,204	0	4,280,576
EDP Equipment	0	10,000	765,000	302,110	0	1,077,110
Operational Equipment	0	35,775	0	159,571	174,000	369,346
Utilities	0	26,440	1,082,986	2,831,173	0	3,940,599
Travel and Education	47,397	114,816	335,762	544,715	22,500	1,065,190
Leases & Rentals	49,025	468,415	922,143	2,520,099	16,000	3,975,682
Subsidies & Contributions	0	2,979,628	222,490	26,862,039	13,246	30,077,403
EDP Software Development	0	0	1,000	1,500	0	2,500
Other Charges	115,388	847,007	4,054,645	7,148,753	7,182,839	19,348,632
Contingent Reserves	0	0	950,000	523,970	0	1,473,970
Cash Capital	0	0	14,000,000	0	0	14,000,000
Debt Service	0	0	17,739,094	0	0	17,739,094
Enterprise Fund	0	0	0	4,599,000	0	4,599,000
TOTAL	3,907,310	29,083,752	75,898,850	197,837,814	147,763,413	454,491,139

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT
FY 2003 PROPOSED BUDGET (ALL FUNDS)
OPERATING AGENCIES**

Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation Parks, & Cultural Activities	Library	Transportation & Environmental Services	Total
Salaries	17,056,111	24,045,603	755,006	10,998,223	13,498,173	1,040,506	2,084,115	1,420,014	8,671,828	3,195,428	8,496,154	91,261,161
Fringe Benefits	5,619,106	8,301,646	259,119	2,923,604	3,762,880	277,388	506,610	294,341	1,986,255	755,788	2,441,194	27,127,931
Contractual Services	1,270,380	964,645	4,383,023	1,326,010	1,626,501	208,695	276,413	258,679	1,586,038	367,207	9,109,546	21,377,137
Internal Services	728,716	1,223,514	21,290	185,599	221,218	25,069	29,500	28,854	320,644	7,760	1,132,721	3,924,885
Commodities	899,568	677,523	36,648	256,366	768,880	7,356	18,500	127,668	912,567	53,020	877,684	4,635,780
Office Furniture & Equipment	0	0	0	0	0	2,786	0	0	0	0	0	2,786
Vehicular Equipment	1,193,000	1,356,204	39,000	80,000	96,000	0	0	0	422,000	0	829,000	4,015,204
EDP Equipment	36,848	261,082	0	0	0	0	0	0	0	0	4,180	302,110
Operational Equipment	142,571	0	0	0	0	0	0	0	0	0	17,000	159,571
Utilities	143,246	39,905	2,049	61,547	258,675	3,604	0	83,264	519,263	235,308	1,484,312	2,831,173
Travel and Education	117,203	90,635	6,377	80,803	110,895	8,551	26,897	8,665	43,762	800	50,127	544,715
Leases and Rentals	22,773	384,147	9,922	731,430	1,077,312	49,468	23,472	14,156	70,770	0	136,649	2,520,099
Subsidies and Contributions	0	0	700,000	21,902,186	269,861	1,418,877	2,169,245	3,000	398,870	0	0	26,862,039
EDP Software Development	0	0	0	0	0	1,500	0	0	0	0	0	1,500
Other charges	270,586	1,085,655	78,580	3,148,478	246,054	33,853	17,872	43,363	270,431	894,671	1,059,210	7,148,753
Contingent Reserves	0	0	523,970	0	0	0	0	0	0	0	0	523,970
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	4,599,000	4,599,000
Total	27,500,108	38,430,559	6,814,984	41,694,246	21,936,449	3,077,653	5,152,624	2,282,004	15,202,428	5,509,982	30,236,777	197,837,814

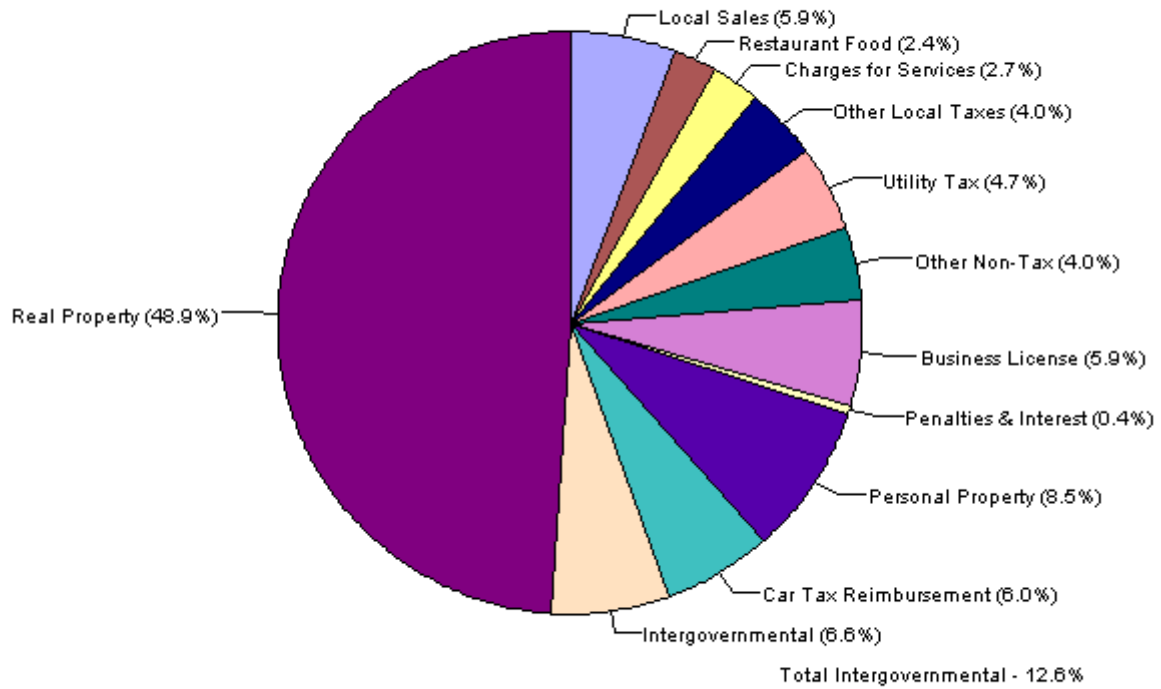
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Revenue Summary

General Fund Revenue Distribution

Proposed FY 2003

The pie chart below shows the distribution of estimated General Fund revenues for FY 2003, excluding the appropriation from fund balance.



Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2001 <u>Actual</u>	FY 2002 <u>Budget</u>	FY 2002 <u>Projected</u>	FY 2003 <u>Proposed</u>
General Fund				
General property tax revenue				
Real property tax	152,560,694	163,620,000	166,760,000	177,922,000
Personal property tax	35,222,613	29,597,220	37,836,000	30,784,000
Penalties and interest	<u>1,992,370</u>	<u>2,000,000</u>	<u>1,600,000</u>	<u>1,600,000</u>
Total general property tax revenue	189,775,677	195,217,220	206,196,000	210,306,000
Other local tax revenue				
Local sales tax	20,730,807	21,600,000	20,700,000	21,300,000
Utility tax	15,997,085	15,000,000	16,600,000	17,100,000
Business licenses	20,762,586	20,800,000	20,800,000	21,400,000
Motor vehicle licenses	2,247,172	2,300,000	2,300,000	2,300,000
Recordation	2,028,522	1,400,000	2,300,000	1,500,000
Tobacco	1,607,292	1,600,000	1,600,000	1,600,000
Transient lodging	5,827,803	6,200,000	4,700,000	5,250,000
Restaurant food	8,466,964	8,700,000	8,400,000	8,700,000
Other miscellaneous	<u>4,058,541</u>	<u>3,528,000</u>	<u>3,878,000</u>	<u>4,018,000</u>
Total other local tax revenues	81,726,772	81,128,000	81,278,000	83,168,000
Non-tax revenue				
Licenses, permits, and fees	4,065,880	3,800,000	4,000,000	4,000,000
Fines and forfeitures	4,116,463	4,376,000	3,782,000	3,882,000
Use of money and property	10,418,646	9,208,730	8,214,000	6,254,000
Charges for services	8,711,053	9,068,600	8,991,800	9,863,800
Intergovernmental revenues	37,679,452	43,508,000	45,190,000	45,708,800
Miscellaneous	<u>464,686</u>	<u>359,000</u>	<u>255,000</u>	<u>355,000</u>
Total non-tax revenue	<u>65,456,180</u>	<u>70,320,330</u>	<u>70,432,800</u>	<u>70,063,600</u>
Total General Fund revenues	336,958,629	346,665,550	357,906,800	363,537,600
Other financing sources (uses)				
Appropriation from City fund balance		3,506,000	3,506,000	9,773,644
Appropriation from ACPS - component unit fund balance			*	*
			*	*

Total General Fund revenues and other sources	336,958,629	350,171,550	361,412,800	373,311,244
	=====	=====	=====	=====

* The ACPS - component fund balance appropriation is included in special revenue funds and not considered a General Fund revenue in the FY 2002 approved budget or the FY 2003 proposed budget. The appropriation is \$2,017,801 in FY 2002 and \$568,041 in FY 2003.

General Fund Revenue Summary

Total FY 2003 General Fund revenues are projected at \$363,537,600, which represents an increase of \$5,630,800, or 1.6 percent, as compared to the current FY 2002 revenue projections and 4.9 percent as compared to the FY 2002 adopted budget. The FY 2003 General Fund revenues assume continued growth in the real property tax base and a stable local economy, increasing at the projected rate of inflation, except as noted in the detailed discussion below.

Real Property Tax Revenues FY 2003 real property tax revenues are estimated at \$177.9 million, an increase of \$11.2 million, or 6.7 percent, as compared to the current FY 2002 projection. Real property tax revenues, which are currently projected to account for 46.6 percent of total FY 2002 General Fund revenues, are expected to account for 48.9 percent of total General Fund revenues in FY 2003. As required by State law, all parcels of real estate in the City are annually assessed at 100 percent of estimated fair market value.

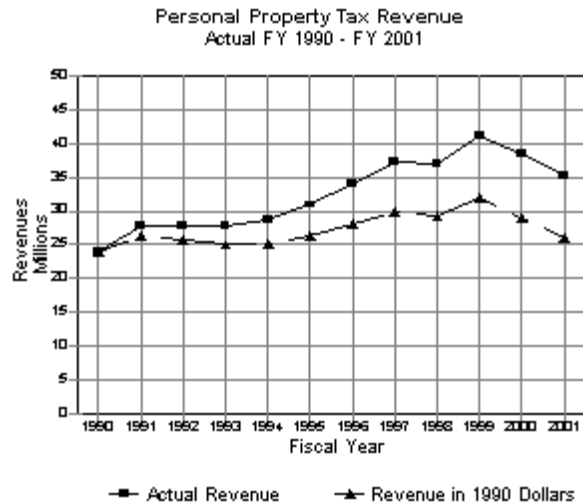
As detailed in the Calendar Year 2002 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2002 (calendar year) locally assessed tax base is approximately \$15.6 billion, an increase of \$1.6 billion, or 11.7 percent, as compared to the 2001 tax base. Including Public Service Corporation and railroad real property, which are assessed by the State, the total real property tax base has increased to approximately \$16.3 billion, an increase of \$1.64 billion, or 11.21 percent, as compared to the 2001 assessment. Of the total \$1.64 billion increase, approximately 19.2 percent (\$315.3 million) is the result of new growth, including \$105.5 million in new residential growth, and \$209.8 million in new commercial growth. The reassessments of existing properties increased \$1.32 billion, 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 2003 (the second half of calendar year 2002) are based on the 2002 real property assessment, a two cent decrease in the real property tax rate from \$1.11 to \$1.09, and a 49.00 percent collection rate for the second half of the 2002 tax levy. Real property tax revenues for the second half of FY 2003 (the first half of calendar year 2003) 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 \$1.09 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 \$1,000,000 to reflect the current cost of the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2002. This initiative increased income eligibility and benefits to eligible low income property owners. The programs total an estimated cost in FY 2003 is \$1,000,000.

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 2003, the individual personal property tax base (prior to the tax changes discussed below) of vehicles is projected to increase by 5 percent as compared to the current projection. The business personal property tax base is projected to increase by 2 percent. The FY 2003 projection is based on actual collections through January 2002 but takes into account a one-time increase in revenues that occurred in FY 2002 in regard to how independent power plants were assessed.



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 as Intergovernmental Revenue. Locally collected Personal Property Tax Revenues are budgeted in FY 2003 at \$30,784,000, compared to \$37,836,000 projected in FY 2002, a decrease of 18.6 percent. Including the State's reimbursement, which is budgeted in Intergovernmental Revenues and including delinquent tax collections, the FY 2003 proposed budget includes a total of \$52,524,000 in revenue generated from the Personal Property tax base, as compared to \$58,536,000 million projected in FY 2002, decrease of 10.3 percent. The decrease results after one-time revenues in FY 2002 are factored out of the base before applying the growth to personal property tax base. The locally-collected personal property tax is composed of \$14,098,000 in individual personal property (vehicles), \$15,286,800 in business personal property, and \$1,400,000 in delinquent personal property taxes and is based on current collections through January 2002, assuming 4 percent growth in individual personal property and 2 percent growth in business personal property.

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 2003 General Fund intergovernmental revenues are budgeted at \$45,708,800, which represents an increase of \$518,800, or 1.1 percent, as compared to the current FY 2002 projection.

General Fund Revenue Summary

Budget actions at the State level regarding aid to localities coupled with extremely negative revenue forecasts during the development of the FY 2003 budget, have resulted in very conservative Intergovernmental Revenue forecasts. In addition, a State Aid contingency of \$1.5 million has been set aside in Contingent Reserves in the event that aid to localities is further diminished as the State budget is finalized.

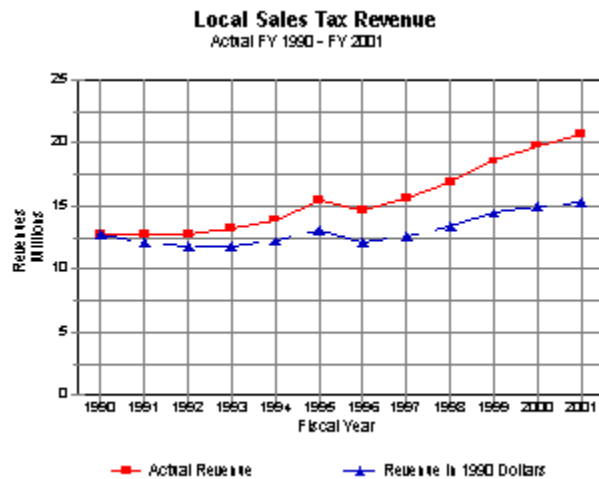
The following table provides information on budget detail estimates in the City's General Fund Intergovernmental Revenues. For additional information on State and federal aid that is restricted to specific programs or services, which is accounted for in the City's Special Revenue Fund, please refer to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

General Fund Intergovernmental Revenues

	FY 2001 Actual	FY 2002 Approved	FY 2002 Projected	FY 2003 Proposed
STATE AID				
HB 599 (law enforcement aid)	\$6,085,647	\$6,499,000	\$6,132,000	\$6,216,000
Personal Property Tax Reimbursement	13,348,837	20,124,000	20,700,000	21,740,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	5,873,814	5,480,000	5,789,000	5,789,000
Compensation Board Reimbursements for Treasury and Revenue Administration	579,954	538,000	580,000	580,000
State Prisoner Per Diem Payments	846,816	691,000	760,000	760,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	474,877	462,000	330,000	330,000
State Aid for Road Maintenance	4,629,220	4,630,000	4,870,000	5,064,800
Other State Aid	1,021,098	794,000	849,000	849,000
FEDERAL AID				
Federal Prisoner Per Diem	4,439,898	3,940,000	4,800,000	4,000,000
Other Federal Aid (Indirect costs recovered from federal grants)	379,291	350,000	380,000	380,000
TOTAL	\$37,679,452	\$43,508,000	\$45,190,000	\$45,708,800

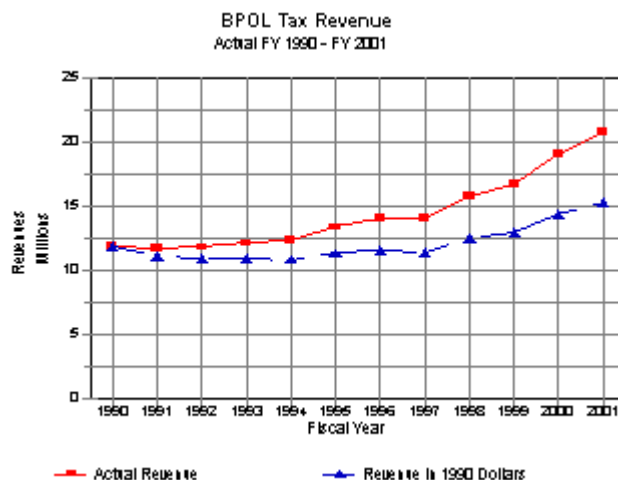
General Fund Revenue Summary

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 2003 local 1.0 percent sales tax revenues are budgeted at \$21,300,000, which is an increase of \$600,000, or 3 percent, as compared to the current FY 2002 projection. Local sales tax revenues as a proportion of total General Fund revenues, currently projected to account for 5.8 percent of projected FY 2002 General Fund revenues, are also expected to account for 5.9 percent of total General Fund revenues in FY 2003. None of the sales tax legislation being considered by the General Assembly will impact current local sales tax revenue estimates.



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 2003 Proposed Tax Rates for Major Revenue Sources." FY 2003 consumer utility tax revenues are budgeted at \$17,100,000, which is an increase of \$500,000, or 3 percent, as compared to the FY 2002 projected revenues. Utility tax revenues as a proportion of total General Fund revenues, currently projected at 4.6 percent of total FY 2002 General Fund revenues, are expected to account for 4.7 percent of total General Fund revenues in FY 2003.

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



General Fund Revenue Summary

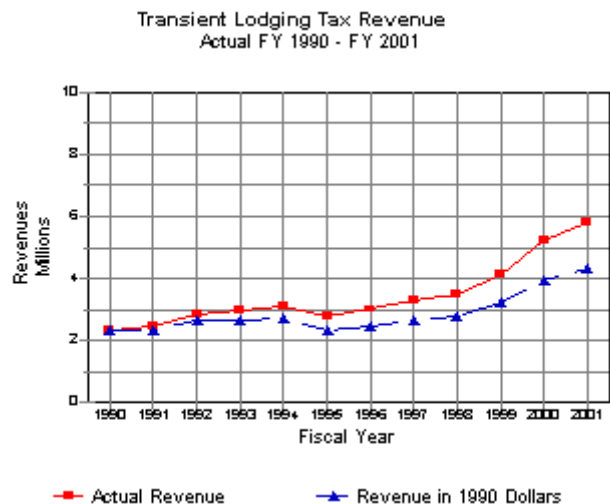
minimum gross receipts collected by a licensable business before a BPOL tax based on the amount of gross receipts is imposed, and an increase from \$30 to \$50 in the flat fee on businesses with gross receipts below the \$100,000 cap. FY 2003 business license tax revenues are budgeted at \$21,400,000, an increase of \$600,000, or 3 percent, as compared to the current FY 2002 revenue projection. The current projection is estimated to equal FY 2001 actuals, assuming that business receipts will be negatively impacted by the drop in economic activity related to the events of September 11 and afterward and will remain flat in the coming fiscal year.

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, which is equal to the current FY 2002 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 2003 recordation tax revenues are budgeted at \$1,500,000. The FY 2002 projection of \$2.3 million, an increase of \$0.9 million compared to the FY 2002 budgeted amount, is attributable to several large commercial property sales at the beginning of the fiscal year, as well as additional home sales and refinancings. The FY 2003 budget takes into account these one-time impacts and assumes that recordation tax revenues will reflect prior year actuals.

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 2003 tobacco tax revenues are budgeted at \$1,600,000, which is equal to the current FY 2002 projection. The current projection is based on the trend in actual revenues received during FY 2001 and the first seven months of FY 2002. The FY 2003 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 2003 transient lodging tax revenues are budgeted at \$5,250,000, which is an increase of \$550,000, or 11.7 percent, as compared to the current FY 2002 projection. The FY 2002 projection of \$4.7 million reflects



General Fund Revenue Summary

lower taxable occupancy in City hotels following the events of September 11. These revenues are subject to considerable uncertainty through the remainder of the fiscal year and are expected to fall significantly short of the FY 2002 budgeted amount of \$6.2 million. FY 2003 budget estimate assumes that transient lodging revenues will rebound partially, but will not return to pre-September 11 levels in the upcoming fiscal year.

Restaurant Meals Tax Revenues The local restaurant meals tax rate is 3 percent. FY 2003 restaurant meals tax revenues are budgeted at \$8,700,000, which is an increase of \$300,000, or 4 percent, compared to the current FY 2002 projection. FY 2002 revenues are projected at \$8,400,000, nearly equal to FY 2001 actuals. Based on the uncertainty surrounding tourism-based revenue sources, staff is projecting that FY 2002 revenues will fall short of the FY 2002 budgeted amount, but that increases in FY 2003 will bring restaurant meals tax revenues back to pre-September 11 levels.



Other Miscellaneous Local Tax Revenues Other miscellaneous local tax revenues are budgeted at \$4,018,000, which is an increase of \$140,000, or 3.6 percent, as compared to the current FY 2002 revenue projections for this category. The majority of these tax revenues are projected to be equal to FY 2001 actual revenues. Other miscellaneous tax revenues include \$1,040,000 for E-911 tax revenues, which is based on the rate of 50 cents per line per month, and \$850,000 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 2003)

Licenses, Permits and Fees FY 2003 revenues from licenses, permits and fees are budgeted at \$4,000,000, which is equal to the current FY 2002 projection. The FY 2002 budget estimate for all licenses, permits and fees is based on the trend in actual revenues received through January 2002. The major component of this category, building permits, is expected to flatten through the remainder of FY 2002 and FY 2003. The FY 2003 projection is based on this expectation.

Fines and Forfeitures FY 2003 revenues from fines and forfeitures are budgeted at \$3,882,000, which is an increase of \$100,000 as compared to the current FY 2002 projections. Parking fines account for \$2,800,000, or approximately 72 percent of the revenue in this category. Revenues for the new Red Light Camera Pilot Enforcement program are budgeted at \$125,000, an amount equal to the FY 2002 projection, which is based on

General Fund Revenue Summary

finer collected through January 2002. The FY 2003 court fines and forfeitures are budgeted at \$825,000. Other fines included in this revenue category and false alarm fines and automobile booting removal fines.

Revenues from the Use of Money and Property FY 2003 revenues from the use of money and property are budgeted at \$6,254,000, which represents a decrease of \$1,960,000, or 23.9 percent, as compared to the current FY 2002 projection. This decrease is primarily attributed to a reduction in the estimate for interest revenue on General Fund investments, which is projected to decline due to current low interest rates. Interest on General Fund investments in FY 2003 are projected at \$3.7 million on an average cash balance of \$144 million at 2.6 percent. This revenue category also includes parking fees from the use of City lots and garages. For FY 2003 parking garage and lot fees are proposed to increase (\$250,000) primarily during the workday.

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. FY 2003 revenues from charges for services are budgeted at \$9,863,800, which is an increase of \$872,000 compared to the FY 2002 projection. The increase is primarily attributed to an anticipated increase in Planning and Zoning fee revenue (\$700,000) following implementation of new rates. Additional revenues are also anticipated from the new soccer camp at Chinguapin (\$67,000), a new fire system retesting program (\$36,000) and increases in towing charges (\$100,000).

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 \$3.0 million. City staff is in the final stages of developing proposed new fee rates.

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 \$355,000, which is based on the FY 2002 projection plus an anticipated increase in insurance recovery revenues.

Statement of Estimated Real Property Tax Revenues

For the Fiscal years ending June 30, 2002 and June 30, 2003

	Due Date	Assessed Value (thousands)	Tax Rate (per \$100)	Tax Year Gross Levy	Estimated Collection Rate	Net Tax Revenue
Fiscal Year 2002						
Second half tax year 2001						
Locally assessed real property	11/15/01	\$13,967,312	\$1.11	\$155,037,160	50.75%	\$78,681,359
Non-locally assessed property	11/15/01	432,351	1.11	4,799,091	50.75%	2,435,538
Total second half tax year 2001		<u>\$14,399,663</u>		<u>\$159,836,251</u>		<u>\$81,116,897</u>
First half tax year 2002						
Locally assessed real property	06/15/02	\$15,606,225	\$1.09	\$170,107,853	49.50%	\$84,203,387
Non-locally assessed property	06/15/02	433,768	1.09	4,728,068	49.50%	2,340,394
Total first half tax year 2002		<u>\$16,039,993</u>		<u>\$174,835,921</u>		<u>\$86,543,781</u>
Total fiscal year 2002 revenue						<u><u>\$167,660,678</u></u>
Fiscal Year 2003						
Second half tax year 2002						
Locally assessed real property	11/15/02	\$15,606,225	\$1.09	\$170,107,853	49.00%	\$83,352,848
Non-locally assessed property	11/15/02	666,455	1.09	7,264,356	49.00%	3,559,535
Total second half tax year 2002		<u>\$16,272,680</u>		<u>\$177,372,209</u>		<u>\$86,912,383</u>
First half tax year 2003						
Locally assessed real property	06/15/03	\$16,386,536	\$1.09	\$178,613,245	49.50%	\$88,413,556
Non-locally assessed property	06/15/03	666,455	1.09	7,264,360	49.50%	3,595,858
Total first half tax year 2003		<u>\$17,052,991</u>		<u>\$185,877,605</u>		<u>\$92,009,414</u>
Total fiscal year 2003 revenue /1						<u><u>\$178,921,797</u></u>

/1 Total fiscal year 2003 real property tax revenue of \$177,922,000 as stated in the General Fund Revenue Summary on page 4-27 is offset by \$1,000,000 to reflect the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2001.

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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 2002 (FY 2003), the estimated fiscal impact of each one cent on the real property tax rate is \$1.6 million for a tax rate for the 2002 calendar year only, and \$2.44 million for a tax rate that carries until the end of FY 2003 (i.e., three payment periods of June 2002, November 2002, and June 2003).

REAL ESTATE TAX RATES*

YEAR	City of Alexandria	Arlington County	Fairfax County	Loudoun County	Prince William County**
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	1.11	1.023	1.23	1.08	1.31
2002	1.09	1.023	1.23	1.08	1.23

* 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.

Real Property Assessments

Average Residential Tax Bills 1990 - 2002

The following two tables depict the average residential real estate tax bill and average single family real estate tax bill adjusted to 2002 dollars, using U.S. Bureau of Labor Statistics Consumer Price Index (CPI) information, and using real estate tax rates in place for each year.

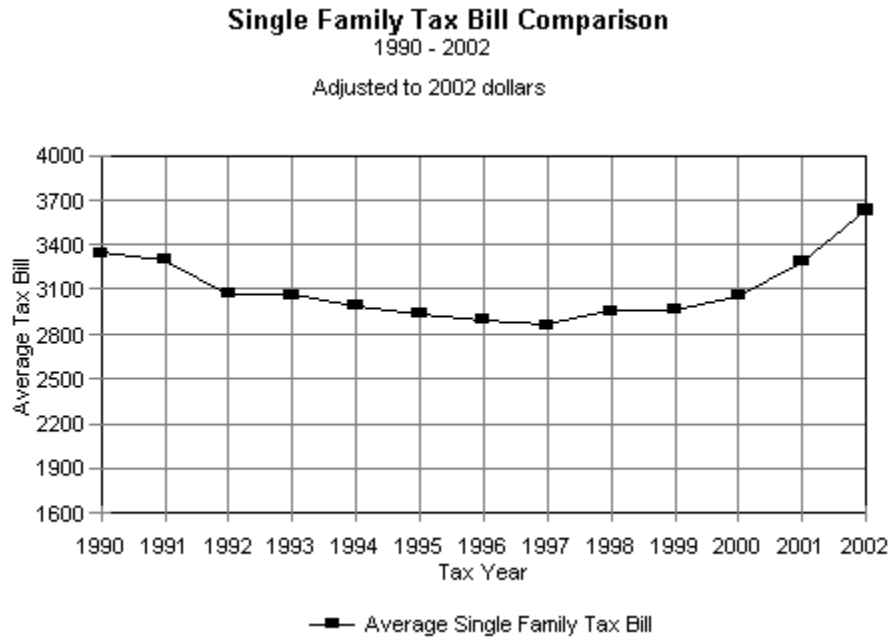
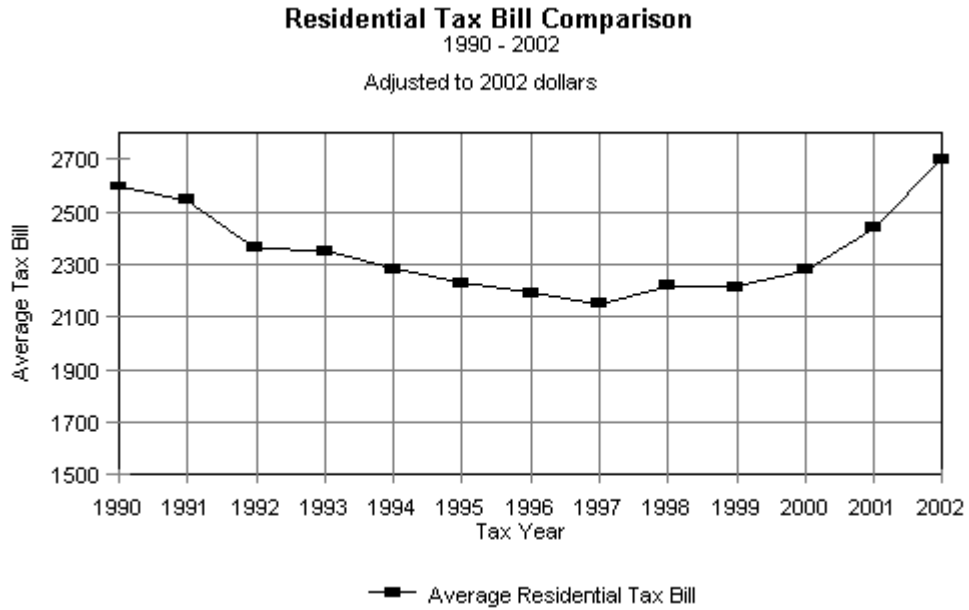
For the owner of an average residential unit (defined as single family homes, residential condominiums, and cooperatives), the City tax bill for 2002 at a \$1.09 tax rate would be \$2,709. In today's dollars the average tax bill in 1990 for the average residential unit was \$2,597.

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 2002 at a \$1.09 tax rate would be \$3,634. In today's dollars the average tax bill in 1990 was \$3,348.

The fact that the average real estate tax bills in 2001 will be only a small percentage increase in today's dollars as in 1990 (4.1 percent for the average residential increase and 8.5 percent for single family units) 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 of inflation.

Real Property Assessments

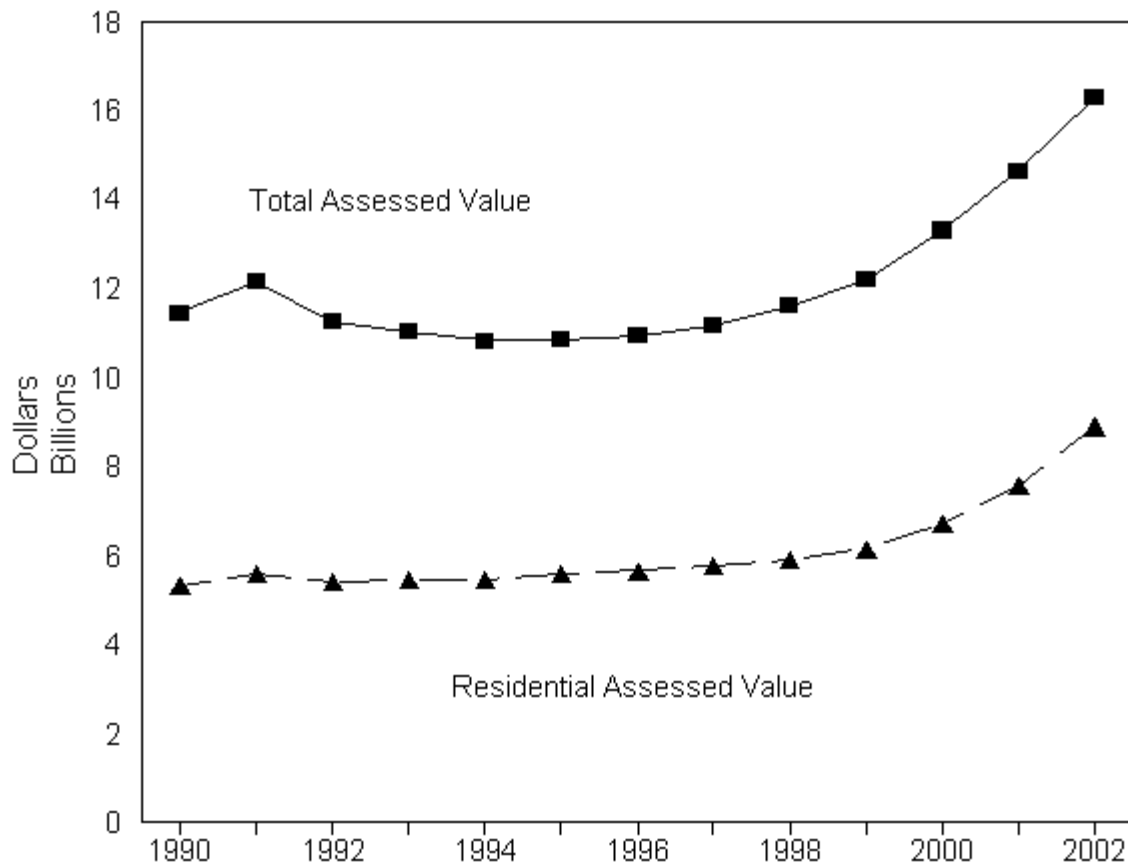
Average Residential Tax Bills 1990 - 2002



Real Property Tax Base

Total Assessed Value
Tax Years 1990 - 2002

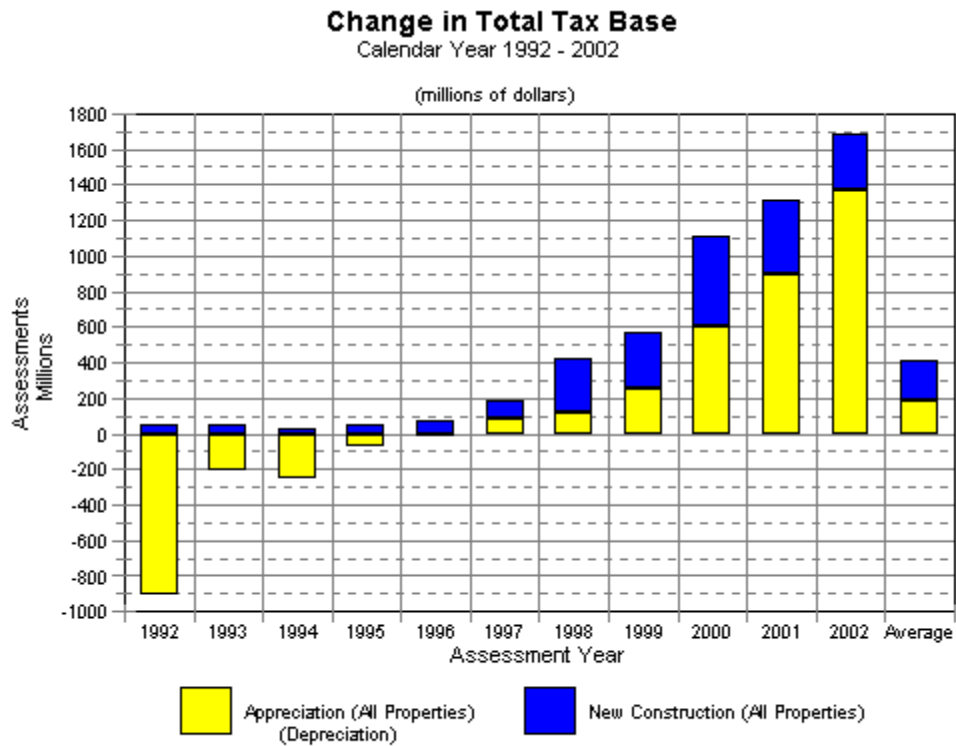
This graph displays the change in the City's real property tax base since 1990. The top line represents the total assessed value of the City's tax base and the bottom line represents the total assessed value of residential real property. After several years of commercial assessments accounting for the majority of the City's tax base, beginning in 1994, residential assessments (single family and condominiums) now account for more than half of the City's total assessed value. In 2002 residential property accounted for 54.7% of the City's real estate tax base.



Real Property Tax Base

Change in Total Tax Base Tax Years 1991 - 2002

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. Tax year 2000 marked the first year since 1991 that appreciation of existing properties exceeded the value of new construction. In tax year 2002, appreciation significantly exceeds the value of new construction.



Source: Department of Real Estate Assessments
Prepared by: Office of Management and Budget

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1991 ^{/4}	1992 ^{/5}	1993 ^{/6}	1994	1995	1996
Residential Single Family	4,066,290	3,918,081	3,950,462	3,959,811	4,054,108	4,151,909
Residential Condominium	1,512,372	1,483,931	1,515,358	1,503,185	1,522,470	1,506,198
Commercial Multi-Family	1,493,358	1,417,842	1,335,147	1,337,722	1,331,188	1,326,307
Office/Retail Property	3,478,579	3,066,320	2,979,542	2,832,476	2,781,784	2,806,441
Other Commercial	912,989	679,893	621,746	585,345	558,318	562,198
Public Service Corporation ^{/1}	678,344	677,844	624,723	599,784	589,447	589,222
Total ^{/2}	<u>12,141,932</u>	<u>11,243,911</u>	<u>11,026,978</u>	<u>10,818,324</u>	<u>10,837,314</u>	<u>10,942,274</u>
Residential Single Family	33.5%	34.8%	35.8%	36.6%	37.4%	37.9%
Residential Condominium	12.5%	13.2%	13.7%	13.9%	14.0%	13.8%
Commercial Multi-Family	12.3%	12.6%	12.1%	12.4%	12.3%	12.1%
Office/Retail Property	28.6%	27.3%	27.0%	26.2%	25.7%	25.6%
Other Commercial	7.5%	6.0%	5.6%	5.4%	5.2%	5.1%
Public Service Corporation ^{/1}	5.6%	6.0%	5.7%	5.5%	5.4%	5.4%
Total ^{/3}	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
Residential	45.95%	48.04%	49.57%	50.50%	51.46%	51.71%
Commercial	54.05%	51.96%	50.43%	49.50%	48.54%	48.29%
	<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 1991-2002 Real Property Assessment Reports.

/1 -- 1991- 01 Certified Assessments from Public Service Corp. Land Book --
City of Alexandria. 2002 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-- 1991 assessments include \$226.8 million in non-locally assessed railroad property
subject to litigation.

/5-- 1992 assessments include \$188.5 million in non-locally assessed railroad property
subject to litigation.

/6-- 1993 assessments include \$106.6 million in non-locally assessed railroad property
subject to litigation.

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1997	1998	1999	2000	2001	2002
Residential Single Family	4,245,411	4,387,491	4,657,845	5,119,264	5,830,209	6,793,545
Residential Condominium	1,496,966	1,495,305	1,511,210	1,597,678	1,743,688	2,100,018
Commercial Multi-Family	1,336,457	1,376,604	1,500,100	1,584,496	1,734,225	2,019,831
Office/Retail Property	2,891,476	3,094,323	3,318,516	3,744,874	4,061,051	4,189,526
Other Commercial	589,465	630,872	553,705	608,320	598,139	503,304
Public Service Corporation ^{/1}	611,029	620,694	646,144	640,676	665,038	666,455
Total ^{/2}	<u>11,170,803</u>	<u>11,605,290</u>	<u>12,187,520</u>	<u>13,295,308</u>	<u>14,632,349</u>	<u>16,272,678</u>
Residential Single Family	38.0%	37.8%	38.2%	38.5%	39.8%	41.7%
Residential Condominium	13.4%	12.9%	12.4%	12.0%	11.9%	12.9%
Commercial Multi-Family	12.0%	11.9%	12.3%	11.9%	11.9%	12.4%
Office/Retail Property	25.9%	26.7%	27.2%	28.2%	27.8%	25.7%
Other Commercial	5.3%	5.4%	4.5%	4.6%	4.1%	3.1%
Public Service Corporation ^{/1}	5.4%	5.3%	5.3%	4.8%	4.5%	4.1%
Total ^{/3}	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Residential	51.41%	50.69%	50.62%	50.52%	51.76%	54.65%
Commercial	48.59%	49.31%	49.38%	49.48%	48.24%	45.35%
	<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 1991-2001 Real Property Assessment Reports.

/1 -- 1991-01 Certified Assessments from Public Service Corp. Land Book --
City of Alexandria. 2002 figures are estimated.

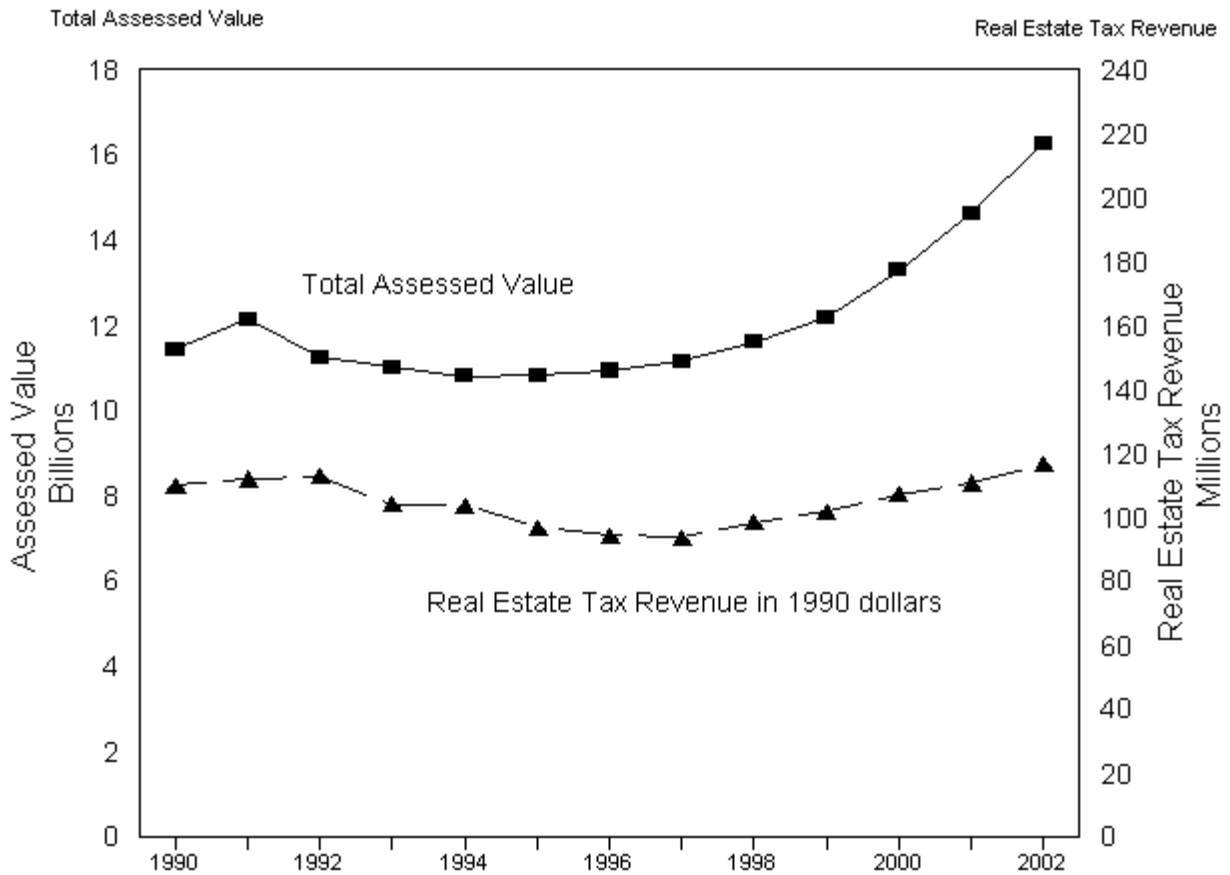
/2 -- Individual columns may not sum to the totals shown due to rounding.

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

Real Property Assessments Compared To Real Property Tax Revenues

Tax Years 1990 - 2002

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 \$116.6 million in 2001, for an average annual real dollar increase of 0.35 percent. In 2003, real property revenue would have been \$124.3 million. Actual real property revenues for FY 2003, which reflect the assessed value of tax year 2002, are projected to be \$177.9 million.

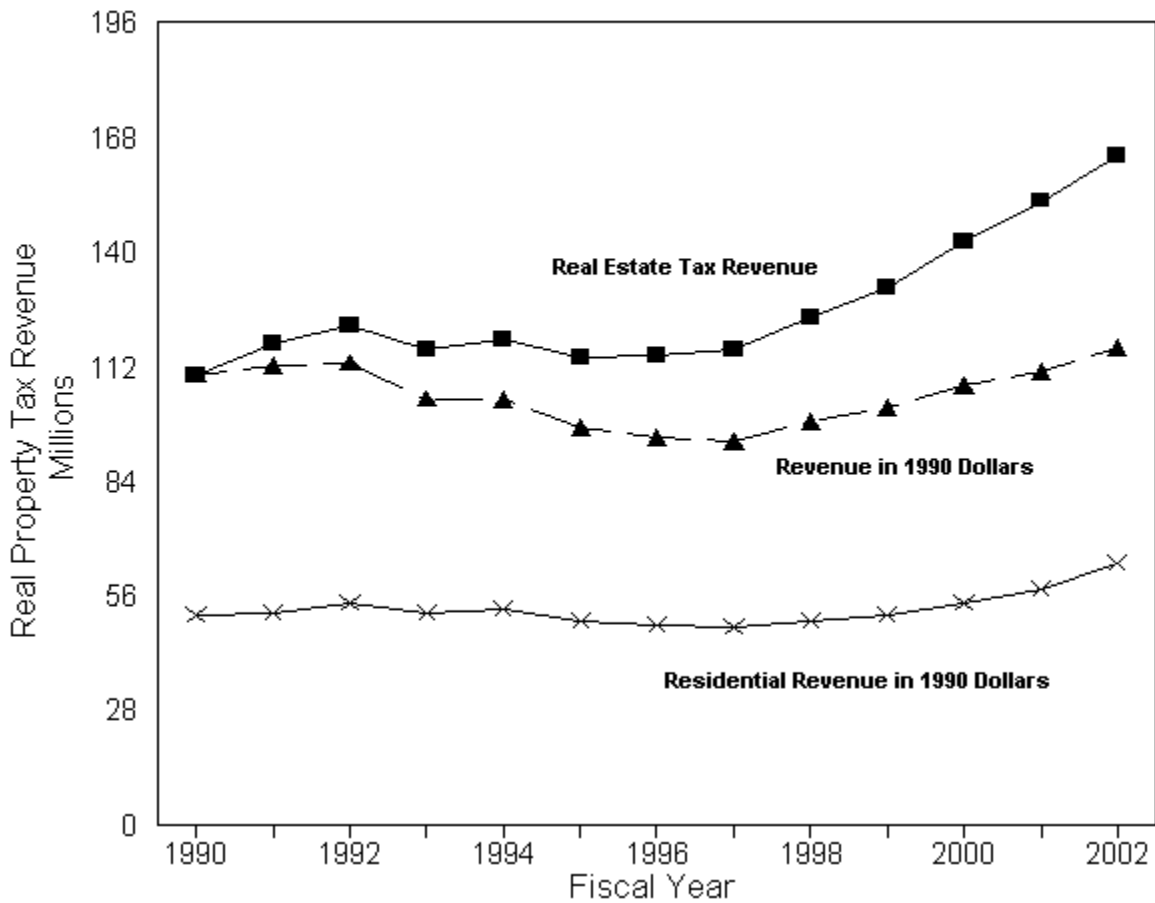


Note: Revenues are for the succeeding fiscal year.

Real Property Tax Revenue as Compared to Inflation

FY 1990 - FY 2002

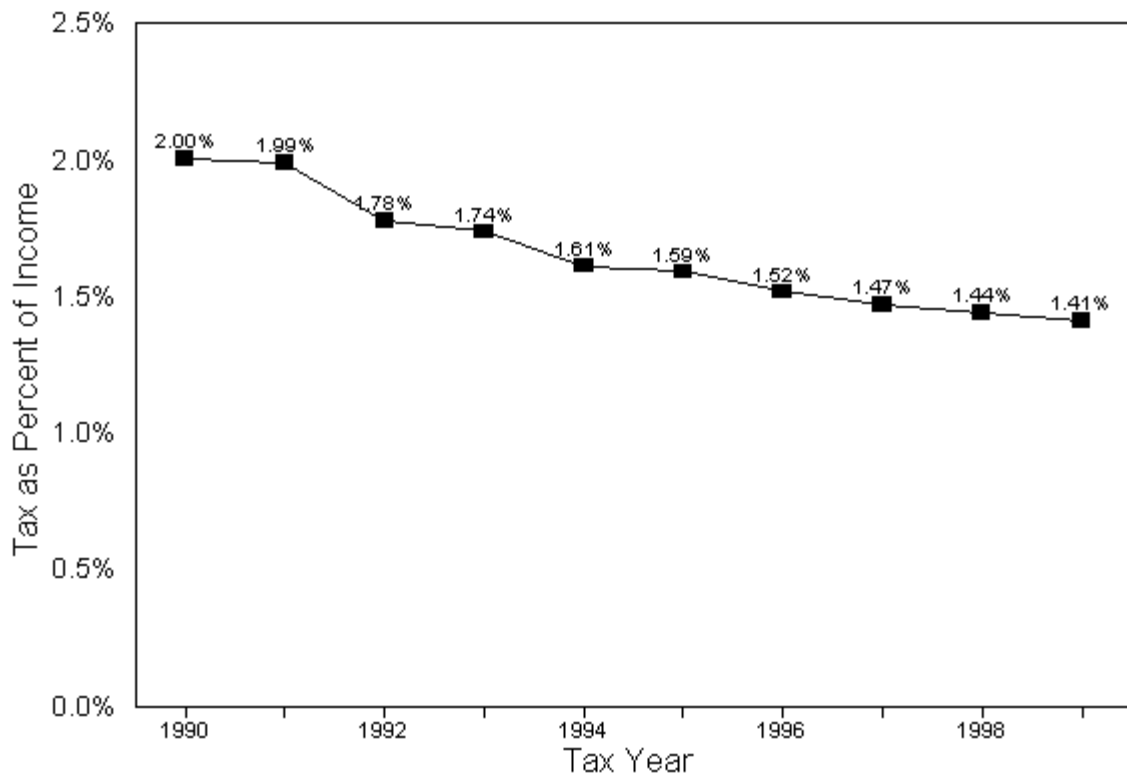
This graph shows the impact of inflation on real property tax revenues. The middle line in the graph shows real property tax revenues in constant 1990 dollars. As shown in the bottom line on this graph, which represents residential real property tax revenues in constant 1990 dollars, over the long-term there has been relatively little growth in residential real property tax revenue after adjusting for inflation.



Per Capita Residential Real Estate Tax Revenue

Tax Years 1990 - 1999¹

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 housing²). As shown in the graph, the real property tax burden has declined as a proportion of income since 1990.



¹ Per capita income figures for 1999 are the most recent available at the time of printing.

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

FY 2003 Proposed Tax Rates for Major Revenue Sources

	City Approved Rate	Virginia Code Reference	Maximum Tax Rate Allowed by State
Real Estate Tax	\$1.09 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 users)	15% of water service charge	58.1-3814	20% on 1st \$15
	15% of local service charge for telephone	58.1-3812	20% on 1st \$15
(\$2.40 maximum)	\$1.12 plus \$.012075 of each KWh	58.1-3814	\$3.00
(\$2.40 maximum)	\$1.28 plus \$0.124444 of each CCF of gas delivered	58.1-3814	\$3.00
(\$2.40 maximum)	\$1.28 plus \$0.050909 of each CCF of gas delivered to group meter consumers (\$2.40 max)	58.1-3814	\$3.00
	\$1.28 plus \$0.023267 of each CCF of gas delivered to group meter interruptible consumers (\$2.40 max)	58.1-3814	\$3.00
(for commercial users)	15% of first \$150 of water service charge		20%
	25% of the first \$150 (on local phone service only)	58.1-3812	20%
(Commercial consumer)	\$0.97 plus \$0.004610 of each kWh delivered	58.1-3814	various
(Industrial consumer)	\$0.97 plus \$0.003755 of each kWh delivered	58.1-3814	various
(Commercial or industrial)	\$1.42 plus \$0.05213 of each CCF of gas delivered	58.1-3814	various
(Non-residential consumer)	\$4.50 plus \$0.00367 of each CCF of gas delivered	58.1-3814	various
Business and Professional Licenses		58.1-3700	
Gross Receipts Greater than \$10,000 and less than \$100,000	\$50.00	58.1-3703	\$50.00
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, electric and gas	\$.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 st year, 5% per annum thereafter. Equals refund rates.	58.1-3916	10%

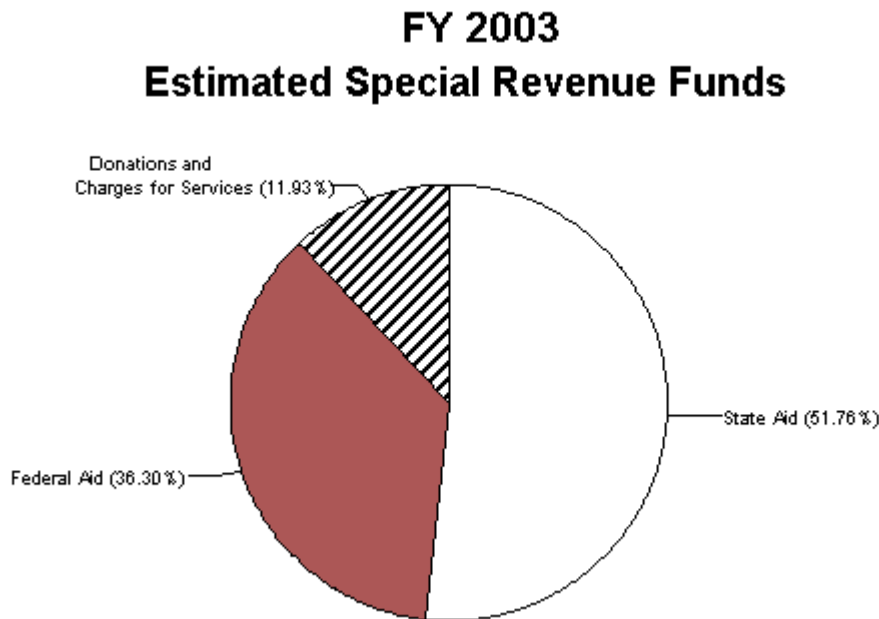
** The City's existing tax rate exceeds the State cap. The State cap was established after the City had set this rate.

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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 2003 Estimated Special Revenue Funds," the City's Special Revenue Fund budget of \$74,425,612 consists primarily of State and federal aid and discretionary State and federal grants (88.1 percent). This compares to a FY 2002 initial Special Revenue Fund budget of \$72,653,507. The 2.4 percent increase is partially due to increased estimated federal revenues of \$523,872 in the Office of Sheriff and \$1.0 million in the Schools.



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 2003 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 2003 ESTIMATED SPECIAL REVENUE FUNDS

Department	State Aid	Federal Aid	Charges, Donations and Other Sources	Total Special Revenue Funds
Commonwealth's Attorney's Office	0	\$381,405 ^a	0	\$381,405
Law Library	0	0	\$58,000 ^b	58,000
Other Public Safety	\$332,450 ^c	0	0	332,450
Court Services	248,317 ^d	0	0	248,317
Citizen Assistance	0	0	5,400 ^e	5,400
Office On Women	41,707 ^f	324,732 ^g	22,975	389,414
Personnel	0	0	6,000 ^h	6,000
Fire	263,000 ⁱ	29,000 ^j	2,500	294,500
Police	0	105,470 ^k	30,000 ^l	135,470
Sheriff	499,006 ^m	523,872 ⁿ	243,389 ^o	1,266,267
Health	0 ^p	0	0	0
MH/MR/SA	4,051,360	2,270,529	5,170,191	11,492,080 ^q
Human Services	10,269,155	14,337,508	219,840	24,826,503 ^r
Housing	0	1,750,000 ^s	35,374 ^t	1,785,374
Historic Alexandria	0	0	193,321	193,321
Recreation	20,869 ^u	112,118 ^v	37,000	169,987
Library	207,483	0	146,983	354,466
T&ES	168,482 ^w	43,730 ^x	0	212,212
Human Rights	0	25,000 ^y	0	25,000
Schools	22,406,506	7,103,825	2,739,115	32,249,446
TOTAL	\$38,508,335	\$27,007,189	\$8,910,088	\$74,425,612

Grant Funding Summary and Special Revenue Funds

Notes:

- /a Includes \$190,750 for the federal grant for the Victim-Witness Program, \$65,697 for V-Stop Domestic Violence Intervention grant; and \$124,958 for the Community Prosecution 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 \$3,500 for Project STEPOUT / MANHOOD, \$11,410 for the State Shelter Support grant, and \$26,797 for the State Violence Against Women Act grant.
- /g Includes \$99,666 for the Rape Victim Companion grant, \$9,155 for the federal Shelter Support grant, \$169,399 for the Domestic Violence Program, and \$46,512 for the V-STOP/ Sexual Assault Response and Awareness Program (SARA).
- /h Mann Municipal Education Charitable Trust Fund, which funds selected education courses for City employees.
- /i Includes \$153,000 for Fire Suppression Programs, \$15,000 for Public Education, and \$95,000 for Emergency Services.
- /j Federal grant for Emergency Management Assistance Program.
- /k Includes \$105,470 for the federal share of the Advanced Generation Interoperability for Law Enforcement (AGILE) project.
- /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 Federal funding for temporary perimeter security at the Public Safety Center is planned.
- /o Program fees for the Alexandria Alcohol Safety Action Program (AASAP).
- /p 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.
- /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 \$671,000 in federal HOME monies and \$1,079,000 in Community Development Block Grant (CDBG) monies (see the description following these tables for information regarding the federal CDBG program).
- /t Includes \$16,191 for the repayment of principal and interest from the Business Assistance Loan Program, \$16,783 in repayment of principal and interest from the Home Rehabilitation Program, and \$2,400 in donations.
- /u Includes \$5,000 from the Local Government Challenge Grant and \$15,869 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 2003 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	266,567
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	138,064
	Total Federal Grants	\$2,270,529

Grant Funding Summary and Special Revenue Funds

Addendum Table II

Department of Human Services Federally Grant-Funded Programs

FEDERAL GRANT	FY 2003 PROPOSED BUDGET ESTIMATE
Welfare Administrative Cost	\$ 135,475
Welfare Income Maintenance Eligibility	1,982,757
Welfare Clerical Cost Pool	263,000
Welfare Refugee Assistance Resettlement	165,000
Welfare Adult Child Services	2,312,740
Welfare Aid to Dependent Children	60,060
Welfare TANF Foster Care	546,647
Welfare Adoption Subsidy	173,386
Welfare Purchased Services	1,438,642
Child Day Care Supplemental	3,028,427
Older Americans Act	124,865
Home Delivered Meals	66,633
Congregate Meals	61,938
In-Home Services to the Elderly	225,744
WIA Summer Youth Program	103,703
Head Start	1,627,289
Transitional Apartment Planning & Eviction Storage (CDBG)	162,000
Community Services Block Grant (CSBG\BASIC)	161,085
Virginia Refugee Resettlement Program (VRRP)	83,600
WIA Adult Training	289,704
Food Stamp Employment Program	63,460
WIA Dislocated Worker	91,997
Employment Services\VIEW Program	460,483
Foster Parent Training	105,868
Metro Regional	220,284
All other Federal grants (includes individual program grants under \$50,000)	382,721
Total Federal Grants	\$14,337,508

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 \$35,105,000 through FY 2003 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 recommended FY 2003 allocation is \$1,241,000.

The program outlined on the following page is the proposed FY 2003 CDBG program. The proposed FY 2003 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.

Community Development Block Grant

I. COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2003

<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
28	2003	1,241,000
Total		\$35,105,000

Community Development Block Grant

II. TWENTY-EIGHTH YEAR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (FY 2003 Proposed)

Revenue Category

FY 2003 Funds Available CDBG	\$ 1,241,000
Carryover Funds (Prior Year CDBG Grant Funds)	473,000
FY 2003 Program Income	<u>16,783</u>
 Total Program Revenues	 <u>\$1,730,783</u>

Expenditure Category

A. Potomac East and Potomac West Programs

Blighting Influences Program	<u>118,453</u>
 Potomac East and Potomac West Programs	 \$118,453

B. Homeownership Assistance Program	102,032
Home Rehabilitation Loan Program	1,085,067
Fair Housing Testing Program	45,264
Winter Shelter	20,000
Transitional Assistance Program	82,000
Eviction Assistance and Furniture	<u>70,000</u>
City-wide Programs Sub-Total	\$1,404,363

C. Special Activities

Boys and Girls Club Renovation	194,676
This Way House Improvements	<u>13,291</u>
	\$207,967

Total Program Expenditures	<u>\$1,730,783</u>
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Net General Fund Budget for CDBG Programs	\$ 0
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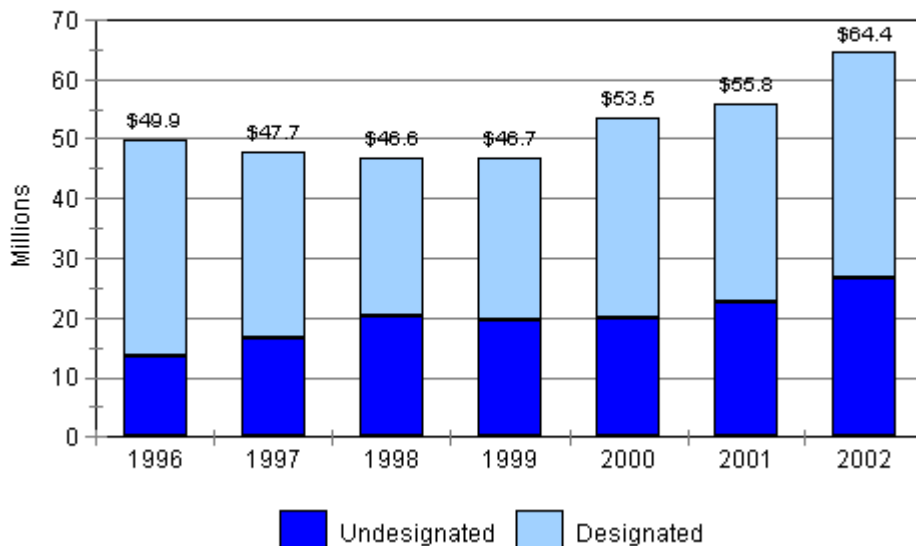
Statement Of Estimated General Fund Balance

Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance 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 1996 through FY 2001, and projected fund balance at the close of FY 2002. As shown in the chart, after nearly four years of declining fund balance, in FY 2000 the City had replenished unreserved fund balance to its highest level since FY 1996. 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 \$64.4 million at June 30, 2002, which represents 18.0 percent of FY 2002 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.

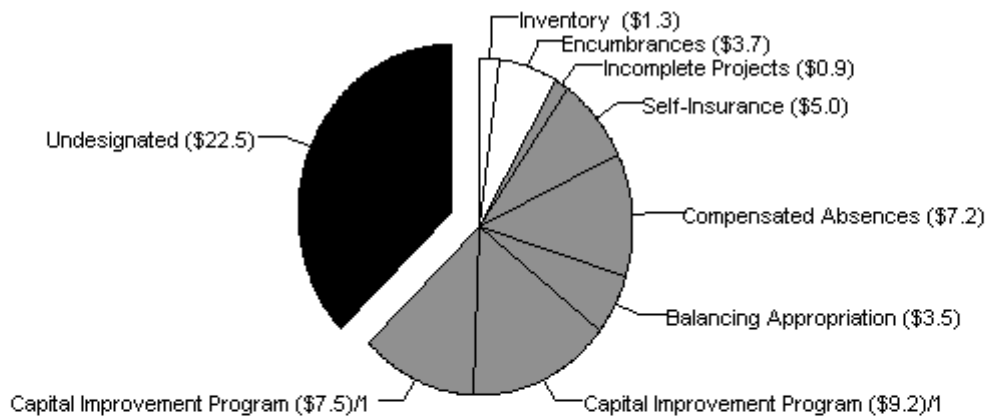
Unreserved General Fund Balance



City of Alexandria 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, 2001.

Fund Balance as of June 30, 2001
\$60.8 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's adopted financial policies.
 - Undesignated - This is the amount of money generally considered to be the City's reserve fund.
- /1* Designations for the Capital Improvement Program include \$7.5 million designated for the FY 2002 CIP and \$9.2 million designated for the FY 2003 CIP.

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, 2001:

- \$3,506,000 appropriated in fiscal year 2001 to balance the fiscal year 2002 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;
- \$16,700,000 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP), including \$7,500,000 designated for the FY 2002 CIP and \$9,200,000 designated for the FY 2003 CIP; and
- \$890,895 for operating fund projects that are incomplete as of June 30, 2001.

After accounting for these designations, undesignated General Fund fund balance at June 30, 2001 was \$22,519,957. The \$22.5 million in the undesignated fund balance was equal to 6.7 percent of FY 2001 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, 2001, of \$55.8 million was equal to 16.6 percent of FY 2001 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 2003 Budget

In the fiscal year 2003 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 \$9,773,644. As shown in the Statement of Estimated Undesignated Fund Balance, the City does not anticipate using the FY 2002 balancing appropriation from Fund Balance of \$3,506,000. The FY 2003 balancing appropriation results in an increase in the designation for the upcoming budget of \$6,267,644, from \$3,506,000 in FY 2002 to \$9,773,644 designated for the fiscal year 2003 budget. While a substantial increase, the \$9.8 million remains below the \$14.0 million planned FY 2003 General Fund transfer to the Capital Projects Fund, and thereby insulates the General Fund operating budget from any unforeseen revenue shortfalls in FY 2003 and FY 2004.

- To help meet the projected cash capital funding requirements for projects contained in the Approved Capital Improvements Program, \$6,400,000 is designated for capital projects in FY 2003 of the FY 2003 to FY 2008 Proposed Capital Improvement Program, this is in addition to the \$9,200,000 previously designated for capital projects in FY 2003.

Based on projected revenues and expenditures in fiscal year 2002, the undesignated General Fund balance at June 30, 2002 is currently estimated to be \$26,693,563, or 7.5 percent of projected FY 2002 General Fund revenues; and the unreserved General Fund balance is estimated to be \$64,375,842, or 18.0 percent of projected General Fund revenues.

Statement of Estimated Undesignated Fund Balance
at June 30, 2002

Components: Unreserved Fund Balance			
(Note: columns 1 plus 2 equal total unreserved fund balance)			
	(1)	(2)	(3)
	<u>Undesignated Fund Balance</u>	<u>Designations</u>	<u>Unreserved Fund Balance</u>
Fund Balance as of June 30, 2001 (per Comprehensive Annual Financial Report)	\$22,519,957	\$33,305,530	\$55,825,487
Add to total fund balance the projected variance in General Fund revenues for FY 2002/*	11,241,250		11,241,250
Add to total fund balance the projected variance in General Fund expenditures for FY 2002/**	5,700,000		5,700,000
Less: Expected expenditure of unreserved fund balance designated in FY 2001 for events occurring subsequent to June 30, 2001			
Capital projects designation		(7,500,000)	(7,500,000)
Incomplete Operating Fund Projects		(890,895)	(890,895)
Changes in Designations at June 30, 2002 (These changes in designations do not impact unreserved fund balance.)			
Add: Net change in balancing appropriation for the FY 2003 operating budget /**	(6,267,644)	6,267,644	
Less: Recommended additional designation for capital projects contained in the FY 2003-FY 2008 Capital Improvement Program beyond \$9.2 million previously designated	(6,400,000)	6,400,000	
Sum of above changes to show			
Estimated Fund Balance at June 30, 2002	<u>\$26,793,563</u>	<u>\$37,582,279</u>	<u>\$64,375,842</u>
Estimated Fund Balance as			
% of FY 2002 General Fund Revenue	7.5%		18.0%
Target per financial policies	5.5%		10.0%

Notes:

/* FY 2002 projected variance based on projected FY 2002 revenues of \$357,906,800 less the FY 2002 Approved revenue budget of \$346,665,550, for a net positive variance of \$11,241,250.

/** FY 2002 projected variance based on projected FY 2002 expenditures compared to the FY 2002 Amended Budget of \$350,171,550.

/*** The City does not anticipate using the FY 2002 balancing appropriation from Fund Balance of \$3,506,000. The FY 2003 balancing appropriation results in an increase in the designation for the upcoming budget of \$6,267,644, from \$3,506,000 in FY 2002 to \$9,773,644 designated for the fiscal year 2003 budget.

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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 2003 to FY 2008 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 \$5.1 million shortfall projection in the Mid-Range Forecast Scenario for FY 2004 will have some degree of variability, and because it represents approximately 1.1% of total revenues, it should not be a material concern. It does reflect, however, that 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.

The funding gap or surplus forecasts range from a negative \$45.9 million to a positive \$37.6 million in FY 2008. This represents only an 15% band in comparison to the total expenditure budget estimate in FY 2008. 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 2003 expenditures reflect the Proposed FY 2003 budget. All expenditure assumptions build from this base.
- (2) Cash capital expenditures: The projected expenditures from FY 2003-FY 2008 for cash capital are consistent with the Capital Improvement Program Funding Summary presented in the FY 2003-FY 2008 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 2003-FY 2008 for debt service are consistent with the Proposed Capital Improvement Program, which reflects the issuance of \$55 million in additional new General Obligation debt: \$28 million in FY 2004, \$20 million in FY 2005, and \$7 million in FY 2006. All new debt issuance assumes 20 year issues, with principal payments structured on a phased-in basis, with a true interest cost of approximately 4.75 percent.
- (4) Personnel expenditures — City and Schools:

In FY 2004-FY 2008, City personnel expenditures increase 4.6 percent, 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, a cost of living adjustment (approximately 2.0 percent) in each year, and increasing health insurance costs. Staffing levels in each agency are projected to remain constant at FY 2003 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 budget initiatives and enrollment increases the order of magnitude of which is unknown.

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

- (a) City Non-personnel expenditures

In FY 2004-FY 2008, a 3 percent increase is assumed for non-personnel expenditures in all categories except transit subsidies, cash capital and debt service, and as noted below.

Multi-Year Revenue and Expenditures Forecast Scenarios

- Recycling costs in FY 2004 through FY 2008: Due to the increasing cost of refuse 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 2004, \$500,000 in FY 2005, \$525,000 in FY 2006, \$550,000 in FY 2007, and \$570,320 in FY 2008. This is likely to be recovered by increasing the solid waste fee.
- Transit Subsidies in FY 2004 through FY 2008: Transit subsidies are projected to increase by 5 percent each year due to increased capital and operating needs anticipated at WMATA and DASH due to ridership growth and aging infrastructures.
- Schools Non-personnel expenditures: In each year from FY 2004-FY 2008, Schools non-personnel expenditures are projected to increase at 3 percent, which is the same as City non-personnel increases.

Multi-Year Revenue and Expenditures Forecast Scenarios

ALL SCENARIOS - REVENUE

Three different scenarios of revenue growth for the period of FY 2004 through FY 2008 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 2003 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%	5%	7%
Personal Property	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	0%	3%	5%
Other Non-Tax Revenue	3%	3%	3%
Other Special Revenue	3%	3%	3%
Equipment Replacement Fund	3%	3%	3%

Low Growth Forecast Scenario

	FY 2003 Proposed	FY 2004 Forecast	FY 2005 Forecast	FY 2006 Forecast	FY 2007 Forecast	FY 2008 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	177,922,000	183,259,700	188,757,400	194,420,200	200,252,800	206,260,400
4 Personal property tax	30,784,000	32,323,200	33,939,400	35,636,300	37,418,100	39,289,100
5 Penalties and interest	1,600,000	1,616,000	1,632,200	1,648,500	1,665,000	1,681,600
6						
7 Total general property tax revenue	210,306,000	217,198,900	224,329,000	231,705,000	239,335,900	247,231,000
8						
9 Other Local Tax Revenue	83,168,000	85,077,000	87,038,400	89,053,700	91,124,300	93,252,000
10						
11 Other Non-Tax Revenue	70,063,600	70,794,200	71,546,800	72,321,900	73,120,300	73,942,700
12						
13 Total General Fund Revenues	363,537,600	373,070,100	382,914,200	393,080,600	403,580,500	414,425,700
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	9,773,600	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
17						
18						
19 Total General Fund revenues and other						
20 sources	373,311,200	377,070,100	386,914,200	397,080,600	407,580,500	418,425,700
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	0	0	0	0	0	0
23 Other Special Revenue (donations/charges)	74,993,700	77,243,500	79,560,800	81,947,600	84,406,000	86,938,200
24 Enterprise Fund	751,000	773,500	796,700	820,600	845,200	870,600
25 Equipment Replacement Fund	5,435,300	5,598,300	5,766,300	5,939,300	6,117,400	6,301,000
26						
27 Total Special Revenue & Other Funds	81,179,900	83,615,300	86,123,800	88,707,500	91,368,700	94,109,700
28						
29 Total Revenues, All Funds	454,491,000	460,685,400	473,038,000	485,788,100	498,949,200	512,535,400
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	162,221,000	169,683,000	177,489,000	185,653,000	194,193,000	203,126,000
34 City Non-personnel, including Transit	112,768,000	116,665,000	120,838,000	125,169,000	129,665,000	134,326,000
35 Debt service	17,739,100	18,454,700	19,366,700	20,467,900	19,513,100	19,005,500
36 Cash capital	14,000,000	15,000,000	16,500,000	16,800,000	13,600,000	10,900,000
37						
38 Schools Personnel	124,375,000	131,596,300	139,149,700	147,050,600	155,314,900	163,959,400
39 Schools Non-personnel	23,388,400	24,090,000	24,812,700	25,557,100	26,323,800	27,113,500
40						
41 Total Expenditures	454,491,000	475,489,000	498,156,000	520,698,000	538,610,000	558,430,000
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	-14,803,600	-25,118,000	-34,909,900	-39,660,800	-45,894,600
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%	0.8%	0.7%	0.7%
51 Debt per capita as a % of per capita income	1.8%	1.9%	1.8%	1.7%	1.5%	1.3%
52 Debt Service as % of General Fund Estimated Expenditures	3.9%	3.9%	3.9%	3.9%	3.6%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	18.0%	Not projected	Not projected	Not projected	Not projected	Not projected

Mid-Range Growth Forecast Scenario

	FY 2003 Proposed	FY 2004 Forecast	FY 2005 Forecast	FY 2006 Forecast	FY 2007 Forecast	FY 2008 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	177,922,000	186,818,100	196,159,000	205,967,000	216,265,300	227,078,600
4 Personal property tax	30,784,000	32,938,900	35,244,600	37,711,700	40,351,500	43,176,200
5 Penalties and interest	1,600,000	1,648,000	1,697,400	1,748,400	1,800,800	1,854,800
6						
7 Total general property tax revenue	210,306,000	221,405,000	233,101,000	245,427,000	258,417,700	272,109,600
8						
9 Other Local Tax Revenue	83,168,000	86,198,000	89,362,800	92,668,600	96,122,100	99,730,300
10						
11 Other Non-Tax Revenue	70,063,600	72,165,500	74,330,500	76,560,400	78,857,200	81,222,900
12						
13 Total General Fund Revenues	363,537,600	379,768,500	396,794,300	414,656,000	433,397,000	453,062,800
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	9,773,600	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
17						
18						
19 Total General Fund revenues and other						
20 sources	373,311,200	386,768,500	403,794,300	421,656,000	440,397,000	460,062,800
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	0	0	0	0	0	0
23 Other Special Revenue (donations/charges)	74,993,700	77,243,500	79,560,800	81,947,600	84,406,000	86,938,200
24 Enterprise Fund	751,000	773,500	796,700	820,600	845,200	870,600
25 Equipment Replacement Fund	5,435,300	5,598,300	5,766,300	5,939,300	6,117,400	6,301,000
26						
27 Total Special Revenue & Other Funds	81,179,900	83,615,300	86,123,800	88,707,500	91,368,700	94,109,700
28						
29 Total Revenues, All Funds	454,491,000	470,383,800	489,918,100	510,363,500	531,765,700	554,172,500
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	162,221,000	169,683,000	177,489,000	185,653,000	194,193,000	203,126,000
34 City Non-personnel, including Transit	112,768,000	116,665,000	120,838,000	125,169,000	129,665,000	134,326,000
35 Debt service	17,739,100	18,454,700	19,366,700	20,467,900	19,513,100	19,005,500
36 Cash capital	14,000,000	15,000,000	16,500,000	16,800,000	13,600,000	10,900,000
37						
38 Schools Personnel	124,375,000	131,596,300	139,149,700	147,050,600	155,314,900	163,959,400
39 Schools Non-personnel	23,388,400	24,090,000	24,812,700	25,557,100	26,323,800	27,113,500
40						
41 Total Expenditures	454,491,000	475,489,000	498,156,000	520,698,000	538,610,000	558,430,000
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	-5,105,200	-8,237,900	-10,334,500	-6,844,300	-4,257,500
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%	0.8%	0.7%	0.7%
51 Debt per capita as a % of per capita income	1.8%	1.9%	1.8%	1.7%	1.5%	1.3%
52 Debt Service as % of General Fund Estimated Expenditures	3.9%	3.9%	3.9%	3.9%	3.6%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	18.0%	Not projected	Not projected	Not projected	Not projected	Not projected

High Growth Forecast Scenario

	FY 2003 Proposed (1)	FY 2004 Forecast (2)	FY 2005 Forecast (3)	FY 2006 Forecast (4)	FY 2007 Forecast (5)	FY 2008 Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	177,922,000	190,376,500	203,702,900	217,962,100	233,219,400	249,544,800
4 Personal property tax	30,784,000	33,554,600	36,574,500	39,866,200	43,454,100	47,365,000
5 Penalties and interest	1,600,000	1,680,000	1,764,000	1,852,200	1,944,800	2,042,100
6						
7 Total general property tax revenue	210,306,000	225,611,100	242,041,400	259,680,500	278,618,400	298,951,900
8						
9 Other Local Tax Revenue	83,168,000	87,274,000	91,637,100	96,274,200	101,203,500	106,444,500
10						
11 Other Non-Tax Revenue	70,063,600	73,079,700	76,232,000	79,526,800	82,970,900	86,571,200
12						
13 Total General Fund Revenues	363,537,600	385,964,800	409,910,500	435,481,500	462,792,800	491,967,600
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	9,773,600	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
17						
18						
19 Total General Fund revenues and other						
20 sources	373,311,200	395,964,800	419,910,500	445,481,500	472,792,800	501,967,600
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	0	0	0	0	0	0
23 Other Special Revenue (donations/charges)	74,993,700	77,243,500	79,560,800	81,947,600	84,406,000	86,938,200
24 Enterprise Fund	751,000	773,500	796,700	820,600	845,200	870,600
25 Equipment Replacement Fund	5,435,300	5,598,300	5,766,300	5,939,300	6,117,400	6,301,000
26						
27 Total Special Revenue & Other Funds	81,179,900	83,615,300	86,123,800	88,707,500	91,368,700	94,109,700
28						
29 Total Revenues, All Funds	454,491,000	479,580,100	506,034,300	534,189,000	564,161,500	596,077,300
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	162,221,000	169,683,000	177,489,000	185,653,000	194,193,000	203,126,000
34 City Non-personnel, including Transit	112,768,000	116,665,000	120,838,000	125,169,000	129,665,000	134,326,000
35 Debt service	17,739,100	18,454,700	19,366,700	20,467,900	19,513,100	19,005,500
36 Cash capital	14,000,000	15,000,000	16,500,000	16,800,000	13,600,000	10,900,000
37						
38 Schools Personnel	124,375,000	131,596,300	139,149,700	147,050,600	155,314,900	163,959,400
39 Schools Non-personnel	23,388,400	24,090,000	24,812,700	25,557,100	26,323,800	27,113,500
40						
41 Total Expenditures	454,491,000	475,489,000	498,156,000	520,698,000	538,610,000	558,430,000
42						
43 Excess/(Shortfall) of Revenues and Other						
44 Sources over Expenditures and Other Uses	0	4,091,100	7,878,300	13,491,000	25,551,500	37,647,300
45						
46						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.8%	0.7%	0.7%
51 Debt per capita as a % of per capita income	1.8%	1.9%	1.8%	1.7%	1.5%	1.3%
52 Debt Service as % of General Fund Estimated Expenditures	3.9%	3.9%	3.9%	3.9%	3.6%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	18.0%	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 2002, as well as the proposed COLA for FY 2003, 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 ^{/A} (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) ^B	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) ^C	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.3 (2000)
2002	3.0	1.9 (2001) ^D
2003	2.5 (proposed)	

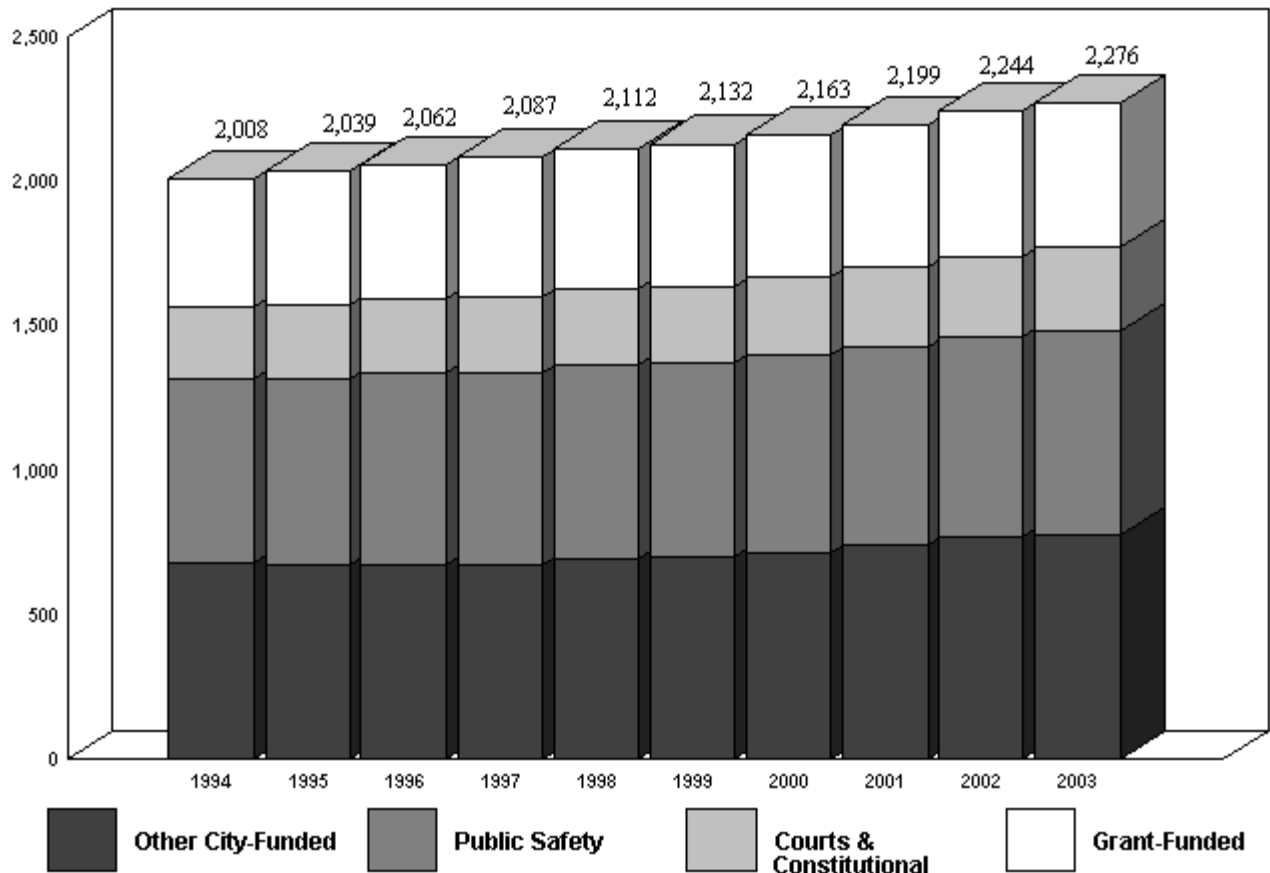
/A Source: National Consumer Price Index, all Urban Consumers for the Washington-Baltimore, DC-MD-VA-WV region (CPI-U-DC) 1996 = 100, Bureau of Labor Statistics, U.S. Department of Labor, average to average annual rate. The inflation data have been revised from previously published documents to show the CPI-U-DC, a regional measure of inflation, consistent with the inflation measure called for in the City's Compensation Philosophy.

/B 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.

/C 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.

/D Date shown is the January 2001 to January 2002 annual rate, the latest available at the time of budget preparation.

CHANGES IN FULL-TIME POSITIONS FY 1994 - FY 2003



Changes in Full-Time Positions Ten Year Summary (FY 1994 - FY 2003)

	<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>	<u>2003</u>
I. PUBLIC SAFETY DEPARTMENTS										
Fire	264	267 ^{a5}	267	267	266 ^{a8}	266	268 ^{a0}	268	276 ^{a2}	281 ^{a3}
Police	377 ^{a4}	378 ^{b5}	399 ^{a6}	401 ^{a7}	405 ^{b8}	406 ^{a9}	415 ^{b0}	420 ^{a1}	420	430 ^{b3}
SUBTOTAL PUBLIC SAFETY	641	645	666	668	671	672	683	688	696	711
II. OTHER CITY-FUNDED DEPARTMENTS AND AGENCIES										
Human Relations (formerly Affirmative Action, Human Rights & Office on Women)	16	16	16	18 ^{b7}	20 ^{c8}	20	20	0	0	0
Citizen Assistance	8 ^{b4}	8	8	8	8	8	7 ^{c0}	8 ^{b1}	7 ^{b2}	7
City Attorney	12 ^{c4}	12	12	12	12	12	14 ^{d0}	14	15 ^{c2}	15
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	15 ^{c1}	16 ^{b2}	16
Finance	68 ^{d4}	68	68	68	74 ^{d8}	80 ^{b9}	85 ^{e0}	86 ^{d1}	87 ^{d2}	91 ^{c3}
General Services	69	69	69	69	69	69	71 ^{f0}	74 ^{e1}	72 ^{e2}	73 ^{d3}
Health	7	7	7	7	8 ^{e8}	9 ^{c9}	9	6 ^{f1}	7 ^{f2}	7
Historic Alexandria	21	21	22 ^{b6}	17 ^{c7}	17	17	17	16 ^{g1}	16	17 ^{e3}
Human Rights	-	-	-	-	-	-	-	4	4	4
Information Technology Services	37	37	38 ^{c6}	40 ^{c7}	48 ^{f8}	48	49	53 ^{h1}	56 ^{g2}	56
Internal Audit	-	-	-	-	-	-	-	2 ⁱ¹	2	2
Library	42 ^{e4}	42	41 ^{b6}	41	41	41	43 ^{g0}	49 ^{j1}	53 ^{h2}	52 ^{f3}
Management and Budget	11	11	11	11	11	11	11	11	11	11
Office of the Legislative Director	-	-	-	1 ^{c7}	1	1	1	0	0	0
Office on Women	-	-	-	-	-	-	-	18 ⁱ¹	18	18
Personnel Services	19	19	19	20 ^{c7}	20	20	20	20	20	22 ^{g3}
Planning and Zoning	24	24	24	24	24	24	25	27 ^{m1}	33 ⁱ²	34 ^{h3}
Real Estate Assessments	11	11	11	11	11	11 ^{d9}	11	11	11	11
Recreation, Parks & Cultural Activities	115 ^{f4}	113 ^{c5}	113	113	117 ^{g8}	117	120 ^{h0}	123 ⁿ¹	127 ^{j2}	127
Transportation & Environmental Services	192 ^{g4}	189 ^{a5}	190 ^{d6}	190	190	188 ^{e9}	188	191 ^{f1}	195 ^{k2}	196 ⁱ³
SUBTOTAL OTHER CITY-FUNDED	677	672	674	675	696	701	716	745	767	776
III. PREDOMINANTLY GRANT-FUNDED DEPARTMENTS AND AGENCIES										
Housing	24	24	24	22 ^{d7}	20 ^{h8}	19 ^{f9}	20 ⁱ⁰	20	20	20
Human Services	195 ^{h4}	190 ^{d5}	190	201 ^{e7}	199 ⁱ⁸	210 ^{g9}	212 ^{j0}	215 ^{o1}	223 ^{L2}	222 ^{j3}
Mental Health, Mental Retardation & Substance Abuse	218 ⁱ⁴	253 ^{e5}	253	261 ^{f7}	262 ^{j8}	265 ^{h9}	264 ^{k0}	258 ^{p1}	261 ^{m2}	260 ^{k3}
SUBTOTAL GRANT-FUNDED DEPARTMENTS	437	467	467	484	481	494	496	493	504	502

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>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>	<u>2003</u>
<u>IV. COURTS AND CONSTITUTIONAL OFFICERS</u>										
Circuit Court	7 ^{j4}	8 ^{f5}	8	9 ^{g7}	10 ^{k8}	10	10	13 ^{q1}	13	13
Clerk of Courts	20	20	20	20	20	20	20	21 ^{r1}	21	21
Commonwealth's Attorney	24 ^{k4}	24	24	25 ^{h7}	28 ^{L8}	29 ⁱ⁹	29	27 ^{s1}	29 ⁿ²	30 ^{L3}
Court Service Unit	3	4 ^{g5}	4	8 ⁱ⁷	8	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	<u>194</u> ^{l4}	<u>194</u>	<u>194</u>	<u>193</u> ^{J7}	<u>193</u>	<u>193</u>	<u>196</u> ^{l0}	<u>201</u> ^{t1}	<u>201</u>	<u>210</u> ^{m3}
SUBTOTAL COURTS AND CONSTITUTIONAL	<u>253</u>	<u>255</u>	<u>255</u>	<u>260</u>	<u>264</u>	<u>265</u>	<u>268</u>	<u>275</u>	<u>277</u>	<u>287</u>
TOTAL CITY EMPLOYEES	<u>2,008</u>	<u>2,039</u>	<u>2,062</u>	<u>2,087</u>	<u>2,112</u>	<u>2,132</u>	<u>2,163</u>	<u>2,199</u>	<u>2,244</u>	<u>2,276</u>
<u>V. SCHOOL EMPLOYEES</u>										
Schools	<u>1,649</u>	<u>1,664</u>	<u>1,723</u>	<u>1,764</u>	<u>1,790</u>	<u>1,848</u>	<u>1,894</u>	<u>2,010</u>	<u>2,083</u>	<u>2,089</u>
<u>GRAND TOTAL</u>	<u>3,657</u>	<u>3,703</u>	<u>3,785</u>	<u>3,851</u>	<u>3,902</u>	<u>3,980</u>	<u>4,057</u>	<u>4,209</u>	<u>4,327</u>	<u>4,365</u>

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.

Changes in Full-Time Positions (continued)

FY 1999, continued

- (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.

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 receptionist position.
- (c1) Reflects positions transferred to this office effective July 1, 2000, under the City Manager's reorganization. Effective in FY 2002, the Public Affairs Officer position was transferred from Citizen Assistance to the Office of the City Manager.
- (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 5th 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) Effective July 1, 2001 the Public Affairs Officer position was transferred from Citizen Assistance to the Office of the City Manager.
- (c2) 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

- (d2) Reflects the addition of a Clerk Typist to handle the billing component of the City's telecommunications system.
- (e2) Reflects the addition and subsequent transfer of a Telecommunications Technician to ITS; the transfer of the Telecommunications Specialist to ITS; and the transfer of an Account Clerk II to Finance. In FY 2002, ITS assumed the responsibility of the City's telecommunications services and Finance assumed the responsibility of billing for the City's telecommunications services.
- (f2) Reflects the addition of an Accounting Technician position in the Administration Division to help ensure more accurate financial reporting as well as to improve fee collections in the Health Department.
- (g2) Reflects the addition of one Network Security Technician to provide the City with guidance on basic security management; and the transfer of two positions from General Services to handle the City's telecommunications system.
- (h2) Reflects the addition of four FTE's to provide Library Services at the Beatley and Burke facilities.
- (i2) Reflects the addition of one Neighborhood Planning and Community Development Division Chief, one Planner III in Development, one Planner II in Neighborhood Planning and Community Development, one GIS Specialist in Development, one Administrative Officer in Administration, and one Planner II which was originally budgeted in Contingent Reserves and transferred to Planning and Zoning.
- (j2) Reflects the addition of a Labor Supervisor, a Tree Trimmer, a Horticultural Specialist, and a Labor III allocated from funds set aside in contingent Reserves for Park Maintenance.
- (k2) Reflects the addition of 2 Inspector II's, 1 Engineering Aide in Construction and Inspection and, 1 Engineer III in Engineering and Design.
- (l2) 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. Also in FY 2002, City Council approved the addition of 2 additional Social Worker Supervisors, one Administrative Assistant, and one Clinical Psychologist based on the report issued by the Child Welfare League of America.
- (m2) Reflects the addition of 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. Also includes the addition of 2.0 FTEs that were approved by City Council after the FY 2002 budget was adopted.
- (n2) Reflects the addition of 2 positions due to the Community Prosecution Grant from the Virginia Department of Criminal Justice Services.

FY 2003

- (a3) Reflects the addition of four Fire Protection Systems Specialists (FPSS) to establish a Fire Protection System Retesting Program; and the establishment of a Fire Marshal Aide to the Director position in the Code Enforcement Bureau.
- (b3) Reflects the addition of four Police Officers to better address patrol staffing needs and to better maintain current response levels to calls for service, traffic accidents, patrols and routine arrests in light of the significant increase in commercial and residential development in the City; the addition of five Police Officers to better ensure that the required staffing levels of sworn officers are maintained throughout the department. The five officers will allow the Department to fill assignments, beats and slots which become vacant through attrition and will also help the Department address the heightened security needs of the City in light of the terrorist attacks on the United States on September 11, 2001; and the addition of the Contracts Administrator position in the Fiscal/Fleet Management division.
- (c3) Reflects the conversion of a Revenue Collection Specialist from part-time to full-time; the conversion of two full-time Account Clerk III positions from temporary to permanent; and the conversion of one part-time Clerk I position to full-time.
- (d3) Reflects the conversion of a part-time Mailroom Clerk to full-time to increase the delivery capacity of the Mailroom.
- (e3) Reflects the addition of a full time Museum Aide II at Gadsby's Tavern Museum to be funded from Museum revenues.
- (f3) Reflects the elimination of a Maintenance Worker position in the Administration Division.
- (g3) Reflects the addition of a Personnel Clerk II position to provide additional clerical and administrative support in the Employee Relations and Training Division; and a Retirement Administrator position in the Benefits/Systems Division.
- (h3) Reflects the addition of one Regulatory Processes Division Chief in the FY 2003 Proposed Budget.
- (i3) Reflects the conversion of one temporary overhire Inspector II position to permanent status in FY 2003.
- (j3) Reflects the reduction of 1 FTE due to the Teen Pregnancy Prevention staffing being transferred to the Office On Women.
- (k3) Reflects the reduction of 1.0 FTE due to a slight reduction in an existing grant, which will not impact service levels as the position was never filled.
- (L3) Includes a recommended supplemental request to convert an Assistant Commonwealth's Attorney overhire position to a permanent position.
- (m3) Reflects the addition of nine federally-funded limited term temporary overhire positions (1 Sergeant and 8 Deputies) for Public Safety Center perimeter security. Federal funds will be sought to reimburse the City for these positions.

Summary of Full-Time Position Changes Proposed

Agencies with a reduction in Full-time Positions

Library	-1	Reflects the elimination of a Maintenance Worker Position in the Administration Division.
Human Services	-1	Reflects the reduction of 1.0 FTE due to the Teen Pregnancy Prevention staffing being transferred to the Office On Women.
Mental Health, Mental Retardation & Substance Abuse	-1	Reflects the reduction of 1.0 FTE due to a slight reduction in an existing grant, which will not impact service levels as the position was never filled.
Subtotal, Net Reductions	-3	

Proposed New Positions

Fire	5	Reflects the addition of four Fire Protection System Specialists (FPSS) to establish a Fire Protection System Retesting Program; and the establishment of a Fire Marshal Aide to the Director position in the Code Enforcement Bureau.
Personnel Services	2	Reflects the addition of a Personnel Clerk II position to provide additional clerical and administrative support in the Employee Relations and Training Division; and a Retirement Administrator position in the Benefits/Systems Division.
Planning and Zoning	1	Reflects the addition of a Regulatory Processes Division Chief to oversee the Historic Preservation, Zoning, and Planning Commission functions.
Police	10	Reflects the addition of four Police Officers to better address patrol staffing needs and to better maintain current response levels to calls for service, traffic accidents, patrols and routine arrests in light of the significant increase in commercial and residential development in the City; the addition of five Police Officers to better ensure that the required staffing levels of sworn officers are maintained throughout the department. The five officers will allow the Department to fill assignments, beats and slots which become vacant through attrition and will also help the department address the heightened security needs of the City in light of the terrorist attacks on the United States on September 11, 2001; and the addition of one Contracts Administrator position in the Fiscal/Fleet Management division.

Summary of Full-Time Position Changes Proposed

Historic Alexandria	1	Reflects the addition of a full time Museum Aide II at Gadsby's Tavern Museum to be funded from Museum revenues.
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SUBTOTAL, NET NEWLY CREATED POSITIONS	19	
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Position Conversions: Part-time to Full-time

Finance	2	Reflects the conversion of a Revenue Collection Specialist from part-time to full-time; and the conversion of one part time Clerk I position to a full-time Account Clerk I position.
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General Services	1	Reflects the conversion of a part-time Mailroom Clerk to full-time to increase the delivery capacity of the Mailroom.
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SUBTOTAL, PART-TIME TO FULL-TIME	3	
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Position Conversions: full time temporary to regular City positions

Finance	2	Reflects the conversion of two full-time Account Clerk III positions from temporary to permanent City positions.
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Transportation and Environmental Services	1	Reflects the conversion of one temporary overhire Inspector II position to permanent status in FY 2003.
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Sheriff	9	Reflects the addition of nine limited-term temporary overhire positions (1 Sergeant and 8 Deputies) for Public Safety Center perimeter security. Federal funds will be sought to reimburse the City for these positions.
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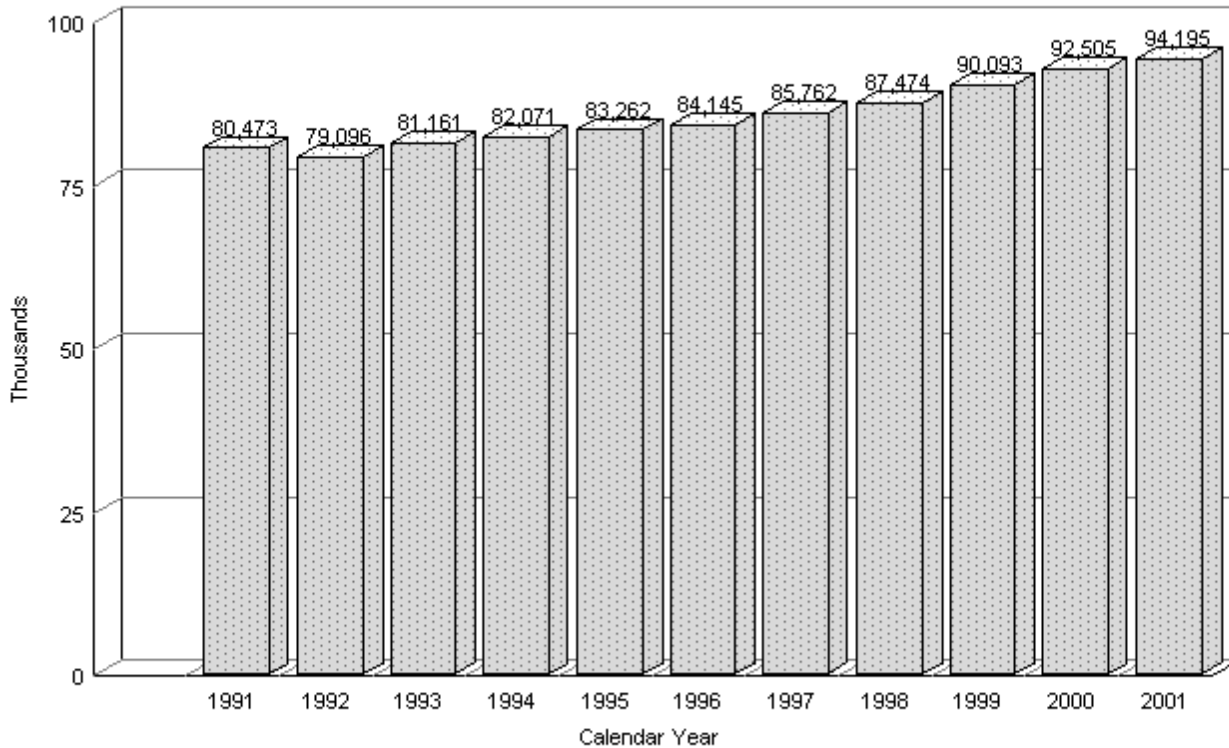
Commonwealth Attorney's Office	1	Reflects the conversion of an Assistant Commonwealth's Attorney overhire position to a permanent position.
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SUBTOTAL, CONVERSIONS: TEMPORARY TO REGULAR	13	
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GRAND TOTAL, CHANGE IN FULL-TIME POSITION COUNT	32	
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Employment

PERSONS EMPLOYED AT JOB SITES IN ALEXANDRIA Fourth Quarter Average Employment



Source: Virginia Employment Commission

Note: Fourth quarter data for 2001 will not be available until August, 2002.

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.

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City of Alexandria, Virginia

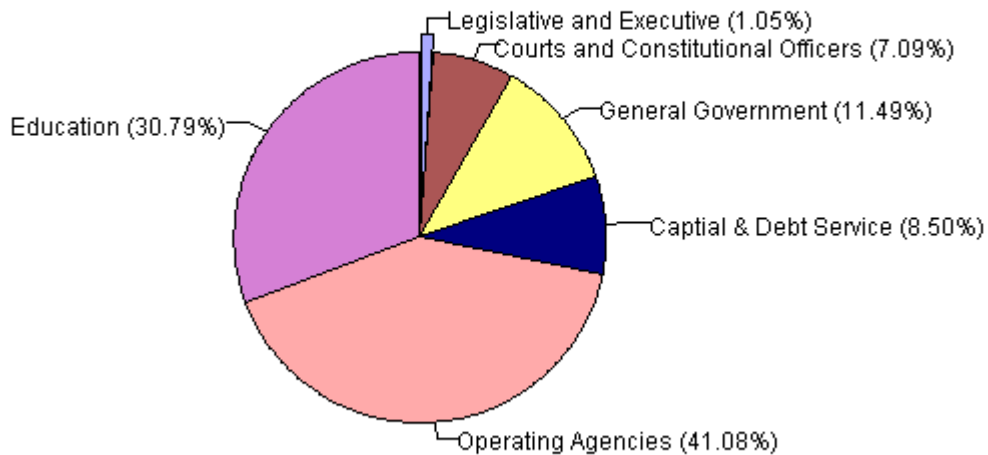
**FY 2003
OPERATING BUDGET**

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Legislative and Executive

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

Total City General Fund Budget



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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 77 Boards and Commissions appears in the following Addendum Table.

CITY COUNCIL

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	325,904	336,852	335,218	
NON-PERSONNEL	68,139	113,492	115,092	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>394,043</u>	<u>450,334</u>	<u>450,310</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>394,043</u>	<u>450,334</u>	<u>450,310</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 0.0%				
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 Proposed FY 2003 General Fund budget for City Council reflects a decrease of \$34, or less than one percent, as compared to the Approved FY 2002 General Fund budget.
- . Of the \$115,092 in non-personnel expenditures, approximately \$74,700 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, subscriptions and memberships, 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 Eisenhower Avenue-To-Duke Street Connector Task Force
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
Potomac Yard Design Advisory Committee
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 2001 ACTUAL	FY 2002 * AMENDED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	1,408,417	1,578,707	1,622,917	
NON-PERSONNEL	136,886	158,559	144,125	
CAPITAL GOODS OUTLAY	<u>23,532</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,568,835</u>	<u>1,737,266</u>	<u>1,767,042</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>1,568,835</u>	<u>1,737,266</u>	<u>1,767,042</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 1.7 %				
FULL-TIME POSITIONS	15.0	16.0 **	16.0	

* The FY 2002 Approved budget has been amended to reflect the transfer of expenditures associated with the production of the City's employee and community newsletters.

** Effective in FY 2002, the Public Affairs Officer position was transferred from the Office of Citizen Assistance to the Office of the City Manager.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the City Manager's Office reflects an increase of \$29,776, or 1.7 percent, as compared to the Approved FY 2002 General Fund budget.
 - The FY 2003 General Fund budget for this agency reflects funding for the cost of merit adjustments for City employees and funding for the following City functions: Legislative Liaison, Affirmative Action, Community Outreach and employee and community newsletters.
 - The proposed non-personnel expenditures, in the amount of \$144,125, reflects a decrease of \$14,434, or 9.1 percent, as compared to the Approved FY 2002 budget. This decrease is primarily attributable to reductions in EDP software, telecommunications, photocopying, and printing to more accurately reflect expenditure trends.
-

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.

CITY MANAGER

DEPARTMENT DETAIL

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.

	ACTUAL <u>FY 2001</u>	APPROVED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
DIVISION: Administration				
General Fund Expenditures	939,112	1,125,910	1,147,553	
<u>FULL-TIME STAFFING</u>	9	10 *	10	
* Reflects the transfer of the Public Affairs Officer along with expenditures for the City's employee and community new letters from the Office of Citizen Assistance.				

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: developing 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.

	ACTUAL <u>FY 2001</u>	APPROVED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
DIVISION: Legislative Liaison				
General Fund Expenditures	182,163	198,927	209,547	
<u>FULL-TIME STAFFING</u>	2	2	2	

CITY MANAGER

DETAIL BY DIVISION

INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003/1
Number of items supported or opposed in City's Legislative package	26	26	25	N/A
Number of items from Legislative package approved or carried over by the General Assembly*	15	6 **	15	N/A
Number of General Assembly bills reviewed for impact to the City	3,173	3,197	3,200	N/A
Number of General Assembly bills on which the City took a position	126 ***	134	125	N/A
Number of these bills on which the City's position prevailed	77	90	75	N/A
Number of bills on which the City's position did not prevail	49	44	50	N/A

/1 Data is not available at the time of printing for FY 2003 due to the General Assembly schedule. This information will be included in the FY 2003 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.

** Since no State budget amendments were adopted during the 2001 Session, none of the budget positions in the City package were adopted.

*** 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.

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 Project Coordinator position.

The Affirmative Action and Community Outreach function 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. The Special Assistant works within City organizations, as well as with 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). Both the Special Assistant and the Affirmative Action Officer train managers and supervisors. 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.

CITY MANAGER

DETAIL BY DIVISION

The Special Projects Coordinator undertakes, assists with or oversees projects of particular importance to the City. In FY 2002, these projects included the Woodrow Wilson Bridge replacement project, the Braddock Road Redevelopment project, disability parking regulations, Eisenhower Avenue-to-Duke Street Connector project and the Samuel Madden Homes Redevelopment project.

<u>DIVISION:</u> Operations	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	447,560	412,429	409,942	
<u>FULL-TIME STAFFING</u>	4	4	4	

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.

	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Actual</u> <u>FY 2001</u>	<u>Estimated</u> <u>FY 2002</u>	<u>Projected</u> <u>FY 2003</u>
Number of Diversity training classes held	10	9	10	10	10
Number of employees trained (Diversity Classes)	200	200	225	225	175
Affirmative Action Plan Advisory Committee Meetings	12	11	12	12	12
Affirmative Action Status Reports published*	4	2	2	2	2

* 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

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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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	960,431	1,182,911	1,210,552	
NON-PERSONNEL	321,913	155,462	154,558	
CAPITAL GOODS OUTLAY	<u>44,811</u>	<u>1,500</u>	<u>1,500</u>	
TOTAL EXPENDITURES	<u>1,327,155</u>	<u>1,339,873</u>	<u>1,366,610</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>1,327,155</u>	<u>1,339,873</u>	<u>1,366,610</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 2.0 %				
FULL-TIME POSITIONS	14.0	15.0*	15.0	

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

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the City Attorney's Office reflects an increase of \$26,737, or 2.0 percent, as compared to the Approved FY 2002 General Fund Budget.
- The increase in personnel expenditures is due to employee merit and career ladder related increases.

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

CITY ATTORNEY

DEPARTMENT DETAIL

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.

DIVISION: Administration	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	1,097,429	1,079,256	1,093,848	
<u>FULL-TIME STAFFING</u>	11	12 *	12	
* Reflects the 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.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Written opinions issued*	63	63	57	60	60
Ordinances prepared for City Council**	49	75	46	60	60
Legal documents reviewed	214	217	175	200	200
Civil lawsuits closed during the year	32	35	35	35	35
Personnel grievance hearings (Step 5)	8	8	5	8	8
Discrimination administrative claims (closed during year)	12	10	0	10	10

* The number of legal opinions issued is determined by the number of requests from City staff and City Council, and includes informal email, as well as formal written responses.

** 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 finally passed.

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.

CITY ATTORNEY

DEPARTMENT DETAIL

<u>DIVISION: Risk Management</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	229,726	260,617	272,762	
<u>FULL-TIME STAFFING</u>	3	3	3	

INDICATORS AND MEASURES

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

	Actual FY 1999*	Actual FY 2000*	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of incidents involving City property damage caused by third parties	108	99	93	100	100
Number of such incidents in which City losses were recovered from third parties	74	60	31	75	75
Total monies recovered from third parties	\$74,937	\$37,406	\$30,653	\$65,000	\$65,000
Total City losses caused by third parties	\$89,973	\$57,128	\$66,670	\$75,000	\$75,000
Percentage of Money Recovered	83%	65%	46%	87%	87%

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

WORK SESSION NOTES AND COMMENTS

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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	276,334	288,088	288,818	
NON-PERSONNEL	23,974	29,406	34,530	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>4,500</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>300,308</u>	<u>321,994</u>	<u>323,348</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>300,308</u>	<u>321,994</u>	<u>323,348</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 0.4%				
FULL-TIME POSITIONS	3.0	3.0	3.0	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the City Clerk and Clerk of Council reflects an increase of \$1,354, or less than one percent, as compared to the Approved FY 2002 General Fund budget.
- Total proposed non-personnel expenditures, in the amount of \$34,530, reflect an increase of \$5,124, as compared to the FY 2002 approved budget. This increase is recommended to more closely reflect actual expenditures necessary for telecommunications and the cost of this offices share of the computer replacement fund.

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 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.

CITY CLERK AND CLERK OF COUNCIL

DEPARTMENT DETAIL

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of resolutions approved per year**	42	46	29	30	30
Number of ordinances approved per year**	34	80	70	75	75
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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of regular and special Council meetings	33	22	21	25	25
Number of public hearings	11	13	11	12	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%

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

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of dockets distributed via U.S. Mail, per meeting	374	358	350	340	320
Number of dockets distributed via e-mail, per meeting	62	80	98	110	140
Number of dockets distributed via fax, per meeting	27	28	28	28	28
Number of newspaper advertisements for ordinances*	102	78	58	70	80
Number of newspaper advertisements for appeals*	14	30	16	20	20
Number of newspaper advertisements for special notices for meetings*	39	28	12	15	15
Percentage of dockets distributed within one day after completion	100%	100%	100%	100%	100%

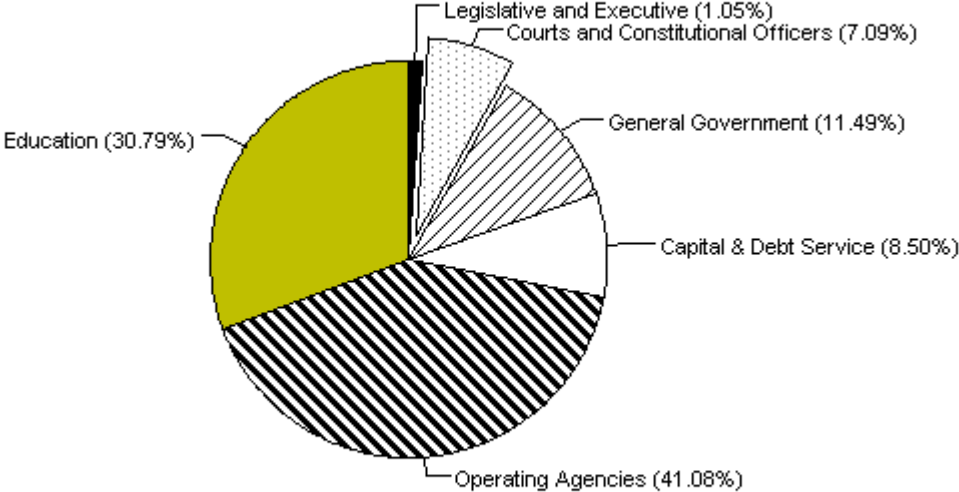
* These figures are dependent upon the number of meetings held, the number of ordinances considered, and the number of appeals filed from various sources, all of which will vary from year to year.

WORK SESSION NOTES AND COMMENTS

Courts and Constitutional Officers

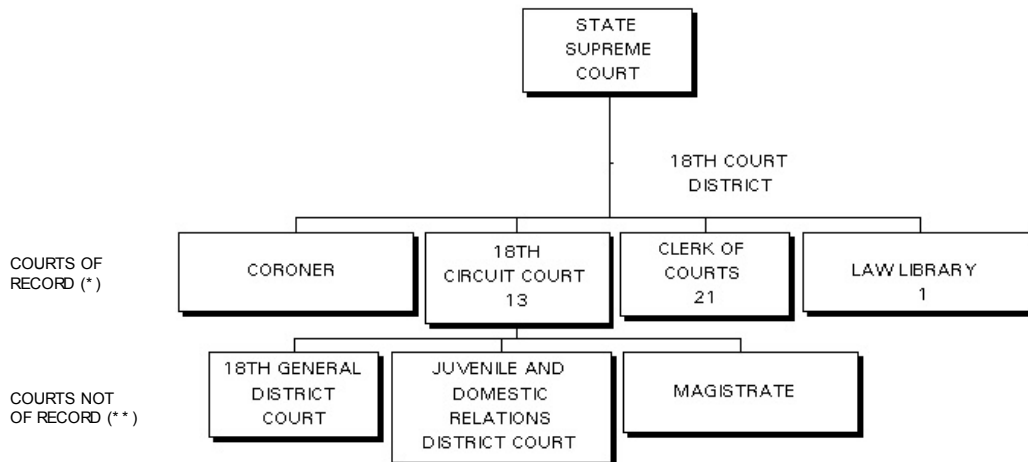
18th Circuit Court
18th General District Court
Clerk of Courts
Commonwealth's Attorney
Court Service Unit
Juvenile and Domestic Relations District Court
Law Library
Other Public Safety and Justice Activities
Registrar of Voters
Sheriff

Total City General Fund Budget



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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	841,475	919,192	955,911	
NON-PERSONNEL	105,493	193,125	177,620	
CAPITAL GOODS OUTLAY	<u>10,338</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>957,306</u>	<u>1,112,317</u>	<u>1,133,531</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>957,306</u>	<u>1,112,317</u>	<u>1,133,531</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	1.9%			
FULL-TIME POSITIONS	13.0	13.0	13.0	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the 18th Circuit Court reflects an increase of \$21,214, or 1.9 percent, as compared to the Approved FY 2002 General Fund budget. This increase is attributable to employee merit adjustments.
- The proposed budget for this agency reflects funding to maintain current service levels.
- The 18th Circuit Court oversees the Criminal Justice Information System (CJIS) which is a complex computer system that has been the primary source of criminal and civil case information for the City of Alexandria. CJIS is accessed regularly by approximately 600 users in 13 agencies.
- The CJIS mainframe-based system is being redeveloped by Circuit Court staff as a client-server system: the Alexandria Justice Information System (AJIS). This multi-year project is the largest and most critical information systems software development project in the City. During this redesign and 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.

18TH CIRCUIT COURT

City Manager Proposed

- Since the first capital funding allocation in FY 1997 for the new system, the City has invested in the redesign and development of the replacement Alexandria Justice Information System (AJIS). This redevelopment project is scheduled to be completed in FY 2003 at a planned total cost of \$5.4 million.
-

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

18TH CIRCUIT COURT

DEPARTMENT DETAIL

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

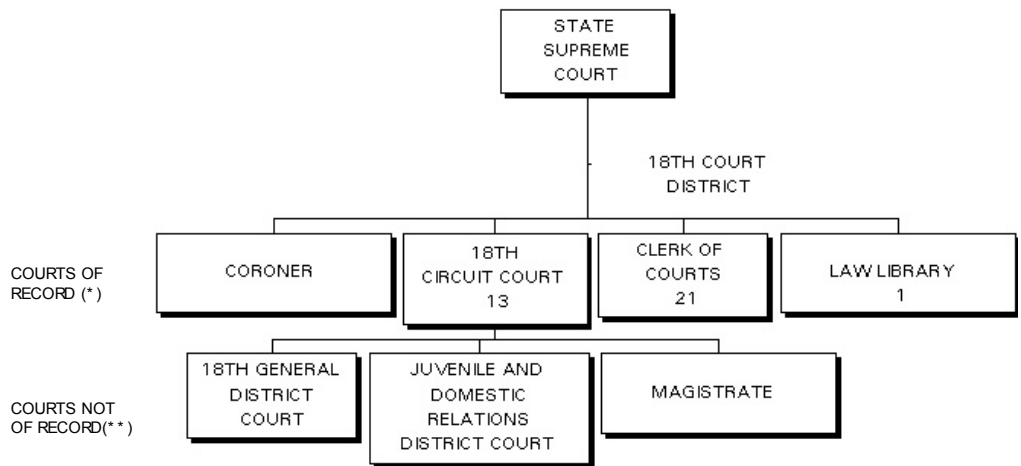
The Circuit Court of Alexandria maintains one of the most current criminal dockets in the State. The average time between indictment and trial in criminal cases is less than sixty days. Civil cases are tried or concluded within one year of their filing date.

CASELOAD DATA

Calendar Year	Cases Commenced	Cases Concluded	Pending Cases Per Judge
1990	4,045	4,305	682
1991	4,344	4,637	585
1992	4,677	4,563	623
1993	5,196	5,134	644
1994	5,087	4,928	633
1995	5,206	5,111	664
1996	5,401	5,168	742
1997	5,711	6,012	612
1998	5,509	5,652	564
1999	4,919	5,145	510
2000	4,788	4,958	476

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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	80,402	91,343	85,493	
CAPITAL GOODS OUTLAY	<u>10,000</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>90,402</u>	<u>91,343</u>	<u>85,493</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>90,402</u>	<u>91,343</u>	<u>85,493</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (6.4%)				

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the 18th General District Court reflects a decrease of \$5,850, or 6.4 percent, as compared to the Approved FY 2002 General Fund budget.
- The decrease in the Proposed FY 2003 budget is attributable to a reduction in fees for professional services to more accurately 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.

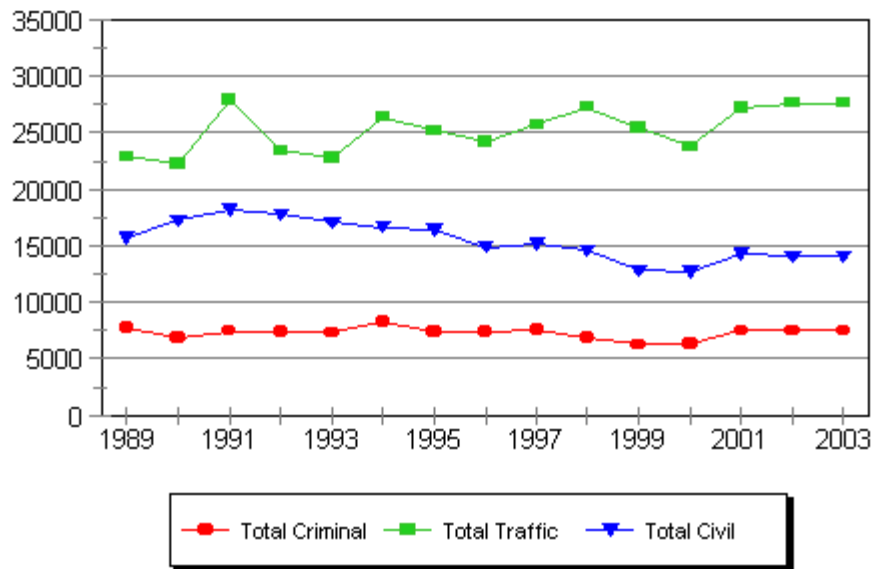
Funding for the non-personnel expenses of the Court is provided by the City. The Court is in session Monday through Friday, with criminal and traffic cases scheduled each day, and civil cases heard Tuesday through Friday.

18TH GENERAL DISTRICT COURT

DEPARTMENT DETAIL

Trends in New Cases

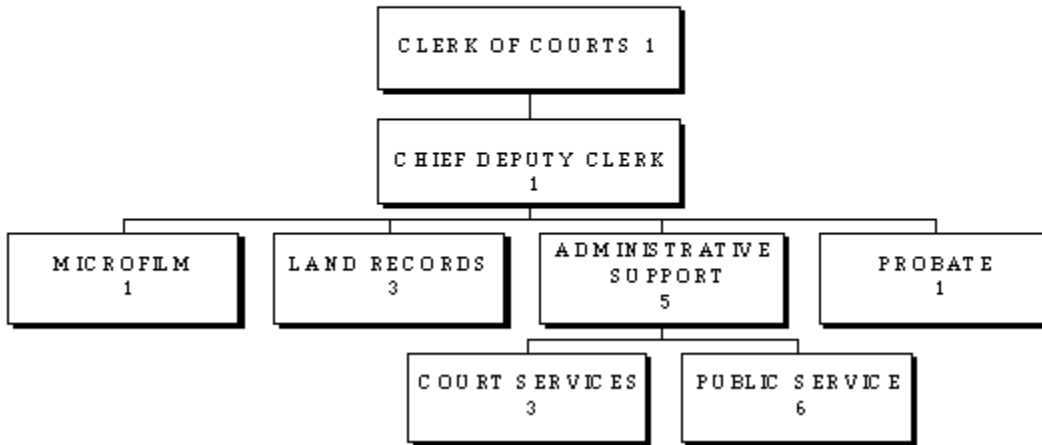
Source: Alexandria General District Ct



WORK SESSION NOTES AND COMMENTS

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	1,099,605	1,143,085	1,148,889	
NON-PERSONNEL	225,286	152,110	147,785	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,324,891</u>	<u>1,295,195</u>	<u>1,296,674</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>12,921</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>12,921</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>1,311,970</u>	<u>1,295,195</u>	<u>1,296,674</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	0.1%			
FULL-TIME POSITIONS	21.0	21.0	21.0	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Clerk of Courts reflects an increase of \$1,479, or less than one percent, as compared to the Approved FY 2002 General Fund budget.
- 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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	513,308	506,745	507,324	
<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 1999	Actual CY 2000	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Number of cases processed	5,040	4,747	5,342	5,400	5,400
Percent of cases processed in a a timely and efficient manner	100%	100%	100%	100%	100%
Number of cases processed per employee	1,008	949	1,068	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 2001</u>	<u>APPROVED</u> <u>FY2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	218,115	215,326	215,572	
<u>FULL-TIME STAFFING</u>	4	4	4	

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 1999	Actual CY 2000	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Documents tendered to the office*	30,577	25,011	32,754	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	10,192	8,337	8,188	6,750	6,750

* The increase in CY 1998 and CY 2001 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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	88,558	87,426	87,525	
<u>FULL-TIME STAFFING</u>	1	1	1	

INDICATORS AND MEASURES

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

	Actual CY 1999	Actual CY 2000	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Number of cases received and processed	760	743	778	790	800
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 2001, the Circuit Court processed 4,736 civil and criminal cases, a decrease of 52 cases from calendar year 2000, when 4,788 cases were processed.

<u>FUNCTIONAL AREA:</u> Court Services	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	170,556	168,375	168,568	
<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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	321,433	317,322	317,685	
<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

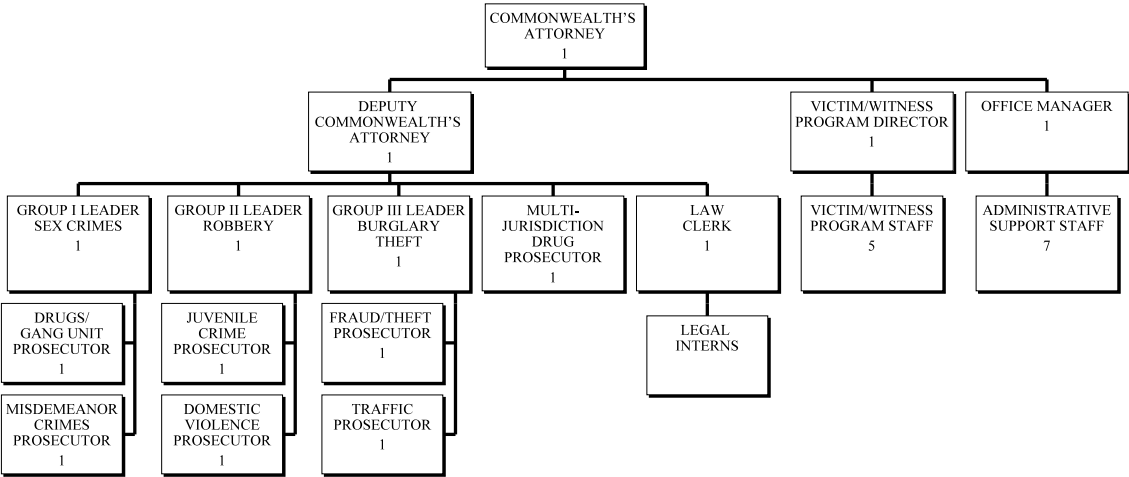
Addendum Table "Net City Share" of Clerk of Courts Operations

	FY 2001 <u>Actual</u>	FY 2002 <u>Approved Budget</u>	FY 2003 <u>Proposed Budget</u>
General Fund Expenditures			
Personnel	\$1,090,579	\$1,143,085	\$1,148,889
Non-Personnel	221,391	152,110	147,785
Capital Goods	<u>0</u>	<u>0</u>	<u>0</u>
Total General Fund Expenditures	<u>\$1,311,970</u>	<u>\$1,295,195</u>	<u>\$1,296,674</u>
General Fund Revenues ¹¹			
State Compensation Board Reimbursement for Personnel Costs	\$ 851,403	\$ 853,000	\$ 853,000
Excess Clerks' Fees Collected	<u>213,358</u>	<u>186,000</u>	<u>200,000</u>
Total General Fund Revenues	<u>\$1,064,761</u>	<u>\$ 1,039,000</u>	<u>\$1,053,000</u>
Net City Share (General Fund Expenditures less General Fund Revenues)	<u>\$ 247,209</u>	<u>\$ 256,195</u>	<u>\$ 243,674</u>

¹¹ 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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 AMENDED *	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	1,721,686	2,029,201	2,164,320	
NON-PERSONNEL	196,698	286,601	269,706	
CAPITAL GOODS OUTLAY	<u>41,367</u>	<u>7,320</u>	<u>1,200</u>	
TOTAL EXPENDITURES	<u>1,959,751</u>	<u>2,323,122</u>	<u>2,435,226</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>238,612</u>	<u>396,686</u>	<u>381,405</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>238,612</u>	<u>396,686</u>	<u>381,405</u>	
GENERAL FUND	<u>1,721,139</u>	<u>1,926,436</u>	<u>2,053,821</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	6.6%			
FULL-TIME POSITIONS	27.0	29.0**	30.0***	

* The FY 2002 Approved budget was amended to include the Community Prosecution Grant from the Department of Criminal Justice Services in the amount of \$130,455.

** Two positions were added due to the Community Prosecution Grant from the Department of Criminal Justice Services.

*** The Manager's Proposed FY 2003 budget includes recommended supplemental funding to convert an Assistant Commonwealth's Attorney overhire position added in FY 2002 to a permanent position.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Commonwealth's Attorney reflects an increase of \$127,385, or 6.6 percent, as compared to the Amended FY 2002 General Fund budget.
- The increase in personnel costs is attributable to the additional attorney position and career ladder promotions. The decrease in non-personnel expenditures is attributable to a reduction in the Parking Adjudication budget to reflect actual expenditure patterns.
- The additional Commonwealth's Attorney is recommended to assist with an increased workload brought on by several extraordinary cases being pursued in the City at the same time and to address an existing staffing shortage.

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 thirteen attorneys in the

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

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.

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 2000, the last year for which complete data is available at this time, this Office commenced prosecution of 1,972 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 2,006 cases in Juvenile and Domestic Relations Court, an increase from the previous year. 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.

During the past year, a confluence of complicated homicide cases has necessitated reallocation of resources to address investigation and litigation needs. Senior attorneys assigned to these cases have devoted substantial time and effort to these matters while also maintaining their own case loads.

Recent changes in State law have required more careful use of resources in the prosecution of traffic related offenses. Last year drunk driving laws, and this year laws regarding hit and run offenses have mandated stiffer penalties, and 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 2000, this Office prosecuted 192 felony drug indictments in Circuit Court. This number declined substantially from 1999 due to reallocation of enforcement resources and decreased drug activity. 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

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

in Circuit Court. This past year marked implementation of a specialized database to track these forfeiture cases.

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.

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.

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
All Funds Expenditures	1,505,807	1,540,255	1,681,028	
<u>FULL-TIME STAFFING</u>	19	19	20*	
* For FY 2003 an additional Assistant Commonwealth's Attorney position is proposed.				

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

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 CY 2000</u>	<u>Actual CY 2001</u>	<u>Estimated CY 2002</u>
Number of drug indictment cases	294	268	186 **	195	200
Number of cases resulting in convictions	277	226	175	192	190
Conviction rate*	94 %	95 %	94 %	96 %	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.

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. 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. In addition, the program also provided substantial staff time to assist with crisis counseling for families of victims of the September 11 attack on the Pentagon.

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 (DCJS) and 30 percent by the City. Through garnishment of wages, levies, and by seeking suspension of driving privileges, the program has collected \$63,441 in past due restitution during the first eight months of 2001. This collection rate reflects a substantial increase from the previous year. The Victim-Witness Program provided services to over 6,500 victims and witnesses during the year.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

<u>DIVISION:</u> Victim Witness	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures*	180,785	247,290	253,435	
<u>FULL-TIME STAFFING</u>	5	5	5	

* This division is supported primarily through a Virginia Department of Criminal Justice Services Grant in FY 2003 of \$190,750, and \$62,685 in General Fund monies.

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 2000, the Commonwealth's Attorney's Office prepared 566 domestic abuse cases for possible prosecution without the victim's participation, and has prosecuted 72 of these cases 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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	45,940	78,419	65,697	
<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 dealers, 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.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

<u>DIVISION:</u> Anti-Drug	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	96,966	153,275	150,593	
<u>FULL-TIME STAFFING</u>	2	2	2	

The Parking Adjudication Office was established by City Council on December 8, 1998, to process appeals for parking tickets. 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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>
All Funds Expenditures	123,193	173,428	159,515
<u>FULL-TIME STAFFING*</u>	0	0	0

* The Parking Adjudication Office is staffed by contracted employees of Professional Account Management, LLC.

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 2001</u>	<u>Projected</u> <u>FY 2002</u>
Number of citations	4,171	4,200
Number of citations upheld	1,518	1,600
Percentage of citations upheld	36%	38%

* In FY 2002 the City hired a new Contractor to run the Parking Adjudication office. Due to the differences in reporting requirements all previously reported data has been revised or deleted.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

A Community Outreach Program for Crime Prevention and Criminal Prosecution Grant was implemented in July, 2001 under an 18-month grant received from the US Department of Justice. An office has been opened in the Arlandria community to enhance the understanding and participation in the criminal justice process among members of the Latino community. The office is staffed by a Spanish-speaking attorney and crime prevention specialist who have established contact with residents and other community leaders during the implementation of the program. Funding has been awarded for this program to extend its operations for an additional eighteen-month period.

	ACTUAL FY 2001	AMENDED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Community Prosecution				
All Funds Expenditures	7,060	130,455	124,958	
FULL-TIME STAFFING	0	2	2	

SUPPLEMENTAL BUDGET REQUESTS

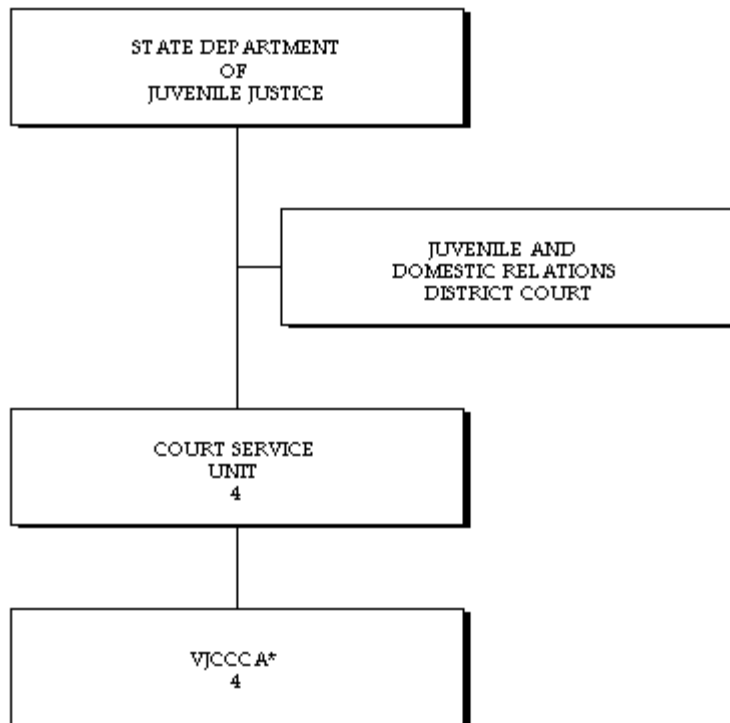
Recommended

1. Continuation of an overhire Assistant Commonwealth's Attorney position as a permanent City position \$74,893

In FY 2002, the Commonwealth's Attorney requested an additional attorney position to assist with the increased workload brought on by several extraordinary cases being pursued in the City at the same time. The position was approved as an overhire in FY 2002 and funding has been recommended in FY 2003 to permanently increase the staffing level. The Office will pursue additional compensation board funding to offset the cost of the additional position.

WORK SESSION NOTES AND COMMENTS

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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	565,055	708,342	761,947	
NON-PERSONNEL	108,272	90,886	66,320	
CAPITAL GOODS OUTLAY	<u>12,987</u>	<u>5,198</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>686,314</u>	<u>804,426</u>	<u>828,267</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	234,150	246,227	248,317	
INTERNAL SERVICES FUND	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>234,150</u>	<u>246,227</u>	<u>248,317</u>	
GENERAL FUND	<u>452,164</u>	<u>558,199</u>	<u>579,950</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.9%			
FULL-TIME POSITIONS	8.0	8.0	8.0	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Court Service Unit reflects an increase of \$21,751, or 3.9 percent, as compared to the Approved FY 2002 General Fund budget.
- The FY 2003 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 2003. It should be noted that the majority of the employees in this department are State employees for which the City provides a salary supplement to maintain equitable compensation levels between the State positions and comparable City positions. FY 2003 will represent the third fiscal year in which the State has not granted raises to its employees causing the City salary supplement to increase.
- 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 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.
- Due to State budget pressures, the VJCCCA funds are at risk for reduction in FY 2003.

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.

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.

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.

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.

COURT SERVICE UNIT

DEPARTMENT DETAIL

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, basketball clinic, 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 follow-s-up with monitoring services from the school or probation officers. Referrals of chronic truants are made to the panel by the school system. The panel is comprised of representatives from the Department of Social Services, the Police and the Alexandria School System.

Substance Abuse - provides drug screening and assessments, and individual/group therapy for youth involved with illegal substances and alcohol. Treatment is provided at Court Services by State grant funding.

Community-based Probation Officer - identifies at-risk youth who live in an assigned community; works closely with the residential and community police officers and community organizations 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, and recreational activities; 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-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. In FY 2003, consideration will be given to assigning a third probation officer to Arlandria.

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

COURT SERVICE UNIT

DEPARTMENT DETAIL

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 spring of 2002.

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.
- 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.

COURT SERVICE UNIT

DEPARTMENT DETAIL

- 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.
- 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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Juvenile delinquency complaints**	745	563	807	850	850
Commitments to the State Correctional Centers	11	12	10	12	12
Average number of juveniles in State Correctional Centers per month***	16	10	10	10	12
Average number of juveniles on probation per month	216	237	246	275	275
Average number of juveniles served by community parole supervision per month****	19	15	16	15	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. FY 2001 numbers represent normal fluctuation. These are non-serious offenses.

*** Decrease in 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).

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2002
Day Reporting Program participation*	12	15	15	15	15
Youth Educational Program (Y.E.S.) participation**	37	12	17	17	17
Parent Involvement Program participation***	106	32	100	80	80
School Liaison Program participation	90	70	90	90	90
CHINS-UP Program participation*	12	7	18	24	32
Electronic Monitoring participation****	4	N/A	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 resumed in FY 2001.

**** 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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Abuse/Neglect cases	121	158	172	190	190
Domestic Violence (Civil) cases*	234	243	125	135	140
Custody/Visitation cases	570	735	640	675	675
Children in Need of Services (CHINS) cases* *	230	276	380	400	410
Other case workload (Traffic, Violation of Probation/Parole, mental commitments, emancipations, adoptions, paternity, support, transfers, Approval of Entrustments)	494	432	623	655	650
Average monthly number of adults under supervision for domestic violence***	143	114	118	120	120
Actual new referred adult domestic violence cases	209	168	150	150	150
Custody Investigations	30	29	29	35	35
Mediation Cases	12	5	10	12	12
FOCUS Participants****	166	148	94	150	170

* 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. There has been a general decrease in the number of domestic violence cases coming before the Court.

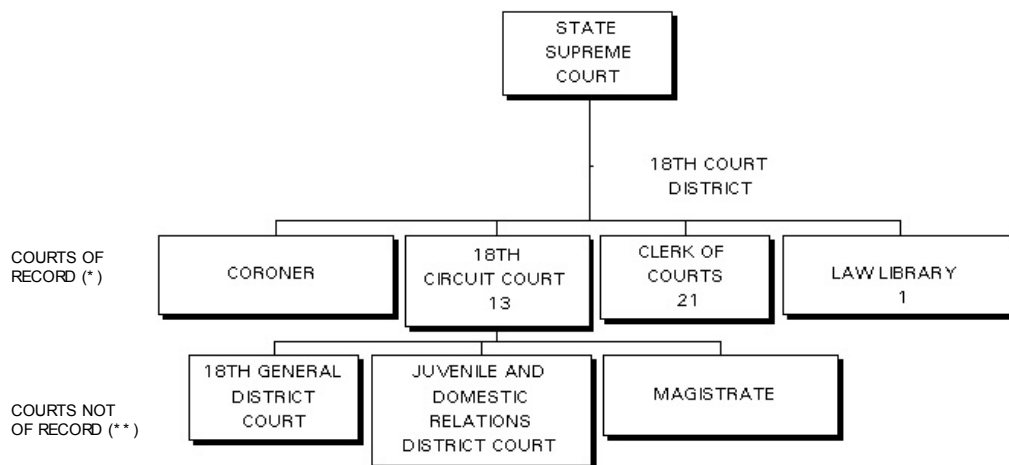
** Increase due to Court Service Unit and Alexandria City Public Schools collaboration efforts addressing truant and other at-risk youth through the Attendance Review Panel that has heightened services to these youth.

*** Domestic violence cases for Court Service Unit supervision have decreased due to a general decrease in the number of cases coming before the Court.

**** Services interrupted in FY 2001 for a four month period due to staff vacancies.

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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	0	0	0	
NON-PERSONNEL	40,243	34,024	33,948	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>40,243</u>	<u>34,024</u>	<u>33,948</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>40,243</u>	<u>34,024</u>	<u>33,948</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (0.2%)

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Juvenile and Domestic Relations District Court reflects a decrease of \$76, or less than one percent, as compared to the Approved FY 2002 General Fund budget.
- This budget request maintains current levels of service.

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Juvenile cases docketed*	7,065	6,615	6,844	7,049	7,260
Juvenile cases concluded**	3,241	3,140	3,264	3,362	3,462
Domestic relations cases docketed***	5,991	5,304	4,870	5,016	5,166
Domestic relations cases concluded****	3,020	2,466	2,358	2,437	2,510

* 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.

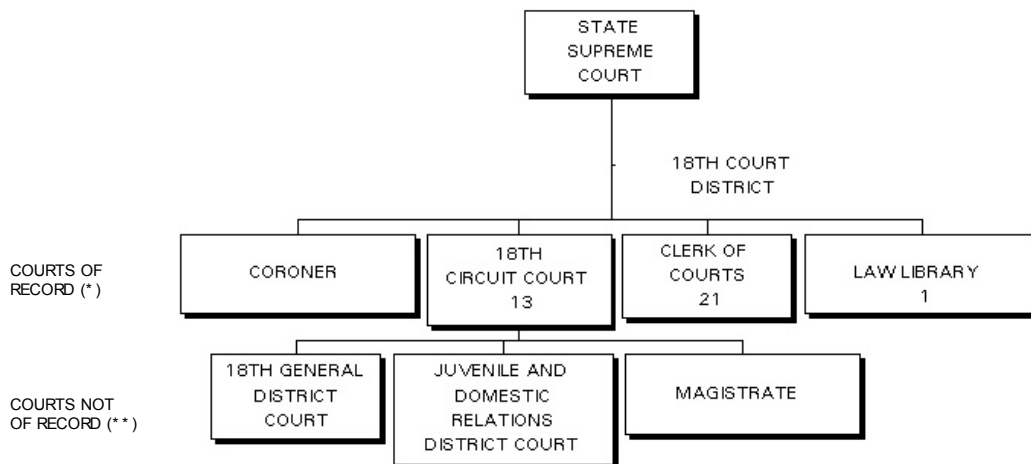
*** Domestic relations cases consist of crimes committed against family members, crimes against minors, orders of protection and support matters.

**** 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

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	59,798	63,413	58,950	
NON-PERSONNEL	57,412	53,179	61,870	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>117,210</u>	<u>116,592</u>	<u>120,820</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND*	<u>59,289</u>	<u>55,000</u>	<u>58,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>59,289</u>	<u>55,000</u>	<u>58,000</u>	
GENERAL FUND	<u>57,921</u>	<u>61,592</u>	<u>62,820</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	2.0%			
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 2003 General Fund budget for the Law Library reflects an increase of \$62,820, or 2.0 percent, as compared to the Approved FY 2002 General Fund budget.
- This budget request maintains current levels of service. The increase in General Fund support is primarily attributable to increased subscription prices.
- The Law Library continues to make an effort to keep operating expenditures low and seek new sources for revenue. In FY 2003, the Law Library plans to submit a grant application to the Alexandria Bar Foundation to expand the Spanish language legal resources collection.

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.

LAW LIBRARY

DEPARTMENT DETAIL

**FY 1997 - FY 2001
Law Library Filing Fee Actual Revenues**

Fiscal Year	Amount in \$
1997	70,404
1998	67,250
1999	63,217
2000	* 59,283
2001	59,289

* The Fiscal Year 2000 actual revenue has been amended as compared to previously published documents to reflect more accurate information.

INDICATORS AND MEASURES

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

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Average number of reference assists per month	425	435	450	475	450
Percentage of requests satisfied	80 %	78 %	80 %	85 %	75 %

WORK SESSION NOTES AND COMMENTS

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS> NON-PERSONNEL	<u>3,164,034</u>	<u>3,336,288</u>	<u>3,568,576</u>	
TOTAL EXPENDITURES	<u>3,164,034</u>	<u>3,336,288</u>	<u>3,568,576</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>2,831,584</u>	<u>3,003,838</u>	<u>3,236,126</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 7.7%

City Manager Proposed

- The Proposed FY 2003 General Fund budget for Other Public Safety reflects an increase of \$232,288, or 7.7 percent, as compared to the Approved FY 2002 General Fund budget. This includes funding for the Animal Welfare League of Alexandria (AWLA) to operate, under contract with the City, the new Vola Lawson Animal Shelter facility due to open in the spring of 2002. A \$171,275 increase is proposed in the City's contribution for the Animal Shelter operating costs from the FY 2002 Approved Budget level of \$702,675 to a FY 2003 Proposed Budget of \$873,950. The contract between the City and the AWLA expires in FY 2002 and is currently in the process of being renegotiated. The City's share of operating costs as well as the amount funded by the AWLA will be determined by the new contract upon its renewal. The budget for FY 2003 is a preliminary estimate of the City's share.
- The City's contribution to the Northern Virginia Criminal Justice Academy for operating costs associated with the training of Police and Sheriff sworn staff increases by \$32,924, or 8.3 percent, from the FY 2002 Approved Budget to the FY 2003 Proposed budget due to an 8.9 percent increase in the NVCJA's overall operating budget attributable primarily to employee compensation and contractual training costs.
- Other increases in the Other Public Safety budget include a \$12,811 increase in the Public Defender's budget for rent, a \$7,798 increase in the City's share of Sheltercare operating expenditures, and a \$7,480 increase in the City's share of Northern Virginia Juvenile Detention Home operating expenditures.

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

DEPARTMENT DETAIL

The Northern Virginia Juvenile Detention Home (NVJDH) serves Alexandria, Falls Church and Arlington County. It is responsible for the confinement of juveniles who are awaiting disposition of their cases by the Juvenile and Domestic Relations District Court, awaiting transfer to a State facility, serving sentences of six months or less, or awaiting release into a work program. The NVJDH was first opened in 1960 as a 20-bed facility. It was remodeled and expanded in 1967 into a 43-bed facility and expanded to 60 pre-dispositional beds in March, 1995. A 10-bed post-dispositional unit opened in May, 1997, increasing the total number of beds to 70. The operating costs of the NVJDH are shared by the State and local participating jurisdictions. Each jurisdiction's share of funding is allocated based on a three-year average actual utilization rate formula. The City's FY 2003 share increases by less than one percent due to COLA and merit pay increases offset by a reduction in the City's average utilization rate from 34.92 percent in FY 2002 to 33.64 percent in FY 2003.

<u>NORTHERN VIRGINIA JUVENILE DETENTION HOME</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	818,657	825,622	833,102	

The Office of the Magistrate issues arrest warrants, summonses, subpoenas, and civil warrants and conducts bond hearings to set bail for individuals charged with a criminal offense. The Magistrate staff consists of four full-time and two part-time State employees and 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 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	1,922	3,700	3,700	

The Sheltercare Program is a 14-bed "less secure" facility located adjacent to the Northern Virginia Juvenile Detention Home. Sheltercare houses and provides counseling services for troubled youth, runaways and abused children from Alexandria and Arlington. 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.

The City's contribution to Sheltercare increases by 2.0 percent due to an 8.6 percent increase in the requested City share of personnel and operating costs offset by \$49,682 from a prior year accounting reconciliation and \$41,080 fund balance remaining from the initial program start-up funding.

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

DEPARTMENT DETAIL

<u>SHELTERCARE PROGRAM</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	315,897	389,882	397,680	

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 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	1,700	4,500	4,500	

The Northern Virginia Criminal Justice Academy (NVCJA) provides certified training for sworn Police and Sheriff personnel and other law enforcement staff in 13 local governments and government-sanctioned organizations. The NVCJA is governed by a Board of Directors comprised of government officials from the participating jurisdictions and is administered by a Board-appointed Director. 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.

The FY 2003 City share increases 8.3 percent due to an 8.9 percent increase in personnel and operating costs at the NVCJA. The components of the FY 2003 City share are \$275,546 for the Police Department and \$156,605 for the Sheriff's Office.

<u>NORTHERN VIRGINIA CRIMINAL JUSTICE ACADEMY</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	389,497	399,227	432,151	

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 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	47,984	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 City contribution provides funding for rent, telecommunications and Westlaw on-line legal information expenses. The increase in the City's share of Public Defender's Office of \$12,811 is due to increased rent in the Public Defender's leased space.

<u>PUBLIC DEFENDER'S OFFICE</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	131,199	148,456	161,267	

The Animal Welfare League of Alexandria (AWLA) administers and operates the Alexandria Animal Shelter under 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 cat and dog licensing; animal control patrols; and responding to citizen reports of stray animals, suspected rabid animals, and suspected neglect and cruelty cases.

The FY 2003 budget for the Animal Shelter includes increased funding of \$171,275 to operate the new Vola Lawson Animal Shelter facility due to open in the spring of 2002. The contract between the City and the AWLA expires in FY 2002 and is currently in the process of being renegotiated. The City's final share of operating costs as well as the amount funded by the AWLA will be determined by the new contract upon its renewal. The budget for FY 2003 is a preliminary estimate of those amounts.

<u>ANIMAL WELFARE LEAGUE OF ALEXANDRIA</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	686,130	702,675	873,950	

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

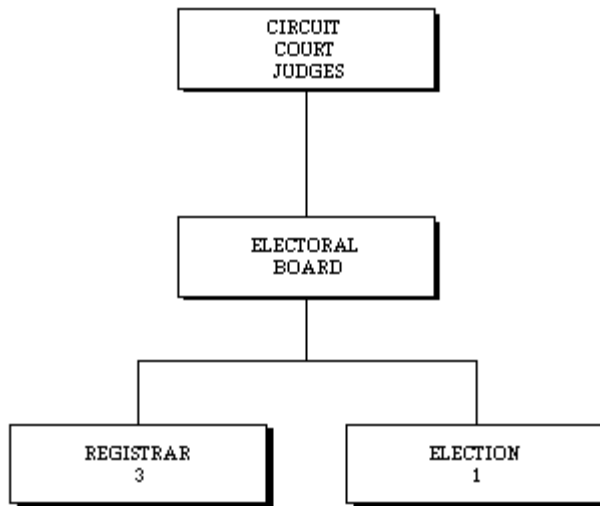
DEPARTMENT DETAIL

The Peumansend Creek Regional Jail, located at Fort A.P. Hill in Caroline County, houses low-risk, non-violent inmates from the Cities of Alexandria and Richmond and the Counties of Arlington, Caroline, Loudoun and Prince William in a minimum security setting to free up local jail space for higher-risk inmates. 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</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	438,598	479,533	479,533	

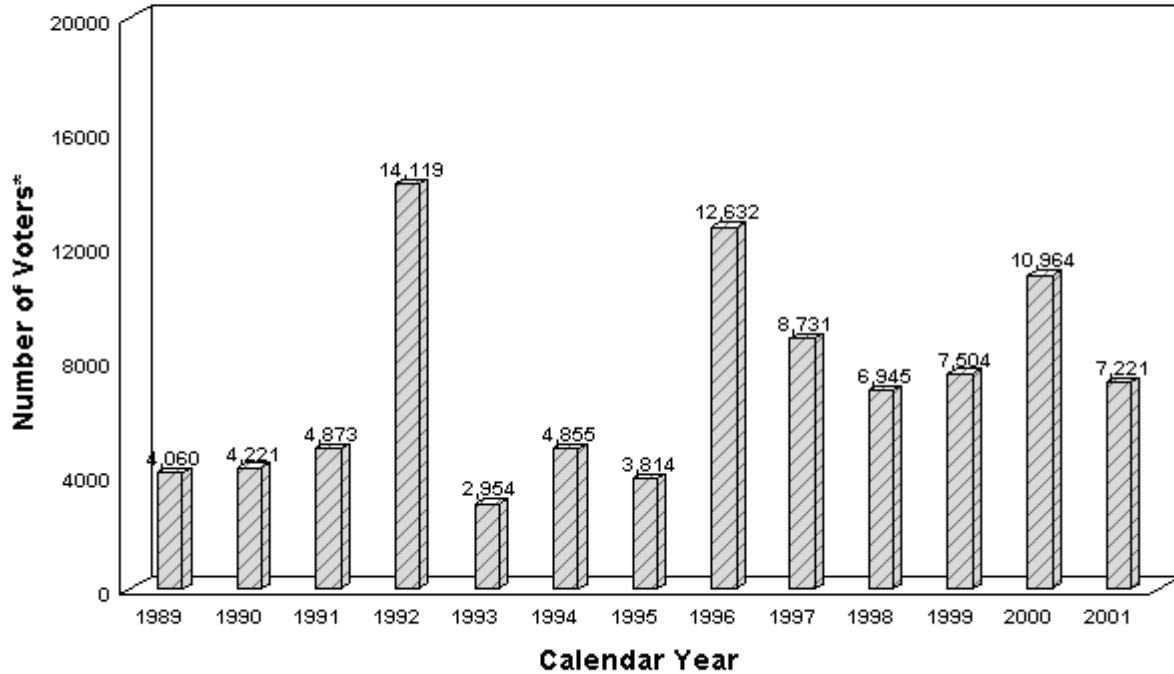
WORK SESSION NOTES AND COMMENTS

REGISTRAR OF VOTERS



REGISTRAR OF VOTERS

New Alexandria Voters Registered 1989-2001



* Voter registration follows a cyclical pattern, with the largest increases in new voters registered occurring in presidential election years (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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	532,389	495,250	548,586	
NON-PERSONNEL	283,086	243,172	324,916	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>815,475</u>	<u>738,422</u>	<u>873,502</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>815,475</u>	<u>738,422</u>	<u>873,502</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	18.3%			
FULL-TIME POSITIONS	4.0	4.0	4.0	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Registrar of Voter's reflects an increase of \$135,080, or 18.3 percent, as compared to the FY 2002 Approved General Fund budget. The Proposed FY 2003 budget will fund two elections: the general election in November, 2002 for the U.S. Senate and House of Representatives and the City Council election in May 2003.
- The increase in the Department's FY 2003 General Fund budget is primarily attributable to the costs associated with the City Council election in May 2003 including \$20,000 in part-time costs for additional election officials and additional staff for absentee voting, and \$20,000 in overtime costs.
- The increase is also attributable to the planned merit in-step increases for employees in FY 2003; the City-wide mailing required by the re-drawing of the school districts prior to the May 2003 City Council/School Board Election (\$34,000); the federal mandate requiring that all public election and registration documents be translated into Spanish in FY 2003 which includes translation, formatting, printing and ballots (\$29,000).

REGISTRAR OF VOTERS

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 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) 2001, the Registrar's office received a total of 30,116 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 5,096 Alexandria voters in CY 2001. The Registrar's Office received 3,060 returned confirmations, which resulted in changing the addresses of 1,388 Alexandria residents, and forwarding 456 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 (1992, 1996 and 2000). This trend is illustrated in the graph entitled, "New Alexandria Voters Registered." In CY 2001, the department registered 7,221 new Alexandria voters. After accounting for individuals no longer eligible to vote in the City, Alexandria had a total of 77,012 registered voters as of December 31, 2001.

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 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 belonging to the opposing party.

REGISTRAR OF VOTERS

DEPARTMENT DETAIL

Two elections were held in FY 2001: U.S. Presidential Election in which 50,480 people voted; and the Virginia Democratic Primary for Lieutenant Governor and Attorney General in which 3,502 people voted.

INDICATORS AND MEASURES

OBJECTIVE: [Registrar - DMV Co-Location] To increase the accuracy of voter records and the enfranchisement of Alexandria Voters.

	Actual CY 1999 ^{/1}	Actual CY 2000	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Alexandria voter registration applications received, Mill Road DMV location*	n/a	5,636	5,909	6,000	6,000
Rejected applications from Mill Road DMV location* *	n/a	92	125	125	125
Rate of rejection, Mill Road DMV location* **	n/a	1.6%	2.1%	2.1%	2.1%
Alexandria voter registration applications received from other DMV offices* ** *	n/a	8,427	10,395	10,000	10,000
Rejected applications from other DMV offices* ** *	n/a	1,296	1,728	1,725	1,725
Rate of rejection from other DMV offices* ** *	n/a	15.4%	16.6%	17.0%	17.0%

^{/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 1999	Actual CY 2000 *	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Number of registration transactions completed successfully**	36,156	42,952	49,509	35,000	38,000
Registrations received from NVRA sources***	18,578	33,666	28,255	27,000	27,000
Total registrations from all sources	21,166	39,142	30,116	20,000	25,000

* 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 1999	Actual CY 2000*	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Total number of new Alexandria voters registered**	7,504	10,964	7,221	7,000	7,000
Total number of Alexandria registered voters***	76,923	84,339	84,044	85,000	85,000

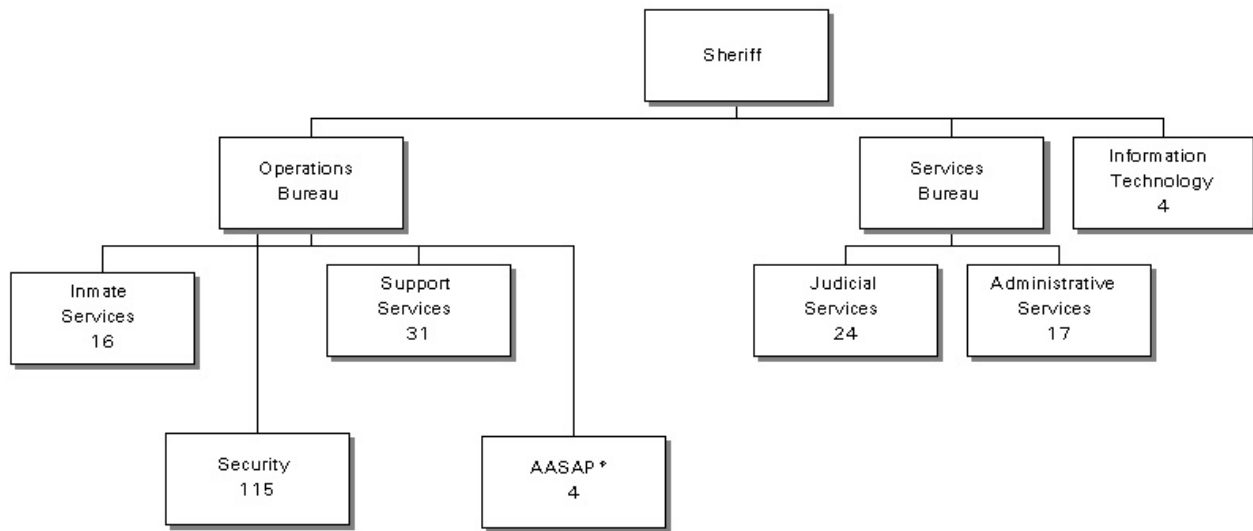
* Reflects an increase due to the November, 2000, presidential election.

** 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.

WORK SESSION NOTES AND COMMENTS

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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	13,416,546	14,420,840	15,504,850	
NON-PERSONNEL	2,973,928	2,802,849	2,888,673	
CAPITAL GOODS OUTLAY	<u>45,107</u>	<u>85,750</u>	<u>314,192</u>	
TOTAL EXPENDITURES	<u>16,435,581</u>	<u>17,309,439</u>	<u>18,707,715</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	551,090	667,711	1,266,267	
INTERNAL SERVICES	<u>95,191</u>	<u>84,188</u>	<u>341,758</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>646,281</u>	<u>751,899</u>	<u>1,608,025</u>	
GENERAL FUND	<u>15,789,300</u>	<u>16,557,540</u>	<u>17,099,690</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.3%			
FULL-TIME POSITIONS	202.0	202.0*	211.0**	

* Revised from previous documents to reflect the addition of one grant-funded CCCA position which was budgeted in FY 2002 but excluded from the full-time position count.

** Includes the addition of 9 temporary federally-funded positions to provide perimeter security at the Public Safety Center.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Sheriff's Office reflects an increase of \$542,150, or 3.3 percent, as compared to the Approved FY 2002 General Fund budget due to the temporary limited-term addition of 8 Deputy positions and 1 Sergeant position and related operating and equipment costs for perimeter security at the Public Safety Center funded by expected federal revenue at a cost of \$523,872 and an increase of \$70,000 in contracted inmate medical services. The Sheriff's Office is responsible for providing security at the Alexandria Detention Center, which is currently housing high-profile federal inmates awaiting trial at the Federal Courthouse in Alexandria for crimes of terrorism against the United States. Due to the heightened need for security related to the housing of these inmates, the Sheriff's Office has established a security barrier around the perimeter of the Public Safety Center. Entrance points to the premises are staffed by Sheriff security staff to check the identification of visitors to the facility. Check-point security is currently being provided within existing staff levels through increased overtime. It is unknown how long such additional security measures will be necessary. Additional staff are proposed because the alternative of excessive overtime could potentially reduce the Sheriff's ability to provide adequate security due to the physical and emotional toll of working continuous over-time hours over a potentially extended period of time. Reimbursement from the Federal Marshals program or other federal sources is being sought to fund this supplemental item for as long as it is necessary.

SHERIFF

City Manager Proposed

- The Sheriff's Office is also required by the federal government to follow mandated protocols in the provision of inmate medical services. The FY 2003 budget includes a \$70,000 increase in contractual services for the increasing cost of mandated HIV related inmate medical service protocols.
- Personnel expenditures increased by \$1,084,010, or 7.5 percent, due to the cost of employee merit adjustments and the addition of the aforementioned additional temporary limited-term 9 sworn positions for Public Safety Center perimeter security offset by expected revenue from the federal government.
- Non-personnel expenditures increased by \$85,824, or 3.1 percent, due to operating costs associated with the new positions for Public Safety Center perimeter security offset by revenue from the federal government and the aforementioned \$70,000 increase in contracted inmate medical services due to the increasing cost of mandated inmate medical protocols.
- Capital goods outlay expenditures increased by \$228,442, or 266.4 percent, due to the scheduled replacement of ten Sheriff fleet vehicles by the Equipment Replacement Fund.
- Special Revenue Fund revenues increased by \$598,556, or 89.6 percent, due to the addition of \$523,872 in federal funding for Public Safety Center perimeter security and increases in the grant and fee funded Comprehensive Community Corrections Act (CCCA), Pre-Trial Services Act (PSA), and Alexandria Alcohol Safety Action Program (AASAP) programs.
- Internal Services revenue increases by \$257,570, or 305.9 percent, due to the aforementioned scheduled replacement of ten Sheriff's Office fleet vehicles from the Equipment Replacement Fund.

DETAIL BY DIVISION

The Office of the Sheriff provides courthouse and courtroom security; serves warrants and legal documents issued by the courts; operates the Alexandria Detention Center; and manages the Comprehensive Community Corrections Act (CCCA), Pre-trial Services Act (PSA), and Alexandria Alcohol Safety Action Program (AASAP).

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 2001, the Detention Center housed an average daily population of 418. Of the 418 total prisoners in the Detention Center on January 21, 2002, 250 were local, 132 were federal, and 36 were State prisoners housed at the Alexandria Detention Center. In addition, there were 25 local prisoners housed at the Peumansend Creek Regional Jail.

SHERIFF

DETAIL BY DIVISION

Administrative Services Division provides resources for Sheriff's Office divisions to perform their duties and responsibilities efficiently and effectively. Fiscal Management manages the Office's financial resources through the preparation and administration of the operating and capital improvement budgets, overall financial planning, control of expenditures, procurement and payment for goods and services, safeguarding of Detention Center inmate assets, and management of the canteen services contract. Resources Management 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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Administration				
All Funds Expenditures	1,801,917	1,822,150	2,104,254	
FULL-TIME STAFFING	17	17	17	

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 1999	Actual FY 2000 **	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Deputies enrolled in 21 week training	14	18	12	15	26
Cost per deputy trained*	\$32,306	\$34,000	\$35,638	\$36,707	\$37,808
Percentage of deputies completed training	78%	100%	100%	100%	100%
Percentage of deputies certified by Department	78%	100%	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.

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

The Information/Technology Division plans and manages automated systems through software and hardware updates and maintenance, network administration, and operation of the Criminal Justice Information System (CJIS) database.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Information/Technology				
All Funds Expenditures	319,317	352,384	366,996	
FULL-TIME STAFFING	4	4	4	

SHERIFF

DETAIL BY DIVISION

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	60	102	105	107	107
Total number of software updates installed	160	600	313	420	381
Average number of updates per workstation	2.7	5.9	3.0	3.9	3.6

The Judicial Services Division provides Courthouse and courtroom security and serves non-warrant legal documents issued by the Alexandria Circuit, Juvenile and Domestic Relations, General District, and State Appeals Courts.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Judicial Services				
All Funds Expenditures	1,687,785	1,767,545	1,838,922	
<u>FULL-TIME STAFFING</u>	24	24	24	

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.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total number of civil, criminal and traffic trials supervised	90,000	75,396	75,791	76,000	77,000
Hourly staff costs of supervising trials	\$59.82	\$62.81	\$61.62	\$61.62	\$63.51
Percentage of trials successfully protected	100%	100%	100%	100%	100%

The Inmate Services Division classifies inmates in the detention center; manages inmate programs; coordinates over 200 volunteers delivering inmate programs; manages community corrections programming for the courts and alternative sentencing programs including Work Release, Modified Work Release, Incremental Sentencing, and Electronic Monitoring; oversees mental health services, including the Sober Living Unit, a model jail-based therapeutic community program for drug and alcohol offenders; and manages the 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.

SHERIFF

DETAIL BY DIVISION

<u>DIVISION:</u> Inmate Services	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	1,488,388	1,957,908	1,580,973 *	
<u>FULL-TIME STAFFING</u>	22	22	16 *	

* Reflects the organizational relocation of 6 grant-funded CCCA and PSA positions to Support Services.

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.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of individuals evaluated for alternative programs	586	344	400	455	455
Percentage of individuals accepted into alternative programs	63%*	58%	65%	68%	68%
Average cost per individual processed	\$111	\$139	\$120	\$105	\$105
Average monthly income per alternative program participant**	\$637	\$1,444	\$1,000	\$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.

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. For FY 2003, 8 Sheriff's Deputy positions and 1 Sergeant are added to provide perimeter security at the Public Safety Center. The positions are to be funded by the Federal Marshal's program.

<u>DIVISION:</u> Security	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	7,174,120	7,679,293	8,557,688*	
<u>FULL-TIME STAFFING</u>	106	105	115*	

* Includes the addition of 9 temporary federally-funded positions to provide perimeter security at the Public Safety Center.

SHERIFF

DETAIL BY DIVISION

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 2001	Estimated FY 2002	Projected FY 2003
Number of inmate days per year	145,145	172,340	184,976	172,340	184,976
Average daily population	384	410	373	410	373
Percentage of inmates maintained safely	100%	100%	100%	100%	100%
Direct operating cost per inmate day**	\$46.75	\$47.18	\$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 daily operational support to all divisions of the Office of Sheriff through facility management, inmate records management, prisoner transportation, warrant service and medical and food services contract management.

DIVISION: Support Services	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
All Funds Expenditures	3,783,429	3,493,814	4,015,493 **	
<u>FULL-TIME STAFFING</u>	25	26 *	31 **	

* Data has been revised from previously published documents to reflect the addition of one grant-funded CCCA position which was budgeted in FY 2002 but excluded from the full-time position count.

** Includes the organizational relocation of 6 grant-funded PSA and CCCA positions from Inmate Services.

INDICATORS AND MEASURES

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

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of inmate files processed for initial commitment and release	17,130	19,900	26,718	20,000	20,000
Percent of files processed without error	99%	99%	99%	100%	100%
Average number of commitments and releases handled by record clerks and cadets per day	16	17	18	18	20
Number of warrants served	733	901	800	800	800

The Alexandria Alcohol Safety Action Program (AASAP) provides intervention, probation, and case management services to persons convicted of Driving Under the Influence (DUI) or other alcohol/drug related offenses and provides information and education to the public in an effort to reduce the incidence of DUI. AASAP is funded by client fee revenue.

SHERIFF

DETAIL BY DIVISION

<u>DIVISION:</u> AASAP	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	180,625	236,345	243,389	
<u>FULL-TIME STAFFING</u>	4	4	4	

WORK SESSION NOTES AND COMMENTS

SHERIFF

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Public Safety Center Perimeter Security \$523,872

This supplemental funding item includes the temporary limited-term addition of eight Deputy Sheriff positions and one supervisory Sergeant position and related equipment and operating costs to provide perimeter security at the Public Safety Center. The Sheriff's Office is responsible for providing security at the Alexandria Detention Center, which is currently housing high-profile federal inmates awaiting trial at the Federal Courthouse in Alexandria for crimes of terrorism against the United States. Due to the heightened need for security related to the housing of these inmates, the Sheriff's Office has established a security barrier around the perimeter of the Public Safety Center. Entrance points to the premises are staffed by Sheriff security staff to check the identification of visitors to the facility. Check-point security is currently being provided within existing staff levels through increased overtime. It is unknown how long such additional security measures will be necessary. Excessive overtime could potentially reduce the Sheriff's ability to provide adequate security due to the physical and emotional toll of working continuous over-time hours over a potentially extended period of time. Reimbursement from the Federal Marshals or other federal program is being sought to fund this supplemental item for as long as it is necessary.

2. Security Overtime \$141,000

Provides overtime funding in the Security Division for the service of protective orders and civil arrest warrants outside of normal business hours, evictions, and courthouse, courtroom, and Public Safety Center security.

3. Professional Health Services \$70,000

The Sheriff's Office is required to follow mandated protocols in the provision of inmate medical services. Funding for contractual services is being increased for inmate medical services mandated by federal protocols and administered through the Sheriff's medical contract.

Not Recommended

1. Staff Training and Overtime \$92,000

The Sheriff's Office requested overtime funding for in-house training to supplement that which is provided by the Northern Virginia Criminal Justice Academy. The Sheriff's Office is now providing this training within its current budget and will continue to do so without the funding requested in this item.

SHERIFF

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

	FY 2001 Actuals	FY 2002 Approved	FY 2003 Proposed	FY 2003 Approved
Total Expenditures - All Funds	<u>\$16,435,581</u>	<u>\$17,309,439</u>	<u>\$18,707,715</u>	
Special Revenue Fund Revenues				
Special Revenue Fund	\$551,090	\$667,711	\$1,266,267	
Internal Services	<u>95,191</u>	<u>84,188</u>	<u>341,758</u>	
Total Special Revenues	<u>\$646,281</u>	<u>\$751,899</u>	<u>1,608,025</u>	
General Fund Expenditures (Total Expenditures Less Special Revenues)	<u>\$15,789,300</u>	<u>\$16,557,540</u>	<u>\$17,099,690</u>	
Sheriff Related General Fund Revenues				
State Compensation Board	\$3,974,080	\$3,735,000	\$3,975,000	
Federal Prisoner Per Diem	4,439,898	3,940,000	4,000,000	
State Prisoner Per Diem	846,816	691,000	760,000	
Court Fees	12,101	12,000	12,000	
Work Release Fees	<u>48,075</u>	<u>38,000</u>	<u>25,000</u>	
Total General Fund Revenues	<u>\$9,320,970</u>	<u>\$8,416,000</u>	<u>\$8,772,000</u>	
Net City Share (General Fund Expenditures Less General Fund Revenues)	<u>\$6,468,330</u>	<u>\$8,141,540</u>	<u>\$8,327,690</u>	

SHERIFF

Addendum Table II
Office of Sheriff Staffing, FY 2000 - FY 2003

	FY 2000 Actual	FY 2001 Actual	FY 2002 Approved	FY 2003 Proposed	FY 2003 Approved
Sworn Positions:					
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	15***	
Sheriff Deputy	<u>132</u>	<u>132</u>	<u>132</u>	<u>140</u> ***	
TOTAL SWORN	159	159	159	168***	
TOTAL CIVILIANS	<u>38</u> *	<u>43</u> **	<u>43</u> *	<u>43</u>	
TOTAL SHERIFF STAFF	<u>197</u> *	<u>202</u> **	<u>202</u> *	<u>211</u> ***	

* Revised from previous documents to reflect the addition of CCCA grant-funded position that was budgeted in FY 2002 but excluded from the full-time position count.

** Reflects the 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.

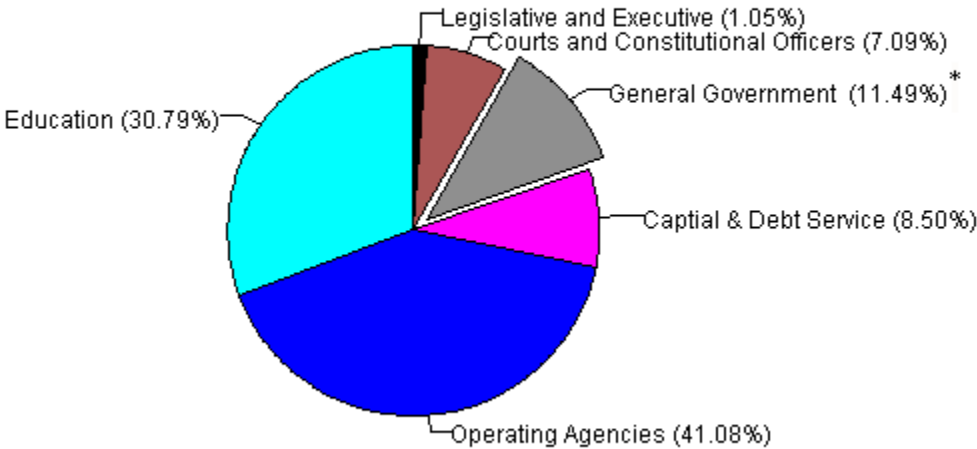
*** Reflects the limited-term addition of 1 temporary federally-funded Sergeant and 8 temporary federally-funded Deputies for Public Safety Center perimeter security.

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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

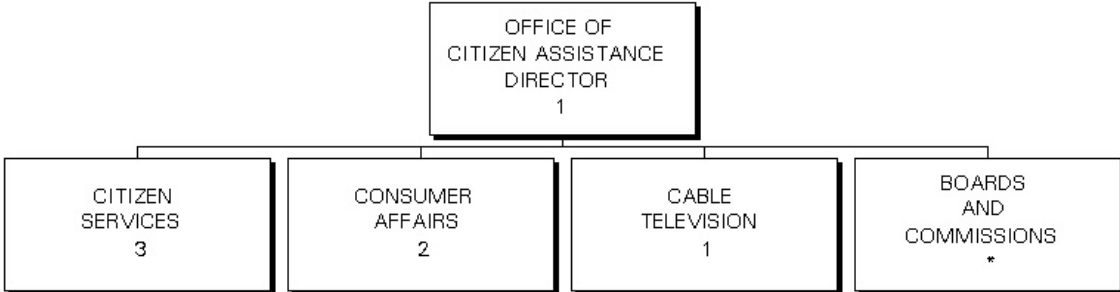
Total City General Fund Budget



* The proposed FY 2003 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 is included in the proposed appropriation to the Schools.

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 * AMENDED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	375,152	467,860	446,736	
NON-PERSONNEL	191,105	71,050	80,950	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>566,257</u>	<u>538,910</u>	<u>527,686</u>	
SPECIAL REVENUES AND OTHER SOURCE	<u>26,826</u>	<u>5,000</u>	<u>5,400</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>26,826</u>	<u>5,000</u>	<u>5,400</u>	
GENERAL FUND	<u>539,431</u>	<u>533,910</u>	<u>522,286</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (2.2%)				
FULL-TIME POSITIONS	8.0	7.0	7.0	

* The FY 2002 Approved budget has been amended to reflect the transfer of the Public Affairs Officer to the City Manager's Office along with expenditures related to the production of the City's employee and community newsletters.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for Citizen Assistance reflects a decrease of \$11,624, or 2.2 percent, as compared to the Approved FY 2002 General Fund budget.

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.

CITIZEN ASSISTANCE

DEPARTMENT DETAIL

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 1999	Actual CY 2000	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Number of formal requests processed	149	141	150	150	150
Number of formal requests processed within 10 days**	111	120 ***	125	125	125
Percentage of requests resolved in 10 days	74%	85%	95%	95%	95%
Number of informal requests processed	81	55	75	75	75
Percentage of informal requests processed within 24 hours	100%	100%	100%	100%	100%

* In addition to the requests reported in the table, during FY 2001 the Office of Citizens Assistance received 211 e-mail requests. The cumulative total e-mail inquiries processed through the Office of Citizen Assistance from June 1996 through June 30, 2001 is 1,548.

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

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

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of FOIA requests	463	523	506	500	500
Average days required to process each request	5	5	5	5	5
Percentage of requests processed within mandated 5-day time frame	66%	95%	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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of complaints received	378	447	400	408	400
Number of information requests received	6,604	8,083	8,000	7,509	8,000
Percentage of complaints resolved in 20 working days	100%*	95%	98%	98%	98%
Value of goods and services recovered for consumers**	\$133,834	\$136,535	\$140,000	\$98,357	\$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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of complaints received	26	26	46	35	35
Number of meetings cablecast*	121	136	156	150	150
Number of requests for videotapes of meetings	38	42	61	50	50

* 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

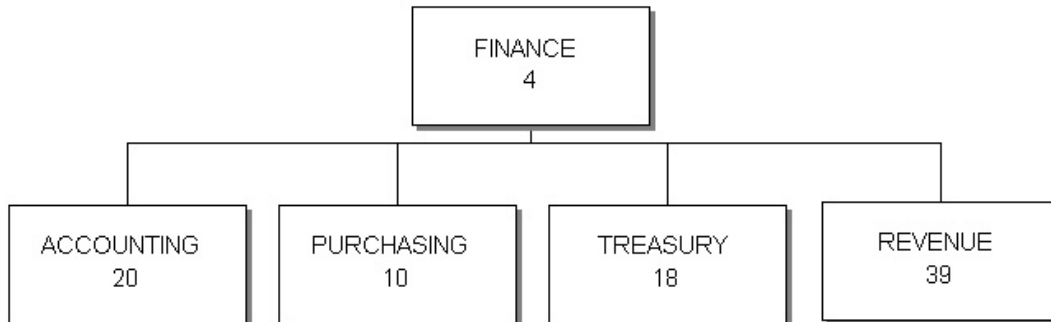
Boards and Commissions

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. Please see City Council listing located in the Legislative and Executive tab of this document for full listing of the City's Boards and Commissions.

WORK SESSION NOTES AND COMMENTS

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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 2003 priorities are to improve collection of taxes through the use of enhanced technology; to strengthen delinquent tax collection enforcement; to achieve investment earning objectives through active and prudent portfolio management; to enhance financial reporting by being a leader in implementing national reporting standards; and improving procurement and accounting information and training internally to City departments.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 AMENDED*	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	4,251,902	5,116,050	5,131,983	
NON-PERSONNEL	2,455,573	1,616,500	1,699,419	
CAPITAL GOODS OUTLAY	<u>134,108</u>	<u>41,500</u>	<u>72,780</u>	
TOTAL EXPENDITURES	<u>6,841,583</u>	<u>6,774,050</u>	<u>6,904,182</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>178,316</u>	<u>34,500</u>	<u>63,300</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>178,316</u>	<u>34,500</u>	<u>63,300</u>	
GENERAL FUND	<u>6,663,267</u>	<u>6,739,550</u>	<u>6,840,882</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	1.5%			
FULL-TIME POSITIONS	86.0	87.0	91.0**	

- In FY 2002 a Clerk Typist position responsible for the billing component of the City's telecommunications system was moved to Accounting from General Services (\$35,811).

** The Manager's proposed budget includes recommended supplemental funding of \$32,337 to convert one Revenue Collection Specialist from part time to full time, to convert two full time Account Clerk III positions from temporary to permanent City employees, and to convert one part time Clerk I position to a full time Account Clerk I position. In FY 2003 these positions will be funded with increased vacancy savings.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Finance Department reflects an increase of \$101,332, or 1.5 percent, as compared to the Amended FY 2002 General Fund budget.
- Personnel expenditure increases in this department were largely offset by a 5% vacancy reduction of \$260,784.
- There was an increase in non-personnel expenditures of approximately \$71,000 for accounting-related professional services for the independent audit of the City and the School Board financial statements and \$8,000 for the maintenance for the City's KPMG Performance Series City-wide financial system. The cost of professional accounting services has increased significantly over the past three years.

FINANCE

DEPARTMENT DETAIL

On June 22, 2001, Moody's Investor's Services, Inc., and Standard and Poor's Ratings Group reaffirmed the City of Alexandria's double triple-A bond ratings, in conjunction with the City's issuance of \$54.5 million in General Obligation Bonds. Alexandria still remains one of only 29 cities in the United States with perfect bond ratings from the nation's two leading municipal credit rating agencies. For the second time, the City issued its bond prospectus through the Internet, put the bond prospectus on the City's web site and took bond bids on the Internet.

The City was the largest jurisdiction in the United States and the first community in Virginia to issue its Comprehensive Annual Financial Report using the complete framework found in the Government Accounting Standards Board Statement No. 34, *Basic Financial Statements - And Management's Discussion and Analysis - for State and Local Governments*. This pronouncement established a new financial reporting framework for State and local government. This new framework is the biggest change in the history of public-sector accounting and financial reporting.

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 99.82 percent of the real estate taxes levied for tax years 1996 through 2000. Staff collected more than 96 percent of the personal property taxes levied on vehicles for those same tax years.

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 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	433,446	307,839	257,860	
<u>FULL-TIME STAFFING</u>	4	4	4	

FINANCE

DETAIL BY 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.

DIVISION: Accounting	ACTUAL FY 2001	AMENDED FY 2002 *	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	1,830,269	1,583,817	1,719,028	
<u>FULL-TIME STAFFING</u>	19	20	20	
* In FY 2002 a Clerk Typist position responsible for the billing component of the City's telecommunications system was moved to Accounting from General Services (\$35,811).				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Recipient of the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Number of substantive GFOA Certificate Comments*	3	20	7**	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 increased significantly as governments and reviewers become familiar with the new reporting standards required by the Government Accounting Standards Board (GASB).

** Revised from previous budget documents.

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.

FINANCE

DETAIL BY DIVISION

DIVISION: Treasury	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	1,518,243	1,503,734	1,545,747	
<u>FULL-TIME STAFFING</u>	15	15	18*	
* The Manager's proposed budget includes recommended supplemental funding of \$21,100 to convert two full time Account Clerk III positions from temporary to permanent City employees, and to convert one part time Clerk I position to a full time Account Clerk I position. In FY 2003 these positions will be funded with vacancy savings.				

INDICATORS AND MEASURES

OBJECTIVE: [Treasury] To pursue an investment strategy yielding an average rate of return higher than the federal funds rate.*

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.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Average rate of return (percent)	5.07%	5.98%	5.62%	3.54%	3.90%
Average federal funds rate (percent)	4.96%	5.59%	5.73%	3.43%	3.80%
Number of basis points above or (below) average federal funds rate	11**	39**	(11)	10	10

* 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.

** Revised from previous budget documents.

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

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of days before the payment due dates that tax bills were mailed:					
First half real estate tax	35	42	35	35	35
Second half real estate tax	35	35	44	51	50
Personal property tax	54	51	59	60	60

OBJECTIVE: [Treasury] To collect outstanding parking violations.

	Actual FY 1999	Actual FY 2000	Actual FY 2001 /1	Estimated FY 2002	Projected FY 2003
Total parking ticket revenues collected (in thousands)	\$3,165	\$3,085	\$3,058	\$3,050	\$3,050

/1 During FY 2001 the Police Department issued 9,958 fewer tickets than FY 2000 which resulted in the lower parking ticket revenue. Also in FY 2001, the Finance Department implemented a new parking management contract which provides for an increased issuance of collection notices.

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 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	2,215,569	2,583,322	2,531,662	
<u>FULL-TIME STAFFING</u>	38	38	39*	
* The Manager's proposed budget includes recommended supplemental funding of \$11,237 to convert one Revenue Collection Specialist from part time to full time.				

INDICATORS AND MEASURES

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

	Actual CY 1999	Actual CY 2000	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Number of delinquent cases pursued**	48,082	61,788	55,299	49,000	44,300
Number of cases resolved	8,668	24,719	27,566	24,600	22,000
Total amount collected annually (in thousands)	\$11,194	\$10,945	\$11,386	\$11,000	\$11,000

- * 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.

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 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	665,740	760,838	786,585	
<u>FULL-TIME STAFFING</u>	10	10	10	

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
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.

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Conversion of part-time Revenue Collection
Specialist to full-time, Revenue Division \$11,237

This supplemental request will enable the Revenue Division to convert a part-time position to full-time to increase the Division's ability to collect revenue, to improve customer service and to improve the stability of a significant position. The Division will fund the request with vacancy savings in FY 2003.

2. Conversion of two full-time temporary Account Clerk III positions to
two full-time permanent Account Clerk III positions, Treasury Division \$16,900

This supplemental request will improve and ensure the integrity of the Division's cash management and reconciliation procedures for the City's real estate, personal property and business personal property systems and the parking ticket receivable system. The Division will fund the request with vacancy savings in FY 2003.

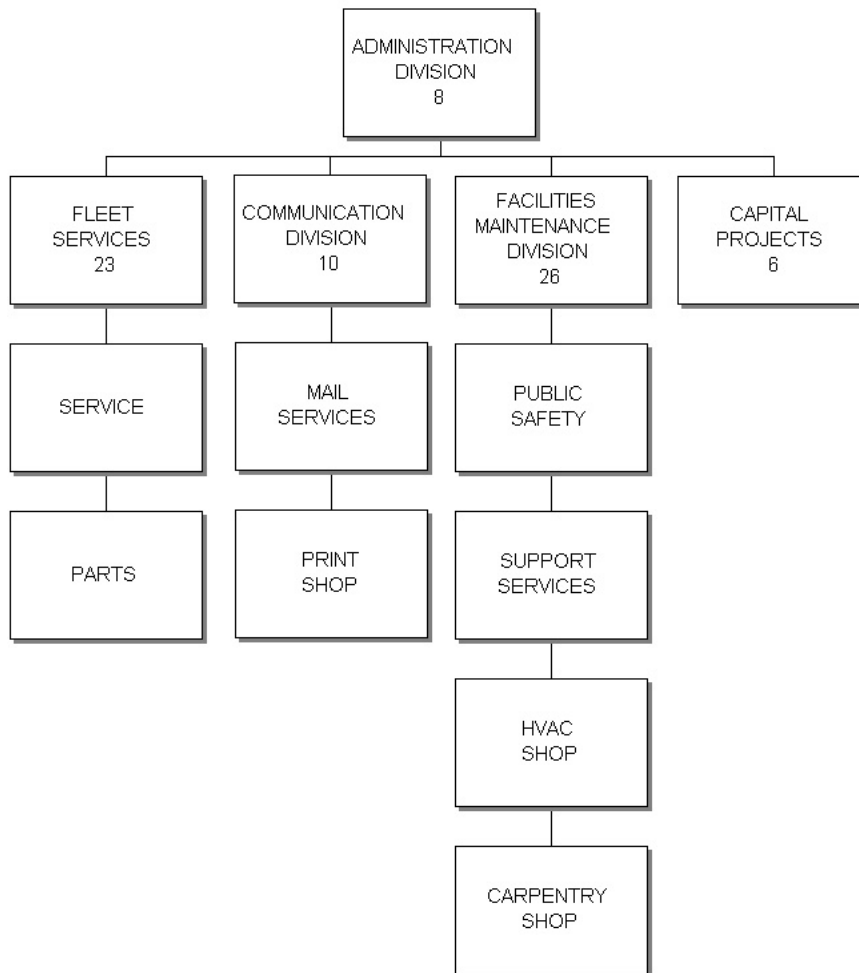
3. Conversion of a part-time Clerk I position to a full-time
Account Clerk I position, Treasury Division \$4,200

This supplemental request will increase the amount of time this position is able to work directly with residents and businesses to resolve tax and parking ticket issues and to administer the Division's mail program, to ensure that payments and inquiries are processed in a timely manner. The Division will fund the request with vacancy savings in FY 2003.

WORK SESSION NOTES AND COMMENTS

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 AMENDED*	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	4,091,633	4,501,382	4,631,446	
NON-PERSONNEL	4,646,171	4,189,099	4,228,907	
CAPITAL GOODS OUTLAY	<u>44,610</u>	<u>27,828</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>8,782,414</u>	<u>8,718,309</u>	<u>8,860,353</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	0	0	0	
INTERNAL SERVICES	<u>0</u>	<u>19,928</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>19,928</u>	<u>0</u>	
GENERAL FUND	<u>8,782,414</u>	<u>8,698,381</u>	<u>8,860,353</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	1.9%			
FULL-TIME POSITIONS	74.0	72.0*	73.0**	

* Reflects the addition and subsequent transfer of a Telecommunications Technician to Information and Technology Services (ITS); the transfer of the Telecommunications Specialist to ITS; and the transfer of an Account Clerk II to Finance. In FY 2002, ITS will assume responsibility of the City's telecommunications services and Finance assumed the responsibility of billing for the City's telecommunications services.

** Reflects the conversion of a part-time Mailroom Clerk to full-time to increase the delivery capacity of the Mailroom..

City Manager Proposed

- The Proposed FY 2003 General Fund budget for General Services reflects an increase of \$161,972, or 1.9 percent, as compared to the Approved FY 2002 General Fund budget.
- The FY 2003 General Fund budget for this agency reflects funding to improve current service levels through the temporary overhire of two Maintenance Renovation Inspection Specialists (MRIS), one Space Planner and one Mechanical Engineer (\$255,795). Many of these functions were previously performed or supplemented by temporary or contracted employees, therefore the costs of these temporary overhire positions has been partially offset by a reduction in the budget for fees for temporary and professional services. These temporary overhire positions have increased the in-house capability of the department thereby reducing the need for temporary or contracted employees while increasing continuity, reducing turnover and increasing the quality of service provided.

GENERAL SERVICES

City Manager Proposed

- In addition, the department's General Fund budget reflects an increase of \$143,614 in fuel and lubricants due to the projected increase in the cost of gasoline and diesel fuel over that budgeted in FY 2002, and an increase of \$106,752 in office space rentals due to the relocation of the General Services Administration Division from City Hall to leased space at Tavern Square to allow for the expansion of the Fire Department's Code Enforcement Division and the Department of Planning and Zoning within City Hall.

Since FY 1990 to the Proposed FY 2003 Budget:

- The amount of square footage in building space maintained by the Department has increased by approximately 349,475 feet, from 1,262,000 square feet to 1,611,475 square feet, or by 27.7 percent primarily because of the completion of the Charles Beatley Library, the Vola Lawson Animal Shelter, the William Ramsay Recreation Center, and the renovation and expansion of the Ellen Coolidge Burke Branch Library, the Bernard J. Padgett Fire Station (Fire Station 204), the Nannie J. Lee Center and the Mount Vernon Recreation Center.
- The City's motor pool has increased by 187 vehicles, from 576 vehicles to 769 vehicles, or by 33.5 percent;
- The Department's full-time staff positions have increased by only five positions, from 68 positions to 73 positions, or by 7.4 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 Fleet Services Division's Fleet Maintenance Management Information System has been implemented to help improve and measure the effectiveness and efficiency of the Vehicle Maintenance Shop. Finally, the Facilities Maintenance Division has begun implementing a computerized maintenance management system. This system will allow the Division to track maintenance costs and history, schedule and perform preventative maintenance and allow the Division to conduct predictive maintenance for replacing major components of building systems.

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: Administration</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	397,435	520,232	820,207	
<u>FULL-TIME STAFFING</u>	7	6 *	8 **	
* Reflects the transfer of a Telecommunications Specialist and a Clerk Typist II from the Administrative Division to the Capital Projects 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. ** Reflects the transfer of a Administrative Officer and a Contracts Specialist from the Facilities Maintenance Division to the Administration Division.				

Facilities Maintenance Division - is responsible for maintaining 90 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 2003, this Division will assume responsibility for the maintenance of the newly renovated Ellen Coolidge Burke Branch Library and the new Vola Lawson Animal Shelter.

<u>DIVISION: Facilities Maintenance</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	4,754,130	3,948,882	4,586,210 **	
<u>FULL-TIME STAFFING</u>	28	28	26 *	
* Reflects the transfer of a Contracts Specialist and Administrative Officer from Facilities Maintenance Management to the Administration Division. ** Reflects the transfer of the City's parking garage management contract (\$700,000) from the Capital Projects Division to the Facilities Maintenance Division.				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Gross square footage of buildings (thousands)	1,489	1,504	1,522	1,558	1,611
Annual Costs Per Square Foot*	n/a	\$2.57	\$2.65	\$2.53	\$2.46

* This is a new measure. Data is not available prior to FY 2000.

Capital Projects Division - is responsible for providing construction management for building maintenance, repair, and renovation projects; and managing City utility usage.

DIVISION: Capital Projects	ACTUAL FY 2001	AMENDED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	819,344	1,548,908	688,844 **	
<u>FULL-TIME STAFFING</u>	5	6 *	6	
<p>* Reflects the addition and subsequent transfer of the Telecommunications Specialist and a Telecommunications Technician to Information Technology Services and the transfer of an Account Clerk II to Finance. In FY 2002 ITS assumed the responsibility of the City's telecommunications services and Finance assumed the responsibility of the billing for the City's telecommunications services. In addition, this reflects 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.</p> <p>** Reflects the transfer of the City's parking garage management contract (\$700,000) from the Capital Projects Division to the Facilities Maintenance Management Division.</p>				

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.

DIVISION: Communications	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	526,838	546,963	554,837	
<u>FULL-TIME STAFFING</u>	9	9	10*	
<p>* Reflects the conversion of a part-time Mailroom Clerk to full-time to increase the delivery capacity of the mailroom, to include the delivery of the Planning Commission dockets, and to help ensure consistent delivery service.</p>				

GENERAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Print Shop] To provide in-house production of graphics, typesetting, and printed material for all City agencies.

	Actual FY 1999	Actual FY 2000	Actual FY 2002	Estimated FY 2002	Projected FY 2003
Number of printing requests	1,391	1,395	1,270	1,380	1,380
Number of graphic/typesetting requests	515	520	535	575	575

INDICATORS AND MEASURES

OBJECTIVE: [Mail Room] To process daily mail in a timely fashion.

	Actual FY 1999	Actual FY 2000	Actual FY 2002	Estimated FY 2002	Projected FY 2003
Pieces of mail processed annually (thousands)	647	685	646	632	632
Percentage of mail processed within 24 hours	100%	100%	100%	100%	100%

Fleet Services 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.

<u>DIVISION:</u> Fleet Services	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	2,284,667	2,133,396	2,210,255	
<u>FULL-TIME STAFFING</u>	25	23 *	23	

* Reflects efficiency gains via the transfer of a Supervisory Automotive Mechanic position to the Capital Projects 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: [Fleet Services Division] To repair or to coordinate the repair of City motorized equipment.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of motorized equipment units	629	679	700	712	769
Number of repairs*	22,465	15,860	7,402	7,530	7,650
Average number of direct labor hours per repair*	1.00	1.00	2.00	2.00	2.00
Number of Direct Labor Hours**	n/a	15,860	14,749	15,060	15,300

* The decline in the number of repairs and the increase in labor hours in FY 2000, and FY 2001 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.

** This is a new measure. No data is available prior to FY 2000.

In FY 2002, General Services will complete a number of major construction and renovation projects, including the following:

- Renovation of the Ellen Coolidge Burke Branch Library;
- Completion of the Vola Lawson Animal Shelter;
- Renovation of the E-911 Communications Center at the Public Safety Center;
- Installation of the Captain Rocky Versace Vietnam Veterans Plaza at the Mount Vernon Recreation Center;
- Renovation of the Warwick Pool;
- Installation of the Public Safety Center and Courthouse Security and Alarm System

In addition, the department has managed a major lease negotiation, coordinated several agency moves to the Tavern Square complex (including the General Services Administration Division); completed modifications to City Hall to support the expansion of the Office of Planning and Zoning and the Fire Department's Code Enforcement Division; and will complete major security upgrades the Public Safety Center and the Courthouse.

The Department is scheduled to manage major maintenance and capital projects at over 90 City facilities in FY 2003. These projects and projects contemplated for future years are detailed in the City's FY 2003 to FY 2008 Capital Improvement Program document.

WORK SESSION NOTES AND COMMENTS

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	215,103	245,074	252,951	
NON-PERSONNEL	42,124	82,575	106,171	
CAPITAL GOODS OUTLAY	<u>8,289</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>265,516</u>	<u>327,649</u>	<u>359,122</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>6,018</u>	<u>35,000</u>	<u>25,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>6,018</u>	<u>35,000</u>	<u>25,000</u>	
GENERAL FUND	<u>259,498</u>	<u>292,649</u>	<u>334,122</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR				14.2%
FULL-TIME POSITIONS	4	4	4	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Office of Human Rights reflects an increase of \$41,473, or 14.2 percent, as compared to the Approved FY 2002 General Fund budget.
- Total proposed funding for personnel expenditures in the amount of 252,951 represents an increase of \$7,877, or 3.2 percent, as compared to the Approved FY 2002 budget. The increase is primarily attributable to the planned merit increases for employees in FY 2003.
- Total proposed funding for non-personnel expenditures in the amount of \$106,171, represents an increase of \$23,596, or 28.6 percent, as compared to the Approved FY 2002 budget. The increase is primarily attributable to a recommended supplemental request (\$30,000) to provide assistance with the investigative workload.

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of formal complaints filed**	102	88	82	100	110
Number of formal complaints resolved***	77	65	71	110	120
Number of informal complaints received****	860	810	1,320	1,000	1,000
Number of informal complaints resolved	757	775	1,150	900	900
Monetary compensation to discrimination victims	\$143,962	\$51,620	\$17,029	\$110,000	\$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

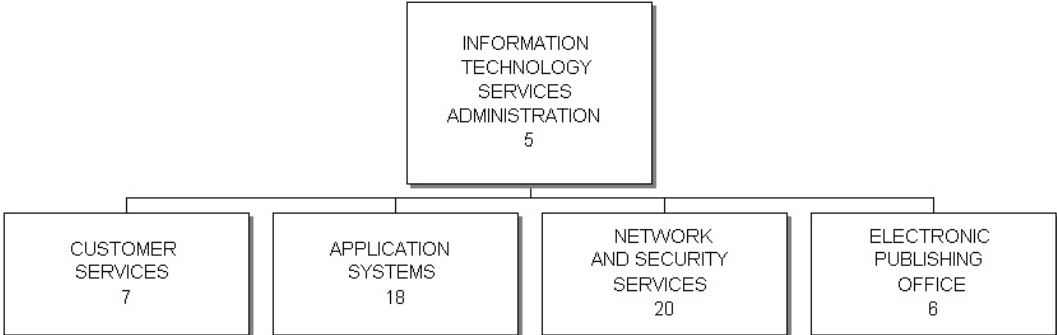
Recommended

- | | |
|--------------------------|----------|
| 1. Professional Services | \$30,000 |
|--------------------------|----------|

Funding for this supplemental request will be used to provide assistance in handling the case intake and investigation workload.

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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 AMENDED /1	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	3,048,088	4,136,380	4,125,516	
NON-PERSONNEL	2,523,366	2,449,673	2,477,298	
CAPITAL GOODS OUTLAY	<u>204,512</u>	<u>9,000</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>5,775,966</u>	<u>6,595,053</u>	<u>6,602,814</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>765,000</u>	<u>765,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>765,000</u>	<u>765,000</u>	
GENERAL FUND	<u>5,775,966</u>	<u>5,830,053</u>	<u>5,837,814</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	0.1%			
FULL-TIME POSITIONS	53.0	56.0	56.0	

* The FY 2002 budget was amended to reflect the transfer of two positions and maintenance expenditures from General Services to ITS to maintain the City's telecommunications system (\$118,652). A Network Security position was approved as a supplemental request in FY 2002.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Information Technology Services Department represents an increase of \$7,761, or less than one percent, as compared to the Amended FY 2002 General Fund budget.
- Proposed personnel expenditures in the amount of \$4,125,516 represent a decrease of \$10,864 compared to the FY 2002 General Fund budget. Employee merit increases were entirely offset by the application of a 2.5 percent vacancy factor to the Department's Personnel expenditures.
- Total proposed non-personnel expenditures in the amount of \$2,477,298 represent a \$27,625 increase, or 1.1 percent, from FY 2002.
- The Operations Division realized significant savings (\$20,000) in equipment maintenance as an increasing number of computers are covered by warranties under the City's equipment replacement program.
- The Operations Division also realized significant savings related to the City's Institutional Network (I-Net). The Department renegotiated the service contract for maintenance of the I-Net and has requested \$81,000 less for equipment maintenance compared to FY 2002. The savings occurred in part through consolidation of coverage of various elements of network equipment despite the addition of a number of new sites to the I-Net.

INFORMATION TECHNOLOGY SERVICES

City Manager Proposed

- These savings in the Operations Division were offset by an increase of nearly \$60,000 to provide for partial-year costs to maintain the new Alexandria Justice Information System (AJIS), which is scheduled to replace the current Criminal Justice Information System (CJIS). This year the Department will be phasing out the CJIS system, but due to the planned overlap as the new system is brought on line, there are lease costs on the Arlington County's mainframe for the CJIS system, as well as maintenance costs for the new system. Beginning in FY 2004, lease costs with Arlington County should be significantly reduced, but annual maintenance of the AJIS system is expected to be approximately \$125,000.
- The Applications Division realized an increase of \$13,000 as a result of an increase in the contract costs of the Internet maintenance provided by the contractor. In addition, new servers and an additional T-1 line were added to handle the City's expanding web site. The new equipment resulted in an additional increase of \$29,000.

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;
- 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

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

the groundwork and infrastructure necessary for future technological enhancements. For information on the Information Technology Plan, please refer to the City's FY 2003 - FY 2008 Capital Improvement Program document.

Major accomplishments of the department since the preparation of the FY 2002 budget include:

The Electronic Publishing Office (EPO), formerly known as the Word Center or Information Technology Center, has been developed to assist departments with their publishing needs. The Office is also performing HTML Coding and Portable Document Formatting to assist City departments with development and maintenance of the City's Internet and Intranet web sites.

The Network and Security Services staff, within the Operations Division, have continued to increase the number of sites connected to the City's Institutional Network (I-Net), adding the Juvenile Detention Center and the William Ramsay, Mount Vernon, Charles Barrett and Charles Houston Recreation Centers. To accommodate the greater throughput required by additional users, the backbone structure within City Hall was upgraded from copper to fiber optic cabling.

The Applications Division completed a version upgrade to the current Payroll and Human Resources system, including all necessary customization and documentation, and implemented a new budget module, KPMG Performance Budgeting. Several legacy databases and programs have also been upgraded and converted to more robust platforms and formats, along with implementation of a version upgrade for the Personal Property Tax application.

The City's Web Site has been expanded to include more than 10,000 information pages. The entire site infrastructure has been improved to increase processing speed and system reliability and to enhance security. In the past year the Department has implemented several new initiatives: a new list service for daily Police crime reports; a comprehensive Juvenile Courts site; a new and improved Fire Department site; and a new site for the Office of Historic Alexandria and all museums. Also, the City web site was rated one of the three best web sites in the country for cities under 250,000 by the Civic Resource Group.

In FY 2000, the ITS Department initiated a centralized phased replacement for the approximately 2,000 City desktop computers. The replacement schedule is based upon a four-year cycle and new PCs are purchased with a four year warranty agreement. In the two years since the program was initiated, 1,009 PCs have been replaced with more capable and reliable models, allowing City staff to run a greater variety of more sophisticated applications from the desktop. In addition, synchronizing the warranty with the replacement cycle has resulted in savings of approximately \$20,000 per year in non-warranty maintenance costs. This is an ongoing project, and by the end of FY 2003 all City PCs will have been covered by the replacement cycle and its warranty plan.

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

During FY 2002 the ITS Department was reorganized and the number of Divisions was reduced from five to three. The reorganization consolidated the Customer Services and Network Security Services Divisions into the Operations Division. The Electronic Publishing Office (Information Technology Center) was added to the Administration Division, and database administration responsibilities were moved out of Network and Security Services and added to the Applications Division. Prior year data has been revised from previous documents to reflect the reorganization and to provide accurate data for comparison purposes.

Administration Division - provides overall planning, control, and supervision of the functions for which the department is responsible. This Division also includes the Electronic Publishing Office, which 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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Administration				
General Fund Expenditures	\$1,151,820	\$1,039,160	\$ 961,584*	
FULL-TIME STAFFING	10	10	10	
* A 2.5% Department-wide vacancy factor (\$105,782) is reflected in the Administration Division. As vacancies occur throughout the fiscal year, funds will be transferred from the appropriate division through the budget transfer process.				

INDICATORS AND MEASURES

OBJECTIVE: (Electronic Publishing Office) To provide clerical and data entry support to all City staff.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Record time for all City employees into payroll system - number of payrolls completed	26	26	26	26	13*
Number of word processing work requests completed	3,400	3,099	3,099	2,100	1,700**
Website and City Net HTML coding and PDF document production***	---	----	273	546	TBD

* The 13 for FY 2003 indicates completion of an automated time and attendance system during FY 2003 in accordance with the Information Technology portion of the Capital Improvement Plan.

** In order for Electronic Publishing Office 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 Operations Division.

*** This measure has been expanded to reflect the new responsibilities of the Electronic Publishing Office.

Applications Division - 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.

INFORMATION TECHNOLOGY SERVICES

DETAIL BY DIVISION

<u>DIVISION:</u> Applications	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	2,121,301	2,306,494 *	2,476,227	
<u>FULL-TIME STAFFING</u>	24	24	24	

INDICATORS AND MEASURES

OBJECTIVE: (Citizen Access) To provide information to residents regarding services available from City government by developing Web Site Home Pages for each City department.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of pages of information about City services available on the City's WWW site	4,510	5,000	9,000	11,000	13,000
Number of service applications forms available to citizens via the City's WWW site	30	51	67	80	90
Number of printed brochures and publications available to citizens in electronic format through the City's WWW site	52	63	68	75	85
Number of times the City's WWW site is accessed for information by the public*	549,280	675,000	850,000	1,100,000	1,400,000

* A site visit is defined as each unique visit to the web site by an individual. (The method reporting web statistics was modified in FY 1999.)

Operations - is responsible for Network and Security Services, including coordinating Alexandria's computer software that runs (on a contract basis) activity on Arlington County's mainframe; managing more than 25 local area network (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 wide area network (WAN) software and hardware. This Division is also 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> Operations	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002/1</u>	<u>PROPOSED</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	2,502,845	2,484,399	2,400,003	
<u>FULL-TIME STAFFING</u>	19	22	22	

/1 The FY 2002 budget was amended to reflect the transfer of two positions and maintenance expenditures from General Services to the Operations Division, to maintain the City's telecommunications system (\$118,652). A Network Security position was approved as a supplemental request in FY 2002.

INFORMATION TECHNOLOGY SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: (Network and Security Services) To upgrade server and workstation networked environment.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of outdated workstations replaced*	N/A	300	571	448	400
Number of workstations connected to a network**	1,846	1,864	1,885	1,975	2,100
Number of network servers upgraded to Windows NT	30	19	45	64	70
Number of network servers replaced	N/A	10	15	28	32

* Entries represent the number of workstations replaced, not cumulative replacements.

** 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 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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Cumulative number of City LANs with wiring and connectivity equipment upgraded to 100mbps	21	35	40	42	50
Total number of file and print network servers installed	53	33	28	64	35
Total number of network servers consolidated	0	8	11	5	4

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Cumulative number of departmental LANs interconnected using the I-Net (Institutional Network)	35	54	53*	54	57

* Includes five LAN's that were consolidated.

OBJECTIVE: (Customer Services) To make computer training available to City staff in all the various applications and systems.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total attendance at computer related training classes*	1,790	1,654	1,675	1,700	1,700

* This includes City-wide training on specialized systems, such as Performance Accounting and Performance Budgeting, Legislative Tracking, Permit Plan, and Purchasing.

OBJECTIVE: (Customer Services) To provide first level computer problem (trouble calls) support to City staff computer users.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total number of incident trouble calls received	3,223	3,423	5,745	3,600	3,600
Total number of incident trouble calls resolved without further referral*	672	817	2,760*	1,000	1,000

* Beginning in FY 2001, the increase in number of calls resolved without referral stems from the establishment of a formal Help Desk with responsibility for response at Level 1.

INFORMATION TECHNOLOGY SERVICES

Addendum Table 1 PROJECTED ALLOCATION OF FY 2003 ITS SERVICES

The following table summarizes the projected allocation of FY 2003 ITS services and ongoing costs to City departments and agencies based on past usage.

	Internal Projected Allocation	As a Percent of Total Allocation
Finance Accounting	\$1,177,161	20.16%
Finance Revenue	\$853,240	14.62%
Finance Administration	\$318,871	5.46%
Finance Treasury	\$4,455	0.08%
Finance Purchasing	\$3,582	0.06%
Police	\$307,344	5.26%
MH/MR/SA	\$306,128	5.24%
Real Estate	\$279,664	4.79%
Sheriff	\$275,958	4.73%
Transportation and Environmental Services	\$218,952	3.75%
Personnel	\$188,500	3.23%
Fire	\$187,199	3.21%
General Services	\$151,407	2.59%
Human Services	\$148,914	2.55%
Code Enforcement	\$134,346	2.30%
Human Rights	\$114,370	1.96%
Circuit Court	\$102,677	1.76%
Planning	\$96,210	1.65%
Historic Alexandria	\$91,091	1.56%
Recreation	\$90,469	1.55%
OMB	\$83,990	1.44%
City Manager	\$82,190	1.41%
Citizen Assistance	\$76,035	1.30%
Housing	\$72,707	1.25%
City Clerk	\$66,375	1.14%
City Attorney	\$64,068	1.10%
Other	\$60,666	1.04%
Public Defender	\$56,636	0.97%
Commonwealth's Attorney	\$52,902	0.91%
Adult Probation and Parole	\$51,084	0.88%
Juvenile Court Services	\$48,495	0.83%
Voter Registrar	\$37,627	0.64%
Animal Shelter	\$10,340	0.18%
Health	\$7,647	0.13%
AEDP	\$5,880	0.10%
Schools	\$3,578	0.06%
Legislative Services	\$2,785	0.05%
Internal Audit	\$2,181	0.04%
Libraries	<u>\$2,090</u>	<u>0.04%</u>
	<u>\$5,837,814</u>	<u>100.00%</u>

INFORMATION TECHNOLOGY SERVICES

Addendum Table II
DEPARTMENT ALLOCATION FOR COMPUTER WORK STATION
REPLACEMENT FUND IN FY 2003

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 2003
City Council	0.8%	\$6,120
City Manager	1.0%	\$7,650
City Attorney	0.8%	\$6,120
City Clerk	0.8%	\$6,120
18 th Circuit Court	1.8%	\$13,770
Clerk of Courts	2.3%	\$17,595
Commonwealth's Attorney	2.5%	\$19,125
Court Service Unit	0.8%	\$6,120
18 th General District Court	0.0%	\$0
Juvenile and Domestic Relations Court	0.4%	\$3,060
Law Library	0.1%	\$765
Registrar	0.6%	\$4,590
Sheriff	5.4%	\$41,310
Citizen Assistance	0.5%	\$3,825
Finance	6.3%	\$48,195
Internal Audit	0.1%	\$765
General Services	3.0%	\$22,950
Office on Women	1.0%	\$7,650
Human Rights	0.5%	\$3,825
ITS	3.8%	\$29,070
OMB	0.8%	\$6,120
Personnel	1.4%	\$10,710
Real Estate Assessments	1.1%	\$8,415
Fire	6.5%	\$49,725
Police	10.3%	\$78,795
Health	0.3%	\$2,295
MH/MR/SA	17.7%	\$135,405
Human Services	13.1%	\$100,215
Housing	1.5%	\$11,475
Planning and Zoning	2.0%	\$15,300
Historic Alexandria	1.4%	\$10,710
Recreation	4.3%	\$32,895
TES	5.3%	\$40,545
Other Public Safety/Magistrate	0.3%	\$2,295
Probation and Parole	0.5%	\$3,825
Non-Departmental		
Animal Shelter	0.5%	\$3,825
Other - unassigned	<u>0.5%</u>	<u>\$3,825</u>
TOTAL	<u>100%</u>	<u>\$765,000</u>

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	158,007	159,665	164,209	
NON-PERSONNEL	25,396	30,234	29,254	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>175,403</u>	<u>189,899</u>	<u>193,463</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>175,403</u>	<u>189,899</u>	<u>193,463</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	1.9 %			
FULL-TIME POSITIONS	2.0	2.0	2.0	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Office of Internal Audit reflects an increase of \$3,564, or 1.9 percent, as compared to the Approved FY 2002 General Fund budget.
 - Total non-personnel expenditures in the amount of \$29,254 reflect a decrease of \$980, or 3.2 percent, compared to the Approved FY 2002 General Fund budget. This decrease reflects actual expenditure trends.
-

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 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of professional staff positions authorized	2	2	2	2
Number of assignments completed	9	9	7 *	10
Number of audits contracted out	2	2	2	2

* Reflects impact of period of one position vacancy in FY 2002.

WORK SESSION NOTES AND COMMENTS

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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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	669,339	801,537	799,267	
NON-PERSONNEL	62,060	86,800	90,902	
CAPITAL GOODS OUTLAY	<u>6,000</u>	<u>6,000</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>737,399</u>	<u>894,337</u>	<u>890,169</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>737,399</u>	<u>894,337</u>	<u>890,169</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (0.5%)				
FULL-TIME POSITIONS	11.0	11.0	11.0	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Office of Management and Budget reflects a decrease of \$4,168, or less than one percent, as compared to the Approved FY 2002 General Fund budget.
 - The non-personnel increase is primarily attributable to a \$25,000 increase in fees for professional services, to retain a consultant to assist with the improvement of performance measures in various City departments and agencies.
-

INDICATORS AND MEASURES

OBJECTIVE: To prepare and administer the Capital Improvement Program in a manner that maintains the present bond rating.*

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of capital project tasks initiated	58	59	68	72	69
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%

* Data has been revised from previously published documents.

** 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

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: To administer the budget so that total expenditures do not exceed total appropriations.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Budget document receipt of the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

WORK SESSION NOTES AND COMMENTS

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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, 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 maintenance costs for the Citywide radio system and other miscellaneous accounts.

DEBT SERVICE

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
GENERAL OBLIGATION DEBT SERVICE	12,382,315	16,015,999	17,483,024	
NORTHERN VIRGINIA TRANSPORTATION DISTRICT BOND DEBT SERVICE	<u>256,070</u>	<u>256,070</u>	<u>256,070</u>	
TOTAL EXPENDITURES	<u>12,638,385</u>	<u>16,272,066</u>	<u>17,739,094</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>12,638,385</u>	<u>16,272,066</u>	<u>17,739,094</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 9.0%

Debt Service: In recognition of the City's excellent financial condition, the City's AAA/Aaa credit ratings were reaffirmed on the City's \$54.5 million general obligation bond issue of June, 2001. These bonds were sold in July of 2001 (FY 2002), at an aggregate true interest cost of 4.599 percent.

The proposed FY 2003 General Fund budget includes \$17.5 million for payment of the City's General Obligation debt. This includes \$13.5 for the scheduled repayment of debt existing prior to June 30, 2001, plus \$4.0 million in interest and principal payments for the bonds issued in July 2001. That bond issue, originally scheduled to be \$30.5 million was increased to \$54.5 million when favorable conditions allowed for the acceleration of a \$24.0 million issue previously scheduled for FY 2003. The detailed bond repayment schedule is included in the Proposed FY 2003 - FY 2008 Capital Improvement Program.

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)

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	27,297,193	12,020,000	14,000,000	
TOTAL EXPENDITURES	<u>27,297,193</u>	<u>12,020,000</u>	<u>14,000,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>27,297,193</u>	<u>12,020,000</u>	<u>14,000,000</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 16.5%				

Capital Projects (Cash Capital): The FY 2003 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 2003 cash capital budget, in the amount of \$14.0 million, will finance approximately 25.7 percent of the proposed FY 2003 Capital Budget of \$54.5 million. The remainder of the FY 2003 Capital Program will be funded by bond proceeds (\$24.0 million from the FY 2002 bond issue), designated fund balance derived from surplus revenues in FY 2001 and FY 2002 (\$15.6 million), and bond interest earnings (\$0.9 million). This results in non-bond related sources financing 54.3 percent of the FY 2003 Capital Improvement Program. 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*

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL *	FY 2002 APPROVED **	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
NON-PERSONNEL	0	672,039	950,000	
TOTAL EXPENDITURES	<u>0</u>	<u>672,039</u>	<u>950,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u><u>0</u></u>	<u><u>672,039</u></u>	<u><u>950,000</u></u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 57.3%

* 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 2002 approved budget contingent reserves level started at \$1,450,000.

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 2003 contingent reserves account includes a total of \$950,000 to address general contingencies, which is equal to approximately three-tenths of one percent of the proposed FY 2002 General Fund budget.

The FY 2002 approved budget initial contingent reserve level of \$1,050,000 has been reduced to \$672,039 through the following City Council actions subsequent to the FY 2002 budget adoption:

- \$181,811 authorizing four additional full-time positions in Recreation, Parks and Cultural Activities.
- \$71,000 establishing an additional Urban Planner III position in Planning and Zoning.
- \$10,750 to provide one-time funding to First Night Alexandria for First Night activities during FY 2002.
- \$64,400 to the Department of Human Services to increase family child care provider rates to be equal to Arlington County's rates.
- \$50,000 to an account within the Non-Departmental account to proceed with a feasibility study for a teen center to be operated and primarily financed by a non-City entity.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

CONTINGENT RESERVES

Also, not yet deducted from the FY 2002 contingent reserve balance of \$672,039, is \$68,189 for seasonal staff and operating supplies and materials for the Department of Recreation, Parks and Cultural Activities. This leaves a remaining contingent reserve balance of \$603,850 for the balance of FY 2002. The FY 2002 Approved Budget also included a \$400,000 contingent to cover potential school enrollment increases. These enrollment increases did not occur, in fact, enrollment declined. In February 2002, the \$400,000 contingent was reallocated to the Schools' CIP to fund the planned window replacement element of the George Washington Middle School renovation and expansion program. This allocation helped fund a critical element of the funding gap in the George Washington Middle School renovation and expansion program.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

INSURANCE, REBATES, CITY MEMBERSHIPS, ELDERLY RENT RELIEF, CITY-WIDE PUBLICATIONS AND OTHER EXPENSES

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 * APPROVED	FY 2003 ** PROPOSED	FY 2003 APPROVED
TOTAL EXPENDITURES	<u>6,410,525</u>	<u>7,376,749</u>	<u>14,381,359</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>6,410,525</u>	<u>7,376,749</u>	<u>14,381,359</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 95.0%

* FY 2002 approved budget included \$5,200,000 for the approved 3% general salary adjustment for City employees and the approved 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 were transferred to individual agency budgets in the FY 2002 Approved budget.

** The FY 2003 Proposed budget includes \$5,750,000 for the proposed 2.5 percent general salary adjustment for City employees and the proposed increase in the City's share of health insurance costs for active City employees. Based on Council's action in approving the budget, these monies will be transferred to individual agency budgets in the FY 2003 Approved budget.

Insurance, Rebates, City Memberships and Miscellaneous Expenditures:

Insurance: The total FY 2003 proposed insurance budget is \$2,782,000. 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. An additional \$150,000 has been included for anticipated premium increases in the City's liability insurance coverages due to the spikes in insurance premiums in the post September 11, 2001 insurance market.

Rebates: To help the City's elderly and disabled citizens continue to live in Alexandria, the proposed FY 2003 rebate budget includes \$190,000 for senior citizen rent relief. The proposed budget also includes \$660,100 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 now budgeted as a credit (or deduction) to real estate tax revenues. The amount budgeted as a credit to revenues for FY 2003 is \$1,000,000 which reflects City Council actions last year in increasing income eligibility and benefit levels for tax relief, as well as indexing the maximum exemption benefit level to equal the average residential real estate tax bill.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

City Memberships: The City membership account includes a total of \$90,000 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 2003 proposed budget includes \$160,800 for fixed-end maintenance costs associated with the radio system that serves all City public safety and general government agencies. This represents no change from FY 2002.

All Other Non-Departmental Expenditures (Miscellaneous Non-Departmental Accounts): The proposed FY 2003 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, in accordance with City Council's adopted Compensation Philosophy; and \$902,000 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 annual payment has been increased by \$200,000 to the \$902,000 based on actuarial calculations of amounts needed for the annual contribution.

This account also includes a total of \$200,000 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; \$28,000 for the Virginia Juvenile Community Crime Control Act (VJCCA) potential grant shortfall; \$50,000 for the continuation of the Neighborhood Grant Program which was approved in FY 2002; \$100,000 for the continuation of the Youth Fund initiatives funding; 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 (\$3.75 million) to finance a 2.5 percent COLA for City employees. It should be noted that (1) the latest federal data (CPI-U) for this region (January 2001 to January 2002) showed the inflation rate in the Washington DC-Baltimore-West Virginia area at 1.9 percent and (2) recommended COLA (or COLA-like) adjustments in neighboring jurisdictions are 2.75 percent in Arlington and 2.67 percent in Fairfax County. The proposed transfer in the proposed FY 2003 City's budget to the School Operating Fund includes sufficient funding (\$2.6 million) for a 2.5 percent COLA for School employees.
- Health Insurance contingent for City employees and retirees is budgeted at \$2.0 million which reflected an expectation that the City's cost of providing health insurance to its employees and retirees will increase by as much as 20 percent in FY 2003.
- A State Aid contingent of \$1.5 million is budgeted to cover potential reductions in direct aid to the City of Alexandria from the Commonwealth of Virginia that were unknown at the time the City's FY 2003 budget was developed.
- In order to help the City stay competitive in the compensation arena, a new step "O" is recommended at the end of the City's pay scale. The cost of this change will be \$400,000 in FY 2003.
- In looking at how overtime is calculated, two policy changes resulted. These include shifting the City from an "hours worked" to an "hours paid" basis for calculating overtime. This change will make the earning of time and one-half overtime more equitable among all City employees, and largely benefit lower-paid City employees. The cost of this change is \$365,000 per year. In a similar overtime policy change, double-time overtime hours for employees who worked on Sunday, or on the seventh day of the work week will now switch to a time and one-half pay rate. The savings for this change is estimated at \$150,000 per year.
- Increases of \$50,000 to the City Employee Training Program and \$50,000 to the Tuition Reimbursement Program are included in the proposed budget.

NON-DEPARTMENTAL

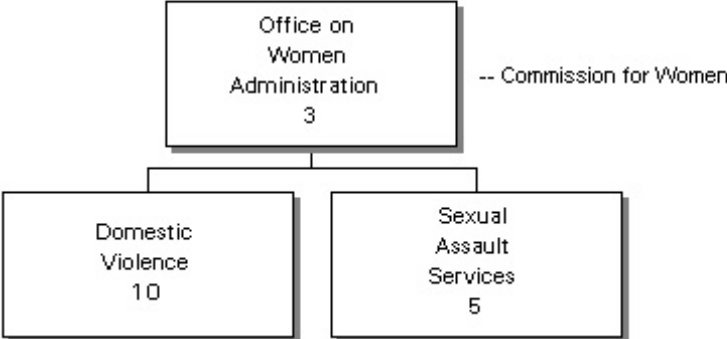
BUDGET DESCRIPTION

- 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 0.75 percent for FY 2003. This compares to a 1.0 percent rate reflected in the FY 2002 budget, which is the same percent rate that was estimated when City departments prepared their FY 2003 budgets. The difference between the 1.0 percent budgeted in departments and the 0.75 percent new employer rate (note that the City's pick-up of the 5 percent employee share continues unchanged) is an annual savings of \$200,000. This was budgeted as a negative line item and will be deducted from the departmental accounts in the approved budget.
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WORK SESSION NOTES AND COMMENTS

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	965,592	1,035,535	1,126,759	
NON-PERSONNEL	221,991	229,612	238,144	
CAPITAL GOODS OUTLAY	<u>24,408</u>	<u>999</u>	<u>1,000</u>	
TOTAL EXPENDITURES	<u>1,211,991</u>	<u>1,266,146</u>	<u>1,365,903</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>354,403</u>	<u>340,449</u>	<u>389,414*</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>354,403</u>	<u>340,449</u>	<u>389,414</u>	
GENERAL FUND	<u>857,588</u>	<u>925,697</u>	<u>976,489</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 5.5%				
FULL-TIME POSITIONS	18.0	18.0	18.0	

* FY 2003 Special Revenue includes \$324,732 in federal aid, \$41,707 in State Aid, and \$22,975 in gifts and donations.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Office On Women reflects an increase of \$50,792, or 5.5 percent, as compared to the Approved FY 2002 General Fund budget.
- The increase in the Proposed FY 2003 General Fund budget is primarily attributable to a recommended supplemental in the amount of \$35,000 for the continuation of a part-time Teen Pregnancy Prevention Coordinator position to help plan and facilitate the City youth program for pregnancy prevention, and the planned merit increases for employees.
- The City's Non-departmental budget includes \$65,000 for Teen Pregnancy Prevention promotion efforts.
- In total, teen pregnancy prevention efforts in FY 2003 will total \$100,000 (see the above two items) which equals the amount included in the FY 2002 Approved budget.

OFFICE ON 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 2002 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.

DIVISION: Administration	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
Total Expenditures	206,039	215,245	261,253 *	
<u>FULL-TIME STAFFING</u>	3	3	3	
* Reflects the recommended supplemental request to add a part-time Teen Pregnancy Prevention Coordinator.				

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.

	ACTUAL <u>FY 2001</u>	APPROVED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
DIVISION: Domestic Violence Program				
Total Expenditures	678,715	709,042	745,305	
<u>FULL-TIME STAFFING</u>	10	10	10	

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.

	ACTUAL <u>FY 2001</u>	APPROVED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
DIVISION: SARA				
Total All Fund Expenditures	327,237	341,859	359,345	
<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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of women and children housed in Battered Women's Shelter	180	139	119	135	150
Number of individual (one-on-one) domestic violence counseling sessions*	3,166	3,886	n/a	n/a	n/a
Number of data advocacy (with client and in court) hours*	n/a	n/a	5,725	5,800	5,850
Number of domestic violence group sessions	152	152	160	160	160
Number of domestic violence group attendance**	n/a	845	589	625	650
Number of police referrals to Domestic Violence Program	1,252	1,245	967	975	975
Number of assault survivors served by the Sexual Assault Response & Awareness Program	558	588	783	800	800
Hotline call received (domestic and sexual assault)***	8,748	8,717	4,571	4,593	4,593
Number of counseling sessions provided by the Sexual Assault Program	1,682	1,695	2,002	2,020	2,020
Number of community presentations	291	287	267	300	300
Number of Project STEPOUT/MANHOOD participants****	75	75	90	75	90

* New statistics started in FY 2001.

** New measure started in FY 2000.

*** Decrease beginning in FY 2001 is due to a new method of collecting data (internet based) as mandated by the State.

**** Estimated decrease in FY 2002 is due to the loss of one of two groups that met at the Lee Center and the Charles Houston Center, respectively. The group now only meets at the Charles Houston Center. Projected increase beginning in FY 2003 is due to an effort to expand the program to reach more hispanic and other ethnic youth.

SUPPLEMENTAL BUDGET REQUESTS

Recommended

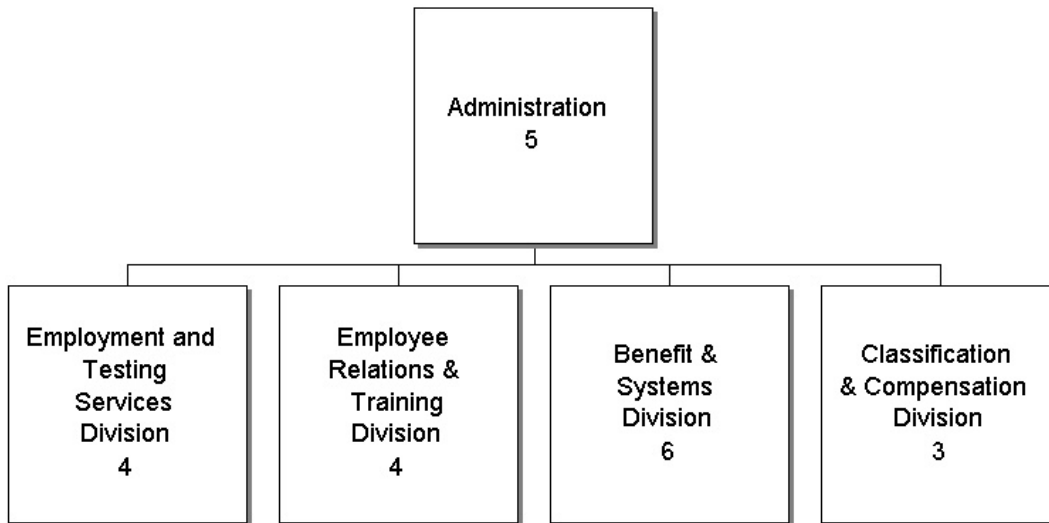
1. Additional part-time staffing \$35,000

Funding for this recommended supplemental request will continue to fund a part-time Teen Pregnancy Prevention Coordinator position who will help to plan and facilitate the City youth program for pregnancy prevention.

WORK SESSION NOTES AND COMMENTS

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PERSONNEL SERVICES



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

	FY2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	1,356,230	1,565,984	1,699,625	
NON-PERSONNEL	484,471	399,585	461,820	
CAPITAL GOODS OUTLAY	<u>14,062</u>	<u>9,660</u>	<u>9,660</u>	
TOTAL EXPENDITURES	<u>1,854,763</u>	<u>1,975,229</u>	<u>2,171,105</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>3,132</u>	<u>6,000</u>	<u>6,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>3,132</u>	<u>6,000</u>	<u>6,000</u>	
GENERAL FUND	<u>1,851,631</u>	<u>1,969,229</u>	<u>2,165,105</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 9.9%				
FULL-TIME POSITIONS	20.0	20.0	22.0*	

* Reflects the recommended addition of a Personnel Clerk II position to provide additional clerical and administrative support in the Employee Relations and Training Division; and a Retirement Administrator position in the Benefits/Systems Division to act as a liaison between employees, retirees, and contract service providers.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Personnel Department reflects an increase of \$195,876, or 9.9 percent, as compared to the Approved FY 2002 General Fund budget.
- The increase in personnel expenditures is partially attributable to costs associated with the recommended supplemental request to add a Personnel Clerk II (\$35,438) position to provide additional clerical and administrative support in the Employee Relations and Training Division; and a Retirement Administrator (\$80,000) position to act as a retirement systems administrator and to serve as a liaison between employees, retirees, and contract service providers. The personnel budget also includes the planned merit increases for employees in FY 2003.
- The increase in non-personnel expenditures is primarily attributable to a recommended supplemental request (\$56,000) to provide additional training for mid-level and senior management staff; and minor increases in various line items.
- As part of compensation changes, \$50,000 has been added to the FY 2003 budget for the tuition reimbursement program bringing the total tuition reimbursement program to a \$175,000 funding level.

PERSONNEL SERVICES

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 2003, 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 data for all departments in the 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 \$175,000 in FY 2003, is a function of the Administration Division. This program was established by City Council in FY 1998, and the tuition reimbursement policies are based upon a review of the City's comparator jurisdictions, as outlined in the City's Compensation Philosophy.

In FY 2001, a total of 156 employees applied for and were eligible for Tuition Assistance funding, as compared to 68 employees in FY 2000 and 50 in FY 1999. The increase in participation may be attributed to the elimination of the bi-annual selection "drawing" and the removal of the two-course limit per employee in the fiscal year. Additionally, the requirement that employees submit requests at least 15 days prior to class commencement has been removed. Now it is the employees's responsibility to acquire his/her supervisor's approval and signature before the course begins. These program enhancements and related increased utilization is the reason why the funding has been increased from \$125,000 to \$175,000 for FY 2003.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Administration				
General Fund Expenditures	462,907	492,307	498,417*	
FULL-TIME STAFFING	5	5	5	
* Includes \$125,000 in funding for tuition reimbursement. The added \$50,000 is budgeted in non-departmental.				

PERSONNEL SERVICES

DETAIL BY DIVISION

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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Employment				
General Fund Expenditures	314,777	334,769	338,923	
FULL-TIME STAFFING	4	4	4	

INDICATORS AND MEASURES

OBJECTIVE: [Employment and Testing Services] To recruit, evaluate and refer qualified persons to fill City positions.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Divisional satisfaction rating by operating departments*	6.4	6.0	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 FY 2001 (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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Employee Relations				
General Fund Expenditures*	370,327	393,846	490,171	
FULL-TIME STAFFING	3	3	4**	
* FY 2003 General Fund expenditures include a recommended supplemental request (\$56,000) for the mid-level and senior management training initiative.				
** Includes the recommended supplemental request to add a Personnel Clerk II position (\$35,438) to provide additional clerical and administrative support in the division.				

PERSONNEL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Employee Relations and Training] To provide training and organizational development programs for City employees.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of employees attending training	3,310*	2,753	2,528	2,700	2,700
Average rating by training participants on class evaluation forms**	4.6	4.4	4.5	4.7	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.

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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Benefits and Systems				
General Fund Expenditures	444,392	472,615	558,481*	
<u>FULL-TIME STAFFING</u>	5	5	6*	
* Includes the recommended supplemental request to add a Retirement Administrator (\$80,000) position to act as a liaison between employees, retirees, and contract service providers. The organizational location of this position in the City government will be determined prior to the start of FY 2003, but is budgeted in this Division as a place holder for this new position at this time.				

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.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of telephone/walk-in inquiries per week	245	252	267	290*	290
Percent of telephone/walk-in issues resolved within 5 working days	92%	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 2002 is due to the mid-year termination of the George Washington University Health Plan.

** Based on annual user survey of 23 operating departments, 20 of which responded for FY 2002 (scale of 1 to 7, where 1 = "poor" and 7 = "outstanding").

PERSONNEL SERVICES

DETAIL BY DIVISION

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 a position'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: Classification</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2002</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	259,228	275,692	279,113	
<u>FULL-TIME STAFFING</u>	3	3	3	

INDICATORS AND MEASURES

OBJECTIVE: [Classification and Compensation] To provide classification and compensation services to City agencies in a timely and effective manner.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of classification reviews completed	51	78	87	100	100
Percentage of classification reviews analyzed and implemented within six months of receipt	100 %	100 %	100 %	100 %	100 %

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Retirement Systems Administrator \$80,000

This supplemental request will fund a Retirement Systems Administrator position to act as a systems administrator and to serve as a liaison between employees, retirees, and contract service providers. The organizational location of this position will be determined prior to the start of FY 2003.

2. Additional Staffing in the Employee Relations and Training Division \$35,438

This supplemental request will fund a Personnel Clerk II position to provide additional clerical and administrative support in the Employees Relation and Training Division.

3. Professional Services \$56,000

This supplemental request will fund the mid-level and senior management training initiative proposed by the City Manager.

PERSONNEL SERVICES

SUPPLEMENTAL BUDGET REQUESTS

Not Recommended

1. Additional Staffing in the Employment Division \$35,438

This supplemental request to fund a Personnel Clerk II position to provide additional clerical and administrative support in the Employment Division is not recommended at this time due to higher priority needs.

WORK SESSION NOTES AND COMMENTS

PERSONNEL SERVICES

Addendum Table

Regular Full-time and Part-time Employees
Comparative Turnover Statistics by Calendar Year

This addendum table provides turnover statistics based on the number of regular full-time and regular part-time employees who leave employment with their respective jurisdictions divided by the number of actual regular full-time and regular part-time employees. The jurisdictions surveyed are defined by the City's Compensation Philosophy.

JURISDICTION	YEAR	POLICE (SWORN)	FIRE (SWORN)	SHERIFF (SWORN)	GENERAL (ALL OTHER EMPLOYEES)	OVERALL (ALL EMPLOYEES)
ALEXANDRIA	2001	6.07%	1.43%	6.49%	14.15%	11.88%
ARLINGTON (1)	2001	11.18%	7.60%	20.40%	11.39%	11.50%
FAIRFAX	2001	6.33%	4.58%	8.70%	10.10%	9.08%
PRINCE WILLIAM	2001	7.14%	12.44%	Information Not Available (2)	Information Not Available (2)	11.35% (3)
MONTGOMERY	2001	Information Not Available (2)	Information Not Available (2)	Information Not Available (2)	Information Not Available (2)	Information Not Available (2)
PRINCE GEORGE'S	2001	Information Not Available (2)	Information Not Available (2)	Information Not Available (2)	Information Not Available (2)	Information Not Available (2)

(1) Data tracked by Fiscal Year 2001.

(2) Jurisdictions have not completed turnover statistical information.

(3) Prince William County does not combine regular full-time and regular part-time employee turnover statistics. Therefore, the turnover statistics for Prince William County were calculated by Alexandria using numbers provided by Prince William County.

Source: Telephone survey to comparator jurisdictions' Personnel Departments or Public Safety support staffs.

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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	743,400	837,738	837,595	
NON-PERSONNEL	123,495	109,720	116,005	
CAPITAL GOODS OUTLAY	<u>4,676</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>871,571</u>	<u>947,458</u>	<u>953,600</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>871,571</u>	<u>947,458</u>	<u>953,600</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	0.6%			
FULL-TIME POSITIONS	11.0	11.0	11.0	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Department of Real Estate Assessments reflects an increase of \$6,142, or 0.6 percent, as compared to the Approved FY 2002 General Fund budget.
 - Proposed personnel expenditures in the amount of \$837,595 represent a decrease of \$143 compared to the FY 2002 General Fund budget. A one percent vacancy factor was applied to this department, offsetting any increase resulting from planned employee merit adjustments.
 - Total proposed non-personnel expenditures, in the amount of \$116,005, represents a decrease of \$6,285, or 5.7 percent compared to FY 2002 funding levels. The increase is attributable to adjustments in several areas to more closely reflect actual expenditures.
-

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

REAL ESTATE ASSESSMENTS

DEPARTMENT DETAIL

Estate Assessments; second, to the Board of Equalization and Assessment Review; and third, to the Circuit Court of Alexandria. In Calendar Year (CY) 2001, the Department assessed 38,792 parcels and processed 337 Department appeals.

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 1999	Actual CY 2000	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Number of assessable parcels - residential*	33,721	34,570	35,142	35,864	36,581
Number of assessable parcels - commercial/ industrial*	4,058	3,962	3,650	3,431	3,245
Number of assessable parcels - total	37,779	38,532	38,792	39,295	39,826
Assessment/Sales Ratio* *	92.8%	84.2%	78.3%	85.0%	90.0%
Number of assessable parcels per appraiser	5,397	5,505	5,542	5,580	5,689

* The number of parcels fluctuates due to sub-dividing, consolidating and reclassifying parcels.

** Calendar year 1999 data are based on Virginia Department of Taxation published 1999 figures and vary from previously published budget documents. The 2000 through 2002 data are based on locally compiled information.

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 2001, the Board heard 103 appeals. The number of appeals filed with the Board represented 0.27 percent of the 38,792 locally assessed properties in the City for CY 2001.

To increase taxpayer accessibility, in December of 2000 the Department launched the Real Estate Assessment Information System on the City's web site. This is now by far the most visited area of 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 1999	Actual CY 2000	Actual CY 2001	Estimated CY 2002	Projected CY 2003
Number of appeals to Department*	300	433	337	500	400
Number of appeals to the Board of Equalization**	160	146	103	300	250
Percentage of assessment appeals upheld by Department of Real Estate Assessments	35%	65%	48%	55%	55%
Percentage of assessment appeals upheld by Board of Equalization	49%	41%	55%	45%	45%

* The number of appeals to the Department fluctuates depending on the year-to-year changes in the assessments and how an individual owner perceives changes in 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

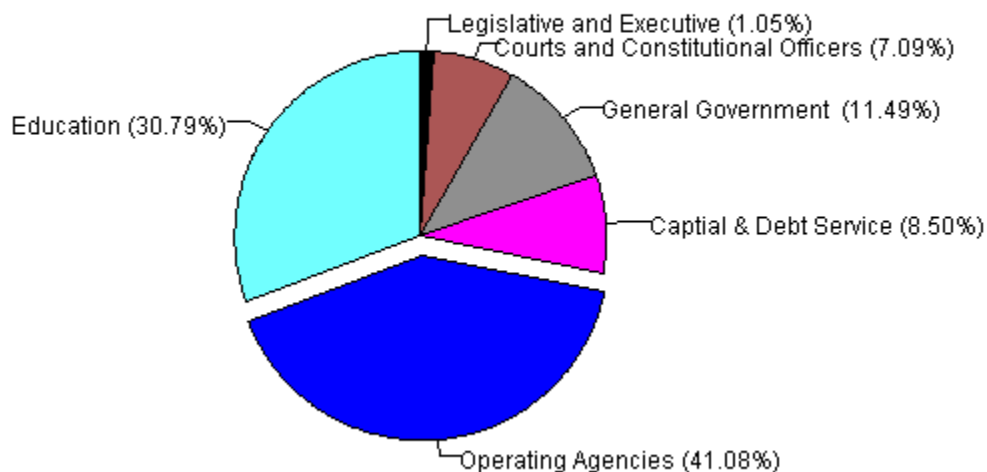
Recreation, Parks and Cultural Activities

Public Works

Transit Subsidies

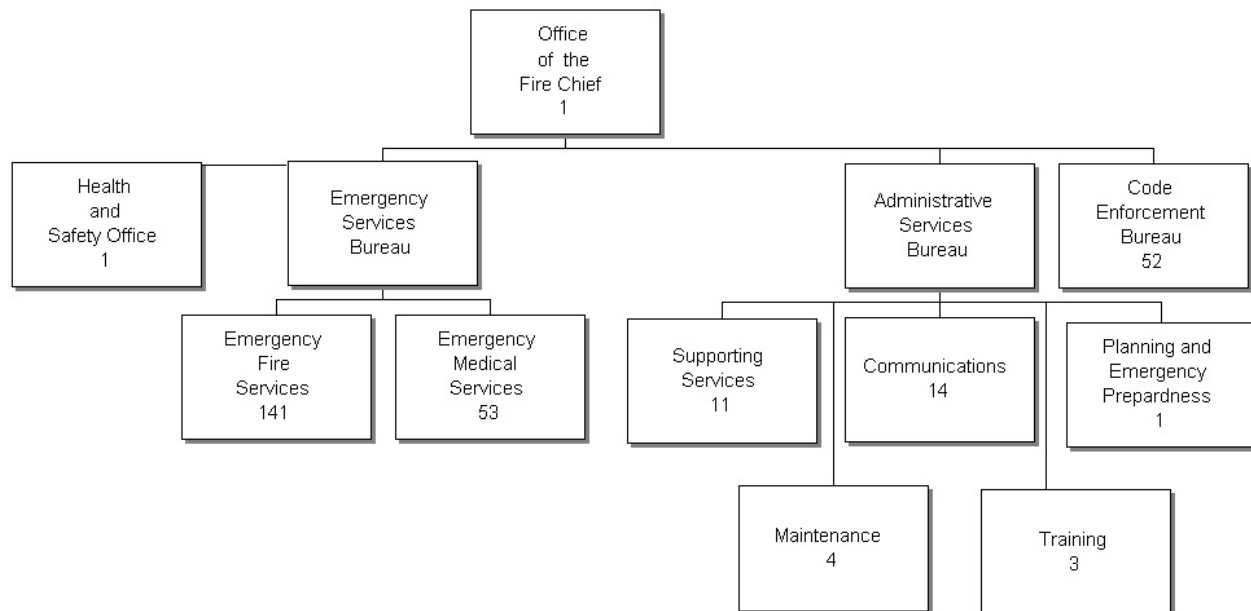
Transportation and Environmental Services

Total City General Fund Budget



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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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	20,776,216	22,021,371	22,675,217	
NON-PERSONNEL	3,080,907	3,422,236	3,452,472	
CAPITAL GOODS OUTLAY	<u>1,796,887</u>	<u>1,504,682</u>	<u>1,372,419</u>	
TOTAL EXPENDITURES	<u>25,654,010</u>	<u>26,948,289</u>	<u>27,500,108</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	316,985	263,500	294,500	
INTERNAL SERVICES	<u>1,632,139</u>	<u>1,296,100</u>	<u>1,193,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>1,949,124</u>	<u>1,559,600</u>	<u>1,487,500</u>	
GENERAL FUND	<u>23,704,886</u>	<u>25,388,689</u>	<u>26,012,608</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	2.5%			
FULL-TIME POSITIONS	268.0	276.0*	281.0**	

* Reflects the addition of 8 EMS positions required to staff a 5th Medic Unit. This unit was added due to an increase of Fire and EMS incidents over the past 13 years and an increase in population over the same time period. This is the first increase in EMS staffing since 1988.

** Reflects the addition of four Fire Protection System Specialists (FPSS) to establish a Fire Protection System Retesting Program; and the establishment of a Fire Marshal Aide to the Director position in the Code Enforcement Bureau.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Fire Department reflects an increase of \$623,919, or 2.5 percent, as compared to the Approved FY 2002 General Fund budget.
- This increase is primarily attributable to the cost of employee merit adjustments and other personnel cost changes (\$268,743); and an increase in contractual professional services funding by providing for third party plan reviews in the Code Enforcement Bureau (\$130,000) due to the significant increase in commercial and residential development in the City, including the Patent Trademark Office (PTO).
- The FY 2003 General Fund Budget also includes recommended supplemental requests for the following:
 - \$81,000 to establish one Fire Marshal Aide to the Director of Code Enforcement position to provide assistance to the director of the Code Enforcement Bureau, prepare correspondence for signature by the director, the Fire Chief or the City Manager, handle complaints and staff issues, prepare the Code Enforcement Division's annual operating budget, review site plans, conduct site inspections, serve as training coordinator for the division and other duties as assigned.

FIRE

City Manager Proposed

- \$165,410 (this represents the costs to start this program in mid-FY 2003) to establish a Fire Protection System Retesting Program by which installed fire protection systems of residential and commercial buildings are tested and maintained so that they are fully operational during a fire emergency. This program includes the addition of four Fire Protection Systems Specialists (FPSS) to properly inspect and test fire protection systems while ensuring the inspections and tests comply with adopted standards. In addition, a database will be developed to track all fire protection systems in the City that would be linked to Permit* Plan (the City's permit tracking system). Following initial staffing and start-up costs, retesting fees, which are recommended, will make this program self-supporting from fees for the City in subsequent years.
- The full year start-up costs in FY 2004 of the new Fire Protection System Retesting program will be \$330,820 per year and will be fully fee recovered.

DETAIL BY DIVISION

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 five medic units that provide 24-hour fire and emergency medical services. The fifth medic unit was approved in FY 2002 and was put into service on October 1, 2001. 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.

<u>DIVISION: Administrative Services/Office of the Chief</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	1,641,453	1,650,197	1,665,052	
<u>FULL TIME STAFFING</u>	11	11	12*	
* Reflects the transfer of a Secretary II position from the Office of Planning and Emergency Preparedness to the Administrative Services division.				

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.

FIRE

DETAIL BY DIVISION

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 was further enhanced by the acquisition of a surplus 23 foot hard bottom boat in FY 2000, also purchased with grant monies, which is permanently docked at the Torpedo Factory waterfront.

Waterfront fire protection will be further enhanced in Spring 2003 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.

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 due to proximity, a fire company may arrive at an emergency incident before one of the City's five medic units. Time is of the essence in treating persons with cardiac emergencies. A fifth medic unit was approved in the context of the FY 2002 budget process and was put into service on October 1, 2001.

During CY 2002 the City will be reviewing its fire and emergency medical service unit staffing levels and response times, as well as station locations, in relation to the recently issued National Fire Protection Association (NFPA) 1710 standard and current and future fire and emergency medical service needs in the City. The outcome of this review will become the basis for budget planning starting in FY 2004.

FIRE

DETAIL BY DIVISION

DIVISION: Fire/Emergency Services*	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	11,913,755	12,580,928	12,813,285	
<u>FULL-TIME STAFFING</u>	141	142 *	142	

* Reflects the transfer of the Fire Department's Health and Safety Office from Fire Training to Fire/Emergency Services.

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.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Calls requiring emergency response*	5,141	5,669	5,930	6,600	7,052
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)** *	15.8	15.8	16.6	25.0	23.0
Number of structure fires	91	96	131	144	140
Average response time to arrive at scene (minutes)\1	4.75	4.33	4.20	4.22	4.22

* Data in FY 2002 and FY 2003 reflects an increase in calls for HAZMAT and terrorism threats following September 11, 2001.

** Data include fire apparatus and medic units.

*** Data reflects an increase in time spent at fire scenes since September 11, 2001.

\1 Data has been revised since the last published document.

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 2001, 129 units were in use, with 55 provided to low-income individuals free of charge. Since the program's inception in November 1989, the Fire Department has responded to 581 Life Safety Alert alarms. Five new Life Safety Alert units were approved in 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. This increased 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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	4,082,933	4,624,895*	4,647,915	
<u>FULL-TIME STAFFING</u>	45	53*	53	

* Reflects the addition of a 5th 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 5th Medic Unit was put into service on October 1, 2001.

INDICATORS AND MEASURES

OBJECTIVE: [Emergency Medical Services] To provide timely and efficient responses to emergency medical incidents.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Calls requiring EMS response (incidents)*	11,210	11,255	11,549	11,762	12,066
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	57 %	57 %	58 %	58 %	58 %

* 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. In CY 2000, Fire Communications completed the major implementation of the 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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	1,302,797	1,440,870	1,421,523	
<u>FULL-TIME STAFFING</u>	14	14	14	

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 1999	Actual FY 2000	Actual FY 2001	Estimated* FY 2002	Projected FY 2003
Total incidents dispatched*	16,477	16,924	17,284	18,077	18,724
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 2001, the first full year of operation, 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.

	ACTUAL <u>FY 2001</u>	APPROVED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
DIVISION: Office of Planning & Emergency Preparedness				
General Fund Expenditures	111,977	141,263	87,894	
<u>FULL-TIME STAFFING</u>	2	2	1*	

* Reflects the transfer of a Secretary II position from the Office of Emergency Preparedness to Administrative Services.

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

	ACTUAL <u>FY 2001</u>	APPROVED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
DIVISION: Code Enforcement				
General Fund Expenditures	3,510,302	3,944,116*	4,330,787	
<u>FULL-TIME STAFFING</u>	47	47	52**	
<p>* 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.</p> <p>** Reflects the addition of four Fire Protection System Specialists (FPSS) to establish the Fire Protection System Retesting Program by which installed systems of residential and commercial buildings are tested and maintained so as to be fully operational during fire emergencies. The initial start-up costs of the Fire Protection System Retesting Program will be partially offset by new Fire Protection System Retesting fees in its first year of operation and will become self-sufficient in subsequent years. The increase also reflects the establishment of a Fire Marshal Aide to the Director of Code Enforcement position.</p>				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
New construction permits issued*	14,652	19,205	18,686	18,026	18,590
Inspections of new construction performed	40,250	34,436	57,356 **	47,032	51,218
Percent of inspections performed on day requested	95%	95%	95%	95%	95%
Total value of new construction (\$ millions)	\$252.8	\$297.0	\$309.6	\$401.0	\$527.0

- * Data include permits issued for alterations and repairs, plumbing and mechanical permits, and other construction activity.
- ** Reflects a significant number of construction projects underway in FY 2001 many of which were multi-family dwellings which require multiple inspections per unit.

FIRE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement] To serve Alexandria citizens and the development community by reviewing plans in a timely fashion.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of "take-in" plans reviewed annually*	2,711	4,494	4,527	5,383	4,337
Plan review turnaround time (large commercial project) in days	15	15	25	25	27
Plan review turnaround time (residential or small commercial project) in days	10	10	20	20	25
Percent of "take-in" plans reviewed within established time frame	97%	98%	95%	98%	98%
Average number of "walk-in" customers per day**	98	150	183	233	220
Percent of customers served within 10 minutes of arriving at Code Enforcement front desk	100%	80%	80%	80%	85%
Average number of non-residential "walk-through" plans per day***	5	7	8	7	7

* "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."

OBJECTIVE: [Code Enforcement - Fire Public Education] To educate Alexandria citizens about fire safety and to reach 10 percent of the City's population.**

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of Elementary School children reached	2,863	3,149	3,320	3,586	3,872
Percentage of total Elementary School children reached	28.6%	31.5%	33.2%	35.9%	38.7%
Number of senior citizens in Senior Safety Classes	290	520	1,183	1,420	1,704
Percentage of total senior citizens reached	2.5%	4.6%	10.2%	12.2%	14.7%
Number of citizens participating in all Fire Public Education Classes*	6,985	7,207	7,981	8,619	9,309
Percentage of goal met**	57.4%	58.5%	62.2%	67.2%	72.6%

* Classes include School Education, Workplace Safety, Senior Safety and other Outreach Programs.

** Goal is to reach or educate 10 percent of the City's population.

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.

FIRE

DETAIL BY DIVISION

<u>DIVISION:</u> Fire Training	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	549,091	342,237	377,707	
<u>FULL-TIME STAFFING</u>	4	3*	3	
* Reflects the transfer of Fire Department's Health and Safety Officer from Fire Training to the Fire/Emergency Services Division (\$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 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Training recertification classes per year	80	80	80	80	80
Percentage of participants passing	98%	98%	98%	98%	98%
Percentage of firefighters certified as Haz Mat Specialists	34%	33%	33%	33%	38%

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.

<u>DIVISION:</u> Fire Maintenance	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	592,578	664,183 *	668,445	
<u>FULL-TIME STAFFING</u>	4	4	4	
* 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 needed 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.				

FIRE

DETAIL BY DIVISION

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Repair orders completed	686	724	714	725	730
Percentage of repairs completed same day	87%	86%	86%	85%*	85%
Repairs completed per mechanic	229	241	238	242	243

* 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 1989 - FY 2001)

<u>Fiscal Year</u>	<u>Hours Worked</u>	<u>Estimated Value</u>
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
2001	4,994	83,993

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 2001.

FIRE

Addendum Table 2
Fire Department Staffing, FY 2000 - FY 2003

	FY 2000 Actual	FY 2001 Actual	FY 2002 Approved	FY 2003 Proposed	FY 2003 Approved
Sworn Positions:					
Fire Chief	1	1	1	1	
Deputy Fire Chief (Fire and EMS)	2	2	2	2	
Battalion Chief	5	5	5	5	
Captain	25	25	25	25	
Lieutenant	21	21	21	21	
Firefighter 1a	94	94	94	94	
Emergency Rescue Tech Supervisor	5	5	5	5	
Emergency Rescue Tech 1b	39	39	47 \c	47	
Chief Fire Marshal	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL SWORN	193	193	201	201	
Civilian Positions:					
Chief Deputy Fire Marshal	1	1	1	1	
Deputy Fire Marshal	7	7	7	8 \e	
All Others	<u>67</u>	<u>67</u>	<u>67</u> \d	<u>71</u> \f	
TOTAL CIVILIANS	75	75	75	80	
TOTAL FIRE STAFF	<u>268</u>	<u>268</u>	<u>276</u>	<u>281</u>	

\a Number includes Firefighter I and II positions.

\b Number includes Emergency Rescue Technician I and II positions.

\c Addition of 8 Emergency Rescue Technicians to staff a 5th 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.

\d Reflects only permanent positions and does not reflect four overhire Construction Inspectors added to the FY 2002 budget.

\e Reflects the establishment of a Fire Marshal Aide to the Director position in Code Enforcement.

\f Reflects the addition of four Fire Protection System Specialists (FPSS) to establish the Fire Protection System Retesting Program by which installed systems of residential and commercial buildings are tested and maintained so as to be fully operational during a fire emergency.

FIRE

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Fire Protection System Retesting Program \$165,410

This supplemental request will provide funding (starting in mid-FY 2003) to establish a Fire Protection System Retesting Program by which installed systems of residential and commercial buildings are tested and maintained so that they are fully operational during a fire emergency. This will require the hiring of four Fire Protection System Specialists (FPSS) to properly inspect and test fire protection systems while ensuring the inspections and tests comply with adopted standards. In addition, a database will be developed to track all fire protection systems in the City that would be linked to Permit* Plan (the City's permit tracking system). Following the first year, which includes start-up costs, this program will become self-sufficient from fees for the City in subsequent years. The full year cost of this program is estimated at \$330,820.

2. Fire Marshal Aide to the Director of Code Enforcement \$ 81,000

This supplemental request will provide funding to establish a Fire Marshal Aide to the Director of Code Enforcement to provide assistance to the director of the Code Enforcement Bureau, prepare correspondence for signature by the director, Fire Chief or City Manager, handle complaints and staff issues, prepare the Code Enforcement Division's annual operating budget, review site plans, conduct site inspections, serve as training coordinator for the division and other duties as assigned.

Not Recommended

1. Additional Emergency Medical Services (EMS) Supervisor \$282,848

This supplemental request would fund the addition of four Emergency Rescue Technician I positions and the subsequent promotion of four Emergency Rescue Technician II's to Emergency Rescue Technician III's (EMS Supervisor). This would add one additional EMS Supervisor to each of four shifts for a total of two supervisors per shift.

2. Additional Emergency Communications Technicians (ECT) \$79,000

This supplemental request would fund the addition of two Emergency Communication Technicians (ECT). These two additional full-time employees would be assigned to work schedules designed to significantly reduce overtime costs by filling temporary vacancies and by covering shifts for employees on sick leave, annual leave or in training. The addition of these two ECT positions would partially cover vacancies and absences.

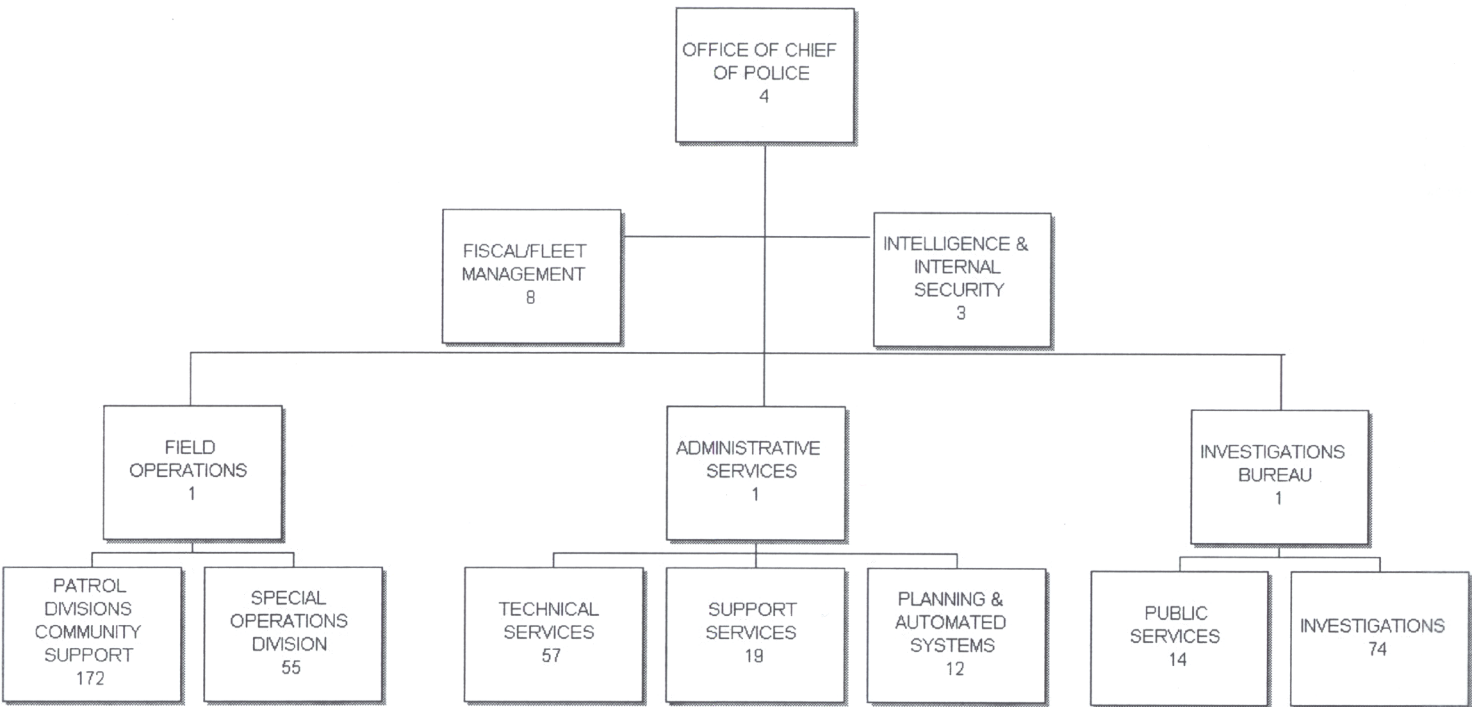
FIRE

FUTURE ISSUES

During CY 2002 the City will be reviewing its fire and emergency medical service unit staffing and response times, as well as station locations in relation to the recently issued National Fire Protection Association (NFPA) 1710 standard, as well as in relation to current and future fire and emergency medical service needs in the City. The outcome of this extensive review would then become the basis for budget planning starting in FY 2004.

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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	29,706,731	31,225,829	32,328,849	
NON-PERSONNEL	5,241,206	4,091,741	4,484,424	
CAPITAL GOODS OUTLAY	<u>635,014</u>	<u>968,526</u>	<u>1,617,286</u>	
TOTAL EXPENDITURES	<u>35,582,951</u>	<u>36,286,096</u>	<u>38,430,559</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	1,400,830	72,588	135,470	
INTERNAL SERVICES	<u>1,285,490</u>	<u>944,944</u>	<u>1,606,204</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>2,686,320</u>	<u>1,017,532</u>	<u>1,741,674</u>	
GENERAL FUND	<u>32,896,631</u>	<u>35,268,564</u>	<u>36,688,885</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	4.0%			
FULL-TIME POSITIONS	420.0	420.0	430.0*	

* Reflects the addition of four Police Officers to better address patrol staffing needs and to maintain current response levels to calls for service, traffic accidents, patrols and routine arrests in light of the significant increase in commercial and residential development in the City; the addition of five Police Officers to ensure that the required staffing levels of sworn officers are maintained throughout the department. The five officers will allow the Department to fill assignments, beats and slots which become vacant through attrition and will also help the department address the heightened security needs of the City in light of the terrorist attacks on the United States on September 11, 2001; and the addition of one Contracts Administrator position in the Fiscal/Fleet Management division.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Police Department reflects an increase of \$1,420,321, or 4.0 percent, as compared to the Approved FY 2002 General Fund budget.
- This increase is partly attributable to the addition of four Police Officers (\$341,803) to address patrol staffing levels and to maintain current response levels to calls for service, traffic accidents, patrols and routine arrests in light of the significant increase in commercial and residential development in the City. This funding level also provides for four new vehicles and equipment for these new officers.
- This increase also reflects the addition of five Police Officers (\$242,500) to ensure that the required staffing levels of sworn officers are maintained throughout the Department. The five positions will allow the Department to fill assignments, beats and slots which become vacant through turnover. These added positions will also help the Police Department better address the heightened security needs of the City in light of the terrorists attacks on the United States on September 11, 2001.

POLICE

City Manager Proposed

- The FY 2003 General Fund Budget also includes recommended supplemental requests for the following:
 - \$93,200 to fully fund the Office of Intelligence and Internal Security, established in October 2001, through the conversion of three vacant Parking Enforcement Officer positions into sworn Police personnel. This new office gathers and disseminates credible and current information on security and terrorist threats and serves as the liaison with federal, State and regional domestic security officials. The Office was created in response to the terrorist attacks on the United States September 11, 2001 and the subsequent need to address new and/or heightened City and regional homeland security concerns; and
 - \$48,920 to add a Contracts Administrator in the Fiscal/Fleet Management Division to handle contract review and administration, grant administration, as well as to assist the Division Chief in the areas of fiscal management and budget preparation.
 - Other significant increases as compared to the FY 2002 Approved budget include the cost of employee merit adjustments and other personnel cost changes (\$347,341); increases in the Police radio, E-911 and other information technology maintenance contracts, as well as increases in the costs for phone, E-911, long distance and other telecommunications services (\$129,093); and an increase in equipment replacement (depreciation) charges (\$101,978) due to the scheduled replacement needs of the Police Department.
 - Excluding the recommended supplemental requests, the FY 2003 General Fund budget for the Police Department increased 2.0 percent.
-

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, the Fiscal/Fleet Management Division and the Office of Intelligence and Internal Security. 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.

POLICE

DETAIL BY DIVISION

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.

The Office of Intelligence and Internal Security gathers and disseminates credible, current information on security and terrorist threats, serves as the liaison with federal, State and regional domestic security officials, and acts as a clearinghouse for the confirmation of credible threats. This new section was established in October 2001 in response to the terrorist attacks on the United States September 11, 2001 and the subsequent need to address new and/or heightened City and regional homeland security concerns.

<u>DIVISION:</u> Administration Bureau	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	2,907,570	3,214,351	3,401,603	
<u>FULL-TIME STAFFING</u>	10	14*	15**	
* Reflects the transfer of the City's Radio System Manager from the Communications Section to the Fiscal and Fleet Management Division; and the creation of the Office of Intelligence and Internal Security through the conversion of three vacant Parking Enforcement Officer positions to sworn personnel and the transfer of these positions from the Field Operations Bureau.				
** Reflects addition of one Contract Administrator to the Fiscal/Fleet Management Division to handle contract review and administration, grant administration and assist in the areas of fiscal management and budget preparation.				

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 the 911 Center, 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 by receiving all calls for Police and Fire services in the City.

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. The ISS also manages building security, the Red Light Camera Program, and telephone reports.

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 sworn and civilian staff; maintains the Department's inventory control; and processes more than 200 impounded vehicles per month.

POLICE

DETAIL BY DIVISION

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 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 and 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 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Administrative Services Bureau				
General Fund Expenditures	5,946,312	6,479,901	6,737,396	
<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 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Number of emergency calls for service	2,969	3,000	2,504	3,000	3,000
Number of non-emergency calls for service	75,167	74,000	80,805	80,000	80,000
Average time, receipt to dispatch, of emergency calls (minutes)*	1.5	1.5	2.0	2.0	2.0
Average time, receipt to dispatch, of non-emergency calls (minutes)*	6.0	6.0	8.0	8.0	8.0

* 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 and the Special Operations Division. 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 (COPS) 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.

- The Community Support Section consists 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) received a grant in September 2001, in the amount of \$52,385, for equipment, materials and training to maintain current skills and to foster a regional approach to combating domestic violence.

The Special Operations Section has been expanded to consolidate special response and traffic enforcement functions. Management of the tactical Special Operations team, coordination of traffic and pedestrian control for City-sponsored events, the K-9 Unit, the Hack Inspector's Office, which enforces laws pertaining to taxicabs, and the Honor Guard functions are all located in this division.

- In FY 2001, 23 special events in the Alexandria community were staffed by Police personnel. The number of events varies each year.

POLICE

DETAIL BY DIVISION

The Traffic Enforcement Section includes the parking and tag enforcement staff, who also impound abandoned vehicles and immobilize vehicles with outstanding unpaid tickets.

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. Oversight of the school crossing guards and liaison functions with the Animal Shelter are also administered by this division.

DIVISION: Field Operations Bureau	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	16,563,159	17,593,611	18,365,493	
<u>FULL-TIME STAFFING</u>	228	225*	234**	
<ul style="list-style-type: none"> Reflects the conversion of three vacant Parking Enforcement Officer positions to sworn officer positions and the transfer of these positions to create the new Office of Intelligence and Internal Security. ** Reflects the addition of four Police Officers to address patrol staffing levels and to maintain current response levels to calls for service, traffic accidents, patrols and routine arrests in light of the significant increase in commercial and residential development in the City; and the addition of five Police Officers to ensure that the required staffing levels of sworn officers are maintained throughout the Department. The five positions will allow the Department to fill assignments, beats and slots which become vacant through turnover and better address the heightened security needs of the City in light of the terrorist attacks on the United States September 11, 2001. 				

INDICATORS AND MEASURES

OBJECTIVE: [Patrol/Community Support] To ensure satisfactory provision of patrol services to Alexandria citizens.

	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Number of officers in patrol operations	165	165	159	165	169
Average number of calls dispatched to patrol per month	6,400	6,000	6,500	6,100	6,200
Number of performance audits conducted each year	177	159	165	160	170
Percentage of officer performance audits rated satisfactory or better*	98%	95%	98%	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.

OBJECTIVE: [Patrol/Community Support] To provide high visibility police patrol in high crime/nuisance areas.

	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Number of hours spent on foot patrol and other special assignments	46,549	33,000	44,733	40,000	40,000
Number of areas designated/targeted for foot patrol	13	12	17	17	17
Total number of contacts and checks made in areas designated/targeted for foot patrol	63,956	91,000	85,702	80,000	80,000
Change in crimes compared to previous year	-11.0%	N/A	N/A	N/A	N/A

POLICE

DETAIL BY DIVISION

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 1999 Compared to Jan-Dec 2000*

	COPS 1999	COPS 2000	Change	City 1999	City 2000	Change
Disorderly Conduct	59	78	32.2%	161	127	(21.1%)
Liquor Laws	354	340	(4.0%)	769	781	1.6%
Prostitution	4	2	(50.0%)	9	6	(33.3%)
Gambling	2	1	(50.0%)	4	4	0.0%
Drunkness	277	343	23.8%	826	879	6.4%
DWI 73	37	(49.3%)	329	307	(6.7%)	
Drug Offenses	156	136	(12.8%)	418	389	(6.9%)
Vandalism	<u>217</u>	<u>197</u>	<u>(9.2%)</u>	<u>1,144</u>	<u>1,098</u>	<u>(4.0%)</u>
Total:	1,142	1,134	(0.7%)	3,660	3,591	(1.9%)

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.

* COPS 2001 data was not available at time of publishing. COPS 2001 data will be provided to Council when it becomes available in April 2002 and published in the FY 2003 Approved budget document.

OBJECTIVE: [Traffic Enforcement Section] To provide parking enforcement on City streets.

	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Total number of citations issued*	89,091**	86,771	86,693**	86,500	86,500

* The decrease in citations since FY 1999 is attributable to attrition and position vacancies.

** Data have been revised from previously published budget documents.

OBJECTIVE: [Traffic Enforcement Section] To provide City tag enforcement on City streets and private property.

	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Number of citations issued for City tag violations*	8,965	8,155	8,428	8,100	8,100

* 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 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Number of hours spent on COP/RPO assignments*	18,615	19,094	16,963	19,000	19,000
Number of officers assigned to COP/RPO projects**	15	15	18	18	18
Percentage of respondents who rated COP officers satisfactory or better***	90%	90%	90%	90%	90%
Chronic alcohol offenders interdicted through the courts/average monthly re-arrest rate	20/10%	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.

** Injuries contributed to lower Community Support staffing resulting in a lower number of hours on assignments in FY 2001.

*** Data from an annual questionnaire requesting a performance rating of the officers assigned to COP projects.

POLICE

DETAIL BY DIVISION

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 (SRO) to investigate serious offenses occurring in City schools, and provides gang awareness training for School officials and parents.

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 2001, this section responded to 2,656 calls for service and developed latent fingerprints at 63% of crime scenes processed.

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 2001, the Vice/Narcotics Section executed 49 narcotics related search warrants in the City, compared with 29 in CY 2000.

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 School Resource Officer (SRO) program and the Community Liaison Officer program, which consists of 74 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.

POLICE

DETAIL BY DIVISION

In July 1999, the City was notified of its receipt of a second COPS Universal Hiring Program grant, in the amount of \$225,000. The grant enabled the department to add two School Resource Officers (SRO) and a sixth Residential Police Officer (RPO). The proposed FY 2003 budget includes the retention of these three Police Officer positions as required by federal regulations.

<u>DIVISION:</u> Investigations Bureau	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	7,479,590	7,980,701	8,184,393	
<u>FULL-TIME STAFFING</u>	95	92*	92	
* Reflects the internal reallocation of patrol officers and investigative personnel to meet the changing trends in crime.				

INDICATORS AND MEASURES

OBJECTIVE: [Crime Prevention Unit] To provide Community Oriented Policing through the Community Liaison Officer Program.

	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Number of hours spent on Community Liaison functions by assigned officers	3,126	3,273	3,355	3,450	3,500
Number of Liaison Officers	69	74	74	74	75
Percentage of surveys rating the department satisfactory or better*	96%	95%	95%	95%	95%
Percentage of respondents who rated Liaison Officers satisfactory or better**	95%	95%	95%	95%	95%
Number of Neighborhood Watch Programs established	1	0	0	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 personnel to handle citizen calls for service received via telephone to reduce patrol section workload.*

	Estimated CY 1999	Estimated CY 2000	Estimated CY 2001	Estimated CY 2002	Projected CY 2003
Number of reports written by the entire department	17,676	16,745	18,000	18,000	18,000
Number of reports written by the Telephone Reporting Unit (TRU)	3,636	2,487	3,000	3,000	3,000
Reduction in Patrol workload for in-person responses, based on the number of reports written by the Telephone Reporting Unit	21%	15%	18%	18%	18%

* Data have been revised from previously published budget documents.

POLICE

DETAIL BY DIVISION

INDICATORS AND MEASURES

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 1999	Estimated FY 2000**	Estimated FY 2001**	Estimated FY 2002	Projected FY 2003
Total number of cases assigned	2,253	2,002	2,100	2,100	2,150
Total assigned cases closed	1,756	1,367	1,533	1,575	1,613
Percent of assigned cases closed	78%	68%	73%	75%	75%
Percent of closures that were multiple closures*	10%	4%	7%	10%	7%

* 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 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Number of cases assigned	475	177	180	200	200
Number of vice/narcotics arrests	800	612	676	700	700
Financial loss to Vice/Narcotics offenders*	\$175,000	\$1,486,000	\$328,724	\$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. Major seizures of significant value were realized in FY 2000.

OBJECTIVE: [Identification Section] To support field operations by collecting, processing, transporting and analyzing evidence at crime scenes.

	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Total requests for service*	2,347	2,215	2,656	2,500	2,500
Percent of fingerprints developed at scene (target is approximately 50%)*	65%	58%	63%	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 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Total number of cases investigated	17	21	18	N/A*	N/A*
Number of cases involving excessive force**	9/0	6/0	6/0	N/A*	N/A*
Number of cases involving harassment**	3/0	2/0	2/1	N/A*	N/A*
Number of cases involving demeaning language**	5/1	13/3	10/1	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.

POLICE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Public Information Office (PIO)] To provide timely and accurate release of information on all major incidents.

	Estimated FY 1999	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Projected FY 2003
Number of major incidents requiring written release of information*	130	130	130	135	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 2000 - FY 2003

	FY 2000 Actual	FY 2001 Actual	FY 2002 Approved	FY 2003 Proposed	FY 2003 Approved
Sworn Management:					
Chief	1	1	1	1	
Deputy Chief	3	3	3	3	
Captain	5	5	7 \b	7	
Lieutenant	12	12	13 \b	13	
Sergeant	<u>36</u>	<u>36</u>	<u>36</u>	<u>36</u>	
Total Sworn Management	57	57	60	60	
Sworn Officers:					
Corporal/MPO	4	4	4	4	
Officers	<u>217</u>	<u>217</u>	<u>217</u>	<u>226</u> \c	
Total Sworn Officers	<u>221</u>	<u>221</u>	<u>221</u>	<u>230</u>	
TOTAL SWORN	<u>278</u>	<u>278</u>	<u>281</u>	<u>290</u>	
TOTAL CIVILIANS	<u>137</u>	<u>142</u> \a	<u>139</u> \b	<u>140</u> \c	
TOTAL POLICE STAFF	<u>415</u>	<u>420</u>	<u>420</u>	<u>430</u>	

- \a 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. City Council approved the continuation of this program through FY 2002 at a cost of \$263,163 on May 7, 2001.
- \b Reflects the establishment of the City's Office of Intelligence and Internal Security through the addition of 3 Police Officer positions created by converting three vacant Parking Enforcement Officer positions. This office was established in direct response to the terrorist attacks on September 11, 2001.
- \c Reflects the addition of four Police Officers to address patrol staffing levels and to maintain current response levels to calls for service, traffic accidents and routine arrests in light of the significant increase in commercial and residential development in the City; the addition of five Police Officers to ensure that the required staffing levels of sworn officers are maintained throughout the Department. The five positions will allow the Department to fill assignments, beats and slots which become vacant through turnover and address the heightened security needs of the City in light of the terrorist attacks on September 11, 2001; and the addition of one Contracts Administrator in the Fiscal/Fleet Management Division to handle contract review and administration, grant administration, as well as assisting the Division Chief in the areas of fiscal management and budget preparation.

POLICE

Addendum Table 2 COMPARATIVE POLICE STAFFING Authorized Sworn Strength for Selected Virginia and Local Jurisdictions (FY 2001)*					
JURISDICTION	POPULATION - 2001	SQUARE MILES	FY 2002 SWORN STRENGTH	POLICE PER SQUARE MILE	POLICE PER 1,000 POPULATION
Alexandria	128,283	15.75	281	17.8**	2.2**
Arlington County	189,453	26	362	13.9	1.9
Fairfax County	964,712	399	1,251	3.1	1.3
Hampton	164,000	55	249	4.5	1.5
Montgomery County, Maryland	873,341	502	1,073	2.1	1.2
New port News	185,000	64	397	6.2	2.1
Norfolk	234,403	66	747	11.3	3.2
Portsmouth	100,565	30	239	8.0	2.4
Prince George's County, Maryland	801,000	487	1,420	2.9	1.8
Prince William County	294,798	348	421	1.2	1.4
Richmond	200,000	64	717	11.2	3.6
Roanoke City	94,911	43	248	5.8	2.6

* Data based on responses of police/fiscal staff from participating jurisdictions. The allocation of functions between sworn and civilian personnel may affect comparisons.

** Does not reflect the impact of FY 2003 proposed increase in sworn strength.

Addendum Table 3 PART I CRIMES FOR CY 1999 AND CY 2000* Alexandria Police Department\1				
TYPE OF CRIME	CY 1999	CY 2000	CHANGE	PERCENTAGE CHANGE
Homicide	2	4	2	100.0%
Rape	22	16	(6)	(27.3%)
Robbery	158	153	(5)	(3.2%)
Aggravated Assault	206	151	(55)	(26.7%)
Burglary	556	536	(20)	(3.6%)
Larceny	4,036	3,724	(312)	(7.7%)
Auto Theft	702	733	31	4.4%
TOTAL	5,682	5,317	(365)	(6.4%)

* CY 2001 Crimes data was not available at time of publishing. CY 2001 Crimes data will be available in April 2002 and be provided to Council when it becomes available and published in the FY 2003 Approved budget document.

POLICE

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Permanent Increase in Police Sworn Strength \$341,800

This supplemental request will fund the addition of four Police Officers, four Police cruisers and equipment. The additional officers will help better address patrol staffing levels and better maintain current patrol response levels to calls for service, traffic accidents, patrols and routine arrests in light of the significant increase in residential and commercial development in the City over the years.

2. Permanent Increase in Civilian Strength \$48,920

This supplemental request will the addition of in Contracts Administrator position who will handle contract review and administration, grant administration and will assist the Division Chief in the areas of fiscal management and budget preparation.

3. Office of Intelligence and Internal Security \$ 93,200

This supplemental request will fund the incremental costs created by the creation of the three person Office of Intelligence and Internal Security established in October 2001. This office will gather and disseminate credible and current information on security and terrorist threats and will serve as the liaison with federal, State and regional domestic security officials. This request will also fund the hiring of three replacement Police Officers to backfill the vacancies created by the promotions. The costs for this Office will be substantially offset by the elimination of three Parking Enforcement Officer positions and subsequent conversion to three sworn officer positions.

4. Additional Police Officers for Improved Security and Responsiveness \$242,500

This supplemental request will fund the hiring of five new Police Officers to ensure that the required staffing levels of sworn officers are maintained throughout the Department. These five positions will allow the Department to fill assignments, beats and slots which become vacant through attrition and address the heightened security needs of the City in light of the terrorist attacks on the United States September 11, 2001. This supplemental does not include vehicles or equipment.

POLICE

SUPPLEMENTAL BUDGET REQUESTS

Not Recommended

The following supplemental requests are not recommended due to funding constraints and the addition of ten positions in the Proposed FY 2003 base budget for the Department:

1. Permanent Increase in Police Sworn Strength \$407,800

This supplemental request would fund the addition of four Police Officers, six cruisers and equipment.

2. Permanent Increase in Civilian Strength \$159,835

This supplemental request would fund the addition of four civilian positions to be allocated in the Personnel and Training, Property and Evidence and Automated Systems Divisions.

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 2003 priorities was held on September 15, 2001. 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, after recommendations are made by an independent citizens review panel, 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 2003 Program Priorities

The following priorities for the Community Partnership Fund for Human Services were approved on September 15, 2001 by City Council for Fiscal Year 2003 for the grant period October 1, 2002 through September 30, 2003:

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 2003 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 2002 Community Partnership Fund Grants” summarizes the grant awards that were announced in June, 2001 for the grant period October 1, 2001 through September 30, 2002.

TOTAL FINANCIAL RESOURCES

	COMPETITIVE GRANT FUNDING COMMUNITY PARTNERSHIP FUND FOR HUMAN SERVICES AND CHILDREN'S FUND			
	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
COMMUNITY PARTNERSHIP FUND	850,350	875,500	875,500	
CHILDREN'S FUND (BUDGETED IN THE DEPARTMENT OF HUMAN SERVICES)	<u>1,019,223</u>	<u>1,003,632</u>	<u>1,003,632</u>	
TOTAL EXPENDITURES	<u>1,869,573</u>	<u>1,879,132</u>	<u>1,879,132</u>	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Community Partnership Fund for Human Services reflects no increase from the Approved FY 2002 General Fund budget. This flat level of funding reflects the tight fiscal constraints of the FY 2003 budget.
- Similar to prior years, the applications for Community Partnership funding exceed the proposed budget level. For FY 2003, applications total \$1,936,364 in requests with \$875,500 in funding to address these requests.
- 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.

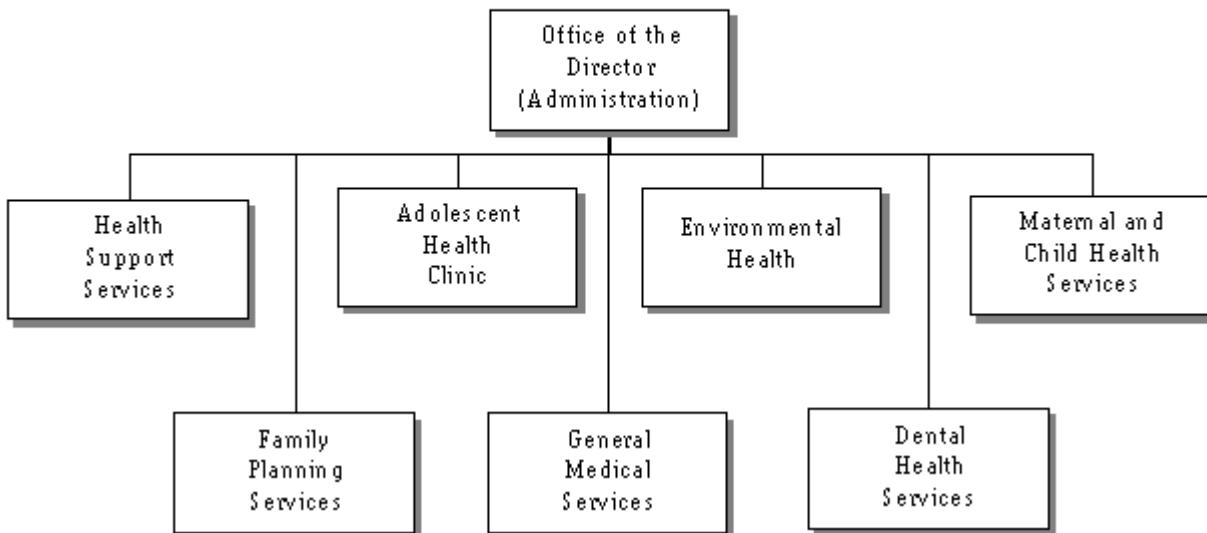
COMMUNITY PARTNERSHIP FUND FOR HUMAN SERVICES

FY 2002 Community Partnership Fund Grants

ORGANIZATION	PROGRAM	FY 2002 APPROVED
Alexandria Olympic Boys & Girls Club	Teen Technology Initiative and Adult Literacy Computer Program	\$17,400
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: \$62,000
Arlington/Alexandria Coalition for the Homeless	Adopt-A-Family	32,000
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	46,000
Carpenter's Shelter	Carpenter's Shelter	64,000
Crisis Link	Suicide, Crisis, Information and Referral Hotline	18,500
Independence Center of Northern Virginia	Transition and Independent Living Services for Alexandrians with Disabilities	32,000
Hispanic Committee of Virginia, Inc.	Integrated Services for Hispanic Families of Alexandria	35,000
Legal Services of Northern Virginia	Civil Legal Services for the disadvantaged	208,100
Literacy Council	Adult Literacy and English as a Second Language	26,000
Metropolitan Washington EAR	Dial-In and Radio Reading Services	12,500
Northern Virginia AIDS Ministry	HIV Prevention Education Program	25,000
Northern Virginia Dental Clinic	Northern Virginia Dental Clinic	40,000
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons	Information Alexandria	16,000
Senior Services	Employment/Companion Aide/Chore Services	40,000
Tenants' and Workers' Support Committee	Arlandria-Chirilagua Youth Program	6,000
Whitman-Walker Clinic	Case Management & Legal Services for persons with HIV/AIDS	100,000
Total		\$875,500

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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	905,682	1,061,716	1,014,125	
NON-PERSONNEL	5,241,914	5,559,715	5,761,859	
CAPITAL GOODS OUTLAY	<u>33,389</u>	<u>2,670</u>	<u>39,000</u>	
TOTAL EXPENDITURES	<u>6,180,985</u>	<u>6,624,101</u>	<u>6,814,984</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUES	87,503	14,656	0	
INTERNAL SERVICES FUND	<u>0</u>	<u>0</u>	<u>39,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>87,503</u>	<u>14,656</u>	<u>39,000</u>	
GENERAL FUND	<u>6,093,482</u>	<u>6,609,445</u>	<u>6,775,984</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 2.5%				
FULL-TIME CITY POSITIONS*	6.0	7.0 **	7.0	

* Position count excludes State positions.

** Reflects the approved addition of an Accounting Technician position in the Administration Division to help ensure more efficient and accurate financial reporting as well as improve fee collections in the Health Department .

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Health Department reflects an increase of \$166,539, or 2.5 percent, as compared to the Approved FY 2002 General Fund budget.
- The proposed funding for personnel expenditures represents a decrease of \$47,591, or 4.5 percent, as compared to the approved FY 2002 General Fund budget. The decrease is primarily attributable to a decrease in part-time personnel costs in the department. Funding for personnel expenditures includes costs for the planned merit increase for employees in FY 2003.
- The proposed funding for non-personnel and capital outlay expenditures represents an increase of \$238,474, or 4.3 percent, as compared to the approved FY 2002 General Fund budget. The increase is attributable to increased funding for the West Nile Virus Program (\$59,960), increased custodial contract costs (\$32,760), purchase of replacement vehicles (\$39,000), as well as increased local funding of the cooperative Health budget (\$109,432) primarily to fund salary supplements; partially offset by decreases in Professional Health Services.

HEALTH

DETAIL BY DIVISION

The Alexandria Health Department is one of 35 State health district offices of the Virginia Department of Health providing community health services. The Health Department records vital statistics for the City; provides laboratory services; monitors water 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 Saint 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 Saint Asaph Street site provide preventive health services, such as 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, 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, prenatal care and gynecology, 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, and oncology. Approximately 9,604 Alexandrians received clinical services in 26,118 visits to the Casey Health Center in FY 2001. Van transportation is available between the four Health Department sites.

Funding for the Health Department is provided through a combination 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 Health Department is made up of eight divisions including departmental administration and 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

HEALTH

DETAIL BY DIVISION

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 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures*	4,496,987	4,825,043	4,930,924	
<u>FULL-TIME STAFFING**</u>	0	1	1	
<p>* Includes the City's required 45% local matching share for the State/ City cooperative budget, plus local salary supplements, and the City's \$700,000 contribution to INOVA Alexandria Hospital for indigent care. The FY 2002 budget includes an approved supplemental request (\$45,449) 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. The proposed FY 2003 budget includes merit increases for State and City employees.</p> <p>** All administrative staff are State employees except the approved Accounting Technician.</p>				

Health Support staff provide general laboratory tests and fill prescriptions for clients of the Health Department's various clinics including Casey Health Center, Adolescent Health and Arlandria Health Clinic. Laboratory staff also perform tests for the Alexandria Detention Center and Northern Virginia Juvenile 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).

<u>DIVISION: Health Support</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures*	60,366	69,181	66,906	
<u>FULL-TIME STAFFING</u>	1	1	1	
<p>* Excludes costs budgeted within the cooperative budget that are captured in the Administrative Division.</p>				

HEALTH

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Health Support] To provide prescription services to eligible clinic patients.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of prescriptions dispensed per year	93,516	93,723	73,514*	77,000	80,000
Number of prescriptions dispensed per work day (based an estimated 250 work days per year)	374	368	300	310	330

- Decrease is due to larger quantities of medications given to patients per doctor's visit (two month's worth instead of one month) and all prescriptions for vaccines, Depo Provera, condoms, contraceptive foam and OTC drugs dispensed by specialty clinics are now entered as only one prescription rather than by individual units dispensed.

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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Adolescent Health Clinic				
General Fund Expenditures	288,854	315,308	322,720	
<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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of adolescent patient visits	3,326	3,535	3,366	3,433	3,714
Percent of services involving family planning	30%	27%	27%	27%	32%

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, 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.

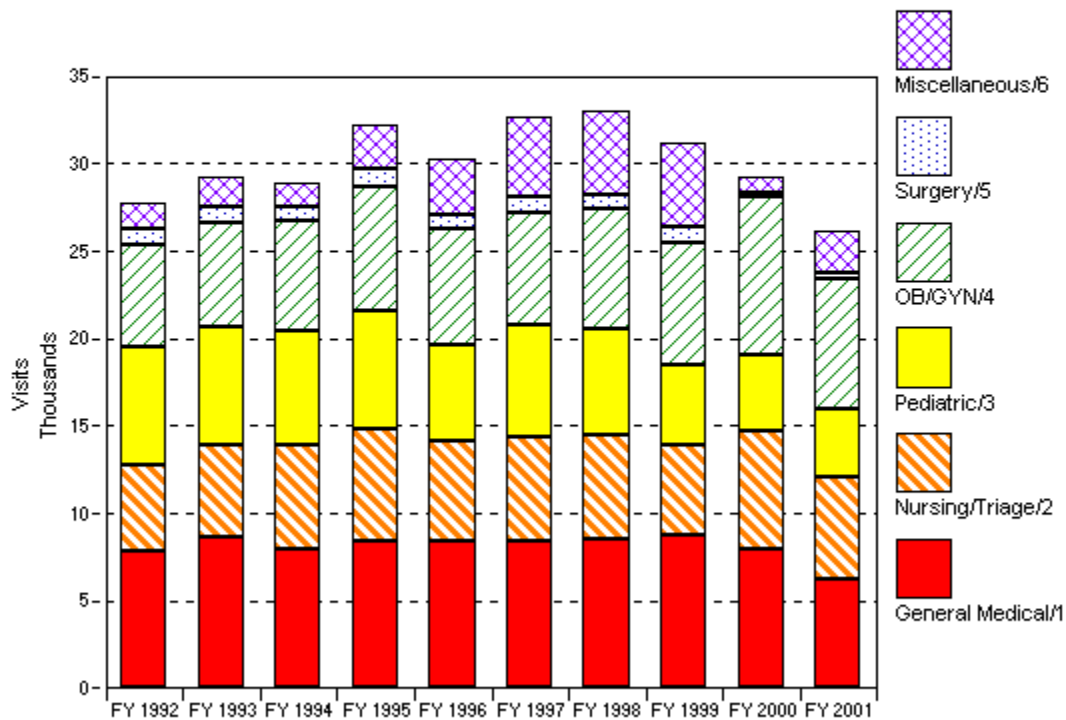
HEALTH

DETAIL BY DIVISION

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.

Total Patient Visits All Casey Health Center Clinics



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 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 counseling and referral, 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 238 medically indigent persons living with HIV in FY 2001. Of this total, 70 individuals were new patients.

In addition, the department participates in the Virginia 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 Commission on HIV/AIDS, the Council of Government's HIV Committee and the Health and Corrections committees to develop goals, objectives and strategies for addressing HIV/ 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 2,550 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, high risk pediatric, adult chronic disease and HIV/AIDS patients at all Health Department sites. Nutrition services offered in the community include nutrition education classes, professional in-service training for City and community agencies and public information at health fairs.

DIVISION: General Medical Services	ACTUAL FY2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures*	847,368	899,985 **	901,490 ***	
<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 an approved supplemental request (\$30,000) to increase outpatient pre-authorized funding for INOVA Alexandria Hospital from \$240,000 to \$270,000. *** Includes the City's appropriation for indigent care at the Alexandria INOVA Hospital (\$700,000) which is equal to the FY 2002 funding level.				

HEALTH

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [General Medical] To provide medical evaluation and follow-up to medically indigent, HIV-infected Alexandria residents

	Actual FY1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of persons counseled and tested in HIV clinics	398	414	445	500	500
Number of persons counseled in primary care, family planning and obstetrics clinics*	790	926	1,064	900	900
Number of HIV/AIDS cases that receive follow-up contact investigation by Health Department staff	108	109	112	110	110
Number of persons counseled in Sexually Transmitted Disease Clinics	1,515	826**	908***	900	900

* Increase between FY 1999 and FY 2001 is due to a concerted effort to provide more outreach counseling services to patients that visit the primary care, family planning and obstetrics clinics.

** There has been a decrease in number of persons attending the STD clinic resulting in decreased testing.

*** Increase is due to an increased effort to test for HIV/AIDS.

OBJECTIVE: [General Medical] To provide screening, diagnosis and treatment for tuberculosis cases, their contacts, and other individuals with latent TB infection (LTBI) through the provision of services in the clinic, community and in the home.*

	Actual FY 1999	Actual FY 2000	Actual FY 2001**	Estimated FY 2002	Projected FY 2003
Number of patient clinic visits	5,136	7,997	8,412	8,500	8,500
Number of patients initiating LTBI treatment	495	496	735	750	800
Number of new tuberculosis cases diagnosed	14	25	16	20	20
Number of chest x-rays performed	766	1,001	1,008	1,000	1,000

* Data presented herein have been revised from previously published documents to reflect more accurate reporting.

** Element modified in FY 2001 to reflect the number of people starting treatment for latent Tuberculosis infection.

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 1999	Actual FY2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total visits to General Medical and speciality physicians	n/a	7,975	6,167 **	6,000	6,000
Percent of patient visits for General Medical or specialty services	n/a	42.0%	45.0%	46.0%	46.0%

* Data have been revised from previously published documents to ensure more accurate reporting in FY 2003 (new measure).

** Visit decrease to primary pediatricians as more children enroll in Medicaid and seek care in the private sector.

HEALTH

DETAIL BY DIVISION

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.

<u>DIVISION:</u> Dental Health	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures*	153,666	177,345	163,844	
<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: [Adult Dental Health] To provide emergency dental services to low-income adults.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total patients seen in clinic	1,862	1,782	1,763	1,800	1,800
Number of procedures performed	5,583	5,669	5,201	5,500	5,500

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.

<u>DIVISION:</u> Environmental Health & Toxics Administration	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures*	69,952	86,759 ***	154,719 ****	
<u>FULL-TIME STAFFING</u> **	0	0	0	
* Excludes costs budgeted within the Cooperative budget that are captured in the Administration Division.				
** The Division has no City funded employees.				
*** Includes funding for an approved supplemental request (\$71,600) to fund the planned application of mosquito larvicides to City properties.				
**** Includes additional funding (\$59,960) for the West Nile Virus Program (the application of mosquito larvicides to City properties).				

HEALTH

DETAIL BY DIVISION

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Percent of regulated businesses inspected	100%	100%	100%	100%	100%
Total number of inspections/services of regulated businesses	7,220	6,686	6,256	6,381	6,509
Inspection visits per establishment per year	11	10	9.5	10	11
Reported foodborne illness	69	297*	70	45	45

- 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 3,628 well child checkups during FY 2001. 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 have 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.

The Arlandria Clinic, 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 provided 6,204 patient visits in FY 2001.

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 a significant annual contribution of

HEALTH

DETAIL BY DIVISION

\$200,000 towards the operation of the center. The Commonwealth of Virginia contributed \$125,000 in FY 2001 and FY 2002 to support the Center and to provide 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 Clinic.

The Health Department continues to manage the preventive health services offered at the site and works collaboratively with Alexandria Neighborhood Health Services, Inc.

DIVISION: Maternal & Child Health Care Services	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures*	176,289	235,824**	235,381	
<u>FULL-TIME STAFFING</u>	1	1	1	
* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division. ** Includes an approved 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.				

INDICATORS AND MEASURES

OBJECTIVE: [Maternal/Child Health] To provide age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, mumps, measles, rubella, H. influenza type B, Hepatitis B, and pneumococcal pneumonia, for eligible children from birth through 21 years of age.*

	Actual FY 1999 **	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of immunizations patients	N/A	4,696	4,589	4,600	4,600
Percentage of immunizations completed for eligible children by the age of two***	91%	84%	N/A ****	86%	88%

* Data have been revised from previously published documents to reflect more accurate reporting in FY 2003.

** Data incomplete due to computer system conversion.

*** Health Department clients only.

**** Data not available.

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 2001, 3,033 women received family planning services at the Health Department.

HEALTH

DETAIL BY DIVISION

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 2001, 1,437 women received services at this clinic.

Well Women's Services were grant funded in FY 2001. This grant funding is no longer available, so future services for new patients will be limited to those available through the Family Planning Program.

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 2001, the average wait time for a new patient to be seen for her first appointment was 4.1 weeks, and 34 percent of patients seen were in their first trimester of pregnancy.

INDICATORS AND MEASURES

OBJECTIVE: [Family Planning] To provide family planning and gynecological services to women in the City of Alexandria.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of family planning visits	3,950	4,483	5,919	6,363*	6,840*
Number of women receiving family planning physical assessments	2,578	2,679	3,033	3,260	3,505

* The increase in family planning visits is due to increasing use of the Arlandria Clinic.

SUPPLEMENTAL BUDGET REQUESTS

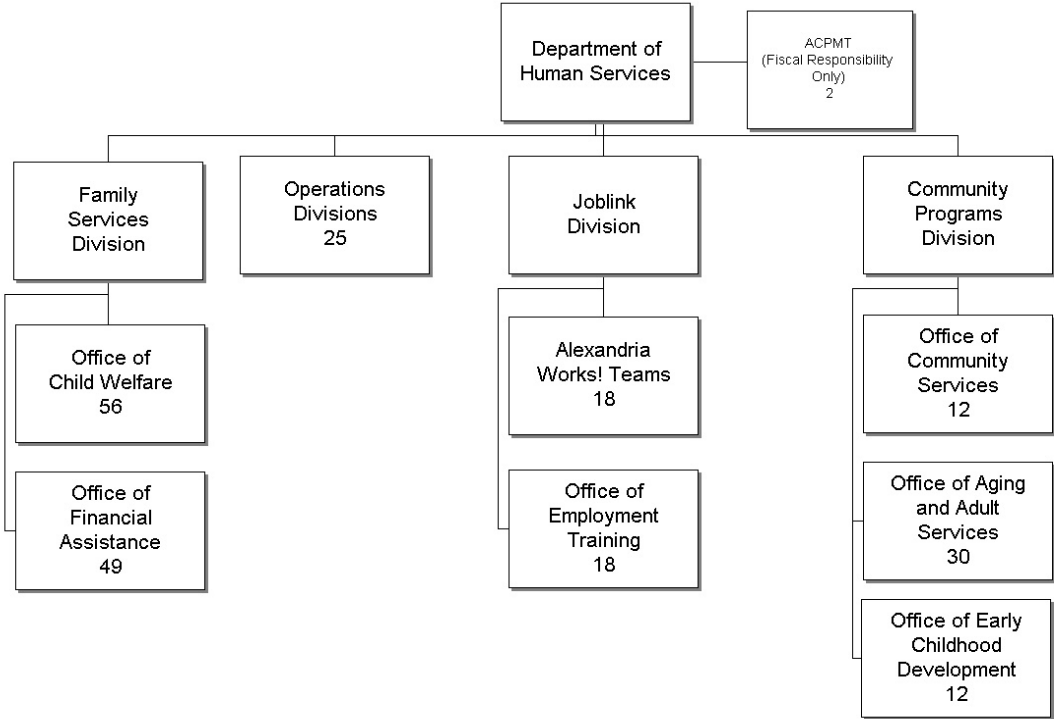
Recommended

- West Nile Virus/Arbovirus Program \$59,960

In order to provide full-year funding for the West Nile Virus/Arbovirus Program, \$59,960 was added to the budget for FY 2003 bringing the total budget for this program to \$131,560. This amount will fund various activities including the application of mosquito larvicides to various sites.

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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	11,946,196	13,730,462	13,921,827	
NON-PERSONNEL	21,584,847	27,144,861	25,813,287	
CHILDREN'S FUND	1,019,223	1,003,632	1,003,632	
CAPITAL GOODS OUTLAY	<u>160,080</u>	<u>0</u>	<u>80,000</u>	
TOTAL EXPENDITURES	<u>34,710,346</u>	<u>41,878,955</u>	<u>40,818,746</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	19,586,527	24,571,131	24,826,503	
INTERNAL SERVICES FUND	<u>0</u>	<u>0</u>	<u>80,000</u>	
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>19,586,527</u>	<u>24,571,131</u>	<u>24,906,503</u>	
GENERAL FUND	<u>15,123,819</u>	<u>17,307,824</u>	<u>15,912,243</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR: (8.1%)				
FULL-TIME POSITIONS	215	223*	222**	

* FY 2002 approved position count includes 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. Also in FY 2002, City Council approved the addition of 2 additional Social Worker Supervisors, one Administrative Assistant and one Clinical Psychologist based on the report issued by the Child Welfare League of America. These actions were taken on September 15, 2001, docket item number 17. These positions are fully funded using revenue maximization funds received from the federal government and have no effect on the General Fund. Please see next page for discussion regarding the federal financial participation revenue maximization project.

** FY 2003 Proposed full-time positions reduced by 1 FTE due to the Teen Pregnancy Prevention effort being transferred from DHS to the Non-Departmental account and the Office on Women's budget.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Department of Human Services reflects a decrease of \$1,395,581, or 8.1 percent, as compared to the Approved FY 2002 General Fund budget. This decrease is primarily attributable to flat or declining caseloads in the Child Care Fee System and within the Alexandria Community Policy and Management Team (ACPMT) budget, which provides social, community and special education services to at-risk youth and their families to more accurately reflect prior and projected expenditure trends.
- In addition, the Proposed FY 2003 General Fund budget includes a recommended supplemental budget request in the amount of \$50,000 to hire a consultant who has expertise in the area of quality before/after school programs who can recommend best practices to the City regarding all before and after school programs currently in place.

HUMAN SERVICES

City Manager Proposed

- Due to the budget uncertainty at the State level regarding State funding for Human Service programs, monies have been set aside in the Non-departmental account to help offset some or all of the potential loss in State aid.

DEPARTMENT DETAIL

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 Department of Human Services began a pilot project with the Virginia Department of Social Services in April 1999 to maximize federal financial participation revenues for previously unclaimed administrative costs that have historically been paid for from the City General Fund monies. The pilot program was intended to be a model that would be replicated Statewide. According to the State-set terms of this revenue maximization project, the City is required to reinvest the additional federal funds received under the project to enhance and expand its human service programs or to develop new initiatives to better meet human service needs in the City. No portion of the additional funds received can be used to supplant local or other funding for human services. The revenue maximization project will be ongoing, and is expected to generate significant revenues annually.

HUMAN SERVICES

DETAIL BY DIVISION

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.

<u>DIVISION:</u> Operations	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	1,404,600	1,358,466	1,110,261	**
Total Expenditures	1,692,718	1,530,580	1,779,933	***
<u>FULL-TIME STAFFING</u>	27	26 *	25 *	
<p>* The change in full-time staffing in FY 2002 reflects the internal transfer of the Multicultural Services Coordinator position to the Community Programs Division. The change in FY 2003 reflects the Teen Pregnancy Prevention effort being transferred to the Non-Departmental account for possible inclusion in the Office on Women's budget, as well as an Administrative Officer II position being transferred to the Office of Aging and Adult Services and the Volunteer Developer position being transferred from the Office of Community Service. (Net change in FY 2003 is minus one for this division.)</p> <p>** The reduction of General Fund monies to this division represents the Teen Pregnancy Prevention effort being transferred to the Non-Departmental account and to the Office on Women's budget, and the application of a 1.0% vacancy factor.</p> <p>*** The increase in total expenditures reflects the inclusion of approximately \$400,000 in Federal Financial Participation monies (Revenue Maximization). Please see discussion directly above for explanation of this program. This increase is partially offset by the application of a 1.0% vacancy factor and the transfer of the Teen Pregnancy Prevention effort. The recommended supplemental for a Before/After School consultant is also included in this division.</p>				

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 and the Community Advisory Committee on Child Welfare Services.

HUMAN SERVICES

DETAIL BY DIVISION

DIVISION: Family Services	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003 **	APPROVED FY 2003
General Fund Expenditures	7,487,068	8,502,682	7,721,036	
Total Expenditures	20,761,156	23,688,774 *	22,692,684	
<u>FULL-TIME STAFFING</u>	98	105 *	105	
<p>* Includes the approved 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. Also, City Council approved 2 additional Social Worker Supervisors, one Administrative Assistant and one Clinical Psychologist based on the report issued by the Child Welfare League of America. These actions were taken on September 15, 2001.</p> <p>** The FY 2003 budget reflects a \$1.2 million decrease in this Division due to declining caseloads in the Child Day Care programs.</p>				

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.

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.

Family Access to Medical Insurance Security Plan (FAMIS) 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.

HUMAN SERVICES

DETAIL BY DIVISION

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 provides staff support to the Youth Policy Commission. In addition, Project Discovery, volunteer services, and delinquency prevention services are provided through the Office.

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 reviews various initiatives 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 established community measures which form the basis for an Annual Report Card which indicates the City's progress in addressing youth needs.

HUMAN SERVICES

DETAIL BY DIVISION

The Commission also established the Alexandria Youth Council to encourage and enable a youth voice in the work of the Commission. The Council's mission statement 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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Average monthly Food Stamp applications	255	246	222	247	247
Average monthly Food Stamps cases*	1,488	1,387	1,022	1,167	1,167
Average monthly TANF applications	76	70	73	91	91
Average monthly TANF cases*	851	650	510	508	508
Average monthly Medicaid cases*	4,060	4,102	3,266	4,220	4,220
Percentage of assistance applications processed quickly**	86%	82%	71%	85%	85%

* The projected increase in food stamp and TANF applications and cases is based on the current economic downturn.

** 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.

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 1999	Actual FY 2000	Actual FY 2001	Projected FY 2002	Projected FY 2003
Number of reports of child abuse or neglect*	711	597	555	600	625
Percentage of investigations initiated within 24 hours**	78%	66%	78%	80%	80%
Percentage of abuse/neglect cases needing intervention***	40%	17%	12%	15%	15%
Percentage of cases without subsequent CPS complaints during the month	96%	97%	97%	97%	97%
Average monthly Foster Care caseload	148	154	135	142	148
Percentage of children who were stabilized within 18 months in Foster Care****	46%	85%	75%	85%	85%
Number of students enrolled in Project Discovery	150	135	150	139	140
Percentage of Project Discovery seniors enrolling in higher education	93%	96%	91%	93%	92%

* Reduction in the number of reports of child abuse or neglect is due to a new reporting system.

** Decrease in investigations initiated within 24 hours is due to a new screening process that triages reports for immediate response and provides for involvement of the police.

*** Revised measure: In FY 1997 through FY 1999, the data measured abuse/neglect investigations where families are 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.

HUMAN SERVICES

DETAIL BY DIVISION

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 towards 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 increased 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.

DIVISION: Family Services - Component: Alexandria Community Policy and Management Team	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	2,729,607	3,202,948 *	3,008,045	
Total Expenditures	4,508,373	7,480,665**	6,829,666	***
<u>FULL-TIME STAFFING</u>	2	2	2	
<p>* Includes the approved \$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.</p> <p>** Increase in total expenditures reflects an approximate increase of \$1.7 million in State Aid.</p> <p>*** FY 2003 total expenditures are based on FY 2002 allocations from the State, and were decreased \$200,000 to reflect prior and projected expenditures.</p>				

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.

HUMAN SERVICES

DETAIL BY DIVISION

<u>DIVISION: JobLink</u>	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	943,165	1,341,461	1,366,850	
Total Expenditures	2,322,674	3,587,748	3,487,696	
<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.

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 a variety of skills training programs.

The Displaced Worker Program provides employment training and career counseling specifically for persons affected by layoffs 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 challenged youth.

HUMAN SERVICES

DETAIL BY DIVISION

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 Disabilities Employment 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.

INDICATORS AND MEASURES

OBJECTIVE: [*JobLink* Division* - *Alexandria Works!* and Office of Employment Training] To link good people to good jobs.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of JTPA/WIA clients served**	214	87	107	130	130
Number of Dislocated Worker clients served***	206	216	243	320	320
Number of <i>Alexandria Works!</i> VIEW clients served****	689	524	250	350	350
Number of other <i>JobLink</i> clients served****	<u>1,061</u>	<u>1,401</u>	<u>2,789</u>	<u>2,800</u>	<u>2,800</u>
Total number of <i>JobLink</i> clients served****	2,170	2,228	3,389	3,600	3,600
Percentage of <i>Alexandria Works!</i> VIEW clients who are managing their employment barriers *****	86 %	90 %	78 %	80 %	80 %
Percentage of <i>JobLink</i> employment placement clients who get a full-time job	66 %	82 %	76 %	80 %	80 %
Percentage of <i>JobLink</i> clients who retain employment for six months	80 %	87 %	89 %	89 %	89 %
Percentage of <i>JobLink</i> clients still employed at six months who had wage increases*****	17 %	29 %	14 %	15 %	15 %
Number of employers recruiting directly at <i>JobLink</i>	7	26	26	28	28

* Because *JobLink*, a DHS Division that includes *Alexandria Works!* and the Office of Employment Training began operations in January, 1999, the 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 WIA summer youth program began in FY 2001 but is limited to serving 50 youth each year.

*** Although *Alexandria Works!* VIEW caseloads were declining, the anticipated increase for FY 2002 and FY 2003 is based on the current economic downturn.

**** Includes 224 Food Stamp Employment Training (FSET) clients in FY 2001. FSET clients were not included in previous totals.

***** *Alexandria Works!* VIEW clients are managing their employment barriers if, within 90 days of enrollment, they comply with program requirements. Many VIEW clients are hard-to-serve with mental health and/or substance abuse issues.

***** The decline in wage increases reflects the general economic downturn.

HUMAN SERVICES

DETAIL BY DIVISION

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, and the Office of Community Services. This division also operates the Multicultural Services Initiative which was established in FY 2001 to increase access to all City Services for Alexandria's diverse population.

The Multicultural Services Initiative has five goals:

- Promote the Multicultural Services Initiative among the City's diverse populations;
- Inform non-English speaking residents of City services;
- Implement a City Department-wide Cultural Competence Plan to improve the City's responsiveness to the diverse communities of the City;
- Provide acculturation and survival English to the City's Hispanic residents through the Hispanic Orientation and Education Project (HOEP); and
- Expand ESL classes by supplementing the Alexandria City Public Schools' adult ESL classes in neighborhoods where people most in need of those services reside.

The initiative is accomplished by reaching out to individuals and groups from all racial, ethnic and cultural backgrounds in order to foster the inclusiveness of City services and to celebrate the City's cultural diversity.

Located within the Initiative is the Hispanic Orientation and Education Project which 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.

OBJECTIVE: [Multicultural Services Initiative] To ensure that Alexandria's culturally diverse residents have access to all City services and resources.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of Hispanics participating in extended education and English as Second Language (ESL) classes*	341	470	481	485	485

* Increase in ESL and Orientation classes can be attributed to transience of target population and growth of the Hispanic 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 2001	FY 2002	FY 2003	FY 2003
General Fund Expenditures	1,057,272	1,269,374 *	1,140,499 **	
Total Expenditures	1,627,636	1,853,157 *	1,812,973	
<u>FULL-TIME STAFFING</u>	28	29 *	30***	
<p>* Reflects \$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.</p> <p>** It should be noted that the \$162,638 above was approved in this Office but was subsequently moved to the Family Services division, the division that actually runs the Companion Aide Program.</p> <p>*** Reflects the internal transfer of an Administrative Officer II position from the Operations Division to assist the Director of this office as well as the Commission on Persons with Disabilities.</p>				

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 such 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 in licensed adult homes who are still relatively mobile.

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

DETAIL BY DIVISION

The Special Transportation Unit provides transportation to and from senior centers and for shopping and special trips for older Alexandrians through a fleet of three buses and two vans. The Special Transportation Unit also provides daily bus service for Old Town employees to and from the City parking lot.

The Senior Centers program provides a group setting at two sites (the Charles Houston Senior Center and the St. Martin de Porres Senior Center) where elderly Alexandria residents receive nutritious daily lunches and the opportunity to participate in arts and crafts, music, exercise, nutrition and health promotion seminars, field trips, and other activities.

Contracted Services include home-delivered meals, a Senior Taxi program, a long-term care ombudsman program, and legal services.

Other Services provided include extensive information and referral services; and outreach workers who conduct in-home visits, needs assessment and short-term case management services to elderly residents who are in need.

OBJECTIVE: [Office of Aging and Adult Services] To help seniors and disabled adults maintain their independence.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of reports of abuse, neglect or exploitation of adults*	115	133	115	125	135
Percentage of abuse/neglect cases where risk was removed within State standards**	97%	97%	97%	98%	98%
Percentage of cases without additional reports of abuse or neglect in the past year	92%	99%	88%	93%	96%
Number of persons served at Adult Day Health Care program (ADHC)	45	40	40	45	45
Percentage of days that ADHC provides services at capacity***	90%	70%	70%	75%	80%
Percentage of individuals needing residential arrangements who are placed in Northern Virginia or near their families	93%	83%	100%	90%	90%

* Increase can be attributed to the rise in the number of individuals aging in place who need services.

** State standards are for risk removal within 45 days or alternative living arrangements (when needed) within 60 days.

*** Due to staffing shortages throughout FY 2000 and FY 2001, the Center could not be operated at capacity.

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 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2003</u>
General Fund Expenditures	262,441	286,166	273,875	
Total Expenditures	363,693	389,262	387,066	
<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 early childhood education and child care programs offered through the Office for 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 2003 Proposed
Head Start (Administered by OECD)	\$1,627,289
TANF Working and Transitional Child Care (TCC)	2,599,087
Child Day Care Fee System (estimated federal/State/local funds)	3,608,426
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	\$10,265,277

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 Campagna Kids, 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

HUMAN SERVICES

DETAIL BY DIVISION

City. Another 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 Campagna Kids Program serves 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 *Alexandria Works!* or child care fee system clients. The Approved FY 2002 budget contained a designation within Contingent Reserves to create a subsidy to child day care provider maximum reimbursable rates that was to be used to the extent that the City's rates were below those approved by the State for Arlington County. The adjusted rate schedule for the City was issued by the State on October 23, 2001 and did not bring the City's rates equal to those of Arlington County. On December 11, 2001, City Council approved an increase in the family child care provider rates to be equal to the rates of Arlington County and authorized the release of funding from Contingent Reserves. The City's new rate will stay in effect until such time that the State approves new rates for Alexandria equal to or in excess of Arlington County's rate, or until City Council approves another change to the rates. The State will again review the rates in September, 2002; however, this is pending action of the General Assembly. In FY 2003, a designation has been made in the departments' budget to cover any continued increase needed to sustain child day care provider maximum reimbursable rates at the level approved by City Council on December 11, 2001, should no increase come from the State.

The Alexandria Head Start program is a comprehensive early childhood development program for 253 low-income preschool age children and their families located at George Washington Middle School, and Jefferson-Houston, Mt. Vernon, 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.

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 requests 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 2000 - FY 2002" summarizes the funding provided to programs through the Children's Fund from FY 2000 through FY 2002. Individual agency allocations were approved by City Council in June, 2001, for the period beginning July 1, 2001 through June 30, 2002. The FY 2003 proposed budget includes a total of \$1,003,632 for the Children's Fund.

Addendum Table II CHILDREN'S FUND Program Funding FY 2000 - FY 2002	CITY FUNDING ¹		
	FY 2000 ACTUAL	FY 2001 ACTUAL	FY 2002 APPROVED
COMPREHENSIVE SERVICES			
Family Support Project	\$ 135,979	\$ 138,578	\$ 151,000
Parent Nurturing Program	7,280	8,113	10,200
Prenatal Services through AHD	49,036	47,132	47,132
Psychological Services	58,945	28,698	62,430
Scholarship Fund/VA Preschool Initiative	44,353	103,593	50,000
Child Observation Record Training	12,411	25,000	0
Subtotal/Comprehensive Services	\$ 308,004	\$ 351,114	\$ 320,762
LOCAL MATCH PROGRAMS			
Network Presidential Greens Classroom	90,000	90,000	0*
Network Charles Houston/Cora Kelly Classroom	57,000	62,000	227,850*
Tenants' and Workers' Chiralagua Classroom*	80,000	65,000	0*
Healthy Families	323,000	340,846	350,000
Mt. Vernon Program for 4 Year Olds	80,776	35,000	35,000
Head Start Classrooms at Tucker School	N/A	20,263	0
Resource Mothers	50,000	55,000	70,020
Subtotal/Local Match Program	\$ 680,776	\$ 668,109	\$ 682,870
Total/Children's Fund	\$ 988,780	\$ 1,019,223	\$1,003,632

¹ A total of \$1,003,632 is proposed for FY 2003. 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.

* Monies are now given to Child and Family Network Centers, which provides quality child care and comprehensive services in half-day and full-day classrooms at Charles Houston and Cora Kelly Recreation Centers and in three converted apartments in the Arlandria/Chiralagua Housing Cooperative.

HUMAN SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Office for Early Childhood Development] To create opportunities for low-income children to be successful in school and life.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Monthly average number of children in subsidized child care*	1,333	1,192	772	1,000	1,000
Percentage of children at child care centers	38%	39%	37%	40%	40%
Percentage of children at centers in accredited programs	56%	87%	86%	86%	90%
Percentage of children in Head Start whose developmental progress is at or above average**	75%	73%	67%	75%	75%

* The numbers of children served depend on the federal and State funding available each year. Also, although DHS has recently cleared the Fee System Waiting List, the estimate for FY 2002 is lower than the actual number served in FY 2000 because the upper income eligibility level remains at 185% of poverty and a smaller percentage of families on the waiting list are being found financially eligible for subsidized child care.

** The population of Head Start has become increasingly diverse and the limited English proficiency of these students presents an on-going challenge to the program staff.

The Office of Community Services (OCS), with the Economic Opportunities Commission serving as its citizen advisory body, is Alexandria's Community Action Agency. OCS programs and services target the economically disadvantaged, low-income working poor, the homeless and near homeless, ex-offenders, and recent immigrants. In support of welfare reform and to alleviate short-term crisis, OCS works with the Family Services Division to use Temporary Assistance to Needy Families (TANF) funds to divert families from dependence on public assistance.

<u>DIVISION:</u> Community Programs	<u>ACTUAL</u>	<u>APPROVED</u>	<u>PROPOSED</u>	<u>APPROVED</u>
<u>Component:</u> Office of Community Services	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2003</u>
General Fund Expenditures	1,239,666	1,346,727	1,291,677	
Total Expenditures	3,434,096	3,348,769* *	3,828,728	
<u>FULL-TIME STAFFING</u>	12	13 *	12 *	

* Reflects the internal transfer of the Multicultural Services Coordinator position from the Operations Division. FY 2003 number reflects the internal transfer of the Volunteer Development position to the Operations Division.

** Per the October 13, 2001 Reappropriation ordinance to amend the fiscal year 2002 appropriation, the actual approved amount for this component unit of the Division of Community Programs is \$3,675,199, due to the addition of \$326,430 in additional federal monies for increased caseloads in the Head Start Program.

HUMAN SERVICES

DETAIL BY DIVISION

The Office of Community Services manages the following programs:

The Homeless Intervention Program prevents evictions and foreclosures resulting from a financial crisis beyond the control of the household. Financial assistance is available for up to six months, while families develop service plans to regain self-sufficiency.

If prevention options are unsuccessful, Eviction Assistance and Storage offers moving and two months storage for households confronted with immediate eviction. Households are referred to emergency shelters in the City while alternative housing arrangements are developed.

The Office of Community Services manages service delivery and the operating contract with The Salvation Army to run the 65 bed Alexandria Community Shelter. OCS also works closely with public and private providers, including Carpenter's Shelter, to move shelter residents in the City toward stable housing.

The Transitional Assistance Program provides one element of planning for shelter residents. Financial assistance, up to one-half of the security deposit and one-half of the first three months rent, housing and financial counseling is available to help eligible families and individuals make the transition from an Alexandria homeless shelter or an overcrowded situation to stable housing.

The Community Services Program offers short term housing and emergency assistance, and crisis intervention services under the Community Services Block Grant (CSBG). The Emergency Shelter Fund and the Emergency component of the General Relief Program provide one and two months of assistance respectively in a twelve month period to eligible families with dependent children. CSBG short-term programs are supplemented by contributions from charitable organizations in the community for emergency food, utility, medical and transportation needs.

The Virginia Energy Assistance Program provides winter fuel assistance and summer cooling assistance for eligible low-income households.

Virginia CARES, the Community Action Re-entry System, provides post-release services to ex-offenders 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.

HUMAN SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Office of Community Services] To help low-income adults and youth stabilize and enhance their lives.

	Actual FY 1999	Actual FY 2000 *	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total number of households sheltered (Alexandria Community Shelter (ACS))	436	339	273	300	300
Percentage of available ACS beds used nightly	83%	86%	94%	85%	85%
Percentage of households served by ACS who obtained stable housing	32%	36%	44%	40%	40%
Total number of families served by the Homeless Intervention Program (HIP)	177	171	149	165	165
Percentage of households served by HIP with stable housing six months after case closed	67%	69%	68%	70%	70%
Total number of Virginia CARES clients served	304	365	218	250	250
Percentage of Virginia CARES clients who are reincarcerated within one year of release on a new felony charge	9%	8%	4%	10%	10%

* Data has been changed from previously published documents.

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Before/After School Consultant \$50,000

This recommended supplemental will pay for a consultant who has expertise in the area of quality before/after school programs who can recommend best practices to the City regarding all the before and after school programs currently in place.

WORK SESSION NOTES AND COMMENTS

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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 and FY 2003 budget, and some numbers have been changed from previously published documents. Full implementation of the reorganization is reflected in the FY 2003 budget.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	15,018,305	17,098,301	17,261,053	
NON-PERSONNEL	3,769,707	4,425,914	4,579,396	
CAPITAL GOODS OUTLAY	<u>33,849</u>	<u>0</u>	<u>96,000</u>	
TOTAL EXPENDITURES	<u>18,821,861</u>	<u>21,524,215</u>	<u>21,936,449</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	10,074,800	11,365,496	11,492,080	
INTERNAL SERVICES FUND	<u>0</u>	<u>0</u>	<u>96,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>10,074,800</u>	<u>11,365,496</u>	<u>11,588,080</u>	
GENERAL FUND	<u>8,747,061</u>	<u>10,158,719</u>	<u>10,348,369</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	1.9%			
FULL-TIME POSITIONS	259.0	261.0*	260.0*	

* FY 2002 full-time positions include the addition of 2.0 FTEs that were approved by Council after the FY 2002 document was adopted. FY 2003 reflects the reduction of 1.0 FTE due to a slight reduction in an existing grant. Service levels will not be adversely impacted as the position was never filled.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Department of Mental Health, Mental Retardation and Substance Abuse reflects an increase of \$189,650, or 1.9 percent, as compared to the Approved FY 2002 General Fund budget.
- An increase of \$553,385 in the Department’s vacancy factor is reflected in the FY 2003 budget in recognition of historical personnel vacancy levels.
- Excluding the initiatives described below, the FY 2003 General Fund budget increased by less than one percent, which is largely attributable to the cost of the planned merit increase for City employees.
- The FY 2003 General Fund budget for this agency includes funds for living wage increases for applicable employees and consumers (\$51,268); physician stipends to aid in recruiting and retaining qualified physicians (\$32,295); ongoing costs for expansion of the City’s information technology infrastructure to group homes and other remote sites (\$46,368); and a recommended supplemental request in the amount of \$230,982 which will allow the department to maintain current levels of service by restoring base budget reductions which had been proposed in order for the Department of Mental Health, Mental Retardation and Substance Abuse to meet budget submission guidelines.

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.

Beginning in FY 2001, portions of the CSB Administration budget included in the State Performance Contract were partially allocated out to the divisions in MH/MR/SA to conform with new Performance Contract requirements. The process was completed in FY 2002. Remaining in CSB Administration are automotive and computer equipment replacement charges and operating expenditures for the Alexandria Community Shelter’s share of the Mill Road facility shared with the Detox Program and Substance Abuse Services.

	ACTUAL FY 2001	APPROVED FY 2002 *	PROPOSED FY 2003 *	APPROVED FY 2003
DIVISION: CSB Administration				
General Fund Expenditures	793,780	551,906	539,694	
Total Expenditures	1,029,890	552,906	636,694	
FULL-TIME STAFFING	26	26	31	

* Reflects the transfer of positions and funding as a result of the Board’s reorganization.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

The Acute Care Services Division offers services to citizens who are in need of brief counseling, treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse.

DIVISION: Acute Care Services	ACTUAL FY 2001	APPROVED FY 2002 *	PROPOSED FY 2003 *	APPROVED FY 2003
General Fund Expenditures	4,654,972	4,933,833	4,859,297	
Total Expenditures	8,830,687	9,417,660	9,785,677	
<u>FULL-TIME STAFFING</u>	112	114	110	

* 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 Acute Care Services division's programs and expenditures.

FY 2003 Proposed All Funds

Outpatient Services offers psychotherapy, supportive counseling and psychiatric care (including medication management) to persons with mild to severe levels of mental illness, and provides counseling and education to help individuals with substance abuse problems to learn to deal with their addictions and support alcohol and drug free lifestyles.

\$4,473,534

Intensive In-Home Services provides help to youth who are at risk of placement outside the home or who are being reintegrated into the family from out-of-home placement, such as residential treatment or foster care. Comprehensive, intensive services are provided within the family's home environment.

\$1,509,106

Emergency Services assists 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. Services are available 24 hours daily and are provided anywhere in the community they are needed.

\$592,485

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

Intensive Residential Services includes a residential detoxification program and short-term crisis stabilization services provided by a contract agency. The Detox program 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. \$1,536,253

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. \$651,050

Day Treatment Services is a specialized unit in the Alexandria Detention Center offering integrated mental health and substance abuse services in a Critical Care Unit serving inmates experiencing psychiatric crisis, and two "Sober Living" units providing intensive substance abuse treatment. In addition, staff work with inmates in the general population who need evaluation and/or counseling. \$444,813

Early Intervention Services 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. \$491,478

Case Management Services are provided to Alexandria citizens who are being released from jail through the Community Reintegration of Offenders Program (CROP). This program assists repeat offenders returning to the community by coordinating services such as residential or shelter placements, psychiatric or medication services, and outpatient and day support services. \$86,958

TOTAL DIVISION EXPENDITURES \$9,785,677

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

INDICATORS AND MEASURES [ACUTE CARE SERVICES]

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of outpatient consumers served	1,432	1,332	1,328	1,300	1,300
Percentage of discharged outpatient consumers who meet some or all of their goals as assessed by therapist or case manager	77%	79%	75%	75%	75%
Number of consumers served with a serious mental illness	567	648	524	550	550
Percentage of consumers discharged from a State hospital who have a face-to-face meeting with staff within seven days of discharge *	N/A	77%	79%	75%	75%
Number of children and families served by the Intensive In-home program	44	67	69	100	100
Percentage of families with children with serious emotional problems served who met all or some of their goals	77%	75%	75%	75%	75%
Number of Detox clients served	721	655	656	700	700
Percentage of Detox capacity **	84%	79%	78%	N/A	N/A
Percentage of consumers discharged from Detox who met treatment goals at time of discharge, as assessed by therapist	91%	91%	97%	75%	75%
Number of Outpatient/Methadone clients served ***	1,553	1,042	1,100	1,100	1,100
Percentage of consumers discharged from Outpatient/Methadone who met treatment goals at time of discharge, as assessed by therapist	80%	78%	89%	75%	75%
Number of Outpatient/Youth clients served	44	44	66	60	60
Percentage of consumers satisfied with Outpatient, School-based services	89%	95%	87%	90%	90%
Number of infant clients at risk of developmental delays	235	266	281	250	250
Percentage of family/guardians satisfied with services for infants with developmental delays	100%	99%	96%	90%	90%

* New measure in FY 2000.

** This measure has not previously been reflected in the budget document but it is relevant to the operations of the division. The Community Services Board is currently reviewing utilization statistics in FY 2002.

*** 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.

The Extended Care Services Division offers long-term residential, day support and case management services to citizens with serious mental illness, mental retardation or substance abuse problems. Residential programs include group homes, supervised apartments and drop-in help for people who live on their own. Day support programs provide citizens opportunities to become employed in sheltered or competitive jobs. Case managers help citizens maintain government benefits and connect with other services.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

DIVISION: Extended Care Services	ACTUAL FY 2001	APPROVED FY 2002 *	PROPOSED FY 2003 *	APPROVED FY 2003
General Fund Expenditures	3,047,793	4,233,249	4,419,950	
Total Expenditures	8,173,771	10,398,216	10,512,768	
<u>FULL-TIME STAFFING</u>	109	109	107	
* 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 Extended Care Services division's programs and expenditures.

FY 2003 Proposed All Funds

Case Management Services provides support to consumers by providing outreach; a central point of entry into the system of services; information and referral; linking consumers to services and service coordination; advocating for consumer needs; and monitoring consumer progress. \$1,414,614

SA Day Support Services provides an intensive group treatment program five days a week for four and one half hours a day for consumers who have had significant substance dependencies who might otherwise require residential care. \$280,996

The Patrick Street Clubhouse offers structured activities and social support, enabling consumers with severe mental illness to maintain a more active and independent lifestyle and avoid hospitalization. \$731,468

Residential Services 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). \$6,525,013

Family Support is a combination of financial assistance, services and technical supports that provides assistance for families to maintain a family member with mental retardation at home. \$22,800

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

Vocational Services provides work related activities and 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 providing services to area businesses under staff supervision. \$1,361,185

Homeless Outreach Services provides outreach to consumers living in shelters or without shelter. Services include screening and diagnostic treatment, case management, and referrals for primary healthcare providers, treatment at the Alexandria Mental Health Center and/or alcohol and drug treatment. \$176,692

TOTAL DIVISION EXPENDITURES \$10,512,768

INDICATORS AND MEASURES [EXTENDED CARE SERVICES]

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of adult clients with mental retardation	174	162	196	182	182
Percentage of family/guardians satisfied with services for adults with mental retardation	96%	92%	88%	90%	90%
Number of clients participating in the Supported Employment Job Retention for Persons with Mental Retardation (employed over 90 days)	22	11*	10	8	8
Percentage of Supported Employment Job Retention for Persons with Mental Retardation (employed over 90 days)	100%	100%	100%	90%	90%
Number of clients participating in the Group Supported Employment Job Retention for Persons with Mental Retardation (employed over 90 days)	21	14**	14	13	13
Percentage of Group Supported Employment Job Retention for Persons with Mental Retardation (employed over 90 days)	100%	91%	93%	90%	95%
Number of clients participating in Sheltered Employment	63	56	58	25***	25
Hourly wage in Sheltered Employment for Persons with Mental Retardation	\$0.76	\$0.61	\$0.48	TBD	TBD
Number of consumers with mental illness served by Supported Vocational Services - Individual Placement	59	57	42	50	50
Percentage of vocational program consumers with mental illness who were employed in non-sheltered employment for six months or more	92%	89%	91%	90%	90%

* 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.

*** 34 consumers who receive rehabilitation day support services are now included in a separate program and are not included as part of Sheltered Employment.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

The Prevention and Early Intervention Division provides services that enhance the well-being and resiliency of Alexandrians through mental health promotion and substance abuse and mental retardation prevention and early intervention. Due to the reorganization of the department, this division has redesigned its indicators and measures. FY 2002 will be the base collection year for the newly designed measures and figures will not be available until the end of FY 2002, or June 30, 2002. Because of this, FY 2003 projections are impossible to make with any accuracy.

DIVISION: Prevention/Early Intervention	ACTUAL FY 2001	APPROVED * FY 2002	PROPOSED * FY 2003	APPROVED FY 2003
General Fund Expenditures	250,516	439,731	529,428	
Total Expenditures	787,513	1,155,433	1,001,310	
<u>FULL-TIME STAFFING</u>	12	12	12	
* 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 Prevention/Early Intervention division's programs and expenditures.

FY 2003 Proposed All Funds

Prevention Services include science-based model services to the public or target groups designed to help people develop attitudes and habits of healthy behavior that will result in the prevention of mental retardation, substance abuse, and mental health problems. \$564,471

Early Intervention Services are provided to high risk individuals from infants through older adults and their families in the City's schools, recreation centers and other community locations. A wide range of science-based programming is offered, including parenting groups, anger management groups for preschool children and various substance abuse prevention groups. \$436,839

TOTAL DIVISION EXPENDITURES \$1,001,310

WORK SESSION NOTES AND COMMENTS

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

SUPPLEMENTAL BUDGET REQUESTS

Recommended

- | | |
|---|-----------|
| 1. Funding to maintain current service levels | \$230,982 |
|---|-----------|

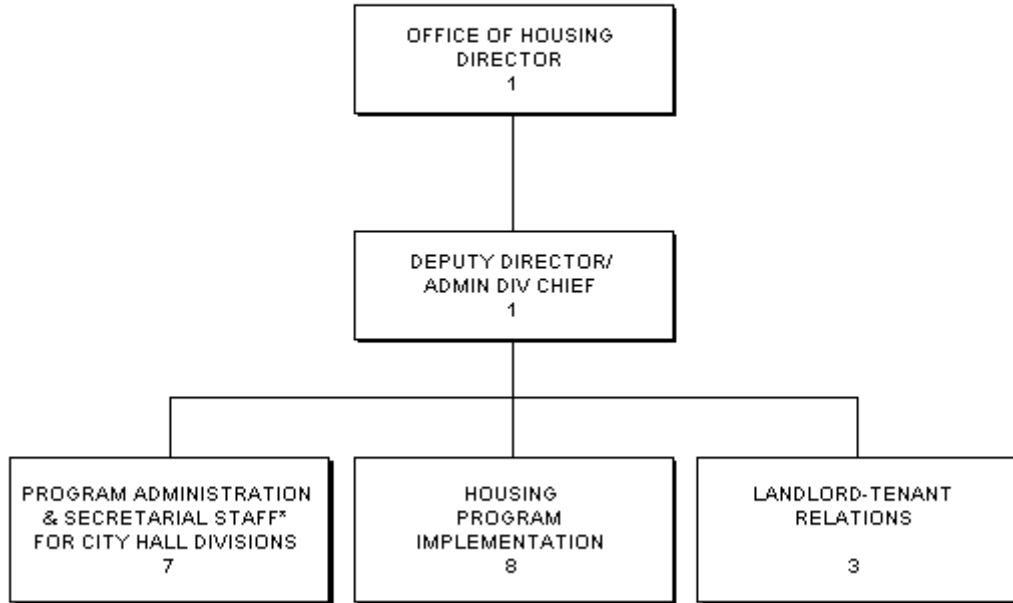
This supplemental will fund the cost of maintaining current service levels in the areas of Mental Health/Early Intervention, Emergency Crisis Respite Services, Substance Abuse and Mental Health Outpatient Services, Mental Health contract employment services and Administration. These funds were originally eliminated from the Community Service Board base budget submission in order to meet FY 2003 budget submission guidelines.

Not Recommended

- | | |
|---|----------|
| 1. On-call pay at five residential facilities | \$92,896 |
| 2. HIPAA/Corporate Compliance Officer | \$77,241 |

These supplemental requests are not recommended at this time due to funding constraints.

HOUSING

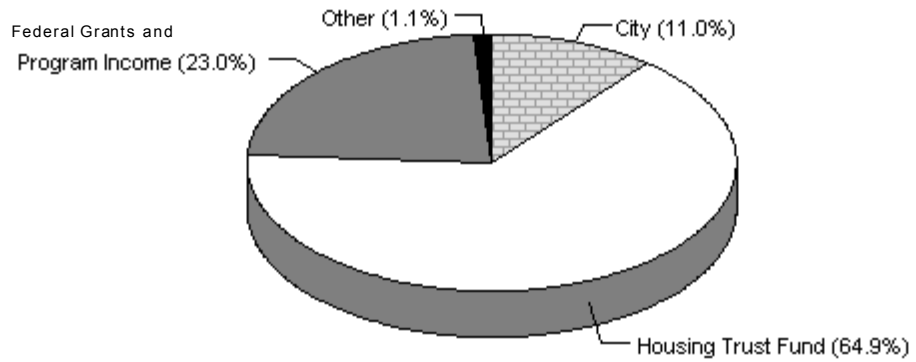


* Secretarial staff report directly to Department Director

HOUSING

FY 2003 Proposed

Funding Sources for the Office of Housing
(Total Funding of \$11.8 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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	987,681	1,350,455	1,317,894	
NON-PERSONNEL	2,206,156	1,449,982	1,755,473	
CAPITAL GOODS OUTLAY	<u>7,149</u>	<u>0</u>	<u>4,286</u>	
TOTAL EXPENDITURES	<u>3,200,986</u>	<u>2,800,437</u>	<u>3,077,653</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>2,376,863</u>	<u>1,814,563</u>	<u>1,785,374</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>2,376,863</u>	<u>1,814,563</u>	<u>1,785,374</u>	
GENERAL FUND	<u>824,123</u>	<u>985,874</u>	<u>1,292,279</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 31.1%				
FULL-TIME POSITIONS	20	20	20	

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Office of Housing reflects an increase of \$306,405, or 31.1 percent, as compared to the Approved FY 2002 General Fund budget.
- In follow-up to the Affordable Housing Task Force report and subsequent City Council action on February 26, 2002, the FY 2003 Proposed budget reflects the City's increased emphasis on creating and preserving affordable housing.
- The increase in the Proposed FY 2003 General Fund budget is primarily attributable to \$300,000 in recommended supplemental funding to augment \$400,000 in Housing Trust Fund monies and \$307,765 in federal HOME monies. These monies totaling \$1,007,765 will be used for the development of affordable sales and rental housing through activities such as acquisition and rehabilitation of existing housing, land acquisition, housing construction, pred-development costs, feasibility studies, and infrastructure subsidies.

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 federally-mandated 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. 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 Division also provides staff support for the Affordable Housing Advisory Committee.

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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Administration				
All Funds Expenditures	631,862	759,585	775,874	
FULL-TIME STAFFING	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, overseen by the Fair Housing Testing Program Advisory Committee, is designed to identify discriminatory practices in rental, sales and mortgage lending markets. Housing staff meet with the management of all entities in which 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 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2002
All Funds Expenditures	724,695	258,021	257,980	
<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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Landlord-Tenant complaints received**	959	1,925	1,794	1,500	1,500
Favorable resolution achieved through staff intervention***	61 %	63 %	67 %	58 %	58 %
Percent referred to courts or other agencies***	37 %	35 %	32 %	40 %	40 %
Percent withdrawn, pending, or unresolved***	2 %	2 %	1 %	2 %	2 %
Housing inquiries received	5,541	6,656	3,254	3,500	3,500
Direct assistance provided***	43 %	57 %	61 %	60 %	60 %
Percent referred to other agencies***	42 %	42 %	37 %	37 %	37 %
Percent withdrawn, pending, or unresolved***	15 %	1 %	1 %	3 %	3 %

* Data have been revised from previously reported documents to ensure more accurate reporting in FY 2003.

** In FY 2000 and FY 2001 the division received an unusually high number of complaints, most of which were attributable to sharp rent increases, the result of a tight rent market.

*** Some complaints and inquiries are resolved in more than one way; data represent 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:

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 \$35,000 for down payment, principal reduction, settlement costs and interest write-down 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 for the Washington D.C. metropolitan area. 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 FY1996, is similar to the Homeownership Assistance Program. This program assists households with incomes between Section 8 and VHDA limits by providing up to \$20,000 in the form of a deferred payment loan for down payment and/or closing cost assistance. The law enforcement component of the program was approved by City Council in FY 1998 to encourage income-eligible City of Alexandria police officers and deputy sheriffs to purchase homes in Alexandria Police-designated target areas. These law enforcement officers are eligible for a deferred-payment loan of up to \$35,000, which is \$15,000 more than offered by the regular program, provided that they purchase in the designated areas. This program is funded with Housing Trust Fund monies.

The City's Homeownership Fair has been held for seven consecutive years to provide an opportunity for potential homebuyers to become better educated about the homebuying process and to meet with realtors, lenders, affordable housing providers and City staff regarding homeownership opportunities in the City. The City's seventh annual Homeownership Fair was held in June 2001, with approximately 700 people in attendance.

The Housing Counseling Program was added to the Program Implementation Division in FY 1999. A private counseling agency under contract with 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. Historically this program has provided income-eligible homeowners with interest-free, deferred payment loans of up to \$90,000 for construction costs. In May 2001, City Council gave approval to increase loan amounts in order to enable homeowners to address lead-based paint hazards. The program is available to income-eligible homeowners City-wide.

HOUSING

DETAIL BY DIVISION

The Rental Accessibility Modification Program (RAMP) is a new program approved in FY 2001 and implemented in FY 2002. With approval of the unit owner, RAMP provides grants to income-eligible renters with physical disabilities for accessibility modifications to their rental units, such as wheelchair ramps, grab bars and other similar modifications. The program also provides funds to return the rental unit to its non-accessible state once the disabled tenant moves, should the owner request it.

DIVISION: Implementation	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
All Funds Expenditures*	1,844,429	1,782,831	2,043,799*	
<u>FULL-TIME STAFFING</u>	8	8	8	
* Includes \$300,000 in supplemental funding to augment \$400,000 in Housing Trust Fund monies and \$307,765 in federal HOME monies for the development of rental and sales affordable housing projects including activities such as acquisition and rehabilitation of existing housing, land acquisition, housing construction, pre-development costs, feasibility studies, and infrastructure subsidies.				

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 became eligible for additional assistance if they purchase in Alexandria Police-designated target areas.*

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of Applications (HAP + MIHP)**	180	104	100	171	180
Total dollar amount of HAP loans (CDBG + HOME)	\$705,645	\$502,057	\$182,773	\$745,000	\$875,000
Number of HAP loans (homes purchased)	36	23	9	25	25
Average amount of HAP loans	\$19,601	\$21,829	\$24,010	\$29,800	\$35,000
Average HAP purchase price***	\$106,127	\$107,735	\$119,667	\$120,000	\$130,000
Total dollar amount of MIHP loans	\$296,492	\$313,523	\$188,880	\$375,000	\$425,000
Number of MIHP loans	28	25	16	20	25
Average MIHP purchase price***	\$118,733	\$142,619	\$136,448	\$195,000	\$195,000
Total dollar amount of MIHP law enforcement loans	0	\$50,000	\$21,045	\$50,000	\$70,000
Number of law enforcement loans	0	2	1	2	2
Average law enforcement purchase price	N/A	\$177,000	\$197,500	\$197,500	\$197,500
Percent of households that still own their home****	100%	85%	88%	91%	92%

* Data have been revised from previously published documents to ensure more accurate reporting in FY 2003.

** The number of applications received indicates the total number of completed applications submitted by applicants. Participants typically do not have purchase contracts in place at the time of application and may not proceed to homeownership using City assistance.

*** 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 non-VHDA loans, in May 2001 the City established a maximum purchase price of \$225,000.

**** This measure reflects the percentage of households who purchased their homes five years prior to the year shown and still own them in the year shown; for example, in FY 2000, 85 percent of those who received purchase assistance in FY 1995 still own their homes.

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of applications received	19	19	19	20	20
Number of rehabilitation loans obligated	17	18	13	15	15
Rehabilitation cases in progress*	25	25	20	22	22
Rehabilitation cases completed/percent	17/68%	19/73%	13/68%	15/71%	18/75%
Average loan award**	\$35,717	\$27,068	\$45,452	\$57,333	\$57,600
Percent of assisted persons receiving maximum loan***	11%	33%	27%	40%	33%

* "Rehabilitation cases in progress" can include cases which initiated in the previous year.

** Does not include modification to prior year's loans.

*** Effective May 2000, the maximum loan amount may exceed \$90,000 only when necessary to address lead-based paint hazards.

The following program addresses blighting conditions in designated neighborhoods:

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 dispose of blighted properties when necessary. Whenever economically feasible, properties acquired by the City are rehabilitated and sold to moderate-income homebuyers.

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Properties monitored for compliance*	18	17	14	13	18
Income from sales of City-owned property**	\$0	\$3,610	\$32,491	\$0	\$0
Properties in which housing blight was removed by owner/City intervention	9/0	11/0	6/0	6/1	6/1
Properties satisfactorily undergoing rehabilitation at year end	7	7	8	6	6

* This measure reflects properties that have been condemned.

** Sale prices are established to recover acquisition/rehabilitation costs.

HOUSING

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Funding for Housing Development \$300,000

This supplemental request is to augment \$400,000 in Housing Trust Fund monies and \$307,765 in federal HOME monies. These monies totaling \$1,007,765 will be used to support the development of affordable sales and rental housing through activities such as acquisition and rehabilitation of existing housing, land acquisition, housing construction, pre-development costs, feasibility studies, and infrastructure subsidies. The purpose of this funding is to provide affordable in support of the Affordable Housing Task Force's housing production goals, which are to provide a range of housing choices for households at all income levels; provide a range of affordable housing choices throughout the City; support mixed-income communities; encourage housing near employment centers, with adequate access to a variety of facilities and services; and maintain and enhance the quality and safety of housing and neighborhoods.

WORK SESSION NOTES AND COMMENTS

HOUSING

The following Addendum Table reflects all available resources for Housing programs in FY 2003, including carryover and Housing Trust Fund monies.

Addendum Table
ALL FINANCIAL RESOURCES - HOUSING

	Estimated Carryover Balance at 6/30/02	Estimated Current Revenues for FY 2003	Total All Sources
<u>Federal</u>			
CDBG Letter of Credit*	\$473,000	\$1,079,000	\$1,552,000
CDBG Income	0	16,783	16,783
HOME Letter of Credit	465,050	671,000	1,136,050
HOME Income	<u>0</u>	<u>0</u>	<u>0</u>
Total Federal Monies	\$938,050	\$1,766,783	\$2,704,833
<u>Other</u>			
Housing Trust Fund **	6,723,656	921,116	7,644,772
Non-Federal Funds	<u>116,200</u>	<u>18,591</u>	<u>134,791</u>
Total Other Monies	\$6,839,856	\$939,707	\$7,779,563
<u>City</u>			
General Fund Monies	<u>0</u>	<u>1,292,279</u>	<u>1,292,279</u>
TOTAL MONIES	<u>\$7,777,906</u>	<u>\$3,998,769</u>	<u>\$11,776,675</u>

* Total Community Development Block Grant amount is \$1,241,000; 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 2003. 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.

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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS> NON-PERSONNEL	<u>1,788,593</u>	<u>2,052,948</u>	<u>2,169,245</u>	
TOTAL EXPENDITURES	<u>1,788,593</u>	<u>2,052,948</u>	<u>2,169,245</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>1,788,593</u>	<u>2,052,948</u>	<u>2,169,245</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 5.7%				

City Manager Proposed

- The Proposed FY 2003 General Fund budget for Other Planning and Economic Development Activities reflects an increase of \$116,297, or 5.7 percent, with \$96,983, or 83 percent, of the increase recommended for the Alexandria Convention and Visitors Association (ACVA).

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.

The FY 2003 budget increases the City's contribution to the ACVA by \$96,983, or 7.8 percent, and adds to the \$250,313 increased contribution to the ACVA in FY 2002. In total, those two increases have increased the City's ongoing share by 35 percent since FY 2001.

OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

In addition, the City decided to allocate \$210,000 of its federal economic development grant to tourism promotion (\$150,000 to the ACVA and \$60,000 for regional tourism promotion efforts).

	ACTUAL <u>FY 2001</u>	APPROVED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
<u>ALEXANDRIA CONVENTION AND VISITORS ASSOCIATION</u>				
General Fund Expenditures	991,756	1,242,069	1,339,052 *	
* This \$96,983, or 7.8 percent, increase includes funding for 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 \$176,912, or 14.2 percent, increase.				

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 Best Buy, Blimpie Subs, Riggs Bank, Caffi Plumbing, National Cancer Registrars Association and Vacation.com.

New business targeting for FY 2003 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

	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
<u>ALEXANDRIA ECONOMIC DEVELOPMENT</u>				
<u>PARTNERSHIP</u>				
General Fund Expenditures	499,264 ^{/1}	476,304 ^{/2}	487,560 ^{/3}	
<u>POTOMAC WEST ALLIANCE</u>				
General Fund Expenditures	15,434 ^{/1}	0	0	
^{/1} Includes \$20,000 transferred from the Potomac West Alliance to produce and distribute a marketing brochure for the Potomac West area, and to continue the administration of the Instant Access Grant program. Docket item number 16, dated May 9, 2000 approved the allocation of the remaining \$15,434 of the Potomac West Alliance monies to the Potomac West Business Association and to Art on the Avenue to continue its yearly festival. ^{/2} 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 27, 2000. ^{/3} Approved funding level represents full funding of the Alexandria Economic Development Partnership's (AEDP) budget request as originally approved by the AEDP Board on November 28, 2001.				

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.

	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
<u>ALEXANDRIA SMALL BUSINESS</u>				
<u>DEVELOPMENT CENTER</u>				
General Fund Expenditures	25,000	40,000	40,000	

OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

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 2003 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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
<u>EISENHOWER AVENUE PUBLIC PRIVATE PARTNERSHIP</u>				
General Fund Expenditures	25,000	30,000 *	25,000	
* The FY 2002 budget included \$5,000 as a one-time marketing grant to be matched by the Partnership.				

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.

OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
<u>METROPOLITAN WASHINGTON</u> <u>COUNCIL OF GOVERNMENTS</u>				
General Fund Expenditures	63,601	65,300	72,509	*
* The increase is based on the City's population, which is expected to be 134,242 in FY 2003, which is an increase 9.0 percent over the estimate that COG used to calculate the FY 2002 budget amount.				

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.

	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
<u>HEALTH SYSTEMS AGENCY OF</u> <u>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.

	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
<u>NORTHERN VIRGINIA REGIONAL</u> <u>COMMISSION</u>				
General Fund Expenditures	38,216	38,484	41,142	

OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

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 approved and the FY 2003 proposed contribution represents a higher proportionate share of the NVTC budget that Alexandria is responsible for due to expected NVTC expenditures on behalf of the City.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
<u>NORTHERN VIRGINIA TRANSPORTATION COMMISSION</u>				
General Fund Expenditures	42,787	48,694 ^{/1}	51,885 ^{/2}	
^{/1} 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 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
<u>MARKETING FUND</u>				
General Fund Expenditures	75,438	100,000	100,000	

OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

As shown in Addendum Table I, the FY 2003 Proposed budget includes a total of \$4,536,612 in total direct expenditure support for economic development activities.

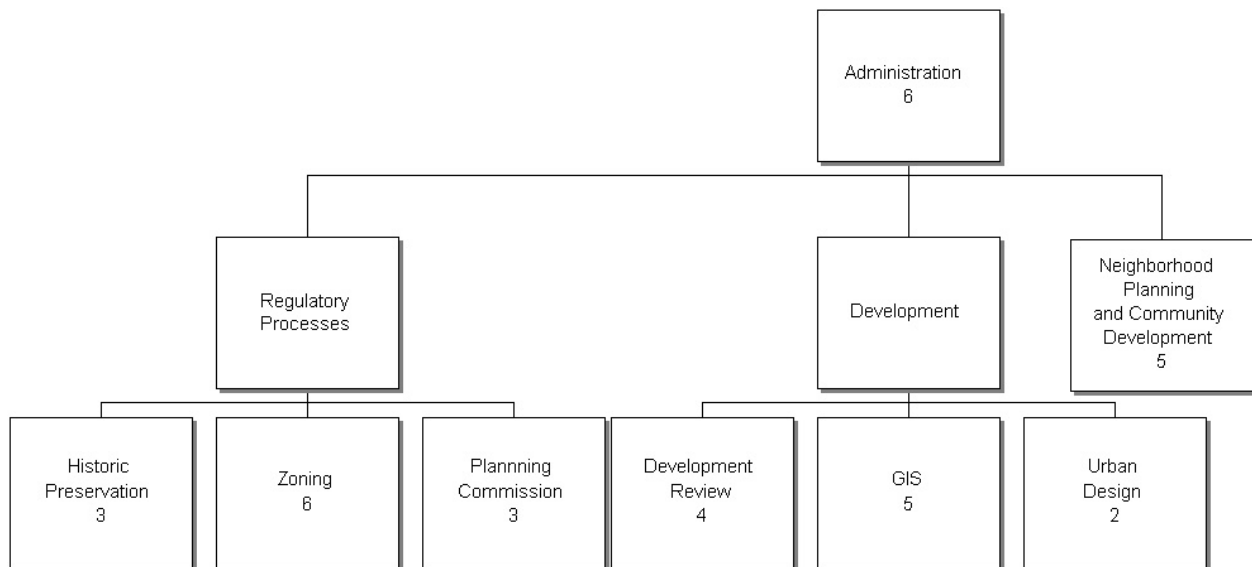
Addendum Table I
Total Direct Support for Economic Development Activities

	Proposed FY 2003 Resources
Alexandria Economic Development Partnership (AEDP) (represents full funding of the AEDP's budget as originally approved by the AEDP Board on November 28, 2001, and includes the City's contribution of \$30,000 for the Alexandria Technology Achievement Award program)	\$487,560
Alexandria Convention and Visitors Association (ACVA) <u>Operating funding</u>	1,339,052
<ul style="list-style-type: none"> ● In-kind contribution of office space/visitor center at Ramsay House 	38,000
<ul style="list-style-type: none"> ● Carryforward capital funding in the Capital Improvement Program from FY 2000 	374,000
Eisenhower Avenue Public Private Partnership	25,000
Alexandria Small Business Development Center	40,000
Alexandria Marketing Fund	100,000
Business Assistance Loan Program	100,000
<ul style="list-style-type: none"> ● 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. 	
City share of undergrounding utilities for new development (included in the capital budget)	50,000
Upper Potomac West Redevelopment	<u>2,000,000</u>
 Total Direct Expenditure Support	 <u>\$4,536,612</u>

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 also includes approximately \$60.9 million to fund infrastructure improvements and maintenance, including \$0.6 million to continue the Mt. Vernon Avenue undergrounding project; \$4.9 million to continue the Old Town undergrounding project; \$20,000 to provide for beautification efforts to U.S. Route 1; \$4.6 million to continue other community development efforts; and \$50.4 million to maintain the City's streets, bridges and sewers.

WORK SESSION NOTES AND COMMENTS

PLANNING AND ZONING



PLANNING AND ZONING

PROGRAM GOAL: The mission of the Department is to create a common vision for the future of Alexandria through a proactive community planning effort that incorporates involvement of all stakeholders in a consensus building process and assures that all new development reflects the community's vision.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 AMENDED *	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	1,724,519	2,491,521	2,590,725	
NON-PERSONNEL	227,708	384,762	392,654	
CAPITAL GOODS OUTLAY	<u>229,239</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>2,181,466</u>	<u>2,876,283</u>	<u>2,983,379</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>2,181,466</u>	<u>2,876,283</u>	<u>2,983,379</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.7%			
FULL-TIME POSITIONS	27.0	33.0*	34.0**	

* The FY 2002 budget is amended from the approved amount of \$2,805,283 to include one Urban Planner II position that was budgeted in Contingent Reserves and transferred to Planning and Zoning in June, 2001. The FY 2002 position count includes the addition of one Neighborhood Planning and Community Development Division Chief, one Planner III in Development, one Planner II in Neighborhood Planning and Community Development, one GIS Specialist in Development, one Administrative Officer in Administration, and the aforementioned Planner II which was originally budgeted in Contingent Reserves and transferred to Planning and Zoning.

** Reflects the recommended addition of one Regulatory Processes Division Chief to oversee the Historic Preservation, Zoning, and Planning Commission functions. The full-time position count of 34 excludes 3 full-time temporary overhire Planner positions. Planning and Zoning also has one part-time Clerk Typist and one part-time temporary overhire Planner located at the Patent Trademark Office (PTO) construction site.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for Planning and Zoning reflects an increase of \$107,096, or 3.7 percent, as compared to the Approved FY 2002 General Fund budget due to planned merit in-step increases for employees and the recommended addition of one Regulatory Processes Division Chief.
- Planning and Zoning is reorganized in the FY 2003 Proposed Budget to reflect recent changes made by the department in order to improve community service delivery and better manage internal processes and workloads. The new organizational structure includes the existing divisions of Administration and Development and the creation of the new Neighborhood Planning and Community Development and Regulatory Processes divisions. Administration continues to provide organizational direction and support. Development manages the development application and review process. Neighborhood Planning and Community Development was initiated with the addition of the Neighborhood Planning and Community Development Division Chief in the FY 2002 Approved Budget to provide community-based long range land use planning, special studies, and support to neighborhoods. The Regulatory Processes Division will be initiated with the recommended addition of the Regulatory Processes Division Chief in the FY 2003 Proposed Budget to oversee and improve community services and internal processes in

PLANNING AND ZONING

City Manager Proposed

the areas of permitting, zoning, historical preservation, and staff support to the Planning Commission, Board of Zoning Appeals, and Boards of Architectural Review. The former Special Projects Division has been eliminated in FY 2003. Its staff and functions have been moved into the Neighborhood Planning and Community Development Division.

- In order to track the reorganization, the following chart is provided.

<u>Division</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>Change</u>
Administration	6	6	- -
Regulatory Processes	8	12	+ 4
Development	18	11	-7
Neighborhood Planning and Community Development	<u>1</u>	<u>5</u>	<u>+ 4</u>
TOTAL	33	34	+ 1 *

* Reflects the addition of the Regulatory Processes Division Chief.

- The Proposed FY 2003 non-personnel budget represents an increase of \$7,892, or 2.1 percent, as compared to the Approved FY 2002 non-personnel budget due to a \$19,892 increase in professional services for consultant planning studies and \$500 in other increases offset by a \$12,500 reduction in one-time funding for Census 2000 data analysis and reporting.

DEPARTMENT DETAIL

The Department of Planning and Zoning is responsible for legal, regulatory, and enforcement functions related to land-use requirements and long-term community-based land-use planning.

In order to enforce the City Code zoning ordinances, urban design guidelines, and specific development procedures, Planning and Zoning provides information and analysis to City Council, the Planning Commission, the Board of Zoning Appeals, the two Boards of Architectural Review, the City Manager, City agencies, and the public. Planning and Zoning is also responsible for developing and administering the Master Plan, Zoning Ordinance, and Special Use Permits.

In order to plan for long-term land use and development, Planning and Zoning coordinates with local neighborhoods and communities to review development opportunities and needs, plan for future land use and development, establish design standards and guidelines, and analyze such land use and zoning issues as parking requirements, in-fill development, and open space regulations.

PLANNING AND ZONING

DEPARTMENT DETAIL

In support of these objectives, Planning and Zoning maintains and analyzes demographic and economic data, provides urban design assistance for City and private development projects; operates the Geographic Information Systems (GIS) database network; and provides information and expertise to the public related to zoning and development requirements, future trends, and development and market activity.

DETAIL BY DIVISION

Administration Division - provides overall planning, supervision and support services for the department.

DIVISION: Administration	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	874,009	848,490	823,445 **	
<u>FULL-TIME STAFFING</u>	5	6 *	6	

* Reflects the addition of one Administrative Officer position.
** Expenditures are reduced from the FY 2002 Approved Budget total due to the application of a 1.5 percent vacancy factor resulting in a savings of \$37,390 in the FY 2003 Proposed Budget.

Regulatory Processes Division - Regulatory Processes is a new division for FY 2003 created to provide improved community service delivery and better management of internal processes in the areas of permitting; zoning interpretations and enforcement; historic preservation; staff support to the Planning Commission on non-development related items; and staff support to the Board of Zoning Appeals and the Boards of Architectural Review. The former Zoning and Historic Preservation Divisions have been combined with Planning Commission staff support to create the Regulatory Processes Division. The new division will be managed by the new Regulatory Processes Division Chief recommended for addition in FY 2003. The creation of this new division reflects a reorganization and strengthening of functions already being performed by the department. It does not reflect the addition of new services or the deletion of existing services. The reorganization is intended to improve the quality of existing services through more effective management. The new division is staffed by positions from the former Zoning and Historic Preservation divisions as well as positions that were formerly supporting the Planning Commission from within the Development Division. The Regulatory Processes Division includes the following activities:

Zoning Administration - Assists the public with information regarding the Department, the permit process, and the zoning ordinance; reviews administrative permits, plot plans, building permits, mechanical permits, electrical permits, sign permits, certificates of occupancy, and business licenses for consistency with the City's land use regulations;

PLANNING AND ZONING

DETAIL BY DIVISION

reviews proposed development and Historic District applications for compliance with the City's zoning ordinance; reviews, processes, and makes recommendations to the Board of Zoning Appeals on variance, special exception, and appeal cases; responds to complaints; inspects properties for zoning ordinance violations and land use approvals and issues citations for violations; and assigns new development street addresses.

Historic Preservation - Processes applications to change building exteriors within historic districts; provides information regarding historic preservation issues to other agencies; and provides staff support and analysis to the Old and Historic Alexandria District Board of Architectural Review and the Parker-Gray Board of Architectural Review.

Planning Commission - Provides staff support to the Planning Commission on non-development related items through the development of staff reports and recommendations, responses to requests for information, and the provision of administrative support.

<u>DIVISION: Regulatory Processes</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	395,590	458,723 *	791,417 **	
<u>FULL-TIME STAFFING</u>	8	8 *	12 **	
<p>* Reflects budgeted expenditures for Zoning and Historic Preservation, which were separate divisions in the FY 2002 Approved Budget. They have been combined with Planning Commission support to create the Regulatory Processes Division for the FY 2003 Proposed Budget.</p> <p>** Reflects the reorganization of 2 Urban Planner positions and 1 Planning Technician from the Development Division to provide staff support to the Planning Commission in the newly created Regulatory Processes Division and the addition of 1 recommended new Regulatory Processes Division Chief to oversee Zoning, Historical Preservation, and staff support of the Planning Commission, Board of Zoning Appeals, and the Boards of Architectural Review.</p>				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of Business Licenses Processed	1,627	1,865	1,825	1,875	1,925
Number of Certificates of Occupancy Processed	189	42 *	120	150	150
Number of Building Permits Processed**	2,629	2,700	2,220	2,500	2,500
Number of Variances Processed	46	64	90	100	100
Number of Zoning Compliance Letters	55	74	80	100	100
Number of Zoning Enforcement Inspections	490	495	521	550	550
Number of Zoning Tickets Issued	316	326	339	350	350
Number of Complaints Resolved	162	166 ***	123	150	150

* Zoning processes Certificates of Occupancy for standard projects. Special cases go to the Development Division for review. Due to the nature of recent projects, there has been a decrease in Certificates of Occupancy processed by Zoning and a corresponding increase in those processed by Development.

** Includes mechanical, electrical & sign permits.

*** Data revised from previously published documents.

PLANNING AND ZONING

DETAIL BY DIVISION

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
BAR Docket Items Processed	240	300	331	360	390
Building Permits Reviewed*	820	950	1,105	1,100	1,100
Certificates of Occupancy Reviewed	100	110	78	100	100

* Includes mechanical, electrical & sign permits when new developments generate multiple permits.

OBJECTIVE: (Planning Commission) Prepare recommendations and reports on non-development related issues for Planning Commission and City Council. Provide administrative support to the Planning Commission.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Planning Commission Docket Items Processed	298	325	227	300	300

Development Division - Coordinates development applications including pre-application meetings, application reviews, comments from other City agencies, community input, staff analysis, and recommendations to the Planning Commission and City Council. Applications include Development Special Use Permits, Coordinated Development District (CDD) permits, Development Site Plans, subdivisions, encroachments, and vacations. Development also reviews Master Plan amendment and rezoning requests and post-approval submissions. The Development Division includes the GIS/Mapping and Urban Design functions. For FY 2003, the Development Division remains unchanged in its objectives and functions, however several positions have been transferred to the Regulatory Processes and Neighborhood Planning and Community Development Divisions as part of a reorganization to more appropriately align the positions with the functions they perform and focus the Development Division on its stated objectives.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Development				
General Fund Expenditures	750,230	1,407,215 *	947,514 **	
<u>FULL-TIME STAFFING</u>	12	18 *	11 **	
<p>* Reflects the transfer of one Urban Planner II from Special Projects; the conversion of one formerly CIP-funded GIS Specialist overhire to a permanent position; the addition of one new Neighborhood Planning and Community Development Division Chief and 2 Planner II positions to support the Neighborhood Planning and Community Development Division Chief; and the addition of one Planner III to manage current planning related to the review of development applications. Two Planner overhires authorized in FY 2001 are re-authorized for FY 2002 along with one previously authorized Planner overhire, however these positions are not reflected in the full-time staffing total as they are overhires and not permanently authorized.</p> <p>** Reflects the reorganization of 2 Urban Planner positions and 1 Planning Technician position to the newly created Regulatory Processes Division for staff support to the Planning Commission and 1 Neighborhood Planning and Community Development Division Chief, 2 Urban Planner positions, and 1 Urban Designer position to the newly created Neighborhood Planning and Community Development Division for community based long-range land use planning and special studies.</p>				

PLANNING AND ZONING

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Development] To review and analyze development, special use permit, master plan, rezoning, encroachment and vacation applications, including design elements. Prepare recommendations and reports on these issues for Planning Commission and City Council. Provide administrative support to the Planning Commission. Provide mapping and graphics support for the reports and for the tax assessment process.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Planning Commission Docket Items Processed	298	325	227	300	300
Development Applications Processed	93	96	61	70	70
Master Plan Amendments & Rezoning	28	23	8	20	20
Final Site Plans Review s	70	74	76	75	75
Final Site Plans Released	21	22	26	25	25
Total Active Development Plans	74	88	104	105	105
Building Permits Reviewed*	1,484	1,580	2,157	2,200	2,200
Certificates of Occupancy Reviewed	1,240	1,380	1,620	1,700	1,800
GIS Viewers**	N/A	20	70	200	400
GIS Occasional Users**	N/A	7	20	40	80
GIS High-End Users**	N/A	2	7	15	25

* Includes mechanical, electrical & sign permits.

** New measure for which FY 1999 data is not available.

Neighborhood Planning and Community Development - Neighborhood Planning and Community Development is a new division to provide community-based long range and immediate analysis and recommendations regarding the physical development and appearance of the City by developing and implementing the Plan for Planning; analyzing land use and zoning patterns; advising other agencies on land use, design, preservation, economic development, and other planning and transportation issues; meeting with residents, community groups, and businesses on land use and neighborhood issues; and building consensus on development alternatives through a community-based planning process. The division is headed by the Neighborhood Planning and Community Development Division Chief approved in the FY 2002 budget and staffed by positions that previously performed these duties in the Development and former Special Projects Divisions.

<u>DIVISION:</u> Neighborhood Planning and Community Development	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	161,637 *	161,855 *	421,003 **	
<u>FULL-TIME STAFFING</u>	2 *	1 *	5 **	
* Reflects the expenditures and staffing levels of the former Special Projects Division which has been eliminated and moved into the Neighborhood Planning and Community Development Division.				
** Reflects the combination of 1 Neighborhood Planning and Community Development Division Chief position created in the FY 2002 Approved Budget, and 2 Urban Planner positions and 1 Urban Design position from the Development Division into the newly created Neighborhood Planning and Community Development Division.				

PLANNING AND ZONING

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Regulatory Processes Division Chief \$100,000

One new division chief is recommended for FY 2003 to oversee the new Regulatory Processes Division created to manage permitting, zoning, historical preservation, and staff support to the Planning Commission, Board of Zoning Appeals, and the Boards of Architectural Review. The purpose of the new division is to improve the community services provided by Planning and Zoning and internal processes in the areas of permitting; zoning interpretations, enforcement, and appeals; historic preservation activities and architectural reviews; and reports, recommendations, and administrative support to the Planning Commission for non-development related items.

Not Recommended

1. Planner II \$70,000

One Planner II position was requested by Planning and Zoning to support Plan for Planning projects in the Neighborhood Planning and Community Development Division. Due to the addition of six new positions in Planning and Zoning in the FY 2002 Approved Budget, the recommended addition of one new position in the FY 2003 Proposed Budget, and limited resources available to support the City-wide General Fund budget in FY 2003, this position is not recommended for funding. The need for additional staffing may be re-evaluated once the new positions added in FY 2002 and FY 2003 have been implemented.

RESIDENTIAL DEVELOPMENT 2000 - 2010

Residential Projects Under Construction

<u>Project</u>	<u>Address</u>	<u>Type & Tenure**</u>		<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>	<u>Expected Date Complete</u>
Kings Cloister	2826 King St.	Detached	O	25*	21	Under Construction	April 2002
Ashton Manor	700 Ashton St.	Detached	O	5	0	Under Construction	August 2002
Battery Heights (Goodman)	514 Quaker Ln.	Detached	O	8	0	Under Construction	August 2002
Sunnyside West	3822-26 Elbert Av.	Townhouses	O	5	3	Under Construction	January 2002
Wilkes Corner	1120 Wilkes St.	Townhouses	O	5	0	Under Construction	February 2002
EYA at Carlyle	400 John Carlyle St.	Townhouses	O	26	13	Under Construction	March 2002
Metzger	3750 Duke St.	Townhouses	O	10	0	Under Construction	August 2002
Back Yard Boats	108 Franklin St.	Townhouses	O	28	0	Under Construction	June 2002
Braddock Lofts	713 N. Fayette St.	Townhouses	O	28	0	Under Construction	February 2003
Old Town Crescent	826-830 Slaters Ln.	Townhouses/ Mid-rise Condos	O	38	0	Under Construction	May 2002
Hunting Creek Apts.	907 Church St.	Low-rise Apts.	R	4	0	Under Construction	March 2002
The Reserve Lincoln at Alexandria	3700 Jefferson Davis Hwy.	Mid-rise Apts.	R	588	460	Under Construction	March 2002
Alexan @ Eisenhower	5000-5020 Eisenhower Av.	Mid-rise Apts.	R	266	0	Under Construction	May 2002
Bush Hill	4840 Eisenhower Av.	Mid-rise Apts.	R	404	0	Under Construction	June 2002

Jefferson @ Mill Rd.	2101 Mill Rd.	Mid-rise Apts. R	315	0	Under Construction	June 2003
Potomac Club II	1200 First St.	High-rise Apts.R	297	0	Under Construction	August 2002
Cameron Station I, II, III, IV, V	5010 Duke St.	Townhouses/ Apts./ Condos/ Detached O	<u>1,579</u>	<u>1,176</u>	Under Construction	2002
Totals			3,631	1,673		

* Includes one existing building.

** O = Owner Occupied and R = Renter Occupied

**Residential Projects with Planning Approval
Not Under Construction**

<u>Project</u>	<u>Address</u>	<u>Type & Tenure**</u>	<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>
Garret's Mill Pitt/Pendelton	522 N. Pitt St.	Townhouses O	11	0	Plan Approved
Old Colony Inn	615 First St.	Mid-rise Condo/ Townhouses O	63	0	Plan Approved
North Hampton Apts.	3101 N. Hampton Dr.	High-rise Apts. R	<u>574</u>	<u>0</u>	Plan Approved
Totals			648	0	

* Tenure O = Owner Occupied and R = Renter Occupied.

Residential Projects in Planning* Not Under Construction

<u>Project</u>	<u>Address</u>	<u>Type & Tenure**</u>	<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>
The Preston	111 E. Reed Av.	Mid-rise Apts./ Townhouses O	63	0	In Planning
Archstone	450 Ferdinand Day Dr.	Mid-rise Apts. R	300	0	In Planning
The Post	501 Holland Lane	High-rise/ Mid-rise Apts. R	309	0	In Planning
Clermont Cove	801 S. Van Dorn St.	Mid-rise Apts. R	519	0	In Planning
Van Dorn Metro	5699 Eisenhower Av.	Mid-rise Apts. R	241	0	In Planning
Mill Race	2201 Eisenhower Av.	High-rise Apts./ Condos O	721	0	In Planning
Carlyle	Holland Ln.	Townhouses/ High-rise Apts. O	274	0	In Planning
Potomac Yard	Jefferson Davis Hwy.	Townhouses/ Mid-rise Apts./ Condos O	<u>1,927</u>	<u>0</u>	In Planning
Totals			4,354	0	

* Projects for which plans have been submitted or which have concept plans.

** Tenure O = Owner Occupied and R = Renter Occupied.

**TOTAL HOUSING UNITS UNDER CONSTRUCTION,
WITH PLAN APPROVAL OR IN PLANNING**

	Total Units	Units for Owner Occupation	Units for Rental Occupation
Under Construction			
Completed	1,673	1,213	460
Not Finished	1,958	544	1,414
Approved	648	74	574
In Planning	<u>4,354</u>	<u>1,542</u>	<u>2,812</u>
TOTAL UNITS	8,633	3,373	5,260
TOTAL UNITS TO BE BUILT	6,960	2,160	4,800

COMMERCIAL DEVELOPMENT 2000 - 2010

Office Projects

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>
Patent & Trademark Bldg	1950 Duke St.	Office	2,468,466	Under Construction
Statistical Soc.	124 S. West St.	Office	30,630	Plan Approved
Alexandria Tech Center V	2930-2960 Eisenhower Av.	Office	128,000	Plan Approved
Plaza 1-A-2	Mark Center Dr.	Office	521,250	Plan Approved
Plaza 1-A-3	Mark Center Dr.	Office	521,250	Plan Approved
Plaza 1-A-5	Mark Center Dr.	Office	325,000	Plan Approved
Braddock Place	1261 Madison St.	Office	68,482	In Planning
Potomac Yard	Jefferson Davis Hwy.	Office	<u>1,900,000</u>	In Planning
Total			5,963,078	

Office/Retail Projects*

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>
Carlyle Crescent	300 Blk. Dulany	Office/Retail	219,986	Under Construction
1708-1710 Prince St.	1708-1710 Prince St.	Office/Retail	33,527	Plan Approved
1229 King St.	1229 King St.	Office/Retail	14,054	Plan Approved
Watauga	101 Wales Alley	Office/Retail	5,160	Plan Approved
Table Talk Office Bldg.	1623 Duke St.	Office/Retail	40,583	Plan Approved
Alexandria Tech Center VI	2930-2960 Eisenhower Av.	Office/Retail	128,000	Plan Approved
Hoffman Center	2301 Eisenhower Av.	Office/Retail	493,460	Plan Approved
Patent and Trademark Proj. (Non-Patent & Trademark Use)	1950 Duke St.	Office/Retail	138,751	Plan Approved
United House of Prayer	1011 King St.	Office/Retail	4,500	In Planning
Mill Race/Trammell Crow	2201 Eisenhower Av.	Office/Retail	203,978	In Planning
Carlyle	John Carlyle St.	Office/Retail	<u>750,000</u>	In Planning
Total			2,031,999	

* Office buildings with at least a 1,000 sq. ft. subsidiary retail space or with the majority of the ground floor used for retail purposes.

Retail Projects

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>
Cameron Station III	5010 Duke St.	Retail	10,500	Plan Approved
Hoffman Town Center	2301 Eisenhower Av.	Retail/Restaurant	33,512	Plan Approved
The Post	501 Holland Ln.	Retail/Restaurant	20,364	In Planning
Mill Race/Trammell Crow Part of Residential Dev.	2201 Eisenhower Av.	Retail	15,905	In Planning
Potomac Yard	Jefferson Davis Hwy.	Retail	<u>135,000</u>	In Planning
Total			215,281	

Hotels

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq. Ft.</u>	<u>Status</u>
Marriot Residence Inn	1456 Duke St.	Hotel	163,182 240 Units	Under Construction
Park Center Hotel	3100 N Hampton Dr.	Hotel	87,776 156 units	In Planning
Marriot Carlyle	Dulany St.	Hotel	300,000 275 units	In Planning
Potomac Yard	Jefferson Davis Hwy.	Hotel	500,000 <u>625 units</u>	In Planning
Total			1,050,958 1,296 units	

Other Projects

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>
Restaurant Depot	4700 Eisenhower Av.	Wholesale	15,428	Under Construction
Alexandria Tech Center VII	2930-2960 Eisenhower Av.	Parking Structure	100,000	Under Construction
Fannon Printing	1712 Mt. Vernon Av.	Industrial/Office	4,770	Plan Approved
Lindsey Cadillac	1407 - 1449 W. Braddock Rd.	Auto Dealership/Service	<u>7,740</u>	Plan Approved
Total			127,938	

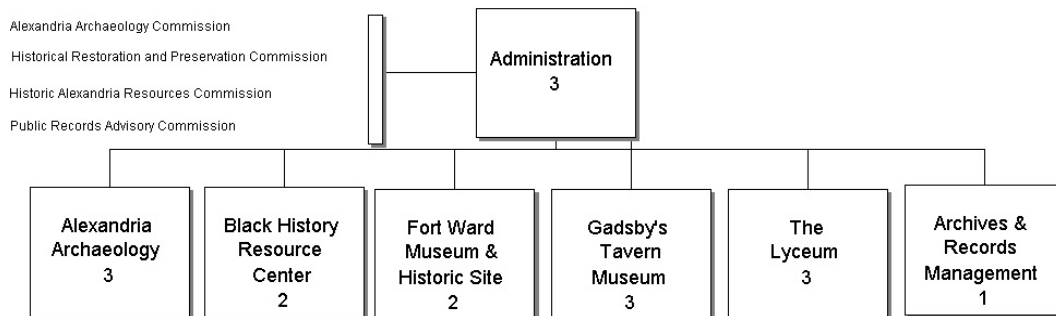
**TOTAL SQUARE FEET OF
COMMERCIAL DEVELOPMENT
UNDER CONSTRUCTION,
WITH PLANNING APPROVAL
OR IN THE PLANNING PROCESS 9,389,254 Sq. Ft.***

*** Does not include institutional projects.**

Institutional Projects

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq. Ft.</u>	<u>Status</u>
Lyles-Crouch Traditional Academy	530 S. Saint Asaph St.	Media Center	11,381	Under Construction
Vola Law son Animal Shelter	4001 Eisenhow er Av.	Animal Shelter	15,280	Under Construction
Memorial Station U.S. Post Office	2236 Duke St.	Post Office Sorting Facility	37,215	Under Construction
Francis Hammond Middle School	4646 Seminary Rd.	School Addition	56,000	Under Construction
St. Stephens School	1000 St. Stephens Rd.	Auditorium	22,200	Under Construction
Waste Water Management	835 S. Payne St.	Solids Proc. Plant/Labs	140,807	Under Construction
George Washington Middle School	1005 Mt. Vernon Av.	School Addition	56,000	Plan Approved
Oswald Durant Recreation Center	1605 Cameron St.	Addition	6,364	Plan Approved
Episcopal High School	1200 N. Quaker Ln.	Fine Arts Center	22,250	Plan Approved
Ramsey Recreation Center	5700 Sanger Av.	School Rooms, Nature Center	6,400	In Planning
Old Presbyterian Meeting House Expansion	323 S. Fairfax St.	Office/Meeting Space	7,687	In Planning
Alexandria Hospital	4300 Seminary Rd.	Addition and Parking Structure	81,200 plus 759 parking <u>spaces</u>	In Planning
Total			462,784	

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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	1,566,171	1,652,467	1,714,355	
NON-PERSONNEL	676,014	537,895	567,649	
CAPITAL GOODS OUTLAY	<u>25,849</u>	<u>2,500</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>2,268,034</u>	<u>2,192,862</u>	<u>2,282,004</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>256,636</u>	<u>145,211</u>	<u>193,321</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>256,636</u>	<u>145,211</u>	<u>193,321</u>	
GENERAL FUND	<u>2,011,398</u>	<u>2,047,651</u>	<u>2,088,683</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	2.0%			
FULL-TIME POSITIONS	16.0	16.0	17.0*	

* Reflects the recommended supplemental request for a full time Museum Aide II at Gadsby's Tavern Museum to be funded from Museum revenues.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Office of Historic Alexandria reflects an increase of \$41,032, or 2.0 percent, as compared to the Approved FY 2002 General Fund budget.
- The growth is primarily the result of increases in expenditures supported entirely by donations and museum revenues, including a permanent exhibit at the Black History Resource Center, and furnishings and a recommended supplemental request for a full time Museum Aide at Gadsby's Tavern Museum. The General Fund non-personnel expenditures increased by only 1.3 percent due to an increase in budgeted maintenance costs for Lloyd House, which will house OHA's Administration Division in FY 2003. The Department is absorbing most of the expenses of maintaining the additional facility.
- The vacancy factor savings of \$5,700, which was applied to the General Fund personnel expenditures, has been added to the non-personnel budget as a contingency account to address unexpected costs associated with the move to Lloyd House.
- The supplemental request for funding an additional Museum Aide II (\$33,077) at Gadsby's Tavern will be entirely funded from Museum rentals, event revenue and donations.

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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	350,799	345,287	358,514	
<u>FULL-TIME STAFFING</u>	3	3	3	

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 18th 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.

<u>DIVISION:</u> Gadsby's Tavern Museum	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002/1</u>	<u>PROPOSED</u> <u>FY 2003/1</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	239,220	257,079	267,594	
<u>FULL-TIME STAFFING</u>	2	2	3*	

/1 In FY 2002 and FY 2003, through entrepreneurial efforts to reduce the net City share of program expenditures, Gadsby's 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.

* A supplemental request for a full time Museum Aide II (\$33,077) position is recommended in FY 2003. The position will be funded from revenues raised at the Museum through programs and special events.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of requests for general interest tours	1,387	1,409	1,330	1,400	1,400
Number of requests for school tours	78	77	86	100	100
Number of requests for adult groups	44	60	46	100	100
Number of special publications, special interest lectures or symposia	39	33	35	35	35
Revenue generated by general interest and adult group tours	\$17,308	\$20,309	\$12,657	\$13,000	\$13,000
Revenue generated from school tours and special interest programming	\$49,300	\$46,519	\$38,744	\$40,000	\$40,000
Number of persons given tours	22,457	19,279	11,146	13,000	13,000
Number of adults given group tours	836	1,146	868	1,000	1,000
Number of school children served	2,302	2,289	2,372	2,500	2,500
Number of persons served by special events	11,945	8,587	7,993	8,000	8,000
Percentage of planned public programs that meet Museum mission	100%	100%	100%	100%	100%

OBJECTIVE: [Gadsby's Tavern Museum] To increase revenue and attendance by marketing the museum to new and expanded audiences.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of 20 th Century Tavern events	17	14	28	12	12
Number of building rentals	16	14	21	12	12
Revenue generated by 20 th Century events	\$10,600	\$13,762	\$13,945	\$12,000	\$12,000
Revenue generated by rentals	\$16,500	\$17,840	\$19,630	\$15,000	\$15,000
Number attending 20 th Century events	1,268	2,266	2,383	1,500	1,500
Number of visitors to site from rentals	2,651	1,427	1,753	1,200	1,200
Percentage of 20 th 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 more in-depth appreciation of the community's history.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

<u>DIVISION:</u> Lyceum	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002/1</u>	<u>PROPOSED</u> <u>FY 2003/1</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	294,975	308,718	308,043	
<u>FULL-TIME STAFFING</u>	3	3	3	
/1 In FY 2002 and FY 2003, 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.				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Museum visitation	40,565	40,086	36,142	40,000	40,000
Cost per visitor	\$6.72	\$7.19	\$8.16	\$8.54	\$7.70
Percent of teachers returning for school program (est.)	82%	84%	85%	87%	88%
Number of rental activities	395	301	398	410	420

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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	235,670	215,952	219,607	
<u>FULL-TIME STAFFING</u>	2	2	2	

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of programs, special events and exhibitions/1*	32	62	62	62	70
Number of participants in special events and programs/1**	2,100	1,548	1,856	2,040	4,000
Number of visitors to Center/1	6,498	8,733	9,369	10,040	11,500
Percent of visitors indicating satisfaction with event or program (from a sampling of recorded remarks)/1	99%	99%	100%	100%	100%

/1 Data have been revised from previously published documents to reflect more accurate information.

* 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 number of visitors to the Center is expected to significantly increase in the upcoming years through cooperative efforts with individuals and organizations to increase awareness of the Center and its programs and special events.

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 the ADA; acts as a resource for museum professionals as well as new and emerging sites; maintains the 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 2001</u>	<u>APPROVED</u> <u>FY 2002/1</u>	<u>PROPOSED</u> <u>FY 2003/1</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	264,061	282,913	290,348	
<u>FULL-TIME STAFFING</u>	2	2	2	
/1 In FY 2002 and FY 2003, 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.				

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.

	<u>Actual</u> <u>FY 1999</u>	<u>Actual</u> <u>FY 2000</u>	<u>Actual</u> <u>FY 2001</u>	<u>Estimated</u> <u>FY 2002</u>	<u>Projected</u> <u>FY 2003</u>
Number of programs, special events and exhibitions planned	50	50	50	55	60
Number of actual programs, tours, lectures, exhibitions completed	66	55	82	70	70
Number of participants in special events and programs	5,563	4,233	4,215	4,000	4,000

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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	20,050	20,503	23,008	
<u>FULL-TIME STAFFING</u>	0	0	0	

Alexandria Archaeology is dedicated to preserving and studying Alexandria's rich archaeological heritage and fostering within citizens and visitors a connection between the past and present while inspiring a sense of stewardship and adventure. The Alexandria Archaeology Museum seeks to discover and bring meaning to the City's buried heritage by:

- uncovering and sharing the past in partnership with hundreds of community volunteers, as well as developers, educators and colleagues in anthropology, history, museums, the arts, travel and recreation;
- stimulating thought and awareness from the study of materials and information relating to Alexandria's 10,000 years of human history and its relationships to the world and region;

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

- finding new sites, information and methods to enrich the knowledge of the wide variety of people who once walked here;
- exploring the common ground of human existence, yet recognizing the unique qualities of individuals and their contributions;
- protecting fragile archaeological materials and landscapes and the ground as precious resources in order that historical integrity is preserved for the future;
- ensuring the significant archaeological resources are preserved in the course of Alexandria's growth and development using contemporary profession standards;
- creating opportunities in which heritage resources can be developed into public amenities in cooperation with new construction;
- maintaining a repository and archive for over two million artifacts and associated records from Alexandria's archaeological sites which meets federal and professional standards;
- managing the collection in perpetuity and conserving vulnerable artifacts to benefit research and education;
- encouraging the public to experience archaeology first-hand in the Museum;
- sparking curiosity exploration, observation, and understanding and appreciation of the archaeological process through public programs;
- expanding access to archaeology through publications, public venues and recreational pursuits;
- instilling through heritage resource research and education a sense of community identity as well as enjoyment and collective ownership of the past for all Alexandrians;
- cultivating the value of scholarship and a preservation ethic;
- providing leadership and training in community archaeology to expand commitment and expertise in the wise use and appreciation of urban resources; and
- promoting Alexandria worldwide as a model city for archaeological research, preservation planning, collections management, public education and heritage tourism.

	ACTUAL FY 2001	APPROVED FY 2002/1	PROPOSED FY 2003/1	APPROVED FY 2003
<u>DIVISION: Archaeology</u>				
General Fund Expenditures	398,216	414,204	414,955	
<u>FULL-TIME STAFFING</u>	3	3	3	
/1 In FY 2002 and FY 2003, 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.				

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Archaeology] To assess site plans and special use permits for archaeological impact.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of applications reviewed*	78	80	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%	90%	90%	90%

* 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.

	ACTUAL <u>FY 2001</u>	APPROVED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
DIVISION: Torpedo Factory Art Center				
General Fund Expenditures	60,613	41,000	41,820*	
<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.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

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.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Archives and Records Management				
General Fund Expenditures	147,794	161,995	164,794	
<u>FULL-TIME STAFFING</u>	1	1	1	

INDICATORS AND MEASURES

OBJECTIVE: [Archives and Records Management] To efficiently dispose of City records.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of disposal notices processed	25	38	46	35	35
Number of cubic feet of records disposed	1,290	972	1,170	1,000	1,000
Number of boxes at offsite facility	986	986	1,036	2,175	2,175

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of records accessioned (in cubic feet)	1,277	1,488	1,535	1,500	1,500
Permanent records processed (in cubic feet)	130	125	127	125	125
Permanent records accessioned (in cubic feet)	130	125	134	125	125

HISTORIC ALEXANDRIA

SUPPLEMENTAL BUDGET REQUESTS

Recommended

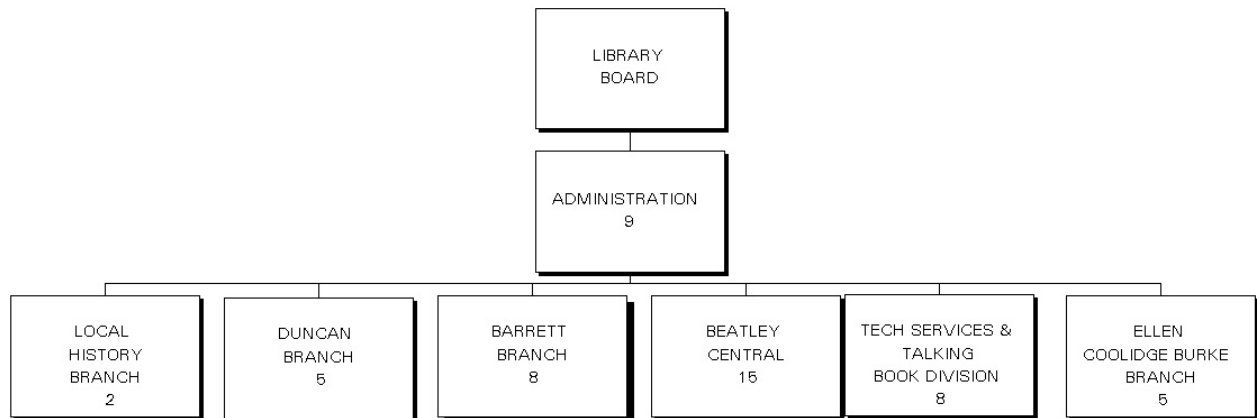
- | | |
|--|----------|
| 1. Funding for an additional full-time Museum Aide II
at Gadsby's Tavern Museum | \$33,077 |
|--|----------|

This position will be funded using revenue from Museum rentals and events and donations to the Museum and has no impact on General Fund expenditures.

WORK SESSION NOTES AND COMMENTS

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LIBRARY



LIBRARY

PROGRAM GOAL: The goal of the Alexandria Library is to provide print and non-print materials, on-site and remote access to electronic information and in-person information services that foster and support an informed and educated citizenry.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	3,078,738	3,790,823	3,951,216	
NON-PERSONNEL	1,666,203	1,644,489	1,558,766	
CAPITOL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>4,744,941</u>	<u>5,435,312</u>	<u>5,509,982</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>611,833</u>	<u>402,438</u>	<u>354,466</u>	
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>611,833</u> *	<u>402,438</u> **	<u>354,466</u> ***	
GENERAL FUND	<u>4,133,108</u>	<u>5,032,874</u>	<u>5,155,516</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR: 2.4 %

FULL-TIME POSITIONS	49	53****	52*****
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* FY 2001 Library Special Revenue include \$109,000 for the renovation of the Burke facility, \$285,438 in State Aid, \$146,983 from fines and fees, and \$70,412 from other miscellaneous revenues.

** FY 2002 Library Special Revenue include \$285,438 in State Aid, and \$117,000 from fines and fees.

*** FY 2003 Library Special Revenue include \$207,483 in State Aid, and \$146,983 from fines and fees.

**** Includes 4 additional full-time positions at Beatley, the Administration Division, and the Burke Facility which will re-open in FY 2002.

***** Position count has decreased due to the elimination of a maintenance worker position in the Administration Division.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Library reflects an increase of \$122,642, or 2.4 percent, as compared to the Approved FY 2002 General Fund budget.
- Total proposed funding for personnel expenditures in the amount of \$3,951,216 represents an increase of \$160,393, or 4.2 percent, as compared to the Approved FY 2002 budget. The increase is primarily attributable to the cost of employee merit adjustments.
- Total proposed funding for non-personnel expenditures in the amount of \$1,558,766, represents a decrease of \$85,723, or 5.2 percent, as compared to the approved FY 2002 budget. The decrease is partially attributable to a decrease in the materials budget (\$79,324) due to a possible \$77,955 in State Aid in FY 2003; a decrease in other non-personnel expenditures (\$45,374), utilities for water (\$8,134), operating supplies (\$7,580), and fees for professional services (\$21,918) to reflect actual expenditure trends; and a decrease in telecommunications costs (\$19,986) due to more favorable contract rates in FY 2003.

LIBRARY

City Manager Proposed

- The FY 2003 proposed non-personnel budget includes a recommended supplemental (\$56,005) request for the purchase of materials to maintain the City's funding of the materials budget (\$556,200) near the FY 2002 City funding level.
- The above decreases are partially offset by an increase in building maintenance costs (\$67,653) to include a contract for the Barrett facility and to accommodate the City's janitorial contract workers who are affected by the Living Wage Ordinance passed by City Council in June 2000; an increase in utilities for electricity (\$10,830) to reflect full-year costs for the Burke facility; and an increase in utilities for gas (\$19,144) to reflect actual expenditure trends.
- FY 2003 revenues include an increase in budgeted fines and fees revenue of \$29,983 to \$146,983 to finance increased Library expenditures in FY 2003. This budgeted fines and fees level for FY 2003 is based on FY 2001 actual revenue of \$146,983.

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 hour a day, 7 day 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 six components: the Kate Waller Barrett Branch, the Local History Branch (formerly the Lloyd House collection) housed separately within the Barrett Branch, the Charles E. Beatley, Jr. Central Library, the Talking Books Service, the Ellen Coolidge Burke Branch, and the James M. Duncan Branch.

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.

The division is dedicated to providing quality and cost-effective, efficient library services to the City of Alexandria. In planning and implementing programs, the division provides

LIBRARY

DETAIL BY DIVISION

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, new papers, 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.

DIVISION: Administration	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
All Funds Expenditures	876,126	913,061	740,757	**
<u>FULL-TIME STAFFING</u>	9	10*	9	***
<p>* Reflects the approved supplemental of a full-time Computer Operator II position to help maintain the Library's automated system and Website.</p> <p>** Decreased funding, besides the elimination of the maintenance worker position, includes the re-allocation of telecommunication charges to divisions (Technical Services and the Beatley Central Library) that primarily use dial-up communication services, contract services costs to reflect actual expenditure trends, and vacancy savings.</p> <p>*** Decreased position count is due to the elimination of a maintenance worker position.</p>				

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 4 on-site collections at homes for the elderly, delivery to home bound residents (245 patron visits in FY2001), and services to home day-care providers (148 visits with 1,047 attendees in FY 2001), child care centers (321 visits with 6,112 attendees in FY 2001), and homeless shelters (81 visits with 486 attendees in FY 2001) 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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	1,651,368	1,865,712	1,973,966* *	
<u>FULL-TIME STAFFING</u>	13	15 * **	15	
* FY 2001 actual expenditures reflect full-year operations at Beatley and partial-year operations at Burke. The Burke Branch closed in January 2000, and will re-open in mid FY 2002. ** FY 2003 funding includes a recommended supplemental request (\$56,005) for the purchase of materials for the Library. *** Reflects the addition of one full-time Librarian I and one full-time Library Assistant I positions for staffing in the reference and circulation 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. Eight 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 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	933,279	864,930	894,308	
<u>FULL-TIME STAFFING</u>	8	8	8	

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 2001, eleven on-line historic exhibits and sixteen 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.

LIBRARY

DETAIL BY DIVISION

<u>PUBLIC SERVICES COMPONENT:</u> Local History	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures*	256,261	251,752	269,859	
<u>FULL-TIME STAFFING</u>	2	2	2	
* Includes increased funding in the materials budget for special purchases in FY 2003.				

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 150 programs in FY 2001 with a total of 4,404 attendees.

<u>PUBLIC SERVICES COMPONENT:</u> Duncan	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures*	569,537	597,668	569,517	
<u>FULL-TIME STAFFING</u>	5	5	5	
* Decreased funding in FY 2003 is due to the re-allocation of telecommunication charges to divisions (Beatley and Technical Services) that primarily use direct-dial communication services.				

The *Ellen Coolidge Burke Branch Library*, scheduled to be re-opened 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 2001	APPROVED** FY 2002	PROPOSED*** FY 2003	APPROVED FY 2003
<u>PUBLIC SERVICES COMPONENT:</u> Burke				
All Funds Expenditures	N/A	351,954	516,843	
<u>FULL-TIME STAFFING</u>	4 ****	5	5	
* The Burke Branch closed in January 2000, and will re-open in mid FY 2002.				
** Amount includes two approved supplemental requests to purchase materials (\$44,574) for the Facility's computer lab, and to ensure adequate staffing, 1 full-time and 1.8 part-time personnel (\$53,234) for when the Burke Branch re-opens in mid 2002.				
*** Amount reflects full-year funding.				
**** Employees were transferred to work at the Beatley Central Library when the Burke Branch closed in January 2000.				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total circulation per year	662,559	668,046	875,814	1,009,800	1,161,300
Circulation per patron*	0.9	1.1	1.3	1.3	1.3
Circulation per capita**	n/a	n/a	6.8	7.7	8.7
Patron visits	674,443	619,327	668,457	753,100	848,700
Patron visits per capita***	5.5	5.0	5.2	5.7	6.3
Collection turnover*	1.7	1.6	1.9	2.0	2.0
Materials	381,434	411,674	453,103	511,100	565,100
Materials per capita***	3.1	3.3	3.5	3.9	4.2
In-house use****	220,853	222,682	291,938	336,615	381,300

* Average number of times per year books are checked out.

** New statistic started in FY 2001.

*** 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 17,000 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

LIBRARY

DETAIL BY DIVISION

and provides access to terminals and materials delivery to the main level during the same hours as Beatley.

	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
DIVISION: Technical Services				
All Funds Expenditures	458,370	590,235*	544,732	
FULL-TIME STAFFING	8	8	8	

* Reflects \$70,369 in supplemental funding for the purchase of materials for the Library system.

INDICATORS AND MEASURES

Objective: [Talking Books*] To maintain and provide talking books for the visually impaired.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Registered patrons	250	281	308	315	325
Talking Book Circulation	7,815	5,775	5,043	5,200	5,400

- 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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of Children's programs	1,159	996	1,187	1,200	1,225
Attendance at children's programs	18,935	15,762	17,093	17,900	18,600
Juvenile patron cards**	n/a	12,983	12,823 ***	15,078	17,000
Juvenile circulation	220,853	222,682	224,883	265,373	301,938
Circulation per Juvenile card**	n/a	17.2	17.5	17.6	17.8

* Data have been revised from previously published documents to ensure more accurate reporting in FY 2003.

** New statistics in FY 2000.

*** Circulation system was purged in July 2000, removing any patrons who had not used the Library since June 1995 (decrease is reflected in FY 2001).

LIBRARY

DETAIL BY DIVISION

INDICATORS AND MEASURES

Objective: [Reference, Electronic Information and Education Services] To provide accurate, timely information to meet the needs of the citizens of Alexandria.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total reference queries	145,270	127,837	217,850	240,000	265,000
Branch number of total reference questions:*					
Barrett	n/a	n/a	25,400	24,000	23,850
Beatley	n/a	n/a	179,800	199,200	219,950
Burke	n/a	n/a	n/a	2,400	5,300
Duncan	n/a	n/a	6,500	7,200	7,950
Local History	n/a	n/a	6,150	7,200	7,950
Electronic Information Searches	57,691	83,727	73,299**	81,000	94,000
Web Page Visits	60,107	68,074	115,877	166,252	220,000

* New measure in FY 2001. Burke Branch closed in FY 2000 and will re-open in FY 2002.

** Decrease in FY 2001 was due to City's fire wall blocking patron access to some of the Library's electronic services.

LIBRARY

SUPPLEMENTAL BUDGET REQUEST

Recommended

1. Additional funding for materials \$56,005

Funding for this recommended supplemental request is for the purchase of additional materials for the Library System in order to provide City materials funding (\$556,200) near the FY 2002 City funding level (\$557,569). In its FY 2003 base budget submission, the Library had reduced the City materials budget funding in order to meet budget guidelines. The following chart displays the total materials funding for FY 2003. It should be noted that the \$79,324 State aid reduction may not materialize at that level. At the time of the final City budget preparation it appeared that the amount of the State aid budget cut might be reduced by the General Assembly.

Library Materials Budget	FY 2002 Approved*	FY 2003 Request**
City Share	\$557,569	\$556,200
State Aid	\$285,438	\$207,483
Total	\$843,007	\$763,683
Dollar amount increase/decrease		(\$79,324)
Percentage increase/decrease		(9.4%)

* Includes a supplemental request of \$70,369.

** Includes a supplemental request of \$56,005.

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 2003, 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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	0	0	0	
NON-PERSONNEL	190,467	196,877	222,433	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>190,467</u>	<u>196,877</u>	<u>222,433</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>190,467</u>	<u>196,877</u>	<u>222,433</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 13.0%

OTHER RECREATION ACTIVITIES

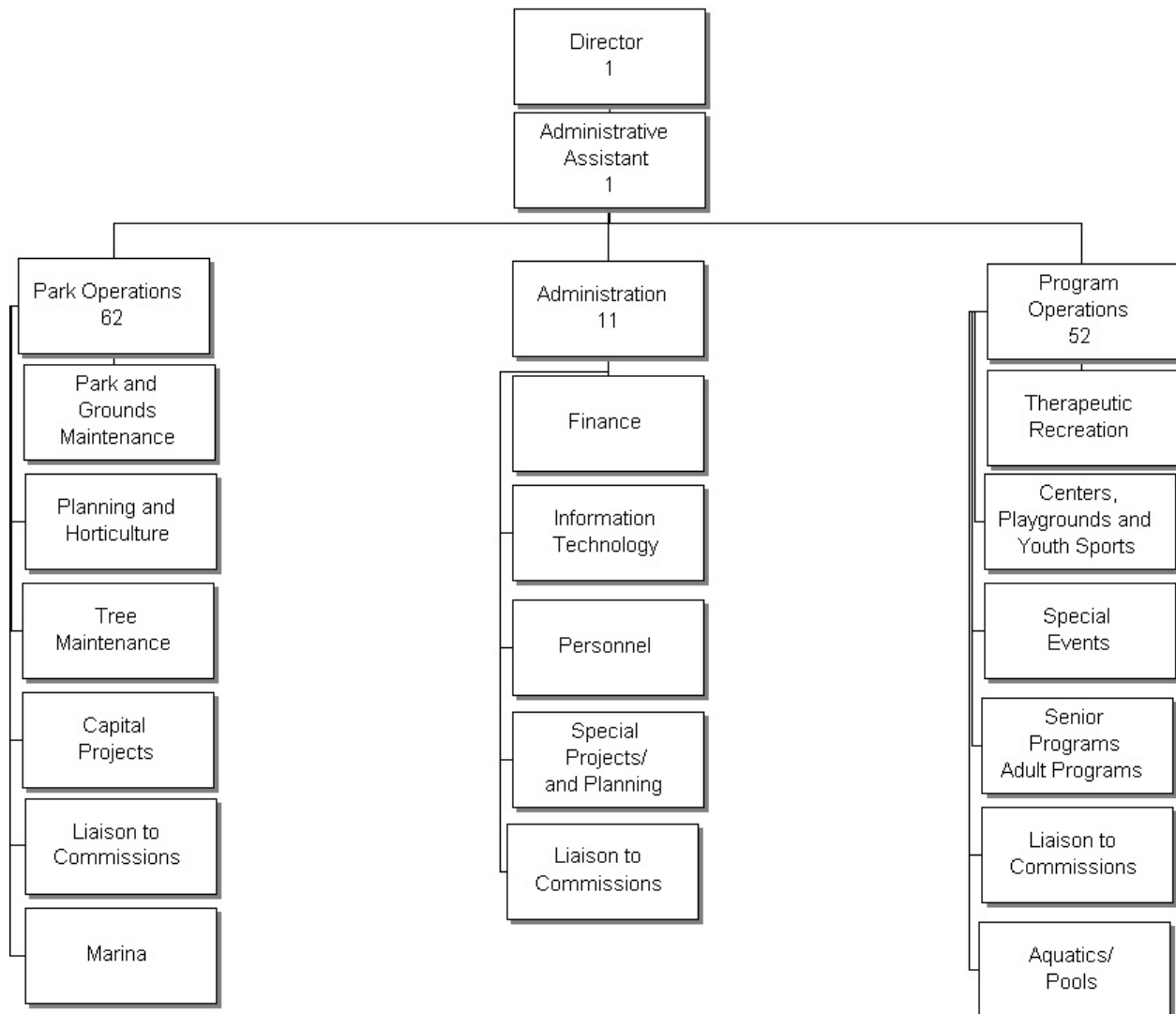
City Manager Proposed

- The Proposed FY 2003 General Fund budget for Other Recreation Activities reflects an increase of \$25,556, or 13.0 percent, as compared to the Approved FY 2002 General Fund budget.
 - 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 FY 2003 - FY 2008 Capital Improvement Program document.
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WORK SESSION NOTES AND COMMENTS

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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 2001 ACTUAL	FY 2002 AMENDED*	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS>				
PERSONNEL	9,312,568	10,303,694	10,658,083	
NON-PERSONNEL	3,921,445	3,814,430	3,899,912	
CAPITAL GOODS OUTLAY	<u>280,408</u>	<u>389,989</u>	<u>422,000</u>	
TOTAL EXPENDITURES	<u>13,514,421</u>	<u>14,508,113</u>	<u>14,979,995</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	186,539	178,419	169,987	
INTERNAL SERVICES FUND	<u>453,960</u>	<u>354,989</u>	<u>422,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>640,499</u>	<u>533,408</u>	<u>591,987</u>	
GENERAL FUND	<u><u>12,873,922</u></u>	<u><u>13,974,705</u></u>	<u><u>14,388,008</u></u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.0 %			
FULL-TIME POSITIONS	123.0	127.0	127.0	

* The FY 2002 amended budget reflects a transfer of \$181,811 from contingent reserves for park maintenance. The spending plan for the additional funds includes the hiring of four full time employees (a Laborer Supervisor, a Laborer III, a Tree Trimmer, and a Horticultural Specialist) and a truck.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for the Department of Recreation, Parks and Cultural Activities reflects an increase of \$413,303, or 3.0 percent, as compared to the Approved FY 2002 General Fund budget.
- The increase in personnel costs is attributable to the cost of employee merit adjustments and the fiscal impact of the City's living wage policies. The total impact of the living wage includes \$66,400 for personnel costs and \$23,100 for service contracts.
- An additional increase in personnel costs results from recommended supplemental funding (\$40,639) for seasonal staff to operate a Spring/Summer Soccer Camp at Chinquapin Recreation Center. These costs will be offset by fees charged for the camps (\$67,400) for a net savings of \$26,761.
- Non personnel increases include additional funds for depreciation (equipment replacement funding), utilities and the impact of the living wage on contracts.
- Arts grants were level-funded at the FY 2002 level of \$139,937. This is consistent with the level funding grant budgets for FY 2003 for both the Community Partnership Fund for Human Services and the Children's Fund.

RECREATION, PARKS AND CULTURAL ACTIVITIES

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 provide services at a projected cost savings of approximately \$2.7 million in FY 2002. 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 Projects. It should be noted that the Department of Recreation, Parks and Cultural Activities underwent an accounting reorganization that will be implemented in FY 2003. The division summaries adjust the FY 2001 actuals and FY 2002 amended budget to reflect the new organizational structure.

The Administration division's function is to manage all departmental finance, budgetary, personnel, and information technology operations. The group's activities include strategic planning, 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.

	ACTUAL <u>FY 2001</u>	AMENDED <u>FY 2002</u>	PROPOSED <u>FY 2003</u>	APPROVED <u>FY 2003</u>
DIVISION: Administration				
General Fund Expenditures	1,072,059	1,376,704	1,520,125	
<u>FULL-TIME STAFFING</u>	13	13	13	

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY 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, park rentals, cultural arts programs, and the Alexandria Commission for the Arts. 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.

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 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.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

DIVISION: Program Operations/Adult & Therapeutic	ACTUAL FY 2001	AMENDED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
General Fund Expenditures	1,536,497	1,842,205	1,864,878	
FULL-TIME STAFFING	21	21	15 *	

* These numbers reflect the positions which are recorded in the Personnel Services Schedule. Each year there are some positions that are transferred after the budget is adopted to address unforeseen needs. In addition, the reorganization shifted many positions. The net decrease of six positions in Program Ops/Adult and Therapeutic is due to the transfer of some Chinquapin costs and 9 positions to the Centers Division and some Lee Center costs and 3 positions to Program Ops/Adult and Therapeutic.

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of special events held	116	133	120	120	120
Average attendance per event	735	695	650	650	650
Total revenue generated from all special events	\$12,436	\$12,605	\$10,135	\$10,000	\$10,000

OBJECTIVE: [Program Operations - Therapeutic Activities] To provide 23 recreation programs for citizens with mental and/or emotional disabilities and to provide referral assistance to persons with disabilities.

	Actual FY 1999	Actual FY 2000	Actual FY 2001 *	Estimated FY 2002	Projected FY 2003
Total number of registrations for all programs	182	180	237	250	250
Percent of registration goal met	100%	100%	100%	100%	100%

* 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 1999	Actual FY 2000*	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of games for men	1,019	970	685	1,000	1,000
Number of games for women	80	81	74	100	100
Number of coed games	1,063	1,128	1,166	1,200	1,200
Registration - men	1,692	2,330	1,485	2,000	2,000
Registration - women	279	205	170	250	250
Registration - coed	3,921	6,436	5,096	6,000	6,000

* Reduction in actuals starting in FY 2000 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. Chinquapin staff also oversee the two large outdoor pools in the City and the four smaller outdoor neighborhood pools.

<u>DIVISION: Program Operations/Centers</u>	<u>ACTUAL FY 2001</u>	<u>AMENDED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	5,603,099	5,646,532	5,812,462	
<u>FULL-TIME STAFFING</u>	31	31	40*	
* These numbers reflect the positions which are recorded in the Personnel Services Schedule. Each year there are some positions that are transferred after the budget is adopted to address unforeseen needs. In addition the reorganization shifted many positions. The increase of nine positions in the Centers Division is due to the transfer of some Chinquapin costs from Program Ops/Adult and Therapeutic.				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of games	1,307	1,125	1,297	1,300	1,300
Registration	2,936	2,520	3,000	3,000	3,000

INDICATORS AND MEASURES

OBJECTIVE: [Centers, Playgrounds and Youth Sports] To operate recreation centers and playgrounds for 20 City neighborhoods.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total attendance at all centers and playgrounds*	528,471	590,320	530,000	570,000	590,000
Program registrations, all locations	12,620	11,553	13,592	14,000	14,500
Number of structured programs offered	14,473	16,851	15,900	16,200	16,200
Revenues - Centers (vending, fees, donations)	\$29,472	\$30,825	\$28,777	\$30,000	\$30,000
Revenues - Youth Sports	\$28,666	\$30,123	\$33,600	\$35,000	\$35,000

* Due to the high number of neighborhoods served, changes in participant numbers may fluctuate approximately 30,000 to 40,000 per year.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2002
Total operating costs of center	\$1,499,790	\$1,429,378	\$1,513,618	\$1,500,000	\$1,500,000
Revenues from user charges	\$1,109,283	\$1,115,621*	\$1,119,600	\$1,200,000	\$1,200,000
Revenue/operating costs ratio	74%	78%	74%	80%	80%
Average players per court per day	12.5	12.7	12.0	13.9	13.9
Percent of users satisfied with facilities	100%	100%	100%	100%	100%

* 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 parks, outdoor recreation facilities, and open space. Park Operations is responsible for the repair and maintenance of park areas, equipment and facilities; the department's occupational safety and risk management program; capital improvements; park planning and design; plus horticulturalist, arborist, and naturalist functions.

The Maintenance staff maintain the City's ballfields, play equipment, swimming pools, tennis and basketball courts, department buildings and related equipment. Staff also provide support for special programs by setting up, operating 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. Staff also work with civic groups and community organizations through the Adopt-a-Park and Litter programs.

The Capital Projects staff plan and coordinate the Department's capital improvements and oversee the City's marina. Staff coordinated the development of the Ben Brenman and Armistead L. Boothe Parks at Cameron Station. The new parks have added walking paths, a pond with wetland plantings, a Little League field, a regulation softball field, a multi-use trail system, picnic areas, basketball and tennis courts, soccer fields and a lighted softball field to the City's inventory. Current projects include the renovation of existing space and the construction of additional activity rooms at the Durant Center, and the expansion of the Jerome "Buddie" Ford Nature Center. The Nature Center effort is part of a joint project with the Alexandria City Public Schools. The City's Marina operates year round, offering 40 slips for yearly leasing and 23 slips for short term use. Staff are also responsible for maintenance and trash removal along the marina's waterfront.

Staff in the Park Planning section coordinate playground renovations, manage the Living Landscape program, implement the Bike Trails Master Plan, and design park improvements. Staff design, plant, and maintain horticultural sites in street medians and public areas in the City. The Arborist staff oversee the City's planting and care program for street trees. They are also responsible for coordinating a program to suppress gypsy moth infestation and to educate homeowners regarding the threat of gypsy moths.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

The Department's Naturalist oversees the operation of the Jerome "Buddie" Ford Nature Center and the adjacent 50 acre Dora Kelley Nature Park. The Center provides educational, nature-based programs for youth, teens and adults as well as a popular summer camp 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> FY 2001	<u>AMENDED</u> FY 2002	<u>PROPOSED</u> FY 2003	<u>APPROVED</u> FY 2003
General Fund Expenditures	4,662,267	5,109,264	5,190,543	
<u>FULL-TIME STAFFING</u>	58	62*	59**	
<p>* Four positions (a Laborer Supervisor, a Laborer III, a Tree Trimmer, and a Horticultural Specialist) were added in FY 2002 using funds set aside in contingent reserves for Park Maintenance.</p> <p>** These numbers reflect the positions which are recorded in the Personnel Services Schedule. Each year there are some positions that are transferred after the budget is adopted to address unforeseen needs. In addition, the reorganization shifted many positions. The net decrease of three positions in the Parks Division is due to the transfer of some Lee Center costs to Program Operations/Adult and Therapeutic.</p>				

INDICATORS AND MEASURES

OBJECTIVE: [Park Operations] 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

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Spring/Summer Soccer Camp at Chinquapin \$40,639

The Recreation Department requested funding to support a licensed soccer camp for youth ages 8-14. The camp will be conducted at Chinquapin Park from 9:00 am-4:00 pm. Before-camp care from 7:00-9:00 am and after-camp care from 4:00-6:00 pm will be an option provided to assist working parents. Funding (\$40,639) for seasonal staff and supplies will provide for eight one-week sessions in the summer and two one-week sessions in the spring. The Alexandria Soccer Association (ASA) will partner with Recreation by providing trained staff (paid by the City), equipment, and supplies. Camp activities will include instruction of basic soccer skills with games and swimming at Chinquapin Pool. The program costs will be offset by expected revenues of \$67,400 to be collected from camp attendees.

RECREATION, PARKS AND CULTURAL ACTIVITIES

SUPPLEMENTAL BUDGET REQUESTS

Not Recommended

1. "Digital Campus" Public-Use Internet Computer Labs \$50,250

Due to competing needs and limited resources, this request is not recommended at this time.

2. Expanded Programming at Durant Center \$57,231

Due to competing needs and limited resources and the likelihood that the renovations will not be completed at the earliest until late in FY 2003, this request is not recommended at this time.

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 2001 Actual	FY 2002 Approved	FY 2003 Proposed
Personnel	\$60,318	\$63,070	\$65,268
Non-Personnel	\$16,014	\$24,888	\$17,847
Arts Grants*	<u>\$100,811</u>	<u>\$139,937</u>	<u>\$139,937</u>
Total	\$177,143	\$227,895	\$223,052

* 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 approved FY 2002 budget includes a 3.0 percent inflationary increase and additional funding in the amount of \$35,000 via the add/delete process for the Commission for the Arts' competitive grant program.

RECREATION, PARKS AND CULTURAL ACTIVITIES

Addendum Table 2
 Alexandria Commission for the Arts
 FY 2002 Grant Awards to date

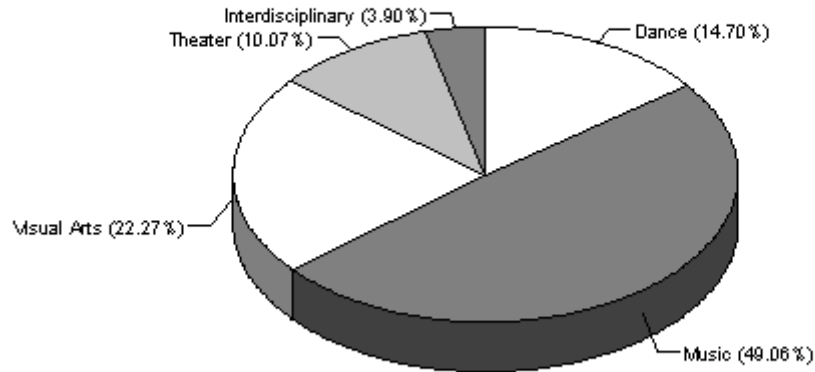
Alexandria Choral Society	\$9,000
Alexandria Harmonizers	9,850
Alexandria Performing Arts Association	10,000
Alexandria Singers	4,000
Alexandria Symphony Orchestra	8,000
The Art League	5,500
Company of Sisters	1,500
Capital City Opera	8,000
Dance Institute of Washington	8,000
Del Ray Artisans	4,418
Eco Voce	1,000
Friends of the Torpedo Factory Art Center	9,500
HeadStart/Campagna Center	4,000
Jane Franklin Dance Company	2,500
Jane K. Stormes - Individual Artist	775
Kathy Harty Gray Dance Theatre	5,959
Kids in Music	600
Louise Kraft - Individual Artist	1,500
MetroStage	7,500
Mount Vernon Chamber Orchestra	11,000
National Rehabilitation and Rediscovery Foundation	3,500
Northern Virginia Youth Symphony	2,500
Port City Playhouse	2,569
Potomac West Business Foundation	1,500
Retired Seniors Volunteer Program	500
Shakespeare in the Parque	2,634
Springwater Fiber Workshop	10,000
Virginia Opera	<u>5,250</u>
Total FY 2002 Grants*	\$141,055

* Includes \$5,000 in local government challenge grant funds and \$136,055 in City General Fund monies.

Source: Alexandria Commission for the Arts Annual Report

RECREATION, PARKS AND CULTURAL ACTIVITIES

Commission for the Arts
 FY 2002 Grant Award Distribution by
 Art Discipline



Addendum Table 3
 Public Recreation Statistics

Acreage	946.7
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.

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TRANSIT SUBSIDIES

TRANSIT SUBSIDIES

PROGRAM GOAL: To provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS> NON-PERSONNEL	<u>7,064,204</u>	<u>7,006,517</u>	<u>8,227,778</u>	
TOTAL EXPENDITURES	<u>7,064,204</u>	<u>7,006,517</u>	<u>8,227,778</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>7,064,204</u>	<u>7,006,517</u>	<u>8,227,778</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 17.4 %

City Manager Proposed

- The Proposed FY 2003 General Fund budget for Transit Subsidies represents an increase of \$1,221,261, or 17.4 percent, as compared to the Approved FY 2002 General Fund budget.
- The General Fund subsidy for Washington Metropolitan Area Transit Authority (WMATA) bus and rail operating represents an increase of \$700,870, or 35.2 percent, due to a \$1,014,300 reduction in Alexandria credits and balances budgeted as revenues to offset the General Fund subsidy, a \$115,778 increase in the WMATA FY 2001 audit adjustment, and a decrease of \$197,652, or 1.2 percent, in the City's share of WMATA operating expenditures. The operating expenditure decrease is due to the addition of three above guidance initiatives: \$155,184 for increased Paratransit ridership, \$77,591 for increased escalator and elevator maintenance at Metrorail stations, and \$67,225 to implement a SmarTrip debit farecard management and distribution system, offset by \$97,652 in operating efficiencies at WMATA and a WMATA budget reduction of \$400,000 as the result of DASH taking over the operation of a King Street/Old Town to Northern Virginia Community College bus route currently operated by WMATA.
- The General Fund subsidy for DASH operating represents an increase of \$516,170, or 12.6 percent, due to \$251,170 in base budget expenditure increases offset by \$35,000 in revenue from increased ridership and the addition of \$300,000 to fund the net cost of DASH taking over operation of a King Street to Northern Virginia Community College bus route currently operated by WMATA. This makes the net savings to the City \$100,000 per year (\$400,000 WMATA budget reduction less the \$300,000 DASH budget increase). The base budget expenditure increases are due to an increase of \$146,000 for enhancements to the AT 3 and 4 bus routes (Pentagon to Old Town to Hunting Towers) to offset the impact on service of construction at the Pentagon and Woodrow Wilson Bridge and the AT 8 bus route (King Street Metro to Old Town to Duke Street to Landmark to Van Dorn Metro) to reduce overcrowding in addition to the planned merit in-step increase for employees.

TRANSIT SUBSIDIES

City Manager Proposed

- The General Fund subsidy for VRE operating expenditures represents an increase of \$4,221, or 5.0 percent, as allowed in the City's service agreement with VRE. Under the terms of the agreement, the rate of increase in the City's contribution to VRE is limited to a maximum of 5.0 percent.
- The General Fund subsidy for DOT Paratransit operating expenditures represents no change from the FY 2002 Approved Budget.

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 subsidy for the WMATA Capital Improvement 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: (DASH) To provide cost-effective local bus service.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Proposed FY 2003
Miles of regular service	1,136,544	1,188,499	1,194,507	1,260,000	1,300,000
DASH annual ridership	2,406,609	2,521,925	2,640,420	2,800,000	2,900,000
Ridership annual increase/(decrease)	113,116	115,316	118,495	159,580	100,000
Ridership annual percent increase/(decrease)	4.9 %	4.8 %	4.7 %	6.0 %	3.6 %
Operating cost per mile	\$3.76	\$3.95	\$4.19	\$4.78	\$4.62
DASH bus revenue/operating cost ratio*	39 %	35 %	33 %	29.2 %	30.8 %
Base fare	\$0.85	\$1.00	\$1.00	\$1.00	\$1.00

* Service levels reflect the base budget excluding the addition of the King Street to Northern Virginia Community College route currently operated by WMATA.

TRANSIT SUBSIDIES

DEPARTMENT DETAIL

OBJECTIVE: To monitor ridership and subsidies provided by the City for WMATA rail and bus service.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Platform miles/revenue miles	1,387,505	1,399,608	*	*	*
Metrorail weekday boardings and alightings at Alexandria stations	23,830	25,180	*	*	*
Metrobus cost per mile of operation**	\$6.49	\$6.48	*	*	*
WMATA bus and rail revenue/operating cost ratio***	57%	56%	57%	55%	54%

* Data to be provided by WMATA and was not available at the time of printing. Information will be included in the Approved document.

** 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

Not Recommended

1. DASH About King Street Shuttle \$190,000

The DASH About King Street shuttle bus program was established in May 2001 through a demonstration grant from the Virginia Department of Rail and Public Transportation to provide free bus service from King Street Metro to the Potomac River to be evaluated for continuing service upon expiration of the grant. Funding was provided to operate the services through the end of December 2001. In December 2001, DASH agreed to continue the service through the end of FY 2002 through a combination of fuel cost savings and federal economic development grant money. The \$190,000 would provide service on Friday nights, Saturdays, and Sundays with 10 minute headways. Alternative scheduling and headway options are also possible at annual costs of less than \$190,000.

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>
<u>WMATA</u>			
City Share of WMATA Operating Expenditures (Based on WMATA Proposed FY 2003 Budget)			
Baseline City Share of WMATA Operating:	\$15,981,348		
Add: Paratransit Increased Operating Costs	\$155,184		
Add: Elevator/Escalator Maintenance	\$77,591		
Add: SmarTrip Card System Development	\$67,225		
Delete: Route 28C King St to NVCC	<u>(\$400,000)</u>		
Total:		\$15,881,348	
Revenues to Offset City Share of Expenditures			
NVTC State aid (fuel, tire & maintenance, interest)	\$8,999,445		
Gas tax estimated revenue	\$1,824,830		
Available in balances and credits	\$1,500,000		
WMATA audit adjustment	<u>\$866,943</u>		
Subtotal, non-local revenues for WMATA operating		\$13,191,218	
Local WMATA operating subsidy			\$2,690,130
<u>DASH Operating</u>			
Base DASH operating subsidy	\$4,299,000		
DASH operation of WMATA Route 28C	<u>\$300,000</u>		
Local DASH operating subsidy			\$4,599,000
<u>VRE Contribution</u>			
		\$88,648	
Local VRE operating subsidy			\$88,648
<u>DOT Paratransit Program</u>			
		\$850,000	
Local DOT operating subsidy			\$850,000
TOTAL, LOCAL FY 2003 TRANSIT OPERATING SUBSIDY (General Fund monies in the City's operating budget)			<u>\$8,227,778</u>

TRANSIT SUBSIDIES

	<u>Subtotals</u>	<u>Net City Share</u>
<u>TRANSIT CAPITAL REQUIREMENTS</u>		
(For additional detail, please refer to the Capital Improvements Program document)		
<u>WMATA Capital Improvement Program</u>		
Expenditures		
Infrastructure Renewal Program	\$4,160,000	
WMATA Credits	<u>(410,000)</u>	
	\$3,750,000	
Revenues to Offset City Share		
Urban Highway Funds	2,100,000	
NVTB bond proceeds available to offset City capital expenditures	<u>700,000</u>	
	\$2,800,000	
Net City funded requirement in FY 2003 Bus/Rail capital budget		\$950,000
<u>WMATA Rail Rapid (ICCA-V)</u>		
	\$402,127	
Funded in Previous CIPs	<u>\$402,127</u>	
Net City funded requirement in FY 2003 Rail capital budget		\$0
<u>DASH Capital</u>		
Bus replacement	\$1,222,000	
State Reallocated Urban Funds (\$965,000) and Other Funds (\$237,000) Available to Offset City Capital Expenditures	<u>\$1,222,000</u>	
Net City funded requirement in FY 2003 DASH capital budget		\$0
TOTAL, LOCAL CAPITAL REQUIREMENTS		<u>\$950,000</u>
GRAND TOTAL, FY 2003 LOCALLY FUNDED OPERATING AND CAPITAL TRANSIT REQUIREMENTS		<u>\$9,189,778</u>

TRANSIT SUBSIDIES

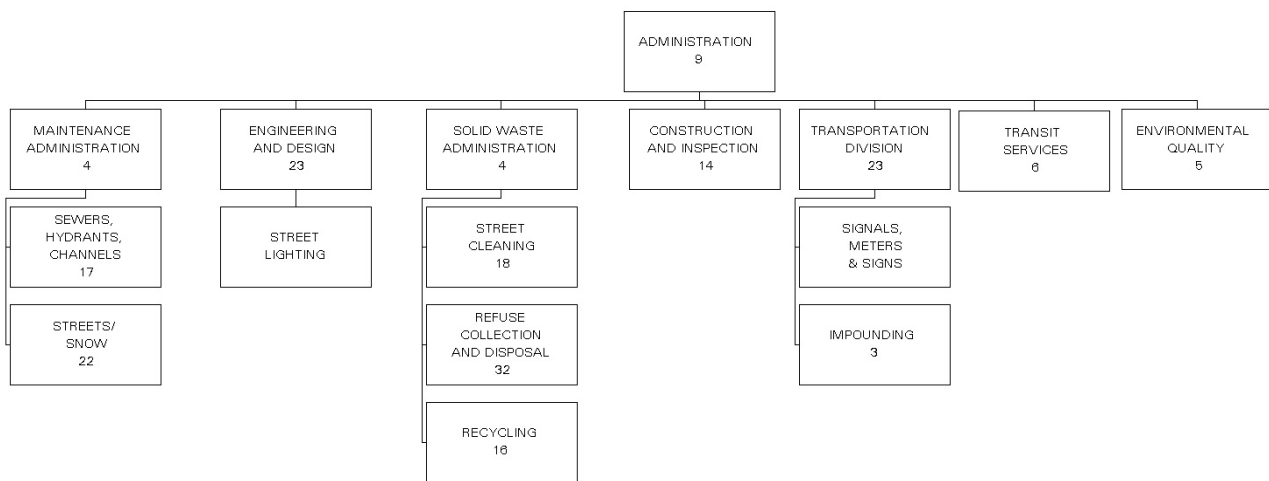
Addendum Table 2
DASH Revenues and Expenditures

	FY 2001 Actual	FY 2002 Budgeted	FY 2003 Proposed
<u>Revenues and Other Sources</u>			
Operating Income	\$1,632,887	\$1,725,000	\$1,825,000
CIP Funding	2,521,165	3,765,000	\$1,234,000
Total City Contribution	<u>3,548,210</u>	<u>4,179,830</u>	<u>\$4,599,000</u>
TOTAL REVENUES AND OTHER SOURCES	<u>\$7,702,262</u>	<u>\$9,669,830</u>	<u>\$7,658,000</u>
<u>Expenses and Other Uses</u>			
Operating Expenses	\$5,136,530	\$5,789,830	\$6,392,000
Capital Outlays	<u>59,388</u>	<u>18,000</u>	<u>32,000</u>
Total Operating Expenses	\$5,195,918	\$5,807,830	\$6,424,000
<u>Capital Improvement Program</u>			
Replacement Buses	\$2,521,165	\$1,220,000	\$1,222,000
Wheelchair Lift and Swing Unit Replacement	0	62,000	0
Electronic Destination Sign Retrofit	0	45,000	0
Underground Fuel Storage Tank	0	35,000	0
Site Purchase	<u>0 *</u>	<u>2,500,000 *</u>	<u>0</u>
Total Capital Improvement Program	\$2,521,165	\$3,862,000	\$1,222,000
TOTAL EXPENSES	<u>\$7,717,083</u>	<u>\$9,669,830</u>	<u>\$7,658,000</u>

* Site purchase budget of \$5,000,000 includes \$2,500,000 budgeted in both FY 2001 and FY 2002. Site purchase is scheduled for FY 2002.

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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 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	9,674,345	10,667,449	10,937,348	
NON-PERSONNEL	10,779,325	10,240,637	10,221,471	
CAPITAL GOODS OUTLAY	<u>337,132</u>	<u>646,606</u>	<u>850,180</u>	
TOTAL EXPENDITURES	<u>20,790,802</u>	<u>21,554,692</u>	<u>22,008,999</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	291,707	212,212	212,212	
INTERNAL SERVICES FUND	304,885	618,000	829,000	
COMMUNITY RECYCLING ENTERPRISE FUND	<u>272,746</u>	<u>733,062</u>	<u>750,980</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>869,338</u>	<u>1,563,274</u>	<u>1,792,192</u>	
GENERAL FUND	<u>19,921,464</u>	<u>19,991,418</u>	<u>20,216,807</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR: 1.1%

FULL-TIME POSITIONS	191.0	195.0	196.0*
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* Reflects the addition of one Inspector II position which was converted from a temporary overhire in FY 2002 to permanent status for FY 2003. The full-time position count of 196 positions excludes 6 temporary overhire positions: 1 Administrative Technician in Engineering & Design, 1 Woodrow Wilson Bridge Coordinator (Civil Engineer IV) position in Engineering & Design, 1 Transportation Coordinator for traffic calming and other traffic initiatives in the Transportation Division, 1 fee revenue funded Civil Engineer III located at the Patent and Trademark Office (PTO) construction site, and 2 fee revenue funded Inspectors located at the PTO site. The overhire positions located at the Patent and Trademark Office have no effect on the City's General Fund.

City Manager Proposed

- The Proposed FY 2003 General Fund budget for Transportation & Environmental Services (T&ES) represents an increase of \$225,389, or 1.1 percent, as compared to the Approved FY 2002 General Fund budget.
- Personnel represents an increase of \$269,899, or 2.5 percent, due to planned merit increases offset by the elimination of two temporary overhire positions. The FY 2002 Approved Budget for Engineering and Design included 3 temporary overhire positions (one Engineering Aide and 2 Inspector II positions) that were approved in June 1997 and are due to expire at the beginning of FY 2003. The positions, which are currently vacant, were excluded from FY 2003 base budget as a result of their scheduled expiration. For FY 2003, T&ES requested supplemental funding to continue all three positions and convert them to permanent status. The Proposed Budget includes funding for one Inspector II position (\$48,912) to be continued in FY 2003 and converted to permanent status. This position will reduce the number of projects inspected per Inspector, thereby supporting the quality and safety of buildings constructed in the City of Alexandria. The remaining Inspector II and Engineering Aide are not included for funding due to the addition of four new permanent positions in T&ES in the FY 2002 Approved Budget (2

TRANSPORTATION AND ENVIRONMENTAL SERVICES

City Manager Proposed

Inspector II positions, one Engineering Aide, one Civil Engineer III position), the addition in November 2001 of three fee revenue funded temporary overhire positions located at the Patent and Trademark Office (PTO) construction site (one Civil Engineer III and two Inspector positions), and limited resources available to support the overall General Fund budget.

- Non-personnel represents a decrease of \$19,166, or less than one percent, due to the removal of \$35,000 in one-time FY 2002 funding for replacement street trash cans offset by \$15,534 in general operating increases.
- Capital goods outlay represents an increase of \$203,574, or 31.5 percent, due to the scheduled replacement of 14 T&ES fleet vehicles in FY 2003. Annual vehicle replacement expenditures vary from year to year due to the timing of the vehicle replacement schedule as determined by General Services.
- The Residential Refuse Collection Fee is proposed to remain at the FY 2002 rate of \$185 per household per year in FY 2003. It is likely that this rate will need to be increased in FY 2004.

DEPARTMENT DETAIL

The Department of Transportation and Environmental Services (T&ES) administers public works programs and environmental services for the City, including Capital Improvement Program projects and State and federally funded grant programs. 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 Board of 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

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

APPROVED	ACTUAL	APPROVED	PROPOSED
DIVISION: Administration FY 2003	FY 2001	FY 2002 *	FY 2003 **
All Funds Expenditures	1,144,463	1,476,960	1,744,842
<u>FULL-TIME STAFFING</u>	5	8	9
<p>* Reflects increased funding for transportation studies in the amount of \$100,000; a \$70,000 transfer from the Transportation Division for transportation studies to be managed by the Director's Office; and the transfer of one Administration Division Chief, one IT Coordinator, and one Secretary II position from other divisions in T&ES in order to centralize their functions.</p> <p>** Vehicle replacement expenditures are budgeted in this division. Excluding the funding from the Internal Services Fund for vehicle replacement, the FY 2003 Administration General Fund budget is \$915,842, an increase of \$65,646 as compared to the FY 2002 General Fund division budget of \$850,196 due to the planned merit increases for employees and the reclassification and transfer of one Laborer I position in Street Maintenance to a Secretary II position in Administration.</p>			

The Maintenance Division provides maintenance and repairs for 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 heavy snowfall, rain, floods, high winds and hurricanes, and assists in both emergency management and clean-up following these events; assists in the clean-up of hazardous materials and spills in the City's sewer system and streams; and operates the T&ES Downtown Manager program to interact weekly with businesses along the King Street commercial corridor to inform them of the services and support the department can provide them and to identify and repair public maintenance needs along King Street.

	ACTUAL	APPROVED	PROPOSED	APPROVED
DIVISION: Maintenance	FY 2001	FY 2002	FY 2003	FY 2003
All Funds Expenditures	7,150,654	7,067,233	6,984,854	
<u>FULL-TIME STAFFING</u>	46	45 *	43 **	
<p>* Reflects the reclassification and transfer of one Administrative Officer I position to the T&ES Administration Division.</p> <p>** Reflects the reclassification and transfer of one Laborer I in Street Maintenance to an Administrative Technician position in Engineering & Design and the reclassification and transfer of one Laborer I in Street Maintenance to a Secretary II position in T&ES Administration.</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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Streets resurfaced (lane miles)	25	31	40	39	37
Concrete sidewalks replaced (square yards)*	n/a	n/a	8,831	5,780	6,500
Complaints received on street/sidewalk condition	337	403	407	325	318
Percentage of complaints resolved to citizen's satisfaction	95%	95%	98%	98%	97%
Brick sidewalks replaced (square yards)*	n/a	n/a	201	212	215
Curb and gutter repaired (linear feet)*	n/a	n/a	19,484	18,020	18,500
Asphalt street potholes patched*	n/a	n/a	266	278	270

* New measures added in the FY 2003 budget for which previous year data is not available.

OBJECTIVE: [Maintenance - Downtown Maintenance Manager] Identify, report, and follow-up on King Street corridor maintenance issues such as loose or missing bricks, overflowing trash cans, broken parking meters, and non-functioning traffic signals.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Inspection hours performed*	n/a	n/a	90	288	288
Repairs identified*	n/a	n/a	150	120	100
Repairs completed*	n/a	n/a	98%	98%	98%

* New measures added in the FY 2003 budget for which previous year data is not available.

OBJECTIVE: [Maintenance - Street Cut Repairs] 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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Restorations repaired*	n/a	n/a	n/a	17	18
Percent of repairs completed within 30 days**	95%	95%	n/a	100%	100%

* New measure in the FY 2003 budget for which previous year data is not available.

** Data have been revised from previously published documents as a result of improved tracking procedures.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Miles of sewer cleaned	235	150	143	400*	410*
Miles of sewer inspected	32	20	48	40	50
Sanitary sewer complaints received	175	191	125	110	100
Percent of complaints resolved	95%	96%	98%	98%	98%
Catch basins checked and cleaned**	32,112	30,573	23,923	41,500	42,000
Catch basins repaired***	n/a	n/a	n/a	255	250
Storm sewer complaints received	185	156	150	125	115
Percent of complaints resolved	98%	99%	98%	98%	98%
Length of sanitary sewers rehabilitated***	n/a	n/a	2,156	2,000	2,500
Length of storm sewers rehabilitated***	n/a	n/a	239	350	400
Miss Utility tickets received****	n/a	n/a	9,750	10,000	12,000
Miss Utility tickets marked****	n/a	n/a	35	100	250

* Performance of the Infiltration and Inflow (I&I) study requires significant cleaning of the sewer sections to be studied.

** The number of catch basins checked and cleaned is dependent upon the level of rainfall in a given year.

*** New measure for which prior year data is not available.

**** New measure for which prior year data is not available. T&ES is required to respond to all Miss Utility tickets regardless of whether or not the proposed construction is on City property or within City right-of-way. If the proposed construction is on City property or within City right-of-way, T&ES is required to mark the location of underground utilities on that site.

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.

DIVISION: Engineering and Design	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
All Funds Expenditures	2,777,305	2,872,063	2,942,095 *	
<u>FULL-TIME STAFFING</u>	21	21	22 *	

* Reflects the reclassification and transfer of one Laborer I position in the Maintenance Division to an Administrative Technician position in Engineering & Design. The FY 2003 full-time staffing total of 22 positions excludes 2 temporary overhire positions: 1 Administrative Technician and 1 Woodrow Wilson Bridge Coordinator (Civil Engineer IV).

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Engineering & Design] To review site and plot plans for compliance with existing City codes and standards.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Total number of plans reviewed*	770	921	994	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 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.

DIVISION: Construction & Inspection	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
All Funds Expenditures	892,646	1,069,559	979,968	
<u>FULL-TIME STAFFING</u>	11	14 *	15 **	
* Reflects the addition of 2 Inspector II positions and 1 Engineering Aide position to improve the City's construction and development review services by reducing the number of projects assigned per Inspector and Engineering Aide.				
** Reflects the addition of 1 Inspector II position converted from a temporary position.				

INDICATORS AND MEASURES

OBJECTIVE: [Construction & Inspection] To inspect site developments to ensure compliance with approved site plans.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of site developments inspected during the year	64	88 *	95	98	99
Percentage of completed developments in compliance with approved site plans	100%	100%	100%	100%	100%

* FY 2000 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

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

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.

<u>DIVISION: Solid Waste</u>	<u>ACTUAL FY 2001</u>	<u>APPROVED FY 2002</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
All Funds Expenditures	5,306,161	5,904,970 *	6,144,173	
<u>FULL-TIME STAFFING</u>	71	70 **	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.

INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Refuse Collection] To provide weekly refuse collection for residences, businesses, churches and schools.

	Actual FY 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Residential Refuse Annual Fee	\$160	\$185	\$185	\$185	\$185
Weekly refuse collections (units)*	18,450	18,831	19,400	19,980	20,000
Bulk containers collected weekly	266	284	267	267	267
Street boxes collected weekly	2,390	2,570	2,750	2,940	2,940
Tons of refuse collected	26,796	27,556	27,899	29,225	29,699
Complaints**	n/a	n/a	n/a	510	400
Complaints resolved within 24 hours**	n/a	n/a	n/a	100%	100%
Spring clean up (tons collected)	699	567	700	725	725
Special Collections (tons collected)	57	73	84	97	97

* The City collects refuse from residential properties (including Alexandria Redevelopment and Housing Authority units), various businesses, churches and private schools.

** Due to revisions in the collection methodology of this measure, prior year data is not available.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Collection of leaves from mid-October through the end of December - cubic yards	24,980	28,644	29,500	29,500	29,500
Curbside collection of newspapers-tons	4,435	3,954	3,032	3,000	3,000
Drop-off collection of newspapers-tons*	n/a	n/a	459	460	500
Collection of white goods - tons	170	230 **	313	320	340
Drop-off collection of aluminum, plastic, and glass recycling drop off centers - tons	143	140	111	115	130
Curbside collection of aluminum, plastic and glass containers - tons	1,273	1,643	1,534	1,550	1,550
Weekly household hazardous waste collection - drums	557	347	472	525	600
Electronics recycling collections - tons*	n/a	n/a	n/a	15	25
Public presentations, outreach visits, technical support*	n/a	n/a	25	60	100
Recycling complaints*	n/a	n/a	n/a	65	40
Complaints resolved within 24 hours*	n/a	n/a	n/a	100%	100%

* New measure for which previous year data is not available.

** The City eliminated the fee for collecting white goods in FY 2000.

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Lane miles swept*	25,292	23,001	23,661	24,000	24,000
Lane miles flushed*	12,060	12,378	13,800	13,800	13,800
Hand Cleaning (curb miles)	1,903	1,821	2,604	2,600	2,600
Streets cleaned with Elephant vacuum (curb miles)	2,406	2,824	3,617	3,650	3,650
Cubic yards of debris swept*	8,950	6,137	7,595	8,250	8,250
Complaints/requests resolved in 24 hours**	n/a	n/a	n/a	100%	100%

* Measures have been revised from previously published documents due to revised tracking procedures.

** New measures for which previous year data is not available.

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.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

<u>DIVISION:</u> Transportation	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	2,366,772	2,203,814 *	2,230,213	
<u>FULL-TIME STAFFING</u>	27	26 **	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.

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of traffic surveys conducted*	1,397	1,152	1,350	1,400	1,400
Number of vehicles impounded	2,261	2,244	2,240	2,300	2,300
Number of vehicles sold for scrap	220	163	626	500	500
Proceeds from scrap cars	\$17,390	\$17,767	\$50,719	\$50,000	\$50,000
Proceeds from auctions	\$96,095	\$108,895	\$118,345	\$120,000	\$120,000

* 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.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

<u>DIVISION:</u> Transit	<u>ACTUAL</u> <u>FY 2001</u>	<u>APPROVED</u> <u>FY 2002</u>	<u>PROPOSED</u> <u>FY 2003</u>	<u>APPROVED</u> <u>FY 2003</u>
All Funds Expenditures	769,692*	554,103	556,074	
<u>FULL-TIME STAFFING</u>	7	6 **	6	
<p>* FY 2001 actual expenditures included a one-time DOT Paratransit study that is not budgeted in FY 2002 and FY 2003.</p> <p>** The T&ES IT Coordinator position was transferred from Transit Services to the Administration Division to serve the entire department in a centralized role.</p>				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
<u>DOT Paratransit:</u>					
DOT annual taxi and wheelchair accessible van service trips	49,196	51,031	54,614	55,434	56,000
Average cost per trip	\$12.56	\$13.59	\$15.40	\$14.69	\$15.19
<u>Alternative Transportation Program:</u>					
Number of employers providing transit benefits	17	21	25	39	32
Number of annual single occupant vehicle trips removed (employers related)*	85,000	74,000	92,000	112,500	119,000
Number of City employees receiving transit incentives	295	320	300	375	350
Number of annual single occupant vehicle trips removed (City employees related)*	147,500	160,000	150,000	187,500	175,000
<u>Rideshare Program:</u>					
Number of car/vanpool applicants	630	453	411	552	470
Number of successful placements	258	186	169	226	193

* 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 of Governments (COG).

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

The Division of Environmental Quality (DEQ) is responsible for 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.

DIVISION: Environmental Quality	ACTUAL FY 2001	APPROVED FY 2002	PROPOSED FY 2003	APPROVED FY 2003
All Funds Expenditures	383,109	405,990	426,780	
<u>FULL-TIME STAFFING</u>	3	5 *	5	
* 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.				

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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of complaints	64	38	41	60	60
Number of noise variance permits issued	147	123	140	150	150
Percent of complaints responded to within one day	100%	100%	100%	100%	100%
Percent of complaints closed within 10 days	44%	15%	20%	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 1999	Actual FY 2000	Actual FY 2001	Estimated FY 2002	Projected FY 2003
Number of complaints	53	52	35	50	50
Number of air pollution inspections performed	16	16	32	20	20
Percentage of complaints responded to within one day	100%	100%	100%	100%	100%
Percentage of complaints closed within 10 days	39%	25%	10%	35%	35%

TRANSPORTATION AND ENVIRONMENTAL SERVICES

SUPPLEMENTAL BUDGET REQUESTS

Recommended

1. Inspector II Position in Engineering and Design \$48,912

The FY 2002 Approved Budget for Engineering and Design included three temporary overhire positions (one Engineering Aide and two Inspector II positions) which were approved in June 1997 and are due to expire at the beginning of FY 2003. The positions, which are currently vacant, were excluded from FY 2003 base budget as a result of their scheduled expiration. For FY 2003, T&ES requested supplemental funding to continue all three positions and convert them to permanent status. The FY 2003 Proposed Budget includes one Inspector II position to be continued and converted to permanent status in FY 2003. The addition of this position will reduce the number of projects inspected per Inspector, thereby supporting the quality and safety of buildings constructed in the City of Alexandria.

Not Recommended

1. Additional Positions in Engineering and Design \$100,234

The remaining positions (one Inspector II and one Engineering Aide) are not included in the FY 2003 Proposed Budget due to the addition of four new permanent positions in T&ES in the FY 2002 Approved Budget (two Inspector II positions, one Engineering Aide, and one Civil Engineer III position), the addition in November 2001 of three fee revenue funded temporary overhire positions (one Civil Engineer III and two Inspector positions) to be located at the Patent and Trademark Office (PTO) construction site, and limited resources available to support the overall General Fund budget.

2. Replacement Street Trash Cans \$73,960

Funding requested to replace 100 street trash cans is not recommended due to financial constraints.

3. Design Funding for Street and Pedestrian Improvements \$200,000

Funding to hire contractual services for design of street and pedestrian improvements to augment in-house design capabilities is not recommended due to financial constraints.

WORK SESSION NOTES AND COMMENTS

TRANSPORTATION AND ENVIRONMENTAL SERVICES

Addendum Table 1
Computation of FY 2003 Residential Refuse Fee

FY 2003	
<u>Personnel Expenditures</u>	
Salaries and overtime costs (including proposed compensation adjustments)	\$1,016,287
Benefits	<u>291,206</u>
Total Personnel Expenditures	\$1,307,493
<u>Non-Personnel Expenditures</u>	
Refuse Tipping Fees FY 2003 assumes 1.3 tons disposed per household at a tip fee of \$63 per ton.	\$1,432,473
Vehicle Fuel and Maintenance	220,200
Vehicle Depreciation Charges	191,437
Uniforms/laundry/supplies	21,314
Replacement Super Cans	<u>30,000</u>
Total Non-personnel Expenditures	\$1,895,424
<u>Recycling</u>	
For FY 2003, the Recycling program cost of \$750,980 will be supported entirely by Recycling Trust Fund Balance and revenue from the sale of recyclables.	\$750,980 <u>(750,980)</u> \$0
Total Recycling	\$0
Total Expenditures	\$3,202,917
Total Number Residential Accounts	17,357
Residential Refuse Fee	\$185

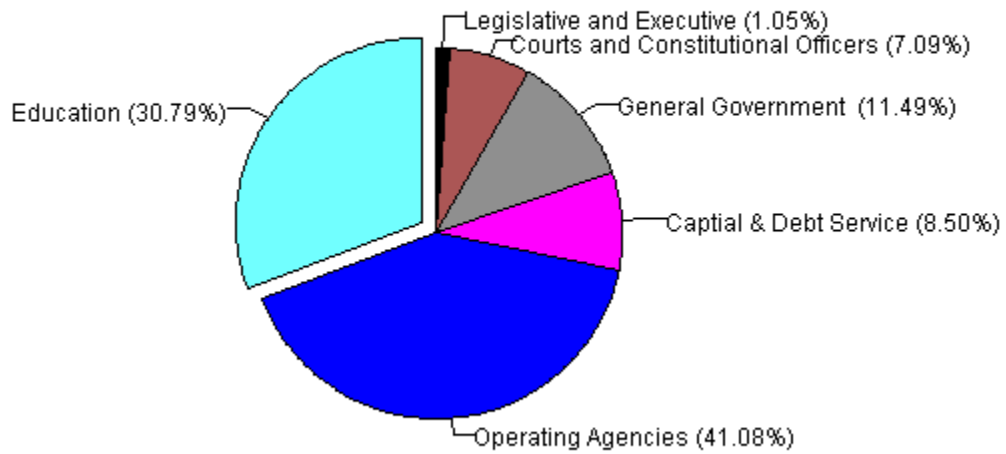
Notes:

1. The City's 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 2003 proposed fee in Arlington County is \$243, an increase of \$24 from the FY 2002 fee of \$219. This may increase further. The Fairfax County fee for FY 2003 is proposed to remain at the FY 2002 level of \$210.
4. For FY 2004 with the Recycling Trust Fund Balance depleted and with solid waste cost increases, an increase in the \$185 residential refuse fee is likely.

EDUCATION

Other Educational Activities
Schools

Total City General Fund Budget



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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.

TOTAL FINANCIAL RESOURCES

	FY 2001 ACTUAL	FY 2002 APPROVED	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	0	0	0	
NON-PERSONNEL	13,017	12,923	13,246	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>13,017</u>	<u>12,923</u>	<u>13,246</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>13,017</u>	<u>12,923</u>	<u>13,246</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 2.5%

City Manager Proposed

- The Proposed FY 2003 City General Fund budget contribution to the Northern Virginia Community College operating budget reflects an increase of \$323, or 2.5 percent, from the Approved FY 2002 General Fund contribution to the College. This increase 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 2003 - FY 2008 Capital Improvement Program document.
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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 2001 ACTUAL	FY 2002 AMENDED \1	FY 2003 PROPOSED	FY 2003 APPROVED
EXPENDITURES < ALL FUNDS> TOTALS\2	130,722,034	140,962,215	147,750,167	
SPECIAL REVENUES AND OTHER SOURCES				
STATE AID\3	22,102,322	21,621,428	20,942,321	
OTHER GRANTS AND SPECIAL PROJECTS\4	<u>9,821,942</u>	<u>12,071,598</u>	<u>11,875,166</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>31,924,264</u>	<u>33,693,026</u>	<u>32,817,487</u>	
GENERAL FUND	<u>98,797,770</u>	<u>107,269,189</u>	<u>114,932,680</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 7.1%

FULL-TIME POSITIONS\5	2,013.95	2,084.73	2,089.23	
\1 The FY 2002 ACPS budget excludes the \$1,339,663 (Reserve for Encumbrances) and reflects revised Federal and Special Projects Revenue as shown in the ACPS Proposed FY 2003 Budget.				
\2 Includes all expenditures associated with the FY 2003 Schools budget, including the Schools General Fund operating budget (\$137,194,265 including compensation adjustments), the School Lunch Fund (\$3,992,461) and Federal Grants and Special Projects (\$6,563,441).				
\3 The FY 2001 actual State aid receipts reflect the ACPS Comprehensive Annual Financial Report. The FY 2003 State aid figure is an estimate and is subject to change pending actual FY 2002 enrollment data, and state budget finalization.				
\4 The FY 2001 actuals exclude ACPS fund balance variance. The FY 2003 Other Grants and Special Projects include \$647,746 in miscellaneous local revenues, \$103,477 in federal (School's General Fund) monies, \$6,563,441 in other federal aid and special projects, \$3,992,461 in School Lunch Fund monies and a \$568,041 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. The number of positions reflected in FY 2001 and FY 2002 are different from previously published documents as a result of changes in grant funded positions and positions funded during the school year through differentiated resources.				

City Manager Proposed

- The FY 2003 proposed City General Fund appropriation to the Schools is \$114,932,680 which represents an increase of \$7,663,491, or 7.1 percent, as compared to the FY 2002 City appropriation to the Schools of \$107,269,189. The increase fully funds the School Board's budget request of \$112,332,680, as well as includes an additional \$2.6 million to fund a 2.5 percent general salary adjustment (COLA) for Schools employees comparable to the COLA adjustment proposed for City employees.

DEPARTMENT DETAIL

School Board's Adopted FY 2003 Operating Budget On February 16, 2002, the Alexandria School Board adopted its FY 2003 Alexandria City Public Schools operating budget in the amount of \$134,594,265. The Board's adopted operating budget (which excludes the School Lunch Fund and Special Projects) requested a City appropriation of \$112,332,680, which represents an increase of \$5,063,491, or 4.7 percent, as compared to the FY 2002 City appropriation of \$107,269,189. Employee compensation increases for a cost of living adjustment (COLA) 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 \$2.7 million.

SCHOOLS

DEPARTMENT DETAIL

The School Board's adopted operating budget includes the following highlights as recommended in the Superintendent's Proposed Budget that was presented to the Board in January:

Differentiated Resources - The Superintendent's proposed budget included \$1.2 million to continue this program that provides supplemental funding for elementary schools that have the greatest educational challenges. The Board recommended, as part of the additions and deletions process, to increase the program by \$150,000 as a supplement for those elementary schools with a significant student population residing in public housing.

Transportation Service - System wide transportation will be provided for both the John Adams Spanish Immersion Program and the Interim Education Program. The total cost for the additional bus service is approximately \$202,000. A significant portion of these funds (\$151,000) is included in the Schools' Capital Improvement Program budget to purchase two additional buses.

Staffing Levels - Staffing will continue to be based on the School Board's policy of maximum elementary class sizes of 23-to-1 for grades K-3, and 24-to-1 for grades 4-5. The budget contains a reduction in staffing levels due to the unexpected decline in enrollment experienced during the 2001-2002 school year. The reduction in elementary instruction staffing levels resulted in a savings of \$1.3 million while maintaining the Board's policy of small class sizes.

Computerized Integrated Learning System - To strengthen the effort toward accreditation, the proposed budget includes funds to implement computer systems at Minnie Howard Ninth Grade Center and T. C. Williams High School, which will allow students of various abilities to advance at their own pace with individual progress reports for each child. The technology will be incorporated into various math classes, both as a remedial aid in basic courses and as a supplementary tool in advanced courses.

The School Board's adopted FY 2003 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 Fall 2002 (FY 2003) average daily student membership of 11,313, as forecast in the Superintendent's FY 2002 proposed budget, represents an increase of 209 students, or 1.9 percent, from the membership of 11,104 on September 30, 2001. The projected student enrollment for the 2002 - 2003 school year is a decline of 2.8 percent compared to last year's estimate of 11,637. City and Schools' staff are working together to analyze available data to more accurately project enrollment patterns.

SCHOOLS

DEPARTMENT DETAIL

The Alexandria City Public Schools reported the following major accomplishments since the beginning of the 2001 - 2002 school year:

Five Schools Accredited - Five schools have reached State accreditation according to Standards of Learning test results. In addition, division-wide scores continue to improve compared to the previous year with increases in 22 of the 27 tested areas. Reaching accreditation for the first time this year are George Mason Elementary, Samuel W. Tucker Elementary and Minnie Howard Ninth Grade Center. Charles Barrett Elementary and Douglas MacArthur Elementary were accredited for the second straight year.

“High Flying” Schools - Charles Barrett and James K. Polk Elementary Schools and Minnie Howard Ninth Grade Center were selected as “High Flying” by the national, non-profit, non-partisan organization Education Trust. These schools were among 48 identified in the Washington Metropolitan region and 4,577 nationwide that had high test scores as well as high numbers of low income and minority students.

Post-secondary Education - Approximately 81 percent of the graduates of T.C. Williams High School Class of 2001 went on to pursue post-secondary education. Graduates now attend more than 60 colleges and universities in the country, including all eight Ivy League schools.

Food Services Honored - The U.S. Department of Agriculture Food and Nutrition Service division awarded top honors to ACPS Food and Nutrition Services for its extraordinary effectiveness and innovation in administering the USDA’s nutrition assistance program. ACPS was the only school district in the nation to receive the Dan Glickman Pyramid of Excellence Award.

Facilities - “Learning By Design,” an annual magazine that guides school leaders in the area of architectural services, named Samuel W. Tucker Elementary as one of the nation’s 10 schools designed for excellence. In addition, Tucker Elementary was one of 14 schools in the nation selected as a winner of the 2001 Impact on Learning Awards by “School Planning and Management” magazine. Judges gave high ratings to the building’s flexibility for future program changes, integration of technology, as well as its shared park and play area.

Financial Reporting - ACPS became the first school district in the Commonwealth of Virginia, and one of the few in the nation, to implement ahead of the required schedule the recently issued Government Accounting Standards Board (GASB) *Statement No. 34, Basic Financial Statements - and Management’s Discussion and Analysis for State and Local Governments*.

More detailed information on school programs can be found in the Alexandria City Public Schools Approved 2002-03 Operating Budget. For information on the Schools Capital Improvement Program, please refer to the Alexandria City Public Schools Approved 2002-2003 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
 INTERJURISDICTIONAL COMPARISON OF SCHOOLS DATA
 based on data and methodology from the Metropolitan Boards of Education Guide (MABE)

	FY 2001	FY 2002
City of Alexandria: \1		
Cost per pupil	\$10,609	\$10,862
Classroom teachers	1,086.40	1,092.00
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	20.30
Scholastic Achievement Test (SAT) scores \6		
Average Math	476	485
Average Verbal	477	478
Arlington County: \2		
Cost per pupil	\$11,254	\$11,756
Classroom teachers	1,738.90	1,778.50
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)	17.93	17.56
Scholastic Achievement Test (SAT) scores \6		
Average Math	527	523
Average Verbal	531	518
Fairfax County: \3		
Cost per pupil	\$8,553	8,938
Classroom teachers	12,259.30	12,721.00
Teacher staffing ratio (Kindergarten) \4	28:0.5	28:0.5
Teacher staffing ratio (Elementary) \5	24.5:1-26.5:1	15.0:1-27.0:1
Average class size (Students per elementary classroom teacher)	21.90	21.70
Scholastic Achievement Test (SAT) scores \6		
Average Math	556	553
Average Verbal	542	540

- \1 Based on total enrollment reported to MABE of 11,214 for FY 2001, and 11,712 for FY 2002.
- \2 Based on total enrollment reported to MABE of 18,882 for FY 2001, and 19,299 for FY 2002.
- \3 Based on total enrollment reported to MABE of 158,331 for FY 2001, and 165,016 for FY 2002.
- \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 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 2002. 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

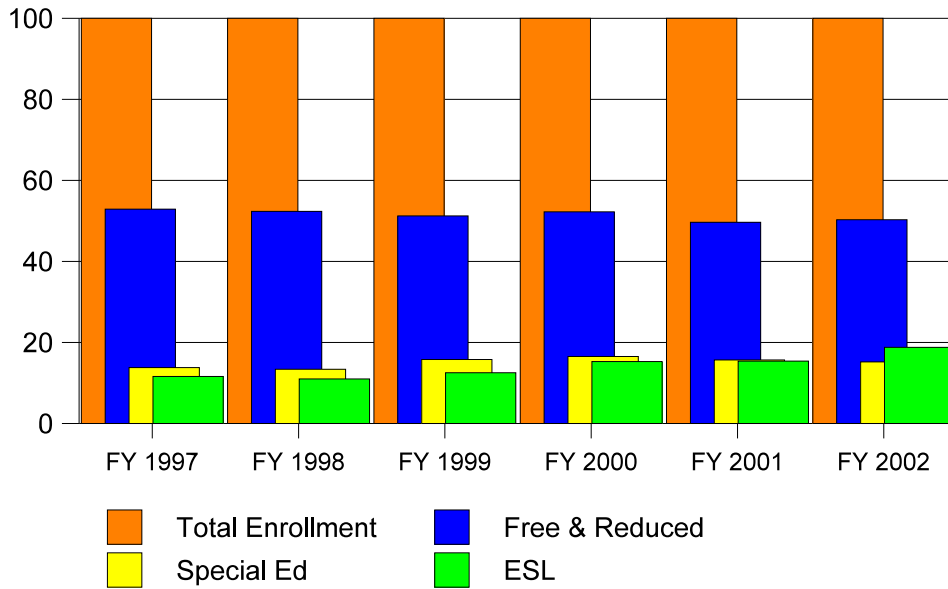
DEPARTMENT DETAIL

MEASURES AND INDICATORS

Student Demographics

SPECIAL NEEDS ENROLLMENT

AS A PERCENT OF TOTAL ENROLLMENT



School Year	1997	1998	1999	2000	2001	2002
E.S.L./1	11.6%	11.0%	12.5%	15.3%	15.4%	18.8%
Special Education	13.8%	13.4%	15.8%	17.4%	15.7%	15.2%
Free & Reduced Lunch	52.9%	52.4%	51.2%	53.3%	49.9%	50.4%
Enrollment/2	10,156	10,488	10,803	11,017	11,167	11,104

/1 English as a second language (E.S.L.) students.

/2 Reflects average daily membership as of September 30 of the school year.

SCHOOLS

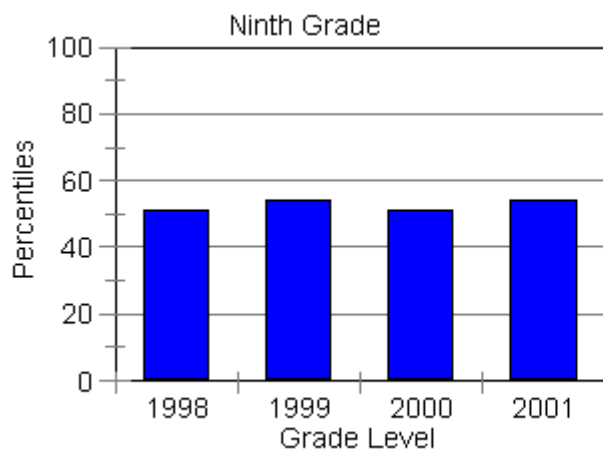
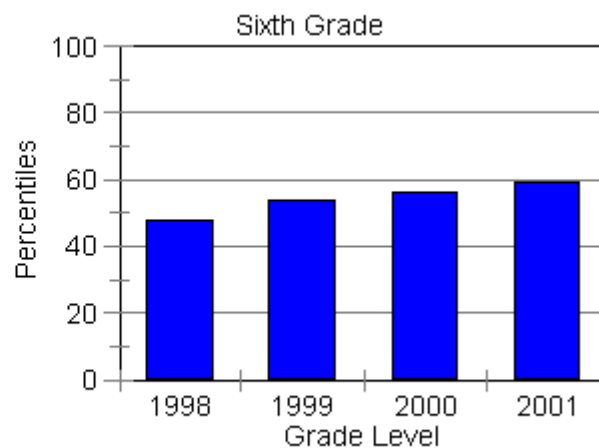
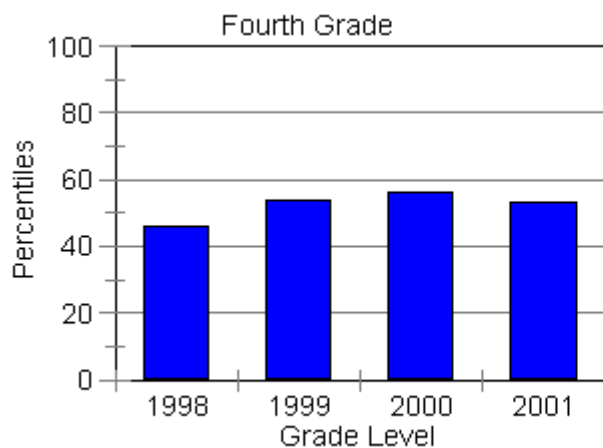
DEPARTMENT DETAIL

MEASURES AND INDICATORS

Special Needs Composition of Arlington County, Fairfax County and Alexandria City Public Schools Students by Percentage as of September 30, 2001			
Jurisdiction	Arlington County Public Schools/3	Fairfax County Public Schools/4	Alexandria City Public Schools/5
E.S.L./1	25.0%	9.7%	18.8%
Special Education	17.0%	13.6%	15.2%
Free & Reduced Lunch	37.3%	19.6%	50.4%
Enrollment/2	19,097	163,587	11,104

- /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.

STUDENT ACHIEVEMENT



Alexandria City Public Schools
Fall 2001 Stanford 9 Results
Total Battery Scores
for 1998 -2001 by Grade Level

Source: ACPS Monitoring and
Evaluation Services, 12/01

SCHOOLS

DEPARTMENT DETAIL

2001 SOL Spring Results Comparison of Division 1998, 1999, 2000 and 2001 Passing Rates* and the Change from 2000 to 2001

SOL Test (Proficient Passing Score)	1998 Passing rate (%)	1999 Passing Rate (%)	2000 Passing Rate (%)	2001 Passing Rate (%)	Change from 2000 to 2001
Grade 3					
English (71)	46	63	59	63	+ 4
Mathematics (72)	54	63	66	77	+ 11
History (60)	33	51	53	62	+ 9
Science (68)	48	60	64	66	+ 2
Grade 5					
English: Reading (67)	56	66	68	73	+ 5
English: Writing (73)	57	75	82	84	+ 2
Mathematics (68)	35	45	64	66	+ 2
History (65)	18	33	41	58	+ 17
Science (65)	45	59	59	71	+ 12
Computer/Technology (57)	58	74	85	79	-6
Grade 8					
English: Reading (64)	53	61	62	67	+ 5
English: Writing (68)	54	62	74	69	-5
Mathematics** (62)	53	50	57	65	+ 8
History (66)	26	40	43	49	+ 6
Science (58)	54	70	70	79	+ 9
Computer/Technology (65)	53	66	73	75	+ 2
High School					
English: Reading (57)	45	62	68	64	-4
English: Writing (69)	57	69	79	75	-4
Algebra I (54)	37	53	54	58	+ 4
Geometry (62)	43	60	71	62	-9
Algebra II (60)	28	65	64	75	+ 11
Earth Science (60)	27	36	40	48	+ 8
Biology (52)	57	70	67	70	+ 3
Chemistry (54)	39	67	59	79	+ 20
World History to 1000 A.D. (54)	50	58	70	72	+ 2
World History from 1000 A.D. (57)	8	29	49	59	+ 10
U.S. History (66)	19	27	31	34	+ 3

* Minimum Proficient Passing Scores as established by the Board of Education vary by grade and subject from 52 to 73 percent. Minimum Advanced Passing Scores range from 88 to 93 percent.

** Includes all students in grades 6, 7, and 8 who took the eighth grade mathematics test.

Appendices

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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 2003 City Holidays 10-39

H. Relevant Budget Legislative References 10-41

I. Layperson's Guide to Fund Balance 10-53

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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 2003 begins on July 1, 2002, and ends on June 30, 2003.

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.

GENERAL FUND: The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund.

GFOA: Government Finance Officers Association of the United States and Canada.

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.

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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, 2002 - June 30, 2003

Living Wage

For certain eligible positions, starting in FY 2002 City Council's Living Wage principles apply to the General Salary scale for applicable positions with the Living Wage rate of \$10.21 per hour. Eligible employees have been moved to steps within their grade so that their wage rate is at least \$10.21 per hour. The salary scale below notes the minimum salaries where the Living Wage rate has been established for eligible positions.

Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N
Grade														
1	18,283.21	19,197.37	20,157.23	21,165.10	22,223.35	23,001.17	23,806.21	24,639.43	25,501.81	26,394.37	27,001.44	27,622.47	28,257.79	28,907.72
2	19,102.16	20,057.27	21,060.13	22,113.14	23,218.80	24,031.46	24,872.56	25,743.09	26,644.11	27,576.65	28,210.91	28,859.76	29,523.54	30,202.58
3	19,988.77	20,988.21	22,037.62	23,139.50	24,296.48	25,146.84	26,026.99	26,937.93	27,880.76	28,856.59	29,520.29	30,199.26	30,893.84	31,604.40
4	20,912.18	21,957.79	23,055.68	24,208.46	25,418.88	26,308.54	27,229.35	28,182.38	29,168.75	30,189.66	30,884.02	31,594.36	32,321.03	33,064.41
5	21,875.13	22,968.90	24,117.34	25,323.20	26,589.36	27,519.99	28,483.19	29,480.11	30,511.90	31,579.82	32,306.16	33,049.20	33,809.33	34,586.94
6	22,877.04	24,020.90	25,221.93	26,483.03	27,807.18	28,780.43	29,787.76	30,830.32	31,909.38	33,026.21	33,785.81	34,562.89	35,357.83	36,171.06
7	23,942.07	25,139.06	26,396.01	27,715.81	29,101.60	30,120.16	31,174.37	32,265.47	33,394.76	34,563.58	35,358.54	36,171.78	37,003.74	37,854.82
8	25,059.10	26,312.05	27,627.66	29,009.04	30,459.49	31,525.58	32,628.97	33,770.98	34,952.97	36,176.32	37,008.38	37,859.57	38,730.34	39,621.14
9	26,315.69	27,631.48	29,013.06	30,463.70	31,986.90	33,106.44	34,265.16	35,464.44	36,705.70	37,990.40	38,864.18	39,758.05	40,672.49	41,607.95
10	27,467.64	28,840.81	30,282.85	31,797.00	33,386.85	34,555.39	35,764.83	37,016.60	38,312.18	39,653.11	40,565.13	41,498.13	42,452.59	43,429.00
11	28,764.53	30,202.37	31,712.49	33,298.11	34,963.02	36,186.72	37,453.26	38,764.12	40,120.87	41,525.10	42,480.18	43,457.22	44,456.74	45,479.24
12	30,120.22	31,626.22	33,207.53	34,867.92	36,611.31	37,892.70	39,218.95	40,591.62	42,012.32	43,482.75	44,482.86	45,505.96	46,552.60	47,623.31
13	31,544.27	33,121.48	34,777.56	36,516.44	38,342.26	39,684.24	41,073.19	42,510.75	43,998.63	45,538.57	46,585.96	47,657.44	48,753.56	49,874.89
14	33,137.05	34,793.91	36,533.60	38,360.28	40,278.29	41,688.04	43,147.12	44,657.27	46,220.27	47,837.98	48,938.26	50,063.84	51,215.30	52,393.26
15	34,789.14	36,528.60	38,355.02	40,272.77	42,286.41	43,766.43	45,298.26	46,883.70	48,524.64	50,222.99	51,378.12	52,559.82	53,768.69	55,005.37
16	36,531.82	38,358.41	40,276.32	42,290.15	44,404.65	45,958.81	47,567.37	49,232.23	50,955.36	52,738.80	53,951.79	55,192.68	56,462.11	57,760.74
17	38,356.06	40,273.86	42,287.55	44,401.93	46,622.03	48,253.80	49,942.68	51,690.67	53,499.85	55,372.34	56,645.91	57,948.76	59,281.59	60,645.06
18	40,276.98	42,290.83	44,405.37	46,625.64	48,956.92	50,670.42	52,443.87	54,279.41	56,179.20	58,145.47	59,482.81	60,850.92	62,250.49	63,682.25
19	42,286.99	44,401.34	46,621.41	48,952.47	51,400.10	53,199.10	55,061.08	56,988.21	58,982.80	61,047.20	62,451.28	63,887.66	65,357.08	66,860.29
20	44,398.94	46,618.89	48,949.84	51,397.32	53,967.19	55,856.04	57,811.00	59,834.39	61,928.59	64,096.09	65,570.30	67,078.42	68,621.22	70,199.51
21	46,619.34	48,950.31	51,397.82	53,967.71	56,666.10	58,649.41	60,702.14	62,826.72	65,025.65	67,301.54	68,849.48	70,433.02	72,052.98	73,710.19
22	48,946.71	51,394.05	53,963.75	56,661.93	59,495.04	61,577.36	63,732.56	65,963.20	68,271.92	70,661.44	72,286.65	73,949.24	75,650.08	77,390.03
23	51,395.18	53,964.94	56,663.18	59,496.35	62,471.17	64,657.66	66,920.68	69,262.89	71,687.10	74,196.15	75,902.66	77,648.42	79,434.34	81,261.33
24	53,962.38	56,660.50	59,493.53	62,468.21	65,591.61	67,887.32	70,263.37	72,722.60	75,267.89	77,902.27	79,694.02	81,526.98	83,402.10	85,320.35
25	56,654.70	59,487.43	62,461.80	65,584.89	68,864.14	71,274.38	73,768.99	76,350.90	79,023.19	81,789.00	83,670.14	85,594.56	87,563.23	89,577.18
26	59,489.48	62,463.95	65,587.15	68,866.51	72,309.84	74,840.67	77,460.11	80,171.21	82,977.20	85,881.39	87,856.67	89,877.37	91,944.55	94,059.27
27	62,292.13	65,406.73	68,677.08	72,110.93	75,716.47	78,366.55	81,109.37	83,948.21	86,886.39	89,927.41	91,995.74	94,111.65	96,276.21	98,490.57
28	65,406.71	68,676.60	72,110.43	75,715.96	79,501.76	82,284.32	85,164.27	88,145.02	91,230.10	94,423.15	96,594.88	98,816.57	101,089.35	103,414.40
29	68,679.60	72,113.58	75,719.26	79,505.21	83,480.48	86,402.30	89,426.38	92,556.30	95,795.77	99,148.62	101,429.04	103,761.91	106,148.43	108,589.84
30	72,109.88	75,715.38	79,501.15	83,476.21	87,650.02	90,717.77	93,892.89	97,179.14	100,580.41	104,100.72	106,495.04	108,944.43	111,450.15	114,013.50
31	75,710.19	79,495.70	83,470.49	87,644.01	92,026.21	95,247.13	98,580.78	102,031.11	105,602.20	109,298.27	111,812.13	114,383.80	117,014.63	119,705.97
32	79,495.86	83,470.66	87,644.19	92,026.40	96,627.72	100,009.69	103,510.03	107,132.88	110,882.53	114,763.42	117,402.98	120,103.25	122,865.62	125,691.53

Appendix D

Public Safety Salary Schedule Effective July 1, 2002 - June 30, 2003

Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N
Grade														
1	26,315.69	27,631.48	29,013.06	30,463.70	31,986.90	33,106.44	34,265.16	35,464.44	36,705.70	37,990.40	38,864.18	39,758.05	40,672.49	41,607.95
2	27,467.64	28,840.81	30,282.85	31,797.00	33,386.85	34,555.39	35,764.83	37,016.60	38,312.18	39,653.11	40,565.13	41,498.13	42,452.59	43,429.00
3	28,764.53	30,202.37	31,712.49	33,298.11	34,963.02	36,186.72	37,453.26	38,764.12	40,120.87	41,525.10	42,480.18	43,457.22	44,456.74	45,479.24
4	30,120.22	31,626.22	33,207.53	34,867.92	36,611.31	37,892.70	39,218.95	40,591.62	42,012.32	43,482.75	44,482.86	45,505.96	46,552.60	47,623.31
5	31,544.27	33,121.48	34,777.56	36,516.44	38,342.26	39,684.24	41,073.19	42,510.75	43,998.63	45,538.57	46,585.96	47,657.44	48,753.56	49,874.89
6	33,137.05	34,793.91	36,533.60	38,360.28	40,278.29	41,688.04	43,147.12	44,657.27	46,220.27	47,837.98	48,938.26	50,063.84	51,215.30	52,393.26
7	34,789.14	36,528.60	38,355.02	40,272.77	42,286.41	43,766.43	45,298.26	46,883.70	48,524.64	50,222.99	51,378.12	52,559.82	53,768.69	55,005.37
8	36,531.82	38,358.41	40,276.32	42,290.15	44,404.65	45,958.81	47,567.37	49,232.23	50,955.36	52,738.80	53,951.79	55,192.68	56,462.11	57,760.74
9	38,356.06	40,273.86	42,287.55	44,401.93	46,622.03	48,253.80	49,942.68	51,690.67	53,499.85	55,372.34	56,645.91	57,948.76	59,281.59	60,645.06
10	40,276.98	42,290.83	44,405.37	46,625.64	48,956.92	50,670.42	52,443.87	54,279.41	56,179.20	58,145.47	59,482.81	60,850.92	62,250.49	63,682.25
11	42,286.99	44,401.34	46,621.41	48,952.47	51,400.10	53,199.10	55,061.08	56,988.21	58,982.80	61,047.20	62,451.28	63,887.66	65,357.08	66,860.29
12	44,398.94	46,618.89	48,949.84	51,397.32	53,967.19	55,856.04	57,811.00	59,834.39	61,928.59	64,096.09	65,570.30	67,078.42	68,621.22	70,199.51
13	46,619.34	48,950.31	51,397.82	53,967.71	56,666.10	58,649.41	60,702.14	62,826.72	65,025.65	67,301.54	68,849.48	70,433.02	72,052.98	73,710.19
14	48,946.71	51,394.05	53,963.75	56,661.93	59,495.04	61,577.36	63,732.56	65,963.20	68,271.92	70,661.44	72,286.65	73,949.24	75,650.08	77,390.03
15	51,395.18	53,964.94	56,663.18	59,496.35	62,471.17	64,657.66	66,920.68	69,262.89	71,687.10	74,196.15	75,902.66	77,648.42	79,434.34	81,261.33
16	53,962.38	56,660.50	59,493.53	62,468.21	65,591.61	67,887.32	70,263.37	72,722.60	75,267.89	77,902.27	79,694.02	81,526.98	83,402.10	85,320.35
17	56,654.70	59,487.43	62,461.80	65,584.89	68,864.14	71,274.38	73,768.99	76,350.90	79,023.19	81,789.00	83,670.14	85,594.56	87,563.23	89,577.18
18	59,489.48	62,463.95	65,587.15	68,866.51	72,309.84	74,840.67	77,460.11	80,171.21	82,977.20	85,881.39	87,856.67	89,877.37	91,944.55	94,059.27

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Appendix E

General Schedule Classification Plan

CLASS CODE	CLASS TITLE	OCCUPATIONAL GROUP
PAY PLAN: ADMINISTRATIVELY DETERMINED		
5093	Admin. Aide/City Council	Administrative, Clerical and 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 and 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 and 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
1201	Special Projects Coordinator	Administrative, Clerical and Office Services
2564	Senior Clinical Psychiatrist	Medical, Dental, Hospital and Public Health

General Schedule Classification Plan

GRADE AND SALARY: 02 \$19,102.16 to \$30,202.58

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

GRADE AND SALARY: 03 \$19,988.77 to \$31,604.40

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 \$20,912.18 to \$33,064.41

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 \$21,875.13 to \$34,586.94

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

General Schedule Classification Plan

GRADE AND SALARY: 06 \$22,877.04 to \$36,171.16

5073	Adult 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
6089	Property Clerk	Public Safety and Enforcement
8016	Rod and Chain Operator	Engineering and Architecture
5075	Tag Enforcement Officer	Public Safety and Enforcement

GRADE AND SALARY: 07 \$23,942.07 to \$37,854.82

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
5542	Pharmacy Assistant	Medical, Dental, Hospital and Public Health
5011	Program Aide II	Social Science and Welfare
5125	Parking Enforcement Officer I	Public Safety and Enforcement
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 \$25,059.10 to \$39,621.14

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

General Schedule Classification Plan

5036	Recreation Leader II	Recreation
5016	Residential Detox Counselor I	Social Science and Welfare
6318	Secretary I	Administrative, Clerical and Office Services
3064	X-ray Technician	Medical, Dental, Hospital and Public Health
5063	Youth Advisor	Social Science and Welfare

GRADE AND SALARY: 09 \$26,315.69 to \$41,607.95

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
3802	Mental Health/Mental Retardation Technician I	Social Science and Welfare
5007	Planning Assistant I	Planning and Urban Development
6014	Police Services Clerk	Public Safety and Enforcement
5126	Parking Enforcement Officer II	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 \$27,467.64 to \$43,429.00

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

General Schedule Classification Plan

5448	Supervisor/Shelter	Social Science and Welfare
7035	Traffic Services Worker III	Equipment, Facilities and Services
3213	Transit Services Assistant	Transportation and Environmental Services

GRADE AND SALARY: 11 \$28,764.53 to \$45,479.24

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
3045	Engineering Aide I	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
6869	Management Information Clerk	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 \$30,120.22 to \$47,623.31

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

General Schedule Classification Plan

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	Senior Planning Technician	Planning and Urban Development
3197	Police Driving Instructor	Public Safety and Enforcement
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
7040	Traffic Signal Repair Technician	Equipment, Facilities and Services
3099	Traffic Survey Technician	Transportation and Environmental Services

GRADE AND SALARY: 13 \$31,544.27 to \$49,874.89

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
3223	Family Advocacy Project Coordinator	Social Science and Welfare
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
3192	Engineering Aide II	Engineering and Architecture
3065	Epidemiology Program Representative	Medical, Dental, Hospital and Public Health
7031	Facilities Maintenance Specialist	Equipment, Facilities and Services
3244	Food Services Specialist	Equipment, Facilities and Services
3228	GIS Specialist	Planning and Urban Development
3815	Impounding Officer	Public Safety and Enforcement

General Schedule Classification Plan

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
3121	Sewer Inspector (TV)	Equipment, Facilities and Services
5113	Supervisory Administrative Technician	Administrative, Clerical and Office Services
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 I	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 \$33,137.05 to \$52,393.26

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
3236	Senior Planning Technician	Planning and Urban Development
5110	Senior Residential Counselor	Social Science and Welfare
3232	Supervisory Cartographer	Planning and Urban Development
5018	Supervisor/Detox Center	Social Science and Welfare
3041	Supervisor/Equipment Maintenance	Equipment, Facilities and Services

General Schedule Classification Plan

3260	Supervisor/Facilities Maintenance	Equipment, Facilities and Services
3028	Supervisor/Mail Distribution/ Duplication	Administrative, Clerical and Office 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
3233	Traffic Signal Repair Technician	Equipment, Facilities and Services
3101	Traffic Operations Technician	Transportation and Environmental Services
3825	Victim-Witness Specialist II	Legal, Paralegal and Kindred
5061	Volunteer Developer	Social Science and Welfare

GRADE AND SALARY: 15 \$34,789.14 to \$55,005.37

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
2327	Coordinator/Youth Services	Public Safety and Enforcement
3837	Customer Support Engineer II	Automatic Data Processing
2401	Educational Assistant	Social Science and Welfare
3141	Eligibility Fraud Investigator	Social Science and Welfare
2263	Fiscal Analyst	Accounting, Budget and Finance
2309	Human Rights Investigator	Legal, Paralegal and Kindred
2198	Intake Officer I	Public Safety and Enforcement
2231	Landscape Architect	Engineering and Architecture
2311	Landlord/Tenant Investigator	Housing
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
2292	Supervisory Administrative Assistant	Administrative, Clerical and Office Services

General Schedule Classification Plan

3768	Supervisory Emergency Communications Technician	Public Safety and Enforcement
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 \$36,531.82 to \$57,760.74		
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
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
3224	Park Manager	Equipment, Facilities and 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
2449	Supervisor I/Therapeutic Recreation	Medical, Dental, Hospital and Public Health
3234	Supervisor/Traffic Signal	Equipment, Facilities and Services
3039	Survey Party Chief	Engineering and Architecture
2639	Telecommunications Specialist	Equipment, Facilities and Services
3222	T&ES Inspector II	Engineering and Architecture
2452	Therapeutic Recreation Specialist	Medical, Dental, Hospital and Public Health
2355	Therapist II	Social Science and Welfare
2378	Transit Specialist	Transportation and Environmental Services

General Schedule Classification Plan

GRADE AND SALARY: 17 \$33,356.06 to \$60,645.06

2465	Arborist	Biological Sciences
2057	Audiologist	Medical, Dental, Hospital and Public Health
3773	Construction Field Representative	Engineering and Architecture
2357	Coordinator/Jury	Legal, Paralegal and Kindred
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
3237	Maintenance and Renovation Specialist	Engineering and Architecture
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
2349	Supervisory Administrative Officer I	Administrative, Clerical and Office Services
2024	Supervisor/Business and Professional License	Business and Industry
2690	Supervisor/Employment and Training	Social Science and Welfare
3063	Supervisor/Horticulture	Biological Sciences
2251	Supervisory Nutritionist	Medical, Dental, Hospital and Public Health
3091	Supervisor/Personal Property Tax	Business and Industry
2041	Supervisor II/Recreation	Recreation
3128	Supervisor/Technical	Equipment, Facilities and Services
3002	Superintendent/Refuse Collection	Equipment, Facilities and Services
3183	Superintendent/Refuse Disposal and Street Cleaning	Equipment, Facilities and Services

GRADE AND SALARY: 18 \$40,276.98 to \$63,682.25

2325	Assistant Vocational Services Manager	Social Science and Welfare
2306	Buyer II	Procurement and Supply
2082	Civil Engineer II	Engineering and Architecture
3180	Computer Programmer	Automatic Data Processing
2633	Computer Systems Analyst I	Automatic Data Processing
2352	Coordinator/ASAP	Legal, Paralegal and Kindred

General Schedule Classification Plan

2395	Coordinator I/Community Service Programs	Social Science and Welfare
3822	Coordinator I /Rehabilitation Loan	Housing
2470	Coordinator/Special Services	Recreation
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 Contract Administrator	Procurement and Supply
2364	Supervisory Administrative Assistant to Counsel	Administrative, Clerical and Office Services
2570	Supervisor/Alexandria Residential Care Home	Social Science and Welfare
3220	Supervisory Automotive Mechanic/Advisor	Equipment, Facilities and Services
3191	Code Enforcement Field Supervisor	Engineering and Architecture
3152	Existing Structures Inspection Supervisor	Engineering and Architecture
3217	Supervisory Graphic Artist	Information and Arts
3035	Superintendent/Parks and Facilities Maintenance	Equipment, Facilities and Services
3226	T&ES Inspector III	Engineering and Architecture
2358	Transportation Information Specialist	Transportation and Environmental Services

GRADE AND SALARY: 19 \$42,286.99 to \$66,860.29

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 I	Automatic Data Processing
2644	Computer Systems Analyst II	Automatic Data Processing
2209	Coordinator/Assisted 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
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

General Schedule Classification Plan

2090	Mechanical Engineer	Engineering and Architecture
2131	Personnel Analyst II	Personnel Management and Employee Relations
2180	Police Records Manager	Administrative, Clerical and Office Services
2689	Program Analyst	Administrative, Clerical and Office Services
2363	Probation Officer	Public Safety and Enforcement
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
2394	Supervisor Alexandria Community Corrections Programs	Public Safety and Enforcement
2026	Supervisor/Eligibility	Social Science and Welfare
3827	Supervisor/Identification	Public Safety and Enforcement
2333	Supervisor III/Recreation	Recreation
2232	Supervisory Registered Nurse	Medical, Dental, Hospital and Public Health
3040	Superintendent/Construction and Maintenance	Equipment, Facilities and Services
3033	Superintendent/Transportation	Transportation and Environmental Services
2093	Urban Planner II	Planning and Urban Development

GRADE AND SALARY: 20 \$44,398.94 to \$70,199.51

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
2296	Program Coordinator	Legal, Paralegal and Kindred
3823	Coordinator II /Rehabilitation Loan	Housing
2302	Coordinator/Site Plan/ Administrative Assistant	Planning and Urban Development
2229	Coordinator/Victim-Witness Assistance	Legal, Paralegal and Kindred
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

General Schedule Classification Plan

1017	Elections Administrator	Policy Determining
2342	Fiscal Officer II	Accounting, Budget and Finance
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
2560	Psychiatric Nurse	Medical, Dental, Hospital and Public Health
2286	Public Health Nurse III	Medical, Dental, Hospital and Public Health
2031	Social Worker II	Social Science and Welfare
2411	Space Planner	Planning and Urban Development
3084	Senior Real Estate Appraiser	Business and Industry
2454	Supervisor/Fire Personnel	Personnel Management and Employee Relations
3208	Information Technology Center Supervisor	Automatic Data Processing
2335	Supervisor/Police Personnel and Training	Personnel Management and Employee Relations
2042	Supervisor IV/Recreation	Recreation
2300	Supervisor/Revenue	Business and Industry
3266	Supervisor/Tax Services & Enforcement	Business and Industry
2450	Supervisor II/Therapeutic Recreation	Medical, Dental, Hospital and Public Health
2367	Supervisor/Treasury	Accounting, Budget and Finance
3229	Systems Programmer Specialist	Automatic Data Processing
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 \$46,619.34 to \$73,710.19

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
2321	Circuit Court Law Clerk	Legal, Paralegal and Kindred
2379	Computer Programmer/Analyst II	Automatic Data Processing
2396	Coordinator II/Community Services Program	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
1210	Division Chief/ITS Customer Services	Administrative, Clerical and Office Services

General Schedule Classification Plan

2408	Information Technology Project Manager	Automatic Data Processing
2075	Librarian IV	Library and Archives
3255	Lotus Notes Support Engineer	Automatic Data Processing
1118	Museum Director	Information and Arts
2107	Pharmacist II	Medical, Dental, Hospital and Public Health
2381	Radio System Manager	Public Safety and Enforcement
2406	Supervisor/Business Tax Audit	Business and Industry
2369	Supervisor/Crime Analyst	Automatic Data Processing
2320	Supervisor/Financial Reporting	Accounting, Budget and Finance
2326	Supervisor/Fire Maintenance	Public Safety and Enforcement
2062	Supervisor/Public Health Nurse	Medical, Dental, Hospital and Public Health
2241	Supervisor V/Recreation	Recreation
2709	Supervisory Sanitarian	Medical, Dental, Hospital and Public Health
2356	Therapist III	Social Science and Welfare
2384	Urban Designer	Planning and Urban Development
2094	Urban Planner III	Planning and Urban Development

GRADE AND SALARY: 22 \$48,946.71 to \$77,390.03

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
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
2068	Supervisor/Court Services	Legal, Paralegal and Kindred
3171	Supervisor/Laboratory	Medical, Dental, Hospital and Public Health
2208	Supervisory Landscape Architect	Engineering and Architecture
2687	Supervisory Program Analyst	Administrative, Clerical and Office Services
2032	Supervisory Social Worker	Social Science and Welfare
2373	Supervisory/Therapist	Social Science and Welfare

General Schedule Classification Plan

GRADE AND SALARY: 23 \$51,395.18 to \$81,261.33

1042	Affirmative Action Officer	Policy Determining
1086	Assistant to the City Manager	Administrative, Clerical and Office Services
2562	Clinical Psychologist I	Social Science and Welfare
2382	Computer Programmer/Analyst III	Automatic Data Processing
2370	Day Support Services Coordinator	Social Science and Welfare
2646	Database Administrator I	Automatic Data Processing
2565	Supervisor/Clinical/Substance Abuse Services	Social Science and Welfare
2412	Engineering Supervisor	Engineering and Architecture
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 \$53,962.38 to \$85,320.35

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
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
1221	Division Chief/Capital Projects	Engineering and Architecture
1151	Division Chief/Construction	Engineering and Architecture

General Schedule Classification Plan

1209	Division Chief/Environmental Services	Medical, Dental, Hospital and Public Health
1181	Division Chief/Facilities Maintenance	Equipment, Facilities and Services
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 of Eligibility	Social Science and Welfare
2559	Supervisor/Mental Health Team	Social Science and Welfare

GRADE AND SALARY: 25 \$56,654.70 to \$89,577.18

1047	Deputy Director/Library	Library and Archives
1162	Director/Community Support Program	Social Science and Welfare
1183	Director/Juvenile Mental Health Services Division	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 \$59,489.48 to \$94,059.27

2372	Assistant City Attorney III	Legal, Paralegal and Kindred
2377	Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred
1941	Deputy Director/General Services	Equipment, Facilities and Services

General Schedule Classification Plan

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 and Security Services	Automatic Data Processing
1169	Chief Social Worker Supervisor	Social Science and Welfare

GRADE AND SALARY: 27 \$62,292.13 to \$98,490.57

1213	Associate Director/Acute and Emergency Services	Social Science and Welfare
1212	Associate Director/Administrative Services	Administrative, Clerical and Office Services
1211	Associate Director/Extended Care Services	Social Science and Welfare
2385	Assistant City Attorney IV	Legal, Paralegal and Kindred
2374	Assistant Commonwealth's Attorney IV	Legal, Paralegal and Kindred
1189	Deputy Director/ITS	Automatic Data Processing
1219	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
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 \$65,406.71 to \$103,414.40

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 \$68,679.60 to \$108,589.84

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 \$72,109.88 to \$114,013.50

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 \$75,710.19 to \$119,705.97

1206	Assistant City Manager	Policy Determining
1032	Director/Human Services	Social Science and Welfare
1081	Director/Mental Health, Mental Retardation & Substance Abuse	Social Science and Welfare
1218	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
1062	Chief of Police	Public Safety and Enforcement
1098	Sheriff	Public Safety and Enforcement

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Appendix F

Public Safety Classification Plan

CLASS CODE	CLASS TITLE	OCCUPATIONAL GROUP
GRADE AND SALARY: 06 \$33,137.05 to \$52,393.26		
3828	Emergency Rescue Technician I	Medical, Dental, Hospital and Public Health
GRADE AND SALARY: 07 \$34,789.14 to \$55,005.37		
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 \$36,531.82 to \$57,760.74		
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 \$38,356.06 to \$60,645.06		
4099	Deputy Sheriff IV	Public Safety and Enforcement
4048	Police Officer IV	Public Safety and Enforcement
GRADE AND SALARY: 10 \$40,276.98 to \$63,682.25		
3164	Deputy Fire Marshal II	Public Safety and Enforcement
4050	Police Corporal	Public Safety and Enforcement
GRADE AND SALARY: 12 \$44,398.94 to \$70,199.51		
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

Public Safety Classification Plan

GRADE AND SALARY: 13 \$46,619.34 to \$73,710.19

3166 Deputy Fire Marshal/Chief Public Safety and Enforcement

GRADE AND SALARY: 14 \$48,946.71 to \$77,390.03

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 \$53,962.38 to \$85,320.35

1077 Fire Marshal Public Safety and Enforcement

GRADE AND SALARY: 17 \$56,654.70 to \$89,577.18

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 \$59,489.48 to \$94,059.27

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 2003 Proposed City Holidays July 1, 2002 - June 30, 2003

Independence Day	Thursday	July 4, 2002
Labor Day	Monday	September 2, 2002
Columbus Day (Observed)	Monday	October 14, 2002
Thanksgiving Day	Thursday	November 28, 2002
Day after Thanksgiving (in lieu of Veteran's Day)	Friday	November 29, 2002
Christmas Eve	Tuesday	December 24, 2002
Christmas Day	Wednesday	December 25, 2002
New Year's Holiday	Wednesday	January 1, 2003
Martin Luther King, Jr. Day (Observed)	Monday	January 20, 2003
President's Day	Monday	February 17, 2003
Memorial Day (Observed)	Monday	May 26, 2003

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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, 1990¹ 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.

¹ 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. 1998
Budget Resolution Regarding the Treatment of
Final Revenue Adjustments During the Budget Process
(Amendment of Resolution No. 1849)

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 any like account beyond that proposed in the Manager's proposed budget shall require an affirmative vote of five Council Members.

(3) In the event that the City Manager recommends final revenue adjustments that result in a net increase or net decrease from the revenue estimates specified in section (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, 2003.

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 2001 Comprehensive Annual Financial Report, is repeated here:

**City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2001**

Assessed Value of Real property, January 1, 2001	\$14,632,349,200
Debt Limit: 10 Percent of Assessed Value	1,463,234,920
Amount of Debt Applicable to Debt Limit:	
General Obligations Bonds	<u>\$107,875,000</u>
 Total General Obligation Debt	 <u>107,875,000</u>
 LEGAL DEBT MARGIN	 <u>\$1,355,359,920</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.

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Appendix J

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, 2001, 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," mandated that by FY 2002, governments comparable to the City of Alexandria, amend their financial reporting to provide additional information about their fiscal health including information about the status of public infrastructure. In order to take a leading position in this area, utilize City accounting data and professional resources, as well as to get hands-on experience with the new reporting requirements, the City fully implemented the standard with the FY 2000 Comprehensive Annual Financial Report, two years ahead of the GASB mandate. As a result the City of Alexandria was the first government in Virginia, the largest local government, and among the first governments in the United States to fully adopt the new reporting standards.

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

The fiscal policies of the City of Alexandria and mandatory accounting rules have established a wise and prudent set of checks and balances to help ensure the City's fiscal stability. Neither the City's total fund balance, its unreserved general fund balance, or its designated fund balance, should be referred to as a "rainy day fund" or seen as a "savings" easily available for meeting emergency needs. As will be explained below, reservations of some portion of the general fund balance are required by accounting rules that cannot be ignored. Designations of some of the unreserved balances represent decisions of the City Council and Manager that financial resources need to be set aside now to meet future needs.

Only the remaining undesignated fund balance is available for meeting other unknown future financial needs. And this undesignated fund balance is not available for expenditure as would be recurring revenues. The City Council has imposed on itself a rule that it cannot appropriate undesignated fund balances beyond that proposed in the City Manager's budget except by an affirmative vote by at least five members of the Council. This 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.

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 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, 2001, the City had \$1,278,362 in inventory of supplies and \$3,729,754 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, 2001 was \$55,825,487. Against this unreserved fund balance, the Alexandria City Council made the following designations to yield an undesigned general fund or checkbook balance of \$22,519,957:

- \$3,506,000 appropriated in fiscal year 2001 to balance the fiscal year 2002 budget as approved by City Council;
- \$16,700,000 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP), including \$7,500,000 designated for the FY 2002 CIP and \$9,200,000 designated for the FY 2003 CIP; and
- \$890,895 for operating fund projects that were incomplete as of June 30, 2001.

The City Manager had recommended, and by adopting the FY 2002 budget the City Council approved, the following designations as of June 30, 2001:

- \$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 somewhat less than 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;

Designations in the Proposed Fiscal Year 2003 Budget

In the fiscal year 2003 operating budget, the City Manager recommends the following changes in designations, pending City Council's approval of the FY 2003 operating budget:

- The approved appropriation from fund balance required to balance the FY 2002 budget is \$9,773,644. As shown in the Statement of Estimated Undesignated Fund Balance, the City does not anticipate using the FY 2002 balancing appropriation from Fund Balance of \$3,506,000. The FY 2003 balancing appropriation results in an increase in the designation for the upcoming budget of \$6,267,644, from \$3,506,000 in FY 2002 to \$9,773,644 designated for the fiscal year 2003 budget.

- To help meet the projected cash capital funding requirements for projects contained in the Approved Capital Improvements Program, \$6,400,000 is designated for capital projects in FY 2003 of the FY 2003 to FY 2008 Proposed Capital Improvement Program, this is in addition to the \$9,200,000 previously designated for capital projects in FY 2003.

Based on projected revenues and expenditures in fiscal year 2003, the undesignated General Fund balance at June 30, 2002 is currently estimated to be \$26,793,563, or 7.5 percent of FY 2002 General Fund revenues; and the unreserved General Fund balance is estimated to be \$64,375,842, or 18.8 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, 8-153
Alexandria Libraries/Alexandria Library Board, 8-129, 8-131
Archaeological Commission, see Office of Historic Alexandria, 8-117
Bike Trails/Open Space, see CIP document
Black History Resource Center, 8-121
Board of Architectural Review
Parker-Gray and Old & Historic Districts, 8-103
Capital Improvement Projects - related interest, see CIP document
Carlyle House, 8-140
Department of Recreation, Parks and Cultural Activities, 8-143
Friendship Firehouse, 8-123
Fort Ward Museum, 8-122
Gadsby's Tavern Museum, 8-119
George Washington Birthday Celebration Committee, 5-8
Library, 8-129
Lyceum, 8-120
Northern Virginia Regional Park
Operating, 8-140
Capital contributions, see CIP document
Office of Historic Alexandria, 8-117
Public Records Advisory Commission, see Office of Historic Alexandria, 8-117
Sister Cities Committee, see Citizen Assistance, 7-3
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 4-23, 10-44

C

Capital Improvements/Infrastructure, see FY 2003 - FY 2008 CIP document for the following:

Alexandria Transit Corporation (ATC) Buses
Bike Trails
Cameron Station - Ben Brenman and West End Parks
Cash Capital
Chinquapin Park and Recreation Center
CIP Funding Plan
Debt Service
Land Acquisition
Median Landscaping
Recreation Facilities Improvements
Renovation and Maintenance of Existing City Facilities
Health Department/St. Asaph Street
Sanitary Sewer
Schools
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, 8-92
Alexandria Economic Development Partnership, 8-93
Business License, see Finance Department, 7-9; see also Revenues
Business Personnel Property, see Revenues
City of Alexandria Facts and Figures, 3-1
City Visitor Center, see CIP document
Community Development Block Grant, 8-84
Council of Governments, 8-95
Department of Planning and Zoning, 8-99
Economic Development Agencies, see Other Planning & Economic Development
Northern Virginia Planning District Commission, 8-96
Office of Historic Alexandria, 8-117
Office of Housing, 8-81
Planning Commission, 8-103
Potomac West Alliance, 8-93

D

Disabilities - Services for Persons with Disabilities

- Access for Persons with Disabilities - CIP document
- Americans with Disabilities Act (ADA), 7-54
- Commission for Persons with Disabilities, see Human Services, Department of
- Community Partnership Fund for Human Services, 8-35
- 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), 8-165
- DOT Paratransit Program, 8-159, 8-174 to 8-175
- Elderly & Disabled Rent Relief, 7-52
- Elderly & Disabled Tax Relief, 7-52
- Human Rights Commission, 5-8, 7-25
- Human Rights Office, 7-25
- Joblink*, see Human Services, Department of
- Office of Housing, 8-81
- Personnel Services, 7-63
- Traffic and Parking Board, see T&ES, 8-165

E

E-commerce/Technology Services

- City Web Site, 7-34
- 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), 7-29
- 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, 9-3
- Per Pupil Expenditure by Funding Source, 9-9

Employment

- City Compensation Philosophy, 10-11
- City General Salary Adjustment (COLA), 4-74
- City Pay Scales, 10-14
- City Turnover Rates, 7-70
- Department of Human Rights, employment discrimination issues, 7-25
- Department of Human Services, 8-51
- Full-time City Workforce, 3-2
- Joblink*, see Department of Human Services
- Personnel Services - City employment, 7-63
- Self-sufficiency programs, see Human Services, Department of
- Workers compensation, see City Attorney re: administrative responsibility, 5-17; see Non-departmental for annual budget, 7-52
- Youth employment, see Human Services, Department of

Environmental Programs/Services

- Capital Improvement Projects - related interest, see FY 2003-2008 CIP Document**
- 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, 8-143
- Department of Transportation & Environmental Services, 8-165
- Environmental Policy Commission, see Transportation and Environmental Services Department, 8-165
- Transportation and Environmental Services - Environmental Health Division, 8-165
- Residential Refuse Collection, 8-178
- Waste to Energy Plant, 7-52, see also CIP document

F

Fair Share

Fair Share Task Force, see
Housing, Office of

Forecast Scenarios

Multi-Year Revenue and Expenditures, 4-65

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, 7-39
Management and Budget, 7-43
Non Departmental, 7-47
Office on Women, 7-57
Personnel Services, 7-63
Real Estate Assessments, 7-71

Grant Information

Call to Community, 5-12
Community Development Block Grant,
4-55, 8-84
Domestic Violence Grant, 7-59
Grant Funding Summary and Special
Revenue Fund Information, 4-49
Grant/Human Rights
Grant, 7-27
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, 8-42, 8-45
Arlandria Clinic, 8-48
Community Partnership Fund for Human
Services, 8-35
Department of Mental Health, Mental
Retardation and Substance Abuse, 8-71
Health Department, 8-39
Health Systems Agency of Northern
Virginia, 8-96

HIV/AIDS Services, 8-45

Housing Programs

Blighting Influences Program, 8-88
Program Administration Division, 8-84
Program Implementation Division, 8-85
Home Rehabilitation Loan Program, 8-86
Homeownership Assistance Program
(HAP), 8-86
Housing Counseling Program,
8-86
Homeownership Fair, 8-86
Moderate Income Homeownership
Program, 8-86

Human Services, Department of

Alexandria Community Policy and Management
Team (ACPMT), 8-58
Family Services Division, 8-54
Adoption Program, 8-56
Child Protective Services, 8-56
Family Access to Medical Insurance
Security Plan (FAMIS), 8-55
Foster Care, 8-56
General Relief, 8-55
Medicaid and Food Stamps, 8-55
Refugee Assistance, 8-55
State/Local Hospitalization, 8-55
Temporary Assistance for Needy
Families, 8-55
Joblink, 8-58
Alexandria Works!, 8-59
Office of Employment Training, 8-59
Office of Aging and Adult Services, 8-62
Office of Community Services, 8-67
Hispanic Orientation Education, 8-61
Homeless Intervention Programs, 8-68
Multicultural Services Initiative, 8-61
Office of Early Childhood Development, 8-64
Alexandria Head Start, 8-65
Campagna Kids Program, 8-65
Children's Fund, 8-65
Youth Policy Commission, 2-3 to 2-4, 8-56

I

Information Technology Plan, see FY 2003 - FY 2008 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
Library, see Arts, Cultural and Leisure Programs/Services

M

Mayor, see City Council, 5-5

N

Northern Virginia Community College, 9-4, see also CIP document
Northern Virginia Criminal Justice Academy, 6-44
Northern Virginia Criminal Justice Academy Driver Training Track, see CIP document
Northern Virginia Regional Commission, 8-96
Northern Virginia Regional Park Authority, 8-140, see also CIP document

O

Open Space, see Environmental Program/Services, see also CIP document
Other Planning and Economic Development, 8-91

P

Parking/Traffic

Department of Transportation & Environmental Services, (T&ES), 8-165
Parking Adjudication Office, 6-23
Police Department, 8-19
Traffic and Parking Board, see T&ES, 8-165

Planning

See Community Development/Economic Development Tourism

Public Safety, Corrections & Judicial Services

Adult Probation & Parole (VA Department of Corrections), 6-45
Animal Control, see Other Public Safety and Justice Activities, 6-45
Animal Shelter, 6-45, see also Vola Lawson Animal Shelter in CIP document
18th 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), 6-53
Coroner, 6-44
Court Service Unit, 6-25
Emergency Medical Services Council, see Fire Department, 8-3
Fire Department, 8-3
18th 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, 6-43
Office of Sheriff, 6-53
Peumansend Creek Regional Jail, 6-46
Police Department, 8-19
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, 6-37
Local Sales Tax, 4-31
Motor Vehicle Licenses, 4-32
Non-tax Revenues, 4-34
Personal Property Tax, 4-29
Real Property Tax, 4-28
Restaurant Meals Tax, 4-33
Special Revenue Fund, 4-51
State Aid for Schools, 9-6
Tobacco Tax, 4-32
Transient Lodging, 4-32
Utility Tax, 4-31

S

Senior Citizen Services

Office of Aging and Adult Services, 8-62
Alexandria Adult Day Health Care Program, 8-62
ARCH Residential Home, 8-62
Community Partnership Fund for Human Services, 8-35
Companion Aide Services, 8-62
Department of Mental Health/Mental Retardation/Substance Abuse, 8-71
Department of Parks, Recreation and Cultural Activities, 8-143
Elderly and Disabled Rent Relief Program, 7-52
Elderly and Disabled Tax Relief Program, 7-52
Life Safety Alert Program, see Fire Department, 8-3

Senior Transportation Programs, see Office on Aging and Adult Services, 8-62, see also Transit Subsidies, 8-157

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, 4-17
BFAAC Program Budget, 4-20 to 4-23
Expenditure Summary, 4-7 to 4-14
Statement of Total Expenditure, 4-3
Forecast Scenarios, 4-66 to 4-72

T

Transportation and Transit Services

Alexandria Transit Company (ATC), see CIP or Transit Subsidies, 8-157
Capital Improvement Projects - related interest, see FY 2003- FY 2008 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, 8-157
Department of Transportation & Environmental Services (T&ES), 8-165
DOT Paratransit Program 8-174
Northern Virginia Transportation Commission, 8-97
Office of Transit Services, 8-157

U

Understanding the Budget, 2-2 to 2-9

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, see Human Services, Department of
Alexandria City Public Schools, 9-5
Alexandria Community Policy Management Team, 8-58
Call to Community, see City Manager's Office
Child Care, see Early Childhood Development, 8-64
Children's Fund, see Early Childhood Development, 8-65
Community Partnership Fund for Human Services, 8-35
Comprehensive Services Act for At-Risk Children, 8-58
Court Service Unit, 6-25
D.A.R.E. (Police & Sheriff Departments), 8-27
Department of Human Services, 8-51
Department of Mental Health/Mental Retardation/Substance Abuse, 8-71
Department Recreation, Parks and Cultural Activities, 8-143
Early Childhood Commission, 8-61
Health Department, 8-39
Juvenile and Domestic Relations Court, 6-33
Office on Women, 7-57
Other Public Safety & Justice Activities, 6-41
School Resource Officers (Police Department), 8-27
Sheltercare Program & Facility, 6-43
Teenage Pregnancy Prevention, 8-54
Youth Council, 8-57
Youth Policy Commission, 8-56

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