

# City of Alexandria

## FY 2004 BUDGET

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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, 2002

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.

# MISSION AND VALUES FOR THE CITY OF ALEXANDRIA

## MISSION

We deliver excellent service for all who live in, work in, or visit our City, to enhance the quality of their lives.

## VALUES

### **Respect:**

We value the thoughts, ideas and opinions of our co-workers and citizens by listening, acknowledging, and responding in a positive manner.

### **Responsibility:**

We demonstrate our accountability to each other and the community by problem-solving and offering solutions.

### **Teamwork:**

We work together closely to draw on the talents of every worker and achieve excellence in our work.

### **Communication:**

We engage in open, effective, respectful, and honest dialogue with our co-workers and citizens.

### **Diversity:**

We value a diverse and inclusive workforce and the differences that each worker brings to the community.

### **Leadership:**

We foster a work environment which allows workers to grow and develop as leaders and make unique contributions to our pursuit of excellence.

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City of Alexandria, Virginia

MEMORANDUM

DATE: MARCH 11, 2003

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER

SUBJECT: PROPOSED FY 2004 OPERATING BUDGET AND  
PROPOSED FY 2004-FY 2009 CAPITAL IMPROVEMENT PROGRAM

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Introduction

I am pleased to present the City of Alexandria's proposed FY 2004 Operating Budget and the proposed FY 2004-FY 2009 Capital Improvement Program (CIP).

The proposed All Funds Operating Budget totals \$479.2 million, which is an increase of \$21.2 million, or 4.6 %, over the FY 2003 All Funds Budget.

The proposed FY 2004 General Fund Operating Budget totals \$398.6 million, which is an increase of \$24.7 million, or 6.6%, over the FY 2003 General Fund Budget.

The proposed FY 2004-FY 2009 CIP totals \$327.7 million (net City share), which is an increase of \$144.0 million, or 78%, over the FY 2003-FY 2008 CIP.

In many ways, this has been a year unlike other budget years. Both the General Fund Operating Budget and the CIP are the product of the balancing of a wide range of important, often-competing factors, some of which we have not seen in previous years. These include:

- The need to reduce the real estate tax burden, particularly as it falls on the residential community, as a result of the significant rise in 2003 assessments.
- The reductions in the amount of Virginia aid which the City has experienced in FY 2002 and 2003, the additional reductions we will incur in FY 2004, and the fact that further reductions and increases in unfunded mandates are likely in future years.
- The reductions in non-property-tax revenues, including, in particular, earnings on City investments (down \$2.1 million from FY 2002 due to low market interest rates for investment), intergovernmental revenue (down \$1.5 million from FY 2002), recordation fees (down \$1 million from the mortgage refinancing driven FY 2002 levels), and \$0.7 million in lower telecommunications taxes.

- Increasing needs in the public safety area, in light of the City's rising residential and work populations and, more importantly, the City's proximity to the nation's capital and the corresponding potential threat to public safety and security.
- Continued full funding of the Schools' operating and capital budgets, in order to continue the progress toward a fully accredited school system.
- The need to remain competitive in the area of employee compensation and benefits, and, if at least equal importance, the need to recognize members of the City's workforce for the outstanding work they do.
- The emergence of two very significant capital funding requirements that the City must, unfortunately, face in the near-term time frame: the construction of a new T.C. Williams High School, and the construction of a new police department facility because the current facility is inadequate.
- The need to maintain compliance with all of the City's financial ratios and policies which have enabled us to retain AAA/Aaa bond ratings since 1992.
- Continuation of important program and service enhancements made over the past few years in a number of operational and regulatory areas.

I need to note that, notwithstanding their increases, the proposed operating and CIP budgets fall short of addressing current and future City needs.

In the public safety area, we face the documented need, with the City's rising populations, to increase our law enforcement personnel. Last year, nine officers were added to the police department. This year, I have not proposed to fund the police department's supplemental request for five additional officers. Nor have I proposed to fund the fire department's request for four additional EMS supervisors, so that two, rather than one, supervisors are on duty in the City at all times. Nor have I proposed to fund the Sheriff's request for additional staff and equipment, resources that, the Sheriff feels, are required to enable his staff to assist the Police Department in emergency situations. These non-funded public safety supplemental requests totaled approximately \$1 million.

Outside the public safety area, some \$.8 million in supplemental requests from other departments have not been funded.

In the capital area, a number of significant needs are not addressed in the proposed six-year CIP. These include:

- Expanded open space acquisition activities (beyond the \$200,000 a year in the proposed CIP).



- Construction of a new DASH facility and the acquisition of additional buses.
- Increased required City contributions, starting in FY 2006, to WMATA for its CIP programs.
- Infrastructure improvements in the Arlandria area, pursuant to the Upper Potomac West Small Area Plan.
- Infrastructure improvements in the Eisenhower-East area (estimated over \$60 million), pursuant to the plan for Eisenhower East, beyond the \$18.0 million in State urban funds and \$0.4 million in local funds included in the proposed CIP.
- Construction of a ninth fire station.
- Replacement of voting equipment that is currently in use.
- Acquisition or long term lease of the Department of Human Services facility on Mt. Vernon Avenue, or a replacement facility.
- Substantial upgrades to the City's swimming pools.
- Flood control measures on lower King Street.
- Full funding of various capital improvement projects at the City's historical and museum sites.
- Full funding of park renovations and replacement of athletic field lighting.

Proposed FY 2004  
General Fund Operating Budget

Overview

The proposed FY 2004 General Fund Operating Budget totals \$398.6 million, as follows:

- Schools. \$122.4 million, or 30.7%, is for operations of the Alexandria City Public Schools. This fully funds the operating budget submitted by the Schools.
- City. \$238.9 million, or 60%, is for operations of City departments and agencies, including funding for the courts, court clerks, commonwealth attorney's office and registrar of voters, and transit contributions to WMATA and DASH.
- Capital funding. \$36.4 million, or 9.1%, is for debt service and cash capital to finance City and Schools CIP projects.

- Contingency reserve. \$.925 million, or .2%, is set aside in reserve for contingencies arising during the fiscal year.

### Projected FY 2004 Revenues

FY 2004 General Fund revenues are projected at \$392.0 million, which represents a 7.8% increase from the FY 2003 budget. To supplement these revenues, in order to balance the proposed budget, \$6.0 million is proposed to be appropriated from Fund Balance, and \$.6 million from the recycling fund balance. These sources combine to total \$398.6 million, which is equal to the proposed operating budget expenditures.

The projected General Fund revenue of \$392.0 million is \$28.4 million more than the FY 2003 budget's projected revenue. Of this increase, \$26.6 million, or nearly all of the revenue increase, is derived from increased real estate taxes. Other local tax (i.e., non-real property tax) revenue is projected to increase by only \$4.5 million, and is largely offset by a projected decrease of \$2.7 million in non-tax revenue. Thus, the projected increase in real estate taxes, of \$26.6 million, makes up almost all of the increase in revenue that is projected for FY 2004 and, as a result, funds nearly all proposed expenditure increases.

This \$26.6 million increase in real estate taxes reflects a proposed three-cent reduction in the City's real estate tax rate, from \$1.08 to \$1.05 per \$100 assessed value. This rate reduction translates into a \$ 5.8 million revenue reduction in FY 2004, and a \$2.8 million reduction in the second half of FY 2003 (since the reduced rate would apply to the real estate tax payment due this June 15). In total, the reduction provides \$8.6 million in tax relief to property owners, to address the rising assessments. In addition, \$0.2 million in additional tax relief funds have been set aside (pending a decision by City Council) to expand tax relief to senior citizens, the disabled and possibly other segments of the Alexandria homeowner population.

While this reduction in the real estate rate to \$1.05 will produce some relief for homeowners, annual taxes on the average residential home in the City (\$308,876) will still increase by 21%, or approximately \$563. The 2003 assessment increase on the average residential home is 24.5%; thus, the three-cent rate reduction will reduce this increase by about \$93 per year.<sup>1</sup>

Of the \$26.6 million projected increase in real estate taxes (with the three-cent rate reduction), taxes on residential property will contribute 57.7%, taxes on commercial property (including apartments) 38.8%, and taxes on public service corporation 3.5%. Corresponding figures in FY 2003 were 55.1% for residential, 40.8% for commercial, and 4.1% for public service corporation properties.

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<sup>1</sup> For the average single-family home, the three-cent rate reduction will result in a tax increase of 18.6%, or \$675; the average assessed value of a single-family home is \$409,613, an increase of 22% from 2002. For the average condominium, the three-cent reduction will result in a tax increase of 27.3%, or \$399; the average assessed value of a condominium is \$177,079, an increase of 31% from 2002.

As discussed below, proposed expenditures for FY 2004 total \$398.6 million, or \$6.6 million above the projected revenues of \$392.0 million. To cover this shortfall, \$6 million are proposed to be appropriated from Fund Balance, together with \$.6 million from a special fund devoted to recycling activities.<sup>2</sup> \$2.4 million of the \$6.0 million Fund Balance appropriation stems from projected FY 2003 planned underspending by City departments. This is the result of the saving contingency plans that were instituted in the fall of 2002.

### Proposed Expenditures

The proposed FY 2004 General Fund budget contains expenditures \$398.6 million, a \$24.7 million, or 6.6%, increase over the FY 2003 operating budget. This \$24.7 million expenditure increase breaks down as follows:

- Schools. \$7.0 million increase in School expenditures.
- Capital. \$4.5 million increase in capital expenditures (debt service and cash capital).
- City. \$13.2 million increase in general City operating expenditures.

The \$13.2 million increase in City expenditures breaks down as follows:

- Compensation and benefits. \$8.7 million in compensation increases (merit increases, a 2.25% COLA, increases in health and life insurance premiums, an increased contribution to the City's supplemental retirement program to address underfunding, and increased transit benefits).
- Transit. \$1.2 million in increased City support of WMATA and DASH operations.
- Police leased space. \$1.1 million for off-site police lease costs during the department's transition to a new facility.
- Residential care: \$0.5 million increase in juvenile detention costs, and community services and residential programs.
- Supplementals. \$1.7 million in funded supplemental departmental requests (described below).
- Non-personnel costs: City non-personnel costs have not increased from FY 2003, and have been held flat or have decreased, in nearly all City departments and agencies.

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<sup>2</sup> As of FY 2003, the Recycling Fund, formerly maintained as a separate fund, and its expenditures, revenues and fund balance, were folded into the General Fund.

State revenues. It is important to note the impact of Virginia aid reductions on the proposed FY 2004 budget. These aid reductions are comprised of direct cutbacks in specific programs, and the stagnation of State aid for programs where the City and the State have historically shared funding. The cost of State revenue reductions to the City and Schools for FY 2004 is estimated to be approximately \$3 million. Many of these reductions started in FY 2002, continued or increased in FY 2003, and will continue in FY 2004. The City has lost State aid in the areas of education, law enforcement, criminal prosecution, tax collection, mental retardation and mental illness, and adult and youth correctional services. We have reduced spending in some of these areas. However, in most of the areas where the State has reduced its historical funding commitment, the City has needed to, and in many cases has been obligated to, continue delivering core services to the Alexandria community. Also to be noted is that the State has increased its unfunded mandates, at the same time it has been reducing aid to localities, forcing the City to provide local funding for new and unfunded State requirements.

Service delivery improvements. In the last two years, as State aid has diminished and the pressure on the residential taxpayer has increased, we have acted to conserve resources and to increase the productivity and efficiency of the City government, while at the same time improving the quality and responsiveness of services.

In both FY 2003 and FY 2004, departments were required to institute savings plans and to turn back a portion of their already approved budgets. By the close of FY 2003, it is estimated that this two-year effort will have saved over \$5.4 million. In addition, investment in technology has enabled the City to greatly improve the productivity of the City workforce – from police officers who have cutting edge wireless laptop computer technology in their police cruisers, to land use planners who have three-dimensional GIS information at their fingertips, to our citizens and businesses who can review their assessments and recent neighborhood sales on-line. Soon we will be implementing an on-line permit status checking system for building contractors.

Over the last few years, many City departments have made significant strides in improving existing City delivery systems and outcomes. Examples include: a new preventive maintenance program for City vehicles which has reduced down-time and increased vehicle reliability; the decline in response times for emergency medical services; the decrease in Part I crimes over six of the past seven years; the more aggressive collection of back taxes and fees (including environmental fines) which has produced over \$2 million to date; the reduction by 50% of overtime usage in recreation and parks due to better scheduling and planning of staff resource deployment; the reduction from three months to one month in the time to respond to citizens' tree maintenance requests; the increase in the number of departments seeking to obtain or maintain "best practice"-requiring professional accreditation; the streamlining and redefining of our purchasing processes which have resulted in significant procurement savings; the provision of pre-tax flexible health, child care and transit programs for our employees; the institution of cost containment policies (such as substantially higher co-pays for prescriptions) which have reduced the rise in health insurance premiums; and last month the purchase of our first fuel efficient electric/gasoline powered hybrid vehicles. These are a few of many improvements to City

services and efficiencies that have been instituted over the last few years. Later this month, a budget memorandum will address more of these improvements.

Expenditure highlights are as follows.

Alexandria City Public Schools. The proposed budget provides full funding for the School Board's submitted operating budget of \$119.9 million, as well as a 2.25 percent COLA for all School employees (\$2.4 million), bringing the total Schools operating budget to \$122.4 million. This represents a \$7.0 million, or 6.1%, increase over the Schools FY 2003 operating budget.

Of the \$7.0 million increase in Schools funding, approximately \$2.0 million arises from a transition that the School Board wishes to make to a new teacher compensation program, and that funds teacher compensation costs beyond merit increases and a cost of living adjustment. More specifically, approximately \$850,000 is budgeted to expand the number of teacher work days from 190 to 192 (and the number of instructional days from 180 to 183), and an additional \$1.2 million is provided to transition teachers from the multiple teacher salary schedules that now exist to a single new schedule, containing six additional steps, and to make available a new stipend program that will pay a differential of \$9,000 to teachers with Master's degrees.

Under normal circumstances, I would not recommend funding these teacher compensation increases that go beyond merit increases, a COLA and the two-day extension in the teaching year. However, since the overall Schools budget, with this additional compensation, represents a reasonable increase over last year's budget (6.1%) and aims the Schools towards full accreditation, I am recommending that the entire compensation increase sought by the School Board be funded.

Cash capital and debt service. The proposed budget substantially expands the expenditures for debt service and cash capital, by \$4.5 million over the FY 2003 budget (and by \$8.1 million over the FY 2002 budget). This continued increase in the operating budget's capital funding raises from the significant expansion of the CIP, discussed below, and the intention to fund a substantial part of our annual capital costs through cash capital.

City compensation and benefits. The proposed budget contains \$8.7 million for increased compensation and benefits for City employees. Included in this sum is:

- Merit increases. \$3.0 million is for merit increases to City employees.
- COLA. \$3.87 million is for a 2.25% cost of living adjustment. This is less than the rate of inflation between January 2002 to January 2003 in the Washington, D.C.- Baltimore area, which was 3.3%, and will likely be less than the COLAs given by other metropolitan area localities. However, projected revenues for FY 2004 are not sufficient to fund a COLA higher than 2.25%.

- Insurance premiums. \$1.15 million is for increases in employee health and life insurance premium costs. Here, I note, our health insurance premium increases are expected to be below 10%, which will be less than the national trend of double digit increases, and stems, in part, from the cost containment measures instituted over the last few years.
- Retirement contribution. \$.5 million is for an increased contribution to the City's supplemental retirement plan for general employees to begin to address this plan's underfunding.

Transit costs. The City's contribution to WMATA, to support bus and rail operations, will increase by \$0.9 million in FY 2004, and our contribution to support DASH operations will increase \$0.3 million, for a total of \$1.2 million.

Police lease costs. The proposed CIP includes construction of a new police facility to be completed in 2010. Pending completion of the new facility, approximately 56,000 square feet of off-site space is needed to house police operations that have outgrown the current facility and those units that will be relocated during work on facility's foundation. The space currently under lease negotiations is on Eisenhower Avenue, near the public safety center, and carries an annual lease cost of \$1.1 million. (In addition to these costs, one-time capital costs of \$3.5 million, to build out the space, are included in the CIP.)

Supplemental requests and continuation of important programs. The proposed budget continues funding for a number of important operational, regulatory and service improvements that Council has initiated over the past few years. It also proposes to fund a number of supplemental department requests, totaling approximately \$1.7 million, much of which are the consequence of new federal or state mandates or which follow from prior City acquisitions or capital projects (e.g., replacement depreciation of equipment acquired with non-City funds, costs to maintain and repair newly purchased vehicles, and costs for increased custodial and maintenance services at new or expanded City facilities). Here, the budget provides:

- \$1 million for the Housing Opportunities Fund, bringing the HOF to a total balance of \$2.65 million. I intend to recommend this spring that funds from the HOF, or from the Housing Trust Fund, be made available to assist in the creation and operation of a new Alexandria-based, non-profit housing development corporation, whose mission would be the acquisition, construction and operation of affordable housing in the City, using in part HOF funds.
- \$150,000 in new FY 2004 funding to enable the City to comply with federal storm water management regulations which become effective this July.
- \$120,000 in new FY 2004 funding to enable the Department of Transportation & Environmental Services to develop an in-house traffic modeling capability, in order to reduced our reliance on outside contractors.

- \$ 600,000 per year in continued funding for traffic calming and other measures designed to protect residential neighborhoods from cut-through traffic.
- \$474,000 in continued funding for salaries and professional services to enable the Department of Planning & Zoning to continue implementation of the Plan for Planning. Planning activities scheduled for FY 2004 include Mt Vernon Avenue, Eisenhower West, the waterfront and the Hunting Tower/Hunting Terrace area.
- \$100,000 in new FY 2004 funding, and continuation of the \$354,000 in funds added in FY 2002, for increased upkeep and maintenance of parks, fields, medians, areas along the waterfront, and City entrances, including \$50,000 for improvements of the streetscape along King Street.
- \$311,000 in new funding in FY 2004 for three additional social workers, expanded psychological services and other improvements to the delivery of child welfare services in the Department of Human Services, together with \$535,000 in continued funding for staff and staff training to continue the department's child welfare reforms.
- \$1.8 million in City support (along with \$6.4 million in State and federal funding) for child day care, provided to preschoolers by home providers and child care centers, and to elementary age children by the Campagna Center.
- \$240,000 in continued funding for Arlandria Neighborhood Health Services, Inc., including new funding in FY 2004 of \$20,000.
- \$118,000 in continued funding for the teen pregnancy prevention program, including \$18,000 in new FY 2004 funding to move the coordinator's position from part- to full-time.
- \$425,000 in continued funding for the purchase of vocational, day support and residential services for adult consumers (including recent and pending high school graduates) with mental retardation.
- \$42,000 in new FY 2004 funding for additional staff to operate the expanded Durant Center after its re-opening in mid-FY 2004.
- \$29,900 in new FY 2004 funding for weather gear for deputy sheriffs assigned to provide security at the perimeter of the public safety center, as well as at other areas of the City.
- \$95,000 in new FY 2004 funding for the Finance Department to apply a host of new state-imposed "car tax" administrative requirements, and to assist in the management of the City retirement programs.

- \$325,000 in new FY funding for the upkeep, repair and maintenance of the King Street facility that, starting in mid-to late FY 2004, will house the Health Department and Clubhouse program, and for the servicing of approximately 34 vehicles that were added to the City's fleet in FY 2002 and FY 2003.

I believe the proposed operating budget strikes an appropriate balance among many competing factors and interests by: (i) providing \$8.8 million in real estate tax relief to City property owners; (ii) funding in full the School Board's requested operating budget in recognition of the significant progress that the Schools have made in the area of accreditation and of the importance of accreditation to the entire Alexandria community; (iii) limiting the growth in City expenditures to modest increases in employee compensation and in areas of high priority need; (iv) providing a substantial contribution to cash capital to assist in funding the expanded CIP; and (v) relying on a reasonable appropriation from Fund Balance.

Proposed FY 2004-FY 2009  
Capital Improvement Program

The proposed FY 2004-FY 2009 CIP totals \$543.7 million. Federal, State and other non-City sources fund \$165.3 million of this total. The City is responsible for the remaining \$378.4 million, \$50.7 of which has been funded in prior fiscal years. Thus, the net City share of the proposed CIP is \$327.7 million, which is \$144.0 million, or 78%, larger than the net City share of the current CIP.

The proposed CIP of \$327.7 million fully funds the \$130.5 million capital improvement program submitted by the Schools. This represents a 50.5% increase over the Schools' share of the current CIP. The proposed CIP funds a total of \$197.2 million in City projects, a 60.0% increase over the current CIP.

The very substantial increase in the proposed CIP is largely attributable to a few major capital projects. Ideally, of course, truly major capital projects are scheduled over one or two decades to avoid their costs all occurring at approximately the same time. Unfortunately, at this time, a few large City and Schools projects need to be undertaken, and their sizable costs incurred, at roughly the same time. While this will help City finances in later years, when the projects will not have to be undertaken, it poses a serious financial challenge in the short term when these substantial projects will take place at about the same time.

The substantial CIP increase is mainly attributable to the following six major projects.

- T.C. Williams. The proposed CIP adds \$45.3 million to the T.C. Williams High School project, which is in the current CIP at \$29.2 million, bringing the total project cost to \$74.5 million. This increase in project costs arises from revised estimates submitted by the Schools, which are based on design, engineering and other information developed over the past year.



- Police Department replacement facility. As discussed at last fall's Council retreat, the police facility on Mill Road can no longer adequately handle the current space needs of the department, let alone the needs projected for the future. Construction of the required additional space either adjacent to or on top of the current facility is not feasible. As a result, the CIP proposes the construction of a new facility for the Police Department, at an estimated cost of \$65.5 million (including land acquisition). Construction of the new facility is proposed to begin in 2008, and to be completed in 2010.
- Recreation centers. Also discussed at last fall's retreat, as part of the Recreation needs assessment, was the need to renovate two recreation centers, Charles Houston and Patrick Henry. These centers were constructed in 1976 and 1973, respectively, have not been renovated since their construction, and are the two remaining centers that have not received relatively extensive refurbishment work since their construction. The renovation of these centers is estimated at \$7.6 million, and is scheduled in the FY 2005-FY 2006 time frame.
- Chinquapin Recreation Center. Considerable discussion has occurred over the past nine months about the joint City-Schools use of the Chinquapin Recreation Center and the new T.C. Williams High School. Though many decisions remain to be made, this joint use concept appears feasible and desirable. Moreover, the Recreation needs assessment addresses the need for a City-wide community center that can be utilized by all residents. To maximize the value of a "Chinquapin-T.C. Williams joint use" and to enhance the Chinquapin Center's ability to serve all residents, the CIP proposes the renovation and expansion of Chinquapin. This project is estimated at \$20 million, and is scheduled tentatively for FY 2007. Although this project is included in the proposed CIP, considerable public input and discussion is required before any decision on the project can be made.
- Sanitary sewers. An additional \$12.7 million is added to the CIP for repairs to the City's existing sanitary sewer system, to bring the total for this project to \$24.2 million. \$12.5 million of this \$24.2 million is for infiltration/inflow projects.<sup>3</sup>
- T&ES/Recreation maintenance facility. The CIP contains \$1.8 million for the renovation of this facility on South Quaker Lane. It houses many of the maintenance functions of both T&ES and Recreation, and is in need of substantial

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<sup>3</sup> In FY 2004, I intend to recommend an increase to the sewer fee that now is charged all water users in the City as part of their water bill. Current fees are set at \$0.20 per 1,000 gallons of water used. It is anticipated that the fee increase will produce an additional \$1.1 million in revenue each year (about \$16 per household), and that this revenue could be used to maintain and repair the City's sanitary sewer system. This increase is part of a multi-year rate increase plan to make the City's sanitary sewer capital and operating costs fully fee-supported, as is the norm in all major jurisdictions in our region.

repair and renovation. The building was constructed in 1961, for other uses, and has not been significantly upgraded since then.

The challenge posed by this substantially increased CIP has been the development of a funding plan that ensures compliance with the City's longstanding financial ratios. This has been done, as we will discuss during the budget work sessions, utilizing a combination of new borrowing (\$212.1 over the six-year CIP), increased contributions of cash capital, creation of a new user fee funding stream to finance sanitary sewer capital costs, and some use of Fund Balance designated for capital projects. Under the proposed funding plan, the City will remain consistent with debt ratio targets and limitations established in Council's Debt Related Financial Policies.

The City's capital improvement program is critical to the well being of the City because it is critical to the City's health, stability and desirability -- as a place to live, to raise a family, to locate a business, to work and to visit. It is also critical that the capital improvement program look well into the future and address infrastructure, facility and other capital matters before they become a problem and before they adversely impact the City's health, stability and desirability. I believe that the proposed FY 2004-FY 2009 CIP does just this, and will help maintain Alexandria as one of the finest communities in the country in which to live or work. .

#### Budget Documents

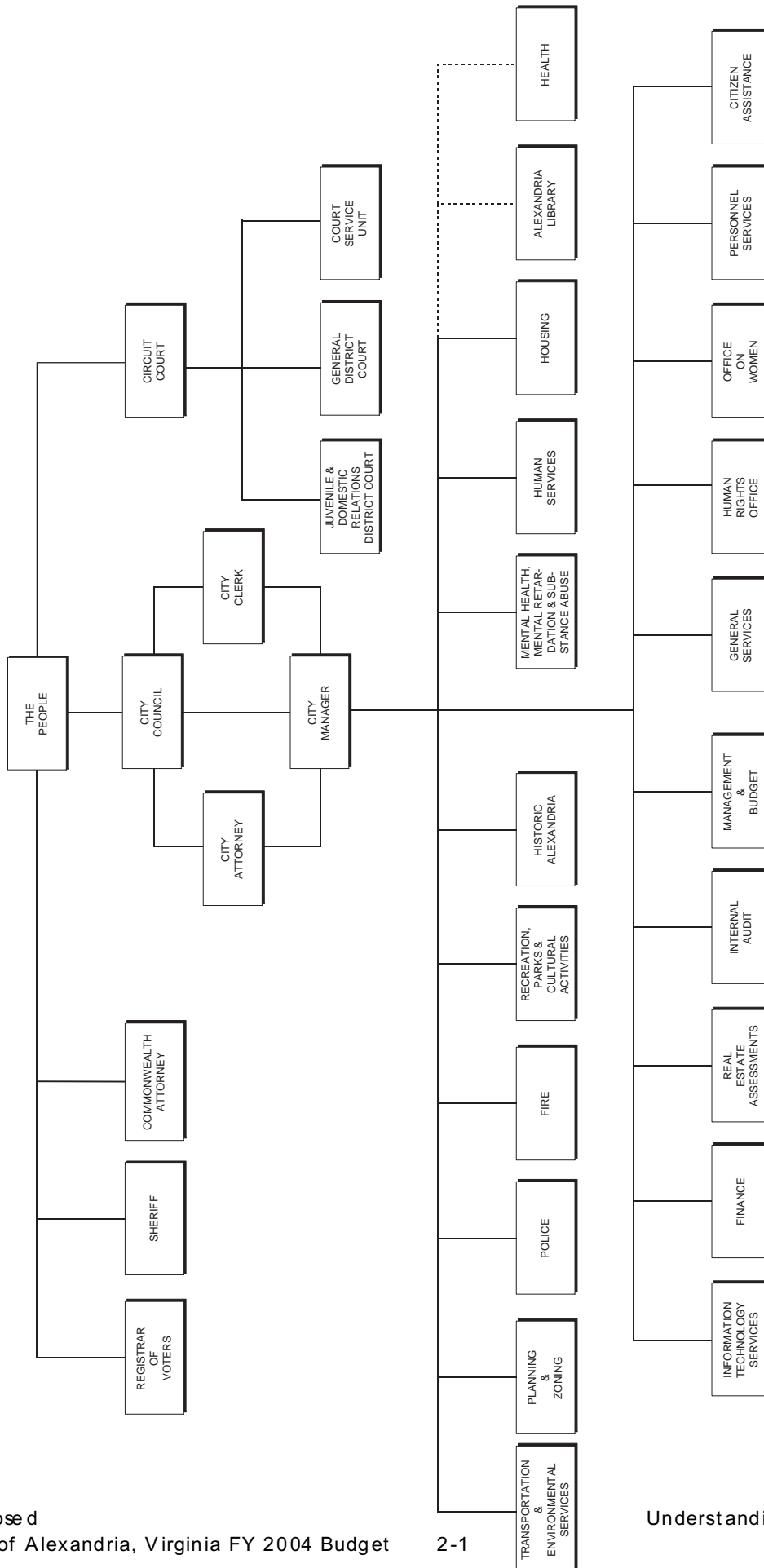
To obtain particular details on the proposed FY 2004 operating budget and the proposed FY 2004-FY 2009 CIP, citizens can obtain a copy of either or both of these budget documents. These documents are available online at the City's web site, [www.ci.alexandria.va.us](http://www.ci.alexandria.va.us), along with a form for submitting budget comments or suggestions. These budget documents can also be obtained on CD-ROM from the City's Office of Management and Budget (703/838-4780).

#### Appreciation

Preparation of this year's budget has been particularly difficult. I want to thank the staff from all of our departments and agencies, who have spent literally thousands of hours in the preparation of the operating and capital budgets for FY 2004. Without exception, every department and agency worked very hard to bring their budgets within guidelines to the degree genuinely feasible. Also, as in the past, we have enjoyed a solid and productive working relationship with the Superintendent of Schools, Rebecca Perry, and her staff.

Special thanks go to the Office of Management and Budget, its acting deputy director, Carol Moore, and of course Assistant City Manager Mark Jinks, for their tremendous effort in producing the FY 2004 budgets. Their critical analytical work, thoughtful commentary, sound advice and guidance, and extraordinarily hard work makes our budget staff among the best in the country.

# ALEXANDRIA CITY GOVERNMENT



## Understanding the Budget

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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 2004 budget issues, which were first discussed at the Council retreat held on October 26, 2002, and framed in the City's 2002 Annual Report, and continuing through the adoption of the FY 2004 budget on April 29, 2003, 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 2004 Budget Planning

The formative stage of the FY 2004 budget process began with City Council's discussion of the budget outlook for the coming fiscal year, July 1, 2003, through June 30, 2004, at the October 2002 retreat. Staff briefed the City Council on the economy outlook at the national, state and regional levels. At the time of the November retreat, staff cautioned that the City economy was stable, but it had not returned to pre-September 11 levels. Staff also expressed concern for the uncertainties surrounding the economy at all levels. Late in the fall of 2002, most City departments were asked to identify a 3 percent contingency savings plan that would be returned to the General Fund. Expenditure challenges for FY 2004 included personnel expenditure increases for merit increases for City and Schools employees and \$2.7 million for each one percent of a cost of living adjustment for all City and Schools employees. Other expenditure challenges identified at the retreat were an anticipated increase in health insurance premiums and significant demands on the capital budget.

## 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.

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 2004 to FY 2009 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 2004 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 2002 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 2004 Budget.

For the FY 2004 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 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 merits and other costs 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 2004 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 2004 Budget prior to the presentation of the City Manager's Proposed FY 2004 Budget. As a result, the City Manager's Proposed FY 2004 Budget is presented to City Council at the Council's March 11, 2003, legislative meeting.

As presented to City Council, the FY 2004 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 2004 budget maintains current levels of service and includes the following highlights:

- a three cent reduction in the Real Property tax rate from \$1.08 to \$1.05;
- full funding of the Schools' operating budget request; and
- competitive compensation increases for City and Schools employees.

### Organization of the Budget Document

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

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

Section I includes the City Manager's Message. Section II summarizes the budget process, provides general budget guidance, and includes a two page summary of the proposed funding level changes in the General Fund budget. Section III is the "City Facts and Figures" summary; Section IV provides revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, and multi-year revenue and expenditure forecast scenarios. Sections V through IX

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

Section X is comprised of Appendices, which include 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 2003-2004 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, and Internal Services Fund.

Governmental Funds			Proprietary Funds	
	Special Revenue Fund	Capital Projects Fund <sup>4</sup>		Internal Services Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/02 <sup>1</sup>	\$13,822,470	\$87,800,972	Beginning Net Assets 7/1/02	\$17,532,613
Plus FY 2003 Budgeted Revenues <sup>2</sup>	\$87,932,315	\$54,678,360	Plus FY 2003 Budgeted Revenues	\$3,885,091
Less FY 2003 Budgeted Expenditures <sup>2</sup>	\$87,932,315	\$54,678,360	Less FY 2003 Budgeted Expenses	\$5,435,262
Projected Fund Balance 6/30/03	\$13,822,470	\$87,800,972	Projected Net Assets 6/30/03	\$15,982,442
Plus FY 2004 Budgeted Revenues <sup>3</sup>	\$74,231,628	\$86,594,838	Plus FY 2004 Budgeted Revenue	\$4,103,778
Less FY 2004 <sup>3</sup> Budgeted Expenditures	\$74,231,628	\$174,395,810	Less FY 2004 Budgeted Expenses	\$4,376,963
Projected Fund Balance 6/30/04	\$13,822,470	\$0	Projected Net Assets 6/30/04	\$15,709,257

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2002

/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2003

/3 City of Alexandria, Virginia, Projected Operating Budget, Fiscal Year 2004

/4 In all likelihood a large portion of Capital Projects will not be expended in FY 2003 and FY 2004, as many capital projects are multi-year in execution.

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2002, the Special Revenue Fund unreserved fund balance was \$13,822,470. 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, 2004 is \$13,822,470.
- 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, 2002, the Capital Projects Fund had a total fund balance of \$87,800,972. 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, 2004, 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, 2004.
- 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, 2002, the Equipment Replacement Internal Services Fund had Total Net Assets of \$17,532,613. 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 \$15,709,257. 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 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 are 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 Year ending June 30, 2003 and June 30, 2004

FY 2003 Amended General Fund Budget 373,922,204

### Schools

School Board's requested increase in City General Fund support	4,601,654	
FY 2003 2.5% General Salary Adjustment	<u>2,430,000</u>	
<b>Total Schools</b>		7,031,654

### Compensation - Proposed Changes

FY 2004 2.25% General Salary Adjustment	3,870,000	
Health Insurance Adjustment	1,000,000	
Life Insurance Adjustment	150,000	
Supplemental Retirement Plan Underfunding	500,000	
Employee Transit Subsidy Benefit Increase	40,000	
Merit In-step Increases	<u>3,000,000</u>	
<b>Total Proposed Compensation Changes</b>		8,560,000

### Non-Personnel and Base Budget

Cash Capital Funding for CIP	900,000	
Debt Service	3,560,406	
Net Decrease in General Contingent to \$925,000	-25,000	
Personal Computer Replacement Contingent	-300,000	
Various Base Budget Changes	<u>-229,599</u>	
<b>Total Non-Personnel Changes</b>		3,905,807

### Legislative, Executive and General Government

Council Compensation Policy Changes	86,707	
Salary Adjustment for Clerk of Courts Office	49,094	
Administrative Assistant for Pension Administrator	50,500	
Personal Property Tax Relief Act Compliance Mandate	44,000	
Maintain Current Level of Services at Existing and New City Buildings	166,000	
Additional Vehicle Maintenance of Larger City Fleet	117,500	
Maintenance and Operations of New Truck Wash Facility	41,664	
Part-Time to Full-Time Teen Pregnancy Prevention Coordinator	18,000	
Personnel Analyst - Recruitment Program	<u>64,099</u>	
<b>Total Legislative, Executive and General Government Changes</b>		637,564

### Public Safety

Addition to Rodent Abatement Program	48,000	
Elevator Inspection Program	26,000	
Cellular Digital Packet Data (CDPD) Subscription	30,100	
Lease Costs for Police Department Move	1,126,369	
Police Overtime for Changes in Pay Policy and Essential Functions	129,000	
Maintenance and Depreciation for Mobile Computers	134,634	
Jail Medical Services Contract Costs	260,000	
Sheriff's Training and Inclement Weather Gear	48,901	
Northern Virginia Juvenile Detention Home and Sheltercare	<u>103,062</u>	
<b>Total Public Safety Changes</b>		1,906,066

**Health & Welfare**

Increased West Nile Virus Prevention Funding	87,645	
Partial Year Cost of New Health Facility Utilities	38,241	
Increased Arlandria Health Clinic (ANHSI) Funding	20,000	
Increased Funding for Community Services Act Residential Care	325,000	
Increased Lease Costs for JobLink	<u>152,000</u>	
<b>Total Health &amp; Welfare</b>		<b>622,886</b>

**Community Development**

Increase in Alexandria Convention and Visitors Association (ACVA) Funding	53,562	
Special Projects Coordinator in Recreation	101,434	
Additional Tree Well, Planting Bed and King Street Streetscape Maintenance	100,000	
Expanded Operations at Durant Center	42,000	
Increased Staffing at Beatley, Barrett and Technical Services	57,348	
Professional Consultant Resources for Planning and Zoning	50,000	
Additional Park Maintenance	23,189	
Additional Arts Grant Funding	<u>35,000</u>	
<b>Total Community Development</b>		<b>462,533</b>

**Public Works**

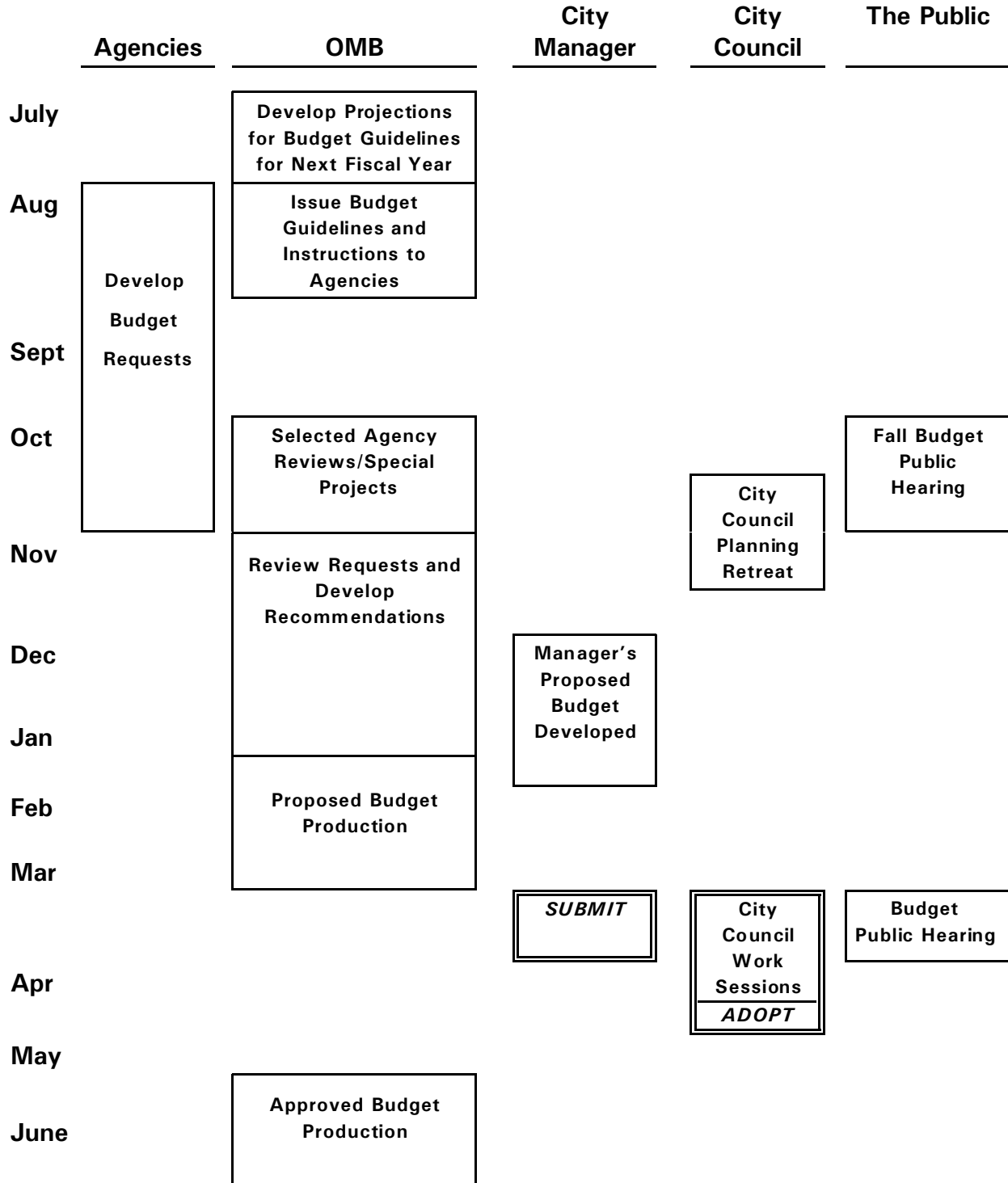
Water Compliance Specialist	150,000	
Towing and Impounding Contract	75,000	
Traffic Studies Position and Software	120,000	
Contribution to Northern Virginia Transportation Authority	25,000	
Increased Transit Subsidies (WMATA, DASH, VRE)	<u>1,204,473</u>	
<b>Total Public Works</b>		<b><u>1,574,473</u></b>

**Total General Fund Changes** **24,700,983**

**FY 2004 Proposed General Fund Budget** **398,623,187**

# 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 2004 Proposed)	2,300
Number of Full-Time Equivalent School Positions (FY 2004 Approved)	2,074

**PHYSIOGRAPHIC**

**Land Area**

Square Miles	15.75
Acres of Public Parks & Open Space	964
Total Acres of Parks and Open Space per 1,000 Population	7.1

**Elevation** 30 Feet Above Sea Level

**Temperature**

Average January Temperature	34.9°
Average July Temperature	79.2°

**Miles of Streets, Sidewalks & Alleys**

Streets:	
Paved - Lane miles	510.5
Unpaved	0.17
Sidewalks	320
Alleys, Paved	20.56

**Utilities**

Telephone	Verizon
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 <sup>th</sup> Quarter Average 2001	91,183
4 <sup>th</sup> Quarter Average 2000	94,195
4 <sup>th</sup> Quarter Average 1999	90,093

\*Includes workers covered by State unemployment insurance.

**ECONOMIC INDICATORS, continued**

**Largest Private Employers (July 2002)**

INOVA Alexandria Hospital	1,750
Institute for Defense Analysis	900
Boat Owner's Association of the U.S.	600
Center for Naval Analysis	600

**Largest Public Employers (July 2002)**

U.S. Department of Defense	
Civilian	4,624
Military	3,478
City of Alexandria	2,243
Alexandria Public Schools	2,091
WMATA (Metro)	1,162
Northern Virginia Community College	952
U.S. Department of Agriculture	659
U.S. Postal Service - Alexandria	414

**Alexandria Employment**

	<u>4<sup>th</sup> Qtr '00</u>	<u>4<sup>th</sup> Qtr '01</u>	<u>% Change</u>
Construction	2,954	3,485	+18.0
Manufacturing	2,053	1,814	-11.6
Transportation, Communications, Utilities	4,194	3,875	-7.6
Trade	18,248	17,445	-4.4
Finance, Insurance, Real Estate Services	6,013	5,972	-0.7
Government	44,094	41,222	-6.5
Agriculture & Mining Related	16,057	16,816	4.7
	582	465	-20.1

**Unemployment Rate**

	<u>12/01</u>	<u>12/02</u>	<u>% Change</u>
Alexandria	3.9%	2.8%	-28.2
Virginia	4.2%	3.6%	-14.3
U.S.	5.4%	5.7%	+5.6

**Retail Sales (in thousands)**

	<u>3<sup>rd</sup> Qtr '01</u>	<u>3<sup>rd</sup> Qtr '02</u>	<u>% Change</u>
Alexandria	\$488,985	\$542,447	+10.9
Virginia	\$17,085,694	\$17,490,471	+2.4

**Tourism**

	<u>09/01</u>	<u>09/02</u>	<u>% Change</u>
Number of Hotel/ Motel Rooms			
	4,055	4,055	0
Occupancy Rate	54.8%	66.8%	+21.9
Average Daily Rate	\$96.32	\$104.10	+8.1



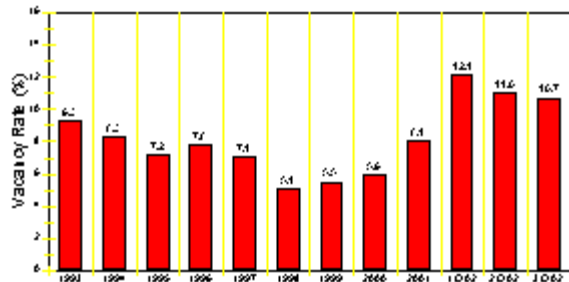
# CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

## ECONOMIC INDICATORS, continued

### Office Vacancy Rate

	<u>3rd Qtr '01</u>	<u>3rd Qtr '02</u>	<u>% Change</u>
Alexandria	8.6%	10.7%	+ 24.4

### Commercial Property Vacancy Rates CY 1993 - 2002



### Taxes

#### Real Property Tax Rate

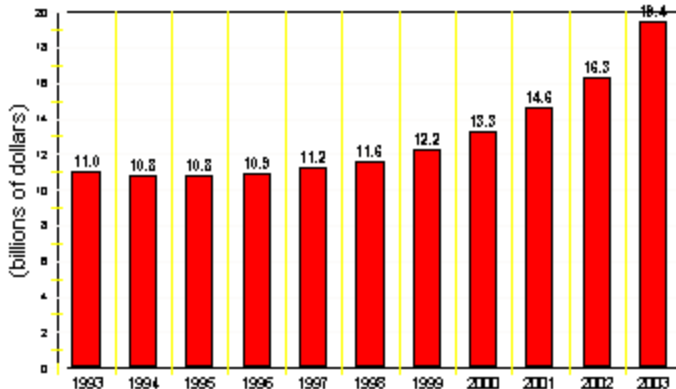
FY 2004 (Proposed) \$1.05 per \$100 assessed value  
 FY 2003 (Approved) \$1.08 per \$100 assessed value

#### Personal Property Tax Rate

FY 2004 (Proposed) \$4.75 per \$100 assessed value  
 FY 2003 (Approved) \$4.75 per \$100 assessed value

FY 2004 Value of one-cent per calendar year on the Real Property Tax Rate Approx. \$1.94 million

### Total Assessed Value of Real Property Calendar Year 1993 - 2003



## ECONOMIC INDICATORS, continued

### City Finances

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

### Budgets

FY'04 Total Operating Budget	\$479,205,199
General Fund Budget	\$398,623,187
Special Revenue Fund*	\$74,231,628
Other Funds and Financing	
Sources	\$6,350,384

\*Includes federal and State Grants, and Other Charges and Donations.

## DEMOGRAPHICS

### Population

FY 2004 (estimate)	135,600
2000 U.S. Census	128,283
1990 U.S. Census	111,183

### Households

2002 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**

<b>Median Household Income - 2001 Estimate</b>	
Alexandria	\$74,091
Northern Virginia	\$90,129
Virginia	\$51,305
2000 U.S. Census - Alexandria	\$56,054

<b>Per Capita Income</b>	
2004 - Alexandria (Estimate)	\$60,040
2000 - Alexandria	\$49,395
Washington Region*	\$40,046
Virginia	\$31,120
U.S.	\$29,469
1990 - Alexandria	\$31,725

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

<b>Median Family Income</b>	
2001 Estimate - Alexandria	\$82,781
Virginia	\$53,655

<b>Registered Voters</b>	
December 31, 2002	73,082
December 31, 2001	77,012
December 31, 1990	57,614

Source: City of Alexandria Approved Budget Documents

<b>Housing</b>	
<b>Housing Units - June, 2002</b>	
Single-family Homes	21,344
Condominiums*	14,556
Rental apartments (est.)	31,439
<b>Total</b>	<b>67,339</b>

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

<b>Housing Units by Occupancy</b>		
	Owner	Renter
2000 U.S. Census	40%	60%

<b>Average Assessed Value (2003)</b>	
All Residential Units	\$308,876
Single-family Homes	\$409,613
Condominiums*	\$177,079

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

**DEMOGRAPHICS, continued**

<b>Average Market Rents</b>		<b>2002</b>	<b>2001</b>
Efficiency		\$794	\$782
1 Bedroom Apartment		1,105	933
2 Bedroom Apartment		1,276	1,176
3 Bedroom Apartment		1,430	1,341

<b>Median Assessed Value of Homes and Condominiums (2003)</b>			
<u>Assessed Value</u>	<u>Units</u>	<u>Total Value</u>	<u>Median</u>
Less than \$100,000	3,361	\$267,723,900	\$80,500
\$100,000-\$149,999	4,839	\$617,000,800	\$131,100
\$150,000-\$199,999	4,536	\$782,703,500	\$173,600
\$200,000-\$249,999	4,263	\$953,899,400	\$222,000
\$250,000 and over	19,099	\$8,522,888,500	\$380,300

Source: Real Estate Assessor

**EDUCATION**

<b>Public School Membership</b>	
September, 2003 (Estimate)	10,927
September, 2002	10,979
September, 2001	11,104
September, 1990	9,488

<b>Student Profile</b>	<b>9/02 Membership</b>	<b>Percent</b>
African American	4,853	44.2
Hispanic	2,920	26.6
White	2,470	22.5
Asian/Pacific Islander	703	6.4
American Indian/ Alaskan Native	<u>33</u>	<u>0.3</u>
<b>Total</b>	<b>10,979</b>	<b>100%</b>

<b>Budget</b>	
FY 2004 Total Schools Budget	\$157,697,703
Expenditures per Pupil Enrolled*	\$14,432

\* Includes only Operating Costs.

Source: Education information provided by the Alexandria City Public Schools FY 2004 Approved Budget.

# FY 2004 Operating Budget Summary Tables

## Statement of Total Revenues for Operating Funds

	Budgeted FY 2003	Projected FY 2003	Proposed FY 2004
<b>General Fund</b>			
Total General Property Tax Revenues	\$208,856,000	\$215,781,000	\$235,951,000
Total Other Local Tax Revenues	84,118,000	84,963,000	88,113,000
Total Non-tax Revenues	<u>70,660,100</u>	<u>67,488,400</u>	<u>67,975,586</u>
Total General Fund Revenues	\$363,634,100	\$368,232,400	\$392,039,586
<b>Special Revenue Fund/1</b>			
State Aid	38,508,335	37,445,188	34,902,750
Federal Aid	27,007,189	41,302,166	30,090,932
Charges, Donations and Other	<u>8,910,088</u>	<u>9,184,961</u>	<u>9,237,946</u>
Total Special Revenues	\$74,425,612	\$87,932,315	\$74,231,628
Internal Services Fund/2	\$5,435,262	\$5,435,262	\$4,376,963
Total Special Revenue Funds	<u>\$79,860,874</u>	<u>\$93,367,577</u>	<u>\$78,608,591</u>
Total Revenues	<u>\$443,494,974</u>	<u>\$461,599,977</u>	<u>\$470,648,177</u>
<b>Other Sources</b>			
Component Unit (Schools ) Fund Balance	568,041	718,041	1,973,421
City General Fund Balance	9,816,624	9,816,624	6,000,000
Recycling Fund Balance	471,480	310,000	583,601
Total City and Schools			
All Funds Revenues and Other Sources	<u>\$454,351,119</u>	<u>\$472,444,642</u>	<u>\$479,205,199</u>

/1 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program.

/2 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 scheduled replacement of vehicles and capital equipment and are not available for appropriation to meet general expenditure requirements.

## Statement of Total Expenditures for Operating Funds

	Amended FY 2003/1	Proposed FY 2004	Percentage Change (Amended to Approved)
<b>General Fund</b>			
City Total Operating Expenditures/1	\$226,653,430	\$239,862,353	5.8%
City Appropriation to the Schools	115,329,680	122,361,334	6.1%
<b>Capital Projects</b>			
Debt service	17,739,094	21,299,500	20.1%
Capital Projects	14,200,000	15,100,000	6.3%
<b>Total General Fund Budget</b>	<u>\$373,922,204</u>	<u>\$398,623,187</u>	6.6%
Special Revenue Fund/2	\$88,650,356	\$76,205,049	(14.0%)
Internal Services Fund/3	\$5,435,262	\$4,376,963	(19.5%)
Community Recycling Enterprise Fund/4	<u>\$ 0</u>	<u>\$ 0</u>	
<b>Total Other Funds Budget</b>	<u>\$94,085,618</u>	<u>\$80,582,012</u>	(14.4%)
<b>Total City and Schools All Funds Operating Budget</b>	<u>\$468,007,822</u>	<u>\$479,205,199</u>	2.4%

/1 The FY 2003 General Fund budget reflects an additional \$750,980 in expenditures associated with incorporating the Recycling Fund into the General Fund and a corresponding reduction in the Community Recycling Enterprise Fund.

/2 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program. Also, included in this category are expenditures supported by the Schools' appropriation of fund balance of \$718,041 in FY 2003 and \$1,592,324 in General Fund Balance and \$381,097 in School Lunch Fund Balance in FY 2004.

/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 and all expenditures and revenues related to this program were moved to the Transportation and Environmental Services Department in the General Fund.

## Statement of Total Sources and Uses for Operating and Capital Funds

	Amended FY 2003	Proposed FY 2004
<b>Sources</b>		
Total General Fund Revenues	\$368,232,400	\$392,039,586
Total Special Revenue Fund Revenues	\$87,932,315	\$74,231,628
Internal Services Fund Revenues	\$5,435,262	\$4,376,963
Recycling Fund Revenues	\$0	\$0
City Appropriation to the General Fund from its Fund Balance	\$10,126,624	\$6,583,601
Schools Appropriation to the Schools Operating Fund and the School Lunch Fund from its fund balances	\$718,041	\$1,973,421
General Obligation Bond Proceeds	24,242,263	64,700,000
Fund Balance Designation	15,600,000	4,200,000
Bond Interest Earnings	636,097	994,838
Sewer Fees and Other Sources	<u>    - -</u>	<u>1,600,000</u>
<b>Total Sources</b>	<b><u>\$512,923,002</u></b>	<b><u>\$550,700,037</u></b>
<b>Uses</b>		
<b>Operating</b>		
Legislative and Executive	3,928,755	4,142,332
Courts and Constitutional Officers	30,466,488	30,465,802
General Government	59,548,240	64,991,770
Operating Agencies/1	209,250,131	206,794,534
Education/2	150,614,208	157,710,761
Cash Capital transfer to CIP	<u>14,200,000</u>	<u>15,100,000</u>
<b>Total Operating</b>	<b>\$468,007,822</b>	<b>\$479,205,199</b>
Capital Improvement Program for FY 2004	54,678,360	86,594,838
Less Cash Capital transfer to CIP	<u>(14,200,000)</u>	<u>(15,100,000)</u>
<b>Net Capital Improvement Program</b>	<b><u>\$40,478,360</u></b>	<b><u>\$71,494,838</u></b>
<b>Total All Funds Operating and Capital Uses</b>	<b><u>\$508,486,182</u></b>	<b><u>\$550,700,037</u></b>

/1 The Libraries are considered a component unit and are partially funded by a transfer from the City's General Fund operating budget. The transfer out to the Libraries was \$5,295,730 in FY 2003 and \$5,369,886 in FY 2004.

/2 The Alexandria City Public Schools are a component unit and are partially funded by a transfer from the City's General Fund operating budget. The transfer out from the General Fund to the School system was \$115,329,680 in FY 2003 and \$122,361,334 in FY 2004.

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Share of FY 2004 Proposed Budget by Department/1

Department	Proposed	As a	Proposed	As a Percent
	General Fund Expenditures	Percent of General Fund	General & Special Revenue Fund Expenditures	of Total Expenditures
Schools	\$122,361,334	30.7%	\$157,697,703	32.9%
Police	39,334,990	9.9%	41,125,879	8.6%
Fire	27,395,203	6.9%	28,585,855	6.0%
Transportation and Environmental Services	21,803,386	5.5%	22,987,606	4.8%
Sheriff	18,143,060	4.6%	19,479,478	4.1%
Human Services	16,298,674	4.1%	40,241,741	8.4%
Recreation, Parks and Cultural Activities	15,442,110	3.9%	15,684,228	3.3%
Capital Projects (cash capital)	15,100,000	3.8%	15,100,000	3.2%
Mental Health, Mental Retardation, and Substance Abuse	11,597,394	2.9%	22,332,010	4.7%
Transit Subsidies	9,667,451	2.4%	9,667,451	2.0%
General Services	9,523,601	2.4%	9,637,601	2.0%
Finance	7,269,249	1.8%	7,327,774	1.5%
Health	6,953,321	1.7%	6,975,321	1.5%
Information Technology Services	6,024,304	1.5%	6,789,304	1.4%
Library	5,369,886	1.4%	5,740,028	1.2%
Other Public Safety and Justice Activities	3,684,287	0.9%	3,882,620	0.8%
Planning and Zoning	3,161,758	0.8%	3,161,758	0.7%
Other Planning Activities	2,248,399	0.6%	2,248,399	0.5%
Personnel Services	2,239,679	0.6%	2,245,679	0.5%
Historic Alexandria	2,172,422	0.5%	2,410,817	0.5%
Commonwealth's Attorney	2,160,767	0.5%	2,551,533	0.5%
City Manager	1,821,240	0.5%	1,821,240	0.4%
City Attorney	1,438,956	0.4%	1,438,956	0.3%
Housing	1,358,343	0.3%	3,422,089	0.7%
Clerk of Courts	1,320,553	0.3%	1,320,553	0.3%
18th Circuit Court	1,157,538	0.3%	1,157,538	0.2%
Office on Women	1,059,502	0.3%	1,457,288	0.3%
Human Services - Children's Fund	1,003,632	0.3%	1,003,632	0.2%
Real Estate Assessments	994,402	0.3%	994,402	0.2%
Management and Budget	930,783	0.2%	930,783	0.2%
Registrar of Voters	886,874	0.2%	886,874	0.2%
Court Service Unit	825,547	0.2%	939,117	0.2%
Human Services - Community Partnership Fund	719,600	0.2%	719,600	0.2%
Citizen Assistance	562,656	0.1%	568,056	0.1%
City Council	542,415	0.1%	542,415	0.1%
Human Rights	431,704	0.1%	456,704	0.1%
City Clerk and Clerk of Council	339,721	0.1%	339,721	0.1%
Youth Fund	255,900	0.1%	255,900	0.1%
Other Recreation Activities	232,220	0.1%	232,220	0.1%
Internal Audit	181,413	0.1%	181,413	0.0%
18th General District Court	85,493	0.0%	85,493	0.0%
Law Library	73,648	0.0%	128,648	0.0%
Juvenile and Domestic Relations Court	33,948	0.0%	33,948	0.0%
Other Educational Activities	13,058	0.0%	13,058	0.0%
Subtotal Agencies and Departments/2	\$364,220,421	91.4%	\$444,802,433	92.8%

/1 Please note: The proposed FY 2004 budgets for individual City departments do not include funding for the proposed 2.25 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 2004 Proposed Budget by Department/1

Department	Proposed General Fund Expenditures	As a Percent of General Fund	Proposed General and Special Revenue Fund Expenditures	As a Percent of Total Expenditures
Other Expenditures				
Insurance, City Memberships, Tax Rebates and Other	\$12,178,266	3.1%	\$12,178,266	2.5%
General Debt Service	21,299,500	5.3%	21,299,500	4.4%
Contingent Reserves	925,000	0.2%	925,000	0.2%
Subtotal Other Expenditures/2	\$34,402,766	8.6%	\$34,402,766	7.2%
GRAND TOTAL	\$398,623,187	100.0%	\$479,205,199	100.0%

/1 Please note: The proposed FY 2004 budgets for individual City departments do not include funding for the proposed 2.25 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 2002/1 (1)	AMENDED FY 2003/2 (2)	PROPOSED FY 2004 (3)	
<u>LEGISLATIVE &amp; EXECUTIVE</u>				
City Council	414,865	455,708	542,415	542,415
City Manager/3	1,551,792	1,735,954	1,821,240	1,821,240
City Attorney	1,688,804	1,402,831	1,438,956	1,438,956
City Clerk	322,341	334,262	339,721	339,721
<b>TOTAL - LEGISLATIVE &amp; EXECUTIVE</b>	<b>3,977,802</b>	<b>3,928,755</b>	<b>4,142,332</b>	<b>4,142,332</b>

/1 The FY 2002 Actual expenditures reflect the information reported in the FY 2002 Comprehensive Annual Financial Report.

/2 The FY 2003 Amended budget (all department/agency classifications) has been restated to reflect the transfer of the Affirmative Action Officer from the City Manager's Office to the Human Rights Office; the transfer of the Pension Administrator position from the Personnel Department to the Finance Department; the transfer of \$771,866 that was budgeted in the non-departmental account to the Juvenile and Domestic Relations Court, Other Public Safety and Justice Activities, Mental Health/Mental Retardation and Substance Abuse, and Human Services, to replace reduced or eliminated State revenue; the transfer of \$100,000 from a non-departmental account to the Youth Fund; and the transfer of the \$25,000 Alternative Community Service contract from a non-departmental account to Other Public Safety and Justice Activities. The FY 2003 budget has also been restated to reflect the discontinuation of the Community Recycling Enterprise Fund and the transfer of Recycling program expenditures in the amount of \$750,980 to the General Fund. For details on this changes and for other supplemental appropriations and transfer details (Contingent Reserves and Inter-departmental transfers), refer to the summary for each department.

Also reflected in the departmental summaries for All Funds is the receipt of the federal Local Emergency Preparedness Grant (Byrne Grant), which was awarded (\$8 million) to the City in July 2002 to assist the City in preventing and preparing for any future terrorist incidents and was distributed as Special Revenue among the Police and Fire Departments (\$2.35 million each), the Office of the Sheriff (\$0.7 million) and the Non-Departmental Account (\$2.6 million). Also reflected as non-General Fund Special Revenue are the 9-11 Emergency Grant, which was awarded (\$1,974,774) to the Department of Human Services; and the \$2 million Cooperative Agreement Program (CAP) grant awarded to the General Services Department for the perimeter security capital project at the Public Safety Center.

/3 The FY 2003 Amended budget reflects the transfer of the Affirmative Action Officer position from the City Manager's Office to the Human Rights Office and the transfer of a position from the Office of Management and Budget for the Organization Development Coordinator.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2002 (1)	AMENDED FY 2003 (2)	PROPOSED FY 2004 (3)	(4)
<u>COURTS &amp; CONSTITUTIONAL OFFICERS</u>				
18 <sup>th</sup> Circuit Court	1,002,435	1,162,007	1,157,538	1,157,538
Court Service Unit/1	558,199	731,089	825,547	939,117
Juvenile & Domestic Relations Court	44,064	33,948	33,948	33,948
18 <sup>th</sup> General District Court	77,155	85,493	85,493	85,493
Clerk of Courts	1,339,186	1,306,510	1,320,553	1,320,553
Commonwealth's Attorney/2	1,898,014	2,118,982	2,160,767	2,551,533
Law Library	61,592	64,865	73,648	128,648
Registrar of Voters	750,724	887,928	886,874	886,874
Other Public Safety & Justice Activities/3	2,983,209	3,561,614	3,684,287	3,882,620
Office of Sheriff/4	16,662,127	17,609,242	18,143,060	19,479,478
<b>TOTAL - COURTS &amp; CONSTITUTIONAL OFFICERS</b>	<u><u>25,376,705</u></u>	<u><u>27,561,678</u></u>	<u><u>28,371,715</u></u>	<u><u>30,465,802</u></u>

- /1 The FY 2003 Amended budget has been restated to reflect the transfer of \$134,117 from City replacement funding for reduced or eliminated State revenue in the non-departmental account.
- /2 The FY 2004 proposed budget includes \$49,094 to provide a salary supplement to employees in the Clerk's office who have not received a salary increase from the Commonwealth since December 2000.
- /3 The FY 2003 Amended budget has been restated to reflect the transfer of \$166,371 from City replacement funding for lost State revenue in the non-departmental account to Northern Virginia Juvenile Detention Home, and \$134,117 transferred to Sheltercare (also City replacement funding). The FY 2003 budget is also amended to include the budget of the Alternative Community Service contract with the Alexandria Volunteer Bureau (\$25,000) that had previously been budgeted and paid for out of the non-departmental account.
- /4 The FY 2004 proposed budget includes \$19,901 in recommended supplemental funding for additional training for accreditation standards and \$29,000 for inclement weather gear.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2002 (1)	AMENDED FY 2003 (2)	PROPOSED FY 2004 (3)	(4)
<u>GENERAL GOVERNMENT</u>				
Citizen Assistance	553,555	538,718	562,656	568,056
Finance/1	6,933,150	7,117,172	7,269,249	7,327,774
Internal Audit	156,719	197,963	181,413	181,413
General Services/2	9,089,092	9,013,490	9,523,601	9,637,601
Office on Women/3	857,900	1,009,385	1,059,502	1,457,288
Human Rights Office /4	277,405	429,996	431,704	456,704
Management and Budget	644,124	913,849	930,783	930,783
Information Technology Services	<u>6,165,801</u>	<u>5,971,390</u>	<u>6,024,304</u>	<u>6,789,304</u>
<b>SUBTOTAL - GENERAL GOVERNMENT</b>	<b><u>24,677,746</u></b>	<b><u>25,191,963</u></b>	<b><u>25,983,212</u></b>	<b><u>27,348,923</u></b>

- /1 The FY 2004 proposed budget includes recommended supplemental funding to provide an Administrative Assistant to the new Pension Administrator position that was established in FY 2003 (\$50,500) and \$44,000 for increased Personal Property Tax Relief Act compliance requirements. The FY 2003 budget has been restated to reflect the transfer of the estimated budget for the new Pension Administrator position (\$80,000) from the Personnel Department.
- /2 The FY2004 proposed budget includes recommended supplemental funding to maintain the current level of building maintenance services (\$166,000), to increase the level of service provided to an increased vehicle fleet (\$117,500) and \$41,664 for the maintenance and operation of a truck washing facility. The FY 2003 budget has been restated to reflect the receipt of the \$2 million Cooperative Agreement Program (CAP) Grant awarded to the City for the perimeter security capital project at the Public Safety Center.
- /3 FY 2004 includes recommended supplemental funding (\$18,000) to expand the hours of the Teen Pregnancy Prevention Coordinator to full time.
- /4 The FY 2003 budget has been restated to reflect the transfer of the Affirmative Action Officer position from the City Manager's Office to the Office of Human Rights. The Human Rights Office budget was increased by \$77,785 for personnel costs and \$10,286 for non-personnel and leased space costs.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2002 (1)	AMENDED FY 2003 (2)	PROPOSED FY 2004 (3)	
<u>GENERAL GOVERNMENT</u>				
Non-Departmental				
General Debt Service	16,015,995	17,739,094	21,299,500	21,299,500
Insurance, City Memberships, Tax Rebates and Other/1	7,154,193	6,701,473	12,178,266	12,178,266
Contingent Reserves	0	950,000	925,000	925,000
Personnel Services/2	1,996,654	2,141,865	2,239,679	2,245,679
Real Estate Assessments	905,087	980,950	994,402	994,402
SUBTOTAL - GENERAL GOVERNMENT	<u>26,071,929</u>	<u>28,513,382</u>	<u>37,636,847</u>	<u>37,642,847</u>
TOTAL - GENERAL GOVERNMENT	<u>50,749,675</u>	<u>53,705,345</u>	<u>63,620,059</u>	<u>64,991,770</u>

- /1 The FY 2003 Amended budget has been restated to reflect the transfer of \$771,866 in General Fund money, designated in the non-departmental budget, to offset reduced or eliminated State revenue to the Juvenile and Domestic Relations Court Service Unit, Other Public Safety and Justice Activities, and the Departments of Mental Health/Mental Retardation/Substance Abuse and Human Services; \$100,000 to the Youth Fund; and \$25,000 to move the Alternative Community Service contract from a non-departmental account to Other Public Safety and Justice Activities.
- /2 FY 2004 includes recommend supplemental funding for a Personnel Analyst in the Employment Division (\$64,099). The FY 2003 budget has been restated to reflect the transfer of the Pension Administrator position (\$80,000) to the Finance Department.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2002 (1)	AMENDED FY 2003 (2)	PROPOSED FY 2004 (3)	
<u>OPERATING AGENCIES</u>				
Fire/1	25,395,735	26,746,272	27,395,203	28,585,855
Police/2	35,637,353	37,845,011	39,334,990	41,125,879
Health/3	6,484,143	6,926,459	6,953,321	6,975,321
Human Services/4	16,403,677	15,579,909	16,298,674	40,241,741
Children's Fund	967,706	1,003,632	1,003,632	1,003,632
Community Partnership Fund for Human Services/5	875,500	875,500	719,600	719,600
Youth Fund/5	100,000	100,000	255,900	255,900
<b>SUBTOTAL - OPERATING AGENCIES</b>	<u><u>85,864,114</u></u>	<u><u>89,076,783</u></u>	<u><u>91,961,320</u></u>	<u><u>118,907,928</u></u>

- /1 The FY 2004 proposed budget includes recommended supplemental funding for the expansion of the rodent abatement program (\$48,000), an increase in the cost of the third party contract for inspections of new and existing elevators (\$26,000), and Cellular Digital Package Data (CDPD) service to obtain and exchange information (\$30,100).
- /2 The FY 2004 proposed budget includes recommended supplemental funding for overtime (\$129,000) and \$134,634 for mobile computer maintenance and to begin to establish a depreciation fund to replace the units.
- /3 The FY 2004 proposed budget includes \$20,000 in recommended supplemental funding to provide additional funding for the Arlandria Clinic.
- /4 The FY 2003 budget has been restated to reflect the transfer of \$83,447 of City replacement funding of reduced or eliminated State revenue, from a non-departmental account, for the Delinquency Prevention Grant.
- /5 The FY 2004 proposed General Fund budget for the Community Partnership Fund reflects a decrease of \$155,900 from the FY 2003 approved General Fund budget. This decrease will accommodate removing the priority "Activities and programs to provide positive educational, social and recreational alternatives for middle school youth and teens" from the Community Partnership Fund and the subsequent transfer of \$155,900 from the Community Partnership Fund to the Youth Fund to eliminate potential overlap of the functions of these two funds.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES
	ACTUAL FY 2002 (1)	AMENDED FY 2003 (2)	PROPOSED FY 2004 (3)	(4)
<u>OPERATING AGENCIES</u>				
Housing	802,879	1,335,933	1,358,343	3,422,089
Planning and Zoning	3,072,870	3,068,776	3,161,758	3,161,758
Other Planning and Economic Development Activities/1	2,031,593	2,169,245	2,248,399	2,248,399
Historic Alexandria	2,066,169	2,145,583	2,172,422	2,410,817
Mental Health, Mental Retardation and Substance Abuse/2	9,546,087	11,239,157	11,597,394	22,332,010
<b>SUBTOTAL - OPERATING AGENCIES</b>	<u>17,519,598</u>	<u>19,958,694</u>	<u>20,538,316</u>	<u>33,575,073</u>

/1 The FY 2004 proposed budget includes \$53,562 in recommended supplemental funding to increase support of the Alexandria Convention and Visitors Association.

/2 The FY 2003 Amended budget has been restated to reflect the transfer of \$253,813 from City replacement funding for reduced or eliminated State revenue in the non-departmental account.



## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2002 (1)	AMENDED FY 2003 (2)	PROPOSED FY 2004 (3)	
<u>OPERATING AGENCIES</u>				
Recreation, Parks and Cultural Activities/1	14,097,640	14,822,169	15,442,110	15,684,228
Other Recreation Activities	196,877	222,433	232,220	232,220
Library/2	4,798,030	5,295,730	5,369,886	5,740,028
Transit Subsidies	6,898,495	8,462,978	9,667,451	9,667,451
Transportation and Environmental Services/3	20,645,673	21,344,713	21,803,386	22,987,606
<b>SUBTOTAL - OPERATING AGENCIES</b>	<u>46,636,715</u>	<u>50,148,023</u>	<u>52,515,053</u>	<u>54,311,533</u>
<b>TOTAL - OPERATING AGENCIES</b>	<u>150,020,427</u>	<u>159,183,500</u>	<u>165,014,689</u>	<u>206,794,534</u>

- /1 The FY 2004 budget includes \$42,000 in recommended supplemental funding to expand operations at the Oswald Durant Center, which is expected to reopen during FY 2004 and \$100,000 to increase landscaping maintenance throughout the City, with \$50,000 allocated to King Street.
- /2 The FY 2004 budget includes recommended supplemental funding to increase the hours of two Library Assistant positions in the Acquisition section of the Technical Service Division (\$15,460) and \$41,888 to fund additional hours for Page positions at Beatley and Barrett Libraries.
- /2 The FY 2004 budget includes recommended supplemental funding for a Water Compliance Specialist (\$150,000), \$75,000 to fund an increase in the cost of towing, \$120,000 to fund a position and software to perform traffic studies, and \$40,000 to increase the transit benefit for City employees and to extend it to part-time City employees. The FY 2003 budget has been restated to reflect the discontinuation of the Community Recycling Enterprise Fund and the transfer of Recycling program expenditures in the amount of \$750,980 to the General Fund.

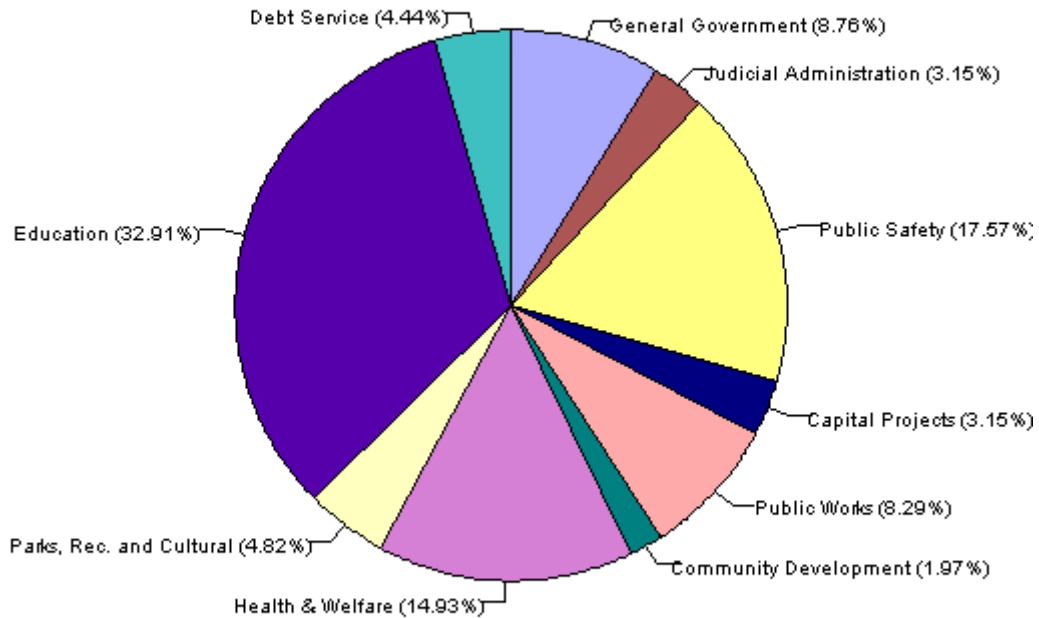
## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	GENERAL FUND			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2002 (1)	AMENDED FY 2003 (2)	PROPOSED FY 2004 (3)	
<u>EDUCATION</u>				
Schools/1	107,269,189	115,329,680	122,361,334	157,697,703
Other Educational Activities	<u>12,923</u>	<u>13,246</u>	<u>13,058</u>	<u>13,058</u>
TOTAL - EDUCATION	<u><u>107,282,112</u></u>	<u><u>115,342,926</u></u>	<u><u>122,374,392</u></u>	<u><u>157,710,761</u></u>
<u>CAPITAL IMPROVEMENTS</u>				
Capital Projects (Cash Capital)	<u>19,920,000</u>	<u>14,200,000</u>	<u>15,100,000</u>	<u>15,100,000</u>
TOTAL - CASH CAPITAL	<u><u>19,920,000</u></u>	<u><u>14,200,000</u></u>	<u><u>15,100,000</u></u>	<u><u>15,100,000</u></u>
GRAND TOTAL	<u><u>357,326,721</u></u>	<u><u>373,922,204</u></u>	<u><u>398,623,187</u></u>	<u><u>479,205,199</u></u>

/1 The FY 2004 proposed General Fund appropriation to the Schools includes \$2.43 million for compensation increases equal to those proposed for City employees. The FY 2004 proposed total all sources figure includes an appropriation of \$1,592,324 from the ACPS Component Unit fund balance as proposed by the School Board.

## FY 2004 Proposed Budget By Program (All Funds)

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The pie chart above presents the FY 2004 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 2004 PROPOSED BUDGET BY PROGRAM

Proposed  
City of Alexandria, Virginia FY 2004 Budget

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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	542,415	0	0	0	0	0	0	0	0	0	542,415
City Manager	1,821,240	0	0	0	0	0	0	0	0	0	1,821,240
Citizen Assistance	568,056	0	0	0	0	0	0	0	0	0	568,056
Office of Management & Budget	930,783	0	0	0	0	0	0	0	0	0	930,783
Office On Women	1,457,288	0	0	0	0	0	0	0	0	0	1,457,288
Human Rights	456,704	0	0	0	0	0	0	0	0	0	456,704
18th Circuit Court	0	1,157,538	0	0	0	0	0	0	0	0	1,157,538
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	2,551,533	0	0	0	0	0	0	0	0	2,551,533
Sheriff	0	5,004,284	14,475,194	0	0	0	0	0	0	0	19,479,478
Clerk of the Circuit Court	0	1,320,553	0	0	0	0	0	0	0	0	1,320,553
Law Library	0	128,648	0	0	0	0	0	0	0	0	128,648
Other Public Safety & Justice Activities	0	3,882,620	0	0	0	0	0	0	0	0	3,882,620
Court Service Unit	0	939,117	0	0	0	0	0	0	0	0	939,117
Information Technology Svcs	6,789,304	0	0	0	0	0	0	0	0	0	6,789,304
City Clerk & Clerk of Council	339,721	0	0	0	0	0	0	0	0	0	339,721
Finance	7,327,774	0	0	0	0	0	0	0	0	0	7,327,774
Internal Audit	181,413	0	0	0	0	0	0	0	0	0	181,413
Real Estate Assessment	994,402	0	0	0	0	0	0	0	0	0	994,402
Personnel	2,245,679	0	0	0	0	0	0	0	0	0	2,245,679
Planning & Zoning	0	0	0	0	0	3,161,758	0	0	0	0	3,161,758
Other Planning/Economic Development	0	0	0	0	0	2,248,399	0	0	0	0	2,248,399
City Attorney	1,438,956	0	0	0	0	0	0	0	0	0	1,438,956
Registrar of Voters	886,874	0	0	0	0	0	0	0	0	0	886,874
General Services	2,918,058	0	0	0	6,719,543	0	0	0	0	0	9,637,601
Transportation & Environmental Services	0	0	0	0	22,373,720	613,886	0	0	0	0	22,987,606
Transit Subsidies	0	0	0	0	9,667,451	0	0	0	0	0	9,667,451
Fire	0	0	28,585,855	0	0	0	0	0	0	0	28,585,855
Police	0	0	41,125,879	0	0	0	0	0	0	0	41,125,879
Housing	0	0	0	0	0	3,422,089	0	0	0	0	3,422,089
MH/MR/SA	0	0	0	0	0	0	22,332,010	0	0	0	22,332,010
Health	0	0	0	0	0	0	6,975,321	0	0	0	6,975,321
Human Services	0	0	0	0	0	0	42,220,873	0	0	0	42,220,873
Historic Alexandria	0	0	0	0	0	0	0	2,410,817	0	0	2,410,817
Recreation, Parks, & Cultural Activities	0	0	0	0	968,860	0	0	14,715,368	0	0	15,684,228
Other Recreational Activities	0	0	0	0	0	0	0	232,220	0	0	232,220
Library	0	0	0	0	0	0	0	5,740,028	0	0	5,740,028
Schools	0	0	0	0	0	0	0	0	157,697,703	0	157,697,703
Other Educational Activities	0	0	0	0	0	0	0	0	13,058	0	13,058
Non Departmental	13,103,266	0	0	15,100,000	0	0	0	0	0	21,299,500	49,502,766
<b>Total</b>	<b>42,001,933</b>	<b>15,103,734</b>	<b>84,186,928</b>	<b>15,100,000</b>	<b>39,729,574</b>	<b>9,446,132</b>	<b>71,528,204</b>	<b>23,098,433</b>	<b>157,710,761</b>	<b>21,299,500</b>	<b>479,205,199</b>

## BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT

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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. In FY 2003, OMB 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

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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 2003 APPROVED BUDGET (ALL FUNDS)**

<b>Expense Category</b>	<b>Legislative and Executive</b>	<b>Courts and Constitutional Officers</b>	<b>General Government</b>	<b>Operating Agencies</b>	<b>Education</b>	<b>Total</b>
Salaries	2,919,428	16,248,934	16,386,480	93,787,017	98,502,119	227,843,978
Fringe Benefits	647,189	5,541,037	4,304,656	28,634,925	26,269,920	65,397,727
Contractual Services	95,495	1,990,767	6,670,373	21,590,621	5,545,951	35,893,207
Internal Services	99,133	277,687	440,507	3,924,885	65,500	4,807,712
Commodities	38,345	920,147	1,814,603	4,650,780	7,341,178	14,765,053
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	26,897,039	13,246	30,112,403
EDP Software Development	0	0	1,000	1,500	0	2,500
Other Charges	115,388	847,007	4,054,645	7,249,753	7,182,839	19,449,632
Contingent Reserves	0	0	950,000	528,979	0	1,478,979
Cash Capital	0	0	14,200,000	0	0	14,200,000
Debt Service	0	0	17,739,094	0	0	17,739,094
Enterprise Fund	0	0	0	4,834,200	0	4,834,200
<b>Total</b>	<b>4,012,900</b>	<b>29,730,270</b>	<b>69,972,179</b>	<b>202,475,357</b>	<b>148,160,413</b>	<b>454,351,119</b>



**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2003 APPROVED 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	17,478,439	24,761,020	775,931	11,294,182	13,936,958	1,067,447	2,140,846	1,461,519	8,881,474	3,288,484	8,700,717	93,787,017
Fringe Benefits	5,930,442	8,742,355	260,176	3,105,496	3,905,070	294,101	535,276	309,736	2,135,770	802,946	2,613,557	28,634,925
Contractual Services	1,270,380	964,645	4,486,507	1,436,010	1,626,501	208,695	276,413	258,679	1,586,038	367,207	9,109,546	21,590,621
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	927,567	53,020	877,684	4,650,780
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 & 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 & Contributions	0	0	700,000	21,902,186	269,861	1,418,877	2,169,245	3,000	433,870	0	0	26,897,039
EDP Software Development	0	0	0	0	0	1,500	0	0	0	0	0	1,500
Other Charges	270,586	1,085,655	98,580	3,148,478	302,054	33,853	17,872	43,363	295,431	894,671	1,059,210	7,249,753
Contingent Reserves	0	0	528,979	0	0	0	0	0	0	0	0	528,979
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	4,834,200	4,834,200
<b>Total</b>	<b>28,233,772</b>	<b>39,586,685</b>	<b>6,965,459</b>	<b>42,282,097</b>	<b>22,573,424</b>	<b>3,121,307</b>	<b>5,238,021</b>	<b>2,338,904</b>	<b>15,636,589</b>	<b>5,650,196</b>	<b>30,848,903</b>	<b>202,475,357</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
 FY 2004 PROPOSED BUDGET (ALL FUNDS)**

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	3,017,173	16,668,447	17,015,621	96,309,099	107,406,663	240,417,003
Fringe Benefits	689,163	5,523,464	4,548,640	29,167,224	27,099,078	67,027,569
Contractual Services	76,890	2,172,540	11,230,005	23,635,498	5,922,553	43,037,486
Internal Services	103,496	291,310	438,327	4,116,217	0	4,949,350
Commodities	40,445	909,149	1,825,945	4,872,923	7,750,156	15,398,618
Office Furniture & Equipment	1,500	4,245	69,985	0	2,316,676	2,392,406
Vehicular Equipment	0	83,729	114,000	3,028,143	0	3,225,872
EDP Equipment	0	7,000	765,000	336,315	0	1,108,315
Operational Equipment	0	6,750	0	151,250	189,000	347,000
Utilities	0	26,440	1,084,306	2,785,811	0	3,896,557
Travel and Education	48,395	133,185	337,961	536,818	0	1,056,359
Leases & Rentals	52,584	503,128	869,219	3,633,370	0	5,058,301
Subsidies & Contributions	0	3,287,177	247,490	25,075,029	13,058	28,622,754
EDP Software Development	0	1,050	0	22,000	0	23,050
Other Charges	112,686	848,188	4,220,771	7,606,906	7,013,577	19,802,128
Contingent Reserves	0	0	925,000	409,931	0	1,334,931
Cash Capital	0	0	15,100,000	0	0	15,100,000
Debt Service	0	0	21,299,500	0	0	21,299,500
Enterprise Fund	0	0	0	5,108,000	0	5,108,000
<b>Total</b>	<b>4,142,332</b>	<b>30,465,802</b>	<b>80,091,770</b>	<b>206,794,534</b>	<b>157,710,761</b>	<b>479,205,199</b>

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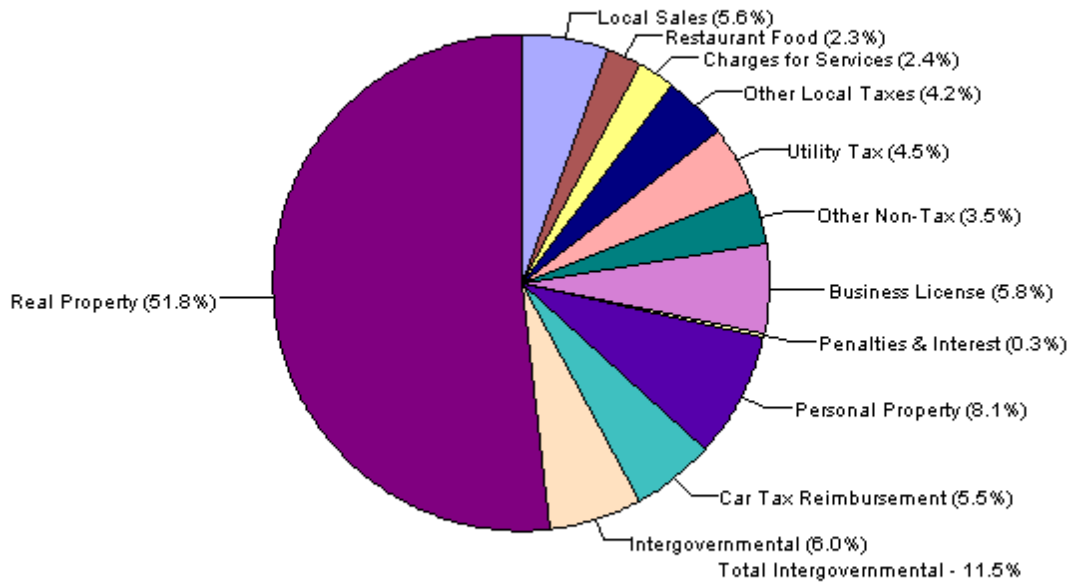
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# Revenue Summary

## General Fund Revenue Distribution

Proposed FY 2004

The pie chart below shows the distribution of estimated General Fund revenues for FY 2004, excluding the appropriation from fund balance.



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

	FY 2002	FY 2003	FY 2003	FY 2004
	<u>Actual</u>	<u>Budget</u>	<u>Revised</u>	<u>Proposed</u>
<b>General Fund</b>				
General property tax revenue				
Real property tax	164,959,409	176,572,000	183,497,000	203,167,000
Personal property tax	38,331,453	31,184,000	31,184,000	31,684,000
Penalties and interest	<u>1,854,835</u>	<u>1,100,000</u>	<u>1,100,000</u>	<u>1,100,000</u>
Total general property tax revenue	205,145,697	208,856,000	215,781,000	235,951,000
Other local tax revenue				
Local sales tax	20,316,345	21,300,000	21,300,000	22,150,000
Utility tax	16,711,857	17,100,000	17,100,000	17,750,000
Business licenses	22,233,330	21,900,000	21,900,000	22,800,000
Motor vehicle licenses	2,285,722	2,300,000	2,300,000	2,300,000
Recordation	2,494,425	1,500,000	2,000,000	1,500,000
Tobacco	1,597,140	1,600,000	2,000,000	2,600,000
Transient lodging	5,206,418	5,250,000	5,600,000	5,900,000
Restaurant food	8,562,840	8,700,000	8,900,000	9,100,000
Other miscellaneous	<u>4,551,697</u>	<u>4,468,000</u>	<u>3,863,000</u>	<u>4,013,000</u>
Total other local tax revenues	83,959,774	84,118,000	84,963,000	88,113,000
Non-tax revenue				
Licenses, permits, and fees	3,501,475	4,000,000	3,000,000	3,000,000
Fines and forfeitures	3,931,596	3,882,000	4,000,000	4,000,000
Use of money and property	8,769,357	6,550,500	4,886,000	6,168,186
Charges for services	8,954,310	9,863,800	9,476,200	9,291,200
Intergovernmental revenues	46,601,916	45,905,800	45,668,200	45,058,200
Miscellaneous	<u>538,278</u>	<u>458,000</u>	<u>458,000</u>	<u>458,000</u>
Total non-tax revenue	<u>72,296,932</u>	<u>70,660,100</u>	<u>67,488,400</u>	<u>67,975,586</u>
Total General Fund revenues	361,402,403	363,634,100	368,232,400	392,039,586
Other financing sources (uses)				
Appropriation from City fund balance	0	9,816,624	9,816,624	6,000,000
Appropriation for recycling fund balance	0	471,480	310,000	583,601
-----				
Total General Fund revenues and other sources	361,402,403	373,922,204	378,359,024	398,623,187
	=====	=====	=====	=====

## General Fund Revenue Summary

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Total FY 2004 General Fund revenues are projected at \$392,039,586, which represents an increase of \$23,807,186, or 6.5 percent, as compared to the current FY 2003 revenue projections, and 7.8 percent as compared to the FY 2003 adopted budget. The FY 2004 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 2004 real property tax revenues are estimated at \$203.2 million, an increase of \$19.7 million, or 10.7 percent, as compared to the current FY 2003 projection. This also reflects a 3 cent reduction in the real property tax rate from \$1.08 to \$1.05. Real property tax revenues, which are currently projected to account for 49.8 percent of total FY 2003 General Fund revenues, are expected to account for 51.8 percent of total General Fund revenues in FY 2004. As required by State law, all parcels of real estate in the City are annually assessed at 100 percent of estimated fair market value.

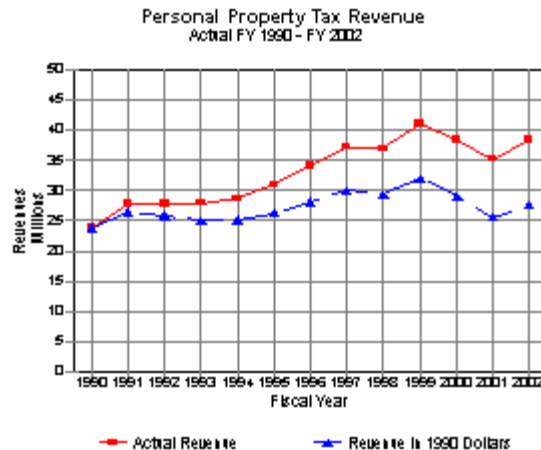
As detailed in the Calendar Year 2003 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2003 (calendar year) locally assessed tax base is approximately \$18.7 billion, an increase of \$3.2 billion, or 20.7 percent, as compared to the 2002 tax base. Including Public Service Corporation and railroad real property, which are assessed by the State, the total real property tax base has increased to approximately \$19.4 billion, an increase of \$3.22 billion, or 19.9 percent, as compared to the 2002 assessment. Of the total \$3.22 billion increase, approximately 15.7 percent (\$505.8 million) is the result of new growth, including \$89.5 million in new residential construction, and \$416.3 million in new commercial construction. The reassessments of existing properties increased \$2.71 billion, reflecting the strong market demand for residential properties, as well as the healthy condition of income-producing multi-family residential properties.

Real Property tax revenues for the first half of FY 2004 (the second half of calendar year 2003) are based on the 2003 real property assessment, a three cent decrease in the real property tax rate from \$1.08 to \$1.05, and a 49.00 percent collection rate for the second half of the 2003 tax levy. Real property tax revenues for the second half of FY 2004 (the first half of calendar year 2004) are based on a projected 5.0 percent increase in real property assessments next year, which assumes: (1) both continued new growth in the tax base and appreciation of existing residential and commercial properties, (2) a \$1.05 real property tax rate, and (3) a 49.00 percent second half collection rate. (See the Statement of Estimated Real Property Tax Revenues following this summary for this calculation.)



## General Fund Revenue Summary

The real property tax revenues estimate has been reduced by approximately \$1.3 million to reflect the costs of the senior citizen and disabled persons tax relief program. The current program's total estimated cost in FY 2004 is \$1.1 million, with \$0.2 million in additional funds set aside in anticipation of future City Council action to expand this program.



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 2004, the individual personal property tax base of vehicles is projected to not increase as compared to the current projection, except due to changes discussed below. Business personal property tax base is also projected to remain flat. The FY 2003 projection is based on actual collections through December 2002. The FY 2004 projections are based on analysis of car sales and values, as well as slow rates of business reinvestment in 2002 (which is the basis for 2003 assessments billed and paid in FY 2004).

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 (PPTRA) and is recognized as Intergovernmental Revenue. Locally collected Personal Property Tax Revenues are budgeted in FY 2004 at \$31,684,000, compared to \$31,184,000 projected in FY 2003. Including the State's reimbursement, which is budgeted in Intergovernmental Revenues and including delinquent tax collections, the FY 2004 proposed budget includes a total of \$53.2 million in revenue generated from the Personal Property tax base, as compared to \$53.2 million projected in FY 2003. As a result of changes in the PPTRA regulations which may result in a larger portion of the overall tax liability being collected locally, the locally collected revenue was increased by \$500,000 and the state reimbursed portion was decreased for the same amount. Locally-collected personal property tax is composed of \$14,898,000 in individual personal property (vehicles), \$15,386,000 in business personal property, and \$1,400,000 in delinquent personal property taxes and is based on current collections through December 2002 and assumes virtually no growth in either category.

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.

## General Fund Revenue Summary

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 2004 General Fund intergovernmental revenues are budgeted at \$45,058,200, which represents a decrease of \$610,000, or 1.3 percent, as compared to the current FY 2003 projection, \$847,000 from FY 2003's original budget and \$1,543,716 from FY 2002 actual revenues. Additional State losses have also been experienced in the City and Schools Special Revenue Fund accounts.

Budget actions at the State level regarding aid to localities coupled with cautious revenue forecasts during the development of the FY 2004 budget, have resulted in very conservative Intergovernmental Revenue forecasts.

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 2002 Actual	FY 2003 Approved	FY 2003 Projected	FY 2004 Proposed
STATE AID				
HB 599 (law enforcement aid)	\$5,933,422	\$6,129,000	\$5,918,000	\$5,918,000
Personal Property Tax Reimbursement	21,270,491	22,040,000	22,040,000	21,500,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	6,161,766	5,794,000	5,655,000	5,655,000
Compensation Board Reimbursements for Treasury and Revenue Administration	587,310	559,000	498,000	498,000
State Prisoner Per Diem Payments	773,300	760,000	648,000	562,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	529,535	330,000	240,000	154,000
State Aid for Road Maintenance	4,869,285	5,064,800	5,047,800	5,149,800
Other State Aid	1,098,970	849,000	846,400	846,400
FEDERAL AID				
Federal Prisoner Per Diem	5,116,830	4,000,000	4,500,000	4,500,000
Other Federal Aid (Indirect costs recovered from federal grants)	261,007	380,000	275,000	275,000
<b>TOTAL</b>	<b>\$46,601,916</b>	<b>\$45,905,800</b>	<b>\$45,668,200</b>	<b>\$45,058,200</b>

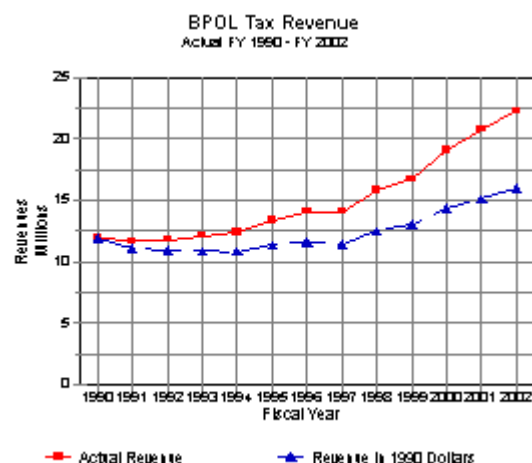
## General Fund Revenue Summary

**Local Sales Tax Revenues** The total sales tax in Alexandria is generally 4.5 percent (grocery store food is somewhat less), 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 2004 local 1.0 percent sales tax revenues are budgeted at \$22,150,000, which is an increase of \$850,000, or 4.0 percent, as compared to the current FY 2003 projection. Local sales tax revenues as a proportion of total General Fund revenues, are currently expected to account for 5.8 percent of projected FY 2003 General Fund revenues, are expected to account for 5.6 percent of total General Fund revenues in FY 2004.



**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 2004 Proposed Tax Rates for Major Revenue Sources." FY 2004 consumer utility tax revenues are budgeted at \$17,750,000, which is an increase of \$650,000, or 3.8 percent, as compared to the FY 2003 projected revenues. Utility tax revenues as a proportion of total General Fund revenues, currently projected at 4.6 percent of total FY 2003 General Fund revenues, are expected to account for 4.5 percent of total General Fund revenues in FY 2004.

**Business Professional and Occupational Licenses (BPOL)** The BPOL tax is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For businesses with gross receipts of \$100,000 or more, the BPOL tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (contractors) to .0058 (professionals, such as doctors and lawyers). In May 1996, City Council approved the following changes to the City's BPOL tax ordinance: an increase from \$50,000 to \$100,000 in the minimum gross receipts collected by a licensable business before a BPOL tax based on the amount of



## General Fund Revenue Summary

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.

In FY 2002, reductions in the late filing penalties were approved. FY 2004 business license tax revenues are budgeted at \$22.8 million, an increase of \$900,000, or 4.1 percent, as compared to the current FY 2003 revenue projection. Projected revenues in both FY 2003 and FY 2004 reflect actual collections to date and a projected rate of growth of 4 percent for FY 2004.

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 2004 motor vehicle license revenues are budgeted at \$2.3 million, which is equal to the current FY 2003 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 2004 recordation tax revenues are budgeted at \$1.5 million. The FY 2003 projection of \$2.0 million is an increase of \$0.5 million compared to the FY 2003 budgeted amount of \$1.5 million due to home sales and refinancings. However, revenues in FY 2004 are not expected to equal FY 2003 and FY 2002 as home sales have decreased and homeowner refinancings are expected to diminish.

Tobacco Tax Revenues The local tobacco tax is levied at a rate of \$0.50 per pack of 20 cigarettes sold in the City. The rate was increased from \$0.30 to \$0.50 as of January 2003 and FY 2003 revenues have been increased to reflect the partial year increase. FY 2004 tobacco tax revenues are budgeted at \$2.6 million, reflecting the first full year of collections at the higher tax rate. The FY 2003 revenue estimate assumes an increase of \$400,000, from the budgeted amount of \$1.6 million to the projected amount of \$2.0 million.

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 2004 transient lodging tax revenues are budgeted at \$5.9 million, which is an increase of \$300,000, or 5.4 percent, as compared to the current FY 2003 projection and reflects some expected



## General Fund Revenue Summary

increase in occupancy rates and achieved room rates, as well as the opening of one new hotel in mid-FY 2003. The FY 2003 projection of \$5.6 million reflects an increase of \$350,000 compared to the FY 2003 budgeted amount, based on revenue collections in the first half of the fiscal year.

Restaurant Meals Tax Revenues The local restaurant meals tax rate is 3 percent. FY 2004 restaurant meals tax revenues are budgeted at \$9.1 million, which is an increase of \$200,000, or 2.2 percent, compared to the current FY 2003 projection. FY 2003 revenues are projected at \$8.9 million, an increase of \$200,000 compared to the FY 2003 budget amounts. Revenues are projected for both FY 2003 and FY 2004 based on actual revenues through the first half of FY 2003 and the expectation that local restaurants will continue to see some improvements in sales.



### Other Miscellaneous Local Tax Revenues

Other miscellaneous local tax revenues are budgeted at \$4,013,000, which is an increase of \$150,000, or 3.9 percent, as compared to the current FY 2003 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 \$700,000 for E-911 tax revenues, which is based on the rate of 50 cents per line per month, and \$770,000 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 \$1.4 million, and the daily rental tax, which is estimated at \$35,000 in FY 2004). Telecommunications and E-911 revenues have been reduced in both FY 2003 and FY 2004 (by \$870,000) to reflect actual collections through the midpoint of FY 2003, as what has been remitted by Verizon has dropped dramatically. City staff are continuing to seek resolution of this matter with Verizon.

Licenses, Permits and Fees FY 2004 revenues from licenses, permits and fees are budgeted at \$3.0 million, which is equal to the current FY 2003 projection, but \$1.0 million less than FY 2004's budget. The FY 2003 budget estimate for all licenses, permits and fees is based on the trend in actual revenues received through December 2003. The major component of this category, building permits, is expected to remain flat through the remainder of FY 2003. The FY 2004 projection is based on this expectation.

## General Fund Revenue Summary

Fines and Forfeitures FY 2004 revenues from fines and forfeitures are budgeted at \$4.0 million, which is equal to the current FY 2003 projections. Parking fines account for \$2.8 million, or approximately 70 percent of the revenue in this category. Revenues for the new Red Light Camera Pilot Enforcement program are budgeted at \$243,000, an amount equal to the FY 2003 projection, which is based on fines collected through December 2002. The FY 2003 court fines and forfeitures are budgeted at \$825,000.

Revenues from the Use of Money and Property FY 2004 revenues from the use of money and property are budgeted at \$6,168,186, which represents a increase of \$1,282,186, or 26.2 percent, as compared to the current FY 2003 projection. The FY 2003 projection has been reduced by nearly \$1.7 million, to \$4.9 million. The adjustments are primarily attributed to a reduction in the estimate for interest revenue of \$1.5 million on General Fund investments, which is projected to decline due to current low interest rates, and an expected reduction in the amount of cash available for investments as cash capital funding has increased. Both the FY 2003 and FY 2004 projections are lower than the FY 2003 budgeted amount of \$6.6 million, and significantly lower than FY 2002 actual revenues of \$8.8 million. Interest on General Fund investments in FY 2004 are projected at \$3.4 million on an average cash balance of \$125 million at 2.6 percent. This revenue category also includes parking fees from the use of City lots and garages, which are budgeted at \$1.8 million in both FY 2003 and FY 2004.

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 2004 revenues from charges for services are budgeted at \$9,291,200, which is an decrease of \$185,000 compared to the FY 2003 projection. The \$400,000 decrease is attributed to a change in the accounting of sewer connection charges, which have historically been included as general fund revenue, but will now be included in the Capital Improvement Program as a direct source of revenue to fund sanitary sewer projects.

For FY 2004 the City's \$0.20/1,000 gallons sanitary sewer rate is proposed to increase by \$0.20 to \$0.40 as part of a multi-year plan to establish a self-financing (from user fees) sanitary sewer system (operating, debt service and capital costs). This \$0.20 increase, which will cost the average residential user \$16 per year more in FY 2004, will raise \$1.1 million to be used for capital projects in FY 2004. Similar future fee increases are contemplated in FY 2005 and beyond.

Other Miscellaneous Non-tax Revenues FY 2004 other miscellaneous non-tax revenues, such as insurance recoveries and fees to offset special events expenditures, are budgeted at \$458,000, which is equal to the FY 2003 projection and the FY 2003 budgeted amount.

## Statement of Estimated Real Property Tax Revenues

For the Fiscal years ending June 30, 2003 and June 30, 2004

	Due Date	Assessed Value (thousands)	Tax Rate (per \$100)	Tax Year Gross Levy	Estimated Collection Rate	Net Tax Revenue
<b>Fiscal Year 2003</b>						
Second half tax year 2002						
Locally assessed real property	11/15/02	\$15,606,225	\$1.08	\$168,547,230	48.00%	\$80,902,670
Non-locally assessed property	11/15/02	600,664	1.08	6,487,172	49.50%	3,211,150
<b>Total second half tax year 2002</b>		<u>\$16,206,889</u>		<u>\$175,034,402</u>		<u>\$84,113,820</u>
First half tax year 2003						
Locally assessed real property	06/15/03	\$18,666,695	\$1.05	\$196,000,298	49.00%	\$96,040,146
Non-locally assessed property	06/15/03	681,555	1.05	7,156,331	49.50%	3,542,384
<b>Total first half tax year 2003</b>		<u>\$19,348,250</u>		<u>\$203,156,629</u>		<u>\$99,582,530</u>
<b>Total fiscal year 2003 revenue</b>						<u><u>\$183,696,350</u></u>
<b>Fiscal Year 2004</b>						
Second half tax year 2003						
Locally assessed real property	11/15/03	\$18,666,695	\$1.05	\$196,000,298	49.00%	\$96,040,146
Non-locally assessed property	11/15/03	681,555	1.05	7,156,331	49.50%	3,542,384
<b>Total second half tax year 2003</b>		<u>\$19,348,250</u>		<u>\$203,156,629</u>		<u>\$99,582,530</u>
First half tax year 2004						
Locally assessed real property	06/15/04	\$19,600,030	\$1.05	\$205,800,313	49.00%	\$100,842,154
Non-locally assessed property	06/15/04	681,555	1.05	7,156,328	49.50%	3,542,382
<b>Total first half tax year 2004</b>		<u>\$20,281,585</u>		<u>\$212,956,641</u>		<u>\$104,384,536</u>
<b>Total fiscal year 2004 revenue /1</b>						<u><u>\$203,967,066</u></u>

/1 Total fiscal year 2004 real property tax revenue of \$203,167,000 as stated in the General Fund Revenue Summary on page 4-2 reflects an additional \$500,000 resulting from a delay in collection of real property tax revenues original anticipated in FY 2003 and a reduction of \$1,300,000 to reflect the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2002.

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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 2003 (FY 2004), the estimated fiscal impact of the proposed three cent reduction on the real property tax rate was \$5.8 million for a tax rate for the 2003 calendar year only, and \$8.6 million for a tax rate that carries until the end of FY 2004 (i.e., three payment periods of June 2003, November 2003, and June 2004).

### REAL ESTATE TAX RATES\*

YEAR	City of Alexandria	Arlington County	Fairfax County	Loudoun County	Prince William County
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	1.08	.993	1.21	1.05	1.23
2003 proposed	1.05	.993	1.19	1.105	1.19

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

## Real Property Assessments

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### Average Residential Tax Bills 1990 - 2003

The following two tables depict the average residential real estate tax bill and average single family real estate tax bill adjusted to 2003 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 2003 at the proposed \$1.05 tax rate would be \$3,243. In today's dollars the average tax bill in 1990 for the average residential unit was \$2,628.

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 2003 at the proposed \$1.05 tax rate would be \$4,301. In today's dollars the average tax bill in 1990 was \$3,388.

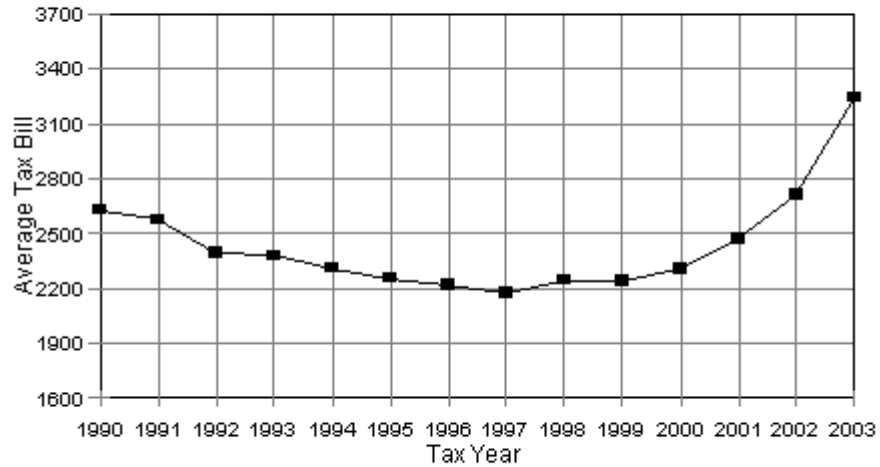
# Real Property Assessments

## Average Residential Tax Bills 1990 - 2003

### Residential Tax Bill Comparison

1990 - 2003

Adjusted to 2003 dollars

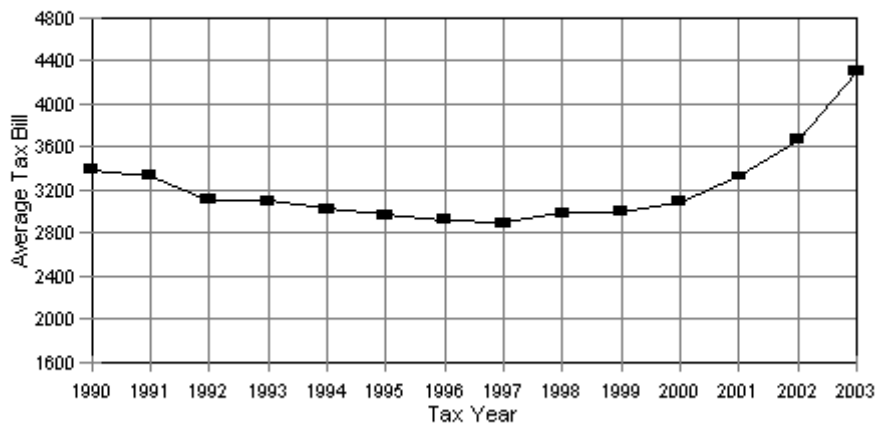


— Average Residential Tax Bill

### Single Family Tax Bill Comparison

1990 - 2003

Adjusted to 2003 dollars

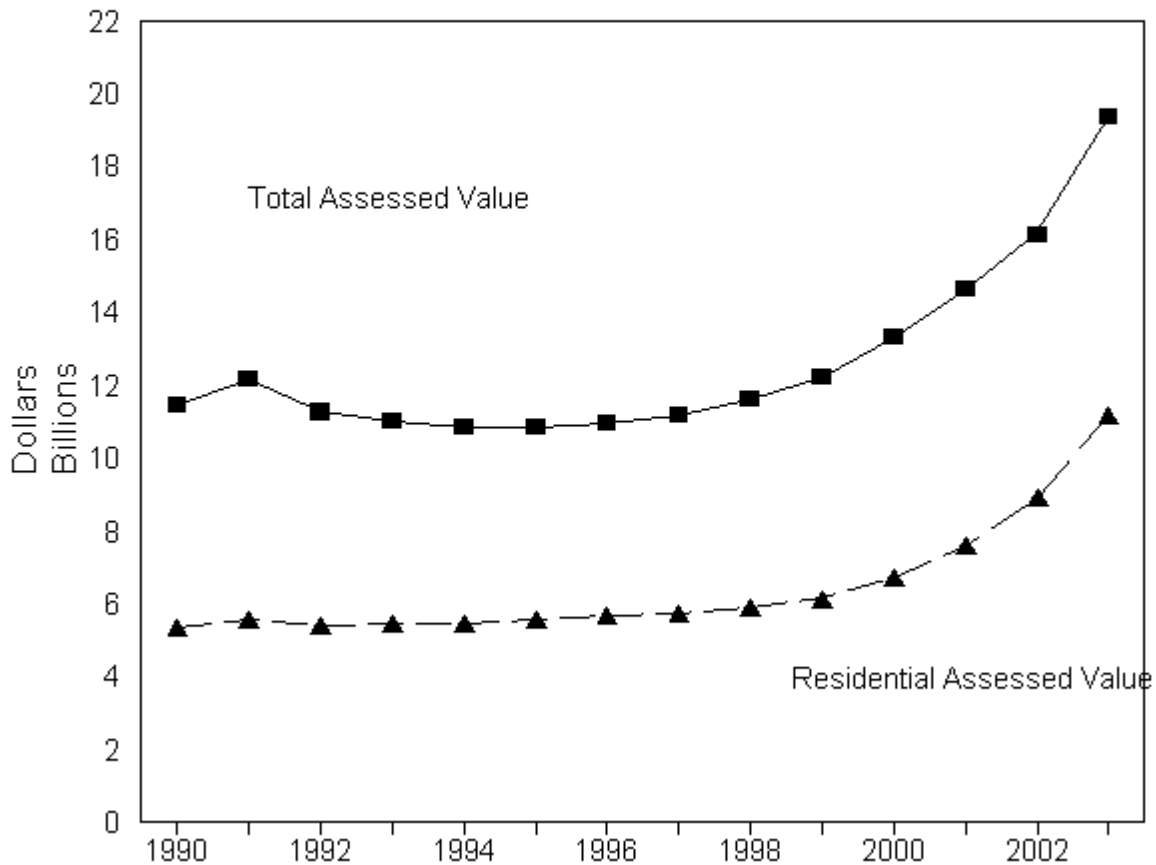


— Average Single Family Tax Bill

## Real Property Tax Base

Total Assessed Value  
Tax Years 1990 - 2003

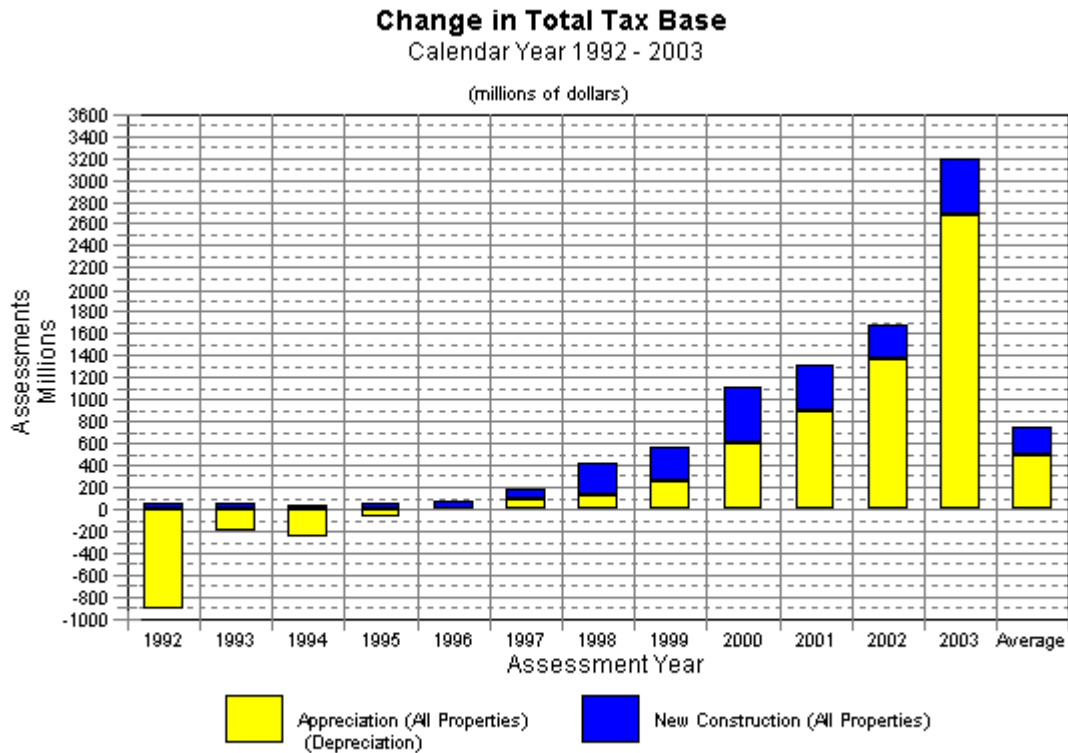
This graph displays the change in the City's real property tax base since 1990. The top line represents the total assessed value of the City's tax base and the bottom line represents the total assessed value of residential real property. After several years of commercial assessments accounting for the 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 2003 residential property accounted for 57.7% of the City's real estate tax base.



## Real Property Tax Base

### Change in Total Tax Base Tax Years 1992 - 2003

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. Since tax year 2001, appreciation significantly exceeds the value of new construction. As a result of the significant increases in appreciation in tax year 2003, the average value of appreciation for the twelve year period shown now exceeds the average 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)

	1992 <sup>/4</sup>	1993 <sup>/5</sup>	1994	1995	1996	1997
Residential Single Family	3,918,081	3,950,462	3,959,811	4,054,108	4,151,909	4,245,411
Residential Condominium	1,483,931	1,515,358	1,503,185	1,522,470	1,506,198	1,496,966
Commercial Multi-Family	1,417,842	1,335,147	1,337,722	1,331,188	1,326,307	1,336,457
Office/Retail Property	3,066,320	2,979,542	2,832,476	2,781,784	2,806,441	2,891,476
Other Commercial	679,893	621,746	585,345	558,318	562,198	589,465
Public Service Corporation <sup>/1</sup>	677,844	624,723	599,784	589,447	589,222	611,029
<b>Total <sup>/2</sup></b>	<b><u>11,243,911</u></b>	<b><u>11,026,978</u></b>	<b><u>10,818,324</u></b>	<b><u>10,837,314</u></b>	<b><u>10,942,274</u></b>	<b><u>11,170,803</u></b>
Residential Single Family	34.8%	35.8%	36.6%	37.4%	37.9%	38.0%
Residential Condominium	13.2%	13.7%	13.9%	14.0%	13.8%	13.4%
Commercial Multi-Family	12.6%	12.1%	12.4%	12.3%	12.1%	12.0%
Office/Retail Property	27.3%	27.0%	26.2%	25.7%	25.6%	25.9%
Other Commercial	6.0%	5.6%	5.4%	5.2%	5.1%	5.3%
Public Service Corporation <sup>/1</sup>	6.0%	5.7%	5.5%	5.4%	5.4%	5.4%
<b>Total <sup>/3</sup></b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Residential	48.04%	49.57%	50.50%	51.46%	51.71%	51.41%
Commercial	51.96%	50.43%	49.50%	48.54%	48.29%	48.59%
	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>

Sources: Assessment values are from the 1992-2003 Real Property Assessment Reports.

/1 -- 1992- 02 Certified Assessments from Public Service Corp. Land Book --  
City of Alexandria. 2003 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-- 1992 assessments include \$188.5 million in non-locally assessed railroad property subject to litigation.

/5-- 1993 assessments include \$106.6 million in non-locally assessed railroad property subject to litigation.

## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1998	1999	2000	2001	2002 <sup>/4</sup>	2003
Residential Single Family	4,387,491	4,657,845	5,119,264	5,830,209	6,791,096	8,384,771
Residential Condominium	1,495,305	1,511,210	1,597,678	1,743,688	2,098,194	2,770,577
Commercial Multi-Family	1,376,604	1,500,100	1,584,496	1,734,225	2,004,540	2,320,186
Office/Retail Property	3,094,323	3,318,516	3,744,874	4,061,051	4,155,509	4,683,112
Other Commercial	630,872	553,705	608,320	598,139	421,220	508,050
Public Service Corporation <sup>/1</sup>	620,694	646,144	640,676	665,038	662,430	681,555
	-----	-----	-----	-----	-----	-----
Total <sup>/2</sup>	<u>11,605,290</u>	<u>12,187,520</u>	<u>13,295,308</u>	<u>14,632,349</u>	<u>16,132,989</u>	<u>19,348,251</u>
Residential Single Family	37.8%	38.2%	38.5%	39.8%	42.1%	43.3%
Residential Condominium	12.9%	12.4%	12.0%	11.9%	13.0%	14.3%
Commercial Multi-Family	11.9%	12.3%	11.9%	11.9%	12.4%	12.0%
Office/Retail Property	26.7%	27.2%	28.2%	27.8%	25.8%	24.2%
Other Commercial	5.4%	4.5%	4.6%	4.1%	2.6%	2.6%
Public Service Corporation <sup>/1</sup>	5.3%	5.3%	4.8%	4.5%	4.1%	3.5%
	-----	-----	-----	-----	-----	-----
Total <sup>/3</sup>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Residential	50.69%	50.62%	50.52%	51.76%	55.10	57.66%
Commercial	49.31%	49.38%	49.48%	48.24%	44.90	42.34%
	-----	-----	-----	-----	-----	-----
	<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 1992-2003 Real Property Assessment Reports.

/1 -- 1992-02 Certified Assessments from Public Service Corp. Land Book --  
City of Alexandria. 2003 figures are estimated.

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

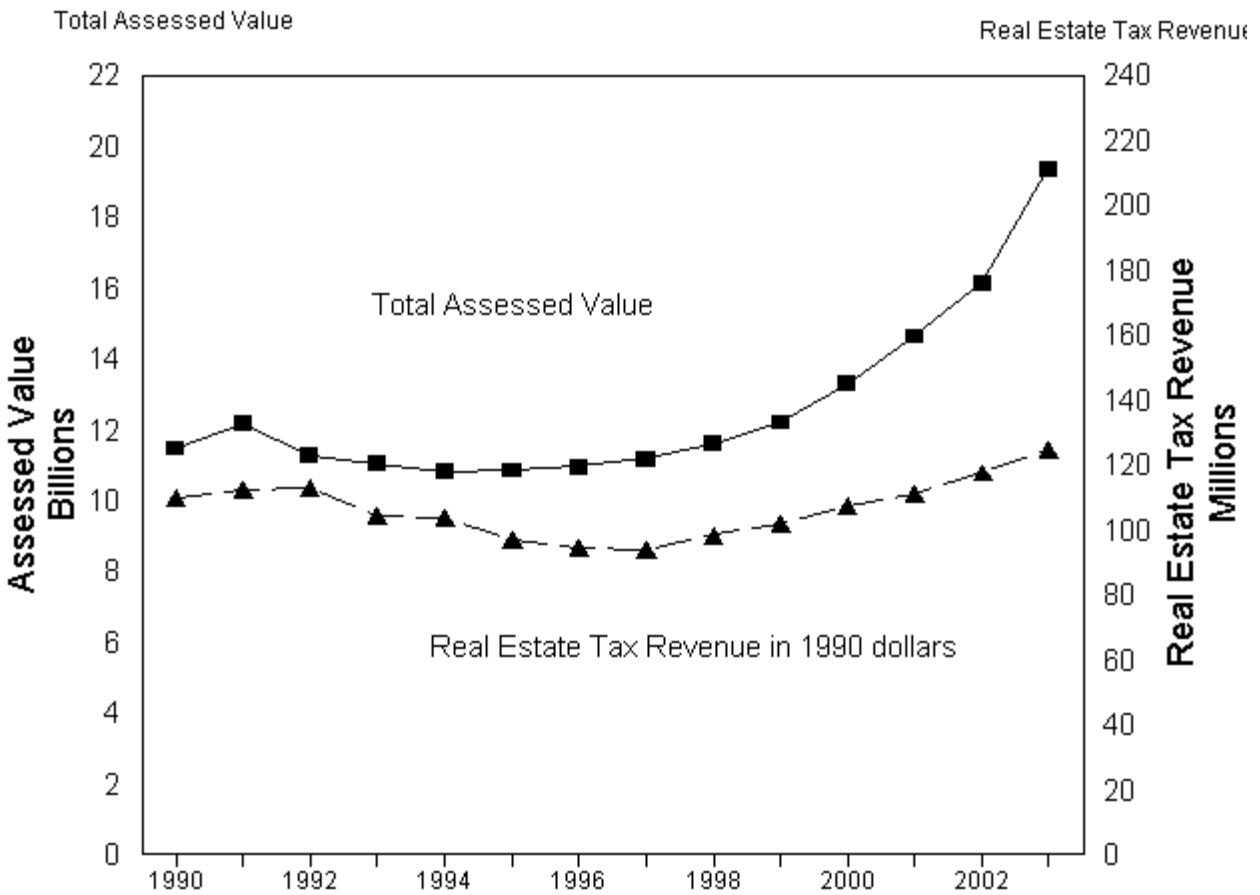
/3 -- Figures in individual categories may not total 100% due to rounding.

/4 -- 2002 data has been revised from the FY2003 document and reflects equalized data as of 12/31/2002.

# Real Property Assessments Compared To Real Property Tax Revenues

Tax Years 1990 - 2003

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 \$124.4 million in 2002, for an average annual real dollar increase of 0.86 percent. In FY 2004, real property revenue would have been \$140.3 million in 1990 dollars. Actual real property revenues for FY 2004, which reflect the assessed value of tax year 2003, are projected to be \$203.2 million.



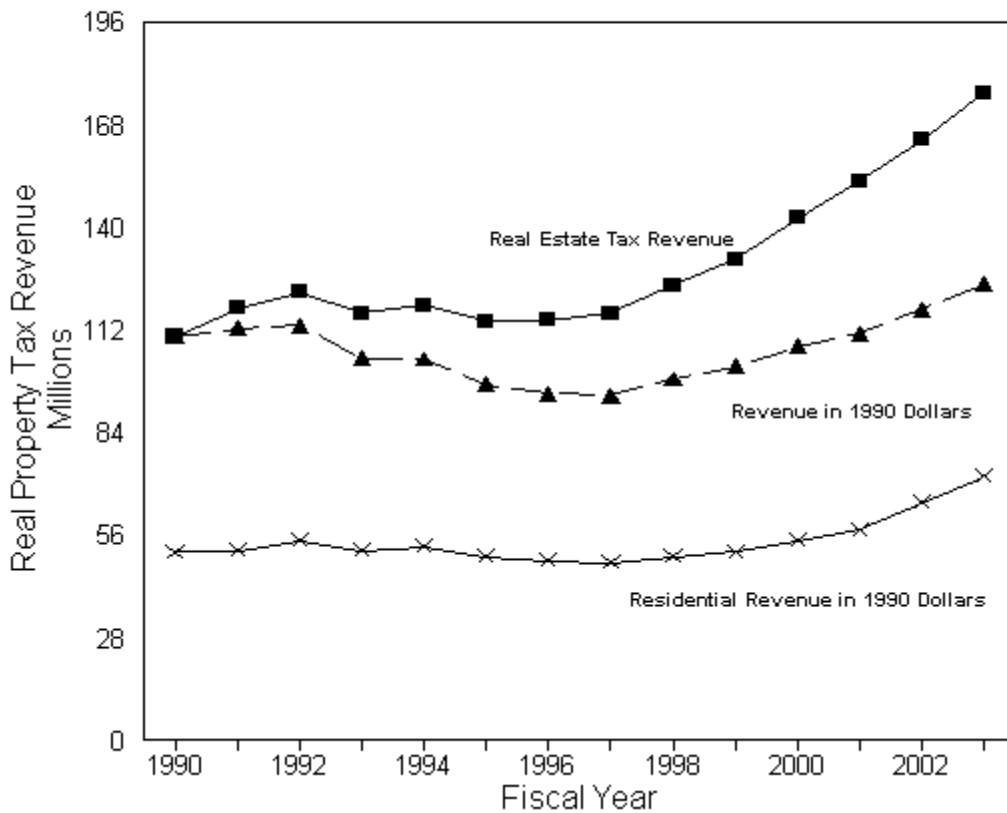
Note: Revenues are for the succeeding fiscal year.



# Real Property Tax Revenue as Compared to Inflation

FY 1990 - FY 2003

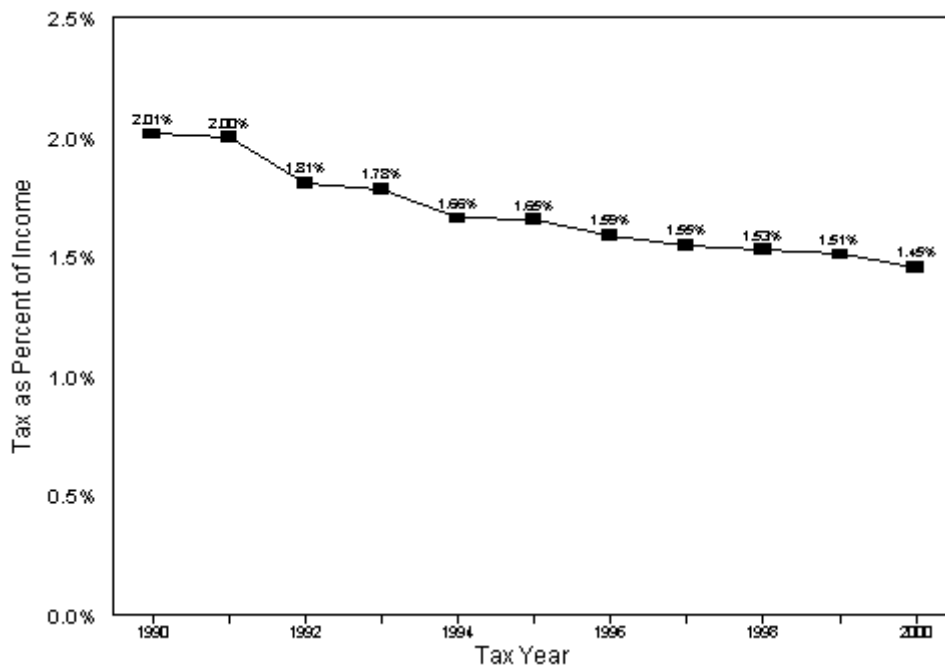
This graph shows the impact of inflation on real property tax revenues. The middle line in the graph shows real property tax revenues in constant 1990 dollars. As shown in the bottom line on this graph, which represents residential real property tax revenues in constant 1990 dollars, over the long-term residential real property tax revenue has only begun increasing significantly in the last couple of years after adjusting for inflation and tax rate changes.



## Per Capita Residential Real Estate Tax Revenue

Tax Years 1990 - 2000<sup>1</sup>

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



<sup>1</sup> Per capita income figures for 2000 are the most recent available at the time of printing.

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

## FY 2004 Proposed Tax Rates for Major Revenue Sources

	<u>City Proposed Rate</u>	<u>Virginia Code Reference</u>	<u>Maximum Tax Rate Allowed by State</u>
Real Estate Tax	\$1.05 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
	25% 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 \$.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 \$0.050213 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	\$.60 per line per month	56-468.1	minimum of \$.50 per line per month; annual rate calc. by VDOT
Cigarette Tax	\$.50 on each package of twenty cigarettes	58.1-3840	none
Daily Rental Tax	1.0% of gross receipts	58.1-3510.1	1%
Local Sales Tax	1.0% added to the rate of the State tax imposed	58.1-605	1%
Transient Lodging Tax	5.5% of total amount paid for room rental, plus \$1 per night lodging fee	58.1-3840	none
Restaurant Meal Tax	3.0% on all food and drink sold in the City	58.1-3840	none
Recordation Tax:			
Deed of Bargain and Sale			
Grantor	\$.50 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Grantee	\$.50 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Deed of Trust	\$.50 per \$1,000 of loan amount (equals State max)	58.1-3800	1/3 of State Chrgs
Tax Penalty	10% or \$10, whichever is greater	58.1-3916	10% or \$10
Tax Interest	10% per annum until January 1, 2000 after January 1, 2000 10% per annum for 1 <sup>st</sup> year, 5% per annum thereafter. Equals refund rates.	58.1-3916	10%

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

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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 2004 Estimated Special Revenue Funds," the City's Special Revenue Fund budget of \$74,231,628 consists primarily of State and federal aid and discretionary State and federal grants (87.6 percent). This compares to the FY 2003 initial Special Revenue Fund budget of \$74,425,612. This analysis does not reflect one time federal aid of \$10.0 million received for public safety agencies in FY 2003 (\$8.0 Byrne Grant and \$2.0 U. S. Marshal's office). The \$193,984 decrease (\$1.3 million decrease to the City as the Schools increased by \$1.1 million) is partially attributable to decreased estimated State revenues in Human Services of \$1,868,084, \$779,372 in the Schools, and \$596,543 in Mental Health, Mental Retardation, and Substance Abuse; partially offset by increased estimated federal revenue of \$886,168 in Human Services, \$1,855,038 in the Schools, as well as additional anticipated CDBG funding of \$282,000 in the Office of Housing.

### FY 2004 Estimated Special Revenue Funds



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

The table below summarizes the estimated FY 2004 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 2004 ESTIMATED SPECIAL REVENUE FUNDS

Department	State Aid	Federal Aid	Charges, Donations and Other Sources	Total Special Revenue Funds
Commonwealth's Attorney's Office	0	\$390,766 <sup>/a</sup>	0	\$390,766
Law Library	0	0	\$55,000 <sup>/b</sup>	55,000
Other Public Safety	\$198,333 <sup>/c</sup>	0	0	198,333
Court Services	113,570 <sup>/d</sup>	0	0	113,570
Citizen Assistance	0	0	5,400 <sup>/e</sup>	5,400
Office On Women	39,087 <sup>/f</sup>	334,224 <sup>/g</sup>	24,475	397,786
Personnel	0	0	6,000 <sup>/h</sup>	6,000
Fire	263,000 <sup>/i</sup>	29,000 <sup>/j</sup>	206,152 <sup>/k</sup>	498,152
Police	0	119,746 <sup>/l</sup>	30,000 <sup>/m</sup>	149,746
Sheriff	429,097 <sup>/n</sup>	523,872 <sup>/o</sup>	272,154 <sup>/p</sup>	1,225,123
Health	0 <sup>/q</sup>	0	0	0
MH/MR/SA	3,454,817	2,297,937	4,961,862	10,714,616 <sup>/r</sup>
Human Services	8,401,071	15,223,676	250,820	23,875,567 <sup>/s</sup>
Housing	0	2,032,000 <sup>/t</sup>	31,746 <sup>/u</sup>	2,063,746
Historic Alexandria	0	0	238,395	238,395
Recreation	5,000 <sup>/v</sup>	112,118 <sup>/w</sup>	38,000	155,118
Library	203,159	0	166,983	370,142
T&ES	168,482 <sup>/x</sup>	43,730 <sup>/y</sup>	174,008 <sup>/z</sup>	386,220
Human Rights	0	25,000 <sup>/a1</sup>	0	25,000
Schools	21,627,134	8,958,863	2,776,951 <sup>/a2</sup>	33,362,948
<b>TOTAL</b>	<b>\$34,902,750</b>	<b>\$30,090,932</b>	<b>\$9,237,946</b>	<b>\$74,231,628</b>

## Grant Funding Summary and Special Revenue Funds

### Notes:

- /a Includes \$191,130 for the federal grant for the Victim-Witness Program, \$64,944 for V-Stop Domestic Violence Intervention grant; and \$134,692 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 \$8,500 for Project STEPOUT/ MANHOOD, \$11,200 for the State Shelter Support grant, and \$19,387 for the Rape Victim Companion grant.
- /g Includes \$82,652 for the Rape Victim Companion grant, \$7,582 for the federal Shelter Support grant, \$167,286 for the Domestic Violence Program, \$46,512 for the V-STOP/ Sexual Assault Response and Awareness Program (SARA), and \$30,192 for the Violence Against Women Act grant.
- /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 \$203,652 from fee revenue related to the U.S. Patent and Trademark Office (PTO) and \$2,500 in smoke alarm donations.
- /l Includes \$119,476 for the federal share of the Advanced Generation Interoperability for Law Enforcement (AGILE) project.
- /m Reimbursement for overtime expenditures from the Northern Virginia Regional Crack Task Force.
- /n For the Comprehensive Community Corrections Act (CCCA) programs and Pre-Trial Services Act (PSA) grant.
- /o Federal funding for temporary perimeter security at the Public Safety Center is planned.
- /p Program fees for the Alexandria Alcohol Safety Action Program (AASAP).
- /q 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.
- /r For a description of the federally funded grants for this department, please refer to Addendum Table I in this section of the budget document.
- /s For a description of the federally funded grants for this department, please refer to Addendum Table II in this section of the budget document.
- /t Includes \$671,000 in federal HOME monies and \$1,361,000 in Community Development Block Grant (CDBG) monies (see the description following these tables for information regarding the federal CDBG program).
- /u Includes \$21,157 for the repayment of principal and interest from the Business Assistance Loan Program, \$7,889 in repayment of principal and interest from the HOME Loan Program, and \$2,700 in donations.
- /v The Local Government Challenge Grant.
- /w U.S. Department of Agriculture Summer Food service program.
- /x Includes \$140,080 for the Ridesharing Grant, and \$28,402 for the Transit Services Employer Outreach Program.
- /y Federal Air Quality Grant.
- /z U.S Patent and Trademark Office (PTO) Development Fee Revenue.
- /a1 Equal Employment Opportunities Commission Grant.
- /a2 Reflects all federal, State and private or local funding sources, supporting the Schools operating budget, the Schools Lunch Fund and all Federal Grants and Special Projects, but does not include transfers from the General Fund Balance of \$1,592,324 or the School Lunch Fund Balance of \$381,097.



## Grant Funding Summary and Special Revenue Funds

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

	FEDERAL GRANT	FY 2004 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
	Block Grant for Community Mental Health Services Psychiatrists	4,169
	Block Grant for Community Mental Health Services Performance Outcome Measurement System	10,000
	Projects for Assistance in Transition from Homelessness	35,575
	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
Substance Abuse (SA)  Programs	Substance Abuse Residential Purchase of Services (SARPOS)	137,284
	Substance Abuse Federal Block Grant-Alcohol Treatment	209,495
	Substance Abuse Federal Block Grant-Drug Treatment	262,913
	Substance Abuse Federal Block Grant-Primary Prevention	209,000
	Substance Abuse Prevention and Treatment-HIV/AIDS	70,470
	Ryan White CARE Act Title I	40,828
	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	\$2,297,937

## Grant Funding Summary and Special Revenue Funds

Addendum Table II  
Department of Human Services Federally Grant-Funded Programs

FEDERAL GRANT	FY 2004 PROPOSED BUDGET ESTIMATE
Welfare Administrative Cost	\$ 135,475
Welfare Income Maintenance Eligibility	2,027,678
Welfare Clerical Cost Pool	263,000
Welfare Refugee Assistance Resettlement	105,000
Welfare Adult Child Services	2,317,790
Welfare Aid to Dependent Children	60,060
Welfare TANF Foster Care	710,334
Welfare Adoption Subsidy	173,386
Welfare Purchased Services	540,607
Child Day Care Supplemental	2,173,500
Older Americans Act	145,160
Home Delivered Meals	67,243
Congregate Meals	64,124
In-Home Services to the Elderly	226,011
WIA Summer Youth Program	126,286
Head Start	1,740,860
Transitional Apartment Planning & Eviction Storage (CDBG)	172,000
Community Services Block Grant (CSBG\BASIC)	215,196
Virginia Refugee Resettlement Program (VRRP)	92,000
WIA Adult Training	299,888
Food Stamp Employment Program	54,738
WIA Dislocated Worker	85,752
Employment Services\VIEW Program	474,741
Foster Parent Training	105,868
Metro Regional	148,892
9-11 National Emergency	847,794
Title IV E Revenue Maximization	686,696
Reasonable/Necessary Revenue Maximization	840,608
Quality Enhancement	62,500
All other Federal grants (includes individual program grants under \$50,000)	260,489
<b>Total Federal Grants</b>	<b>\$15,223,676</b>

## Community Development Block Grant

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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 \$36,638,000 through FY 2004 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 2004 allocation is \$1,533,000.

The program outlined on the following page is the proposed FY 2004 CDBG program. The proposed FY 2004 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

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### I. COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2004

<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
29	2004	1,533,000
Total		\$36,638,000

## Community Development Block Grant

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### II. TWENTY-NINTH YEAR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (FY 2004 Proposed)

#### Revenue Category

FY 2004 Funds Available CDBG	\$ 1,533,000
Carryover Funds (Prior Year CDBG Grant Funds)	149,680
FY 2004 Program Income	<u>21,157</u>
 Total Program Revenues	 <u>\$1,703,837</u>

#### Expenditure Category

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

Blighting Influences Program	<u>120,489</u>
 Potomac East and Potomac West Programs	 \$120,489

B. Homeownership Assistance Program	109,292
Home Rehabilitation Loan Program	880,042
Fair Housing Testing Program	46,172
Rental Accessibility Modification	156,277
Winter Shelter	20,000
Transitional Assistance Program	82,000
Eviction Assistance and Furniture	<u>70,000</u>
City-wide Programs Sub-Total	\$1,363,783

##### C. Administration

Program Administration	204,065
Applications for Federal Programs	<u>15,500</u>
	\$219,565

Total Program Expenditures	<u>\$1,703,837</u>
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Net General Fund Budget for CDBG Programs	\$ 0
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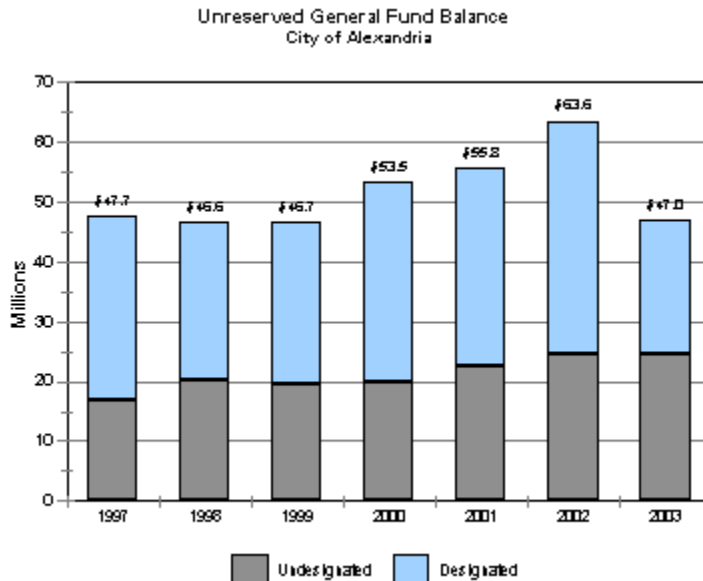
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## Statement Of Estimated General Fund Balance

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 1997 through FY 2002, and projected fund balance at the close of FY 2003. 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 \$47.0 million at June 30, 2003, which represents 12.8 percent of FY 2003 projected General Fund revenues. The City Council's adopted debt policies indicate that unreserved General Fund balance that is comparable to the ratio maintained by other double triple-A rated jurisdictions is desirable, but it is not to fall below 10 percent of General Fund revenues. In order to maintain the current level of undesignated fund balance into future years, the "pay-as-you-go" portion of capital projects will need to be funded largely out of current revenues in future years, rather than relying extensively on the one-time revenue source of fund balance to meet capital needs without additional borrowing.

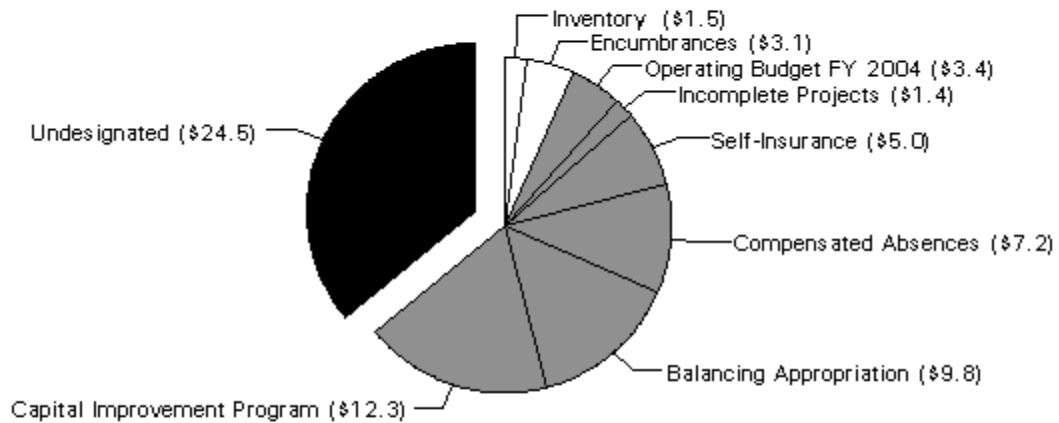
The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document. The debt policies are followed by a Layperson's Guide to Fund Balance based on the report prepared by the Budget and Fiscal Affairs Advisory Committee.




## City of Alexandria General Fund Fund Balance


This pie chart shows all of the component parts of General Fund balance (reserved, designated and undesignated) as of June 30, 2002.

### Fund Balance as of June 30, 2002 \$68.2 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.



## 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 lower 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, 2002:

- \$9,816,624 appropriated in fiscal year 2002 to balance the fiscal year 2003 budget as approved by City Council;
- \$3,384,096 to help fund the FY 2004 proposed operating budget;
- \$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;
- \$12,300,000 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP); and
- \$1,375,987 for operating fund projects that are incomplete as of June 30, 2002.

After accounting for these designations, undesignated General Fund fund balance at June 30, 2002 was \$24,545,582. The \$24.5 million in the undesignated fund balance was equal to 6.8 percent of FY 2002 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, 2002, of \$63.6 million was equal to 17.6 percent of FY 2002 actual General Fund revenues, compared with a City Council-established lower limit of 10 percent.

## Statement of Estimated General Fund Balance

### Designations in the Proposed Fiscal Year 2004 Budget

In the fiscal year 2004 operating budget, the City Manager proposes the following changes in designations:

- The appropriation from fund balance required to balance the FY 2004 budget is \$6,000,000. As shown in the Statement of Estimated Undesignated Fund Balance, there was a designation as of June 30, 2002, of 3,384,096. The FY 2004 balancing appropriation results in an increase in the designation for the upcoming budget of \$2,615,904, from \$3,384,096 designated in FY 2002 to \$6,000,000 designated for the fiscal year 2004 budget; and
- \$4,200,000 to fund capital projects contained in the FY 2004-2009 Capital Improvement Program.

Based on projected revenues and expenditures in fiscal year 2004, the undesignated General Fund balance at June 30, 2003 is currently estimated to be \$24,566,542, or 6.7 percent of projected FY 2003 General Fund revenues; and the unreserved General Fund balance is estimated to be \$46,975,134, or 12.8 percent of projected General Fund revenues.

# Statement of Estimated Undesignated Fund Balance

at June 30, 2003

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

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	(1)	(2)	(3)
	<u>Undesignated Fund Balance</u>	<u>Designations</u>	<u>Unreserved Fund Balance</u>
Fund Balance as of June 30, 2002 (per Comprehensive Annual Financial Report)	\$24,545,582	\$39,085,342	\$63,630,925
Add to total fund balance the projected variance in General Fund revenues for FY 2003/*	4,436,820		4,436,820
Add to total fund balance the projected variance in General Fund expenditures for FY 2003	2,400,000		2,400,000
Less: Expected expenditure of unreserved fund balance designated in FY 2002 for events occurring subsequent to June 30, 2002			
Capital projects designation		(12,300,000)	(12,300,000)
Incomplete Operating Fund Projects		(1,375,987)	(1,375,987)
FY 2003 balancing appropriation		(9,816,624)	(9,816,624)
Changes in Designations at June 30, 2002 (These changes in designations do not impact unreserved fund balance.)			
Add: Net required balancing appropriation for the FY 2004 operating budget /**	(\$2,615,904)	\$2,615,904	
Less: Recommended additional designation for capital projects contained in the FY 2004-FY 2009 Capital Improvement Program beyond \$12.3 million previously designated	(\$4,200,000)	4,200,000	
Sum of above changes to show Estimated Fund Balance at June 30, 2003	<u>\$24,566,498</u>	<u>\$22,408,635</u>	<u>\$46,975,134</u>
Estimated Fund Balance as % of FY 2003 General Fund Revenue	6.7%		12.8%
Target per financial policies	5.5%		10.0%

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**Notes:**

/\* FY 2003 projected variance based on projected FY 2003 revenues of \$378,359,024 less the FY 2003 Approved revenue budget of \$373,922,204, for a net positive variance of \$4,436,820.

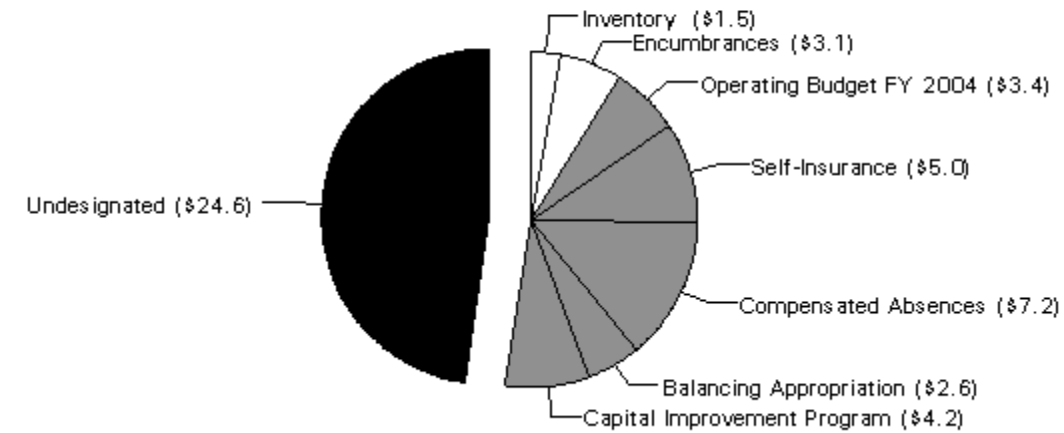
\*\* \$3,384,096 is included in the designations as of June 30, 2002. This designation combined with \$2,615,904 results in the \$6,000,000 designation required to balance the FY 2004 operating budget.


# City of Alexandria General Fund

## Estimated Fund Balance


This pie chart shows all of the component parts of the Statement of Estimated General Fund balance (reserved, designated and undesignated) as of June 30, 2003.

### Fund Balance as of June 30, 2003 \$51.6 million



 Reserve monies - not available for appropriation (estimated).

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.

# 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 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 2004 to FY 2009 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 \$1.6 million shortfall projection in the Mid-Range Forecast Scenario for FY 2005 will have some degree of variability, and because it represents less than 1.0% of total revenues, it should not be a material concern. It does reflect, however (because it is negative), 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. It should also be noted that if severe State and federal budget problems continue, and/or war with Iraq happens that revenue assumptions made in all of these scenarios may be overstated.

The funding gap or surplus forecasts range from a negative \$45.1 million (low growth FY 2009) to a positive \$43.0 million (high growth FY 2009) in FY 2009. This represents only a 15% band in comparison to the total expenditure budget estimate in FY 2009. 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 2004 expenditures reflect the Proposed FY 2004 budget. All expenditure assumptions build from this base.
- (2) Cash capital expenditures: The projected expenditures from FY 2004-FY 2009 for cash capital are consistent with the Capital Improvement Program Funding Summary presented in the FY 2004-FY 2009 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 2004-FY 2009 for debt service are consistent with the Proposed Capital Improvement Program, which reflects the issuance of \$55 million in additional new General Obligation debt: \$64.7 million in FY 2004, \$48.7 million in FY 2005, \$40.4 million in FY 2006, \$22.6 million in FY 2007, and \$35.7 million in FY 2008. All new debt issuance assumes 20 year issues, with principal payments structured on a phased-in basis, with a true interest cost of approximately 4.50 percent.
- (4) Personnel expenditures --City and Schools:

In FY 2005-FY 2009, City personnel expenditures increase 4.6 percent annually, 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 2004 levels.

School personnel expenditures: Schools personnel expenditures increase at the same rate as the City.

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

- (a) City Non-personnel expenditures

In FY 2005-FY 2009, 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

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Recycling costs in FY 2005 through FY 2009: 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 has not been able to continue to finance its recycling program through a surcharge on the tip fee at the plant. As a result, after the final draw down on tip fee surcharge balances in FY 2004, the City's General Fund revenue needs for recycling are projected to increase in FY 2005 and annually thereafter. This is likely to be recovered by increasing the solid waste fee by approximately \$30, from \$185 to \$215, in FY 2005.

Transit Subsidies in FY 2005 through FY 2009: 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 2005 through FY 2009 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 2004 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	3%	5%	7%
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 2004 Proposed	FY 2005 Forecast	FY 2006 Forecast	FY 2007 Forecast	FY 2008 Forecast	FY 2009 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	203,167,100	209,262,000	215,539,900	222,006,100	228,666,200	235,526,200
4 Personal property tax	31,684,000	32,634,500	33,613,600	34,622,000	35,660,600	36,730,400
5 Penalties and interest	1,100,000	1,111,000	1,122,100	1,133,300	1,144,700	1,156,100
6						
7 Total general property tax revenue	235,951,100	243,007,500	250,275,600	257,761,400	265,471,500	273,412,700
8						
9 Other Local Tax Revenue	88,113,000	90,114,400	92,170,600	94,283,300	96,454,100	98,684,600
10						
11 Other Non-Tax Revenue	67,975,500	69,188,100	69,912,000	70,657,600	71,425,600	72,216,600
12						
13 Total General Fund Revenues	392,039,600	402,310,000	412,358,200	422,702,300	433,351,200	444,313,900
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	6,583,600	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
17						
18						
19 Total General Fund revenues and other sources	398,623,200	406,310,000	416,358,200	426,702,300	437,351,200	448,313,900
20						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	1,592,300	0	0	0	0	0
23 Other Special Revenue (donations/charges)	74,612,700	76,851,100	79,156,600	81,531,300	83,977,300	86,496,600
24 New Sewer Fee Revenues	0	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
25 Equipment Replacement Fund	4,377,000	4,508,300	4,643,500	4,782,800	4,926,300	5,074,100
26						
27 Total Special Revenue & Other Funds	80,582,000	82,959,400	85,400,100	87,914,100	90,503,600	93,170,700
28						
29 Total Revenues, All Funds	479,205,200	489,269,400	501,758,300	514,616,400	527,854,800	541,484,600
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	172,938,800	180,894,000	189,215,100	197,919,000	207,023,300	216,546,400
34 City Non-personnel, including Transit	112,169,200	115,727,600	119,402,400	123,197,700	127,117,400	131,166,000
35 Debt service	21,299,500	22,979,700	27,788,800	29,551,600	31,219,500	32,961,700
36 Cash capital	15,100,000	16,000,000	17,000,000	18,000,000	19,000,000	10,600,000
37						
38 Schools Personnel	134,505,700	140,693,000	147,164,900	153,934,500	161,015,500	168,422,200
39 Schools Non-personnel	23,192,000	23,887,700	24,604,400	25,342,500	26,102,800	26,885,800
40						
41 Total Expenditures	479,205,200	500,182,000	525,175,600	547,945,300	571,478,500	586,582,100
42						
43 Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	0	-10,912,600	-23,417,300	-33,328,900	-43,623,700	-45,097,500
44						
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	1.0%	1.1%	1.2%	1.2%	1.2%	1.1%
51 Debt per capita as a % of per capita income	2.4%	2.7%	2.8%	2.7%	2.7%	2.4%
52 Debt Service as % of General Expenditures	4.4%	4.6%	5.3%	5.4%	5.5%	5.6%
53 Unreserved Fund Balance as a % of General Fund Revenue	12.8%	Not projected	Not projected	Not projected	Not projected	Not projected

Proposed City of Alexandria, Virginia FY 2004 Budget

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Summary Tables MER/CAM

**Mid-Range Growth Forecast Scenario**

Proposed  
City of Alexandria, Virginia FY 2004 Budget  
4-73

	FY 2004 Proposed	FY 2005 Forecast	FY 2006 Forecast	FY 2007 Forecast	FY 2008 Forecast	FY 2009 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	203,167,100	213,325,400	223,991,600	235,191,200	246,950,800	259,298,300
4 Personal property tax	31,684,000	33,268,200	34,931,600	36,678,200	38,512,100	40,437,700
5 Penalties and interest	1,100,000	1,133,000	1,167,000	1,202,000	1,238,100	1,275,200
6						
7 Total general property tax revenue	235,951,100	247,726,600	260,090,200	273,071,400	286,701,000	301,011,200
8						
9 Other Local Tax Revenue	88,113,000	91,325,400	94,681,600	98,188,500	101,853,300	105,683,300
10						
11 Other Non-Tax Revenue	67,975,500	70,539,900	72,656,000	74,835,700	77,080,800	79,393,200
12						
13 Total General Fund Revenues	392,039,600	409,591,900	427,427,800	446,095,600	465,635,100	486,087,700
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	6,583,600	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
17						
18						
19 Total General Fund revenues and other	398,623,200	415,591,900	433,427,800	452,095,600	471,635,100	492,087,700
20 sources						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	1,592,300	0	0	0	0	0
23 Other Special Revenue (donations/charges)	74,612,700	76,851,100	79,156,600	81,531,300	83,977,300	86,496,600
24 New Sewer Fee Revenues	0	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
25 Equipment Replacement Fund	4,377,000	4,508,300	4,643,500	4,782,800	4,926,300	5,074,100
26						
27 Total Special Revenue & Other Funds	80,582,000	82,959,400	85,400,100	87,914,100	90,503,600	93,170,700
28						
29 Total Revenues, All Funds	479,205,200	498,551,300	518,827,900	540,009,700	562,138,700	585,258,400
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	172,938,800	180,894,000	189,215,100	197,919,000	207,023,300	216,546,400
34 City Non-personnel, including Transit	112,169,200	115,727,600	119,402,400	123,197,700	127,117,400	131,166,000
35 Debt service	21,299,500	22,979,700	27,788,800	29,551,600	31,219,500	32,961,700
36 Cash capital	15,100,000	16,000,000	17,000,000	18,000,000	19,000,000	10,600,000
37						
38 Schools Personnel	134,505,700	140,693,000	147,164,900	153,934,500	161,015,500	168,422,200
39 Schools Non-personnel	23,192,000	23,887,700	24,604,400	25,342,500	26,102,800	26,885,800
40						
41 Total Expenditures	479,205,200	500,182,000	525,175,600	547,945,300	571,478,500	586,582,100
42						
43 Excess/(Shortfall) of Revenues and Other	0	-1,630,700	-6,347,700	-7,935,600	-9,339,800	-1,323,700
44 Sources over Expenditures and Other Uses						
45 Note: In reality, the projected deficits would not occur.						
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	1.0%	1.1%	1.2%	1.2%	1.2%	1.1%
51 Debt per capita as a % of per capita income	2.4%	2.7%	2.8%	2.7%	2.7%	2.4%
52 Debt Service as % of General Fund Estimated Expenditures	4.4%	4.6%	5.3%	5.4%	5.5%	5.6%
53 Unreserved Fund Balance as a % of General Fund Revenue	12.8%	Not projected	Not projected	Not projected	Not projected	Not projected

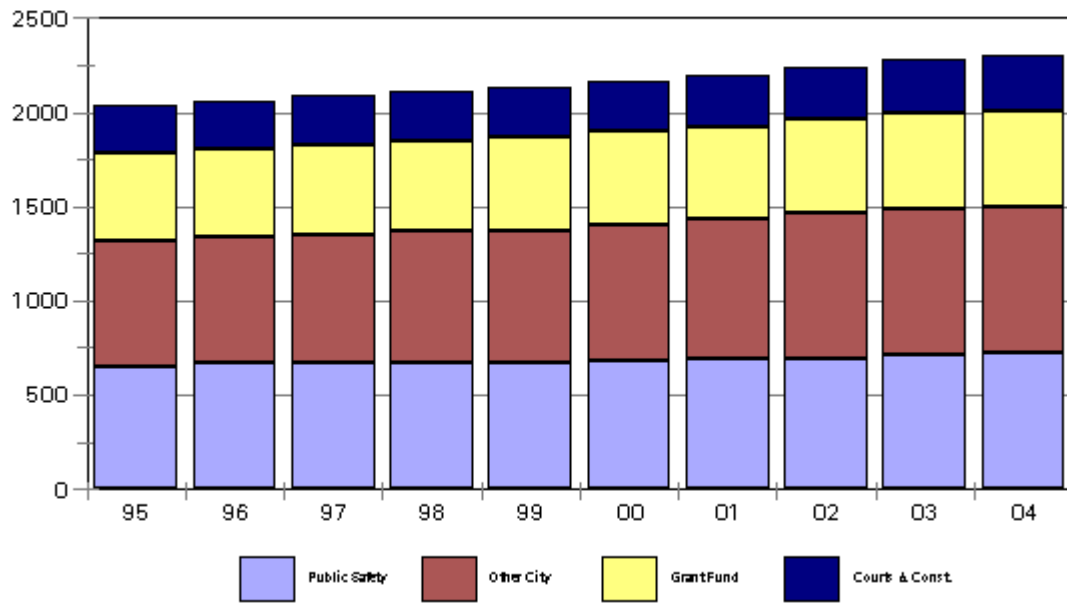
Summary Tables  
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INSERT TABLE

# PERSONNEL SUMMARY

# CHANGES IN FULL-TIME POSITIONS

FY 1995 - FY 2004



## General Salary Adjustment History

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The table below shows the General Salary Adjustments granted to City employees from FY 1984 through FY 2004, along with the previous calendar years' inflation rates. The General Salary Adjustments include cost of living (COLA) adjustments given to City employees. The salary adjustments below do not include merit adjustments, which are based on employee performance.

Fiscal Year	General Salary Adjustments	Inflation Rate <sup>/A</sup> (for previous calendar year)
1984	3.0	4.5 (1983)
1985	5.0	4.8 (1984)
1986	4.0	4.2 (1985)
1987	4.0	2.9 (1986)
1988	4.0	3.6 (1987)
1989	4.0	4.1 (1988)
1990	3.0	5.8 (1989)
1991	3.0 (July 1, 1990 - Dec. 31, 1990) 0.5 (Jan. 1, 1991 - June 30, 1991) <sup>/B</sup>	5.9 (1990)
1992	2.0	4.1 (1991)
1993	0.0	2.5 (1992)
1994	2.5	3.2 (1993)
1995	2.0	1.9 (1994)
1996	3.0	2.0 (1995)
1997	2.0	2.8 (1996)
1998	2.0 (July 1, 1997 - Dec. 31, 1997) 3.0 (Jan. 1, 1998 - June 30, 1998) <sup>/C</sup>	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.3 (2000)
2002	3.0	2.0 (2001)
2003	2.5	3.3 (2002) <sup>/D</sup>
2004	2.25 (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 2002 to January 2003 annual rate, the latest available at the time of budget preparation.

## Changes in Full-Time Positions Ten Year Summary (FY 1995 - FY 2004)

	<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>2004</u>
<b>I. <u>PUBLIC SAFETY DEPARTMENTS</u></b>										
Fire	267	267	267	266 <sup>a8</sup>	266	268 <sup>a0</sup>	268	276 <sup>a2</sup>	284 <sup>a3</sup>	284
Police	<u>378</u>	<u>399<sup>a6</sup></u>	<u>401<sup>a7</sup></u>	<u>405<sup>b8</sup></u>	<u>406<sup>a9</sup></u>	<u>415<sup>b0</sup></u>	<u>420<sup>a1</sup></u>	<u>420</u>	<u>430<sup>b3</sup></u>	<u>435<sup>a4</sup></u>
<b>SUBTOTAL PUBLIC SAFETY</b>	<b><u>645</u></b>	<b><u>666</u></b>	<b><u>668</u></b>	<b><u>671</u></b>	<b><u>672</u></b>	<b><u>683</u></b>	<b><u>688</u></b>	<b><u>696</u></b>	<b><u>714</u></b>	<b><u>719</u></b>
<b>II. <u>OTHER CITY-FUNDED DEPARTMENTS AND AGENCIES</u></b>										
Human Relations (formerly Affirmative Action, Human Rights & Office on Women)	16	16	18 <sup>b7</sup>	20 <sup>c8</sup>	20	20	0	0	0	0
Citizen Assistance	8	8	8	8	8	7 <sup>c0</sup>	8 <sup>b1</sup>	7 <sup>b2</sup>	7	7
City Attorney	12	12	12	12	12	14 <sup>d0</sup>	14	15 <sup>c2</sup>	15	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	15 <sup>c1</sup>	16 <sup>b2</sup>	16 <sup>c3</sup>	16
Finance	68	68	68	74 <sup>d8</sup>	80 <sup>b9</sup>	85 <sup>e0</sup>	86 <sup>d1</sup>	87 <sup>d2</sup>	92 <sup>d3</sup>	93 <sup>b4</sup>
General Services	69	69	69	69	69	71 <sup>f0</sup>	74 <sup>e1</sup>	72 <sup>e2</sup>	73 <sup>e3</sup>	73
Health	7	7	7	8 <sup>e8</sup>	9 <sup>c9</sup>	9	6 <sup>f1</sup>	7 <sup>f2</sup>	7	7
Historic Alexandria	21	22 <sup>b6</sup>	17 <sup>c7</sup>	17	17	17	16 <sup>g1</sup>	16	17 <sup>f3</sup>	17
Human Rights	-	-	-	-	-	-	4	4	5 <sup>g3</sup>	5
Information Technology Services	37	38 <sup>c6</sup>	40 <sup>c7</sup>	48 <sup>f8</sup>	48	49	53 <sup>h1</sup>	54 <sup>g2</sup>	56	56
Internal Audit	-	-	-	-	-	-	2 <sup>i1</sup>	2	2	2
Library	42	41 <sup>b6</sup>	41	41	41	43 <sup>g0</sup>	49 <sup>j1</sup>	53 <sup>h2</sup>	52 <sup>h3</sup>	52
Management and Budget	11	11	11	11	11	11	11	11	10 <sup>c3</sup>	10
Office of the Legislative Director	-	-	1 <sup>c7</sup>	1	1	1	0 <sup>k1</sup>	0	0	0
Office on Women	-	-	-	-	-	-	18 <sup>i1</sup>	18	18	19 <sup>c4</sup>
Personnel Services	19	19	20 <sup>c7</sup>	20	20	20	20	20	21 <sup>i3</sup>	22 <sup>d4</sup>
Planning and Zoning	24	24	24	24	24	25	27 <sup>m1</sup>	33 <sup>i2</sup>	34 <sup>j3</sup>	34
Real Estate Assessments	11	11	11	11	11 <sup>d9</sup>	11	11	11	11	12 <sup>e4</sup>
Recreation, Parks & Cultural Activities	113	113	113	117 <sup>g8</sup>	117	120 <sup>h0</sup>	123 <sup>n1</sup>	127 <sup>j2</sup>	128 <sup>k3</sup>	128
Transportation & Environmental Services	<u>189</u>	<u>190<sup>d6</sup></u>	<u>190</u>	<u>190</u>	<u>188<sup>e9</sup></u>	<u>188</u>	<u>191<sup>f1</sup></u>	<u>195<sup>k2</sup></u>	<u>196<sup>i3</sup></u>	<u>199<sup>f4</sup></u>
<b>SUBTOTAL OTHER CITY-FUNDED</b>	<b><u>672</u></b>	<b><u>674</u></b>	<b><u>675</u></b>	<b><u>696</u></b>	<b><u>701</u></b>	<b><u>716</u></b>	<b><u>745</u></b>	<b><u>765</u></b>	<b><u>777</u></b>	<b><u>784</u></b>
<b>III. <u>PREDOMINANTLY GRANT-FUNDED DEPARTMENTS AND AGENCIES</u></b>										
Housing	24	24	22 <sup>d7</sup>	20 <sup>h8</sup>	19 <sup>f9</sup>	20 <sup>i0</sup>	20	20	20	20
Human Services	190	190	201 <sup>e7</sup>	199 <sup>i8</sup>	210 <sup>g9</sup>	212 <sup>j0</sup>	215 <sup>o1</sup>	223 <sup>i2</sup>	231 <sup>m3</sup>	235 <sup>g4</sup>
Mental Health, Mental Retardation & Substance Abuse	<u>253</u>	<u>253</u>	<u>261<sup>f7</sup></u>	<u>262<sup>j8</sup></u>	<u>265<sup>h9</sup></u>	<u>264<sup>k0</sup></u>	<u>258<sup>p1</sup></u>	<u>261<sup>m2</sup></u>	<u>255<sup>n3</sup></u>	<u>253<sup>h4</sup></u>
<b>SUBTOTAL GRANT-FUNDED DEPARTMENTS</b>	<b><u>467</u></b>	<b><u>467</u></b>	<b><u>484</u></b>	<b><u>481</u></b>	<b><u>494</u></b>	<b><u>496</u></b>	<b><u>493</u></b>	<b><u>504</u></b>	<b><u>506</u></b>	<b><u>508</u></b>

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

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



## Changes in Full-Time Positions (continued)

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
<b>IV. COURTS AND CONSTITUTIONAL OFFICERS</b>										
Circuit Court	8	8	9 <sup>g7</sup>	10 <sup>k8</sup>	10	10	13 <sup>q1</sup>	13	13	13
Clerk of Courts	20	20	20	20	20	20	21 <sup>r1</sup>	21	21	22 <sup>i4</sup>
Commonwealth's Attorney	24	24	25 <sup>h7</sup>	28 <sup>l8</sup>	29 <sup>i9</sup>	29	27 <sup>s1</sup>	29 <sup>n2</sup>	30 <sup>o3</sup>	30
Court Service Unit	4	4	8 <sup>l7</sup>	8	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>	<u>194</u>	<u>193</u> <sup>l7</sup>	<u>193</u>	<u>193</u>	<u>196</u> <sup>l0</sup>	<u>201</u> <sup>t1</sup>	<u>202</u> <sup>o2</sup>	<u>211</u> <sup>p3</sup>	<u>211</u>
<b>SUBTOTAL COURTS AND CONSTITUTIONAL</b>	<b><u>255</u></b>	<b><u>255</u></b>	<b><u>260</u></b>	<b><u>264</u></b>	<b><u>265</u></b>	<b><u>268</u></b>	<b><u>275</u></b>	<b><u>278</u></b>	<b><u>288</u></b>	<b><u>289</u></b>
<b>TOTAL CITY EMPLOYEES</b>	<b><u>2,039</u></b>	<b><u>2,062</u></b>	<b><u>2,087</u></b>	<b><u>2,112</u></b>	<b><u>2,132</u></b>	<b><u>2,163</u></b>	<b><u>2,201</u></b>	<b><u>2,243</u></b>	<b><u>2,285</u></b>	<b><u>2,300</u></b>
<b>V. SCHOOL EMPLOYEES</b>										
Schools	<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>2,091</u>	<u>2,099</u>	<u>2,074</u>
<b><u>GRAND TOTAL</u></b>	<b><u>3,703</u></b>	<b><u>3,785</u></b>	<b><u>3,851</u></b>	<b><u>3,902</u></b>	<b><u>3,980</u></b>	<b><u>4,057</u></b>	<b><u>4,211</u></b>	<b><u>4,334</u></b>	<b><u>4,384</u></b>	<b><u>4,374</u></b>

### 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 Council 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.

## Changes in Full-Time Positions (continued)

- (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) Reflects the reallocation of a vacant position from the Office of Housing, as approved by the City Manager, to assist in office administration.
- (k8) Reflects the addition of a Database Administrator in support of CJIS.
- (l8) Reflects the addition of a Revenue Collections Specialist for the pilot collections program and the addition of two grant funded positions for the Victim Witness program and the V-STOP Domestic Violence program that were approved by City Council subsequent to the release of the FY 1998 budget.

### FY 1999

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

### 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.

## Changes in Full-Time Positions (continued)

- (h1) Reflects the addition of a new database administrator position; two programmer/analysts for applications positions; and one programmer/analyst position for E-commerce initiative planning.
- (i1) As of July 2000, this is an independent office under the City Manager's reorganization.
- (j1) Reflects the addition of 6 new full-time positions to provide library services at the Burke Branch Library and Community Learning Center.
- (k1) Effective July 1, 2000, this function is reflected under the City Manager's Office.
- (l1) As of July 1, 2000, this is an independent office under the City Manager's reorganization.
- (m1) Reflects the addition of one Geographic Information system (GIS) Manager position and one Urban Planner III.
- (n1) Reflects two new positions included as a FY 2001 approved supplemental budget request to fund the operations of the newly expanded Ramsay Recreation Center, and the conversion of two former part-time positions into one full-time position in the Administration division during FY 2001.
- (o1) This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under a scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the mental Retardation division as a result of CSB action on January 11, 2001.
- (p1) This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under the scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the Mental Retardation Division as a result of CSB action on January 11, 2001.
- (q1) Reflects additional support (a computer applications instructor and two system analysts) for the Criminal Justice Information System and the Alexandria Justice Information System.
- (r1) Reflects the conversion of a part-time position to a full-time position.
- (s1) Reflects the elimination of two positions due to the State Department of Taxation contract for delinquent collection program.
- (t1) Reflects the addition of 3 grant funded pre-trial services positions, one revenue supported AASAP position, and one state funded local inmate data system (LIDS) position.

### FY 2002

- (a2) Reflects the addition of 8 EMS positions to staff a 5<sup>th</sup> Medic Unit due to an increase in Fire and EMS incidents over the past 13 years. This is the first increase in EMS personnel and equipment since 1988.
- (b2) 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.
- (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.
- (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.
- (o2) Revised from previously published documents to reflect the addition of a Comprehensive Community Corrections Act (CCCA) grant-funded position that was budgeted in FY 2002 but excluded from the full-time position count.

### 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. The FY 2003 Approved budget was amended to reflect the addition of three full-time positions (1 Fire Protection Plan Reviewer; 1 Fire Systems Inspector; 1 Engineering Aide) to staff the new Code Enforcement Fire Protection Systems Inspection and Testing Unit.
- (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 transfer of the Affirmative Action Officer position from the Office of the City Manager to the Office of Human Rights and the transfer of a position from the Office of Management and Budget for the Organizational Development Coordinator.
- (d3) 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; the conversion of one part-time Clerk I position to a full-time Account Clerk I position; and the transfer of a Pension Administrator position from the Personnel Department to the Administration Division.

## Changes in Full-Time Positions (continued)

- (e3) Reflects the conversion of a part-time Mailroom Clerk to full-time to increase the delivery capacity of the Mailroom
- (f3) Reflects the addition of a Museum Aide II at Gadsby's Tavern Museum to be funded from Museum revenues.
- (g3) Reflects the transfer of the Affirmative Action Officer position from the Office of the City Manager to the Office of Human Rights.
- (h3) Reflects the elimination of a Maintenance Worker position in the Administration Division.
- (i3) Reflects the addition of a Personnel Clerk II position to provide additional clerical and administrative support in the Employee Relations and Training Division; and the addition of a Retirement Administrator position in the Benefits/Systems Division. The Retirement Systems Administrator position was transferred to the Finance Department as of July 1, 2002.
- (j3) Reflects the addition of one Regulatory Processes Division Chief in the FY 2003 Approved Budget.
- (k3) Reflects the addition of a Special Projects Coordinator position to the Administration Division.
- (l3) Reflects the conversion of one temporary overhire Inspector II position to permanent status in FY 2003.
  
- (m3) Reflects the reduction of 1FTE due to the Teen Pregnancy staffing being transferred to the Office on Women. The FY 2003 Approved Budget was amended to reflect the receipt of the 911 National Emergency Grant which added 9 FTEs.
- (n3) Reflects the reduction of 1.0 FTE due to a slight reduction in an existing grant; and the reduction of 5.0 vacant FTEs from the Homebased Program due to lower than expected demand for services.
- (o3) Includes an approved supplemental request to convert an Assistant Commonwealth's Attorney overhire position to a permanent position.
- (p3) 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.

### FY 2004

- (a4) Reflects five existing overhire police officer positions that were converted to permanent employee status.
- (b4) Reflects recommended supplemental funding to add an Administrative Assistant position to provide assistance to the Pension Administrator.
- (c4) Reflects the conversion of a part-time Teen Pregnancy Prevention Coordinator position to full-time.
- (d4) Reflects the addition of a Personnel Analyst I position to help improve the quality and responsiveness of the City's recruitment process.
- (e4) Reflects the conversion of a full-time Secretary II position from temporary to permanent full-time status.
- (f4) Reflects the addition of one Civil Engineer I position in the Environmental Quality Division to perform inspections and field work related to water quality compliance in the administration of the City's Watershed Management Program; the addition of one Transportation Engineer IV to manage in-house traffic studies and analysis; and the conversion of one Transportation Coordinator overhire position for traffic calming to permanent full-time status.
- (g4) Reflects 3 Social Worker II positions and one Community Liaison position added per a recommended supplemental request.
- (h4) Reflects the elimination of 3.0 FTEs due to State funding reductions; and the recommended supplemental request to increase a Case Manager position from part-time to full-time.
- (i4) Represents the conversion of a temporary employee to permanent full-time status.

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## Summary of Full-Time Position Changes Proposed

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### Agencies with a reduction in Full-time Positions

Mental Health, Mental Retardation & Substance Abuse	-3	Reflects the elimination of 3.0 FTEs due to State funding reductions.
SUBTOTAL, NET REDUCTIONS	-3	

### Proposed New Positions

Personnel Services	1	Reflects the addition of a Personnel Analyst I position to help improve the quality and responsiveness of the City's recruitment process.
Finance	1	Reflects recommended supplemental funding to add an Administrative Assistant position to provide assistance to the Pension Administrator.
Transportation and Environmental Services	2	Reflects the addition of one Civil Engineer I position in the Environmental Quality Division to perform inspections and field work related to water quality compliance in the administration of the City's Watershed Management Program; and the addition of one Transportation Engineer IV to manage in-house traffic studies and analysis.
Human Services	4	Reflects 3 Social Worker II positions and one Community Liaison position added per a recommended supplemental request.
SUBTOTAL, NET NEWLY CREATED POSITIONS	8	

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

Office on Women	1	Reflects the conversion of a part-time Teen Pregnancy Prevention Coordinator position to full-time.
Mental Health, Mental Retardation & Substance Abuse	1	Reflects the recommended supplemental request to increase a Case Manager position from part-time to full-time.
Real Estate Assessments	1	Reflects the conversion of a full-time Secretary II position from temporary to permanent full-time.
SUBTOTAL, PART-TIME TO FULL-TIME	3	

## Summary of Full-Time Position Changes Proposed

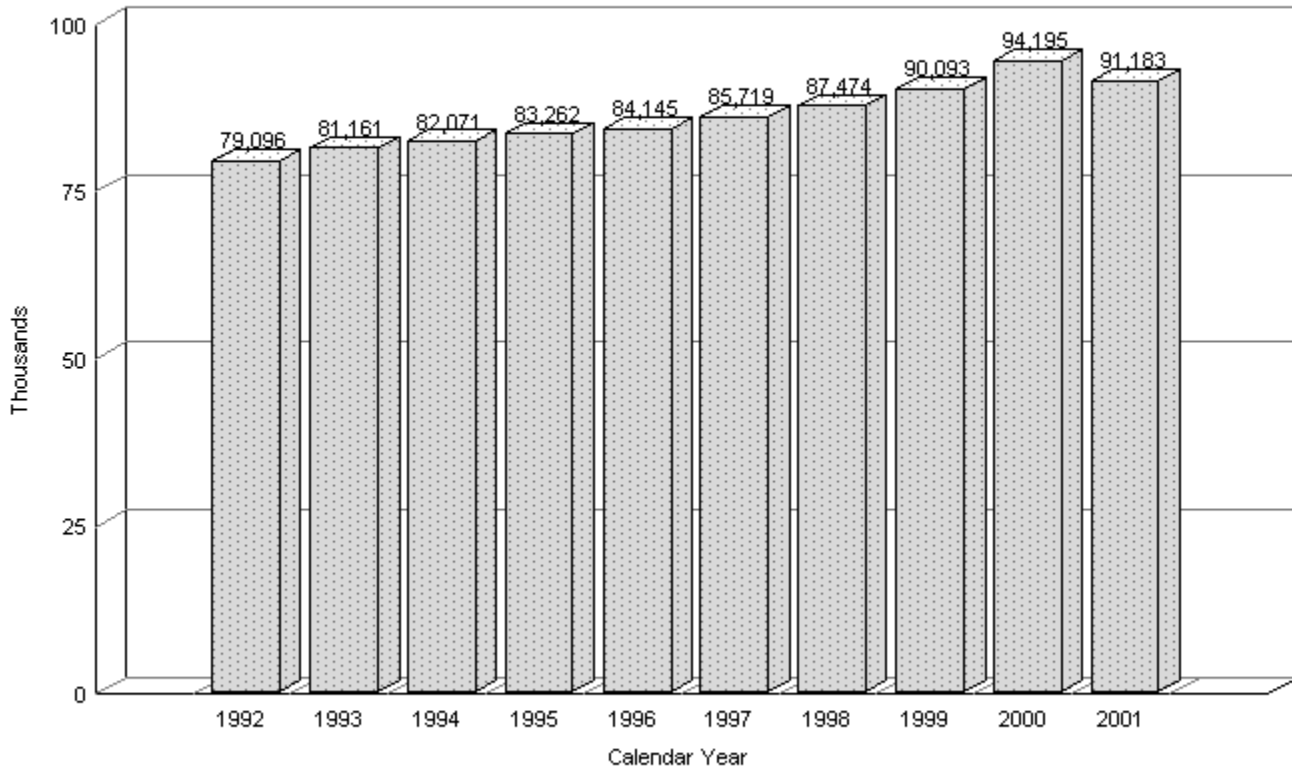
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### Position Conversions: full time temporary to regular City positions

Transportation and Environmental Services	1	Reflects the conversion of one Transportation Coordinator overhire position for traffic calming to permanent full-time status.
Clerk of Courts	1	Represents the conversion of a temporary employee to permanent full-time status.
Police	5	Reflects the conversion of five existing temporary overhire Police Officers to permanent status.
SUBTOTAL, CONVERSIONS: TEMPORARY TO REGULAR	7	
GRAND TOTAL, CHANGE IN FULL-TIME POSITION COUNT	15	

# Employment

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



Source: Virginia Employment Commission

Note: Fourth quarter data for 2002 will not be available until July, 2003.

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



City of Alexandria, Virginia

# FY 2004 OPERATING BUDGET

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# Legislative and Executive

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

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# CITY COUNCIL

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## 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.

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 79 Boards and Commissions appears in the following Addendum Table.

# CITY COUNCIL

## TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	332,568	340,616	432,425	
NON-PERSONNEL	82,297	115,092	109,990	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>414,865</u>	<u>455,708</u>	<u>542,415</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>414,865</u>	<u>455,708</u>	<u>542,415</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 19.0%				
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 2004 General Fund budget for City Council reflects an increase of \$86,707, or 19.0 percent, as compared to the Approved FY 2003 General Fund budget. The increase in personnel costs is attributable to an increase in the Mayor's and City Council's salary and benefits approved by City Council on 11/16/02.

Starting in FY 2004 the Mayor's annual salary will increase from \$25,000 to \$30,000 and each City Council members annual salary will increase from \$20,000 to \$27,500. In addition, the Mayor and Council members will be eligible to participate in the City's supplemental retirement, health insurance and life insurance programs.

Of the \$109,990 in non-personnel expenditures, approximately \$73,200 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 \$3,300. 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 \$7,125 to the equipment replacement fund for the future replacement of computers. The drop in non-personnel expenditures is primarily due to a \$4,500 reduction in budgeted postal costs, as that account has been adjusted to reflect expenditure trends.

## WORK SESSION NOTES AND COMMENTS

# CITY COUNCIL

## Addendum Table Boards and Commissions

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### Alexandria Boards and Commissions

Ad Hoc Eisenhower Avenue-To-Duke Street Connector Task Force  
Ad Hoc Preschool Task Force  
Ad Hoc Recreation Needs Assessment Steering Committee  
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  
Martin Luther King, Jr. Work Group  
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

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 * AMENDED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,431,415	1,598,189	1,685,637	
NON-PERSONNEL	116,082	137,765	135,603	
CAPITAL GOODS OUTLAY	<u>4,295</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,551,792</u>	<u>1,735,954</u>	<u>1,821,240</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>1,551,792</u>	<u>1,735,954</u>	<u>1,821,240</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 4.9%				
FULL-TIME POSITIONS	16.0	16.0	16.0	

\* The FY 2003 Approved budget has been amended to reflect the transfer of the Affirmative Action Officer position from the Office of the City Manager to the Office of Human Rights and the transfer of a position from the Office of Management and Budget for the Organizational Development Coordinator.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the City Manager's Office reflects an increase of \$85,286, or 4.9 percent, as compared to the Amended FY 2003 General Fund budget.
  - The FY 2004 General Fund budget for this agency reflects funding for the personnel and non-personnel costs for the following City functions: Legislative Liaison, Public Information, Organizational Development and Special City Projects, as well as the costs associated with the agency's overall administration of the City government.
  - The increase in personnel costs is attributable to the cost of employee merit adjustments in FY 2004 and several vacant positions being budgeted at a higher level than budgeted in FY 2003.
  - The proposed non-personnel expenditures, in the amount of \$135,603, reflects a decrease of \$2,162, or 1.6 percent, as compared to the Amended FY 2003 budget. This decrease is attributable to reductions of special events costs.
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### 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 operating and capital budgets, an annual report and other such periodic financial and administrative reports as may be required. The City Manager

## CITY MANAGER

### DEPARTMENT DETAIL

appoints all heads of departments and employees of the City, except those in elected, judicial and school positions.

The Administration staff 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 generally administers the City government.

The Public Information staff provides timely information about City government programs, services, activities and issues to the media and public. The Public Information staff uses a variety of communication tools including news releases, the City's web site, the City's cable TV channel, newsletters and email. The staff also responds to media inquiries, coordinates the City's emergency communications and employee communications, assists other departments with communications and media relations, and organizes publicity plans for major City activities such as Days of Remembrance and the anniversary of September 11, 2001.

The Legislative Liaison function 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.

The Special Projects function undertakes, assists with or oversees projects of particular importance to the City. Some of these projects are completed quickly while others are lengthy in nature. To date these projects have included the Woodrow Wilson Bridge replacement project, the Braddock Road redevelopment project, the Eisenhower Avenue-to-Duke-Street Connector project, the Samuel Madden Homes redevelopment project, the Capital Development Foundation, and Safety and Security plans for City Hall and other City facilities.

The Organizational Development function is a newly established function that is intended to be a change agent within City Government, facilitating changes that are designed to increase the government's overall effectiveness, aligning workplace units and employees' behavior with the mission and values of the City, and enhancing the effectiveness of all employees.

# CITY MANAGER

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES

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

	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of items supported or opposed in City's Legislative package	26	42	20	20
Number of items from Legislative package approved or carried over by the General Assembly*	6 **	25	12	12
Number of General Assembly bills reviewed for impact to the City	3,197	2,907	2,675	2,900
Number of General Assembly bills on which the City took a position ***	134	89	99	100
Number of these bills on which the City's position prevailed	90	63	60	60
Number of bills on which the City's position did not prevail	44	26	40	40

\* 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.

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## WORK SESSION NOTES AND COMMENTS

# CITY ATTORNEY

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,031,664	1,246,773	1,283,083	
NON-PERSONNEL	655,234	154,558	154,373	
CAPITAL GOODS OUTLAY	<u>1,906</u>	<u>1,500</u>	<u>1,500</u>	
TOTAL EXPENDITURES	<u>1,688,804</u>	<u>1,402,831</u>	<u>1,438,956</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>1,688,804</u>	<u>1,402,831</u>	<u>1,438,956</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	2.6%			
FULL-TIME POSITIONS	15.0	15.0	15.0	

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the City Attorney's Office reflects an increase of \$36,125, or 2.6 percent, as compared to the Approved FY 2003 General Fund Budget.
- The increase in personnel expenditures is attributable to the cost of employee merit increases in FY 2004.

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### 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 ATTORNEY

### DEPARTMENT DETAIL

City in administrative proceedings involving personnel matters. The Office also provides representation to the City's Department of Social Services in all child abuse and neglect matters in the Juvenile and Domestic Relations Court and does all of the City's civil penalty enforcement. The City Attorney also assists the Department of Finance in tax enforcement by initiating litigation against delinquent taxpayers. In addition, the Office participates in the City's legislative program and staffs the City Council, the Planning Commission, the Traffic and Parking Board, the Board of Architectural Review and other City boards and commissions. The Office also responds to citizen inquiries and participates in internal City investigations and City-initiated projects.

DIVISION: Administration	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
General Fund Expenditures	1,429,977	1,123,832	1,146,256	
<u>FULL-TIME STAFFING</u>	12	12	12	

### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Written opinions issued*	63	57	50	60	60
Ordinances prepared for City Council**	75	46	57	60	60
Legal documents reviewed	217	175	252	200	200
Civil lawsuits closed during the year	35	35	35	35	35
Personnel grievance hearings (Step 5)	8	5	3	8	8
Discrimination administrative claims (closed during year)	10	0	1	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</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	258,827	278,999	292,700	
<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.

	<u>Actual</u> <u>FY 2000</u>	<u>Actual</u> <u>FY 2001</u>	<u>Actual</u> <u>FY 2002</u>	<u>Estimated</u> <u>FY 2003</u>	<u>Projected</u> <u>FY 2004</u>
Number of incidents involving City property damage caused by third parties	99	93	93	100	100
Number of such incidents in which City losses were recovered from third parties	60	31	14	75	75
Total monies recovered from third parties	\$37,406	\$30,653	\$16,365	\$65,000	\$65,000
Total City losses caused by third parties	\$57,128	\$66,670	\$35,168	\$75,000	\$75,000

### WORK SESSION NOTES AND COMMENTS



# CITY CLERK AND CLERK OF COUNCIL

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## 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 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	290,079	299,732	305,191	
NON-PERSONNEL	32,262	34,530	34,530	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>322,341</u>	<u>334,262</u>	<u>339,721</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>322,341</u>	<u>334,262</u>	<u>339,721</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	1.6%			
FULL-TIME POSITIONS	3.0	3.0	3.0	

### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the City Clerk and Clerk of Council reflects an increase of \$5,459, or 1.6 percent, as compared to the Approved FY 2003 General Fund budget.

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of resolutions approved per year**	46	29	33	35	35
Number of ordinances approved per year**	80	70	45	50	50
Percentage of resolutions completed within two days after a Council meeting	100%	100%	100%	100%	100%
Percentage of ordinances turned over to the City Attorney for completion within one day after Council meeting	100%	100%	100%	100%	100%

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

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

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of regular and special Council meetings	22	21	20	25	25
Number of public hearings	13	11	12	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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of dockets distributed via U.S. Mail, per meeting	358	350	324	320	310
Number of dockets distributed via e-mail, per meeting	80	98	128	130	150
Number of dockets distributed via fax, per meeting	28	28	19	20	20
Number of newspaper advertisements for ordinances*	78	58	43	50	50
Number of newspaper advertisements for appeals*	30	16	12	20	20
Number of newspaper advertisements for special notices for meetings*	28	12	16	20	20
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.

# Courts and Constitutional Officers

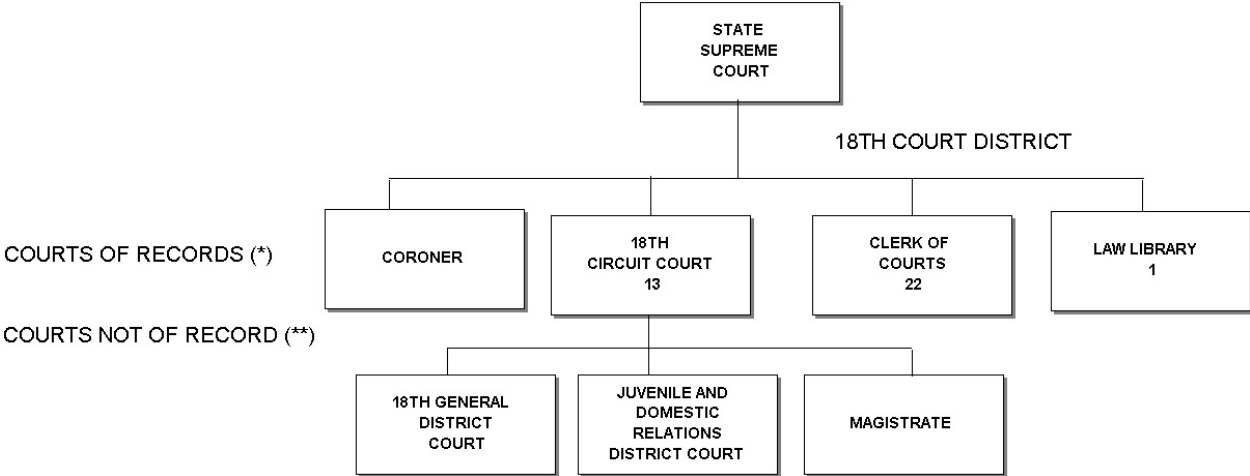
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18th Circuit Court  
18th General District Court  
Clerk of Courts  
Commonwealth's Attorney  
Court Service Unit  
Juvenile and Domestic Relations District Court  
Law Library  
Other Public Safety and Justice Activities  
Registrar of Voters  
Sheriff

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# 18TH CIRCUIT COURT

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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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	874,720	984,387	989,318	
NON-PERSONNEL	119,717	177,620	168,220	
CAPITAL GOODS OUTLAY	<u>7,998</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,002,435</u>	<u>1,162,007</u>	<u>1,157,538</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>1,002,435</u>	<u>1,162,007</u>	<u>1,157,538</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (0.4%)				
FULL-TIME POSITIONS	13.0	13.0	13.0	

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the 18<sup>th</sup> Circuit Court reflects a decrease of \$4,469, or 0.4 percent, as compared to the Approved FY 2003 General Fund budget.
- The Proposed FY 2004 non-personnel budget was decreased \$9,400 to better reflect expenditure projections.
- The proposed budget for this agency reflects funding to maintain current service levels.
- The 18<sup>th</sup> 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.



## 18TH CIRCUIT COURT

### City Manager Proposed

- 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.
  - 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.

CJIS/AJIS have been and will be 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.

## 18TH CIRCUIT COURT

### DEPARTMENT DETAIL

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

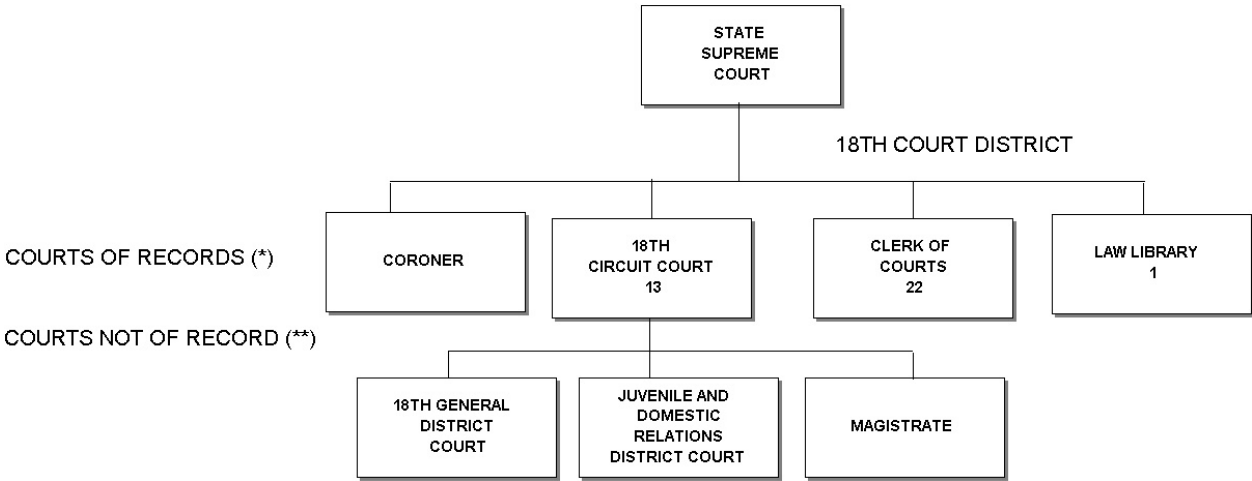
Calendar Year	Cases Commenced	Cases Concluded	Pending Cases Per Judge
1991	4,344	4,637	585
1992	4,677	4,563	623
1993	5,196	5,134	644
1994	5,087	4,928	633
1995	5,206	5,111	664
1996	5,401	5,168	742
1997	5,711	6,012	612
1998	5,509	5,652	564
1999	4,919	5,145	510
2000	4,788	4,958	476
2001	5,076	5,054	481

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### WORK SESSION NOTES AND COMMENTS

# 18TH GENERAL DISTRICT COURT

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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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	0	0	0	
NON-PERSONNEL	77,155	85,493	85,493	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>77,155</u>	<u>85,493</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>77,155</u>	<u>85,493</u>	<u>85,493</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	0.0%			

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the 18th General District Court represents no change from the FY 2003 Approved budget.

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### 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.

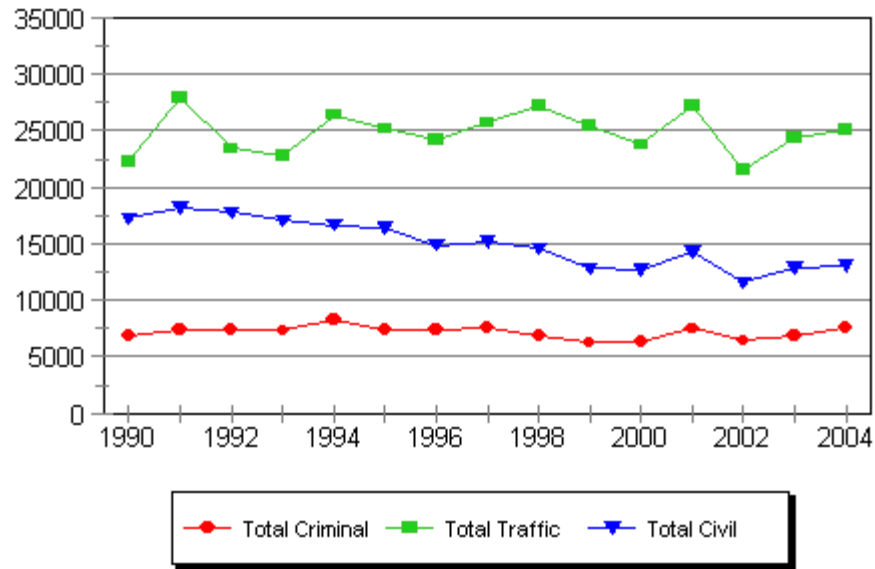
Funding for the non-personnel expenses of the Court is provided by the City. The Court is in session Monday through Friday, with criminal and traffic cases scheduled each day, and civil cases heard Tuesday through Friday.

# 18TH GENERAL DISTRICT COURT

## DEPARTMENT DETAIL

### Trends in New Cases

Source: Alexandria General District Ct



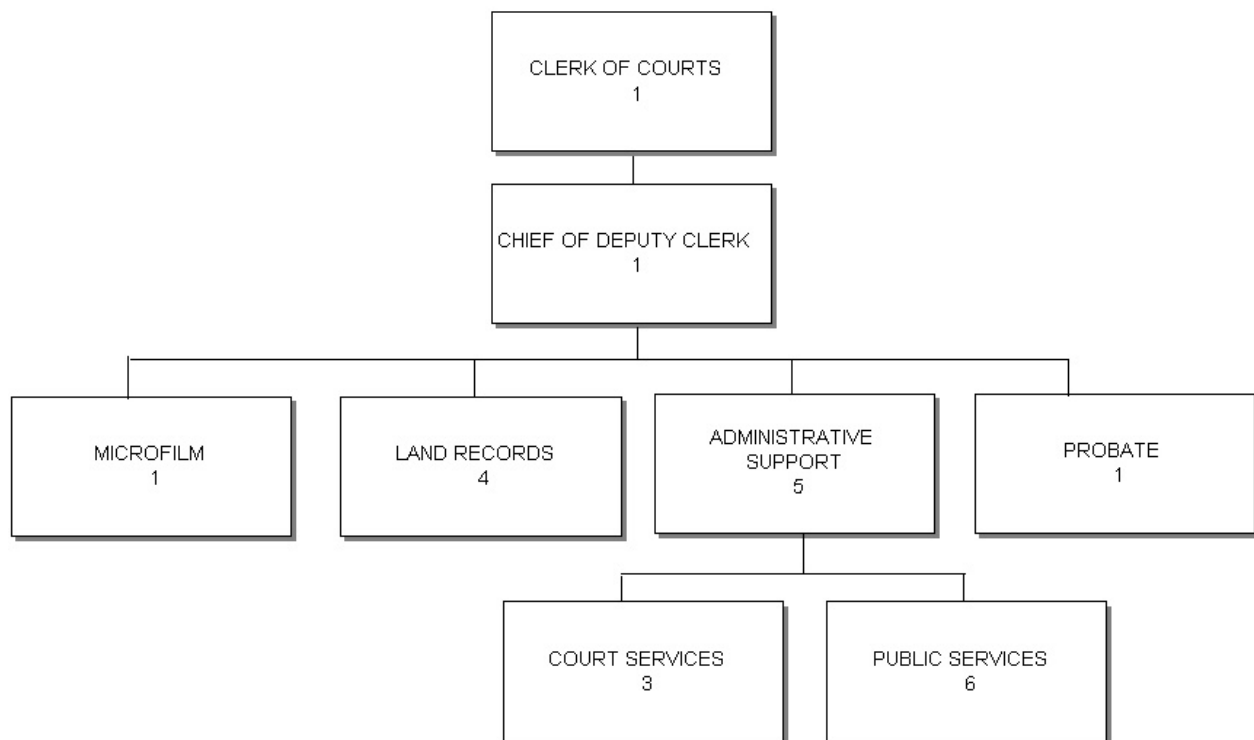
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## WORK SESSION NOTES AND COMMENTS

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# CLERK OF COURTS

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## CLERK OF COURTS

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

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,091,572	1,158,725	1,182,768	
NON-PERSONNEL	247,614	147,785	137,785	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,339,186</u>	<u>1,306,510</u>	<u>1,320,553</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>1,339,186</u>	<u>1,306,510</u>	<u>1,320,553</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	1.1%			
FULL-TIME POSITIONS	21.0	21.0	22.0 *	

\* Represents the conversion of a temporary employee to a full-time permanent employee.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Clerk of Courts reflects an increase of \$14,043, or 1.1 percent, as compared to the Approved FY 2003 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 has historically provided funding for approximately three-fourths of the total personnel expenses through reimbursement to the City. The City has provided 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.
- The FY 2004 Proposed budget contains a recommended supplemental request of \$49,094 for an additional 5 percent salary supplement and \$7,000 to provide benefits to a temporary employee that will convert to a full-time permanent position. This supplement is driven by the State's not granting of any raises to Clerk of Courts employees statewide since December of 2000. It should be noted that while the State has saved monies, two-thirds of those savings for Alexandria are returned to the City. As a result, the additional salary supplement cost of \$49,094 is more than offset by the increased returned savings to the City of \$179,000 in FY 2004.



# CLERK OF COURTS

## 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.

<u>FUNCTIONAL AREA:</u> Administration	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	523,957	511,172	516,666	
<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 2000	Actual CY 2001	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Number of cases processed	4,747	5,342	4,998	5,000	5,000
Percent of cases processed in a timely and efficient manner	100%	100%	100%	100%	100%
Number of cases processed per employee	949	1,068	1,000	1,000	1,000

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 2002</u>	<u>APPROVED</u> <u>FY2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	222,640	217,207	219,542	
<u>FULL-TIME STAFFING</u>	4	4	5 *	

\* Represents the conversion of a temporary employee to a full-time permanent employee.

# 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 2000	Actual CY 2001	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Documents tendered to the office*	25,011	32,754	43,105	45,000	45,000
Percent of documents recorded and processed in a timely and efficient manner	100 %	100 %	100 %	100 %	100 %
Number of documents recorded and processed per year per staff member	8,337	8,188	10,776	11,250	11,250

\* The increase in CY 2001 and beyond 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 FY 2002</u>	<u>APPROVED FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	90,395	88,190	89,137	
<u>FULL-TIME STAFFING</u>	1	1	1	

### INDICATORS AND MEASURES

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

	Actual CY 2000	Actual CY 2001	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Number of cases received and processed	743	778	770	770	770
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 2002, the Circuit Court processed 4,998 civil and criminal cases, a decrease of 344 cases from calendar year 2001, when 5,342 cases were processed.

<u>FUNCTIONAL AREA:</u> Court Services	<u>ACTUAL FY 2002</u>	<u>APPROVED FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	174,094	169,846	171,672	
<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.

FUNCTIONAL AREA: Public Service	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
General Fund Expenditures	328,100	320,095	323,536	
<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.

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Additional 5 percent Salary Supplement \$49,094

The salaries for the staff of the Clerk's Office are set by the State Compensation Board and the City provides a 5 percent salary supplement. The State has not granted raises to the Clerk of Court employees since December 1, 2000. This supplemental request will fund an additional 5 percent salary supplement for the employees of the Clerk of Court's Office in addition to the current 5 percent City supplement.

2. Benefits for Conversion of Temporary Part-Time Employee  
to Temporary Full-Time Employee \$7,000

This supplemental request will provide benefits to a temporary part-time employee that will convert to a temporary full-time employee.

# CLERK OF COURTS

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

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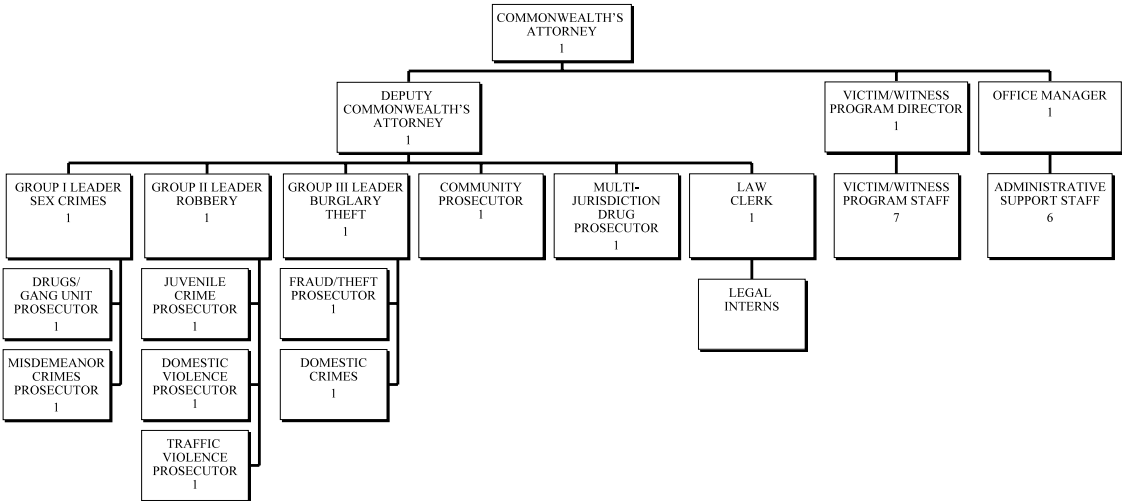
	FY 2002 <u>Actual</u>	FY 2003 <u>Approved Budget</u>	FY 2004 <u>Proposed Budget</u>
<b>General Fund Expenditures</b>			
Personnel	\$1,091,572	\$1,158,725	\$1,182,768
Non-Personnel	247,614	147,785	137,785
Capital Goods	<u>0</u>	<u>0</u>	<u>0</u>
Total General Fund Expenditures	<u>\$1,339,186</u>	<u>\$1,306,510</u>	<u>\$1,320,553</u>
<b>General Fund Revenues <sup>\1</sup></b>			
State Compensation Board Reimbursement for Personnel Costs	\$ 846,896	\$ 839,000	\$ 747,000
Excess Clerks' Fees Collected	<u>430,953</u>	<u>221,000</u>	<u>400,000</u>
Total General Fund Revenues	<u>\$1,277,849</u>	<u>\$1,060,000</u>	<u>\$1,147,000</u>
Net City Share (General Fund Expenditures less General Fund Revenues)	<u>\$ 61,337</u>	<u>\$ 246,510</u>	<u>\$ 173,553</u>

<sup>\1</sup> In addition to the General Fund revenues reflected here, this office collects Real Estate Recordation taxes, which are generally assessed at a total rate of \$0.20 per \$100 of value of the deed or documentation being recorded. Of the total \$0.20 per \$100 of value of the deed, \$0.05 per \$100 is remitted to the City (budgeted as General Fund revenue) and \$0.15 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 that have been 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

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 * AMENDED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	2,004,980	2,229,481	2,273,513	
NON-PERSONNEL	223,626	273,770	273,770	
CAPITAL GOODS OUTLAY	<u>49,766</u>	<u>4,250</u>	<u>4,250</u>	
TOTAL EXPENDITURES	<u>2,278,372</u>	<u>2,507,501</u>	<u>2,551,533</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>380,358</u>	<u>388,519</u>	<u>390,766</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>380,358</u>	<u>388,519</u>	<u>390,766</u>	
GENERAL FUND	<u>1,898,014</u>	<u>2,118,982</u>	<u>2,160,767</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 2.0%				
FULL-TIME POSITIONS	29.0	30.0**	30.0	

\* The FY 2003 budget was Amended to reflect additional grant monies received from the Virginia Department of Criminal Justice Services.

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

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Commonwealth's Attorney reflects an increase of \$41,785, or 2.0 percent, as compared to the Amended FY 2003 General Fund budget.
- The increase in personnel costs is attributable to the cost of employee merit adjustments, partially offset by the application of a 0.35 percent vacancy factor.

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### 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 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

## COMMONWEALTH'S ATTORNEY

### DETAIL BY DIVISION

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 2001, the last year for which complete data is available at this time, this Office commenced prosecution of 1,898 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 6,422 criminal cases in General District Court, 2,403 jailable traffic offenses, and 2,396 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.

In addition, the Office continues to aggressively prosecute drug offenders. In 2001, this Office prosecuted 195 felony drug indictments in Circuit Court. Drug prosecutors from this Office continue to conduct police training, participate in City-wide drug task force meetings, coordinate with federal prosecutors, and provide input and advice to other criminal justice agencies in the implementation and formulation of new programs and procedures for drug treatment and monitoring. This past year the City's partnership with federal prosecutors was particularly effective in targeting higher level drug dealers in several areas of the City. In recent years, the drug unit of the Office has focused greater efforts on the seizure of assets of drug dealers by instituting civil forfeiture proceedings in Circuit Court. Funds from this program are allocated by law to training and equipment replacement.

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

# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

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. Finally, the Commonwealth's Attorney serves on the City's Youth Policy Commission, which oversees programs providing services to youth.

DIVISION: Administration	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
All Funds Expenditures	1,698,720 *	1,733,700	1,766,610	
<u>FULL-TIME STAFFING</u>	19	20**	20	
* Includes ARLEX Seized Assets, State Seized Assets, and other non-personnel expenditures.				
** For FY 2003 an additional Assistant Commonwealth's Attorney position was approved.				

## INDICATORS AND MEASURES

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

	Actual CY 1999	Actual CY 2000	Actual CY 2001	Actual CY 2002	Estimated CY 2003
Number of drug indictment cases	368	192 *	195	195	195
Number of cases resulting in convictions	254	182	187	189	189
Conviction rate	94 %	95 %	96 %	97 %	97 %

\* 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



# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

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 outreach continues in the Latino community, spearheaded by Spanish-speaking prosecutors and a Spanish-speaking advocate. The effect of this outreach continues to be 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 continues to collect substantial amounts of past due restitution, which is then returned to crime victims. The Victim-Witness Program provided services to over 6,500 victims and witnesses during the year.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>DIVISION: Victim Witness</u>				
All Funds Expenditures	187,507	261,862	265,619	*
<u>FULL-TIME STAFFING</u>	5	5	5	
* This division is supported primarily through a Virginia Department of Criminal Justice Services Grant in FY 2004 of \$191,130, and \$74,489 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 2001, the Commonwealth's Attorney's Office prepared 579 domestic abuse cases for possible prosecution without the victim's participation, and has prosecuted 266 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.

# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Domestic Violence Intervention				
All Funds Expenditures	62,298	68,867	64,944	
<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. In 2001, this program filed 401 additional petitions to enhance sentences imposed on repeat offenders and probation violators.

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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Anti-Drug				
All Funds Expenditures	105,845	155,035	160,153	
<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.

# COMMONWEALTH'S ATTORNEY

## DETAIL BY DIVISION

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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
<u>DIVISION:</u> Parking Adjudication				
All Funds Expenditures	115,333	159,515	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.\*

	Actual <u>FY 2001</u>	Actual <u>FY 2002</u>	Projected <u>FY 2003</u>
Number of citations	4,171	4,259	4,300
Number of citations upheld	1,518	1,612	1,650
Percentage of citations upheld	36%	38%	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.

A Community Outreach Program for Crime Prevention and Criminal Prosecution Grant was implemented in July 2001 under an initial 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. Federal funding has now been awarded for this program to extend its operations for an additional eighteen-month period through the end of June 2004.

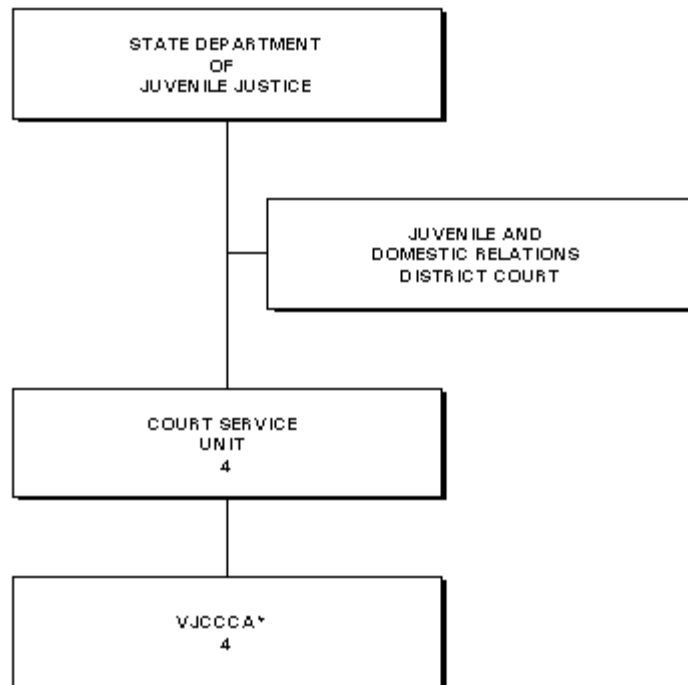
	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
<u>DIVISION:</u> Community Prosecution				
All Funds Expenditures	108,669	128,522	134,692	
<u>FULL-TIME STAFFING</u>	2	2	2	

## WORK SESSION NOTES AND COMMENTS

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# COURT SERVICE UNIT

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\* 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 AMENDED*	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	711,919	778,969	872,797	
NON-PERSONNEL	187,141	66,320	66,320	
CAPITAL GOODS OUTLAY	<u>23,626</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>922,686</u>	<u>845,289</u>	<u>939,117</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	364,487	114,200	113,570	
INTERNAL SERVICES FUND	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>364,487</u>	<u>114,200</u>	<u>113,570</u>	
GENERAL FUND	<u>558,199</u>	<u>731,089</u>	<u>825,547</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	12.9%			
FULL-TIME POSITIONS	8.0	8.0	8.0	

\* The FY 2003 General Fund budget is amended to show the transfer of \$134,117 from City replacement funding in the Non-Departmental account.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Court Service Unit reflects an increase of \$94,458, or 12.9 percent, as compared to the Amended FY 2003 General Fund budget.
- The FY 2004 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 2004. 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 2004 will represent the fourth fiscal year in which the State has not granted raises to its employees. As a result, the City's salary supplement has increased substantially.
- 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

## COURT SERVICE UNIT

### City Manager Proposed

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. It should be noted that as a result of the Commonwealth of Virginia's budget shortfall in FY 2003, the City now has to provide 51% of the funding for the VJCCCA grant. This is the reason for the amended budget in FY 2003 and the higher percentage of General Fund monies being budgeted in this department in FY 2003 and FY 2004 than in FY 2002. As of the date of this document, the State has not instituted any additional cuts to the VJCCCA grant.

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### 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.

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

Community Services - assigns juveniles to community agencies for a specified number of service hours. Juveniles submit proof of community service hours by finding their own community service activity or through an outside community agency contracted 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 assistance with protective orders and a network of treatment and supervision services to families and unmarried couples who have civil or criminal involvement with the Court for domestic violence disputes. Domestic Violence Services are coordinated with other City agencies and private providers and the Domestic Violence Steering Committee. This program is funded primarily by the Comprehensive Community Corrections Act (CCCA) Grant.

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

FOCUS - is an education program for parents involved in custody and visitation cases. Parents are required to attend three two-hour sessions that address topics such as the impact of conflict on children, stages of child development, legal aspects of custody and visitation, mediation and other available services. The goals of this program are to reduce the number of cases coming before the court by having the parents reach their own parenting agreements; to teach parenting skills and parental cooperation regarding custody disputes; 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 the toy boat entrepreneurship program to enforce positive skill building for youth on probation and parole.

Attendance Review Panel - informs parents and their children of actions available under the law for truancy; identifies assistance needed by the family to eliminate the truancy problem; and follows-up with monitoring services from the school or probation officers. Referrals of chronic truants are made to the panel by the school system. The panel is comprised of representatives from the Court Service Unit, 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 employees of Mental Health, Mental Retardation and Substance Abuse.



## COURT SERVICE UNIT

### DEPARTMENT DETAIL

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 and weekends to youth currently on probation; develops community programs such as parenting groups and provides a high visibility program in the community to address prevention and intervention responses to the community's concerns.

Previously, the Court Service Unit was able to assign one State-funded probation officer to the City's West End and one City-funded probation officer to Lynhaven, Hume Springs, Arlandria and Mt. Jefferson areas. The nature of this work requires the officer to have a small probation caseload yet be heavily involved in community activities and activities of other at-risk youth. Because the State has shifted its focus to maximize available employees, the State-funded probation officer has been ordered to carry a heavier caseload than would allow them to remain a community-based probation officer. In identifying the greatest needs in the City for this program, it was decided that the one City-funded probation officer would be assigned to Arlandria.

In 1999, a survey was conducted in the Lynhaven, Hume Springs and Mt. Jefferson communities that indicated 74 percent of the respondents believed that the program had a positive impact with the community and 70 percent believed that there is less crime in their community since the program began. A similar survey is planned for the spring of 2003 for the Arlandria area.

This program has enjoyed both State and national recognition. The program has been presented to several conferences and training opportunities, including The Council of Governments Youth Summit Conference; the National Adult Probation and Parole Conference; Alexandria Police Block Captains meetings; Juvenile Justice Partnerships Conference; Youth Policy Commission/Youth Mapping Project; Neighborhood Community Day; School/Community Mediation; Virginia Commonwealth University Gang Prevention Conference; the Close-up C-span show entitled "Teens and the Law;" and the 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 lower level 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

## COURT SERVICE UNIT

### DEPARTMENT DETAIL

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. This program was featured in a Nickelodeon Television production.
- 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 difficult teens including setting and enforcing limits. The program consists of five 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 Council on Adolescent Pregnancy (ACAP), the City/Schools Group on Youth, 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Juvenile delinquency complaints	563	807	718	747	750
Commitments to the State Correctional Centers	12	10	13	13	13
Average number of juveniles in State Correctional Centers per month	10	10	12	13	13
Average number of juveniles on probation per month	237	246	316	320	300
Average number of juveniles served by community parole supervision per month**	15	16	8	12	12

\* 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.

\*\* Includes juveniles who are discharged from State Correctional Centers and returned to the community.

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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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Day Reporting Program participation*	15	15	15	15	15
Youth Educational Program (Y.E.S.) participation**	12	17	25	30	30
Parent Involvement Program participation***	32	100	61	48	50
School Liaison Program participation	70	90	54	66	70
CHINS-UP Program participation****	7	18	40	45	50

\* Numbers indicate average number of youth per month.

\*\* The overall number of petty larcenies are fairly stable; the increase is representative of increased program utilization.

\*\*\* This program is contingent upon the number of new cases each year. Overall crime is down, thereby creating less new delinquency cases.

\*\*\*\* CHINS-UP increase is due to more targeted efforts by the School system to combat truancy as required by recent legislation.

## 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Abuse/Neglect cases	158	172	110	115	115
Domestic Violence (Civil) cases*	243	125	241	255	270
Custody/Visitation cases	735	640	658	678	700
Children in Need of Services (CHINS) cases**	276	380	436	460	485
Other case workload (Traffic, Violation of Probation/Parole, mental commitments, emancipations, adoptions, paternity, support, transfers, Approval of Entrustments)	432	623	623	655	650
Average monthly number of adults under supervision for domestic violence***	114	118	97	110	110
Actual new referred adult domestic violence cases	168	150	142	150	150
Custody Investigations	29	29	23	27	30
Mediation Cases	5	10	20	15	15
FOCUS Participants****	148	94	136	140	145

\* 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. Numbers reflect yearly crime trends.

\*\* 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 slightly due to a general decrease in the number of cases coming before the Court on criminal charges.

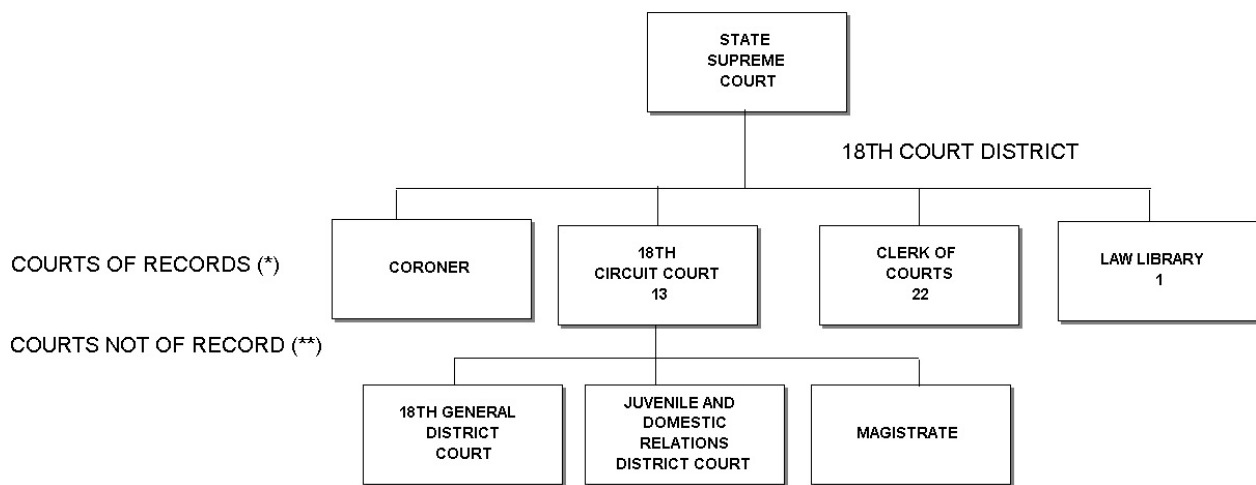
\*\*\*\* Services interrupted in FY 2001 for a four month period due to staff vacancies.

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### WORK SESSION NOTES AND COMMENTS

# JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

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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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	44,064	33,948	33,948	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>44,064</u>	<u>33,948</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>44,064</u>	<u>33,948</u>	<u>33,948</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 0.0%

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Juvenile and Domestic Relations District Court represents no change from the Approved FY 2003 General Fund budget.
  - This budget request maintains current levels of service.
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### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Juvenile cases docketed*	6,615	6,844	6,470	6,600	6,732
Juvenile cases concluded**	3,140	3,264	3,177	3,241	3,306
Domestic relations cases docketed***	5,304	4,870	4,789	4,885	4,983
Domestic relations cases concluded****	2,466	2,358	2,608	2,660	2,713

\* 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.

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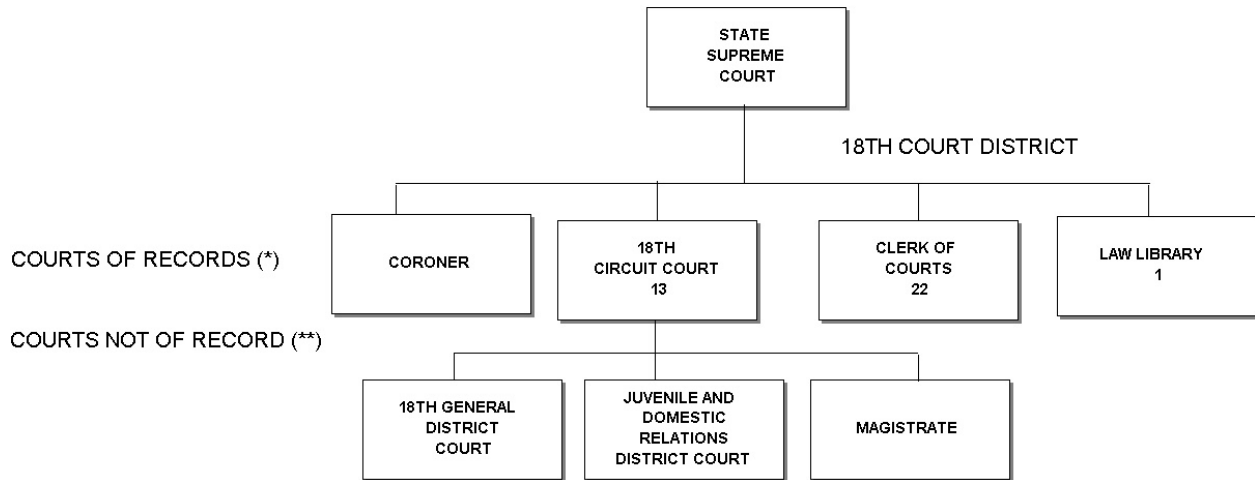
## WORK SESSION NOTES AND COMMENTS

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# LAW LIBRARY

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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.

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<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	64,156	60,995	69,778	
NON-PERSONNEL	57,252	61,870	58,870	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>121,408</u>	<u>122,865</u>	<u>128,648</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND*	<u>59,816</u>	<u>58,000</u>	<u>55,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>59,816</u>	<u>58,000</u>	<u>55,000</u>	
GENERAL FUND	<u>61,592</u>	<u>64,865</u>	<u>73,648</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	13.5%			
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.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Law Library, in the amount of \$73,648, is an increase of 13.5 percent, as compared to the Approved FY 2003 General Fund budget.
- This budget request maintains current levels of service. The increase in General Fund support is primarily attributable to an anticipated vacancy (and subsequent hiring at a lower salary step of a replacement) in the Law Librarian position for FY 2003 which did not occur.
- The Law Library continues to make an effort to keep operating expenditures low and seek new sources of revenue. In FY 2003, the Law Library received a \$1,500 grant from the Alexandria Bar Foundation to expand the Spanish language legal resources collection. The Law Library plans to submit another grant application to the Alexandria Bar Foundation for FY 2004.

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### 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. Localities cannot increase this fee

## LAW LIBRARY

### DEPARTMENT DETAIL

beyond its current level without authority from the State. The 2003 General Assembly considered legislation to remove the \$4 cap on the collection of fees, however, the legislation was defeated in committee.

#### FY 1998 - FY 2002 Law Library Filing Fee Actual Revenues

Fiscal Year	Amount in \$
1998	67,250
1999	63,217
2000	*59,283
2001	59,289
2002	59,816

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

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#### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Average number of reference assists per month	435	450	468	450	435
Percentage of requests satisfied	78 %	80 %	80 %	75 %	75 %

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#### WORK SESSION NOTES AND COMMENTS

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# OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 * AMENDED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	<u>3,315,659</u>	<u>3,759,947</u>	<u>3,882,620</u>	
TOTAL EXPENDITURES	<u>3,315,659</u>	<u>3,759,947</u>	<u>3,882,620</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>332,450</u>	<u>198,333</u>	<u>198,333</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>332,450</u>	<u>198,333</u>	<u>198,333</u>	
GENERAL FUND	<u>2,983,209</u>	<u>3,561,614</u>	<u>3,684,287</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.4%

\* FY 2003 Amended to reflect \$166,371 transferred from City replacement fund in the Non-Departmental account to Northern Virginia Juvenile Detention Home and \$134,117 transferred to Sheltercare (also City replacement funding). The FY 2003 budget is also amended to include the budget of the Alternative Community Service contract with the Alexandria Volunteer Bureau that had previously been budgeted in the Non-Departmental account.

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### City Manager Proposed

The Proposed FY 2004 General Fund budget for Other Public Safety and Justice Activities reflects an increase of \$122,673, or 3.4 percent, as compared to the Amended FY 2003 General Fund budget.

The City's share to the Northern Virginia Juvenile Detention Home increase by \$90,442, or 9.0 percent, due to increases in Workman's Compensation premiums, medical malpractice insurance, security system upgrade, new contract maintenance for the upgrade, and increased utilization rates by the City (in comparison to other participating jurisdictions).

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 \$1,197, or less than one percent, from the FY 2003 Amended Budget to the FY 2004 Proposed budget.

The City share for Sheltercare increased by \$12,620, or 2.4 percent from the FY 2003 Amended budget.

The City's contribution for the Alternative Community Service Program (ACSP) increased by \$5,000, or 20 percent due to the new contract, which was awarded in February 2003 to the Alexandria Volunteer Bureau (AVB), a local non-profit organization, to operate the ACSP. The City agreed to compensate the contractor at a rate of \$85 for each new client. It should be noted that previously this program was budgeted in Non-Departmental at a rate of \$70 for each new client. The funds will now be budgeted in Other Public Safety and Justice Activities.

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### City Manager Proposed

Other increases in the Other Public Safety budget include a \$13,414, or 8.3 percent increase in the Public Defender's budget due to increased rent for leased space.

### 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 2004 share increases by \$90,442, or 9.0 percent due to increases in Workman's Compensation premiums, medical malpractice insurance, a security system upgrade, new contract maintenance for the upgrade, and increased utilization rates. The City's share of NVJDH expenses is calculated by applying the City's 3-year average facility utilization rate to the net of NVJDH expenditures less revenues from the State and other income.

	ACTUAL FY 2002	AMENDED * FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>NORTHERN VIRGINIA JUVENILE DETENTION HOME</u>				
General Fund Expenditures	825,620	999,473	1,089,915	
* FY 2003 Amended to reflect \$166,371 transferred from City replacement funding in the Non-Departmental account to Northern Virginia Juvenile Detention Home.				

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.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>OFFICE OF THE MAGISTRATE</u>				
General Fund Expenditures	3,870	3,700	3,700	

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

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 total City's share of \$613,790 to Sheltercare is partially funded with a \$69,373 credit from the FY 2002 audit reconciliation. The remaining \$544,417 General Fund contribution represents a 2.4 percent increase over the FY 2003 Amended budget.

<u>SHELTERCARE PROGRAM</u>	<u>ACTUAL FY 2002</u>	<u>AMENDED * FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	389,882	531,797	544,417	
* FY 2003 Amended to reflect \$134,117 transferred from City replacement funding in the Non-Departmental account to Sheltercare.				

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 2002</u>	<u>AMENDED FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	1,900	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 2004 City share increases by less than one percent from FY 2003 Amended budget. The components of the FY 2003 City share are \$274,991 for the Police Department and \$158,357 for the Sheriff's Office.



## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

	ACTUAL	AMENDED	PROPOSED	APPROVED
<u>NORTHERN VIRGINIA CRIMINAL JUSTICE ACADEMY</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2004</u>
General Fund Expenditures	395,976	432,151	433,348	

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.

	ACTUAL	AMENDED	PROPOSED	APPROVED
<u>ADULT PROBATION AND PAROLE BOARD</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2004</u>
General Fund Expenditures	50,243	50,243	50,243	

The Public Defender serves as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses. The 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 \$13,414, or 8.3 percent is due to increased rent in the Public Defender's leased space.

	ACTUAL	AMENDED	PROPOSED	APPROVED
<u>PUBLIC DEFENDER'S OFFICE</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2004</u>
General Fund Expenditures	150,002	161,267	174,681	

The Alexandria Volunteer Bureau (AVB), a local non-profit organization, has operated the Alternative Community Service Program (ACSP) since 1998 on behalf of the City under the terms of a Unit Price Agreement where the City compensated the contractor from Non-Departmental Funds at a rate of \$70 for each client. On September 30, 2002 that contract expired. In February 2003, the City awarded the Request For Proposal (RFP) to the AVB and agreed to compensate the contractor at a rate of \$85 for each new client. It should be noted that there was no break in service between contract expiration and award of RFP, as the previous contract was paid on a month-to-month extension basis after expiration. Funding will now be budgeted in Other Public Safety and Justice Activities.

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### DEPARTMENT DETAIL

<u>ALTERNATIVE COMMUNITY SERVICE PROGRAM</u>	<u>ACTUAL FY 2002</u>	<u>AMENDED * FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	**	25,000	30,000	
* FY 2003 Amended to include the budget of the Alternative Community Services Contract with the Alexandria Volunteer Bureau that had previously been budgeted and out of the Non-Departmental account.				
** FY 2002 was paid from Non Departmental Funds.				

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 new Vola Lawson Animal Shelter facility opened in the spring of 2002. The FY 2004 budget for the Animal Shelter remains the same as FY 2003. The contract between the City and the AWLA expires in FY 2003 and is currently in the process of being re-negotiated. 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.

<u>ANIMAL WELFARE LEAGUE OF ALEXANDRIA</u>	<u>ACTUAL FY 2002</u>	<u>AMENDED FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	686,183	873,950	873,950	

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 FY 2002</u>	<u>AMENDED FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	479,533	479,533	479,533	

## OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

### SUPPLEMENTAL BUDGET REQUEST

#### Not Recommended

- Additional Salary Supplements for Adult Probation and Parole \$57,183

This supplement is driven by the State's not granting of any raises to the Adult Probation and Parole employees statewide since December of 2000. This supplemental request is not recommended at this time due to budget restrictions and higher priority needs.

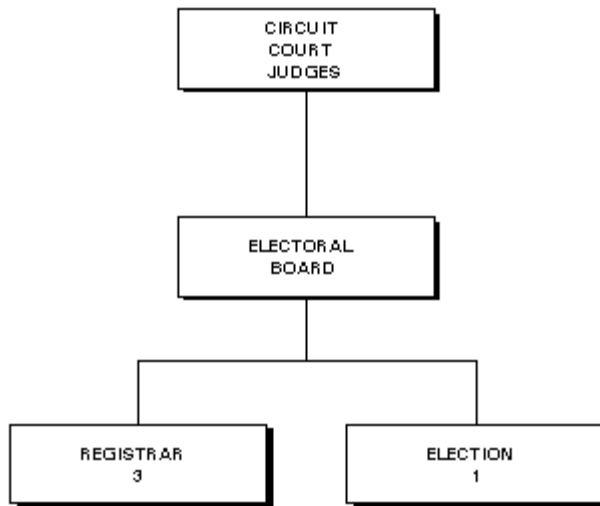
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#### WORK SESSION NOTES AND COMMENTS

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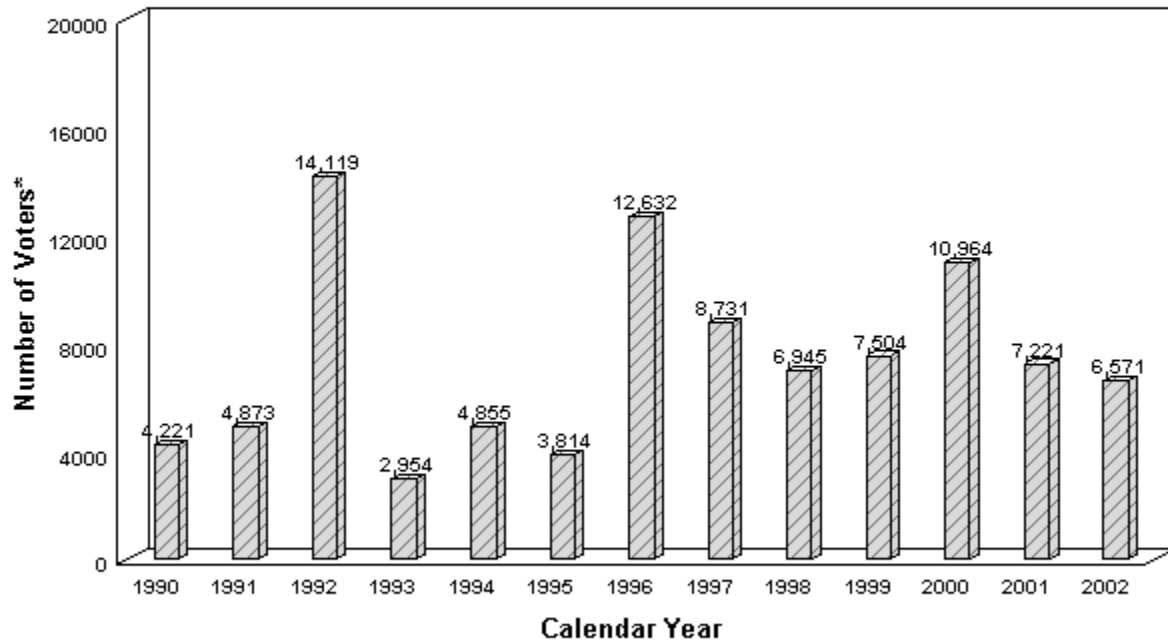
# REGISTRAR OF VOTERS

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REGISTRAR OF VOTERS

### New Alexandria Voters Registered 1990-2002



\* 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	452,888	563,012	556,378	
NON-PERSONNEL	295,069	324,916	330,496	
CAPITAL GOODS OUTLAY	<u>2,767</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>750,724</u>	<u>887,928</u>	<u>886,874</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>750,724</u>	<u>887,928</u>	<u>886,874</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (0.1%)				
FULL-TIME POSITIONS	4.0	4.0	4.0	

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Registrar of Voter's reflects a decrease of \$1,054, or less than one percent, as compared to the FY 2003 Approved General Fund budget. The Proposed FY 2004 budget will fund two elections: the general election to be held on November 4, 2003 for the Virginia Senate, House of Delegates, and Clerk of the Circuit Court, and the primary election to be held on June 8, 2004 for the U.S. House of Representatives.
- The proposed budget for this agency reflects funding to maintain current service levels.
- The personnel expenditures decrease is primarily attributable to a reduction of \$5,580 in part-time personnel expenditures to reflect fewer hours of operation at the Department of Motor Vehicles (DMV), as a result of the anticipated State budget shortfall in FY 2004. The decrease in personnel expenditures is also partially attributable to no merit increase adjustments for the Registrar and 3 Electoral Board members whose compensation is set and largely funded by the State Board of Elections to the City. These persons did not receive any increases from the State in FY 2003 and may not receive a merit or cost of living increase in FY 2004 due to the State's budget shortfall.
- The increase in non-personnel expenditures is attributable to increased Tavern Square rent costs (\$12,858), partially offset by a reduction in advertising costs (\$4,450), and minor decreases in various line-items to reflect actual expenditure trends.

## 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 Office of Voter Registration and at outreach sites convenient to all City neighborhoods. The Registrar provides services for candidates seeking election, absentee voters and voters with disabilities. The Office 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) 2002, the Office of Voter Registration received a total of 27,149 registration applications.

In March 2000, the City of Alexandria Registrar of Voters established a co-location program at the Mill Road DMV branch (2681 Mill Road). The object of this program is to provide more effective service to voters. The program provides for the presence of an Assistant Registrar to assist voters in completing their voter registration applications. The program has resulted in a significant reduction in the number of rejected applications as illustrated in the "Indicators and Measures" section below.

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 9,178 Alexandria voters in CY 2002. The Office received 1,589 returned confirmations, which resulted in changing the addresses of 487 Alexandria residents, and forwarding 1,080 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 2002, the department registered 6,571 new Alexandria voters. After accounting for individuals no longer eligible to vote in the City, Alexandria had a total of 73,082 active registered voters as of December 31, 2002.

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 other major party.



# REGISTRAR OF VOTERS

## DEPARTMENT DETAIL

Two elections were held in FY 2002: The Virginia Election for Governor, Lieutenant Governor, Attorney General, and House of Delegates in which 34,796 people voted; and the Special School Board Election, District C to fill a vacancy in which 437 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 2000	Actual CY 2001	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Alexandria voter registration applications received, Mill Road DMV location*	5,636	5,909	6,047	6,150	6,300
Rejected applications from Mill Road DMV location**	92	125	208	200	200
Rate of rejection, Mill Road DMV location**	1.6 %	2.1 %	3.4 %	3.3 %	3.2 %
Alexandria voter registration applications received from other DMV offices***	8,427	10,395	8,699	9,000	9,000
Rejected applications from other DMV offices****	1,296	1,728	1,516	1,600	1,600
Rate of rejection from other DMV offices****	15.4 %	16.6 %	17.4 %	17.7 %	17.7 %

- \* 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 fails 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 the DMV allows those mistakes to be caught immediately.

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

	Actual CY 2000	Actual CY 2001	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Number of registration transactions completed successfully*	42,952	49,509	36,142	45,000	41,000
Registrations received from NVRA sources**	33,666	28,255	25,312	25,000	30,000
Total registrations from all sources	39,142	30,116	27,149	27,000	33,000

- \* 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 2000 *	Actual CY 2001	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Total number of new Alexandria voters registered**	10,964	7,221	6,571	7,000	9,000
Total number of Alexandria registered voters***	84,339	84,044	86,423	84,000	86,000

\* Data includes 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.

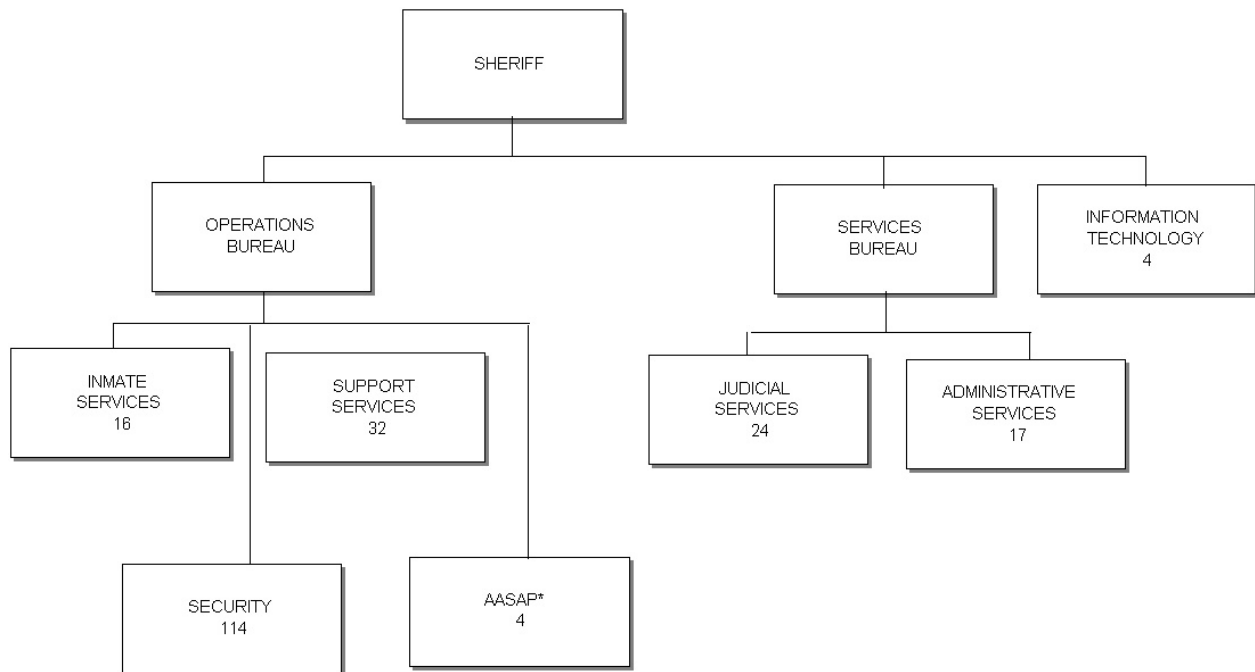
\*\*\* Deletions of individuals due to address changes and system purges account for the variation between this figure and the sum of new voters registered in a given year added to the prior year's total registered voters.

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## WORK SESSION NOTES AND COMMENTS

# SHERIFF

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\*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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 * AMENDED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	14,441,724	16,014,402	16,247,359	
NON-PERSONNEL	3,075,038	3,599,891	3,133,595	
CAPITAL GOODS OUTLAY	<u>66,313</u>	<u>314,192</u>	<u>98,524</u>	
TOTAL EXPENDITURES	<u>17,583,075</u>	<u>19,928,485</u>	<u>19,479,478</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	709,883	1,977,485	1,225,123	
INTERNAL SERVICES	<u>211,065</u>	<u>341,758</u>	<u>111,295</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>920,948</u>	<u>2,319,243</u>	<u>1,336,418</u>	
GENERAL FUND	<u>16,662,127</u>	<u>17,609,242</u>	<u>18,143,060</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.0%			
FULL-TIME POSITIONS	202.0	211.0**	211.0	

\* Reflects the Sheriff's Office share (\$711,218) of the Federal Local Emergency Preparedness grant (Byrne Grant) of \$8.0 million awarded to the City in July, 2002 to assist in preventing and preparing for any future terrorist incidents. Through this grant, the City will be reimbursed for the costs of equipment, training and additional vehicles purchased under the special conditions of the grant.

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

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Sheriff's Office reflects an increase of \$533,818, or 3.0 percent, as compared to the Amended FY 2003 General Fund budget.
- The Proposed FY 2004 Total Expenditures, or "All Funds" budget reflects a decrease of \$449,007, or 2.3 percent, as compared to the Amended FY 2003 All Funds budget. This decrease is primarily due to the \$711,218 in funds received in FY 2003 from the Federal Local Emergency Preparedness grant (Byrne Grant).
- Proposed FY 2004 personnel expenditures increased by \$232,957, or 1.5 percent due to the cost of employee merit adjustments.
- If the Byrne Grant is factored out, the proposed FY 2004 non-personnel expenditures increased by \$244,922, or 8.5 percent due to increased medical services costs (\$260,000) and recommended supplemental increases for additional training resources to maintain accreditation standards (\$19,901) and inclement weather gear (\$29,000).

# SHERIFF

## 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 2002, the Detention Center housed an average daily population of 405. Of the 441 total prisoners in the Detention Center on February 17, 2003, 239 were local, 137 were federal, and 65 were State prisoners housed at the Alexandria Detention Center. In addition, there were 34 local prisoners housed at the Peumansend Creek Regional Jail.

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.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
All Funds Expenditures	2,009,028	2,154,830	2,017,431	
<u>FULL-TIME STAFFING</u>	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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Deputies enrolled in 21 week training	18	12	4	9	9
Cost per deputy trained*	\$34,000	\$35,638	\$36,707	\$37,808	\$38,753
Percentage of deputies completed training	100%	100%	75%	100%	100%
Percentage of deputies certified by Department	100%	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.

# SHERIFF

## DETAIL BY DIVISION

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 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Information/Technology				
All Funds Expenditures	358,776	376,448	387,428	
FULL-TIME STAFFING	4	4	4	

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total number of workstations	102	105	108	109	109
Total number of software updates installed	600	313	460	335	443
Average number of updates per workstation	5.9	3.0	4.3	3.1	4.1

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 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Judicial Services				
All Funds Expenditures	1,736,551	1,897,210	1,898,174	
FULL-TIME STAFFING	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 Courts, safeguarding the presiding Judge and court personnel, prisoners and members of the general public.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total number of civil, criminal and traffic trials supervised	75,396	75,791	74,367	76,600	78,900
Hourly staff costs of supervising trials	\$62.81	\$61.62	\$65.00	\$66.62	\$68.15
Percentage of trials successfully protected	100%	100%	100%	100%	100%

# SHERIFF

## DETAIL BY DIVISION

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.

<u>DIVISION:</u> Inmate Services	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
All Funds Expenditures	1,547,012	1,628,155	1,666,320	
<u>FULL-TIME STAFFING</u>	22	16 *	16	
* Reflects the organizational relocation of 6 grant-funded CCA 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of individuals evaluated for alternative programs	344	400	384	455	455
Percentage of individuals accepted into alternative programs	58 %	65 %	55 %	56 %	45 %
Average cost per individual processed	\$139	\$120	\$105	\$105	\$105
Average monthly income per alternative program participant*	\$1,444	\$1,000	\$1,000	\$1,000	\$1,000

\* 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. In FY 2003, 8 Sheriff's Deputy positions and 1 Sergeant were added to provide perimeter security at the Public Safety Center. The positions are budgeted to be funded by federal funds that are currently being sought.

# SHERIFF

## DETAIL BY DIVISION

<u>DIVISION:</u> Security	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
All Funds Expenditures	7,669,696	9,554,466 *	8,842,548	
<u>FULL-TIME STAFFING</u>	106	115 *	114 **	
* Includes the addition of 9 temporary positions (federal funds are currently being sought) to provide perimeter security at the Public Safety Center and the Sheriff's Office share (\$711,218) of the Federal Local Emergency Preparedness grant (Byrne Grant). ** Reflects the transfer of a Deputy Sheriff IV position from Security to Support Services.				

### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of inmate days per year	172,340	184,976	201,638	184,976	184,976
Average daily population	410	373	416	373	373
Percentage of inmates maintained safely	100 %	100 %	100 %	100 %	100 %
Direct operating cost per inmate day*	\$47.18	\$47.18	\$48.35	\$49.55	\$49.55

\* 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.

<u>DIVISION:</u> Support Services	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
All Funds Expenditures	4,032,477	4,073,987	4,395,423 **	
<u>FULL-TIME STAFFING</u>	25	31 *	32 **	
* Includes the organizational relocation of 6 grant-funded PSA and CCCA positions from Inmate Services. ** Reflects the transfer of a Deputy Sheriff IV position to Support Services from Security.				



# SHERIFF

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of inmate files processed for initial commitment and release	19,900	26,718	26,718	26,718	26,718
Percent of files processed without error	99%	99%	100%	100%	100%
Average number of commitments and releases handled by record clerks and cadets per day	17	18	18	18	20
Number of warrants served	901	800	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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
<u>DIVISION: AASAP</u>				
All Funds Expenditures	229,535	243,389	272,154	
<u>FULL-TIME STAFFING</u>	4	4	4	

## WORK SESSION NOTES AND COMMENTS

## SHERIFF

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Training Budget \$19,901

This supplemental is for the purchase of additional training resources to provide staff with accurate and up-to-date training opportunities to maintain accreditation standards and the State requirement for law enforcement certification.

2. Inclement Weather Gear \$29,000

Provides 167 reversible raincoats with Sheriff markings on both sides and a standard Sheriff hat for all sworn staff.

#### Not Recommended

1. Canine Unit \$96,000

This supplemental request is not recommended at this time due to budget constraints and higher priority needs.

2. Shotguns \$35,000

This supplemental request is not recommended at this time due to budget constraints and higher priority needs.

SHERIFF

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

	FY 2002 Actuals	FY 2003 Amended	FY 2004 Proposed	FY 2004 Approved
Total Expenditures - All Funds	<u>\$17,583,075</u>	<u>\$19,928,485</u>	<u>\$19,479,478</u>	
Special Revenue Fund Revenues				
Special Revenue Fund	\$709,883	\$1,977,485	\$1,225,123	
Internal Services	<u>211,065</u>	<u>341,758</u>	<u>111,295</u>	
Total Special Revenues	<u>\$920,948</u>	<u>\$2,319,243</u>	<u>1,336,418</u>	
General Fund Expenditures (Total Expenditures Less Special Revenues)	<u>\$16,662,127</u>	<u>\$17,609,242</u>	<u>\$18,143,060</u>	
Sheriff Related General Fund Revenues				
State Compensation Board	\$4,026,644	\$4,037,000	\$4,037,000	
Federal Prisoner Per Diem	5,116,830	4,500,000	4,500,000	
State Prisoner Per Diem	773,300	648,000	562,000	
Court Fees	12,101	12,000	12,000	
Work Release Fees	<u>26,781</u>	<u>25,000</u>	<u>25,000</u>	
Total General Fund Revenues	<u>\$9,955,656</u>	<u>\$9,222,000</u>	<u>\$9,136,000</u>	
Net City Share (General Fund Expenditures Less General Fund Revenues)	<u>\$6,706,471</u>	<u>\$8,378,242</u>	<u>\$9,007,060</u>	

# SHERIFF

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

	FY 2001 Actual	FY 2002 Actual	FY 2003 Amended	FY 2004 Proposed	FY 2004 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	7 **	
Sergeant	14	14	15 *	14	
Sheriff Deputy	<u>132</u>	<u>132</u>	<u>140</u> *	<u>140</u>	
TOTAL SWORN	159	159	168	168	
TOTAL CIVILIANS	<u>43</u>	<u>43</u>	<u>43</u>	<u>43</u>	
TOTAL SHERIFF STAFF	<u>202</u>	<u>202</u>	<u>211</u>	<u>211</u>	

\* Reflects the limited-term addition of 1 temporary Sergeant and 8 temporary Deputies for Public Safety Center perimeter security (federal funds currently being sought).

\*\* Reflects the position upgrade of 1 temporary federally-funded Sergeant position to a Lieutenant position.

# General Government

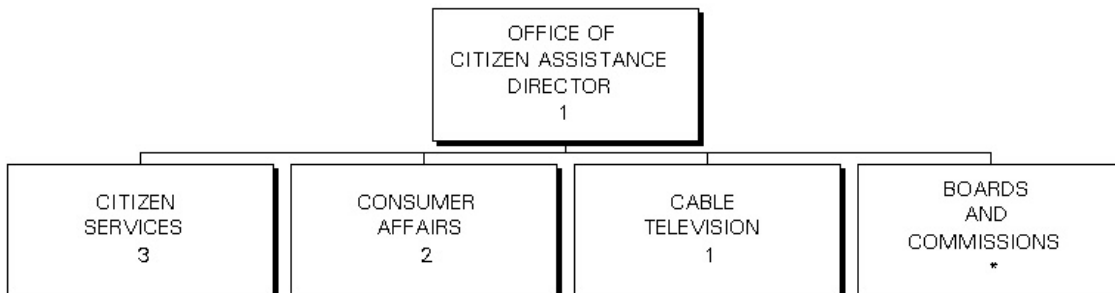
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Citizen Assistance  
Finance  
General Services  
Human Rights  
Information Technology Services  
Internal Audit  
Management and Budget  
Non-Departmental  
Office on Women  
Personnel Services  
Real Estate Assessments

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# CITIZEN ASSISTANCE

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\*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.

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<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	390,461	463,168	487,106	
NON-PERSONNEL	169,471	80,950	80,950	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>559,932</u>	<u>544,118</u>	<u>568,056</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>6,377</u>	<u>5,400</u>	<u>5,400</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>6,377</u>	<u>5,400</u>	<u>5,400</u>	
GENERAL FUND	<u>553,555</u>	<u>538,718</u>	<u>562,656</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 4.4%				
FULL-TIME POSITIONS	7.0	7.0	7.0	

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for Citizen Assistance reflects an increase of \$23,938, or 4.4 percent, as compared to the Approved FY 2003 General Fund budget.
  - The increase in personnel is attributable to cost of employee merit adjustments, the reclassification of the Clerk Typist II position to an Administrative Technician position, and the hiring of the Consumer Affairs Administrator position at a higher step than originally budgeted. These increases have been partially offset by the application of a 2 percent vacancy factor.
- 

## DEPARTMENT DETAIL

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 2000	Actual CY 2001 /1	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Number of formal requests processed	141	130	100	200	200
Number of formal requests processed within 10 days**	120	108	58	150	150
Percentage of requests resolved in 10 days	85%	83%	70%	90%	90%
Number of informal requests processed	55	86	45	90	90
Percentage of informal requests processed within 24 hours	100%	100%	100%	100%	100%

/1 Data has been revised from previously published budget documents.

\* In addition to the requests reported in the table, during FY 2002 the Office of Citizens Assistance received 143 e-mail requests. The cumulative total e-mail inquiries processed through the Office of Citizen Assistance from June 1996 through June 30, 2002 is 1,691.

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

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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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of FOIA requests	523	506	474	500	500
Average days required to process each request	5	5	5	5	5
Percentage of requests processed within mandated 5-day time frame	95%	95%	76%	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.

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### 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.

## CITIZEN ASSISTANCE

### DEPARTMENT DETAIL

#### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of complaints received	447	400	386	400	400
Number of information requests received	8,083	8,000	9,585	9,600	9,600
Percentage of complaints resolved in 20 working days	95%	98%	99%	98%	98%
Value of goods and services recovered for consumers*	\$136,535	\$140,000	\$93,969	\$140,000	\$140,000

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

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### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of complaints received	26	46	112 *	50	50
Number of meetings cablecast**	136	156	140	150	150
Number of requests for videotapes of meetings	42	61	37	50	50

\* Cable television franchisee's installation of new billing system which resulted in increased complaints received regarding billing services and inability to contact the franchisee.

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

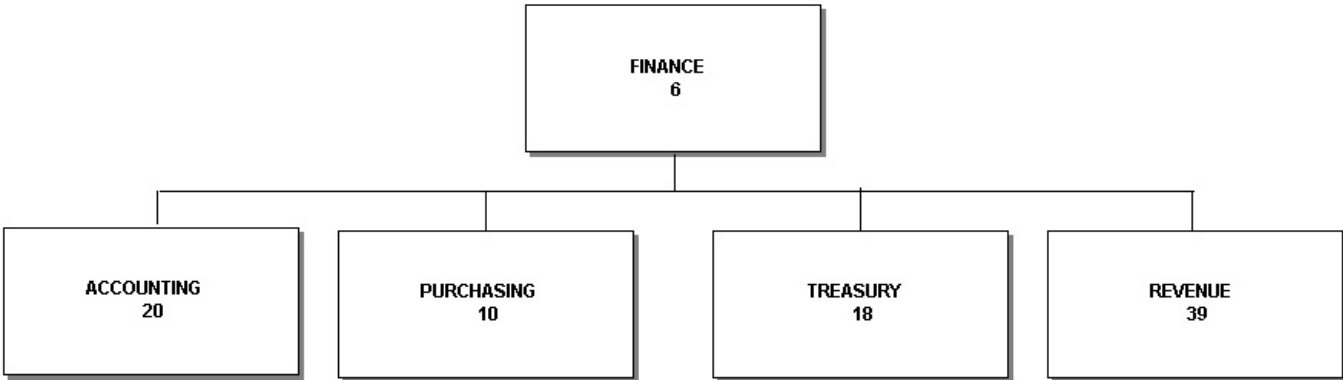
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### Boards and Commissions

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.

# FINANCE

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## 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 2004 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 AMENDED /1	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	4,580,502	5,408,273	5,551,723	
NON-PERSONNEL	2,314,438	1,699,419	1,715,726	
CAPITAL GOODS OUTLAY	<u>50,577</u>	<u>72,780</u>	<u>60,325</u>	
TOTAL EXPENDITURES	<u>6,945,517</u>	<u>7,180,472</u>	<u>7,327,774</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>12,367</u>	<u>63,300</u>	<u>58,525</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>12,367</u>	<u>63,200</u>	<u>58,525</u>	
GENERAL FUND	<u>6,933,150</u>	<u>7,117,172</u>	<u>7,269,249</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 2.1%

FULL-TIME POSITIONS	87.0	92.0/1 /2	93.0/3
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/1 In FY 2003, the Approved budget was amended to reflect the addition of a Pension Administrator position that was moved to the Administrative Division from the Personnel Department at an estimated cost of \$80,000. Actual costs of \$97,356 are reflected in the FY 2004 Proposed budget.

/2 In FY 2003, City Council's Approved budget included supplemental requests 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.

/3 The City Manager's 2004 Proposed budget includes recommended supplemental funding (\$50,500) for the addition of an Administrative Assistant position to provide assistance to the City's Pension Administrator.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Finance Department reflects an increase of \$152,077, or 2.1 percent, as compared to the Amended FY 2003 General Fund budget.
- Proposed FY 2004 personnel expenditures represent a \$143,450, or 2.7 percent, increase over the Amended FY 2003 budget. This increase is largely due to merit increases and \$50,500 in supplemental funding for the addition of an Administrative Assistant for the City's Pension Administrator.

## FINANCE

### City Manager Proposed

- Proposed FY 2004 non-personnel expenditures represent a \$16,307, or 1.0 percent, increase from the FY 2003 Amended budget. The FY 2004 non-personnel proposed budget includes recommended supplemental funding in the amount of \$44,000 to fund mailings, education, information storage, and overhead expenses associated with implementing the State-mandated Personal Property Tax Relief Act (PPTRA) Compliance Program. Failure to implement a complete and accurate program may lead to substantial State financial penalties. This increase was partially offset by a reduced budget in fees for temporary services, due to the conversion of two temporary full-time Account Clerk III positions to permanent City employees in FY 2003.
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### DEPARTMENT DETAIL: RECENT HIGHLIGHTS

Business personal property tax late filing penalties were reduced by City Council in FY 2002. Formerly, a late filing penalty of ten dollars or ten percent of the tax due was assessed on any business filing a business personal property tax return after the due date. Late filing penalties on business personal property taxes are now limited to no more than \$500 for any business that files a business personal property tax return within 30 days of the due date. For businesses whose tax filing is more than 30 days late, the filing penalty has been reduced to five percent of the total tax due amount.

The Purchasing Division negotiated a contract that capped electric rates for City government accounts for the next seven years. The Purchasing Division represented the City in the formation of the Virginia Electric Purchasing Governmental Association, which has negotiated a contract with Dominion Virginia Power to cap electric rates for City government accounts for seven years. A pilot program for competitive procurement of electric rates for three City accounts for six months saved the City approximately \$7,000 per year.

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 1997 through 2001. Staff collected more than 97.5 percent of the personal property taxes levied on vehicles for those same tax years.

# FINANCE

## DETAIL BY DIVISION

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

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2002</u>	<u>AMENDED FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	393,810	344,059	231,197 /1	
<u>FULL-TIME STAFFING</u>	4	5 /2	6 /3	

/1 In FY 2004, a 5.0 percent vacancy factor was taken out of the Administrative Division.  
 /2 During FY 2003, a Pension Administrator position was moved to the Administrative Division from the Personnel Department.  
 /3 The City Manager's 2004 Proposed budget includes recommended supplemental funding for the addition of an Administrative Assistant position to provide assistance to the City's Pension Administrator.

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

<u>DIVISION: Accounting</u>	<u>ACTUAL FY 2002</u>	<u>AMENDED FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
General Fund Expenditures	1,872,388	1,766,955	1,785,577	
<u>FULL-TIME STAFFING</u>	20	20	20	

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Recipient of the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Number of substantive GFOA Certificate Comments*	5**	7	4	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.

\*\* Revised from previous budget documents.

# FINANCE

## DETAIL BY DIVISION

Treasury Division - is responsible for collecting, processing, depositing, and investing all City revenues. This Division annually issues approximately 70,000 real estate tax bills, 109,000 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.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Treasury				
General Fund Expenditures	1,478,940	1,578,638	1,626,380	
<u>FULL-TIME STAFFING</u>	15	18 /1	18	

/1 The FY 2003 Amended budget approves a supplemental request 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.

## 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Average rate of return (percent)	5.98%	5.62%	2.40%	1.90%	3.00%
Average federal funds rate (percent)	5.59%	5.73%	2.28%	1.80%	2.90%
Number of basis points above or (below) average federal funds rate	39**	(11)	12	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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of days before the payment due dates that tax bills were mailed:					
First half real estate tax	42	35	36	35	35
Second half real estate tax	35	44	51	47	50
Personal property tax	51	59	60	63	60

# FINANCE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Treasury] To collect outstanding parking violations.

	Actual FY 2000	Actual FY 2001	Actual FY 2002*	Estimated FY 2002	Projected FY 2003
Total parking ticket revenues collected (in thousands)	\$3,085	\$3,058	\$2,767	\$2,800	\$2,800

\* During FY 2002 the Police Department issued 5,014 fewer tickets than FY 2001 as a result of limited free parking offered after the 9/11 terrorist attacks.

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:</u> Revenue	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	2,434,565	2,619,898	2,806,192 /1	
<u>FULL-TIME STAFFING</u>	38	39 /2	39	
/1 The Revenue Division's FY 2004 Proposed budget includes \$44,000 in supplemental funding for expenses associated with the implementation of the Personal Property Tax Relief Act (PPTRA) Compliance Program.				
/2 The FY 2003 Amended budget includes supplemental funding to convert one Revenue Collection Specialist from part time to full time.				



# FINANCE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

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

	Actual CY 2000	Actual CY 2001	Actual CY 2002 /1	Estimated CY 2003 /2	Projected CY 2004
Number of delinquent cases pursued**	61,788	55,299	48,198	42,029	37,826
Number of cases resolved (collected/relieved)	24,719	27,566	21,175	18,493	16,644
Total amount of delinquent taxes collected/relieved (in thousands)	\$10,945	\$11,386	\$5,712	\$4,987	\$4,488
Average number of accounts collected by employee	2,247	2,757	2,118	1,849	1,664

\* Ad Valorem tax is reported on a tax year basis. The tax year for these taxes is the calendar year (CY). For this measure, delinquent personal property tax is counted as any personal property tax 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. The validity of these bills cannot be known at the time personal property taxes are levied and therefore are included in the total levy and artificially reduce the City's collection rate.

/1 In CY 2002, the City participated in the Virginia Department of Taxation's Set-Off Debt Collection Program; the DMV Withhold Collection Program; and, the use of a collection agency under contract to the City. In addition, the City has increased use of Revenue Division staff (in-house collections, delinquent mass mailings and in-house and external audits) in the pursuit of delinquent personal property tax debt and resolution of delinquent personal property tax accounts. Division staff have also continued to employ the "Filing By Exception" letter and delinquent personal property and business personal property "publication" letter mass mailings.

/2 In CY 2003, it is expected that all available delinquent personal property and business tangible personal property collection programs (the DMV Withhold Collection Program, the Set-Off Debt Collection Program, the Collection Agency Collection Program, the Business Tax Field Inspections Program and various in-house collection programs) will be running at peak efficiency which will stabilize performance levels projected for CY 2003 and future years. Additionally, staff will increase participation in delinquent collection projects for business personal property utilizing mass mailings and in-house and external business tax audits.

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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Purchasing				
General Fund Expenditures	753,447	807,622	819,903	
<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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
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.

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## SUPPLEMENTAL BUDGET REQUESTS

### Recommended

1. Pension Administrative Assistant Position \$50,500

This supplemental request will fund an Administrative Assistant position to assist the City's Pension Administrator.

2. Personal Property Tax Relief Act Compliance Program (PPTRA) \$44,000

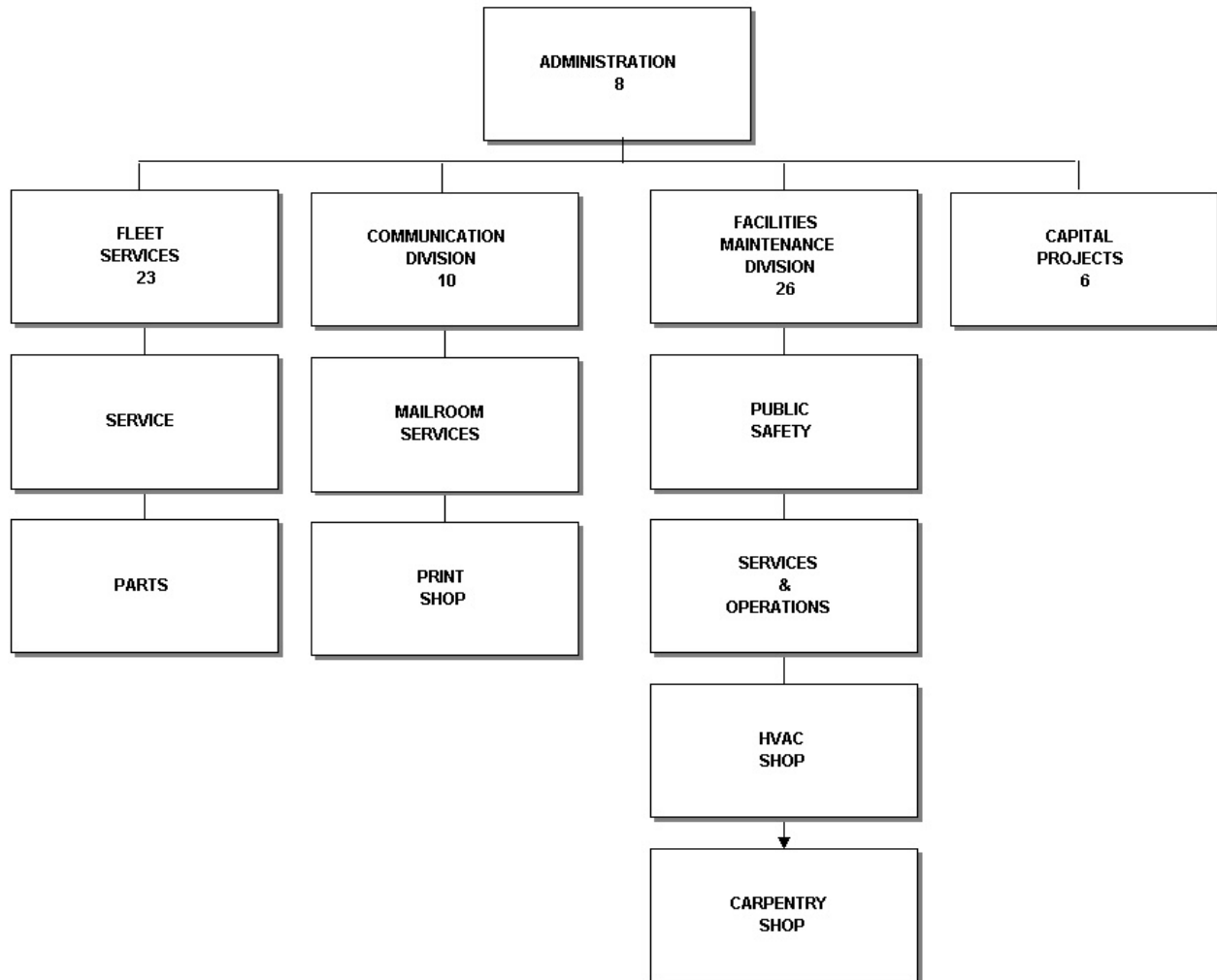
Under the State mandate that went into effect January 1, 2003, all localities are required to implement a PPTRA Compliance Program in relation to certification as to business or non-business use of vehicles. This supplemental request will fund mailings, education, information storage, and overhead expenses associated with implementing the PPTRA Compliance Program. Failure to implement a complete and accurate program may lead to substantial State financial penalties.

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## WORK SESSION NOTES AND COMMENTS

# GENERAL SERVICES

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## GENERAL SERVICES

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

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 AMENDED *	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	4,688,446	4,771,283	5,086,360	
NON-PERSONNEL	4,353,656	6,242,207	4,437,241	
CAPITAL GOODS OUTLAY	<u>46,990</u>	<u>0</u>	<u>114,000</u>	
TOTAL EXPENDITURES	<u>9,089,092</u>	<u>11,013,490</u>	<u>9,637,601</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	0	2,000,000	0	
INTERNAL SERVICES	<u>0</u>	<u>0</u>	<u>114,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>2,000,000</u>	<u>114,000</u>	
GENERAL FUND	<u>9,089,092</u>	<u>9,013,490</u>	<u>9,523,601</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR		5.7%		
FULL-TIME POSITIONS	72.0	73.0**	73.0	

\* Reflects the receipt of \$2,000,000 in one-time Special Revenue Cooperative Agreement Program (CAP) grant from the U.S. Marshal's office for perimeter security at the Public Safety Center.

\*\* 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 2004 General Fund budget for General Services reflects an increase of \$510,111, or 5.7 percent, as compared to the Amended FY 2003 General Fund budget.
- The Proposed FY 2004 Total Expenditures, or "All Funds" budget reflects a decrease of \$1,375,889, or 12.5 percent as compared to the Amended FY 2003 All Funds budget. This decrease is primarily attributable to the one-time \$2.0 million Cooperative Agreement Program (CAP) grant awarded to the City in FY 2003 that was used for the perimeter security capital project at the Public Safety Center.
- The increase in the Proposed FY 2004 General Fund budget is primarily attributable to the cost of employee merit adjustments (\$140,161) and the temporary overhire of one Construction Field Representative (\$65,586) approved in FY 2003.
- In addition, due to the inclusion of recommended supplemental requests, the Department's General Fund budget reflects an increase of \$325,164 to maintain the current level of services at existing, expanded and newly acquired City facilities (\$166,000); to address additional vehicle maintenance due to additions to the City Fleet (\$117,500); and \$41,664 for the maintenance and operation of the City's new truck wash facility.

## GENERAL SERVICES

### Since FY 1994 to the Proposed FY 2004 Budget:

- The amount of square footage in building space maintained by the Department has increased by approximately 336,213 feet, from 1,320,000 square feet to 1,656,213 square feet, or by 25.5 percent.
- The City's motor pool has increased by 157 vehicles, from 589 vehicles to 746 vehicles, or by 26.7 percent;
- The Department's full-time staff positions have increased by four positions, from 69 to 73 positions, or by 5.8 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 personnel 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. Additionally, the Facilities Maintenance Division has implemented a *Computerized Maintenance Management System* to track maintenance costs and histories, perform preventative maintenance and allow the Division to conduct predictive maintenance for replacing major components of building systems.

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### 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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Administration				
General Fund Expenditures	708,276	840,102	701,664 *	
<u>FULL-TIME STAFFING</u>	6	8 **	8	
* A 2.4 percent department-wide vacancy factor (\$122,375) is reflected in the Administration Division.				
** Reflects the transfer of an Administrative Officer and a Contracts Specialist from the Facilities Maintenance Division to the Administration Division.				

## GENERAL SERVICES

### DETAIL BY 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. This Division also assumed responsibility for the maintenance of the newly renovated Ellen Coolidge Burke Branch Library and the new Vola Lawson Animal Shelter in FY 2003.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Facilities Maintenance				
General Fund Expenditures	4,030,236	3,941,897	4,338,252	
FULL-TIME STAFFING	28	26 *	26	
* Reflects the transfer of a Contracts Specialist and Administrative Officer from Facilities Maintenance to the Administration Division.				

### INDICATORS AND MEASURES

OBJECTIVE: [Facilities Maintenance] To provide service and maintenance to City-owned and leased buildings.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Gross square footage of buildings (thousands)	1,504	1,522	1,591	1,611	1,656
Annual Costs Per Square Foot	\$2.57	\$2.65	\$2.48	\$2.45	\$2.53

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

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Capital Projects				
General Fund Expenditures	1,658,021	1,406,698	1,520,844	
FULL-TIME STAFFING	6	6	6	

## GENERAL SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Capital Projects Division] To provide construction management for building maintenance, repair, and renovation projects; and manage City utility usage.

	Actual FY 2000 *	Actual FY 2001 *	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total Number of Projects	--		46	52	44
Number of Project Managers			7	7	7

\* New measures. Data was not available prior to FY 2002.

Communications Division - is composed of two sections that support all City agencies: the Print Shop and the Mail Room. The Print Shop provides typesetting, graphic arts, printing, binding, and forms production services. The Mail Room provides copying, postal and messenger, parcel delivery, and facsimile (FAX) services.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>DIVISION: Communications</u>				
General Fund Expenditures	586,128	571,187	581,550	
<u>FULL-TIME STAFFING</u>	9	10*	10	

\* 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.

#### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of printing requests	1,395	1,270	1,344	1,350	1,390
Number of graphic/typesetting requests	520	535	612	625	651

#### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Pieces of mail processed annually (thousands)	685	646	607	608	610
Percentage of mail processed within 24 hours	100%	100%	100%	100%	100%

## GENERAL SERVICES

### DETAIL BY DIVISION

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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Fleet Services				
General Fund Expenditures	2,106,431	2,253,606	2,381,291	
<u>FULL-TIME STAFFING</u>	23	23	23	

### INDICATORS AND MEASURES

OBJECTIVE: [Fleet Services Division] To repair or to coordinate the repair of City motorized equipment.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of motorized equipment units	679	700	713	734	746
Number of repairs*	15,860	7,402	7,111	7,500	7,700
Average number of direct labor hours per repair*	1.00	2.00	2.20	2.10	2.00
Number of Direct Labor Hours	15,860	14,749	15,470	15,750	16,010

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

In FY 2003, General Services has undertaken or will complete a number of major construction and renovation projects, including the following:

- Renovation of the Lloyd House;
- Addition to and remodeling of the Doctor Oswald Durant Memorial Recreation Center;
- Demolition of the Datatel Building in Arlandria;
- Roof replacements of City Hall, Barrett Library, Duncan Library and Patrick Henry Recreation Center;
- Security modifications to the Public Safety Center;
- Roof, HVAC, and exterior renovations to Gadsby's Tavern.

In addition, the Department has managed the purchase and buildout of the future Health Department and MH/MR/SA Clubhouse site at 4480 King Street, and is involved with the Police Department's interim space move.



## GENERAL SERVICES

### DETAIL BY DIVISION

The Department is scheduled to manage major maintenance and capital projects at over 90 City facilities in FY 2004. These projects and projects contemplated for future years are detailed in the City's FY 2004 to FY 2009 Capital Improvement Program document.

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### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

- Maintain current level of Facilities Services \$166,000

This supplement budget request will provide funds to sustain the current level of services required for additional building square footage, increased service contract costs and maintenance of additional security equipment at the Public Safety Center.

- Additions to the City Fleet \$117,500

This supplemental budget request will provide funds to maintain the department's current level of maintenance services (\$73,600), due to an increase of 34 vehicles within the City fleet and the impact of increasing fuel costs (\$43,900).

- Maintenance & Operation of the New Truck Wash \$41,664

This supplemental budget request will provide funds for the maintenance and operation of a new truck wash. This truck wash will enable vehicles to be cleaned professionally in a safe environment facilitating service and extending the useful life of those vehicles.

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### WORK SESSION NOTES AND COMMENTS

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# HUMAN RIGHTS

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## 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 Practices Agency (FEPA) of the U.S. Equal Employment Opportunity Commission (EEOC), the Office has specific activities and 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.

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<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 AMENDED *	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	283,717	393,539	394,901	
NON-PERSONNEL	47,527	61,457	61,803	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>331,244</u>	<u>454,996</u>	<u>456,704</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>53,839</u>	<u>25,000</u>	<u>25,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>53,839</u>	<u>25,000</u>	<u>25,000</u>	
GENERAL FUND	<u>277,405</u>	<u>429,996</u>	<u>431,704</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 0.4%				
FULL-TIME POSITIONS	4	5**	5	

\* FY 2003 Approved budget has been amended to reflect the transfer of the Affirmative Action Officer's position and related non-personnel budget from the City Manager's Office to the Office of Human Rights as of July 1, 2002.

\*\* Position count includes the transfer of the Affirmative Action Officer's position from the City Manager's Office to the Office of Human Rights in FY 2003. Position count, however, does not include one full-time limited-term overhire (with benefits) Human Rights Investigator position approved in FY 2003.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Office of Human Rights reflects an increase of \$1,708, or less than one percent, as compared to the Amended FY 2003 General Fund budget.
- Total proposed funding for personnel expenditures in the amount of \$394,901 represents an increase of \$1,362, or less than one percent, as compared to the Amended FY 2003 General Fund budget.
- Total proposed funding for non-personnel expenditures in the amount of \$61,803, represents an increase of \$346, or less than one percent, as compared to the Amended FY 2003 General Fund budget.

## 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.

### AFFIRMATIVE ACTION

The Affirmative Action function was transferred from the City Manager's Office to the Human Rights Office, effective July 1, 2002. The Affirmative Action Officer 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. The Affirmative Action Officer also actively recruits diverse applicants for City positions, works closely with citizen commissions involved with affirmative action/diversity issues, and is responsible for maintaining and improving liaisons with the City's minority communities.

# HUMAN RIGHTS

## DEPARTMENT DETAIL

### INDICATORS AND MEASURES\*

OBJECTIVES: [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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of formal complaints filed**	85	82	79	100	110
Number of formal complaints resolved***	85	71	108	110	110
Number of informal complaints received****	810	1,320	1,250	1,000	1,000
Number of informal complaints resolved	775	1,150	1,226	900	900
Monetary compensation to discrimination victims*****	\$51,620	\$17,029	\$197,654	\$200,000	\$200,000

- \* Data presented herein are revised from previously published documents to reflect more accurate reporting.
- \*\* A formal complaint is defined as an actual investigation pertaining to violations of the City's Human Rights Ordinance, Title VII, the ADA, or the ADEA.
- \*\*\* Complaint resolution may span multiple fiscal years.
- \*\*\*\* The data for informal complaints reflect the number of complaint questionnaires requested by individuals who believed they were the victims of discrimination. The data also reflect inquiries from the public that do not meet the criteria for a formal complaint.
- \*\*\*\*\* Amounts do not include court awards or settlements received after a right-to-sue notice has been issued by the EEOC and the department's case is closed.

OBJECTIVES: [Affirmation Action] To implement and monitor compliance with the City's Affirmative Action Plan; to troubleshoot and assist managers, supervisors and employees with diversity issues; to coordinate the Diversity Training Program for all City employees; and to recruit diverse applicants for city positions.

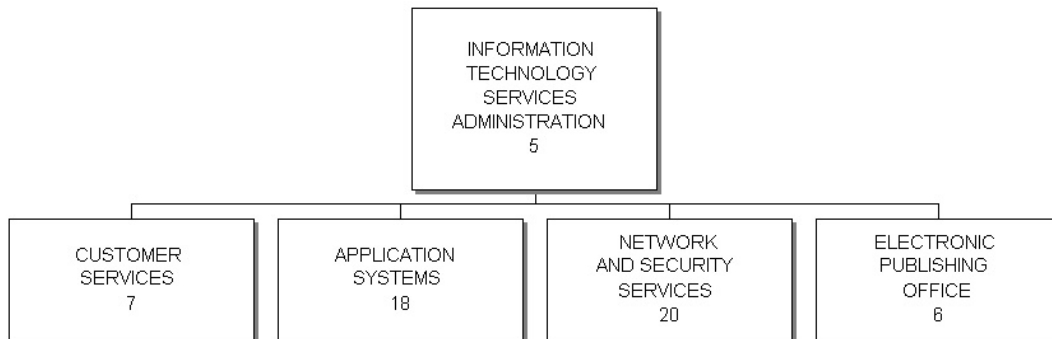
	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of diversity training programs held	9	10	10	10	10
Number of employees trained (Diversity Classes)	200	225	225	175	175
Affirmative Action Plan Advisory Committee Meetings*	11	12	2	6	12
Affirmative Action Status Reports published**	2	2	2	2	2
Technical assistance meetings with managers and supervisors***	n/a	n/a	n/a	30	36
Number of employees assisted***	n/a	n/a	n/a	250	250
Recruitment/Outreach activities***	n/a	n/a	n/a	24	24

- \* Committee and mission re-established during FY 2003.
- \*\* Workforce Utilization report and Applicant Tracking report.
- \*\*\* New measures beginning FY 2003.

## WORK SESSION NOTES AND COMMENTS

# INFORMATION TECHNOLOGY SERVICES

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	3,539,751	4,259,092	4,313,266	
NON-PERSONNEL	3,263,145	2,477,298	2,476,038	
CAPITAL GOODS OUTLAY	<u>141,693</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>6,944,589</u>	<u>6,736,390</u>	<u>6,789,304</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>778,788</u>	<u>765,000</u>	<u>765,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>778,788</u>	<u>765,000</u>	<u>765,000</u>	
GENERAL FUND	<u>6,165,801</u>	<u>5,971,390</u>	<u>6,024,304</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR		0.9%		
FULL-TIME POSITIONS	54.0	56.0*	56.0	

\* The FY 2003 increase resulted from the transfer of two positions from General Services to handle the City's telecommunications system.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Information Technology Services Department represents an increase of \$52,914, or 0.9 percent, as compared to the Approved FY 2003 General Fund budget.
- Proposed personnel expenditures in the amount of \$4,313,266 represent an increase of \$54,174, or 1.3 percent, compared to the FY 2003 General Fund budget. This increase is attributable to the cost of employee merit adjustments.
- Total proposed non-personnel expenditures in the amount of \$2,476,038 represent a \$1,260 decrease, or 0.1 percent, as compared to the Approved FY 2003 budget.
- The Operations Division FY 2004 budget includes \$100,000 in funding in order to fund the recommendations of the ongoing computer systems infrastructure security study.
- The Operations Division projects significant savings (\$180,000) as a result of the planned deployment of the AJIS system, a City-operated client-server based criminal justice system that will greatly reduce the cost of the City's reliance on Arlington County's mainframe computer (CJIS).
- The savings in the Operations Division were partially offset by an increase in the Applications Division (\$125,000) to maintain the new Alexandria Justice Information System (AJIS), which is scheduled to replace the current Criminal Justice Information System (CJIS) beginning in FY 2004.



## INFORMATION TECHNOLOGY SERVICES

### 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 the groundwork and infrastructure necessary for future technological enhancements. For information on the Information Technology Plan, please refer to the City's FY 2004 - FY 2009 Capital Improvement Program document.

Major accomplishments of the department since the preparation of the FY 2003 budget include:

The Network and Security Services (NSS) staff, within the Operations Division, have continued to increase the number of sites connected to the City's Institutional Network (I-Net) adding the Cora Kelly and Patrick Henry Recreation Centers in FY 2002. By the end of FY 2003, the number of departments local area networks (LANS) connected to the I-Net is expected to be 63, with 3 more to be added in FY 2004. To accommodate the greater throughput required by additional users, the backbone structure within City Hall was upgraded from copper to fiber optic cabling. The NSS staff commenced replacing 10 megabit shared ethernet hubs and concentrators with 100 megabit ethernet switches at the Courthouse, Public Libraries, Lee Center, JobLink and Fire Station 204. Lotus Notes servers were upgraded to provide greater storage and archiving functionality, and the architecture was

## INFORMATION TECHNOLOGY SERVICES

### DEPARTMENT DETAIL

redeveloped to provide greater availability and stability. NSS staff also implemented an enterprise-wide rollout of a new Anti-Virus solution, which should aid the City by improving the integrity of the City's network and providing greater manageability.

The Applications Division automated the Cost of Living Adjustment (COLA) pay adjustment process for all City employees, and modified the payroll system to ensure the Fair Labor Standards Act (FLSA) was being calculated correctly for Public Safety.

In FY 2000, the ITS Department initiated a centralized phased replacement for 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 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.

In FY 2003, the ITS Department also began the Disaster Recovery Project, rolled out CityNet kiosks and coordinated the training of 20 City employees in IT Project Management.

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### DETAIL BY DIVISION

The ITS Department is composed of three divisions:

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 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Administration				
General Fund Expenditures	941,083	990,870	1,025,272	
<u>FULL-TIME STAFFING</u>	11	11	11	

# INFORMATION TECHNOLOGY SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of word processing work requests completed	3,099	3,099	1,906 *	1,340	1,100
Website and City Net HTML coding and PDF document production**	- -	273	428	320	300

\* Beginning in FY 2002, in order for Electronic Publishing Office staff to provide maintenance to the City's Internet Web Site and the City Net, the production of labels will be shifted to the Network Center.

\*\* New measure beginning in FY 2001.

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.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>DIVISION: Applications</u>				
General Fund Expenditures	2,868,738	2,457,497	2,598,253	
<u>FULL-TIME STAFFING</u>	23	23	23	

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of pages of information about City services available on the City's WWW site	5,000	9,000	12,000	13,500	15,000
Number of on-line service forms available to citizens via the City's WWW site	51	67	92	104	122
Number of printed brochures and publications available to citizens in electronic format through the City's WWW site	53	68	75	92	101
Number of times the City's WWW site is visited by the public*	675,000	850,000	1,172,000	1,203,000	1,410,000

\* A site visit is defined as each unique visit to the web site by an individual.

# INFORMATION TECHNOLOGY SERVICES

## DETAIL BY DIVISION

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 60 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 2,000 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.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Operations				
General Fund Expenditures	2,355,980	2,523,023	2,400,779	
FULL-TIME STAFFING	20	22*	22	
* The FY 2003 increase resulted from the transfer of two positions from General Services to handle the City's telecommunications system.				

## INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of outdated workstations replaced*	300	571	448	400	400
Number of workstations connected to a network**	1,864	1,885	1,975	2,100	2,300
Number of network servers upgraded to Windows NT	19	45	64	70	70
Number of network servers replaced	10	15	28	32	38

\* 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 standalone machines (not networked) or mobile data terminals.

OBJECTIVE: (Network and Security Services) To increase the capacity of the City government's local area networks (LANs) in order to provide an environment which is able to support the increased throughput demands of new systems, such as GIS.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Cumulative number of City LANs with wiring and connectivity equipment upgraded to 100mbs	35	40	42	63	65
Total number of file and print network servers installed*	33	28	64	35	28

\* One of the goals of this project is to consolidate servers to reduce maintenance and support costs.

# INFORMATION TECHNOLOGY SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Cumulative number of departmental LANs connected to the I-Net (Institutional Network)	54	53 *	54	63	66

\* Includes five LAN's that were consolidated.

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total attendance at computer related training classes*	1,654	1,675	1,463	1,708	1,900

\* 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total number of incident trouble calls received	3,423	5,745	6,524	9,700	13,000
Total number of incident trouble calls resolved without further referral*	817	2,760 *	3,205	5,320	7,000
Total number of incident calls opened and closed on the same day**	N/A	N/A	1,926	3,312	4,550

\* 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.

\*\* New criteria begun in FY 2002.

# INFORMATION TECHNOLOGY SERVICES

Addendum Table I  
PROJECTED ALLOCATION OF FY 2004 ITS SERVICES

The following table summarizes the projected allocation of FY 2004 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	\$1,214,766	20.16%
Finance Revenue	\$880,497	14.62%
Finance Administration	\$329,057	5.46%
Finance Treasury	\$4,597	0.08%
Finance Purchasing	\$3,696	0.06%
Police	\$317,163	5.26%
MH/MR/SA	\$315,907	5.24%
Real Estate	\$288,598	4.79%
Sheriff	\$284,773	4.73%
Transportation and Environmental Services	\$225,946	3.75%
Personnel	\$194,522	3.23%
Fire	\$193,179	3.21%
General Services	\$156,243	2.59%
Human Services	\$153,671	2.55%
Code Enforcement	\$138,637	2.30%
Human Rights	\$118,024	1.96%
Circuit Court	\$105,957	1.76%
Planning	\$99,284	1.65%
Historic Alexandria	\$94,001	1.56%
Recreation	\$93,360	1.55%
OMB	\$86,673	1.44%
City Manager	\$84,815	1.41%
Citizen Assistance	\$78,464	1.30%
Housing	\$75,030	1.25%
City Clerk	\$68,496	1.14%
City Attorney	\$66,114	1.10%
Other	\$62,604	1.04%
Public Defender	\$58,445	0.97%
Commonwealth's Attorney	\$54,592	0.91%
Adult Probation and Parole	\$52,716	0.88%
Juvenile Court Services	\$50,045	0.83%
Voter Registrar	\$38,829	0.64%
Animal Shelter	\$10,670	0.18%
Health	\$7,891	0.13%
AEDP	\$6,068	0.10%
Schools	\$3,693	0.06%
Legislative Services	\$2,874	0.05%
Internal Audit	\$2,251	0.04%
Libraries	\$2,156	0.04%
	<u>\$6,024,304</u>	<u>100.00%</u>

# INFORMATION TECHNOLOGY SERVICES

Addendum Table II  
DEPARTMENT ALLOCATION FOR COMPUTER WORK STATION  
REPLACEMENT FUND IN FY 2004

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 2004
City Council & Aides	0.9%	\$7,125
City Manager	1.0%	\$7,650
City Attorney	0.8%	\$6,120
City Clerk	0.3%	\$2,013
18 <sup>th</sup> 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
Code Enforcement	3.0%	\$22,950
Juvenile and Domestic Relations Court	0.4%	\$3,060
Law Library	0.0%	\$0
Voter Registration	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	3.5%	\$26,775
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 (OHA)	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		
Other - unassigned	<u>1.5%</u>	<u>\$11,517</u>
<b>TOTAL</b>	<b><u>100%</u></b>	<b><u>\$765,000</u></b>

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# INTERNAL AUDIT

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## INTERNAL AUDIT

PROGRAM GOAL: To provide an independent appraisal function to examine and evaluate City programs and activities as a service to City management.

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<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	125,481	168,709	152,159	
NON-PERSONNEL	31,238	29,254	29,254	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>156,719</u>	<u>197,963</u>	<u>181,413</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>156,719</u>	<u>197,963</u>	<u>181,413</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (8.4%)				
FULL-TIME POSITIONS	2.0	2.0	2.0	

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Office of Internal Audit reflects a decrease of \$16,550, or 8.4 percent, as compared to the Approved FY 2003 General Fund budget.
  - Proposed personnel expenditures represent a 9.8 percent decrease over the FY 2003 personnel budget. This decrease is attributable to the savings resulting from filling a vacant position at a lower step than was budgeted in FY 2003.
- 

## 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 2001 *	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of professional staff positions authorized	2	2	2	2
Number of assignments completed	7	9	11	13
Number of audits contracted out	3	3	3	3

\* Data has been revised from previously published document to reflect more accurate reporting.

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### WORK SESSION NOTES AND COMMENTS

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# MANAGEMENT AND BUDGET

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	599,989	822,947	839,881	
NON-PERSONNEL	44,135	90,902	90,902	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>644,124</u>	<u>913,849</u>	<u>930,783</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>644,124</u>	<u>913,849</u>	<u>930,783</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 1.9%				
FULL-TIME POSITIONS	11.0	10.0 *	10.0	

\* Reflects the transfer of a position to the City Manager's Office for the Organizational Development Coordinator.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Office of Management and Budget reflects an increase of \$16,934, or 1.9 percent, as compared to the Approved FY 2003 General Fund budget.
- The increase is attributable to the cost of employee merit adjustments.

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### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of capital project tasks initiated	59	68	72	69	73
Maintenance of Aaa and/or AAA bond rating*	Yes	Yes	Yes	Yes	Yes
Percentage of City debt indicators meeting Credit Rating Agency Guidelines*	100%	100%	100%	100%	100%

\* Staff responsibility for these measures is shared with the Finance Department; the City has had an Aaa/AAA bond rating since 1992.

# MANAGEMENT AND BUDGET

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Comprehensive Annual Financial Report indicates fiscal year appropriations in excess of expenditures	Yes	Yes	Yes	Yes	Yes

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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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Compliance with provisions of City Charter	Yes	Yes	Yes	Yes	Yes

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OBJECTIVE: To prepare the budget document to meet or exceed established Government Finance Officers Association (GFOA) budgeting standards.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Budget document receipt of the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes

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## WORK SESSION NOTES AND COMMENTS

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# NON-DEPARTMENTAL

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## 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 (general salary adjustment [COLA], and projected increases in City health insurance premiums, certain pension fund contributions, 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 City-wide radio system and other miscellaneous accounts.

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### DEBT SERVICE

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
GENERAL OBLIGATION DEBT SERVICE	16,015,995	17,483,024	21,043,430	
NORTHERN VIRGINIA TRANSPORTATION DISTRICT BOND DEBT SERVICE	<u>256,070</u>	<u>256,070</u>	<u>256,070</u>	
TOTAL EXPENDITURES	<u>16,272,065</u>	<u>17,739,094</u>	<u>21,299,500</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>16,272,065</u>	<u>17,739,094</u>	<u>21,299,500</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 20.1%

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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 2004 General Fund budget includes \$21.0 million for payment of the City's General Obligation debt. This includes \$17.5 for the scheduled repayment of debt existing prior to June 30, 2001, plus \$3.5 million in interest and principal payments for the bonds to be issued in early FY 2004. The detailed bond repayment schedule is included in the Proposed FY 2004 - FY 2009 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 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	19,920,000	14,200,000	15,100,000	
TOTAL EXPENDITURES	<u>19,920,000</u>	<u>14,200,000</u>	<u>15,100,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>19,920,000</u>	<u>14,200,000</u>	<u>15,100,000</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 6.3%				

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Capital Projects (Cash Capital): The FY 2004 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 2004 General Fund cash capital budget, in the amount of \$15.1 million, will finance approximately 17.4 percent of the proposed FY 2004 Capital Budget of \$86.6 million. The remainder of the FY 2004 Capital Program will be funded by bond proceeds, designated fund balance derived from surplus revenues, bond interest earnings, sewer hook up fees, sewer use fees (from the proposed \$0.20 per thousand gallons used rate increase) and a number of miscellaneous revenues. Additional increases in pay-as-you-go funding of capital projects will be required in future years to help meet increased capital funding needs as well as to keep an appropriate balance between bond and cash capital funding. The complete capital improvement funding program may be found in the Proposed Capital Improvement Program document.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

CONTINGENT RESERVES\*

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL *	FY 2003 APPROVED **	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
NON-PERSONNEL	0	895,000	925,000	
TOTAL EXPENDITURES	<u>0</u>	<u>895,000</u>	<u>925,000</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>895,000</u></u>	<u><u>925,000</u></u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.4%

\* 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 2003 approved budget contingent reserves level started at \$950,000.

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 2004 contingent reserves account includes a total of \$925,000 to address general contingencies, which is equal to approximately two-tenths of one percent of the proposed FY 2004 General Fund budget.

The FY 2003 approved budget initial contingent reserve level of \$950,000 has been reduced to \$895,000 through the following City Council actions subsequent to the FY 2003 budget adoption:

- \$5,000 contribution to the Council of Government’s Smart Streets public relations campaign.
- \$50,000 for the completion of the Eisenhower East planning effort and for the preparation of manuals and procedures for the development review process.

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

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

##### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 * APPROVED	FY 2004** PROPOSED	FY 2004 APPROVED
TOTAL EXPENDITURES	<u>7,154,193</u>	<u>7,598,339</u>	<u>12,178,266</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>7,154,193</u>	<u>7,598,339</u>	<u>12,178,266</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 60.3%

\* The FY 2003 Approved budget included \$5,750,000 for the approved 2.5 percent general salary adjustment for City employees and the approved 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 were transferred to individual agency budgets in the FY 2003 Approved budget.

\*\* The FY 2004 Proposed budget includes \$5,520,000 for the proposed 2.25 percent general salary adjustment (COLA) for City employees and the proposed increase in the City's share of health, life and supplemental insurance costs. Based on Council's action in approving the budget, these monies will be transferred to individual agency budgets in the FY 2004 Approved budget. \$2.43 million has also been added to the Schools FY 2004 budget to fund a 2.25 percent COLA.

#### Insurance, Rebates, City Memberships and Miscellaneous Expenditures:

**Insurance:** The total FY 2004 proposed insurance budget is \$3,044,000. 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.

**Rebates:** To help the City's elderly and disabled citizens continue to live in Alexandria, the proposed FY 2004 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 deduction from revenues for FY 2004 is \$1,100,000 which reflects City Council actions in CY 2001 and CY 2002 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. \$0.2 million in additional funds have been set aside for future expansion of this program in CY 2003. City Council is currently considering the features/design of the program expansion.

## NON-DEPARTMENTAL

### BUDGET DESCRIPTION

City Memberships: The City membership account includes a total of \$119,050 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, the Metropolitan Washington Council of Governments (COG), including a \$25,000 set aside for the Northern Virginia Transportation Authority (NVTA) (at the time of budget finalization a specific NVTA budget had not been received).

Publications: The City publications accounts includes a total of \$99,500 for the production costs (i.e., printing, overtime) and distribution costs of three City-wide publications: the Annual Report; the Proposed and Approved Budget documents; and the Comprehensive Annual Financial Report.

Fixed-End Radio System: The FY 2004 proposed budget includes \$191,000 for fixed-end maintenance costs associated with the radio system that serves all City public safety and general government agencies.

All Other Non-Departmental Expenditures (Miscellaneous Non-Departmental Accounts): The proposed FY 2004 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; 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 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 staff 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; \$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; \$50,000 for professional consulting services for Planning and Zoning; \$50,000 for professional consulting services for Before and After School Childcare; and \$20,000 for work on coordinated City signage initiatives.

A new addition to the Non-Departmental account in FY 2004 is the Lori Godwin Public Service Learning Award in the amount of \$15,000. This award is for eligible employees and is intended to cover the costs of intensive non-degree study programs in public administration or public service with a leadership or management focus or component.

## 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 (\$3.870 million) to finance a 2.25 percent COLA for City employees. The proposed transfer in the FY 2004 City's budget to the School Operating Fund includes sufficient funding (\$2.43million) for a 2.25 percent COLA for School employees.
- Health Insurance contingent for City employees and retirees was budgeted at \$1.0 million which reflects an expectation that the City's cost of providing health insurance to its employees and retirees is estimated to increase by as much as 8 to 10 percent in FY 2004.
- Supplemental Retirement Plan - the FY 2004 budget reflects a \$500,000 annual increase in funding for the City's contribution to its Supplemental Retirement Plan for general employees. This increase represents the first step towards addressing a significant unfunded liability.
- Life Insurance - A \$150,000 contingent has been budgeted for FY 2004 in anticipation of rate increases.
- As the City is finishing the latest multi-year replacement cycle for desktop personal computers City-wide, it is clear that a slow down in replacement can occur without impairing the reliability and functionality of desktop computers. As a result, a \$300,000 savings (as a deduction to expenditures) has been incorporated into the FY 2004 Proposed City Operating Budget.
- City Employee Training Program and the Tuition Reimbursement Program are included in the proposed budget at \$50,000 each.

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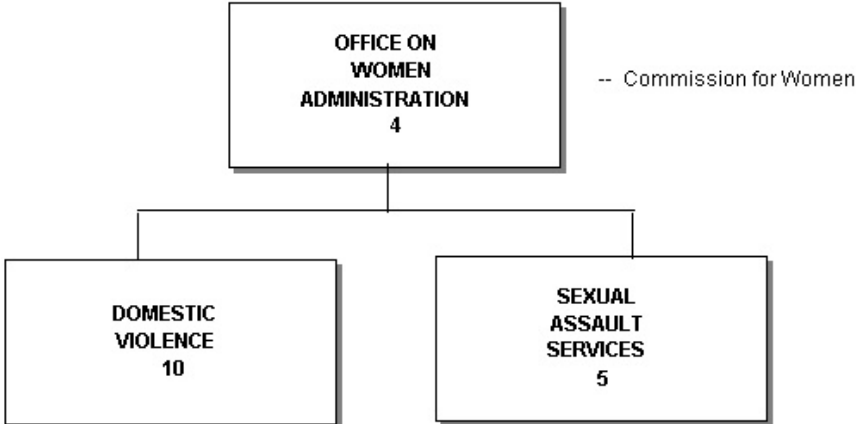
### WORK SESSION NOTES AND COMMENTS

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# OFFICE ON WOMEN

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## 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.

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<u>TOTAL FINANCIAL RESOURCES</u>				
	FY 2002 ACTUAL	FY 2003 AMENDED*	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	994,021	1,163,580	1,218,265	
NON-PERSONNEL	275,580	239,218	239,023	
CAPITAL GOODS OUTLAY	<u>4,804</u>	<u>1,000</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,274,405</u>	<u>1,403,798</u>	<u>1,457,288</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>416,505**</u>	<u>394,414***</u>	<u>397,786****</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>416,505</u>	<u>394,414</u>	<u>397,786</u>	
GENERAL FUND	<u>857,900</u>	<u>1,009,384</u>	<u>1,059,502</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 5.0%				
FULL-TIME POSITIONS	18.0	18.0	19.0****	

\* The Amended FY 2003 budget reflects the transfer of office space rental costs (\$3,926) from the Office on Women to the Office of Human Rights.  
 \*\* FY 2002 Special Revenue includes \$349,060 in federal aid, \$40,667 in State aid, and \$26,778 in gifts and donations.  
 \*\*\* Amended FY 2003 Special Revenue includes \$332,142 in federal aid, \$39,297 in State Aid, and \$22,975 in gifts and donations.  
 \*\*\*\* FY 2004 Special Revenue includes \$334,224 in federal aid, \$39,087 in State aid, and \$24,475 in gifts and donations.  
 \*\*\*\*\* Reflects a recommended supplemental request (\$18,000) to convert the approved Teen Pregnancy Prevention Coordinator position from part-time to full-time status with related benefits (from \$35,000 to \$53,000).

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Office on Women reflects an increase of \$50,118, or 5.0 percent, as compared to the Amended FY 2003 General Fund budget.
- The increase in the Proposed FY 2004 General Fund budget is primarily attributable to a recommended supplemental request (\$18,000) to convert the approved Teen Pregnancy Prevention Coordinator position from part-time to full-time status with related benefits (from \$35,000 to \$53,000). The increase is also attributable to the planned merit increases for employees in FY 2004.
- \$65,000 has also been identified in a non-departmental account for Teen Pregnancy Prevention promotion efforts for a total teen pregnancy prevention budget of \$118,000.

## 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.

<u>DIVISION: Administration</u>	<u>ACTUAL FY 2002</u>	<u>AMENDED FY 2003</u>	<u>PROPOSED FY 2004</u>	<u>APPROVED FY 2004</u>
Total Expenditures	242,215	266,691*	291,553 *	
<u>FULL-TIME STAFFING</u>	3	3	4**	
* The Amended FY 2003 budget reflects the approved supplemental request to add a part-time Teen Pregnancy Prevention Coordinator (\$35,000); also reflects the transfer of office space rental costs (\$3,926) from the Office on Women to the Office of Human Rights.				
** Funding includes a recommended supplemental request (\$18,000) to convert the approved Teen Pregnancy Prevention Coordinator position from part-time to full-time status with related benefits (from \$35,000 to \$53,000).				

## OFFICE ON WOMEN

### DETAIL BY DIVISION

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 as well as assistance to women and men involved in abusive relationships; and conducts support groups for women.

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 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Domestic Violence Program				
Total Expenditures	700,923	772,089	791,609	
<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 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: SARA				
Total Expenditures	331,267	365,018	374,126	
<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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of women and children housed in Battered Women's Shelter	139	119	178	180	185
Number of data advocacy (with client and in court) hours*	n/a	5,725	4,595	4,700	5,000
Number of domestic violence group sessions	152	160	150	150	150
Number of domestic violence group attendance	845	589	816	850	875
Number of police referrals to Domestic Violence Program	1,245	967	967	975	975
Number of assault survivors served by the Sexual Assault Response & Awareness Program	588	783	653	750	750
Hotline calls received (domestic and sexual assault)**	8,717	4,571	4,247	4,370	4,520
Number of counseling sessions provided by the Sexual Assault Program	1,695	2,002	1,700	2,000	2,020
Number of community presentations****	287	267	295	325	375
Number of Project STEPOUT/MANHOOD participants*****	75	90	75	75	85
Number of brochures and magazine on adolescent pregnancy prevention distributed*****	n/a	n/a	n/a	15,000	20,000

- \* New statistics started in FY 2001 that replaces the previous measure "Number of individual counseling sessions."
- \*\* Decrease beginning in FY 2001 is due to a new method of collecting data (internet based) as mandated by the State.
- \*\*\* Projected increase in FY 2004 is due to the inclusion of the adolescent pregnancy prevention function in the department's domestic violence program.
- \*\*\*\* 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 in FY 2004 is due to an effort to expand the program to reach more Hispanic and other ethnic youth.
- \*\*\*\*\*New measure beginning FY 2003.

## SUPPLEMENTAL BUDGET REQUESTS

### Recommended

1. Additional part-time staffing \$18,000

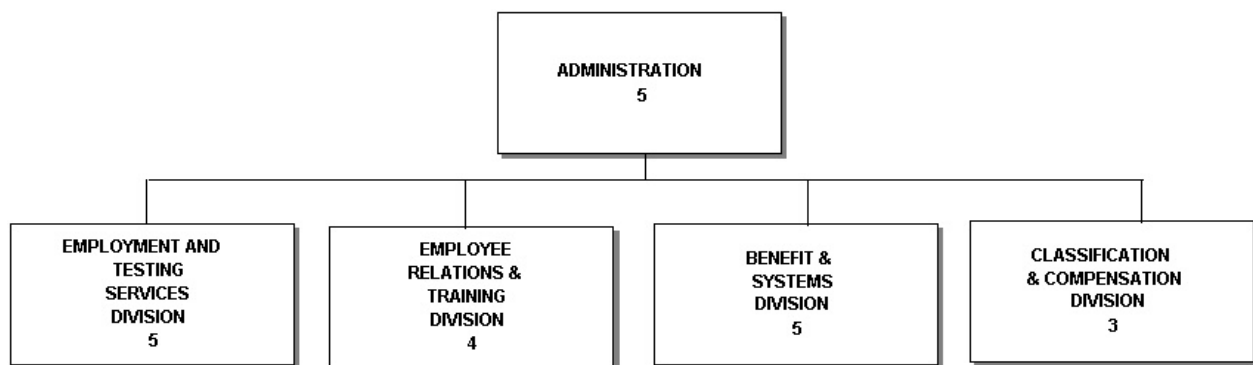
Funding for this recommended supplemental request will convert a Teen Pregnancy Prevention Coordinator position from part-time to full-time status with related benefits (from \$35,000 to \$53,000).

## WORK SESSION NOTES AND COMMENTS

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# PERSONNEL SERVICES

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## 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.

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<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 AMENDED*	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	1,488,770	1,676,385	1,746,637	
NON-PERSONNEL	509,972	461,820	489,382	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>9,660</u>	<u>9,660</u>	
TOTAL EXPENDITURES	<u>1,998,742</u>	<u>2,147,865</u>	<u>2,245,679</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>2,088</u>	<u>6,000</u>	<u>6,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>2,088</u>	<u>6,000</u>	<u>6,000</u>	
GENERAL FUND	<u>1,996,654</u>	<u>2,141,865</u>	<u>2,239,679</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 4.6%				
FULL-TIME POSITIONS	20.0	21.0*	22.0**	

\* The Amended FY 2003 budget reflects the approved addition of a Personnel Clerk II position (\$35,438) to provide additional clerical and administrative support in the Employee Relations and Training Division; also reflects the transfer of the approved Retirement Systems Administrator position (\$80,000) from the Personnel Department to the Finance Department as of July 1, 2002.

\*\* Reflects the recommended addition of a Personnel Analyst I position (\$64,099) to help improve the quality and responsiveness of the City's recruitment process.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Personnel Department reflects an increase of \$97,814, or 4.6 percent, as compared to the Amended FY 2003 General Fund budget.
- The increase in personnel expenditures is primarily attributable to the recommended supplemental request to add a Personnel Analyst I (\$64,099) position to help improve the quality and responsiveness of the City's recruitment process, and the planned merit increases for employees; largely offset by the application of a vacancy factor (\$42,151).
- The increase in non-personnel expenditures is primarily attributable to an increase in fees for temporary services (\$38,562), partially offset by a reduction in fees for professional health services (\$11,000) to reflect actual expenditure trends.
- The FY 2004 City employees tuition reimbursement budget remains constant at \$175,000, \$50,000 of which continues to be budgeted in the City's non-departmental budget. The City-wide training budget also remains constant at \$117,405.



## 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.

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 2004, 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 2002, a total of 357 employees applied for and were eligible for Tuition Assistance funding, as compared to 198 employees in FY 2001 and 68 in FY 2000. The increase in participation by City employees may be attributed to the program's recognition and success.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Administration				
General Fund Expenditures	499,164	511,029	519,964*	
<u>FULL-TIME STAFFING</u>	5	5	5	

\* Includes \$125,000 in funding for tuition reimbursement. \$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.

<u>DIVISION:</u> Employment	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	339,431	355,498	425,245*	
<u>FULL-TIME STAFFING</u>	4	4	5*	
* Includes the recommended supplemental request to add a Personnel Analyst I position (\$64,099) to help improve the quality and responsiveness of the City's recruitment process.				

### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Divisional satisfaction rating by operating departments*	6.0	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 and continued in FY 2002. (Scale of 1 to 7, where 1 = "poor," and 7 = "outstanding.")

The Employee Relations and Training Division provides training and development opportunities for City employees to help improve the delivery of services to the citizens of Alexandria. The Mann Educational Trust Fund, established by former Alexandria Mayor Frank Mann, provides approximately \$6,000 per year in additional funds for City employee training. The Employee Relations and Training Division also ensures that the City's disciplinary and grievance procedures are properly applied, and that personnel policies and procedures are followed.

<u>DIVISION:</u> Employee Relations	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	459,230	511,029	519,103*	
<u>FULL-TIME STAFFING</u>	3	4	4	
* Includes \$117,405 in funding for City-wide training.				

# 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of employees attending training*	2,753	2,528	2,126	2,250	2,300
Average rating by training participants on class evaluation forms**	4.4	4.5	4.6	4.6	4.7

\* The decrease in actual number of employees attending training is due to the completion of a concentrated effort in the area of computer and customer service training begun in FY 1999.

\*\* 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 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Benefits and Systems				
General Fund Expenditures	419,297	475,466	481,664	
<u>FULL-TIME STAFFING</u>	5	5	5	

### INDICATORS AND MEASURES

OBJECTIVE: [Benefits/Systems] To respond in a timely and efficient manner to employee and retiree telephone and walk-in inquiries and requests regarding benefits, compensation and personnel policy.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of telephone/walk-in inquiries per week*	252	267	286	290	300
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 2004 is due to changes to the Police/Fire Pension Plans.

\*\* Based on annual user survey of 23 operating departments, 20 of which responded for FY 2001 and continued in 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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
<u>DIVISION: Classification</u>				
General Fund Expenditures	279,532	288,843	293,703	
<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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of classification reviews completed	78	87	121*	220**	150***
Percentage of classification reviews analyzed and implemented within six months of receipt	100 %	100 %	100 %	100 %	100 %

\* Increase in FY 2002 is due to a request to review nearly all 25 positions in the Juvenile and Domestic Relations Court Services Unit.

\*\* Increase in FY 2003 is attributable to a request to review all 129 positions in the Alexandria Library System.

\*\*\* Projected number assumes that a department or a large division may request a review of all positions as has been the case in previous years.

## PERSONNEL SERVICES

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Personnel Analyst I \$64,099

This supplemental request will fund a Personnel Analyst I position to help improve the quality and responsiveness of the City's recruitment process.

#### Not Recommended

1. Personnel Analyst II \$57,759

This supplemental request to fund a Personnel Analyst II position to help implement a Classification Maintenance Plan is not recommended at this time due to budget constraints and higher priority needs.

2. Personnel Assistant \$17,466

This supplemental request to convert a Personnel Assistant position in the Classification Division from part-time to full-time is not recommended at this time due to budget constraints and higher priority needs.

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### 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	2002	5.6%	3.4%	3.4%	8.7%	8.4%
ARLINGTON (1)	2002	6.16%	3.42%	13.07%	10.44%	9.52%
FAIRFAX	2002	6.98%	5.84%	10.34%	8.95%	8.37%
PRINCE WILLIAM (2)	2002	10.37%	12.20%	Information Not Available (3)	Information Not Available (3)	10.46%
MONTGOMERY	2002	Information Not Available (3)	Information Not Available (3)	Information Not Available (3)	Information Not Available (3)	Information Not Available (3)
PRINCE GEORGE'S	2002	Information Not Available (3)	Information Not Available (3)	Information Not Available (3)	Information Not Available (3)	Information Not Available (3)

- (1) Data tracked by Fiscal Year 2002.
- (2) Prince William County turnover statistical information consists of regular full-time employees.
- (3) Jurisdictions that have not completed turnover statistical information.

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

# REAL ESTATE ASSESSMENTS

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	688,268	864,945	913,397	
NON-PERSONNEL	145,983	116,005	81,005	
CAPITAL GOODS OUTLAY	<u>70,836</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>905,087</u>	<u>980,950</u>	<u>994,402</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>905,087</u>	<u>980,950</u>	<u>994,402</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR		1.4%		
FULL-TIME POSITIONS	11.0	11.0	12.0*	

\* Reflects the conversion of a full-time Secretary II position from a contract temporary position to a permanent City employee.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Department of Real Estate Assessments reflects an increase of \$13,452, or 1.4 percent, as compared to the Approved FY 2003 General Fund budget.
  - Proposed personnel expenditures in the amount of \$913,397 represent a 5.6 percent increase as compared to the FY 2003 General Fund budget. The increase in personnel costs is attributable to the transfer of \$35,000 from non-personnel expenditures for the conversion of a Secretary II position from a contract temporary position to permanent City employee and the cost of employee merit adjustments.
  - Total proposed non-personnel expenditures, in the amount of \$81,005, represents a decrease of 30.2 percent compared to FY 2003 funding levels. The decrease is attributable to the \$35,000 transfer from non-personnel to personnel for the conversion described above.
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### 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 values and helps property owners



# REAL ESTATE ASSESSMENTS

## DEPARTMENT DETAIL

to understand the nature of the assessment change, the reasons for the change and the avenues available for administrative review and appeal. There are three levels of appeal: first, to the Department of Real Estate Assessments; second, to the Board of Equalization and Assessment Review; and third, to the Circuit Court of Alexandria. In Calendar Year (CY) 2002, the Department assessed 39,295 parcels and processed 439 administrative reviews to the Department.

### 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 2000	Actual CY 2001	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Number of assessable parcels - residential*	34,570	35,142	35,864	36,428	37,000
Number of assessable parcels - commercial/ industrial*	3,962	3,650	3,431	3,245	3,150
Number of assessable parcels - total	38,532	38,792	39,295	39,673	40,150
Assessment/Sales Ratio**	86.5%	82.7%	82.0%	85.0%	87.0%
Number of assessable parcels per appraiser	5,505	5,542	5,580	5,668	5,736

\* The number of parcels fluctuates due to subdividing, consolidating and reclassifying parcels.

\*\* Calendar year 2000 data are based on Virginia Department of Taxation published 2000 figures and vary from previously published budget documents. The 2001 through 2003 data are based on locally compiled information. The ratio will tend to drop when real estate markets are appreciating quickly.

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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 board that has the authority to adjust real property assessments. Three of the members are Court-appointed and two are appointed by City Council. In CY 2002, the Board heard 127 appeals. The number of appeals filed with the Board represented 0.32 percent of the 39,295 locally assessed properties in the City for CY 2002.

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 one of 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. [For CY 2003, features on this site have been substantially enhanced.] 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 2000	Actual CY 2001	Actual CY 2002	Estimated CY 2003	Projected CY 2004
Number of appeals to Department*	433	337	439	500	500
Number of appeals to the Board of Equalization**	146	103	127	300	300
Percentage of assessment appeals upheld by Department of Real Estate Assessments	65%	48%	42%	50%	50%
Percentage of assessment appeals upheld by Board of Equalization	41%	55%	55%	50%	50%

\* 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.

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## WORK SESSION NOTES AND COMMENTS

# Operating Agencies

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## **Public Safety**

Fire

Police

## **Health and Welfare**

Community Partnership and Youth Funds 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**

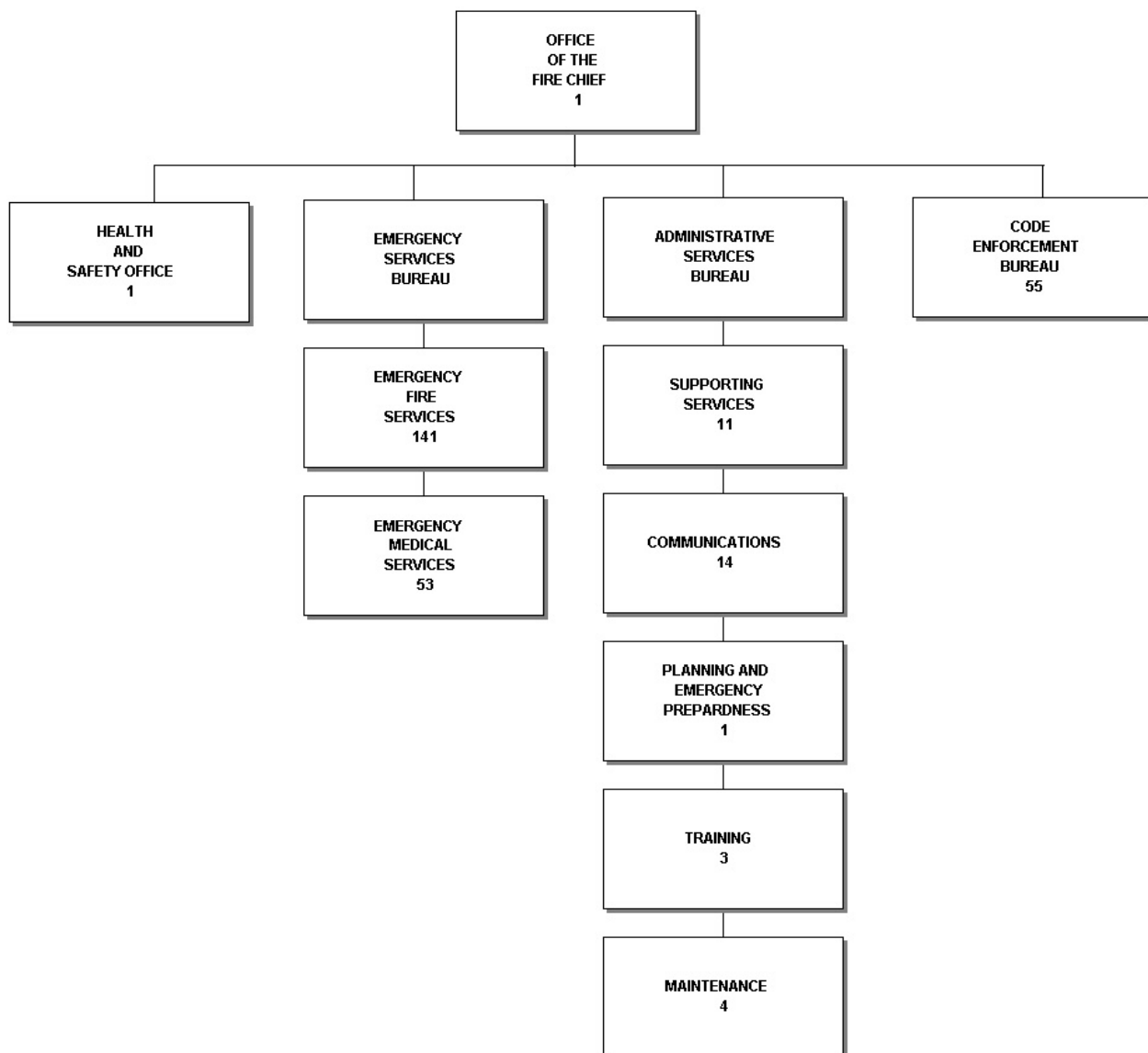
Transit Subsidies

Transportation and Environmental Services

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# FIRE

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## 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.

<u>TOTAL FINANCIAL RESOURCES</u>				
	FY 2002 ACTUAL	FY 2003 AMENDED /1	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	22,234,239	23,656,650	24,165,718	
NON-PERSONNEL	3,999,995	5,802,472	3,571,372	
CAPITAL GOODS OUTLAY	<u>302,975</u>	<u>1,372,419</u>	<u>848,765</u>	
TOTAL EXPENDITURES	<u>26,537,209</u>	<u>30,831,541</u>	<u>28,585,855</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	706,553	2,644,500	498,152	
INTERNAL SERVICES	<u>434,921</u>	<u>1,193,000</u>	<u>692,500</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>1,141,474</u>	<u>3,837,500</u>	<u>1,190,652</u>	
GENERAL FUND	<u>25,395,735</u>	<u>26,994,041</u>	<u>27,395,203</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 1.5%				
FULL-TIME POSITIONS	276.0	284.0 *	284.0	

/1 Reflects the Fire department's share (\$2.35 million) of the federal Local Emergency preparedness grant (Byrne Grant) of \$8.0 million awarded to the City in July, 2002 to assist the City in preventing and preparing for any future terrorist incidents. Through this grant the City will be reimbursed for the costs of equipment, training and additional vehicles purchased under the special conditions of the grant. The Amended budget also reflects the addition of three full-time positions (1 Fire Protection Plan Reviewer; 1 Fire Systems Inspector; 1 Engineering Aide) to staff the new Code Enforcement Fire Protection Systems Inspection and Testing Unit.

\* 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 2004 General Fund budget for the Fire Department reflects an increase of \$401,162, or 1.5 percent, as compared to the Amended FY 2003 General Fund budget.
- This increase is primarily attributable to the cost of employee merit adjustments; the addition of three temporary overhire positions, including a City Architect, Engineering Aide I and Code Enforcement Inspector I, assigned to the Patent and Trademark Office (PTO) project (\$203,651); and the addition of one temporary overhire Structural Engineer position approved in FY 2003 (\$85,655).
- The FY 2004 General Fund Budget also includes recommended supplemental requests for the following:
  - \$48,000 to expand the proactive rodent baiting of sewers from 13 days per month to 20 days per month. This additional funding will also allow for storm sewers to be baited along with the current baiting of sanitary sewers and will allow for an increase in the number of sewers baited by 1,100 sewer baits per month.

# FIRE

## City Manager Proposed

- \$26,000 to reflect the estimated increase in the cost of the third party contract for inspections of new and existing elevators and escalators City-wide. These additional costs will be fully recovered by the elevator inspection fee increases.
- \$30,100 to provide Cellular Digital Packet Data (CDPD) service for multiple Fire Department personnel to obtain and exchange information and allow personnel to dispatch apparatus faster to emergency scenes. The CDPD service will interface with the Computer-Aided Dispatch (CAD) system, which will then automatically select the closest unit to the incident.

## 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 providing community outreach activities and by hosting an open house during Fire Prevention Week.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Administrative Services/Office of the Chief				
General Fund Expenditures	1,680,513	1,692,410	1,504,789	
FULL TIME STAFFING	11	12 *	12	
* Reflects the transfer of a Secretary II position from the Office of Planning and Emergency Preparedness to the Administrative Services division.				

# FIRE

## DETAIL BY 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.

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.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Fire/Emergency Services				
General Fund Expenditures	12,834,835	13,206,825	13,573,212	
FULL-TIME STAFFING	142	142	142	



# FIRE

## DETAIL BY DIVISION

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Calls requiring emergency response*	5,669	5,930	5,939	6,080	6,225
Average number of vehicles responding per incident**	3.4	3.4	3.5	3.5	3.5
Average time spent at scene of incident (minutes)***	15.8	16.6	29.0	29.0	29.0
Number of structure fires\1	96	131	356	350	350
Average response time to arrive at scene (minutes)	4.33	4.20	4.22	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 Increases in FY 2002 and beyond reflects new National Fire Incident Reporting System standards.

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 and Adult Services. 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 September 2002, 94 units were in use, with 40 provided to low-income individuals free of charge. Since the program's inception in November 1989, the Fire Department has responded to 631 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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
<u>DIVISION:</u> Emergency Medical Services (EMS)				
General Fund Expenditures	4,608,324	4,792,503	4,756,787	
<u>FULL-TIME STAFFING</u>	53	53	53	

# FIRE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Calls requiring EMS response (incidents)*	11,255	11,549	11,662	11,871	12,085
Average number of vehicles responding per incident**	1.7	1.7	1.8	1.8	1.8
Total cardiac arrest patients resuscitated	11	12	10	11	11
Percentage of calls for Advanced Life Support Service	57 %	58 %	59 %	59 %	59 %

\* 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 approximately 18,000 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.

	ACTUAL <u>FY 2002</u>	AMENDED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Fire Communications				
General Fund Expenditures	1,492,969	1,453,453	1,574,130	
<u>FULL-TIME STAFFING</u>	14	14	14	

### INDICATORS AND MEASURES

OBJECTIVE: [Communications] To receive emergency calls for Fire/EMS assistance and to dispatch assistance as soon as possible.

	Actual FY 2000	Actual FY 2001	Actual** FY 2002	Estimated FY 2003	Projected FY 2004
Total incidents dispatched*	16,924	17,284	17,601	17,949	18,304
Average time, in minutes, from receipt of call to dispatch***	0.9	1.0	0.9	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 decreased as personnel developed proficiency with the new CAD system.

# FIRE

## DETAIL BY DIVISION

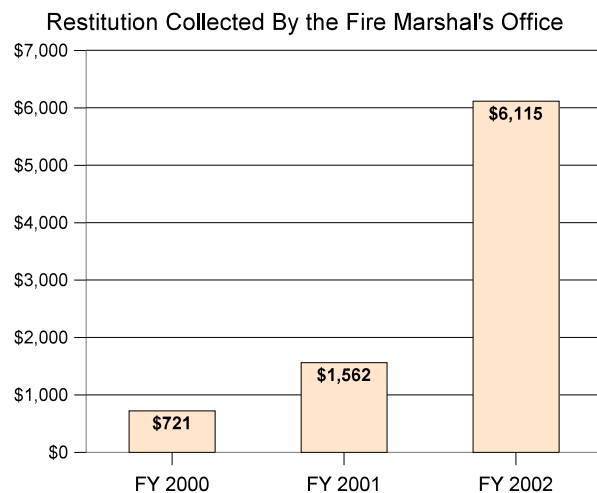
The Office of Planning and Emergency Preparedness develops contingency plans and practical exercises for use in the event of a large-scale man-made or natural disaster to enhance the City's capability to survive. Accordingly, the Office of Emergency Preparedness conducts, coordinates or participates 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 FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Office of Planning & Emergency Preparedness				
General Fund Expenditures	87,242	90,507	92,433	
FULL-TIME STAFFING	2	1 *	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.

In FY 2002, the City's Fire Marshals were granted full Police powers which entitles them to enforce all provisions of the City Code. Consequently, a number of arrests have been made for persons violating various provisions of applicable City Code. The vast majority of these offenses have been for individuals or contractors committing violations while working in the public right-of-way or individuals committing environmental offenses. While working with the Commonwealth Attorney's Office, most offenders have been willing to make restitution to the City and the Fire Department for the services rendered by responding to these incidents rather than have an arrest record. The graph reflects the cost recovery as a result of this cooperative adjudication. Monies are deposited into the City's General Fund.



# FIRE

## DETAIL BY DIVISION

DIVISION: Code Enforcement	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
General Fund Expenditures	3,698,897	4,694,771	4,818,620	
<u>FULL-TIME STAFFING</u>	47	55 *	55	
* 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. The Amended Budget reflects the addition of three full-time positions (1 Fire Protection Plan Reviewer; 1 Fire Systems Inspector; 1 Engineering Aide) to staff the Fire Protection System Inspections and Testing Unit.				

### INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement] Enforcement of the Virginia Uniform Statewide Building Code, conduct inspections of new construction and renovation work within existing structures, perform structural and electrical assessments of structures subjected to fires or natural disasters; conduct inspections for issuance of certificates of occupancy.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
New construction permits issued*	19,205	18,686	19,218	14,196	18,925
Inspections of new construction performed	34,436	57,356 **	48,685	46,876	47,923
Percent of inspections performed on day requested	95 %	95 %	95 %	95 %	95 %
Total value of new construction (\$ millions)	\$297.0	\$309.6	\$847.0	\$504.0	\$553.0

- \* 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.

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of "take-in" plans reviewed annually*	4,494	4,527	6,612	4,337	5,440
Plan review turnaround time (large commercial project) in days	15	25	22	27	22
Plan review turnaround time (residential or small commercial project) in days	10	20	20	25	19
Average number of "walk-in" customers per day**	150	183	210	220	191
Percent of customers served within 10 minutes of arriving at Code Enforcement front desk	80 %	80 %	80 %	85 %	85 %
Average number of non-residential "walk-through" plans per day***	7	8	7	9	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."

# FIRE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement] Enforcement of violations of the Virginia Uniform Statewide Building Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect existing structures, conduct Residential Rental Permit Inspections; conduct inspections for elimination of rodent and insect infestation; respond to complaints from citizens within 48 hours; investigate complaints from other City agencies through "All Eyes" program; respond to complaints calls to the 24 hour hotline for nuisance activities; inspect trash trucks and dumpsters; inspect in-home and State day care facilities.

	Actual FY 2000 *	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Proactive Property Maintenance Inspections	n/a	8,757	19,936	17,180	18,039
Customer Requested Inspections	n/a	1,963	4,228	3,616	3,796
Residential Rental permit Inspections	n/a	3,978	4,531	5,864	6,157
Violation Notices Issued	n/a	7,389	7,388	8,592	9,342
Towed Vehicles	n/a	235	277	336	352

\* FY 2001 data represent partial year data, as it is the first year of collection.

OBJECTIVE: [Code Enforcement] Enforcement of violations of the Virginia Uniform Statewide Code, Virginia Statewide Fire Prevention Code and the Alexandria City Code; inspect commercial and residential structures; conduct hazardous materials permit inspections; investigate fires; threats to burn, bombings and environmental crime incidents within the City of Alexandria; conduct public fire safety education programs.

	Actual FY 2000 *	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Proactive Property Maintenance Inspections	n/a	1,289	1,118	1,176	1,393
Fire Prevention Permit Inspections	n/a	1,565	2,516	3,060	3,185
Fire Protection Systems Inspections	n/a	280	694	768	834
Violation Notices Issued	n/a	3,990	6,168	6,656	6,989
Towed Vehicles	n/a	27	26	24	29
Parking Citations Issued	n/a	423	247	280	302

\* New measure for which data is unavailable prior to FY 2001.

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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of Elementary School children reached	3,149	3,320	4,466	5,500	6,000
Percentage of total Elementary School children reached	31.5%	33.2%	44.7%	55.0%	60.0%
Number of senior citizens in Senior Safety Classes*	520	1,183	265	990	1,500
Percentage of total senior citizens reached*	4.6%	10.2%	2.3%	8.5%	12.9%
Number of citizens participating in all Fire Public Education Classes**	7,207	7,981	9,438	10,500	12,000
Percentage of goal met***	58.5%	62.2%	73.6%	81.8%	93.5%

\* A large workshop was scheduled in mid-September, 2001 (FY 2002). This workshop was cancelled due to the events of September 11, 2001.

\*\* 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.

# FIRE

## DETAIL BY DIVISION

The Fire Training Division is responsible for ensuring that the City's firefighters and paramedics are educated and trained to meet industry standards. Training must continue throughout the professional careers of all firefighters and paramedics as new technics and tools are developed. The Training Division also educates citizens to mitigate life-threatening emergencies.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Fire Training				
General Fund Expenditures	376,404	386,301	390,722	
FULL-TIME STAFFING	3	3	3	

### 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 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
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	33%	33%	33%	38%	25%*

\* The decrease in the number of HAZMAT Specialists (e.g. those with advanced training) is due to the projected rise, from 72 to 84, of HAZMAT trained personnel between FY 2003 and FY 2004.

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.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Fire Maintenance				
General Fund Expenditures	616,551	677,271	684,510	
FULL-TIME STAFFING	4	4	4	

# 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Repair orders completed	724	714	686	677	680
Percentage of repairs completed same day	86 %	86 %	83 % *	86 %	90 %
Repairs completed per mechanic	241	238	268	233	226

\* 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.

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## WORK SESSION NOTES AND COMMENTS

# FIRE

Addendum Table 1  
Estimated Value of Services Provided by the  
Alexandria Volunteer Fire Department (FY 1990 - FY 2002)

<u>Fiscal Year</u>	<u>Hours Worked</u>	<u>Estimated Value</u>
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
2002	4,337	72,943

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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 2002.



# FIRE

Addendum Table 2  
Fire Department Staffing, FY 2001 - FY 2004

	FY 2001 Actual	FY 2002 Actual	FY 2003 Amended	FY 2004 Proposed	FY 2004 Approved
<b>Sworn Positions:</b>					
Fire Chief	1	1	1	1	
Deputy Fire Chief (Fire and EMS)	2	2	2	2	
Battalion Chief	5	5	5	8	
Captain	25	25	25	25	
Lieutenant	21	21	21	21	
Firefighter \a	94	94	94	91	
Emergency Rescue Tech Supervisor	5	5	5	5	
Emergency Rescue Tech \b	39	47 \c	47	47	
Chief Fire Marshal	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL SWORN</b>	<b>193</b>	<b>201</b>	<b>201</b>	<b>201</b>	
<b>Civilian Positions:</b>					
Chief Deputy Fire Marshal	1	1	1	1	
Deputy Fire Marshal	7	7	8 \d	8	
All Others	<u>67</u>	<u>67</u>	<u>74</u> \e	<u>74</u>	
<b>TOTAL CIVILIANS</b>	<b>75</b>	<b>75</b>	<b>83</b>	<b>83</b>	
<b>TOTAL FIRE STAFF</b>	<b><u>268</u></b>	<b><u>276</u></b>	<b><u>284</u></b>	<b><u>284</u></b>	

\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 5<sup>th</sup> Medic Unit. This unit has been added due to 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 the establishment of a Fire Marshal Aide to the Director position in Code Enforcement.

\e 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; and the addition of three full-time positions (1 Fire Protection Plan Reviewer; 1 Fire Systems Inspector; 1 Engineering Aide) to staff the new Code Enforcement Fire Protection Systems Inspection and Testing Unit.

## FIRE

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Rodent Abatement Program \$48,000

This supplemental request will provide funding to expand the proactive rodent baiting of sewers from 13 days per month to 20 days per month. This additional funding will also allow for storm sewers to be baited along with the current baiting of sanitary sewers and will allow for an increase in the number of sewers baited by 1,100 sewers baits per month.

2. Elevator Inspection Program \$26,000

This supplemental request reflects the estimated increase in the cost of the third party contract for inspections of new and existing elevators and escalators City-wide. The current contract has expired and it is expected that a new contract (which has not been awarded) will reflect a 20 percent increase over the previous contract, partly due to a quality control mechanism as part of the contract. These additional costs will be fully recovered by the elevator inspection fee increases.

3. Cellular Digital Packet Data (CDPD) Subscription \$30,100

This supplemental request will provide Cellular Digital Packet Data (CDPD) service for multiple Fire Department personnel to obtain and exchange information and allow personnel to dispatch apparatus faster to emergency scenes. The CDPD service will interface with the Computer- Aided Dispatch (CAD) system, which will then automatically select the closest unit to the incident. This system is used in connection with the mobile computers, laptops and in-vehicle computer systems.

4. Fire Alarm Monitoring at the Public Safety Radio Room \$1,300

This supplemental request will provide funding for fire alarm monitoring at the City's Public Safety Radio Room.

## FIRE

### SUPPLEMENTAL BUDGET REQUESTS

#### Not Recommended

1. Upgrade of Five EMS Supervisor Positions and Add Four EMS Supervisors \$ 281,138

This supplemental request would fund the upgrade of five EMS Supervisor positions, and the addition of four new EMS Supervisors in order to strengthen the EMS response by seeking to have two Advanced Life Support (ALS) providers more available to respond to the scene of critical emergencies 90% of the time within 8 minutes or less.

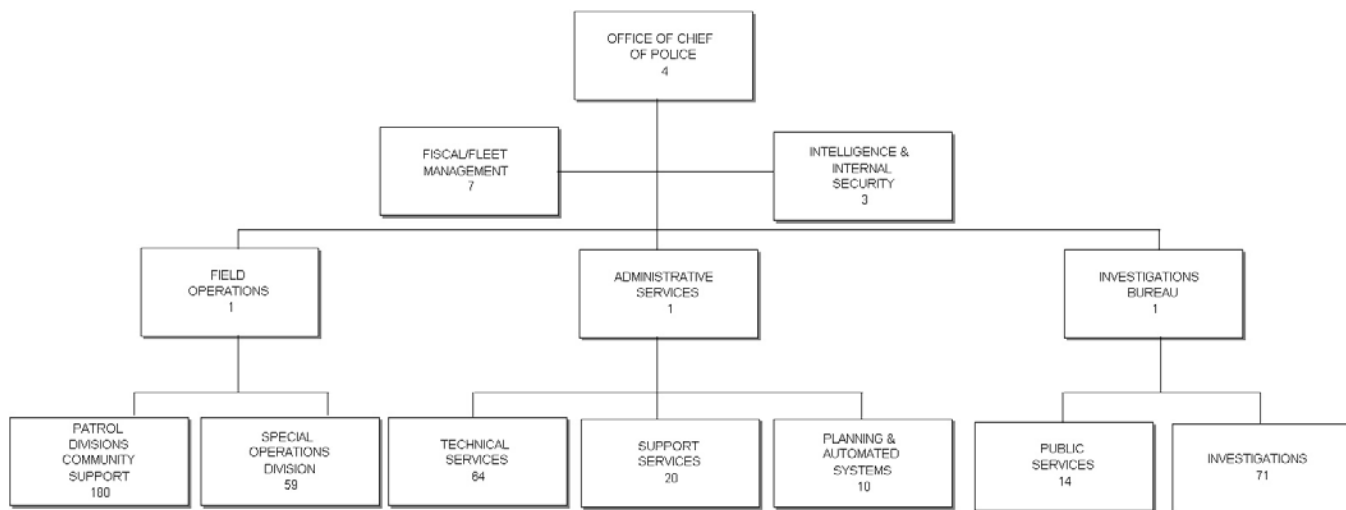
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#### WORK SESSION NOTES AND COMMENTS

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# POLICE

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 AMENDED /1	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	31,370,614	33,503,375	33,821,580	
NON-PERSONNEL	5,056,746	6,816,024	5,651,856	
CAPITAL GOODS OUTLAY	<u>768,020</u>	<u>1,617,286</u>	<u>1,652,443</u>	
TOTAL EXPENDITURES	<u>37,195,380</u>	<u>41,936,685</u>	<u>41,125,879</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	902,504	2,485,470	149,746	
INTERNAL SERVICES	<u>655,523</u>	<u>1,606,204</u>	<u>1,641,143</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>1,558,027</u>	<u>4,091,674</u>	<u>1,790,889</u>	
GENERAL FUND	<u>35,637,353</u>	<u>37,845,011</u>	<u>39,334,990</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.9%

FULL-TIME POSITIONS	420.0	430.0 *	435.0 **
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/1 Reflects the Police Department's share (\$2.35 million) of the federal Local Emergency Preparedness grant (Byrne Grant) of \$8.0 million awarded to the City in July, 2002 to assist the City in preventing and preparing for any future terrorist incidents. Through this grant, the City will be reimbursed for the costs of equipment, training and additional vehicles purchased under the special conditions of the grant.

\* 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; the addition of five Police Officers to ensure that the required staffing levels of sworn officers are maintained throughout the department; and the addition of one Contracts Administrator position in the Fiscal/Fleet Management division.

\*\* Reflects five additional police officer positions budgeted as overhire positions and not previously included in the position count.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Police Department reflects an increase of \$1,489,979, or 3.9 percent as compared to the Amended FY 2003 General Fund budget.
- This increase is primarily attributable to estimated first year lease costs (\$1.1 million) for office, warehouse and parking spaces for the Police Department's temporary move out of the Public Safety Building in FY 2004. Due to space shortfalls, overcrowded conditions and the need to begin work on the slab at the Public Safety Building, approximately 10 functions or divisions of the Department are proposed to move offsite into approximately 56,000 square feet of leased space, including approximately 130 parking spaces. Build-out costs for this space (\$2.7 million) are accounted for in the FY 2004 year of the City's Capital Improvement Program (CIP). In addition, the City has entered into a separate agreement to lease 50 additional spaces at an adjacent site.

## POLICE

### City Manager Proposed

- In addition, this increase reflects the cost of employee merit adjustments; an increase in overtime (\$129,000) due to mandated changes in pay policies; additional funding needed to fund the required maintenance fees and the Cellular Digital Packet Data (CDPD) line leases for the Police Department's Mobile Computer System (\$69,634); and a portion of the additional depreciation (\$65,000) necessary to start the Mobile Computer System on a replacement schedule.
- 

### 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.

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 grant-funded Advanced Generation of 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.

# POLICE

## DETAIL BY DIVISION

DIVISION: Administration Bureau	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
General Fund Expenditures	3,702,656	3,346,903	3,497,848	
<u>FULL-TIME STAFFING</u>	14	15 *	14**	
* Reflects the addition of one Contracts 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. ** Reflects the transfer of Public Safety Radio System Manager position and oversight from the Fiscal and Fleet Management Division to the Administrative Services Bureau.				

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, oversight of the City's Public Safety Radio System, 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 Crime Analysis and Programming Section (TSD) 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 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.

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.



# POLICE

## DETAIL BY DIVISION

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 Records 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 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.

<u>DIVISION:</u> Administrative Services Bureau	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	6,205,758	6,927,615	8,215,687 *	
<u>FULL-TIME STAFFING</u>	89	89	90 **	
* Reflects the addition of \$1.1 million for additional leased space.				
** Reflects the transfer of the Radio Systems Manager from Fiscal/Fleet Management to Communications.				

## 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 2000	Estimated FY 2001	Estimated FY 2002 /1	Estimated FY 2003	Projected FY 2004
Number of emergency calls for service	3,000	2,504	3,192	3,200	3,200
Number of non-emergency calls for service	74,000	80,805	73,888	74,000	74,000
Average time, dispatch to clear, of emergency calls (minutes)*	1.5	2.0	5.5	5.5	5.5
Average time, dispatch to clear, of non-emergency calls (minutes)*	6.0	8.0	6.1	6.1	6.1

\* 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.

/1 Data for 2002 are revised, per the new CAD system, to reflect dispatch time for all officers responding.

## POLICE

### DETAIL BY DIVISION

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 6,250 calls for service per month.

The Special Operations Division was expanded in FY 2003 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 located in this division. Oversight of the school crossing guards and liaison functions with the Animal Shelter are also administered by this division.

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 COPS 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 sworn officers and command staff who are assigned to the Alexandria communities in need of direct Police presence.
- The Domestic Violence Intervention Program (DVIP) fosters a regional approach to combating domestic violence.
- In FY 2002, 22 special events in the Alexandria community were staffed by Police personnel. The number of events varies each year.

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

# POLICE

## DETAIL BY DIVISION

<u>DIVISION:</u> Field Operations Bureau	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	17,832,191	19,127,535	19,575,737	
<u>FULL-TIME STAFFING</u>	225	234 *	239 **	
<p>* 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 have allowed the Department to fill assignments, beats and slots which become vacant through turnover and will better address the heightened security needs of the City in light of the terrorist attacks on the United States on September 11, 2001.</p> <p>** Reflects five additional police officer positions budgeted as overhire positions and not previously included in the position count.</p>				

### INDICATORS AND MEASURES

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

	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Number of officers in patrol operations	165	159	165	156	165
Average number of calls dispatched to patrol per month	6,000	6,500	6,100	6,250	6,250
Number of performance audits conducted each year	159	165	160	170	170
Percentage of officer performance audits rated satisfactory or better*	95%	98%	95%	95%	95%

\* Each of the three Patrol shifts rates the performance of 5 police officers at random each month. Audit findings are based on responses from those citizens who have directly interacted with the officers.

### INDICATORS AND MEASURES

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

	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Number of hours spent on foot patrol and other special assignments	33,000	44,733	41,494	41,000	41,000
Number of areas designated/targeted for foot patrol	12	17	17	17	17
Total number of contacts and checks made in areas designated/targeted for foot patrol	91,000	85,702	80,000	80,000	80,000

# POLICE

## DETAIL BY DIVISION

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 2001 Compared to Jan-Dec 2002/1

	COPS 2001	COPS 2002	Change	City 2001	City 2002	Change
Disorderly Conduct	63	42	(33.3%)	176	147	(16.5%)
Liquor Laws	301	194	(35.5%)	760	609	(19.9%)
Prostitution	1	2	100.0%	9	13	44.4%
Gambling	0	1	N/A	6	3	(50.0%)
Drunkenness	287	332	15.7%	989	1,032	4.3%
DWI	52	44	(15.4%)	356	370	3.9%
Drug Offenses	102	105	2.9%	400	376	(6.0%)
Vandalism	<u>167</u>	<u>167</u>	<u>0.0%</u>	<u>2,719</u>	<u>2,314</u>	<u>(14.9%)</u>
Total:	973	887	(8.8%)	5,415	4,864	(10.2%)

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.

/1 FY 2001 data has been revised per the Incident Based Reporting System (IBRS) and reclassifications of offenses.

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

	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Total number of citations issued	86,771	86,693	85,180*	85,000	85,000

\* 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 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Number of citations issued for City tag violations*	8,155	8,428	6,959	7,000	7,000

\* 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 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Number of hours spent on COP/RPO assignments*	19,094	16,963	19,000	19,000	20,000
Number of officers assigned to COP/RPO projects**	15	18	18	18	16
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.

\*\* 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 Section. The primary responsibilities of the Investigations Division are to apprehend persons suspected of crimes, and to analyze, investigate, and resolve crimes. The Public Services Section is primarily responsible for administering crime prevention programs and the School Resource Officer program. 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, and investigates suspected gang activity. 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 2002, this section responded to 2,431 calls for service and developed latent fingerprints at 69 percent 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 2002, the Vice/Narcotics Section executed 34 narcotics related search warrants in the City, compared with 49 in CY 2001.

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 Unit is responsible for investigating all complaints, internal and external, involving Police employees.

The Public Services Section is responsible for the administration and coordination of the School Resource Officer (SRO) program and the Community Liaison Officer program, which consists of 73 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

DIVISION: Investigations Bureau	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
General Fund Expenditures	7,896,748	8,442,958	8,045,718	
<u>FULL-TIME STAFFING</u>	92	92	92	

### INDICATORS AND MEASURES

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

	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002 /1	Estimated FY 2003	Projected FY 2004
Number of hours spent on Community Liaison functions by assigned officers	3,273	3,355	3,719	3,500	3,500
Number of Liaison Officers	74	74	73	74	74
Percentage of surveys rating the department satisfactory or better*	95 %	95 %	95 %	95 %	95 %
Percentage of respondents who rated Liaison Officers satisfactory or better**	95 %	95 %	94 %	95 %	95 %
Number of Neighborhood Watch Programs established	0	0	1	1	1

\* Data provided by a periodic questionnaire requesting a rating of the department's performance.

\*\* Data provided by a periodic questionnaire requesting a performance rating of the officers assigned to the Liaison Program.

/1 Data revised from previously published budget documents.

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 2000	Estimated CY 2001	Estimated CY 2002	Estimated CY 2003	Projected CY 2004
Number of reports written by the entire department	16,745	16,828	17,806	18,000	18,000
Number of reports written by the Telephone Reporting Unit (TRU)	2,487	2,689	4,054	4,000	4,000
Reduction in Patrol workload for in-person responses, based on the number of reports written by the Telephone Reporting Unit	15%	16%	23%	22%	22%

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

OBJECTIVE: [Criminal Investigations Section] To investigate felony and misdemeanor cases, with an emphasis on case closure (target rates are established at 80% overall and 10% for multiple closures).

	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002 **	Estimated FY 2003	Projected FY 2004
Total number of cases assigned	2,002	2,100	2,291	2,200	2,200
Total assigned cases closed	1,367	1,533	1,543	1,550	1,550
Percent of assigned cases closed	68 %	73 %	67 %	68 %	68 %
Percent of closures that were multiple closures*	4 %	7 %	6 %	7 %	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.

# POLICE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Vice/Narcotics Section] To use undercover and other investigative techniques to disrupt and reduce illegal vice, narcotics, and organized crime-related activities./1

	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Number of cases assigned	177	175	182	180	180
Number of vice/narcotics arrests	612	676	750	700	700
Financial loss to Vice/Narcotics offenders*	\$973,633	\$95,413	\$170,062	\$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.

/1 Data revised from previously published budget documents.

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

	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Total requests for service*	2,215	2,656	2,431	2,500	2,500
Percent of fingerprints developed at scene (target is approximately 50%)*	58%	63%	69%	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 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Total number of cases investigated	21	18	10	N/A*	N/A*
Number of cases involving excessive force**	6/0	6/0	7/2	N/A*	N/A*
Number of cases involving harassment**	2/0	2/1	2/0	N/A*	N/A*
Number of cases involving demeaning language**	13/3	10/1	1/0	N/A*	N/A*

\* It is the department's policy not to release estimates of this information; however, the department will report this information when actual data is available.

\*\* Measures represent the number of cases investigated, followed by the number of cases sustained.

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

	Estimated FY 2000	Estimated FY 2001	Estimated FY 2002	Estimated FY 2003	Projected FY 2004
Number of major incidents requiring written release of information*/1	130	130	150	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.

/1 Data revised from previously published budget documents.

# POLICE

Addendum Table 1  
Police Department Staffing, FY 2001 - FY 2004

	FY 2001 Actual	FY 2002 Actual	FY 2003 Amended	FY 2004 Proposed	FY 2004 Approved
<b>Sworn Management:</b>					
Chief	1	1	1	1	
Deputy Chief	3	3	3	3	
Captain	5	7 \a	7	7	
Lieutenant	12	13 \a	13	13	
Sergeant	<u>36</u>	<u>36</u>	<u>36</u>	<u>36</u>	
Total Sworn Management	57	60	60	60	
<b>Sworn Officers:</b>					
Corporal	4	4	4	2 \c	
Officers	<u>217</u>	<u>217</u>	<u>226</u> \b	<u>233</u> \c	
Total Sworn Officers	<u>221</u>	<u>221</u>	<u>230</u>	<u>235</u>	
<b>TOTAL SWORN</b>	<u>278</u>	<u>281</u>	<u>290</u>	<u>295</u>	
<b>TOTAL CIVILIANS</b>	<u>142</u>	<u>139</u> \a	<u>140</u> \b	<u>140</u>	
<b>TOTAL POLICE STAFF</b>	<u>420</u>	<u>420</u>	<u>430</u>	<u>435</u>	

\a 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.

\b 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.

\c Reflects the retirement of two corporals. The two vacancies were filled by two Police Officer I positions; and reflects five additional police officer positions budgeted as overhire positions and not previously included in the position count.



# POLICE

Addendum Table 2 COMPARATIVE POLICE STAFFING Authorized Sworn Strength for Selected Virginia and Local Jurisdictions (FY 2003) *					
JURISDICTION	POPULATION - 2002	SQUARE MILES	FY 2003 SWORN STRENGTH	POLICE PER SQUARE MILE	POLICE PER 1,000 POPULATION
Alexandria	132,700	15.75	290	18.4	2.2
Arlington County	198,000	26	362	13.9	1.8
Fairfax County	1,000,004	399	1,290	3.2	1.3
Hampton	146,000	55	271	4.9	1.9
Montgomery County, Maryland	892,000	502	1,089	2.2	1.2
Newport News	182,000	64	417	6.5	2.3
Norfolk	234,403	66	748	11.3	3.2
Portsmouth	100,565	30	250	8.3	2.5
Prince George's County, Maryland	801,515	487	1,420	2.9	1.8
Prince William County	317,900	348	441	1.3	1.4
Richmond	197,790	64	687	10.7	3.5
Roanoke City	90,000	43	244	5.7	2.7

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

Addendum Table 3 PART I CRIMES FOR CY 2001 AND CY 2002 Alexandria Police Department				
TYPE OF CRIME	CY 2001/1	CY 2002	CHANGE	PERCENTAGE CHANGE
Homicide	3	2	(1)	(33.3%)
Rape	28	20	(8)	(28.6%)
Robbery	171	200	29	17.0%
Aggravated Assault	187	186	(1)	(0.5%)
Burglary	578	486	(92)	(15.9%)
Larceny	4,963	4,220	(743)	(15.0%)
Auto Theft	778	794	16	2.1%
TOTAL	6,708	5,908	(800)	(11.9%)

/1 CY 2001 data have been revised per Incident Based Reporting System (IBRS) and reclassifications primarily for larcenies.

## POLICE

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Overtime for Mandated Changes in Pay and Essential Functions \$129,000

This supplemental request will fund the mandated pay policy changes for the Police Department including (a) Premium Pay for Lieutenants working special details and events; (b) Hours paid basis for overtime pay; (c) FLSA provisions; and (d) Base increase for Patrol Divisions.

2. Required Maintenance Costs for Mobile Computer System \$ 69,634

This supplemental request will fund the required maintenance fees and CDPD line leases for the Mobile Computer System. A total of 77 units are to be purchased in FY 2003 through a federal grant and seized assets. These units require annual maintenance and CDPD line leases. Without this additional funding for CDPD line leases and software maintenance fees, these 77 units will not be functional.

3. Depreciation for Mobile Computer System \$ 65,000

Partial supplemental funding is recommended to start the Mobile Computer System replacement on a schedule ideally based on a three year life cycle. The depreciation budgeted for the mobile computers is transferred to and accumulates in the Internal Services Fund (Equipment Replacement Fund). When the scheduled replacement of mobile computers becomes necessary, the replacements are funded out of this Equipment Replacement Fund. Due to fiscal constraints the full requested amount is not recommended. The full amount would have been \$128,333.

#### Not Recommended

The following supplemental requests are not recommended due to funding constraints:

1. Additional Five Police Officers \$330,500

This supplemental request would fund the addition of five Police Officers, related equipment and two cruisers.

2. Special Operations Overtime \$110,000

This supplemental request would fund overtime for increased Police staffing at all major City sponsored special events. Special Operations provides for security and surveillance at such functions. These costs will be absorbed by the department.

3. Depreciation for Mobile Computer System \$ 63,333

Due to fiscal constraints, supplemental funding for the full requested amount is not recommended.

# COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

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## COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

**COMMUNITY PARTNERSHIP FUND 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 2004 priorities was held on September 14, 2002. 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.

Also adopted on September 14, 2002 were ways to improve the Community Partnership Fund for Human Services, including removing the priority "Activities and programs to provide positive educational, social and recreational alternatives for middle school youth and teens" from the Community Partnership Fund and the transfer of an appropriate amount of money (\$155,900) from the Community Partnership Fund to the Youth Fund to eliminate potential overlap of the functions of these two funds. The Community Partnership Fund will be used to serve adults age 22 and over, persons with disabilities, families and the senior population, and programs that serve anyone in need regardless of age. The Youth Fund will serve youth ages 6 - 21, and the Children's Fund will serve children age prenatally through five.

### Community Partnership Fund FY 2004 Program Priorities

The following priorities for the Community Partnership Fund for Human Services were approved on September 14, 2002 by City Council for Fiscal Year 2004 for the grant period October 1, 2003 through September 30, 2004:

#### **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

# COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

## Community Partnership Fund FY 2004 Program Priorities

### **PREVENTION**

- Community support programs that promote family and individual stability
- Community/neighborhood programs to prevent crime, violence, social isolation and neighborhood deterioration

### **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

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**YOUTH FUND DESCRIPTION:** The City of Alexandria Youth Fund was established by City Council on May 7, 2001, and was expanded to include all youth from ages 6 to 21, on September 14, 2002. The Fund seeks to mobilize organizations and institutions to take action around a shared understanding of positive asset development in the youth of Alexandria. The monies in the Youth Fund are awarded by the Alexandria Youth Policy Commission and the fund is administered by the City's Department of Human Services, Office of Youth Services. The Youth Fund is a competitive grant with goals of promoting and enhancing youth development following the Developmental Asset approach produced by the Search Institute of Minneapolis, Minnesota.

The Development Asset model identifies 40 factors for young people's growth and development. The model provides a framework for mobilizing communities to take action in shaping young people's lives. The Development Asset model is based on years of scientific inquiry into risk and resiliency factors, as well as normal developmental processes. The model is broken into two categories, external and internal assets. External assets are positive developmental experiences that surround youth with support, empowerment, boundaries and expectations, and opportunities for constructive use of time. Internal assets are the young person's own commitments, values and competencies. The 40 factors are grouped into eight categories: support from families and others; empowerment and opportunity to contribute; boundaries and expectations; constructive use of time; commitment to learning; positive values; skills to make positive choices; and positive identity.

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 developmental assets. Following City Council's adoption of the budget, after recommendations are made by the Youth Policy Commission, awards to non-profit agencies are made on a competitive basis through this formal Request for Grant Proposal process. The Office of Youth Services will notify successful grant applicants in writing on or before June 30, for the grant year beginning October 1 and ending September 30.

## COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

### TOTAL FINANCIAL RESOURCES

	COMPETITIVE GRANT FUNDING COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES, AND CHILDREN'S FUND			
	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
COMMUNITY PARTNERSHIP FUND	875,500	875,500	719,600	
YOUTH FUND	100,000	100,000	255,900	
CHILDREN'S FUND (BUDGETED IN THE DEPARTMENT OF HUMAN SERVICES)	<u>967,706</u>	<u>1,003,632</u>	<u>1,003,632</u>	
TOTAL EXPENDITURES	<u>1,943,206</u>	<u>1,979,132</u>	<u>1,979,132</u>	

### City Manager Proposed - Community Partnership Fund

- The Proposed FY 2004 General Fund budget for the Community Partnership Fund reflects a decrease of \$155,900 from the Approved FY 2003 General Fund budget. This decrease in monies will accommodate removing the priority "Activities and programs to provide positive educational, social and recreational alternatives for middle school youth and teens" from the Community Partnership Fund and the subsequent transfer of \$155,900 from the Community Partnership Fund to the Youth Fund to eliminate potential overlap of the functions of these two funds. The Youth Fund serves youth ages 6 - 21.
- Similar to prior years, the applications for Community Partnership funding exceed the proposed budget level. For FY 2004, applications total \$1,660,643 in requests with \$719,600 in funding to address these requests.

### City Manager Proposed - Youth Fund

- The Proposed FY 2004 General Fund budget for the Youth Fund reflects an increase of \$155,900 from the Approved FY 2003 General Fund budget. This increase in funding will help address the expansion of the Youth Fund on September 14, 2002, to include all youth from ages 6 to 21.
- Grant applications for the FY 2004 funding cycle are due to the City on March 31, 2003.

The Addendum Table entitled "FY 2003 Community Partnership Fund Grants" summarizes the grant awards that were announced in June, 2002 for the grant period October 1, 2002 through September 30, 2003.

The Addendum Table "FY 2003 Youth Fund Grants" summarizes the grant awards that were announced in September, 2002 for the grant period October 1, 2002 through September 30, 2003. Future grant awards will follow the same time schedule as the Community Partnership Fund and will be announced in June of each year.

# COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

## FY 2003 Community Partnership Fund Grants

ORGANIZATION	PROGRAM	FY 2003 APPROVED	
Alexandria Olympic Boys & Girls Club	Middle School Youth & Teen Academic Enrichment - College Motivation & Leadership Development	\$17,400	/1
Alexandria Police Youth Camp	Alexandria Police Youth Camp	45,000	/1
Alexandria Volunteer Bureau	a) Volunteer Clearinghouse & Agency Training Program  b) Youth Volunteer Program	Total for both programs to be allocated as Alexandria Volunteer Bureau wishes: \$62,000	/1
Arlington/Alexandria Coalition for the Homeless	Adopt-A-Family	32,000	
Big Brothers/Big Sisters of the National Capital Area	Making a Big Difference in the Lives of Alexandria's Children	50,000	/1
Campagna Center/Retired & Senior Volunteer Program	Retired & Senior Volunteer Program	47,300	
Carpenter's Shelter	Carpenter's Shelter	64,000	
Community Partners for Children	Earn-A-Bike Challenge	5,000	/1
Crisis Link	Crisis and Suicide Prevention Program	18,500	
Endeppendence Center of Northern Virginia	Independent Living Services for Alexandrians with Disabilities	33,000	
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	180,800	
Literacy Council of Northern Virginia	Adult Literacy and English as a Second Language	28,000	
Metropolitan Washington EAR	Reading and Information Services for the Blind and Visually Impaired	12,500	
Northern Virginia AIDS Ministry	HIV Prevention Education Program	25,000	/1
Northern Virginia Dental Clinic	Northern Virginia Dental Clinic	40,000	
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons	HEAR Alexandria	15,000	
Senior Services of Alexandria	Home Care and Employment Services	40,000	
Senior Services of Alexandria	Guardianship of Last Resort	25,000	
Whitman-Walker Clinic of Northern Virginia	Case Management & Legal Services for persons with HIV/AIDS	100,000	
Total		\$875,500	

/1 - Indicates agencies who serve Alexandria youth ages 6 to 21 and whose funding (\$155,900) was transferred to the FY 2004 Youth Fund. The Alexandria Volunteer Bureau amount of funding transferred is \$13,500 (Youth Volunteer Program only).

COMMUNITY PARTNERSHIP AND YOUTH FUNDS FOR HUMAN SERVICES

FY 2003 Youth Fund Grants

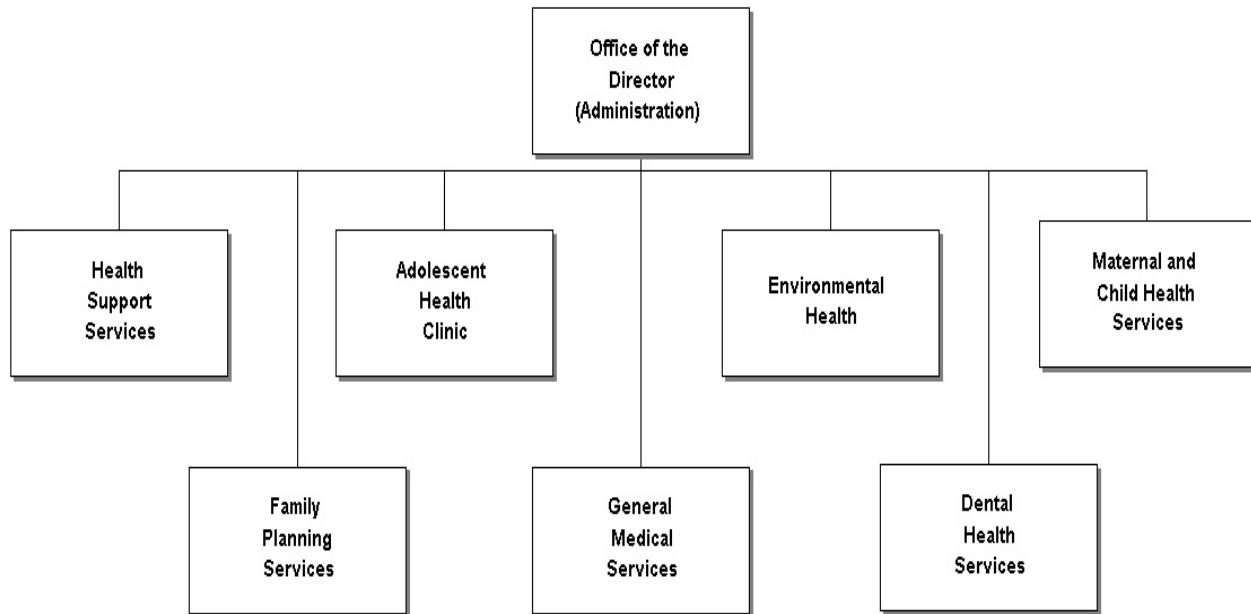
<b>ORGANIZATION</b>	<b>PROGRAM</b>	<b>FY 2003 APPROVED</b>
Alexandria Red Cross	Inter-generational Program	\$12,000
Northern Virginia Fine Arts Association	Shots in the Hood II	\$3,215
Project Discovery	Leadership Development Program	\$16,000
T. C. Williams, STEP Center	Future-Net: CyberSeniors/CyberTeens	\$20,000
Tenants' and Workers' Support Committee	Alexandria United Teens	\$20,000
The Art League, Inc.	A Space of Her Own	\$12,500
Wholistic Family Agape Ministries Institute	Wholistic Family Agape Ministries Institute	\$16,285
	Total	\$100,000

WORK SESSION NOTES AND COMMENTS



# HEALTH

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	878,605	1,036,107	1,070,744	
NON-PERSONNEL	5,642,173	5,890,352	5,882,577	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>39,000</u>	<u>22,000</u>	
TOTAL EXPENDITURES	<u>6,520,778</u>	<u>6,965,459</u>	<u>6,975,321</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUES	36,635	0	0	
INTERNAL SERVICES FUND	<u>0</u>	<u>39,000</u>	<u>22,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>36,635</u>	<u>39,000</u>	<u>22,000</u>	
GENERAL FUND	<u>6,484,143</u>	<u>6,926,459</u>	<u>6,953,321</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 0.4%				
FULL-TIME CITY POSITIONS*	7.0	7.0	7.0	

\* Position count excludes State positions.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Health Department reflects an increase of \$26,862, or less than one percent, as compared to the Approved FY 2003 General Fund budget.
- The proposed personnel expenditures represent an increase of \$34,637, or 3.3 percent, as compared to the approved FY 2003 General Fund budget. The increase is primarily attributable to the planned merit increase for employees in FY 2004.
- The proposed non-personnel expenditures represent a decrease of \$7,775, or less than one percent, as compared to the approved FY 2003 General Fund budget. The decrease is primarily attributable to salary supplement savings in the City/State Health cooperative budget (\$151,752), which is partially offset by increased funding for the West Nile Virus Program (\$87,645), partial-year funding (\$38,241) for utilities at the new King Street facility, a recommended supplemental request to increase support for the Arlandria Clinic (\$20,000), and increased funding for medical and laboratory supplies (\$6,972).
- Capital outlay expenditures decreased \$17,000 to reflect the purchase of one replacement vehicle in FY 2004 as compared to two replacement vehicles purchased in FY 2003.

## 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 to be relocated to 4480 King Street during FY 2004, 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 main facility provide preventive health services, such as tuberculosis screening and treatment, dental clinic services for both children and adults, 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 8,432 Alexandrians received clinical services in 23,767 visits to the Casey Health Center in FY 2002. 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. 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 24 State and federal non-pass through grants. The division manages departmental computerization, medical records, vital records/statistics, departmental budgeting for State and City funding, collection of revenue including patient fees and Medicaid/Medicare reimbursements, procurement operations and facility management operations.

# HEALTH

## DETAIL BY DIVISION

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures*	4,611,071	5,040,669	4,810,552	
<u>FULL-TIME STAFFING**</u>	1	1	1	
<p>* Includes the City's required 45 percent local matching share for the State/ City cooperative budget, plus local salary supplements, and the City's \$700,000 annual contribution to INOVA Alexandria Hospital for indigent care. The City's 45 percent local matching share for the State/City cooperative budget was reduced by an approximate 2 percent due to an equivalent percent reduction in the State's 55 percent share of the budget. The proposed FY 2004 budget includes merit increases for State and City employees, and partial-year funding (\$38,241) for utilities at the new King Street facility.</p> <p>** All administrative staff are State employees except the Supervisory Account Clerk position.</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:</u> Health Support	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures*	63,957	68,725	70,994	
<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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of prescriptions dispensed per year**	91,223	73,514	57,760	45,000	45,000
Number of prescriptions dispensed per work day (based an estimated 250 work days per year)**	268	300	231	180	180

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

\*\*Decrease is due to a change in refill methods to 90 day refills (consistent with most HMOs) instead of 30 day refills and/or until the client's next doctor's appointment.

The Adolescent Health Clinic provides a variety of health services to City residents ages 12 through 19 years old. In addition to encouraging a healthy lifestyle through health education, the clinic provides a broad spectrum of health care services. The primary services rendered at the clinic are athletic-related physical examinations, family planning services, diagnosis and treatment of sexually transmitted diseases, care for episodic illnesses, and mental health and substance abuse counseling. Medical emergencies and conditions requiring further evaluation and/or prolonged treatment are referred to the emergency room, the adolescent's personal family physician, the Alexandria Medical Society, or the Children's Specialty Services.

<u>DIVISION:</u> Adolescent Health Clinic	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	310,564	329,356	354,883	
<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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of adolescent patient visits	3,535	3,366	3,380	3,448	3,517
Percent of services involving family planning	27%	27%	37%	39%	39%

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

# HEALTH

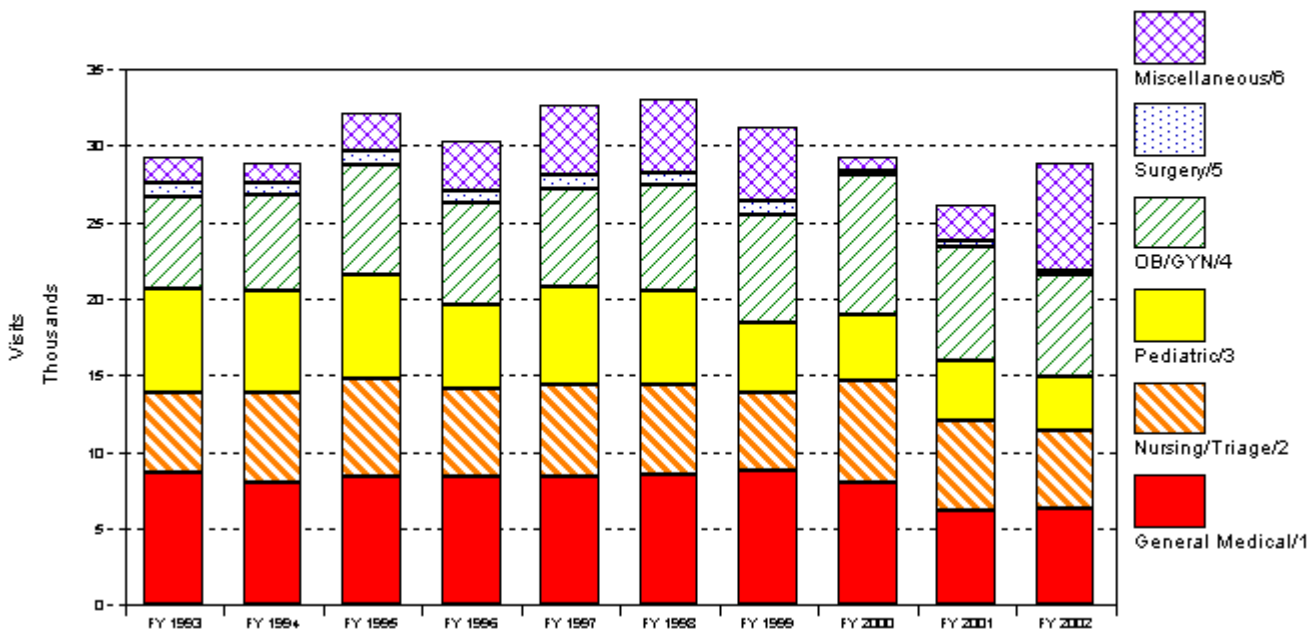
## DETAIL BY DIVISION

treatment, diagnosis and treatment of sexually transmitted diseases, and communicable disease surveillance and follow-up.

Public health nurses coordinate patient care through telephone outreach, nurse clinic visits, and limited 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 233 medically indigent persons living with HIV in FY 2002. Of this total, 53 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 two Center for Disease Control (CDC) grant-funded chronic disease prevention programs that focus on nutrition and physical activity. The Preventive Health and Health Services Program (PHHS) promotes individual behavior change to prevent obesity and the resulting risk of chronic disease. Currently, grant activities include the Sisters Together Program, targeting African American women ages 18-35, and working with Alexandria City Public Schools (ACPS) by providing staff training and support for school activities such as walking clubs and other appropriate school activities.

The Cardiovascular Health Project, the second CDC grant-funded chronic disease prevention program, is focused on partnering with the City and community organizations to decrease the risk of cardiovascular disease by improving relevant environmental elements and policies. Grant funding has been made available for the purchase of bicycles for a middle school safe bicycling Physical Education (PE) unit and ACPS has also made it possible for the Food Service Director to provide staff training, work on healthy menu changes, and provide positive nutrition and physical activity messages to staff and students in the school cafeterias.

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 2,430 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.

# HEALTH

## DETAIL BY DIVISION

<u>DIVISION:</u> General Medical Services	<u>ACTUAL</u> <u>FY2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures*	810,909	909,886	908,536 **	
<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 outpatient funding for INOVA Alexandria Hospital of \$270,000.				

### INDICATORS AND MEASURES

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

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of persons counseled and tested in HIV clinics	414	445	430	450	450
Number of persons counseled in primary care, family planning and obstetrics clinics*	926	1,064	1,223	1,300	1,300
Number of HIV/AIDS cases that receive follow-up contact investigation by Health Department staff	109	112	71 **	100	100
Number of persons counseled in Sexually Transmitted Disease Clinics	826	908*	639 ***	700	700

\* Increase between FY 2000 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.

\*\* Fewer new cases reported in FY 2002.

\*\*\* Reflects a decrease in number of persons attending the Sexually Transmitted Disease (STD) Clinic resulting in decreased testing.

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 2000	Actual FY 2001	Actual FY 2002 *	Estimated FY 2003	Projected FY 2004
Number of patient clinic visits	7,997	8,412	8,059	8,200	8,200
Number of patients initiating LTBI treatment	496	735	592	700	700
Number of new tuberculosis cases diagnosed	25	16	14	15	15
Number of chest x-rays performed	1,001	1,008	997	1,000	1,000

\* Number of Clinic visits decreased due to fewer Purified Protein Derivative (PPD) skin tests done.



# HEALTH

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [General Medical] To provide health services efficiently and appropriately to Alexandria's indigent population at the Flora K. Casey Health Center. \*

	Actual FY 2000	Actual FY2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total visits to General Medical and speciality physicians	9,183	7,171	7,051	6,000	6,000
Percent of all patient visits at the Flora K. Casey Health Center for General Medical for specialty services	31.4 %	27.4 %	29.7 %	28.0 %	28.0 %

\* Data have been revised from previously published documents to ensure more accurate reporting.

Dental Health services are provided to eligible residents, including emergency dental care for adults, dentures for senior citizens, and comprehensive, preventive, diagnostic and treatment services for residents between 4 and 21 years of age. The Ryan White CARE Act funds one session of dental care per week for persons living with HIV infection.

	ACTUAL <u>FY 2002</u>	APPROVED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Dental Health				
General Fund Expenditures *	156,922	166,731	169,335	
FULL-TIME STAFFING **	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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2003
Total patients seen in clinic	1,782	1,763	1,622	1,800	1,800
Number of procedures performed	5,669	5,201	4,866	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.

# HEALTH

## DETAIL BY DIVISION

The Arbovirus Prevention Program, located in the Environmental Health Division, maintains an active surveillance program to detect West Nile virus and other arboviruses in mosquitos, animals, and humans in the City. The Division administers a seasonal contract to larvicide all the drop inlets, storm water retention ponds, and City owned flat roofed buildings in the City. The Division, in addition, carries out an active educational campaign to teach residents how to eliminate mosquito breeding sites and how to protect themselves from mosquito bites.

DIVISION: Environmental Health & Toxics Administration	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
General Fund Expenditures*	296,992	154,719	359,432 ***	
<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 additional funding (\$87,645) for the West Nile Virus Program (the application of mosquito larvicides to City properties) bringing the total funding to \$346,253.				

## 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 2000	Actual FY 2001**	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Percent of regulated businesses inspected	100%	100%	100%	100%	100%
Total number of inspections/services of regulated businesses	6,686	6,256	7,257	7,300	7,350
Inspection visits per establishment per year	10	9.5	10.8	10.8	10.8
Reported foodborne illness	297*	42	31	30	30

\* High number of reported foodborne illnesses is attributable to 3 foodborne outbreaks during the year.

\*\* Data have been revised from previously published documents to reflect accurate reporting.

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/school entrance physical examinations. Families received 3,548 well child checkups during

## HEALTH

### DETAIL BY DIVISION

FY 2002. 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 continues to improve the immunization rates of infants and preschool children in the City of Alexandria. Several different rates are tracked. Retrospective assessments are done each year on all children entering public and private kindergartens. These rates are low because they include children who were born elsewhere, often in countries where some vaccines are not routinely given, and came here without having received the full complement of vaccines by age two years. Their immunizations are brought up to date for school entry. Rates for children using the Health Department are tracked as well. The Health Department rate has been increasing slowly and is now 89 percent. The City retrospective kindergarten rate for calendar year (CY) 2002 was 76%.

The Arlandria Health Center for Women and Children is an example of a unique public-private partnership between the City of Alexandria, the Commonwealth of Virginia and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI) manages the administration and finances of the Arlandria Health Center. ANHSI, a 501(c)3 organization, was created to sustain and manage the clinic as the initial federal grant funding for the clinic obtained by the Health Department ended in CY 1996. The City of Alexandria participates in this partnership in many ways, including a significant annual cash contribution of \$240,000 (increased by \$20,000 in FY 2004) toward the operation of the Center. The Commonwealth of Virginia contributed \$112,500 in FY 2002 to provide clinical support to the Center staff through the Alexandria Health Department, and the remainder of the funds to support the Center are raised by ANHSI. State aid is expected to drop by \$16,875 in FY 2004. The Health Department continues to manage the preventive health services offered at the site and works collaboratively with ANHSI.

The Arlandria Health Center provides comprehensive reproductive and gynecological care for women including family planning, sick care, nutrition counseling, testing for pregnancy, screening for tuberculosis, diabetes, HIV and other illnesses, and referral to INOVA Alexandria Hospital or other providers as indicated. Services for children include well and sick care, immunizations, health assessment, and referral for services. Certification and participation in the Supplemental Nutrition for Women, Infants, and Children (WIC) program is an integral component of services provided at the Arlandria Health Center. Families are also assisted in applying for Medicaid or Family Access to Medical Insurance Security (FAMIS) coverage for

## HEALTH

### DETAIL BY DIVISION

their children. The entire staff of the clinic is bilingual, most in English and Spanish. The Center provided 7,293 patient visits in FY 2002.

<u>DIVISION:</u> Maternal & Child Health Care Services	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures*	233,728	256,373 **	279,589 ***	
<u>FULL-TIME STAFFING</u>	1	1	1	
* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division. ** Includes the approved addition of \$20,000 bringing the City's support for the Arlandria Clinic from \$200,000 in FY 2002 to \$220,000 in FY 2003. *** Includes additional support (\$20,000) for the Arlandria Clinic primarily to make up for State aid reduction of \$16,875. This brings total support for the Clinic from \$220,000 in FY 2003 to \$240,000 in FY 2004.				

### 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.\*

	<u>Actual</u> <u>FY 2000</u>	<u>Actual</u> <u>FY 2001</u>	<u>Actual</u> <u>FY 2002</u>	<u>Estimated</u> <u>FY 2003</u>	<u>Projected</u> <u>FY 2004</u>
Number of immunizations patients	4,696	4,589	4,816	4,800	4,800
Percentage of immunizations completed for eligible children by the age of two:					
Health Department Clients	84%	88%	89%	90%	91%
Retrospective Kindergarten rate	92%	74%	76%	78%	80%

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

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 2002, 2,520 women received family planning services at the Health Department.

In addition, complete gynecological services are available to clients who are eligible for primary care at the Flora Casey Center. These clients receive reproductive health education, pre-menopausal counseling and nutrition counseling. They also receive guidance that will assist them in learning how to live "healthy heart" lifestyles.

## HEALTH

### DETAIL BY DIVISION

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 2002, 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 2000	Actual FY 2001	Actual FY 2002 *	Estimated FY 2003	Projected FY 2004
Number of family planning visits	4,483	5,919	4,910	5,008	5,108
Number of women receiving family planning physical assessments	2,679	3,033	2,520	2,570	2,622

\* The decrease in family planning visits is due to a reduction in number of medical providers.

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### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

- West Nile Virus/Arbovirus Program \$87,645

In order to provide full-year funding for the West Nile Virus/Arbovirus Program, \$87,645 was added to the budget for FY 2004, bringing the total budget for this program to \$346,253. This amount will fund various activities including the application of mosquito larvicides to various sites.

- Arlandria Clinic \$20,000

This recommended supplemental request will provide an increase in support for the Arlandria Clinic from \$220,000 in FY 2003 to \$240,000 in FY 2004. The added funding request will supplement a reduction in salaries due to the anticipated State 15 percent reduction of pass-through funding (from \$112,500 to \$95,625) to the Clinic in FY 2004.

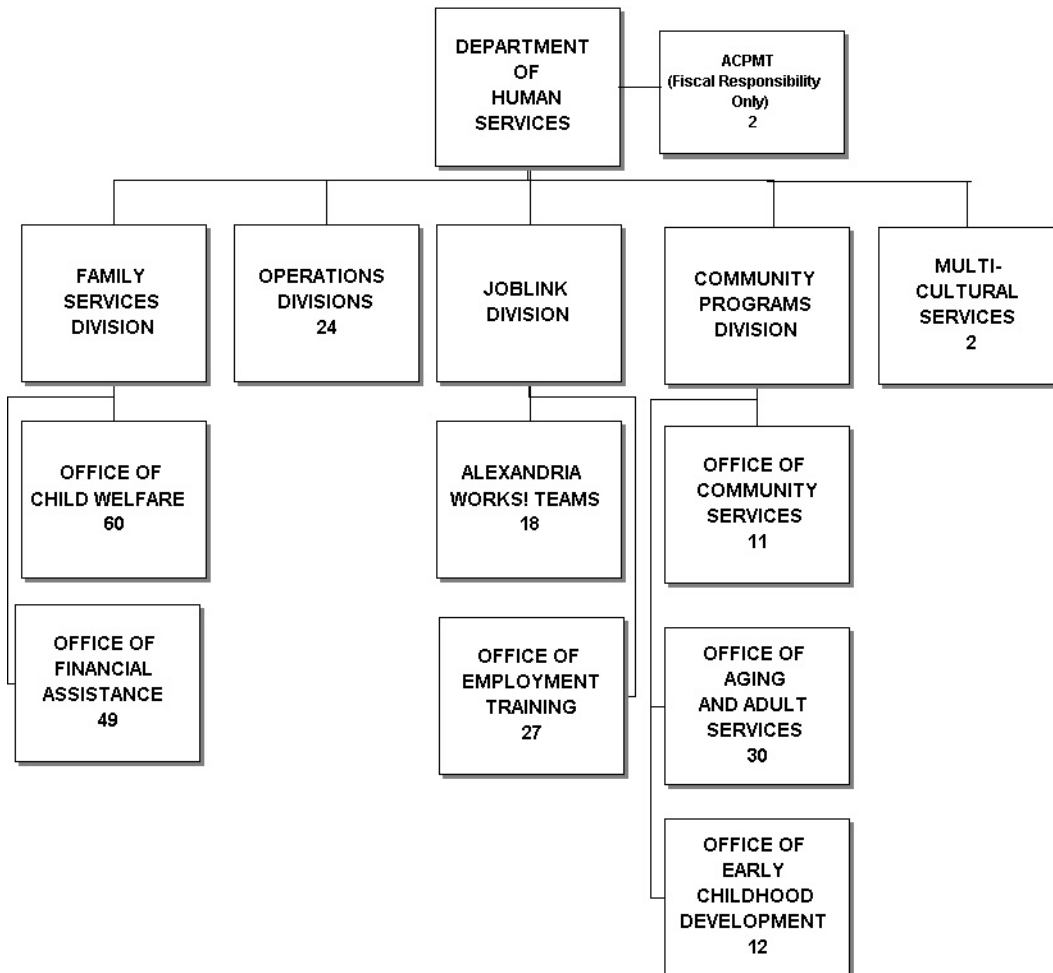
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### WORK SESSION NOTES AND COMMENTS

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# HUMAN SERVICES

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 AMENDED /1	FY 2004 PROPOSED	FY 2004 APPROVED
<b>EXPENDITURES (ALL FUNDS)</b>				
PERSONNEL	12,929,456	14,811,260	15,245,706	
NON-PERSONNEL	24,360,076	26,638,685	24,928,535	
CHILDREN'S FUND	967,706	1,003,632	1,003,632	
CAPITAL GOODS OUTLAY	<u>302,951</u>	<u>80,000</u>	<u>67,500</u>	
<b>TOTAL EXPENDITURES</b>	<b><u>38,560,189</u></b>	<b><u>42,533,577</u></b>	<b><u>41,245,373</u></b>	
<b>SPECIAL REVENUES &amp; OTHER SOURCES</b>				
SPECIAL REVENUE FUND	21,121,708	25,870,036	23,875,567	
INTERNAL SERVICES FUND	<u>67,098</u>	<u>80,000</u>	<u>67,500</u>	
<b>TOTAL SPECIAL REVENUES &amp; OTHER SOURCES</b>	<b><u>21,188,806</u></b>	<b><u>25,950,036</u></b>	<b><u>23,943,067</u></b>	
<b>GENERAL FUND</b>	<b><u>17,371,383</u></b>	<b><u>16,583,541</u></b>	<b><u>17,302,306</u></b>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR: 4.3%

FULL-TIME POSITIONS	223	231*	235**
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/1 FY 2003 is amended to reflect the receipt of the 9/11 National Emergency Grant. FY 2003 share of the grant is \$1,126,980 (\$411,582 personnel and \$715,398 non-personnel). The FY 2004 share is \$847,794 (\$421,494 personnel and \$426,300 non-personnel) for a two-year total grant award of \$1,974,774. The Special Revenue and General Fund budgets were also restated to reflect State revenues for the Delinquency Prevention Grant in the Office of Early Childhood Development (\$83,447) that were budgeted with City replacement funding in the Non-Departmental account and subsequently transferred to DHS.

\* The Teen Pregnancy Prevention FTE was transferred to the Non-Departmental account in FY 2003, and per Council action on June 11, 2002, 9 FTEs were added to the JobLink division to reflect the receipt of the 9/11 National Emergency Grant.

\*\* Includes 3 Social Worker II positions and one Community Liaison Coordinator position added per a recommended supplemental request. These positions will be fully funded using revenue maximization funds received from the federal government and have no effect on the General Fund.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Department of Human Services reflects an increase of \$718,765, or 4.3 percent, as compared to the Approved FY 2003 General Fund budget. This increase is primarily attributable to the cost of planned merit increases for employees, an increase in Alexandria Community Policy Management Team (ACPMT) budget based of forecasted expenditure trends, and an increase in the amount of rent payable by JobLink, due to lease renegotiations that will take place in FY 2004. These increases are partially offset by the application of a vacancy factor of \$306,134.
- In addition, the Proposed FY 2004 General Fund budget includes a recommended supplemental budget request in the amount of \$305,622 to add one new Social Worker II to handle increased caseloads in new reports of child abuse and neglect (\$67,301); two new Social Worker II positions to handle increased caseloads in ongoing child protection



## HUMAN SERVICES

### City Manager Proposed

cases (\$134,602); a Community Liaison Coordinator position (\$73,719) to coordinate the Department's efforts in fostering community partnerships, providing public information, and to act as lead staff coordinating ongoing program initiatives; and funding for contract psychologist services (\$30,000) to provide assistance to the current staff psychologist in evaluations to determine effective interventions and in providing expert court testimony on difficult cases. It should be noted that federal revenues have been received in the amount of \$305,622 to offset the costs to implement this recommended supplemental request. Please refer to the discussion regarding revenue maximization efforts below.

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### 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 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.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Operations				
General Fund Expenditures	1,537,919	1,153,615	1,090,089	**
Total Expenditures	2,212,524	1,823,288	2,573,785	***
<u>FULL-TIME STAFFING</u>	26	25 *	25	
<p>* The change in FY 2003 staffing 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 application of a vacancy factor (\$306,134).</p> <p>*** The increase in total expenditures reflects the inclusion of approximately \$814,000 in Federal Financial Participation monies (Revenue Maximization). Please see discussion on previous page for explanation of this program.</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/Child Welfare Partnership. The Alexandria Child Welfare Partnership was established in August 2001 to educate the Alexandria community about preventing and reporting child abuse and neglect. Alexandria Department of Social Services has implemented several reforms in the child welfare section. These reforms include utilizing Risk Assessment Protocols, conducting Interjurisdictional Risk Review, implementing a case collaboration policy and legislation that allows social service departments to provide additional protection to children.

## HUMAN SERVICES

### DETAIL BY DIVISION

DIVISION: Family Services	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004 *	APPROVED FY 2004
General Fund Expenditures	8,435,856	8,124,682	8,475,557	
Total Expenditures	21,455,312	23,096,330	21,856,821	
<u>FULL-TIME STAFFING</u>	105	105	105	
* Spending projections are based on actual current allocations received, not future projections. DHS is predicting less federal and State revenue in FY 2004 and will institute waiting lists for services if necessary.				

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. In FY 2002 the City implemented the Electronic Budget Transfer (EBT) System to administer Food Stamp benefits to eligible recipients.

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 May 2002, Alexandria implemented the State requirement of Differential Response in Child Protective Services which allows reports to be handled as either investigations or assessments.

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, management and administration of the Youth Fund, youth development and 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. 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

## HUMAN SERVICES

### DETAIL BY DIVISION

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.

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."

The City of Alexandria Youth Fund was established by City Council on May 7, 2001, and was expanded to include all youth from ages 6 to 21, on September 14, 2002. The Fund seeks to mobilize organizations and institutions to take action around a shared understanding of positive asset development in the youth of Alexandria. The monies in the Youth Fund are awarded by the Alexandria Youth Policy Commission and the fund is administered by the City's Department of Human Services, Office of Youth Services. The Youth Fund is a competitive grant with goals of promoting and enhancing youth development following the Developmental Asset approach produced by the Search Institute of Minneapolis, Minnesota. Please see the Community Partnership and Youth Funds for Human Services section of the Health and Welfare tab of this document for more information.

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### INDICATORS AND MEASURES

OBJECTIVE: [Family Services [DSS] / Eligibility] To ensure that low-income individuals and families receive needed assistance quickly and courteously.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Average monthly Food Stamp applications	246	222	258	268	268
Average monthly Food Stamps cases	1,387	1,022	1,100	1,202	1,202
Average monthly TANF applications	70	73	74	85	85
Average monthly TANF cases	650	510	525	569	569
Average monthly Medicaid cases	4,102	3,266	3,855	4,296	4,296
Percentage of assistance applications processed quickly*	82 %	71 %	72 %	85 %	85 %

\* 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.

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## HUMAN SERVICES

### DETAIL BY DIVISION

#### INDICATORS AND MEASURES

OBJECTIVE: [Child and Family Services / Child Welfare] To ensure the safety and well-being of children at risk of abuse and neglect, and foster a permanent connection to family.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Projected FY 2003	Projected FY 2004
Number of reports of child abuse or neglect	597	555	587	625	625
Percentage of investigations initiated within 24 hours	66 %	78 %	79 %	80 %	80 %
Percentage of abuse/neglect cases needing intervention*	17 %	12 %	45 %	45 %	45 %
Percentage of cases without subsequent CPS complaints during the month	97 %	97 %	96 %	97 %	97 %
Average monthly Foster Care caseload	154	135	148	150	150
Percentage of children who were stabilized within 18 months in Foster Care	85 %	75 %	82 %	85 %	85 %

\* Data measured in FY 2000 through FY 2001 was abuse/neglect investigations that became open child welfare cases for prevention or treatment of abuse or neglect. Data collected in FY 2002 and beyond are abuse/neglect investigations where families are assessed as needing services, including those referred to other agencies.

OBJECTIVE: To reduce and assist the number of school drop-outs in Alexandria and assist at-risk secondary school students to improve their academic achievement and pursue a college education.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of students enrolled in Project Discovery	135	150	139	139	139
Percentage of Project Discovery seniors enrolling in higher education	96 %	91 %	91 %	91 %	90 %

The Alexandria Community Policy and Management Team (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.

## HUMAN SERVICES

### DETAIL BY DIVISION

<u>DIVISION:</u> Family Services - Component: Alexandria Community Policy and Management Team	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	3,228,700	3,012,212	3,344,463 *	
Total Expenditures	5,406,192	6,833,833	6,137,963 *	
<u>FULL-TIME STAFFING</u>	2	2	2	
* Amounts are based on actual FY 2002 actual expenditures and allocations received to date in FY 2003.				

The JobLink Division manages a one-stop career center located at 2026 Eisenhower Avenue which refers qualified candidates to prospective employers. All job seekers are eligible to participate in an automated career assessment which matches their skills and aptitudes to the jobs available. Account managers work with area employers to match their needs with qualified job seekers. Alexandria employers are also offered job retention support and information on State and federal tax incentives. JobLink is co-located with the Northern Virginia Community College Workforce Development Center which provides high technology training. JobLink staff provide support to, and are advised by, the Alexandria Commission on Employment, the Alexandria/Arlington Workforce Investment Board, the Alexandria Chamber of Commerce, and the *Alexandria Works!* Coalition.

<u>DIVISION:</u> JobLink	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> * <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	1,274,480	1,435,220	1,587,305	
Total Expenditures	3,570,671	4,683,045	4,502,026	
<u>FULL-TIME STAFFING</u>	36	45**	45	
* FY 2003 is amended to reflect the receipt of the 9/11 National Emergency Grant. FY 2003 share of the grant is \$1,126,980 (\$411,582 personnel and \$715,398 non-personnel). The FY 2004 share is \$847,794 (\$421,494 personnel and \$426,300 non-personnel) for a two-year total grant award of \$1,974,774.				
** 9 FTEs were added to the <u>JobLink</u> division to reflect the receipt of the 9/11 National Emergency Grant.				

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.

## HUMAN SERVICES

### DETAIL BY DIVISION

*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 Dislocated Worker Program provides employment training and career counseling specifically for persons affected by layoffs in the area. This includes the 9/11 National Emergency Grant which is a Dislocated Worker Program targeting those affected by the events of September 11, 2001.

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.

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



## HUMAN SERVICES

### DETAIL BY DIVISION

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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of JTPA/WIA clients served**	87	107	134	135	135
Number of Dislocated Worker clients served***	216	243	381	381	381
Number of <i>Alexandria Works!</i> VIEW clients served****	524	250	358	395	395
Number of other <i>JobLink</i> clients served	<u>1,401</u>	<u>2,789</u>	<u>3,674</u>	<u>3,800</u>	<u>3,800</u>
Total number of <i>JobLink</i> clients served	2,228	3,389	4,547	4,711	4,711
Percentage of <i>Alexandria Works!</i> VIEW clients who are managing their employment barriers *****	90 %	78 %	90 %	90 %	90 %
Percentage of <i>JobLink</i> employment placement clients who get a full-time job	82 %	76 %	79 %	80 %	80 %
Percentage of <i>JobLink</i> clients who retain employment for six months	87 %	89 %	84 %	85 %	85 %
Percentage of <i>JobLink</i> clients still employed at six months who had wage increases	29 %	14 %	15 %	15 %	15 %
Number of employers recruiting directly at <i>JobLink</i>	26	26	28	28	28

\* *JobLink* includes the programs of the Office of Employment and Training and *Alexandria Works!* *JobLink* began operations in January, 1999.

\*\* The Workforce Investment Act (WIA) replaced the Job Training Partnership Act (JTPA) on July 1, 2000. The number of clients served in FY 2000 and FY 2001 is lower since there were no grant funds available in those years for summer youth work experience.

\*\*\* Due to the impact on the economy of September 11, 2001, the numbers of dislocated workers served increased significantly.

\*\*\*\* Although previous *Alexandria Works!* VIEW caseloads were declining, a continued increase in numbers is expected based on the current economic downturn.

\*\*\*\*\* *Alexandria Works!* VIEW clients are managing their employment barriers if, within 90 days of enrollment, they comply with program requirements.

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

## HUMAN SERVICES

### DETAIL BY DIVISION

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 three goals:

- Ensure the Alexandria's culturally diverse residents have access to all City services and resources;
- Ensure that the Alexandria government delivers services in a culturally sensitive and competent manner; and
- Encourage Alexandria's culturally diverse residents to participate in the life of the City and its government.

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.

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OBJECTIVE: [Multicultural Services Initiative] To ensure that Alexandria's culturally diverse residents have access to all City services and resources.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of Hispanics participating in extended education and English as Second Language (ESL) classes	470	481	448	450	450

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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.

# HUMAN SERVICES

## DETAIL BY DIVISION

DIVISION: Community Programs	ACTUAL	AMENDED	PROPOSED	APPROVED
Component: Office of Aging and Adult Services	FY 2002	FY 2003	FY 2004	FY 2004
General Fund Expenditures	1,193,418	1,178,958	1,156,540	
Total Expenditures	1,787,175	1,851,432	1,852,719	
<u>FULL-TIME STAFFING</u>	28	29 *	29	
* Reflects the conversion of a part-time position to full-time at the Alexandria Residential Care Home.				

The Office of Aging and Adult Services manages the following programs:

The District Home provides residential care for elderly and disabled individuals who are unable to care for themselves, but are not in need of nursing home care.

Birmingham Green provides nursing home care to those in need of 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.

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

## HUMAN SERVICES

### DETAIL BY DIVISION

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.

Rent Relief provides annual grant of up to \$2,500, on a sliding scale, to income eligible elderly and/or disabled persons to offset the cost of their rental obligations.

Life Safety Alert program allows participants, through the use of a medical emergency transmitter, to summon emergency medical help with the push of a button.

Pre-Admission Screening provides for community bases assessment for authorization of Medicaid-funded nursing home services, personal care waiver services and adult day care 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of reports of abuse, neglect or exploitation of adults*	133	115	117	125	125
Percentage of abuse/neglect cases where risk was removed within State standards**	97 %	97 %	98 %	98 %	98 %
Percentage of cases without additional reports of abuse or neglect in the past year	99 %	88 %	95 %	96 %	96 %
Number of persons served at Adult Day Services Center (ADSC)	40	40	40	45	45
Percentage of days that ADSC provides services at capacity***	70 %	70 %	75 %	80 %	80 %
Percentage of individuals needing residential arrangements who are placed in Northern Virginia or near their families	83 %	100 %	80 %	80 %	80 %

\* 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.

DIVISION: Community Programs	ACTUAL	AMENDED	PROPOSED	APPROVED
Component: Office for Early Childhood Development	FY 2002	FY 2003	FY 2004	FY 2004
General Fund Expenditures	292,811	364,418	329,331	
Total Expenditures	368,088	394,162	359,075	
<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 2004 Proposed
Head Start (Administered by OECD)	\$1,740,860
TANF Working and Transitional Child Care (TCC)	1,049,926
Child Day Care Fee System (estimated federal/State/local funds)	2,872,500
Campagna Kids Program (Budget allocation to be paid on a per child per week basis.)	1,222,000
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	\$8,238,918

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.

## HUMAN SERVICES

### DETAIL BY DIVISION

Tucker School in the west end of the City. Another is the Campagna Kids Program which is a before- and after-school quality enrichment program for school age children of 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 federal child care assistance programs in the Office for Early childhood Development provide full or partial child care payments and related services to low income families. Many are clients of *Alexandria Works!* who receive TANF or Transitional Child Care to help them leave public assistance and become self-sufficient. Others are families who need a subsidy through the Child Day Care Fee System to help them get job training or maintain their employment.

In FY 2003, a designation was made in the department's budget to: 1) supplement the family child care provider maximum reimbursable rate that was established by the State, pending a new State market rate survey; and 2) supplement the eligibility level for the Child Day Care Fee System for four year old children attending accredited programs for the City. The State Department of Social Services has issued a new market rate survey for centers and plans to issue one for family child care providers. However, the funding for a market rate increase has been deleted from the State budget and, in the current budget climate, the possibility of an increase in maximum reimbursable rates is not very likely.

The Alexandria Head Start program is a comprehensive early childhood development program serving 253 low-income preschool age children and their families and is located at George Washington Middle School, Jefferson-Houston, Mt. Vernon, John Adams and Tucker Elementary schools, and Northern Virginia Community college. 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 and home visiting services to high-risk families. 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 2001 - FY 2003" summarizes the funding provided to programs through the Children's Fund from FY 2001 through FY 2003. Individual agency allocations were approved by City Council in late June, 2002, for the period beginning July 1, 2002 through June 30, 2003. The FY 2004 proposed budget includes a total of \$1,003,632 for the Children's Fund.

Addendum Table II CHILDREN'S FUND Program Funding FY 2001 - FY 2003	CITY FUNDING <sup>11</sup>		
	FY 2001 ACTUAL	FY 2002 ACTUAL	FY 2003 APPROVED
COMPREHENSIVE SERVICES			
Family Support Project	\$ 138,578	\$ 133,573	\$ 151,000
Parent Nurturing Program	8,113	10,200	10,200
Prenatal Services through AHD	47,132	46,490	47,132
Psychological Services	28,698	-0-	62,430
Scholarship Fund/VA Preschool Initiative	103,593	94,573	50,000
Child Observation Record Training	25,000	0	0
Subtotal/Comprehensive Services	\$ 351,114	\$ 284,836	\$ 320,762
LOCAL MATCH PROGRAMS			
Network Presidential Greens Classroom	90,000	227,850*	227,850
Network Charles Houston/Cora Kelly Classroom	62,000		
Tenants' and Workers' Chiralagua Classroom*	65,000		
Healthy Families	340,846	350,000	350,000
Mt. Vernon Program for 4 Year Olds	35,000	35,000	35,000
Head Start Classrooms at Tucker School	20,263	-0-	0
Resource Mothers	55,000	70,020	70,020
Subtotal/Local Match Program	\$ 668,109	\$ 682,870	\$ 682,870
Total/Children's Fund	\$1,019,223	\$ 967,706	\$1,003,632

<sup>11</sup> A total of \$1,003,632 is proposed for FY 2004. 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, in a converted apartment in the Chiralagua Housing Cooperative, and in a site on Mt. Vernon Avenue in the Arlandria area.

## 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Monthly average number of children in subsidized child care*	1,192	772	804	750	800
Percentage of children at child care centers	39 %	37 %	39 %	40 %	40 %
Percentage of children at centers in accredited programs	87 %	86 %	89 %	90 %	90 %
Percentage of children in Head Start whose developmental progress is at or above average**	73 %	67 %	71 %	75 %	75 %

\* The numbers of children served depend on the federal and State funding available each year.

\*\* 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.

<u>DIVISION</u> : Community Programs	ACTUAL	AMENDED	PROPOSED	APPROVED
Component: Office of Community Services	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2004</u>
General Fund Expenditures	1,408,199	1,314,436	1,319,021	
Total Expenditures	3,760,227	3,851,487	3,962,984	
<u>FULL-TIME STAFFING</u>	13	13	13	

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 eligible households confronted with immediate eviction. Households are referred to emergency shelters in the City while alternative housing arrangements are developed.



## HUMAN SERVICES

### DETAIL BY DIVISION

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 eviction prevention 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.

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### INDICATORS AND MEASURES

OBJECTIVE: [Office of Community Services] To help low-income adults and youth stabilize and enhance their lives.

	Actual FY 2000	Actual FY 2001 *	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total number of households sheltered (Alexandria Community Shelter (ACS))	339	273	254	250	250
Percentage of available ACS beds used nightly	86%	94%	86%	85%	85%
Percentage of households served by ACS who obtained stable housing	36%	44%	43%	40%	40%
Total number of families served by the Homeless Intervention Program (HIP)	171	149	192	150	150
Percentage of households served by HIP with stable housing six months after case closed	69%	68%	77%	70%	70%
Total number of Virginia CARES clients served	365	218	237	250	250
Percentage of Virginia CARES clients who are reincarcerated within one year of release on a new felony charge	8%	4%	0%	10%	10%

\* Data has been changed from previously published documents.

## HUMAN SERVICES

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

- Enhanced Child Welfare Services \$305,622  
Less Revenue Maximization Program Participation (\$305,622)  
No net cost to the General Fund

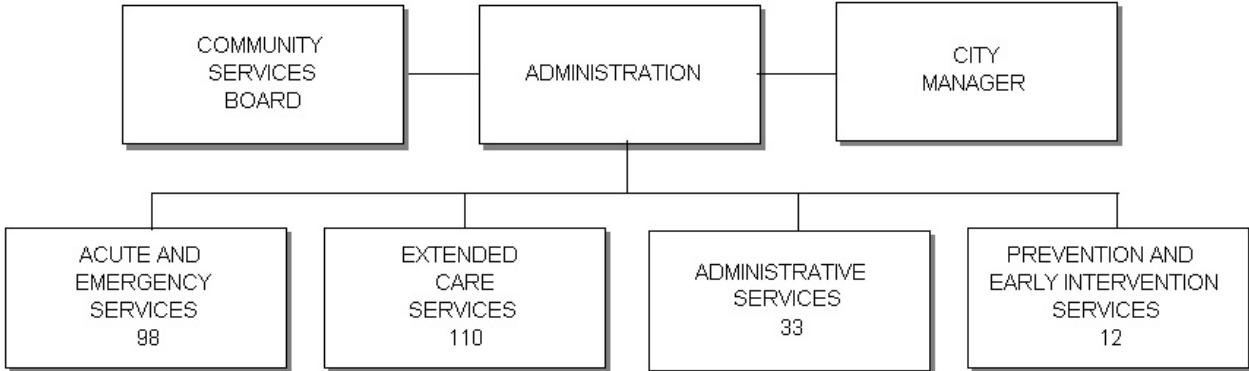
This supplemental request will add one new Social Worker II to handle increased caseloads in new reports of child abuse and neglect (\$67,301); two new Social Worker II positions to handle increased caseloads in ongoing child protection cases (\$134,602); a Community Liaison Coordinator position (\$73,719) to coordinate the Department's efforts in fostering community partnerships, providing public information, and to act as lead staff coordinating ongoing program initiatives; and funding for contract psychologist services (\$30,000) to provide assistance to the current staff psychologist in evaluations to determine effective interventions and in providing expert court testimony on difficult cases.

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#### WORK SESSION NOTES AND COMMENTS

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

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## 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:

- Serving Alexandrians through community-integrated mental health, mental retardation and substance abuse services;
- Creating an environment promoting the highest functioning and quality of life; and
- Providing prudent resources allocation, leadership and advocacy, family support and education.

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 budgeted amounts portrayed in the expenditures by division. Full implementation of the reorganization was achieved in FY 2003.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 AMENDED /1	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	16,061,783	17,584,915	17,809,444	
NON-PERSONNEL	4,611,668	4,678,056	4,502,566	
CAPITAL GOODS OUTLAY	<u>158,036</u>	<u>96,000</u>	<u>20,000</u>	
TOTAL EXPENDITURES	<u>20,831,487</u>	<u>22,358,971</u>	<u>22,332,010</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	11,285,400	11,023,814	10,714,616	
INTERNAL SERVICES FUND	<u>0</u>	<u>96,000</u>	<u>20,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>11,285,400</u>	<u>11,119,814</u>	<u>10,734,616</u>	
GENERAL FUND	<u>9,546,087</u>	<u>11,239,157</u>	<u>11,597,394</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR	3.2%			
FULL-TIME POSITIONS	261	255 *	253 **	

/1 The Approved FY 2003 budget was amended to reflect changes approved by City Council as part of the FY 2003 budget adoption as well as changes incorporated in the FY 2003 State Performance Contract. The budget adoption changes include the transfer from Contingent Reserves to MH/MR/SA of \$253,813 in City General Funds to offset State reductions in Performance Contract funding (\$100,000) and the elimination of SABRE (Substance Abuse Reduction Effort) grant funding (\$153,218). Performance Contract changes include changes in various grant allocations and the elimination of 5.0 vacant FTEs in the Intensive Homebased Program due to a lower than expected demand for services. FY 2003 also 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.

\*\* FY 2004 reflects the elimination of 3.0 FTEs due to State funding reductions. Either these positions were vacant or the incumbent was moved to another vacant position. In addition, the FY 2004 proposed FTE count reflects the supplemental request to increase a Case Manager position from 0.75 FTE to 1.0 FTE.

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Department of Mental Health, Mental Retardation and Substance Abuse reflects an increase of \$358,237, or 3.2 percent, as compared to the Amended FY 2003 General Fund budget.
  - Proposed personnel expenditures in the amount of \$17,809,444 represent an increase of \$224,529, or 1.3 percent, over the FY 2003 Amended budget. This increase is largely attributable to merit increases of \$358,237, which were partially offset by \$148,708 in State cuts.
  - Total proposed non-personnel expenditures in the amount of \$4,502,566 represent a decrease of \$175,490, or 3.8 percent, from the FY 2003 Amended budget. This decrease is attributable to \$235,160 in State cuts which were partially offset by \$59,670 in additional Northern Virginia Training Center (NVTC) pass-through funds due to two additional consumers.
  - Total proposed capital outlay expenditures in the amount of \$20,000 represent a decrease of \$76,000, or 79.2 percent, from the FY 2003 Amended budget. This reduction is due to the Department's scheduled replacement of one vehicle in FY 2004 as opposed to five vehicles in FY 2003.
  - Also included, at no cost to the General Fund, is the recommended supplemental request to provide ongoing vocational and case management services to special education high school graduates transitioning into the community. The request will increase a currently budgeted .75FTE to 1.0 FTE at a cost of \$15,000, which will be completely offset by Medicaid case management revenue.
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### 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.

Portions of the CSB Administration budget included in the State Performance Contract are allocated out to service divisions in MH/MR/SA to conform with Performance Contract requirements. 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.

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

<u>DIVISION:</u> CSB Administration	ACTUAL * <u>FY 2002</u>	AMENDED * <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
General Fund Expenditures	495,803	483,277	508,218	
Total Expenditures	496,950	580,277	529,264	
<u>FULL-TIME STAFFING</u>	26	32	33	
* Reflects the transfer of positions and funding as a result of the Board's reorganization.				

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.

<u>DIVISION:</u> Acute Care Services	ACTUAL * <u>FY 2002</u>	AMENDED * <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
General Fund Expenditures	4,665,531	5,332,853	5,647,840	
Total Expenditures	9,255,617	9,879,648	9,864,170	
<u>FULL-TIME STAFFING</u>	112	100	98	
* Reflects the transfer of positions and funding as a result 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 2004 Proposed All Funds

Outpatient Services offers psychotherapy, supportive counseling and medication management to persons with mental illness; performs court-ordered psychiatric evaluations; and provides counseling and education to help individuals with substance dependency learn to deal with their addictions and support alcohol and drug free lifestyles.

\$4,843,310

Intensive In-Home Services provides crisis oriented, short term treatment and case management services to Alexandria families in which one or more children who are at imminent risk of placement out of the home or who are being reintegrated into the family from out-of-home placement, such as residential treatment or foster care. Through timely and intensive intervention at the time of

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### DETAIL BY DIVISION

crisis, the program seeks to prevent out-of-home placements of children and strengthen and improve child and family functioning. \$1,085,212

Emergency Services assists individuals who are in crisis and may be in danger of harming themselves or others. Staff provides and/or arranges for services as necessary to resolve the emergency. Services are available 24 hours daily and are provided at Inova Alexandria Hospital or in the community as needed. Emergency Services staff also arrange for temporary psychiatric detention and commitment as needed. \$659,270

Detoxification Services includes a non-medical residential detoxification program. The Detox program provides 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. \$1,480,186

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. \$730,557

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, medication or treatment. \$460,456

Early Intervention Services provides for the assessment of infants with known or suspected developmental problems (e.g., Down Syndrome, Muscular Dystrophy), and the development and coordination of services to address these problems, while developing a family's capacity to provide for the on-going developmental needs of its children. \$507,864

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

Case Management Services are provided to Alexandria citizens who are being released from jail. 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. \$97,315

TOTAL DIVISION EXPENDITURES \$9,864,170

### INDICATORS AND MEASURES [ACUTE CARE SERVICES]

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of mental health outpatient consumers served	1,332	1,328	1,576	1,400	1,400
Percentage of mental health outpatient consumers with overall positive responses to a general satisfaction questionnaire	92 %	89 %	68 %	85 %	85 %
Number of children and families served in the Intensive In-Home program	67	69	125	125	125
Percentage of youth being served who are assessed with minimal or mild impairment in school functioning by the end of the school year, as indicated by regular attendance and passing grades *	N/A	82 %	78 %	85 %	85 %
Number of consumers served in the Detox Program	655	656	656	700	700
Percentage of Detox consumers who remain successfully in the community for at least 90 days without re-admission to Detox	80 %	84 %	81 %	80 %	80 %
Number of substance abuse outpatient consumers served	1,379	1,144	1,138	1,200	1,200
Percentage of substance abuse outpatient consumers with overall positive responses to a general satisfaction questionnaire	83 %	87 %	87 %	85 %	85 %
Number of consumers served in the Methadone program	212	242	284	250	250
Percentage of Methadone consumers who successfully transition from the "stabilization" phase of treatment to the "maintenance" phase of treatment *	N/A	43 %	41 %	40 %	40 %
Number of infant consumers served who were at risk of developmental delays	266	281	327	300	300
Percentage of eligible infants and their families who have a completed Individualized Family Services Plan within 45 days of referral for services *	N/A	86 %	89 %	100 %	100 %
Number of consumers in crisis served by the Emergency Services program	1,032	1,194	940	1,050	1,050
Percentage of Emergency Services consumers receiving a timely response to an after hours call for service (Emergency Services staff contacts consumer within 10 minutes of consumer's call)	92 %	97 %	98 %	95 %	95 %

\* New measure in FY 2001



# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

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 coordinate care and help citizens maintain benefits and access other services.

<u>DIVISION:</u> Extended Care Services	<u>ACTUAL *</u> <u>FY 2002</u>	<u>AMENDED *</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	3,947,347	4,928,101	4,843,323	
Total Expenditures	10,130,977	10,910,512	10,860,501	
<u>FULL-TIME STAFFING</u>	112	111	110	
* Reflects the transfer of positions and funding as a result 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 2004 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.

\$1,548,051

SA Day Support Services/Patrick Street Clubhouse 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. The program also offers structured activities and social support, enabling consumers with severe mental illness to maintain a more active and independent lifestyle and avoid hospitalization.

\$905,345

## MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

### DETAIL BY DIVISION

<p><u>Homeless Outreach Services</u> 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.</p>	\$155,731
<p><u>Vocational Services</u> 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.</p>	\$1,458,109
<p><u>Residential Services</u> offers a range of supervised living arrangements including group homes, supervised apartments and supported living services (consumers rent their own residence and program staff provide varying levels of support and supervision).</p>	\$6,780,465
<p><u>Family Support</u> 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.</p>	\$12,800
<p>TOTAL DIVISION EXPENDITURES</p>	<u>\$10,860,501</u>

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES [EXTENDED CARE SERVICES]

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of adult consumers with mental retardation	162	196	190	190	190
Percentage of consumers with Mental Retardation who are satisfied with their current living situation	87 %	87 %	92 %	90 %	90 %
Number of consumers participating in psycho-social rehabilitation in a 'Clubhouse' environment	121	122	119	126	126
Percentage of mentally ill consumers discharged from a local or State hospital who are maintained in the community for at least 90 days without readmission	84 %	83 %	81 %	80 %	80 %
Number of consumers living in a CSB funded group home or apartment	227	228	241	245	245
Percentage of consumers leaving a residential program who move to a more independent living situation *	N/A	60 %	67 %	65 %	65 %
Number of consumers receiving supported employment services who work in a competitive setting	68	50	75	60	60
Percentage of vocational program consumers with mental illness who were employed in non-sheltered employment for six months or more	89 %	91 %	84 %	90 %	90 %
Number of mental health consumers receiving case management services **	681	532	826	800	800
Percentage of consumers discharged from a State hospital who are seen in a non-emergency capacity within 7 days of discharge	77 %	79 %	77 %	77 %	77 %
Number of consumers with mental retardation receiving either sheltered employment or rehabilitation day support services	56	58	58	62	62
Percentage of consumers with Mental Retardation who are satisfied with their daily activities at day support or at work	88 %	81 %	86 %	85 %	85 %

\* New measure in FY 2001

\*\* Number of consumers receiving case management services fell in FY 2001 due to a large number of staff vacancies in the program. The number of consumers increased in FY 2002 due to the filling of the vacancies and the inclusion for the first time of and consumers receiving discharge planning services.

# 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.

<u>DIVISION: Prevention/Early Intervention</u>	<u>ACTUAL * FY 2002</u>	<u>AMENDED * FY 2003</u>	<u>PROPOSED FY 2003</u>	<u>APPROVED FY 2003</u>
General Fund Expenditures	437,406	494,926	598,013	
Total Expenditures	947,943	988,534	1,078,075	
<u>FULL-TIME STAFFING</u>	11	12	12	
* Reflects the transfer of positions and funding as a result 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 2004 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 substance abuse, mental health problems and mental retardation.

\$734,559

Early Intervention Services are provided to high risk individuals from children 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.

\$343,516

TOTAL DIVISION EXPENDITURES

\$1,078,075

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## DETAIL BY DIVISION

### INDICATORS AND MEASURES [PREVENTION AND EARLY INTERVENTION]

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of Prevention Program presentations or consultations provided to the public *	5,663	3,335	7,157	7,500	3,500
Number of attendees at Prevention Program consultations or presentations *	39,577	30,887	78,497	80,000	40,000
Number of consumers receiving early intervention services	312	189	214	300	300
Percentage of consumers with an increase in knowledge of risk behaviors as measured by pre- and post-tests administered in conjunction with Prevention Programs	N/A	N/A	88 %	85 %	85 %
Percentage of consumers who are satisfied with Prevention services as assessed on a survey administered	N/A	N/A	95 %	90 %	90 %

\* The number of Prevention program presentations and contacts with the public increased in FY 2002 due to the addition of federally funded Project Resilience staff in response to 9/11 terrorism. Project Resilience funding is expected to terminate at the end of FY 2003.

## WORK SESSION NOTES AND COMMENTS

# MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

## SUPPLEMENTAL BUDGET REQUESTS

### Recommended

1. Mental Retardation Youth Transitioning from School Net Cost of \$0

This supplemental will provide ongoing vocational and case management services to special education high school graduates transitioning into the community. MH/MR/SA has requested to increase a Case Manager position from 0.75 FTE to 1.0 FTE at a cost of \$15,000 to be 100 percent offset by Medicaid case management revenue brought in by the position. No additional funds are requested at this time.

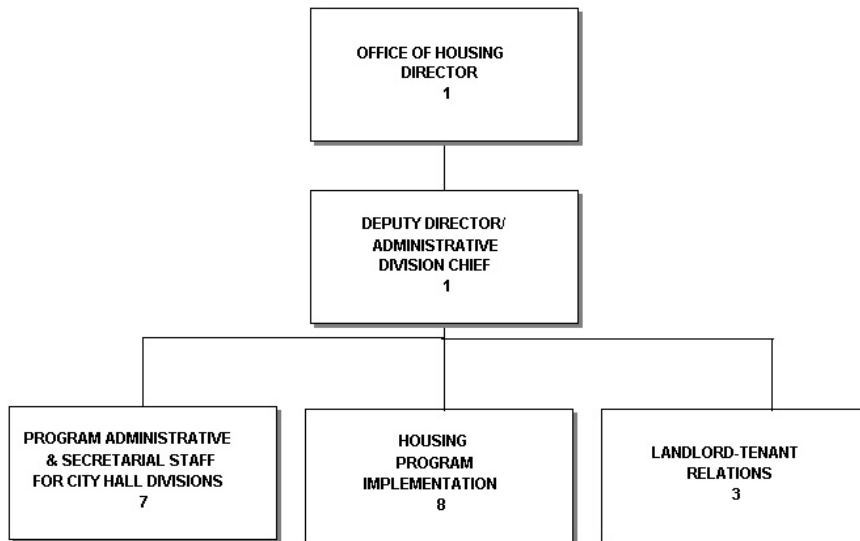
### Not Recommended

- |  |           |
|--|-----------|
| 1. Safe Haven program  | \$360,000 |
| 2. Mental Health Case Management/Medical Assistance<br>for Consumers without Health Care | \$57,000  |
| 3. Overnight Staff Compensation  | \$115,062 |
| 4. Consultation to After School Programs   | \$70,000  |
| 5. Intensive Residential Support - Apartment Program                                     | \$43,000  |
| 6. Expanded Services for Non-Mandated Youth ages 8 - 18                                  | \$225,000 |

These supplementals were requested by the Community Services Board, and are not recommended at this time due to budget constraints.

# HOUSING

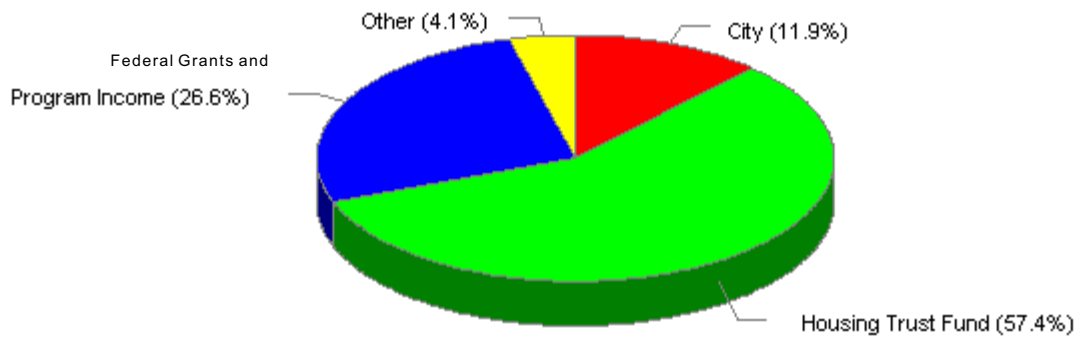
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HOUSING

**FY 2004 Proposed**

**Funding Sources for the Office of Housing**  
(Total Funding of \$11.4 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	1,091,858	1,361,548	1,416,254	
NON- PERSONNEL	2,281,776	1,755,473	2,005,835	
CAPITAL GOODS OUTLAY	<u>5,285</u>	<u>4,286</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>3,378,919</u>	<u>3,121,307</u>	<u>3,422,089</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>2,576,040</u>	<u>1,785,374</u>	<u>2,063,746</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>2,576,040</u>	<u>1,785,374</u>	<u>2,063,746</u>	
GENERAL FUND	<u>802,879</u>	<u>1,335,933</u>	<u>1,358,343</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 1.7%				
FULL-TIME POSITIONS	20	20	20	

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Office of Housing reflects an increase of \$22,410, or 1.7 percent, as compared to the Approved FY 2003 General Fund budget.
- The proposed personnel expenditures represent an increase of \$54,706, or 4.0 percent, as compared to the approved FY 2003 budget. The increase is primarily attributable to costs for the planned merit increases for employees and the hiring of new employees at higher step levels than previously budgeted.
- Total proposed non-personnel expenditures represent an increase of \$250,362, or 14.3 percent, as compared to the approved FY 2003 budget. The increase is partially attributable to anticipated additional Community Development Block Grant (CDBG) funding of \$292,000, \$30,888 of which is budgeted for increased personnel funding and the remaining amount of \$261,112 budgeted for additional non-personnel funding to support ongoing affordable housing programs; offset by a reduction in the use of carryover monies from FY 2003 to FY 2004.
- The FY 2004 non-personnel budget also provides \$300,000 in City funding to augment the funding in the Housing Trust Fund and federal HOME monies to develop and preserve affordable housing in the City. This repeats the funding level approved for FY 2003.

# HOUSING

## City Manager Proposed

- In addition to the FY 2004 monies shown above, proposed expenditures include a new allocation of \$1,137,600 in carryover Housing Trust Fund monies for the following ongoing housing programs: \$400,000 for the Housing Opportunities Fund; \$570,000 for the Moderate Income Housing Program (MIHP); \$52,000 for the Seller's Incentive Fund; and \$115,600 for homeownership counseling services.

## 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; the application for Community Development Block Grant and Home Investment Partnerships Program funds; and the Consolidated Annual Performance and Evaluation Report (CAPER). The Division administers the City's Housing Trust Fund and seeks to address the housing needs of a variety of income groups by encouraging developers to include affordable housing opportunities in major new construction projects. The Division supports the Implementation Division in administering the new Housing Opportunities Fund, created by City Council in FY 2002 to provide gap financing and development assistance to developers of affordable sales and rental housing. The Division also provides staff support for the Affordable Housing Advisory Committee (AHAC).

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 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Administration				
All Funds Expenditures*	1,060,459	798,637	807,120	
<u>FULL-TIME STAFFING</u>	9	9	9	
<ul style="list-style-type: none"> <li>• FY 2002 actual expenditures include Housing Trust Fund monies that are expended from this division but are not budgeted.</li> </ul>				

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:

## HOUSING

### DETAIL BY DIVISION

The Fair Housing Testing Program, overseen by the Fair Housing Testing Program Advisory Committee, is designed to identify discriminatory practices in the City's housing market, including rental housing, sales housing, and mortgage lending. 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.

Fair Housing Training is offered through the Office of Housing to property management and real estate professionals to increase their knowledge of fair housing law and housing discrimination. The City offers fair housing training each April to commemorate Fair Housing Month, and conducts an annual Apartment Manager's Seminar targeted to management staff at Alexandria rental complexes. The Office of Housing also offers on-site fair housing training upon request to apartment managers and real estate industry professionals. This training, conducted by City staff, is more in-depth than the training provided at the Apartment Managers' Seminar and can be tailored to the needs of the individual management company or real estate firm.

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.

	ACTUAL <u>FY 2002</u>	APPROVED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
<u>DIVISION:</u> Landlord Tenant				
All Funds Expenditures	350,776	270,006	421,433	
<u>FULL-TIME STAFFING</u>	3	3	3	

# HOUSING

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE:[Landlord-Tenant Relations] To investigate, counsel and conciliate landlord-tenant complaints and housing inquiries.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Landlord-Tenant complaints received*	1,925	1,794	1,598	1,500	1,500
Favorable resolution achieved through staff intervention*	63%	67%	64%	65%	65%
Percent referred to courts or other agencies*	35%	32%	33%	34%	34%
Percent withdrawn, pending, or unresolved*	2%	1%	1%	1%	1%
Housing inquiries received	6,656	3,254	4,212	3,500	3,500
Direct assistance provided*	57%	61%	64%	60%	60%
Percent referred to other agencies*	42%	37%	35%	39%	39%
Percent withdrawn, pending, or unresolved*	1%	1%	1%	1%	1%

\* Some complaints and inquires are resolved in more than one way; data represents the percentage of total resolutions.

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The Program Implementation Division seeks to provide low- and moderate-income households with affordable housing opportunities, to improve housing conditions, and to bring about greater neighborhood stabilization. To accomplish these goals, the Division administers a number of programs designed to increase homeownership opportunities and assist businesses located within targeted neighborhoods.

The following is a description of the major programs that target low- and moderate-income homeowners and homebuyers:

The 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 as set by the U.S. Department of Housing and Urban Development (HUD). 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), 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

## HOUSING

### DETAIL BY DIVISION

\$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 eight 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 Eighth Annual Homeownership Fair was held in March 2002, with more than 700 people in attendance.

The Housing Counseling Program was added to the City's Homeownership program 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 home owners 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 Home Rehabilitation Loan Program also offers loans for home improvements to accommodate mobility-impaired persons. The program is available to income-eligible homeowners City-wide.

The Rental Accessibility Modification Program (RAMP) is a program that was approved in FY 2001 and implemented in FY 2002. With owner approval, 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.

The Housing Opportunities Fund, created by City Council in FY 2002, provides gap financing and development assistance to developers of affordable sales and rental housing.

The Employer Assisted Housing Program (EAH), initiated on a pilot basis in FY 2002, was developed in partnership with the Alexandria Chamber of Commerce, the Alexandria Economic Development Partnership and the FannieMae Northern Virginia Partnership Office to engage Alexandria employers in providing a homeownership benefit to their employees. Individual employers will determine the type of homeownership benefit to be provided. The City will support the employer-assisted housing initiative by offering targeted homeownership counseling services to employees of financially-participating employers at

# HOUSING

## DETAIL BY DIVISION

their work site or at another convenient location. Eligible employees can also get down payment and closing cost assistance through the City's HAP and MIHP programs. For employees who are ineligible for HAP or MIHP for reasons other than income (for example, not a first-time homebuyer), the City will match on a 1:2 basis, the contributions of participating employers who provide financial assistance to their employees.

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.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Implementation				
All Funds Expenditures	1,967,684	2,052,664	2,193,536 *	
<u>FULL-TIME STAFFING</u>	8	8	8	
* The increase (\$140,872) in expenditures is partially attributable to costs associated with mitigating lead-based paint under the Housing and Urban Development (HUD) regulation on Lead-Based Paint Hazards in Federally Owned Housing and Housing Receiving Federal Assistance.				

# HOUSING

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Homeownership Assistance Program and Moderate Income Homeownership 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. Income-eligible police officers and deputy sheriffs are eligible for additional assistance if they purchase in Police-designated target areas.\*

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of Applications (HAP + MIHP)**	104	100	179	180	180
Total dollar amount of HAP loans (CDBG + HOME)***	\$502,067	\$216,090	\$260,100	\$875,000	\$875,000
Number of HAP loans (homes purchased)	23	9	10	25	25
Average amount of HAP loans	\$21,829	\$24,010	\$26,010	\$35,000	\$35,000
Average HAP purchase price****	\$107,735	\$119,667	\$122,040	\$120,000	\$130,000
Total dollar amount of MIHP loans***	\$313,523	\$188,880	\$193,753	\$425,000	\$425,000
Number of MIHP loans	25	16	16	25	25
Average MIHP purchase price****	\$142,619	\$136,448	\$148,533	\$195,000	\$195,000
Total dollar amount of MIHP law enforcement loans	\$50,000	\$21,045	\$0	\$70,000	\$70,000
Number of law enforcement loans	2	1	0	2	2
Average law enforcement purchase price	177,000	\$197,500	\$0	\$197,500	\$197,500
Percent of households that still own their homes after five years from year shown*****	85%	88%	100%	95%	95%

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

\*\* Number of applications received indicates the total number of completed applications submitted by applicants. Participants typically do not have home purchase contracts in place at the time of application and may not proceed to homeownership using City assistance.

\*\*\* The unusually tight market conditions in FY 2001 and FY 2002 reduced the number of households participating in each program. Estimated FY 2003 and projected FY 2004 loan amounts reflect improved market conditions in FY 2003, resulting in increased program activity and higher average loan amounts as compared to previous years.

\*\*\*\* The maximum sales price currently allowed through FY 2002 with a Virginia Housing Development Authority first trust is \$173,200 for new construction and \$171,800 for existing construction. Beginning in September 2002, VHDA raised its limits to \$306,300 for new construction and \$213,200 for existing construction. The City has chosen to maintain its maximum purchase price limit at \$225,000 in FY 2004.

\*\*\*\*\* 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 in FY 2000.

## 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of applications received	19	19	20	20	19
Number of rehabilitation loans obligated	18	13	9	13	14
Rehabilitation cases in progress**	25	20	16	21	21
Rehabilitation cases completed/percent	19/76%	13/65%	8/50%	14/67%	14/67%
Average loan award***	\$27,068	\$45,452	\$54,272	\$57,600	\$61,350
Percent of assisted persons receiving maximum loan	33%	27%	39%	40%	38%

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

\*\* "Number of 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.

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#### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Properties monitored for compliance*	17	14	11	13	13
Income from sales of City-owned property**	\$3,610	\$32,491	\$0	\$0	\$0
Properties in which housing blight was removed by owner/City intervention	11/0	6/0	2/0	4/1	4/1
Properties satisfactorily undergoing rehabilitation at year end	7	8	9	8	8

\* This measure reflects properties that have been condemned.

\*\* Sale prices are established to recover acquisition/rehabilitation costs.

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### WORK SESSION NOTES AND COMMENTS



## HOUSING

The following Addendum Table reflects all available resources for Housing programs in FY 2004, including carryover and Housing Trust Fund monies.

Addendum Table  
ALL FINANCIAL RESOURCES - HOUSING

	Estimated Carryover Balance at 6/30/03	Estimated Current Revenues for FY 2004	Total All Sources
<u>Federal</u>			
CDBG Letter of Credit *	\$149,680	\$1,361,000	\$1,510,680
CDBG Income	0	21,157	21,157
HOME Letter of Credit	827,390	671,000	1,498,390
HOME Income	<u>0</u>	<u>0</u>	<u>0</u>
Total Federal Monies	\$977,070	\$2,053,157	\$3,030,227
<u>Other</u>			
Housing Trust Fund **	6,003,166	535,471	6,538,637
Non-Federal Funds***	<u>461,464</u>	<u>10,589</u>	<u>472,053</u>
Total Other Monies	\$6,464,630	\$546,060	\$7,010,690
<u>City</u>			
General Fund Monies	<u>0</u>	<u>1,358,343</u>	<u>1,358,343</u>
<b>TOTAL MONIES</b>	<b><u>\$7,441,700</u></b>	<b><u>\$3,957,560</u></b>	<b><u>\$11,399,260</u></b>

\* This number reflects the transfer of \$172,000 to the Department of Human Services for the administration of homeless prevention services. The total estimated FY 2004 Community Development Block Grant (CDBG) amount is \$1,533,000.

\*\* 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 2004. 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 (AHAC), 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.

\*\*\* This amount includes non-federal monies used to provide the federally-required local match for HOME program funds, as well as other non-federal funds.

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# OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

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## 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.

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<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	<u>2,031,593</u>	<u>2,169,245</u>	<u>2,248,399</u>	
TOTAL EXPENDITURES	<u>2,031,593</u>	<u>2,169,245</u>	<u>2,248,399</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>2,031,593</u>	<u>2,169,245</u>	<u>2,248,399</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 3.6%

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for Other Planning and Economic Development Activities reflects an increase of \$79,154, or 3.6 percent, with \$53,562, or 68 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.

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

The FY 2004 budget increases the City's contribution to the ACVA by \$53,562, or 4.0 percent, and adds to the \$86,097 increased contribution to the ACVA in FY 2003. In addition, the City will allocate \$50,000 of its remaining federal economic development grant to the ACVA for tourism promotion. This will result in ACVA's City-supported budget increasing by \$103,562, or 7.7 percent, to \$1,442,614.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>ALEXANDRIA CONVENTION AND VISITORS ASSOCIATION</u>				
General Fund Expenditures	1,252,955	1,339,052	1,392,614 *	
* This \$53,562, or 4.0 percent, increase includes funding for expenditures relating to merit increases for employees, and increased marketing expenditures to promote the City through targeted marketing and advertising programs. The \$50,000 in federal funds to be provided by the City is not reflected above. The ACVA had requested a \$122,498, or 9.1 percent increase, so with the federal funds only \$18,936 was not funded for FY 2004.				

The Alexandria Economic Development Partnership (AEDP), 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. This is carried out by targeting and establishing direct contact with new business prospects through direct mail, marketing events, exhibitions and conferences.

The Economic Development Partnership staff work directly with business prospects to provide information and assistance in their relocation and expansion evaluations. New business locations or expansions recently in Alexandria included the Association of Alexandria Radiologists, the Department of Defense, the Federation of State Boards of Physical Therapy, Fordham Brewing Company, Jane's Information Group, KH Art Framing, and Secucontrol, Inc. New business targeting for FY 2004 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.

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

	ACTUAL <u>FY 2002</u>	APPROVED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
<u>ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP</u>				
General Fund Expenditures	476,304 <sup>/1</sup>	487,560 <sup>/2</sup>	506,828 <sup>/3</sup>	
<sup>/1</sup> The City's approved funding level represents full funding of the Alexandria Economic Development Partnership's (AEDP) budget request. <sup>/2</sup> Approved funding level represents full funding of the Alexandria Economic Development Partnership's (AEDP) budget request. <sup>/3</sup> Approved funding level represents full funding of the Alexandria Economic Development Partnership's (AEDP) budget request.				

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.

	ACTUAL <u>FY 2002</u>	APPROVED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
<u>ALEXANDRIA SMALL BUSINESS DEVELOPMENT CENTER</u>				
General Fund Expenditures	40,000	40,000	40,000	

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

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

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 2004 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 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>EISENHOWER AVENUE PUBLIC PRIVATE PARTNERSHIP</u>				
General Fund Expenditures	25,000	25,000	25,000	

The Metropolitan Washington Council of Governments (COG) is the regional planning organization of the Washington D.C. area's major local governments and their governing officials. COG works towards solutions to regional problems such as energy shortages, traffic congestion, inadequate housing, and air and water pollution. In addition to its base contribution supporting COG operations shown below, the City is assessed a fee to support several COG programs, including the Regional Environmental Fund, the Airport Noise Abatement Program, the Water Resources Planning Board, the Potomac River Monitoring Program, the I-95 Technical Committee, and the Cooperative Purchasing Program. These program specific fees are budgeted within appropriate City department budgets.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS</u>				
General Fund Expenditures	65,300	72,509	78,600 *	
* The FY 2004 contribution is calculated on the same population estimate as FY 2003 (136,800), but is based on the proposed per capita rate of \$0.56, an increase of \$0.29967 from the approved FY 2003 rate of \$0.530033, plus the change in the annual CPI-U for the calendar year 2001.				

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

The Health Systems Agency of Northern Virginia was incorporated in 1975 as a Virginia non-profit organization to ensure accessible health facilities in the Northern Virginia area and to prevent unnecessary duplication of health resources by providing health planning and coordination of services with other health organizations and agencies. In June 1990, Health Systems Agency was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under authority of the Virginia Health Planning and Resources Development Act.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>HEALTH SYSTEMS AGENCY OF NORTHERN VIRGINIA</u>				
General Fund Expenditures	12,097	12,097	12,097	

The Northern Virginia Regional Commission (formerly the Northern Virginia Planning District Commission) is a regional organization of local governments in Northern Virginia, created in 1969 by the Virginia Area Development Act. Its purpose is to promote the development of the physical, social and economic elements of the district and to assist member governments by carrying out plans and programs in the areas of legislation, demographics and information, environment and land use, and human services. The City also supports the Northern Virginia Waste Management Program and the Four Mile Run Watershed Management Program, both special programs of the Northern Virginia Regional Commission.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>NORTHERN VIRGINIA REGIONAL COMMISSION</u>				
General Fund Expenditures	38,484	41,142	41,660	

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.



## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>NORTHERN VIRGINIA TRANSPORTATION COMMISSION</u>				
General Fund Expenditures	48,694	51,885	51,600	

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 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>MARKETING FUND</u>				
General Fund Expenditures	72,759	100,000	100,000	

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### WORK SESSION NOTES AND COMMENTS

## OTHER PLANNING AND ECONOMIC DEVELOPMENT ACTIVITIES

### DEPARTMENT DETAIL

As shown in Addendum Table I, the FY 2004 Proposed budget includes a total of \$2,651,442 in total direct expenditure support for economic development activities.

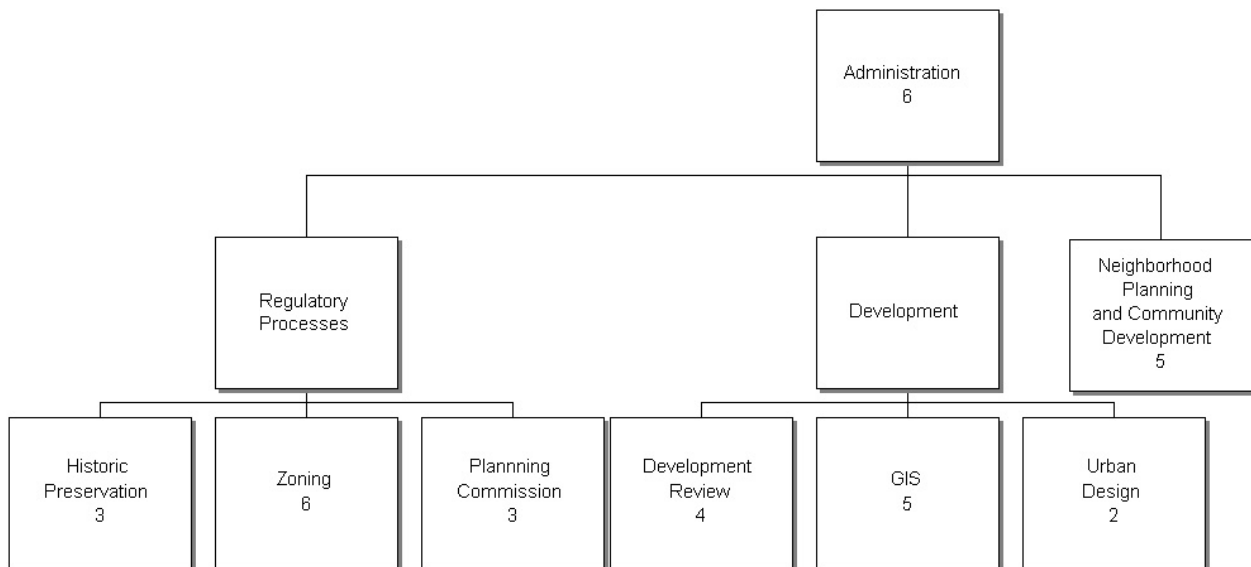
Addendum Table I  
Total Direct Support for Economic Development Activities

	Proposed FY 2004 Resources
Alexandria Economic Development Partnership (AEDP) (represents full funding of the AEDP's budget as originally approved by the AEDP Board on November 21, 2002, and includes the City's contribution of \$30,000 for the Alexandria Technology Achievement Award Program)	\$506,828
Alexandria Convention and Visitors Association (ACVA) <u>Operating Funding</u>	1,392,614
• In-kind contribution of office space/visitor center at Ramsay House	38,000
• Carryforward capital funding in the Capital Improvement Program from FY 2000	124,000
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
• CDBG monies (including 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)	75,000
 Total Direct Expenditure Support	 <u>\$2,651,442</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. Please refer to the City's six year Capital Improvement Program for additional information.

# PLANNING AND ZONING

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## 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.

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<u>TOTAL FINANCIAL RESOURCES</u>				
	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	2,195,412	2,676,122	2,771,104	
NON-PERSONNEL	661,958	392,654	390,654	
CAPITAL GOODS OUTLAY	<u>215,500</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>3,072,870</u>	<u>3,068,776</u>	<u>3,161,758</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>3,072,870</u>	<u>3,068,776</u>	<u>3,161,758</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR		3.0%		
FULL-TIME POSITIONS	33.0	34.0 *	34.0	

\* Reflects the approved 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.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for Planning and Zoning reflects an increase of \$92,982 or 3.0 percent, as compared to the Approved FY 2003 General Fund budget.
- Proposed FY 2004 personnel expenditures increased \$94,982, or 3.5 percent, due to the cost of employee merit adjustments, which are partially offset by the application of a vacancy factor (\$42,169).
- The Proposed FY 2004 non-personnel budget represents a decrease of \$2,000 or less than one percent to allow a \$2,000 increase in the personnel budget for recruitment.
- The City Manager has designated \$50,000 in the Non-Departmental budget for professional consulting services, in order to prepare design reviews for major buildings, historic analysis, retail analysis and prepare alternative approaches in review of large scale proposals. These funds will also facilitate the community planning initiatives identified in the Plan for Planning as well as undertake City-wide zoning studies.

# PLANNING AND ZONING

## 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.

The Department reviews and makes recommendations on land development applications in order to ensure that projects are consistent with the highest quality design and planning and are compatible with the applicable standards, guidelines and City policies. Planning staff also reviews and makes recommendations on use permit and variance requests, works to ensure that new buildings and uses have the least impact on neighboring properties and are operated to minimize any impacts on the surrounding area. In all cases, Planning staff works with the neighborhoods to ensure that citizens understand the proposals that affect them.

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.

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## DETAIL BY DIVISION

Administration Division - provides overall planning, supervision and support services for the department.

	ACTUAL <u>FY 2002</u>	APPROVED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
DIVISION: Administration				
General Fund Expenditures	1,323,234	837,385	857,740	
<u>FULL-TIME STAFFING</u>	6	6	6	

# PLANNING AND ZONING

## DETAIL BY DIVISION

Regulatory Processes Division - The Regulatory Processes Division was created in FY 2003 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 division is managed by the Regulatory Processes Division Chief. 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; 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 facts 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 information requests, and the provision of administrative support.

<u>DIVISION:</u> Regulatory Processes	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	446,462	817,361*	710,891	
<u>FULL-TIME STAFFING</u>	8	12 *	12	
* 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 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.				

# PLANNING AND ZONING

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Zoning] To respond to inquiries from the public concerning zoning and subdivision regulations and to review business license, building permits (other than development special use permits), certificates of occupancy and inspections for compliance with zoning and subdivision requirements in a timely manner.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of Business Licenses Processed	1,865	1,825	1,954	1,925	1,965
Number of Certificates of Occupancy Processed	42 *	120	100	150	150
Number of Building Permits Processed**	2,700	2,220	2,475	2,500	2,500
Number of Variances Processed	64	90	117	100	100
Number of Zoning Compliance Letters	74	80	54	100	100
Number of Zoning Enforcement Inspections	495	521	495	550	550
Number of Zoning Tickets Issued	326	339	360	350	350
Number of Complaints Resolved	166***	123	261	260	265

\* Zoning processes Certificates of Occupancy for standard projects. Special cases go to the Development Division for review.

\*\* Includes mechanical, electrical & sign permits.

\*\*\* Data revised from previously published documents.

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
BAR Docket Items Processed	300	331	360	390	400
Building Permits Reviewed*	950	1,105	1,000	1,100	1,000
Certificates of Occupancy Reviewed	110	78	90	90	90

\* 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Planning Commission Docket Items Processed	325	227	250	250	250

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. This division also includes the GIS/Mapping function.

# PLANNING AND ZONING

## DETAIL BY DIVISION

<u>DIVISION:</u> Development	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	974,837	979,886 *	949,027	
<u>FULL-TIME STAFFING</u>	18	11 *	11	
* 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.				

## 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Planning Commission Docket Items Processed	325	227	250	250	250
Development Applications Processed	96	61	55	60	60
Master Plan Amendments & Rezonings	23	8	17	20	20
Final Site Plans Reviews	74	76	65	75	75
Final Site Plans Released	22	26	13	20	20
Total Active Development Plans	88	104	100	100	100
Building Permits Reviewed	1,580	2,157	1,800 *	2,000	2,000
Certificates of Occupancy Reviewed	1,380	1,620	1,300	1,500	1,500
GIS Viewers	20	70	130	200	200
GIS Occasional Users	7	20	30	50	80
GIS High-End Users	2	7	7	15	20

\* Code Enforcement implemented new procedures whereby Development no longer reviews separate mechanical or electrical permits for development.



## PLANNING AND ZONING

### DETAIL BY DIVISION

Neighborhood Planning and Community Development - Neighborhood Planning and Community Development is a division created in the prior fiscal year to provide community-based long range planning 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, demographics, 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. During the first year of this new division (created in FY 2002), long-range planning efforts focused on the City-wide planning process for the Eisenhower East area and planning for the Upper Potomac West/Arlandria neighborhood. The main emphasis of the Eisenhower East Planning Study was to develop a street network, and strategies for land use, urban design and streetscape to transform the approved level of development into an urban, pedestrian-friendly place, while reducing traffic impacts and increasing transit usage at the Eisenhower Metro Station. The plan has evolved through a series of educational and community workshops. In the Upper Potomac West/Arlandria planning effort, staff worked with the community to prepare a long-range vision for the neighborhood in the short and mid-term, creating a more attractive and functioning environment where the long-range vision of redevelopment and revitalization could be achieved. The division also undertook studies to examine parking requirements in the City, to develop new approaches to open space requirements, and to understand the characteristics and contributions of our industrial uses and areas. With the release of 2000 Census information, the division also produced several demographic reports that analyze the data in a user-friendly manner. In the upcoming fiscal year, the division will be undertaking planning efforts, as outlined in the Plan for Planning, along Mount Vernon Avenue in the Del Ray area, along Route 1/Jefferson Davis Highway and the Braddock Road Metro Station area. In addition, staff will be undertaking a study of infill development, with recommendations for compatible development in existing neighborhoods, and will continue efforts towards the development of streetscape plans for selected gateways and major corridors.

DIVISION: Neighborhood Planning and Community Development	ACTUAL <u>FY 2002</u>	APPROVED <u>FY 2003</u>	PROPOSED <u>FY 2004</u>	APPROVED <u>FY 2004</u>
General Fund Expenditures	328,337	434,144 *	644,100	
<u>FULL-TIME STAFFING</u>	1	5 *	5	
* 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. Professional Services/Consultants \$50,000

Funding for this supplemental request has been placed into the Non-Departmental budget for professional consulting services, in order to prepare design reviews for major buildings, historic analysis, retail analysis and prepare alternative approaches in review of large scale proposals. These funds will also facilitate the community planning initiatives identified in the Plan for Planning as well as undertake City-wide zoning studies.

#### Not Recommended

1. Graphic Analyst/ITS Coordinator (Computer Systems Analyst II) \$63,000

This supplemental request would provide computer automation and graphics assistance to the Department, interface with ITS, provide graphic projects for public outreach, presentations and represent Planning and Zoning on interagency work groups. This supplemental request is not recommended due to budget constraints and higher priority needs.

2. GIS Database Administrator \$85,000

This supplemental request would support the Geographic Information Systems (GIS) function by providing maintenance of data (streets, addresses and buildings) and integrating this data with other City data systems (ITS). This supplemental request is not recommended due to budget constraints and higher priority needs.

3. Professional Services/Consultants \$80,000

This supplemental request would have increased the budget for professional consulting services by \$80,000 above the \$50,000 funded above. This supplemental request is not recommended due to budget constraints and higher priority needs.

**RESIDENTIAL DEVELOPMENT 2002 -2010  
Dec. 2002**

**Residential Projects Under Construction**

<u>Project</u>	<u>Address</u>	<u>Type &amp; Tenure*</u>		<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>	<u>Expected Date Complete</u>
Ashton Manor	700 Ashton St.	Detached O		5	4	Under Construction	Oct. 2002
Battery Heights	514 N Quaker Ln.	Detached O		6	4	Under Construction	Dec. 2002
Back Yard Boats	108 Franklin St.	Townhouses O		28	4	Under Construction	Dec. 2002
Braddock Lofts	713 N. Fayette St.	Townhouses O		40	31	Under Construction	February 2003
Metzger	3750 Duke St.	Townhouses O		10	0	Under Construction	March 2003
Garret's Mill	522 N. Pitt St.	Townhouses O		11	0	Under Construction	August 2003
Hunting Creek Apts.	907 Church St.	Low-rise Apts. R		4	0	Under Construction	Dec. 2002
Alexan @ Eisenhower	5000-5020 Eisenhower	Mid-rise Apts. R		226	86	Under Construction	Dec. 2002
Metropolitan	4840 Eisenhower	Mid-rise Apts. R		404	148	Under Construction	March 2003
Carlyle Mill	2101 Mill Rd.	Mid-rise Apts. R		315	83	Under Construction	June 2003
Cameron Station I, II, III, IV, V	5010 Duke St.	Townhouses/ Apts./ Condos/ Detached O		<u>1,579</u>	<u>1,409</u>	Under Construction	March 2003
<b>Totals</b>				<b>2,628</b>	<b>1,769</b>		

\* O = Owner Occupied and R = Renter Occupied

**Residential Projects with Planning Approval  
Not Under Construction**

<u>Project</u>	<u>Address</u>	<u>Type &amp; Tenure*</u>	<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>
Old Colony Inn	615 First St.	Mid-rise Condo/ Townhouses O	63	0	Plan Approved
Fairchild	900 Slaters Ln.	Townhouses O	12	0	Plan Approved
North Hampton Apts.	3101 N. Hampton Dr.	High-rise Apts. R	550	0	Plan Approved
The Preston	111 E. Reed Ave.	Mid-rise Apts. Townhouse O	63	0	Plan Approved
Whole Foods	1700 Duke St.	Mid-rise Apts. O	114	0	Plan Approved
Brookdale	Ferdinand Day Dr.	Assisted Living	261	0	Plan Approved
Mill Race	2201 Eisenhower Ave.	High-rise Apts./ Condos O R	<u>695</u>	<u>0</u>	Plan Approved
<b>Totals</b>			1,758	0	

\* Tenure O = Owner Occupied and R = Renter Occupied.

## Residential Projects in Planning Not Under Construction

<u>Project</u>	<u>Address</u>	<u>Type &amp; Tenure*</u>	<u>Total Units In Project</u>	<u>Completed Units In Project</u>	<u>Status</u>
The Post	501 Holland Ave.	High-rise Apts./ Mid-rise Apts. R	317	0	In Planning
Van Dorn Metro	5699 Eisenhower Ave.	Mid-rise Apts. R	241	0	In Planning
Parcel A Potomac Yard	Potomac Greens Dr.	Townhouses R	229	0	In Planning
ARHA	1706 W. Braddock Rd	Townhouses R	6	0	In Planning
ARHA	325 S. Whiting St.	Low-rise Apts. R	24	0	In Planning
ARHA	423 S. Reynolds St.	Townhouses/ Low-Rise Apts. R	18	0	In Planning
Samuel Madden	400 N. Pitt St.	Townhouses/ Low-Rise Apts. R	152	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>1,683</u>	<u>0</u>	In Planning
<b>Totals</b>			2,944	0	

\* Tenure O = Owner Occupied and R = Renter Occupied.

**TOTAL HOUSING UNITS UNDER CONSTRUCTION,  
WITH PLAN APPROVAL OR IN PLANNING**

	<b>Total Units</b>	<b>Units for Owner Occupation</b>	<b>Units for Rental Occupation</b>
Under Construction			
Completed	1,769	1,452	317
Not Finished	859	227	632
Approved	1,758	578	1,180
In Planning	<u>2,944</u>	<u>1,676</u>	<u>1,268</u>
<b>TOTAL UNITS</b>	<b>7,330</b>	<b>3,933</b>	<b>3,397</b>
<b>TOTAL UNITS TO BE BUILT</b>	<b>5,561</b>	<b>2,481</b>	<b>3,080</b>

## COMMERCIAL DEVELOPMENT 2002 - 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	Under Construction
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
Armed Forces Benefit	905 Washington St.	Office	206,000	In Planning
Potomac Yard	Jefferson Davis Hwy.	Office	<u>1,900,000</u>	In Planning
<b>Total</b>			<b>6,100,596</b>	

## 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
Watauga	101 Wales Alley	Office/Retail	5,160	Under Construction
1229 King St.	1229 King St.	Office/Retail	14,054	Under Construction
1708-1710 Prince St.	1708-1710 Prince St.	Office/Retail	33,527	Plan Approved
Table Talk Office Bldg.	1623 Duke St.	Office/Retail	40,583	Plan Approved
Alexandria Tech Center VI	2930-2960 Eisenhower Ave.	Office/Retail	128,000	Plan Approved
Hoffman Center	2301 Eisenhower Ave.	Office/Retail	493,460	Plan Approved
Patent and Trademark Proj. (Non-Patent & Trademark Use)	1950 Duke St.	Office/Retail	138,751	Plan Approved
Mill Race/Trammell Crow	2201 Eisenhower Ave.	Office/Retail	227,479	Plan Approved
Carlyle Place	2501 Jamieson Ave	Office/Retail	140,391	Plan Approved
Carlyle	John Carlyle St.	Office/Retail	<u>610,000</u>	In Planning
<b>Total</b>			<b>2,051,391</b>	

\* 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	Under Construction
Hoffman Town Center	2301 Eisenhower Av.	Retail/Restaurant	33,512	Under Construction
Whole Foods	1700 Duke St.	Retail	42,109	Plan Approved
Mill Race/Trammell Crow, Part of Residential Dev.	2201 Eisenhower Av.	Retail	15,905	Plan Approved
The Post	501 Holland Ln.	Retail/Restaurant	20,364	In Planning
Van Dorn Metro	5699 Eisenhower	Retail	15,400	In Planning
Exxon-Mobil	4536 Eisenhower	Gas/Convenience	5,077	In Planning
Potomac Yard	Jefferson Davis Hwy.	Retail	<u>135,000</u>	In Planning
<b>Total</b>			<b>277,867</b>	

## 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	Plan Approved
Marriot Carlyle	Dulany St.	Hotel	300,000 275 units	In Planning
Potomac Yard	Jefferson Davis Hwy.	Hotel	625,000 <u>625 units</u>	In Planning
<b>Total</b>			<b>1,175,958</b> <b>1,296 units</b>	

## Other Projects

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq.Ft.</u>	<u>Status</u>
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
<b>Total</b>			<b>12,510</b>	

**TOTAL SQUARE FEET OF  
COMMERCIAL DEVELOPMENT  
UNDER CONSTRUCTION,  
WITH PLANNING APPROVAL  
OR IN THE PLANNING PROCESS    9,618,322 Sq. Ft.\***

**\*Does not include institutional projects.**

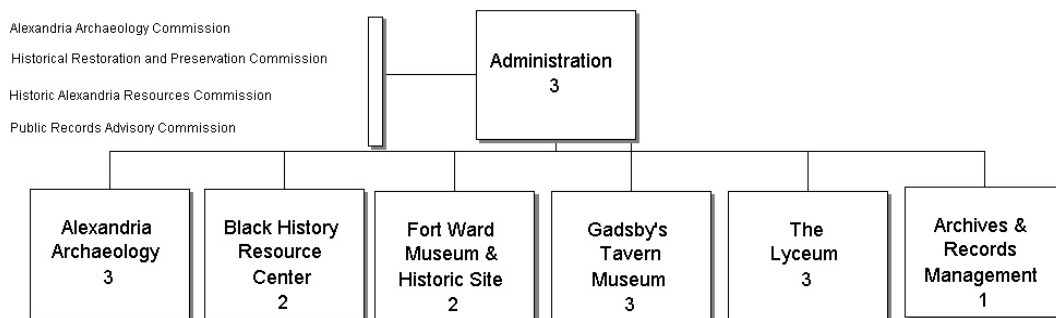
## Institutional Projects

<u>Project</u>	<u>Address</u>	<u>Type</u>	<u>Sq. Ft.</u>	<u>Status</u>
Memorial Station U.S. Post Office	2236 Duke St.	Post Office Sorting Facility	37,215	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	Under Construction
Episcopal High School	1200 N. Quaker Ln.	Fine Arts Center	22,250	Under Construction
Episcopal High School	1200 N. Quaker Ln.	Alumni Cottage	4,630	Under Construction
Oswald Durant Recreation Center	1605 Cameron St.	Addition	6,364	Plan Approved
Alexandria Hospital	4300 Seminary Rd.	Addition and Parking Structure	81,200 plus 759 parking spaces	Plan Approved
Old Presbyterian Meeting House Expansion	323 S. Fairfax St.	Office/Meeting Space	7,687	Plan Approved
Ramsey Recreation Center	5650 Sanger Avenue	School Rooms/ Nature Center	<u>6,400</u>	In Planning
<b>Total</b>			<b>384,753</b>	

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# HISTORIC ALEXANDRIA

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	1,677,569	1,771,255	1,819,668	
NON-PERSONNEL	626,257	567,649	591,149	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>2,303,826</u>	<u>2,338,904</u>	<u>2,410,817</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>237,657</u>	<u>193,321</u>	<u>238,395</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>237,657</u>	<u>193,321</u>	<u>238,395</u>	
GENERAL FUND	<u>2,066,169</u>	<u>2,145,583</u>	<u>2,172,422</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR		1.3%		
FULL-TIME POSITIONS	16.0	17.0 *	17.0	

\* Reflects an approved supplemental request for a full time Museum Aide II at Gadsby's Tavern Museum to be funded from Museum revenues.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Office of Historic Alexandria reflects an increase of \$26,839, or 1.3 percent, as compared to the Approved FY 2003 General Fund budget.
- Total proposed funding for personnel expenditures in the amount of \$1,819,668 represent an increase of \$48,413, or 2.7 percent, as compared to the Approved FY 2003 budget. The increase is primarily attributable to the cost of employee merit adjustments, which have been offset by the application of a vacancy factor (\$6,353).
- Total proposed non-personnel expenditures in the amount of \$591,149 represent a \$23,500, or 4.1 percent increase from Approved FY 2003. The growth is primarily the result of increases in expenditures supported by increases in revenue from staff's enhanced solicitation of donations at the Black History Resource Center and the Lyceum, as well as more profitable events and rentals at Gadsby's Tavern.

# 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 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	371,273	366,913	367,144	
<u>FULL-TIME STAFFING</u>	3	3	3	

Gadsby's Tavern Museum consists of two buildings, a (circa) 1785 tavern and the 1792 City Hotel. The mission of the Museum is to teach the public about the history of the site, and to preserve the two historic structures. Supported by on-going research and professional standards, the Museum's programs, collections, and exhibitions create a varied and meaningful learning environment that addresses the needs and interests of the community's residents and visitors. Like the 18<sup>th</sup> Century purpose of the site, the goal is to play a dynamic role in the social, economic, and educational life of Alexandria, thus contributing to the City's identity and vitality.

<u>DIVISION:</u> Gadsby's Tavern Museum	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u> /1	<u>PROPOSED</u> <u>FY 2004</u> /1	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	250,610	272,935	278,026	
<u>FULL-TIME STAFFING</u>	2	3 *	3	
/1 In FY 2003 and FY 2004, 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 was approved 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of requests for general interest tours	1,409	1,330	1,295	1,400	1,400
Number of requests for school tours	77	86	57	100	100
Number of requests for adult groups	60	46	33	100	100
Number of special publications, special interest lectures or symposia	33	35	35	35	35
Revenue generated by general interest and adult group tours	\$20,309	\$12,657	\$17,209	\$13,000	\$15,000
Revenue generated from school tours and special interest programming	\$46,519	\$38,744	\$34,882	\$40,000	\$40,000
Number of persons given tours	19,279	11,146	8,882	13,000	13,000
Number of adults given group tours	1,146	868	562	1,000	750
Number of school children served	2,289	2,372	1,709	2,500	1,800
Number of persons served by special events	8,587	7,993	6,532	8,000	7,000
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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of contemporary Tavern events	14	28	12	12	12
Number of building rentals	14	21	15	12	12
Revenue generated by contemporary events	\$13,762	\$13,945	\$11,474	\$12,000	\$12,000
Revenue generated by rentals	\$17,840	\$19,630	\$18,340	\$15,000	\$15,000
Number attending contemporary events	2,266	2,383	1,953	1,500	1,500
Number of visitors to site from rentals	1,427	1,753	1,234	1,200	1,200
Percentage of contemporary 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

DIVISION: Lyceum	ACTUAL FY 2002	APPROVED FY 2003 /1	PROPOSED FY 2004 /1	APPROVED FY 2004
General Fund Expenditures	308,198	318,246	326,238	
<u>FULL-TIME STAFFING</u>	3	3	3	
/1 In FY 2003 and FY 2004, 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Museum visitation	40,086	36,142	34,230	36,000	38,000
Cost per visitor	\$7.19	\$8.16	\$7.01	\$7.34	\$8.55
Percent of teachers returning for school program (est.)	84%	85%	87%	88%	90%
Number of rental activities	301	398	410	420	425

The Alexandria Black History Resource Center (ABHRC) In 2001, the Resource Center adopted a new mission statement: to enrich the lives of Alexandria's residents and visitors, to foster tolerance and understanding among all cultures, and to stimulate appreciation for the diversity of the African American experience. The ABHRC accomplishes its mission by inspiring the public to explore the integral relationship between Alexandria's African American heritage and other cultural traditions, and by collecting artifacts and archival materials relating to Alexandria's African American heritage within its regional and national context.

As both historic site and museum, the ABHRC includes the formerly segregated Robert H. Robinson Library, the Watson Reading Room, and the Alexandria African American Heritage Park. The Robinson Library was originally constructed in 1940 following a sit-in at the segregated Alexandria Library, now known as the Kate Waller Barrett Library. The Robinson Library now serves the community as a museum gallery space devoted to exhibiting local and regional history. The Reading Room, established in 1995, provides an environment for learning about the diversity of African American cultural traditions. A nine-acre green space and wetland, the Alexandria African American Heritage Park offers a place for celebration, commemoration and quiet reflection. The museum demonstrates the inter-relationship of regional and global African American heritage and fosters cultural understanding and respect. Institutional objectives include maintaining the historic fabric of the Robinson Library, collections management and acquisitions of objects and archival materials of Alexandria interest, exhibitions, lectures and children's programming.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

DIVISION: Black History Resource Center	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
General Fund Expenditures	228,085	225,418	232,832	
<u>FULL-TIME STAFFING</u>	2	2	2	

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of programs, special events and exhibitions*	62	62	185	185	185
Number of participants in special events and programs**	1,548	1,856	5,940	6,534	7,187
Number of visitors to Center	8,733	9,369	10,727	11,799	12,978
Percent of visitors indicating satisfaction with event or program (from a sampling of recorded remarks)	99%	100%	100%	90%	90%

\* 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

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

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.

	ACTUAL FY 2002	APPROVED FY 2003 /1	PROPOSED FY 2004 /1	APPROVED FY 2004
DIVISION: Fort Ward Museum and Historic Site				
General Fund Expenditures	285,400	298,445	287,623	
<u>FULL-TIME STAFFING</u>	2	2	2	
/1 In FY 2003 and FY 2004, 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.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of programs, special events and exhibitions planned	50	50	55	60	60
Number of actual programs, tours, lectures, exhibitions completed*	56	82	89	70	70
Number of participants in special events and programs	4,233	4,215	4,179	4,000	4,000

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

Friendship Firehouse was one of three volunteer fire companies established in 18th-century Alexandria. Historic fire fighting equipment and early engines are displayed in the museum, which is now owned by the City and administered through the Office of Historic Alexandria.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Friendship Firehouse				
General Fund Expenditures	21,587	23,566	24,478	
<u>FULL-TIME STAFFING</u>	0	0	0	

## HISTORIC ALEXANDRIA

### DETAIL BY DIVISION

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;
- 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, 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.

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

<u>DIVISION:</u> Archaeology	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u> /1	<u>PROPOSED</u> <u>FY 2004</u> /1	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	405,965	428,352	439,490	
<u>FULL-TIME STAFFING</u>	3	3	3	
/1 In FY 2003 and FY 2004, 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.				

### INDICATORS AND MEASURES

OBJECTIVE: [Archaeology] To assess site plans and special use permits for archaeological impact.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of applications reviewed*	80	80	77	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%	90%	90%	90%	95%

\* 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. The lease is currently being re-negotiated as its current term ends in FY 2004.

<u>DIVISION:</u> Torpedo Factory Art Center	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	37,618	41,820	41,820 *	
<u>FULL-TIME STAFFING</u>	0	0	0	
* Current expenditures are for the City's share of utilities at the Art Center.				

# HISTORIC ALEXANDRIA

## DETAIL BY DIVISION

The Archives and Records Management Division provides for the systematic storage, retrieval, preservation and disposition of City records. This function entails arranging for the protection and retention of archival and vital records; developing records systems to assist City agencies and departments in the creation, maintenance and storage of information; and implementing City, State and federal records requirements for the effective management of City records. The program complies with the mandated requirements of the Virginia Public Records Act (42.1-76), the Alexandria City Code (2-16-12), and other State and federal regulations.

The goal of records management is to control both the quantity and quality of an organization's created information, maintain the information in a manner that effectively serves its needs, and efficiently dispose of the information when it is no longer valuable.

Records management also includes the effective use of electronic records, preservation microfilming, filing system practices, as well as training in current records management practices for all City staff. The goal of the archival management program is to appraise all active City records for potential historical value and arrange, describe, and preserve all previously appraised inactive records. The majority of the City's records are administrative in nature and relate to the daily operations of the City government.

These records are disposed of after their required retention period has passed and proper destruction approval has been attained. A small percentage of the City's records are appraised as having archival value and may be retained permanently for legal, administrative, fiscal, or historical purposes.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Archives and Records Management				
General Fund Expenditures	157,433	169,888	174,771	
FULL-TIME STAFFING	1	1	1	

## INDICATORS AND MEASURES

OBJECTIVE: [Archives and Records Management] To efficiently dispose of City records.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of disposal notices processed	38	46	93	50	50
Number of cubic feet of records disposed	972	1,170	1,330	1,000	1,000
Number of boxes at offsite facility	986	1,036	1,766	1,766	1,766

## HISTORIC ALEXANDRIA

### DETAIL BY DIVISION

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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of records accessioned (in cubic feet)	1,488	1,535	1,248	1,200	1,200
Permanent records processed (in cubic feet)	125	127	182	125	125
Permanent records accessioned (in cubic feet)	125	134	145	125	125

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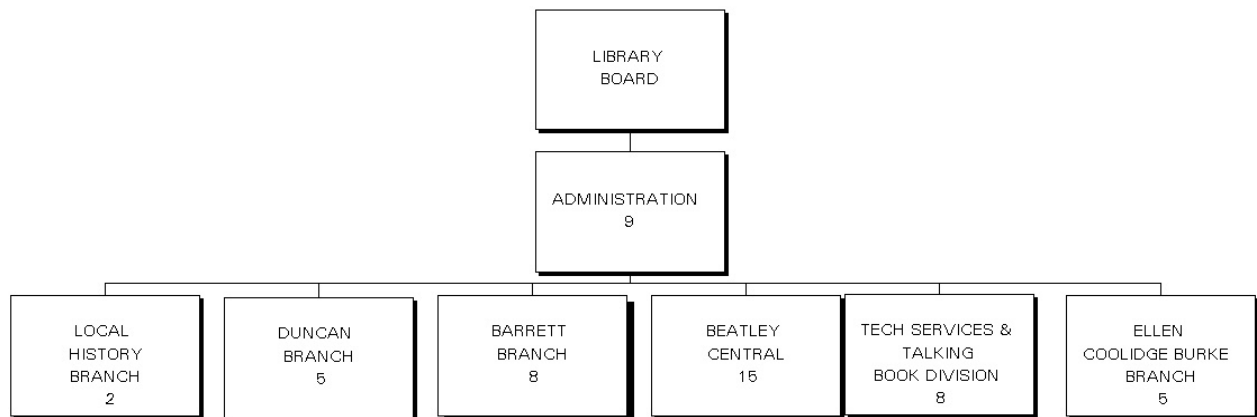
### WORK SESSION NOTES AND COMMENTS

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# LIBRARY

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	3,561,290	4,091,430	4,174,431	
NON-PERSONNEL	1,848,522	1,558,766	1,565,597	
CAPITOL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>5,409,812</u>	<u>5,650,196</u>	<u>5,740,028</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>611,782</u>	<u>354,466</u>	<u>370,142</u>	
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>611,782*</u>	<u>354,466 **</u>	<u>370,142***</u>	
GENERAL FUND	<u>4,798,030</u>	<u>5,295,730</u>	<u>5,369,886</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 1.4%

FULL-TIME POSITIONS	53	52 ****	52
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\* FY 2002 Library Special Revenues included \$288,736 in State Aid, and \$172,625 from fines and fees, and \$150,421 from other miscellaneous revenues, such as investment earnings, which are not budgeted with each fiscal year.

\*\* FY 2003 Library Special Revenues include \$207,483 in State Aid, and \$146,983 from fines and fees.

\*\*\* FY 2004 Library Special Revenues include \$203,159 in State Aid, and \$166,983 from fines and fees.

\*\*\*\* Position count decreased due to the elimination of a maintenance worker position in the Administration Division.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Library reflects an increase of \$74,156, or 1.4 percent, as compared to the Approved FY 2003 General Fund budget.
- Total proposed funding for personnel expenditures in the amount of \$4,174,431 represents an increase of \$83,001, or 2.0 percent, as compared to the Approved FY 2003 budget. The increase is primarily attributable to the cost of employee merit adjustments and 2 recommended supplemental requests (discussed below). These increases are partially offset by the application of a vacancy factor (\$101,408).
- Total proposed funding for non-personnel expenditures in the amount of \$1,565,597, represents an increase of \$6,831, or less than one percent, as compared to the approved FY 2003 General Fund budget. This increase is offset by a decrease in overtime in personnel expenditures.
- The FY 2004 proposed personnel budget includes recommended supplemental requests for the following:

## LIBRARY

### City Manager Proposed

- \$15,460 to increase the hours of two Library Assistant I positions in the Acquisition Section of the Technical Services Division of the Library in order to get new acquisitions processed and in circulation quickly;
  - \$41,888 to fund additional hours for Page positions at Beatley (60 additional hours per week) and Barrett (10 additional hours per week) Libraries to keep up with the re-shelving of books (driven by increased circulation).
  - Excluding the recommended supplemental requests, the FY 2004 General Fund budget for the Library increased 0.3 percent.
- 

### 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 the web site for 24 hour, seven 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 leadership in the rapidly changing area of electronic information and insures continuity in the provision of time-honored, important library services such as books, magazines, newspapers, CD recordings, and other print or electronic media for the informational, educational and recreational needs of library patrons. The division oversees the Library's computer operations and the web site at [www.alexandria.lib.va.us](http://www.alexandria.lib.va.us).

# LIBRARY

## DETAIL BY DIVISION

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
All Funds Expenditures	899,040	762,035	775,541	
<u>FULL-TIME STAFFING</u>	10	9 *	9	
* Decreased position count is due to the elimination of a maintenance worker position.				

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 opened 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 manages the Library's outreach program which includes the maintenance of 5 on-site collections at homes for the elderly, delivery to home bound residents (308 patron visits in FY2002), and services to home day-care providers (108 visits with 839 attendees in FY 2002), child care centers (288 visits with 6,002 attendees in FY 2002), and homeless shelters (79 visits with 609 attendees in FY 2002) 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 cablecasts for official City meetings.

This meeting room and a smaller conference room are available free of charge to civic and neighborhood organizations. Fees are charged for non-profit and for-profit organizations and businesses. The branch is open seven days a week all year round.

<u>PUBLIC SERVICES COMPONENT:</u> Beatley	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
All Funds Expenditures	1,916,222	2,022,328	2,079,818 *	
<u>FULL-TIME STAFFING</u>	15	15	15	
* FY 2004 funding includes a recommended supplemental request (\$35,905) for additional hours for Page positions at Beatley to keep up with the re-shelving of books.				

# LIBRARY

## DETAIL BY DIVISION

The *Talking Book Service*, 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 hours per week walk-in service and provides access to terminals and materials delivery to the main level during the same hours as Beatley Library.

### INDICATORS AND MEASURES

Objective: [Talking Books\*] To maintain and provide talking books for the visually impaired.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Registered patrons	281	308	441	450	460
Talking Book Circulation	5,775	5,043	4,557	4,800	5,000

\* This program is federally mandated.

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 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, and six days a week the rest of the year.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>PUBLIC SERVICES COMPONENT:</u> Barrett				
All Funds Expenditures	931,388	912,560	924,600 *	
<u>FULL-TIME STAFFING</u>	8	8	8	

\* FY 2004 funding includes a recommended supplemental request (\$5,983) for additional hours for Page I positions at Barrett to keep up with the re-shelving of books.

## LIBRARY

### DETAIL BY DIVISION

The *Local History Branch* is located in a secure space occupying approximately 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 2002, 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.

<u>PUBLIC SERVICES COMPONENT:</u> Local History	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
All Funds Expenditures	276,302	276,983	268,788	
<u>FULL-TIME STAFFING</u>	2	2	2	

The *Duncan Branch* is a small full service facility located in the Del Ray area serving the multi-ethnic Potomac West neighborhood and the new Potomac Yard development. The branch places some special emphasis on service to the Hispanic community through subscriptions to popular Spanish language magazines. The large population of children in the Duncan service area enjoyed 164 programs in FY 2002 with a total of 5,269 attendees.

The Duncan Branch will be closed for approximately four months for scheduled renovations. During renovations, staff will be deployed to other library branches and the Technical Service Division to assist with processing of the backlog of materials.

<u>PUBLIC SERVICES COMPONENT:</u> Duncan	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
All Funds Expenditures	618,263	582,503	597,996	
<u>FULL-TIME STAFFING</u>	5	5	5	

The *Ellen Coolidge Burke Branch Library*, re-opened in March 2002 and was officially dedicated on April 20, 2002. It is a shared use facility with library operations on the upper level and Alexandria City Public Schools' offices on the lower level. Complete branch library services are provided, including access to computers, Internet services and conventional library materials for children and adults. It also provides reference materials, a community meeting space, and cooperative programs with Alexandria City Public Schools.

# LIBRARY

## DETAIL BY DIVISION

	ACTUAL * FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>PUBLIC SERVICES COMPONENT:</u> Burke				
All Funds Expenditures	266,837	532,474	527,264	
<u>FULL-TIME STAFFING</u>	5	5	5	
* The Burke Branch closed in January 2000, and re-opened in March 2002.				

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004 /1
Total circulation per year	668,046	875,814	987,450	1,115,100	943,000
Circulation per patron*	1.1	1.3	1.3	1.3	1.3
Circulation per capita**	n/a	6.8	7.7	8.3	6.5
Patron visits	619,327	668,457	755,281	851,004	750,000
Patron visits per capita***	5.0	5.2	5.9	6.4	5.5
Collection turnover*	1.6	1.9	1.9	2.0	1.5
Materials	411,674	453,103	509,288	562,327	625,000
Materials per capita***	3.3	3.5	4.0	4.2	3.0
In-house use****	222,682	291,938	329,150	371,700	340,000

/1 The Duncan Branch will be closed for approximately four months for scheduled renovations.

\* 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 20,000 new individual titles annually, most in multiple copies.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>DIVISION:</u> Technical Services				
All Funds Expenditures	501,760	561,313	566,021*	
<u>FULL-TIME STAFFING</u>	8	8	8	
* FY 2004 funding includes a recommended supplemental request (\$15,460) to increase the hours of two Library Assistant I positions in the Acquisition Section of the Technical Services Division of the Library.				

# LIBRARY

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

Objective: [Children Services (Ages Birth to 14)] To promote reading by providing materials and programs for children and parents.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected * FY 2004
Number of children's programs	996	1,187	1,354	1,500	1,200
Attendance at children's programs	15,762	17,093	19,045	21,000	19,000
Juvenile patron cards	12,983	12,823	14,274	15,609	12,570
Juvenile circulation	222,682	224,883	253,081	278,000	225,000
Circulation per Juvenile card	17.2	17.5	17.7	17.8	17.9

\* The Duncan Branch will be closed for approximately four months for scheduled renovations. During renovations, staff will be deployed to other library branches and the Technical Services Division to assist with the backlog of materials.

Objective: [Reference, Electronic Information and Education Services] To provide accurate, timely information to meet the needs of the citizens of Alexandria.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total reference queries	127,837	217,850	261,000	270,000	265,000
Branch number of total reference questions: *					
Barrett	n/a	25,400	35,300	36,500	37,000
Beatley	n/a	179,800	168,050	173,800	177,150
Burke	n/a	n/a	33,050	34,000	34,500
Duncan	n/a	6,500	15,750	16,200	6,750 ***
Local History	n/a	6,150	8,850	9,500	9,600
Electronic Information Searches	83,727	73,299 **	65,073	73,000	81,000
Web Site Visits	68,074	115,877	166,404	171,765	176,000
Web Site Pages Used ****	n/a	n/a	715,906	718,576	720,000

\* New measure in FY 2001. Burke Branch closed in FY 2000 and re-opened in FY 2002.

\*\* Decrease begun in FY 2001 was due to City's firewall blocking patron access to some of the Library's electronic services.

\*\*\* The Duncan Branch will be closed for approximately four months for scheduled renovations. During renovations, staff will be deployed to other library branches and the Technical Services Division to assist with the backlog of materials.

\*\*\*\* New measures in FY 2002.

## WORK SESSION NOTES AND COMMENTS



## LIBRARY

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

1. Additional funding to increase part-time hours \$15,460

This supplemental request will fund the increase of two Library Assistant I positions in the Acquisition Section of the Technical Services Division of the Library.

This section is responsible for ordering and receiving all materials purchased by the Library. Technical Services is currently adding approximately 3,000 titles per month. With the extraordinary increases in usage of the Beatley Library, in particular, and the reopening of an additional branch (Burke), the Library is finding it difficult to keep up with the acquisitions of new materials.

2. Additional funding to increase Lump Sum hours \$41,888

The supplemental request will fund additional Lump Sum hours for undefined Page I positions at Beatley (60 hours per week) and Barrett (10 hours per week) to keep up with the re-shelving of books.

Technical Services is currently adding approximately 3,000 titles per month, which translates to over 4,420 items monthly, systemwide. These new items, along with items returned by patrons and those used within the library branches must all be shelved and re-shelved.

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# OTHER RECREATION ACTIVITIES

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## 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 2004, 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	0	0		
NON-PERSONNEL	196,877	222,433	232,220	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>196,877</u>	<u>222,433</u>	<u>232,220</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>196,877</u>	<u>222,433</u>	<u>232,220</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 4.4%

## OTHER RECREATION ACTIVITIES

### City Manager Proposed

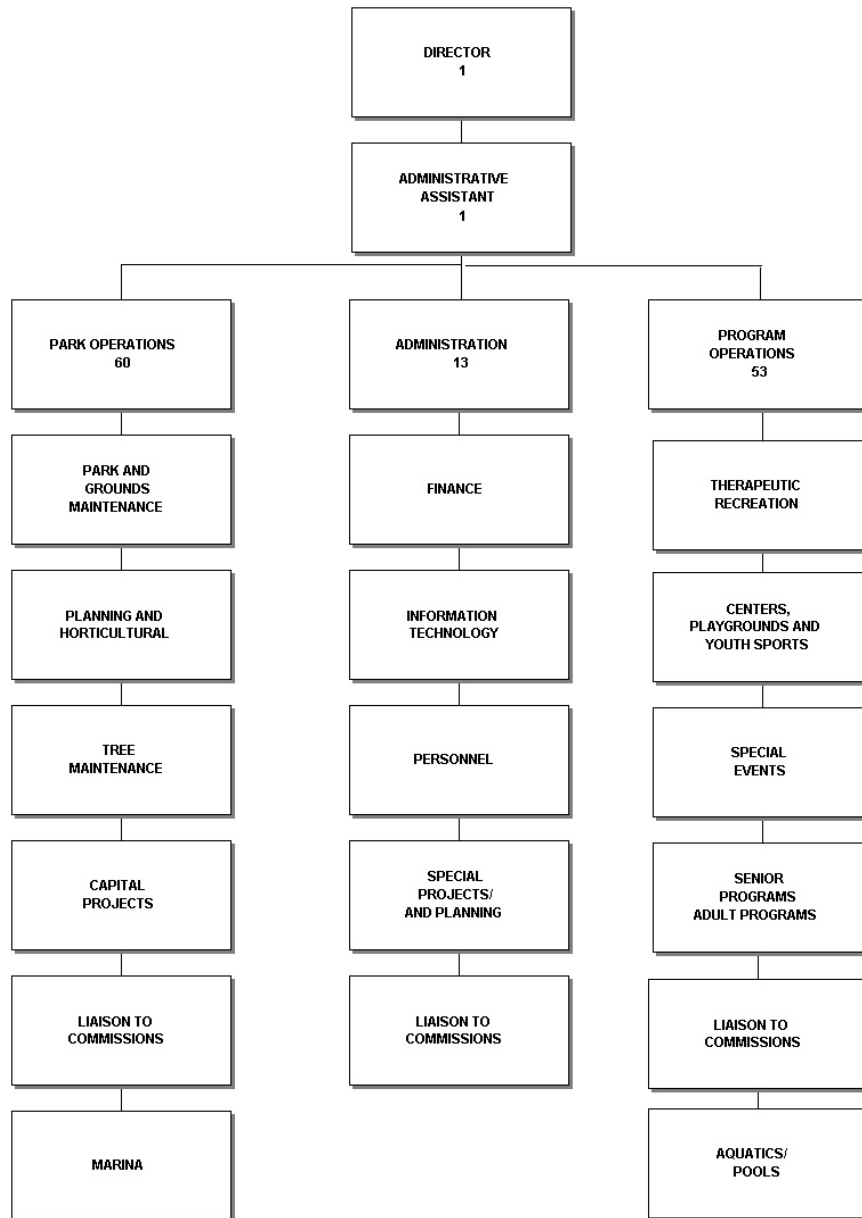
- The Proposed FY 2004 General Fund budget for Other Recreation Activities reflects an increase of \$9,787, or 4.4 percent, as compared to the Approved FY 2003 General Fund budget.
  - The Proposed budget includes full funding of the City's operating contribution to the Northern Virginia Regional Park 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 2004 - FY 2009 Capital Improvement Program document.
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### WORK SESSION NOTES AND COMMENTS

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# RECREATION, PARKS AND CULTURAL ACTIVITIES

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	10,252,504	11,017,244	11,467,589	
NON-PERSONNEL	4,016,441	3,974,912	4,129,639	
CAPITAL GOODS OUTLAY	<u>131,727</u>	<u>422,000</u>	<u>87,000</u>	
TOTAL EXPENDITURES	<u>14,400,672</u>	<u>15,414,156</u>	<u>15,684,228</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	164,431	169,987	155,118	
INTERNAL SERVICES FUND	<u>138,601</u>	<u>422,000</u>	<u>87,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>303,032</u>	<u>591,987</u>	<u>242,118</u>	
GENERAL FUND	<u>14,097,640</u>	<u>14,822,169</u>	<u>15,442,110</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 4.2%

FULL-TIME POSITIONS	127.0	128.0*	128.0
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\* The FY 2003 budget reflects the addition of a Coordinator of Special Projects position added to the Administration Division, however no funds were added to the FY 2003 budget.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for the Department of Recreation, Parks and Cultural Activities reflects an increase of \$619,941, or 4.2 percent, as compared to the Approved FY 2003 General Fund budget.
- The increase in personnel costs (\$450,345, or 4.1 percent) is attributed to the cost of employee merit adjustments and the additional salary and benefits costs (\$101,434) for the new Special Projects Coordinator position in the Administration Division. Without this new position, the personnel costs increased by 3.2 percent compared to last year as a result of employee merit adjustments.
- The non-personnel increase of \$154,727, or 3.9 percent, compared to FY 2003 is attributed to an additional \$23,189 added to the base budget for park maintenance, based on City Council action in FY 2002 and recommended supplemental funding to increase tree well and planting bed maintenance throughout the City (\$100,000).
- Increases in the non-personnel expenditures are offset by the loss of the entire Litter Control Grant (\$15,869) due to reductions in State revenues.



## RECREATION, PARKS, AND CULTURAL ACTIVITIES

### City Manager Proposed

- Arts grants were increased by \$35,000 in FY 2004 for total available grant funding of \$209,937 based on direction from City Council. This completes a three-step increase phased in starting in FY 2002.
  - The FY 2004 budget includes recommended supplemental funding of \$42,000 to enhance operations at the newly renovated and expanded Durant Center, scheduled to open in mid-FY 2004, and \$100,000 for improved tree well and planting bed maintenance (\$50,000 of this is targeted to King Street between Union Street and the Metrorail Station).
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### 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 \$2.5 million in FY 2003. 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.

The Administration division's function is to provide long term planning and 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.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2002</u>	<u>APPROVED</u> <u>FY 2003</u>	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2003</u>
General Fund Expenditures	1,205,831	1,573,450	1,754,124	
<u>FULL-TIME STAFFING</u>	13	14	15	
Position changes reflect the addition of a Special Projects Coordinator in FY 2003 and the transfer of a secretarial position from the Parks Division in FY 2004.				

The Program Operations function is to provide quality programs for citizens of all ages, skill levels, special interests, and economic backgrounds. Program Operations staff are responsible for the operation of recreation centers, 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 coordinate a variety of City-wide social programs, classes and special events for citizens aged 55 and older. Staff serve 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 bicycling, golf, dance, book clubs, film series, and other specialty programs. Senior programming is featured at the Charles Houston, Mount Vernon, Cora Kelly, William Ramsay, and Nannie J. Lee Memorial Recreation Centers.

The Therapeutic Recreation staff coordinate a wide variety of therapeutic recreation programs and activities for individuals with mental, physical, and/or emotional disabilities 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 coordinate 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 are 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.

# RECREATION, PARKS AND CULTURAL ACTIVITIES

## DETAIL BY DIVISION

The Adult Sports staff coordinate a variety of women's, men's, and coed sport leagues and speciality tournaments. Sport leagues include soccer, softball, volleyball, and basketball.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Program Operations/Adult & Therapeutic				
General Fund Expenditures	1,763,042	1,946,095	1,945,719	
FULL-TIME STAFFING*	21	10	13	
* These numbers reflect the positions which are recorded in the Personnel Services Schedule. Each year there are some positions that are transferred from one division to another and within a division from one center or park to another after the budget is adopted to address unforeseen needs. In addition, the departmental reorganization implemented in FY 2002 shifted many positions.				

## 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of special events held	133	120	106	106	106
Average attendance per event	695	695	650	850	850
Total revenue generated from all special events	\$12,605	\$10,135	\$10,300	\$10,300	\$10,300

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 2000	Actual FY 2001 *	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total number of registrations for all programs	180	237	237	250	250
Percent of registration goal met	100 %	100 %	95 %	100 %	100 %

\* In FY 2001, two new programs were added with six individuals per program.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of games for men	970	685	813	1,000	1,000
Number of games for women	81	74	99	100	100
Number of coed games	1,128	1,166	1,181	1,200	1,200
Registration - men	2,330	1,485	1,508	2,000	2,000
Registration - women	205	170	80	250	250
Registration - coed	6,436	5,096	4,755	6,000	6,000

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.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### DETAIL BY DIVISION

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 ninth 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.

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.

DIVISION: Program Operations/Centers	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
General Fund Expenditures	6,143,978	5,940,118	6,215,524	
<u>FULL-TIME STAFFING*</u>	31	40	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 departmental reorganization in FY 2002 shifted many positions. The increase of nine positions in the Centers Division is due to the transfer of some Chinquapin costs from Program Operations/Adult and Therapeutic during the reorganization.				

### 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 leagues.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of games	1,125	1,297	1,310	1,350	1,350
Registration	2,520	3,000	3,658	3,700	3,800

# RECREATION, PARKS AND CULTURAL ACTIVITIES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Centers, Playgrounds and Youth Sports] To operate recreation centers and playgrounds for 20 City neighborhoods.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total attendance at all centers and playgrounds*	590,320	530,000	618,464	625,000	630,000
Program registrations, all locations	11,553	13,592	13,507	14,000	14,500
Number of structured programs offered	16,851	15,900	17,365	18,000	18,000
Revenues - Centers (vending, fees, donations)	\$30,825	\$28,777	\$29,272	\$31,000	\$32,000
Revenues - Youth Sports	\$30,123	\$33,600	\$33,581	\$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.

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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total operating costs of center	\$1,429,378	\$1,513,618	\$1,670,851	\$1,500,000	\$1,500,000
Revenues from user charges	\$1,115,621	\$1,119,600	\$1,206,915	\$1,200,000	\$1,200,000
Revenue/operating costs ratio	78 %	74 %	80 %	80 %	80 %
Percent of users satisfied with facilities	100 %	100 %	100 %	100 %	100 %

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

# RECREATION, PARKS AND CULTURAL ACTIVITIES

## DETAIL BY DIVISION

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.

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.

	ACTUAL FY 2002	APPROVED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>DIVISION:</u> Park Operations				
General Fund Expenditures	4,984,789	5,362,506	5,526,743	
<u>FULL-TIME STAFFING*</u>	62	64	60	
* These numbers reflect the positions which are recorded in the Personnel Services Schedule. Each year there are some positions that are transferred from one division to another and within a division from one center or park to another after the budget is adopted to address unforeseen needs. In addition, the departmental reorganization implemented in FY 2002 shifted many positions.				

## INDICATORS AND MEASURES

OBJECTIVE: [Park Operations] To inspect and maintain City-owned parkland, athletic fields and nature trails\*

	Restated FY 2002	Estimated FY 2003	Projected FY 2004
Number of acres maintained	809	809	809

\* There are 964 acres of parkland and open space in the City, of which 809 is City-owned. Maintenance includes mowing and trimming of parkland, clearing and cleaning of nature trails and inspection and cleaning of natural habitats and wooded areas.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

### SUPPLEMENTAL BUDGET REQUESTS

#### Recommended

Expanded Operations at Durant Center \$42,000

Partial supplemental funding is recommended for expanded operations at the newly renovated and expanded Durant Center, assuming a January 2004 reopening.

New Landscaping and Maintenance at Newly Designed Parks, Medians and Horticulture Sites \$100,000

Partial supplemental funding is recommended to increase maintenance of various tree wells and planting beds at the portals and other locations throughout the City. \$50,000 of this supplemental request is designated to increase maintenance along King Street from Union Street to the Metrorail Station.

#### Not Recommended

Expanded Operations at Durant Center \$29,000

Supplemental funding is not recommended for the full requested amount due to limited resources available to fund the FY 2004 General Fund budget.

New Landscaping and Maintenance at Newly Designed Parks, Medians and Horticulture Sites \$129,000

Supplemental funding is not recommended for the full requested amount due to limited resources available to fund the FY 2004 General Fund budget.

Mount Vernon After School Program \$66,160

This request would enable the Recreation Department to offer a licensed, accountable afterschool program at the Mount Vernon Recreation Center, similar to the one offered at Ramsay. It is not recommended at this time due to limited resources available to fund the FY 2004 General Fund budget.

Improved City Maintenance of Trees \$200,000

This request would provide additional funding to achieve a desired standard of providing the systematic pruning of 17,000 street and park trees on a 5-year cycle, but is not recommended at this time due to limited resources in the FY 2004 General Fund budget.



## 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 2002 Actual	FY 2003 Approved	FY 2004 Proposed
Personnel	\$63,944	\$67,381	\$69,663
Non-Personnel	\$13,888	\$17,847	\$17,847
Arts Grants*	<u>\$135,371</u>	<u>\$174,937</u>	<u>\$209,937</u>
Total	\$213,203	\$260,165	\$297,447

\* Available grant funding through the Commission for the Arts has been increased by \$35,000 in each of the past three fiscal years, as directed by City Council. FY 2004 represents the final fiscal year of increases under this direction.

## RECREATION, PARKS AND CULTURAL ACTIVITIES

Addendum Table 2  
Alexandria Commission for the Arts  
FY 2003 Grant Awards to date

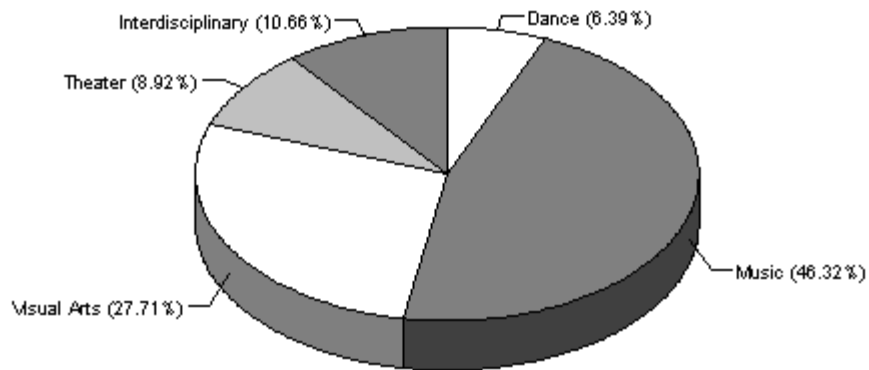
Alexandria Choral Society	\$9,750
Alexandria Citizens Band	900
Alexandria Harmonizers	12,500
Alexandria Performing Arts Association	10,000
Alexandria Singers	5,550
Alexandria Symphony Orchestra	11,750
The Art League	11,750
Del Ray Artisans	2,000
Eco Voce	2,280
First Night Alexandria	15,750
Friends of the Torpedo Factory Art Center	11,000
Jane Franklin Dance Company	4,500
Jane K. Stormes - Individual Artist	1,000
Kathy Harty Gray Dance Theatre	3,750
Kids in Music	3,000
MetroStage	12,792
Mount Vernon Chamber Orchestra	11,600
National Rehabilitation and Rediscovery Foundation	2,000
Northern Virginia Chapter/American Guild of Organists	1,000
Northern Virginia Fine Arts Association	11,000
Northern Virginia Youth Symphony	4,165
Port City Playhouse	2,900
Retired Seniors Volunteer Program	500
Springwater Fiber Workshop	12,500
Virginia Opera	9,000
Virginia Scottish Games	<u>3,000</u>
Total FY 2003 Grants*	\$175,937

\* Includes \$4,800 in local government challenge grant funds and \$171,137 in City General Fund monies.

Source: Alexandria Commission for the Arts Annual Report

# RECREATION, PARKS AND CULTURAL ACTIVITIES

Commission for the Arts  
 FY 2003 Grant Award Distribution  
 by Art Discipline




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Addendum Table 3  
 Public Recreation Statistics

Acreage .....	964
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 2003.

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# TRANSIT SUBSIDIES

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## TRANSIT SUBSIDIES

**PROGRAM GOAL:** To provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

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<u>TOTAL FINANCIAL RESOURCES</u>	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES < ALL FUNDS >				
NON-PERSONNEL	<u>6,898,495</u>	<u>8,462,978</u>	<u>9,667,451</u>	
TOTAL EXPENDITURES	<u>6,898,495</u>	<u>8,462,978</u>	<u>9,667,451</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>6,898,495</u>	<u>8,462,978</u>	<u>9,667,451</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 14.2%				

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for Transit Subsidies represents an increase of \$1,204,473, or 14.2 percent, as compared to the Approved FY 2003 General Fund budget.
- The City's share of Washington Metropolitan Area Transit Authority (WMATA) bus, rail, and paratransit operating costs of \$16,427,388 represents an increase of \$546,040, or 3.4 percent, due primarily to salary and benefits increases, paratransit ridership growth, safety and security improvements, and insurance costs.
- The prior year audit adjustment credit decreased by \$680,756 (from \$866,943 to \$186,187) which reflects the post-September 11, 2001 impact on WMATA's budget in FY 2002 (the FY 2002 audit adjustment will be credited in FY 2004).
- The City's share of DASH bus operating costs of \$5,108,000 represents an increase of \$273,800, or 5.7 percent, due to planned merit pay increases, increased fuel and maintenance costs, and service improvements on the Saturday AT2 route from the Braddock Road Metro Station to the Van Dorn Metro Station.
- The General Fund subsidy for VRE operating expenditures represents an increase of \$4,432, or 5.0 percent. Under the terms of the VRE Master Agreement, the rate of increase in the City's contribution is limited to a maximum of 5.0 percent.
- The General Fund subsidy for DOT Paratransit operating expenditures represents no change from the FY 2003 Approved Budget.

## TRANSIT SUBSIDIES

### DEPARTMENT DETAIL

Alexandria's public transportation is provided through a combination of Metrobus and Metrorail systems, which are operated by the Washington Metropolitan Area Transit Authority (WMATA, also referred to as Metro), and DASH, the Alexandria local bus system, which is operated by the Alexandria Transit Company.

Alexandria's share of the operating costs for Metrobus and Metrorail service and the local 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Miles of regular service	1,188,499	1,194,507	1,215,746	1,260,000	1,334,000
DASH annual ridership	2,521,925	2,640,420	2,739,719	2,900,000	3,050,000
Ridership annual increase/(decrease)	115,316	118,495	99,299	160,281	150,000
Ridership annual percent increase/(decrease)	4.8 %	4.7 %	3.8 %	5.9 %	5.2 %
Operating cost per mile*	\$3.97	\$4.30	\$4.51	\$5.26	\$5.17
DASH bus revenue/operating cost ratio*	35 %	32 %	30 %	28 %	27 %
Base fare	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00

\* Data has been revised from previously published documents.

OBJECTIVE: To monitor ridership and subsidies provided by the City for WMATA rail and bus service.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Metrobus cost per mile of operation**	\$6.48	\$6.50	\$6.29	\$6.39	*
WMATA bus and rail revenue/operating cost ratio***	56 %	57 %	55 %	54 %	*

\* Data to be provided by WMATA and was not available at the time of printing.

\*\* 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.

# TRANSIT SUBSIDIES

Addendum Table 1  
General Fund Operating and Capital Subsidy Revenues and Expenditures

<u>TRANSIT OPERATING SUBSIDIES</u>	<u>By Component</u>	<u>Subtotals</u>	<u>Net City Funding Required</u>
<b><u>WMATA</u></b>			
City Share of WMATA Operating Expenditures (Based on WMATA Proposed FY 2004 Budget)		\$16,427,388	
Revenues to Offset City Share of Expenditures			
NVTC State aid (fuel, tire & maintenance, interest)	\$10,500,000		
Gas tax estimated revenue	\$1,824,830		
Available in balances and credits	\$300,000		
WMATA audit adjustment	<u>\$186,187</u>		
Subtotal, non-local revenues for WMATA operating		\$12,811,017	
Local WMATA operating subsidy			\$3,616,371
<b><u>DASH Operating</u></b>			
Local DASH operating subsidy			\$5,108,000
<b><u>VRE Contribution</u></b>			
Local VRE operating subsidy			\$93,080
<b><u>DOT Paratransit Program</u></b>			
Local DOT operating subsidy			\$850,000
<b>TOTAL, LOCAL FY 2004 TRANSIT OPERATING SUBSIDY (General Fund monies in the City's operating budget)</b>			<b><u>\$9,667,451</u></b>



TRANSIT SUBSIDIES

	<u>Subtotals</u>	<u>Net City Share</u>
<b><u>TRANSIT CAPITAL REQUIREMENTS</u></b>		
(For additional detail, please refer to the Capital Improvements Program document)		
<b><u>WMATA Capital Improvement Program</u></b>		
Expenditures		
Infrastructure Renewal Program (IRP)	\$4,200,000	
System Access and Capacity Program (SAP)	0	
System Expansion Program	<u>0</u>	
	\$4,200,000	
Revenues to Offset City Share		
Urban Highway Funds	<u>\$3,250,000</u>	
Net City funded requirement in FY 2004 Bus/Rail capital budget		\$950,000
<b><u>DASH Capital</u></b>		
Bus replacement	\$1,244,000	
State Reallocated Urban Funds	<u>\$1,244,000</u>	
Net City funded requirement in FY 2004 DASH capital budget		\$0
<b>TOTAL, LOCAL CAPITAL REQUIREMENTS</b>		<u>\$950,000</u>
<b>GRAND TOTAL, FY 2004 LOCALLY FUNDED OPERATING AND CAPITAL TRANSIT REQUIREMENTS</b>		<u>\$10,617,451</u>

# TRANSIT SUBSIDIES

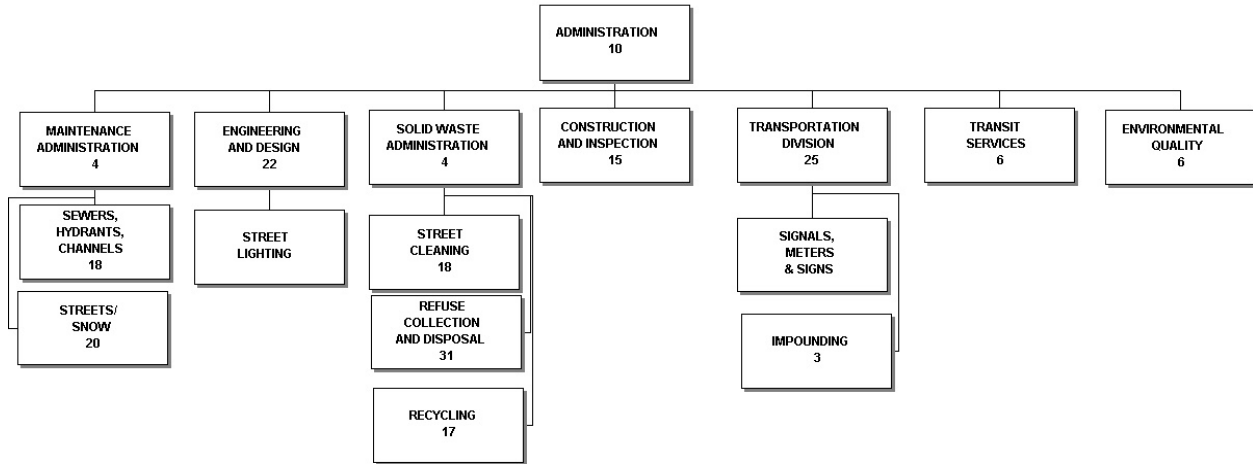
Addendum Table 2  
DASH Revenues and Expenditures

	FY 2002 Actual	FY 2003 Budgeted	FY 2004 Proposed
<u>Revenues and Other Sources</u>			
Operating Income	\$1,652,207	\$1,825,000	\$1,845,000
CIP Funding	2,013,616	1,222,000	1,244,000
Total City Contribution*	<u>3,862,749</u>	<u>4,834,200</u>	<u>5,108,000</u>
<b>TOTAL REVENUES AND OTHER SOURCES</b>	<b><u>\$7,528,572</u></b>	<b><u>\$7,881,200</u></b>	<b><u>\$8,197,000</u></b>
<u>Expenses and Other Uses</u>			
Operating Expenses	\$5,479,564	\$6,627,200	\$6,891,000
Capital Outlays	<u>35,392</u>	<u>32,000</u>	<u>62,000</u>
Total Operating Expenses	\$5,514,956	\$6,659,200	\$6,953,000
<u>Capital Improvement Program</u>			
Replacement Buses	\$ 0	\$1,222,000	\$1,244,000
Electronic Destination Sign Retrofit	80,960	0	0
New Facility Site Purchase	<u>1,932,656</u>	<u>0</u>	<u>0</u>
Total Capital Improvement Program	\$2,013,616	\$1,222,000	\$1,244,000
<b>TOTAL EXPENSES</b>	<b><u>\$7,528,572</u></b>	<b><u>\$7,881,200</u></b>	<b><u>\$8,197,000</u></b>

\* The Total City Contribution reflects the City subsidy required to balance operating revenues and expenditures as reported by DASH. The actual operating subsidy amount transferred from the City to DASH in FY 2002 was \$4,082,830.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 AMENDED *	FY 2004 PROPOSED	FY 2004 APPROVED
<b>EXPENDITURES &lt; ALL FUNDS &gt;</b>				
PERSONNEL	10,315,298	11,314,274	11,714,085	
NON-PERSONNEL	10,851,377	10,221,471	10,433,521	
CAPITAL GOODS OUTLAY	<u>218,303</u>	<u>850,180</u>	<u>840,000</u>	
<b>TOTAL EXPENDITURES</b>	<b><u>21,384,978</u></b>	<b><u>22,385,925</u></b>	<b><u>22,987,606</u></b>	
<b>SPECIAL REVENUES AND OTHER SOURCES</b>				
SPECIAL REVENUE FUND	295,779	212,212	386,220	
INTERNAL SERVICES FUND	0	829,000	798,000	
COMMUNITY RECYCLING ENTERPRISE FUND	<u>443,526</u>	<u>0</u>	<u>0</u>	
<b>TOTAL SPECIAL REVENUES AND OTHER SOURCES</b>	<b><u>739,305</u></b>	<b><u>1,041,212</u></b>	<b><u>1,184,220</u></b>	
<b>GENERAL FUND</b>	<b><u>20,645,673</u></b>	<b><u>21,344,713</u></b>	<b><u>21,803,386</u></b>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR: 2.1%

FULL-TIME POSITIONS	195.0	196.0 **	199.0 ***
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- Reflects the FY 2003 discontinuation of the Community Recycling Enterprise Fund and the transfer of Recycling program expenditures in the amount of \$750,980 to the General Fund. The Recycling Fund was established in FY 1991 to be supported by revenues from the Waste-to-Energy (WTE) Plant Tip Fee Recycling Surcharge, also established in FY 1991, and the sale of recyclable materials. As a result of the 1994 Supreme Court decision eliminating jurisdictional control over the flow of solid waste, WTE tip fees were lowered and the recycling surcharge was eliminated in order to compete with the private market for refuse disposal. The Recycling program was sustained in subsequent years by surplus surcharge revenues from prior years, however it has been subsidized by the General Fund since FY 2000.

\*\* Reflects the addition of one Inspector II position which was converted from a temporary overhire in FY 2002 to permanent status for FY 2003.

\*\*\* Reflects the addition of one Water Compliance Specialist position in Environmental Quality to perform inspections and field work related to water quality compliance in the administration of the City's Watershed Management program, the addition of one Transportation Engineer IV to manage in-house traffic studies and analysis, and the conversion of one Transportation Coordinator overhire position for traffic calming to permanent full-time status. The full-time position count of 199 positions excludes 5 temporary overhire positions: 1 Administrative Technician and 1 Civil Engineer IV to coordinate the City's participation in the Woodrow Wilson Bridge construction project, 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 PTO have no effect on the City's General Fund.

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### City Manager Proposed

- The Proposed FY 2004 General Fund budget for Transportation & Environmental Services (T&ES) represents an increase of \$458,673, or 2.1 percent, as compared to the Amended FY 2003 General Fund budget.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### City Manager Proposed

- Personnel represents an increase of \$399,811, or 3.5 percent, due to the addition of one Water Compliance Specialist in Environmental Quality and one Transportation Engineer IV in Transportation (discussed below) and the cost of planned merit pay increases.
- The Water Compliance Specialist in Environmental Quality has been added to perform inspections and field work related to water quality compliance in the administration of the City's Watershed Management plan at a cost of \$59,000. Federal mandates implemented through the newly required Virginia Pollutant Discharge Elimination System (VPDES) Municipal Separate Storm Sewer System (MS4) permit, in addition to the requirements of the existing Combined Sewer Outfall (CSO) permit and the Chesapeake Bay Preservation Act, have put increased demands on the Environmental Quality Division. The position will test water quality, inspect public and private stormwater management facilities, respond to citizen calls and manage volunteer field work.
- The Transportation Engineer in the Transportation Division has been added to supervise an in-house traffic studies team responsible for traffic modeling and simulation at a cost of \$88,950. The demand for such analysis, in areas ranging from residential neighborhoods to major thoroughfares and new developments, has made it cost-effective, as well as more manageable from a quality stand-point, for the City to perform some traffic studies internally rather than contracting them out to consultants.
- Non-personnel represents an increase of \$212,050, or 2.1 percent, due to the addition of \$91,000 for water compliance, a \$75,000 increase in the budget for towing services, and a \$40,000 increase in the City employee transit benefit (discussed below), as well as the addition of \$6,050 for office supplies and equipment related to the new Transportation Engineer position in the Transportation Division.
- In addition to the recommended new Water Compliance Specialist position, \$91,000 is also budgeted for non-personnel costs associated with MS4 permit and other water quality regulatory compliance requirements. The budget includes \$86,000 for annual reporting, ordinance revisions, public information items, illicit discharge testing equipment and chemicals, and quality assurance procedures. The remaining \$5,000 is budgeted for computer and office supplies associated with the new Water Compliance Specialist position.
- As a result of the expiration of the City's previous contract for towing services and the subsequent rebidding of the contract, the City is now required to pay a monthly fixed price for regular towing service plus a price-per-tow for heavy towing service. Those services were provided for free under the previous contract. The estimated annual cost of the new contract is \$125,000, which is \$75,000 more than the FY 2003 approved budget estimate of \$50,000. Until recently, hauling of junk vehicles by a scrap metal dealer was provided at no charge to the City. However, the City now pays for this service.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### City Manager Proposed

- The City offers a transit subsidy to full-time City and School employees as a benefit to the employees and to encourage their use of transit to get to and from work. The current subsidy is a maximum of \$30 per employee per month and can be used toward DASH monthly passes, Metrobus passes, or Metrochecks. In addition, employees may also initiate payroll deductions on a pre-tax up basis of up to \$70 per month of their own out-of-pocket transit expenses through the program. The current enrollment in the program is 290 employees (2/3 City employees and 1/3 School employees). In order to increase enrollment and compensate for proposed Metro fare increases, the subsidy is recommended to increase from \$30 to \$50 per week and the benefit is recommended to be extended to part-time City employees. The combined cost of both enhancements is estimated to be \$40,000. This would apply to City employees only, School employees would remain at \$30 unless the School budget provided increased funding. The City employee transit benefit program is administered by the Transit Services Division.
- Capital goods outlays represent a decrease of \$10,180, or 1.2 percent, due to a reduction in the number of vehicles to be replaced, as scheduled by the Motor Equipment Division. This increase is partially offset by the addition of \$25,000 for traffic modeling and simulation software associated with the addition of the new Transportation Engineer.
- The Residential Refuse Collection Fee is proposed to remain at the FY 2003 rate of \$185 per household per year in FY 2004. It is likely that this rate will need to be increased in FY 2005 due to the remaining balance of funds from the former Recycling Enterprise Fund being used to support the FY 2004 budget.
- The City's sanitary sewer line maintenance charge, which is included on the Alexandria Sanitation Authority (ASA) sanitary sewer bill along with ASA charges, is proposed to increase from the current rate of \$0.20 (20 cents) per 1,000 gallons of wastewater discharged to \$0.40 (40 cents) per 1,000 gallons. The current 20 cent rate generates approximately \$1.1 million in revenue. The recommended rate increase is estimated to increase annual revenues by \$1.1 million, to \$2.2 million per year, which will still be below the City's estimated annual cost of sanitary sewer system maintenance and capital construction for the coming years. All major jurisdictions in the Washington Metropolitan Area *except Alexandria* fund 100% of their sanitary sewer operations, maintenance, and construction costs through user fees. The City's General Fund subsidy of sanitary sewers is the exception in the area. The City's current rate has not been increased since 1995. Revenues generated in excess of the \$1.1 million budgeted in the General Fund in FY 2004 will **all** be deposited to the capital projects fund to support sanitary sewer capital costs. In subsequent fiscal years, the sewer fee would continue to be increased until it fully supported all operating, capital and debt service costs.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## 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 (CIP) 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 Northern Virginia Transportation Authority (NVTA), and the 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.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>DIVISION: Administration</u>				
General Fund Expenditures	1,029,466	958,622	1,021,253	
<u>FULL-TIME STAFFING</u>	8	9 *	10 **	
* Reflects the reclassification and transfer of one Laborer I position in Maintenance to a Secretary II position in Administration.				
** Reflects the reclassification and transfer of one Superintendent position in Maintenance to a Division Chief for Special Projects in Administration to manage the American Public Works Association (APWA) accreditation project.				

The Maintenance Division provides maintenance and repairs of 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

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

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 FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Maintenance				
General Fund Expenditures	7,881,970	7,062,205	7,030,358	
<u>FULL-TIME STAFFING</u>	45	43 *	42 **	
* Reflects the reclassification and transfer of one Laborer I in Maintenance to an Administrative Technician position in Engineering & Design and the reclassification and transfer of one Laborer I in Maintenance to a Secretary II position in T&ES Administration.				
** Reflects the reclassification and transfer of one Superintendent position in Maintenance to a Division Chief of Special Projects in Administration to manage the American Public Works Association (APWA) accreditation project.				

## 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Streets resurfaced (lane miles)	31	40	35	37	38
Concrete sidewalks replaced (square yards)*	n/a	8,831	7,515	6,500	7,000
Complaints received on street/sidewalk condition	403	407	251	318	270
Percentage of complaints resolved to citizen's satisfaction	95%	98%	97%	97%	97%
Brick sidewalks replaced (square yards)*	n/a	201	1,856	1,500	1,500
Curb and gutter repaired (linear feet)*	n/a	19,484	18,020	18,500	15,000
Asphalt street potholes patched*	n/a	266	292	270	275
Interdepartmental tasks performed by Street Maintenance**	n/a	14	17	8	10

\* New measures added in the FY 2003 budget for which FY 2000 data is not available.

\*\* New measure added in the FY 2004 budget for which FY 2000 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Inspection hours performed*	n/a	90	350	288	200
Repairs identified*	n/a	150	110	100	80
Repairs completed*	n/a	98%	99%	98%	99%

\* New measures added in the FY 2003 budget for which FY 2000 data is not available.



# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Restorations repaired*	n/a	n/a	14	18	15
Percent of repairs completed within 30 days**	n/a	n/a	100%	100%	100%

\* New measure added in the FY 2003 budget for which previous year data is not available.

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

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Miles of sewer cleaned	150	143	203	410*	400*
Miles of sewer inspected	20	48	54	50	50
Sanitary sewer complaints received	191	125	165	130	120
Percent of complaints resolved	96%	98%	98%	98%	98%
Catch basins checked and cleaned**	30,573	23,923	15,296	24,000	24,500
Catch basins repaired***	n/a	n/a	200	250	230
Storm sewer complaints received	156	150	184	115	115
Percent of complaints resolved	99%	98%	98%	98%	98%
Length of sanitary sewers rehabilitated***	n/a	2,156	0	2,500	2,500
Length of storm sewers rehabilitated***	n/a	239	0	400	425
Miss Utility tickets received****	n/a	9,750	8,307	12,000	9,000
Miss Utility tickets marked****	n/a	35	300	250	240

\* 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 added in the FY 2003 budget 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.

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>DIVISION:</u> Engineering and Design				
General Funds Expenditures	2,500,486	2,991,946	3,037,574	
<u>FULL-TIME STAFFING</u>	21	22*	22	
* Reflects the reclassification and transfer of one Laborer I position in the Maintenance Division to an Administrative Technician position in Engineering & Design.				

### INDICATORS AND MEASURES

OBJECTIVE: [Engineering & Design] To review site and plot plans for compliance with existing City codes and standards.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Total number of plans reviewed*	921	994	900	900	900

\* 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.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
<u>DIVISION:</u> Construction & Inspection				
General Fund Expenditures	845,301	1,007,529	1,038,957	
<u>FULL-TIME STAFFING</u>	14	15 *	15	
* 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of site developments inspected during the year	88*	95	93	100	100
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.

## TRANSPORTATION AND ENVIRONMENTAL SERVICES

### DETAIL BY DIVISION

The Solid Waste Division conducts weekly collection and disposal of solid waste household refuse and household hazardous waste, and provides all services associated with maintaining the cleanliness of the City's rights-of-way by cleaning City streets through street flushing and sweeping. The Solid Waste Division provides annual spring clean-up support and seasonal leaf collection. The division operates the City's comprehensive recycling program which includes the curbside collection of recyclable goods, the collection of newspapers, and special pick-ups for white goods, including household appliances and other metal items.

<u>DIVISION: Solid Waste</u>	<u>ACTUAL</u> <u>FY 2002</u>	<u>AMENDED</u> <u>FY 2003</u> *	<u>PROPOSED</u> <u>FY 2004</u>	<u>APPROVED</u> <u>FY 2004</u>
General Fund Expenditures	5,284,275	6,243,735	6,221,501	
<u>FULL-TIME STAFFING</u>	70	70	70	
* The FY 2003 budget has been amended to reflect the discontinuation of the Recycling Enterprise Fund and the transfer of Recycling expenditures in the amount of \$750,980 to the General Fund.				

### INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Refuse Collection] To provide weekly refuse collection for residences, businesses, churches and schools.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Residential Refuse Annual Fee	\$185	\$185	\$185	\$185	\$185
Weekly refuse collections (units)*	18,831	19,400	19,980	20,000	20,150
Bulk containers collected weekly	284	267	267	267	286
Street boxes collected weekly	2,570	2,750	2,940	3,780	3,925
Tons of refuse collected	27,556	27,899	28,241	29,699	29,893
Complaints**	n/a	n/a	535	550	575
Complaints resolved within 24 hours**	n/a	n/a	100%	100%	100%
Spring clean up (tons collected)	567	700	677	725	725
Special Events Collections (tons collected)	73	84	88	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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Collection of leaves from mid-October through the end of December - cubic yards	28,644	29,500	26,750	28,000	28,000
Curbside collection of newspapers-tons	3,954	3,032	2,861	3,000	3,000
Drop-off collection of newspapers-tons*	n/a	459	374	450	450
Collection of white goods - tons	230	313	325	340	355
Drop-off collection of aluminum, plastic, and glass recycling drop off centers - tons	140	111	102	120	160
Curbside collection of aluminum, plastic and glass containers - tons	1,643	1,534	1,614	1,700	1,700
Weekly household hazardous waste collection - drums	347	472	451	600	600
Electronics recycling collections - tons**	0	0	14	25	25
Public presentations, outreach visits, technical support*	n/a	25	50	100	100
Recycling complaints*	n/a	n/a	80	40	40
Complaints resolved within 24 hours*	n/a	n/a	100 %	100 %	100 %

\* New measure for which previous year data is not available.

\*\* Electronics recycling was initiated in FY 2002.

#### INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Street Cleaning] To provide clean and sanitary City streets by sweeping and flushing the downtown, Arlandria, Lynhaven and Del Ray areas of the City on a weekly basis, and arterials and other streets on a monthly basis, and to provide "Elephant Vacuum" service to sweep and pick up debris in the downtown area and other high density areas of the City.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Lane miles swept	23,001	23,661	24,013	24,500	24,500
Lane miles flushed	12,378	13,800	13,783	13,800	14,000
Hand Cleaning (curb miles)	1,821	2,604	1,932	2,200	2,200
Streets cleaned with Elephant vacuum (curb miles)	2,824	3,617	3,745	3,850	3,950
Cubic yards of debris swept	6,137	7,595	7,623	8,250	8,250
Percentage of Complaints/requests resolved in 24 hours*	n/a	n/a	100 %	100 %	100 %

\* 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

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Transportation				
General Fund Expenditures	2,303,224	2,285,481	2,461,113	
FULL-TIME STAFFING	26	26	28 *	

\* Reflects the addition of one Transportation Engineer IV to manage in-house traffic studies and analysis and the conversion of one Transportation Coordinator overhire for traffic calming to a permanent position.

### 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 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
Number of traffic surveys conducted*	1,152	1,350	1,397	1,400	1,400
Number of vehicles impounded	2,244	2,240	2,884	2,500	2,500
Number of vehicles sold for scrap	163	626	464	500	500
Proceeds from scrap cars	\$17,767	\$50,719	\$23,150	\$25,000	\$25,000
Proceeds from auctions	\$108,895	\$118,345	\$70,400	\$100,000	\$100,000

\* 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.

	ACTUAL FY 2002	AMENDED FY 2003	PROPOSED FY 2004	APPROVED FY 2004
DIVISION: Transit				
General Fund Expenditures	407,449	399,827	445,404	
FULL-TIME STAFFING	6	6	6	

# TRANSPORTATION AND ENVIRONMENTAL SERVICES

## DETAIL BY DIVISION

### INDICATORS AND MEASURES

OBJECTIVE: [Transit Services] To administer and coordinate public transportation services for the mobility impaired and to provide an alternative transportation program to reduce the number of single occupant vehicle trips to and from work by increasing the number of employers providing transit benefits to their employees.

	Actual FY 2000	Actual FY 2001	Actual FY 2002	Estimated FY 2003	Projected FY 2004
<u>DOT Paratransit:</u>					
DOT annual taxi and wheelchair accessible van service trips	51,031	54,614	52,550	56,000	60,000
Average cost per trip	\$11.12 *	\$12.56 *	\$14.88	\$15.19	\$16.70
<u>Alternative Transportation Program:</u>					
Number of employers providing transit benefits	21	25	31	40	50
Number of annual single occupant vehicle trips removed (employers related) **	74,000	92,000	124,000	160,000	200,000
Number of City employees receiving transit incentives	281 *	295 *	320	350	375
Number of annual single occupant vehicle trips removed (City employees related) **	140,500 *	147,500 *	160,000	175,000	187,500
<u>Rideshare Program:</u>					
Number of car/vanpool applicants	453	411	552	470	552
Number of successful placements	186	169	226	193	226

\* Data revised from previously published documents.

\*\* 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).

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.

# EDUCATION

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Other Educational Activities  
Schools

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# OTHER EDUCATIONAL ACTIVITIES

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 APPROVED	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	12,923	13,246	13,058	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>12,923</u>	<u>13,246</u>	<u>13,058</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>12,923</u>	<u>13,246</u>	<u>13,058</u>	

PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR (1.4%)

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### City Manager Proposed

- The Proposed FY 2004 City General Fund budget contribution to the Northern Virginia Community College operating budget reflects a decrease of \$188, or 1.4 percent, from the Approved FY 2003 General Fund contribution to the College. This decrease is due to a change in the City's proportion of the total population of all participating jurisdictions.
  - In addition to the operating contribution, the City provides funding for Alexandria's proportionate share of the College's capital costs. For more information on the City's Capital Contribution to the College, please refer to the City's Proposed FY 2004 - FY 2009 Capital Improvement Program document.
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## WORK SESSION NOTES AND COMMENTS

# SCHOOLS

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## 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.

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### TOTAL FINANCIAL RESOURCES

	FY 2002 ACTUAL	FY 2003 AMENDED \1	FY 2004 PROPOSED	FY 2004 APPROVED
EXPENDITURES <ALL FUNDS> TOTALS\2	138,254,604	150,600,962	157,697,703	
SPECIAL REVENUES AND OTHER SOURCES				
STATE AID\3	21,746,315	20,699,743	20,342,134	
OTHER GRANTS AND SPECIAL PROJECTS\4	<u>9,239,100</u>	<u>14,571,539</u>	<u>14,994,235</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>30,985,415</u>	<u>35,271,282</u>	<u>35,336,369</u>	
GENERAL FUND	<u>107,269,189</u>	<u>115,329,680</u>	<u>122,361,334</u>	
PERCENT CHANGE GENERAL FUND - CURRENT TO NEW YEAR 7.5%				
FULL-TIME POSITIONS\5	2,090.93	2,098.73	2,073.73	

- \1 The FY 2003 ACPS budget excludes the \$1,754,174 (Reserve for Encumbrances) and reflects revised Federal and Special Projects Revenue as shown in the ACPS Proposed FY 2004 Budget.
- \2 Includes all expenditures associated with the FY 2004 Schools budget, including the Schools General Fund operating budget (\$145,317,486 including compensation adjustments), the School Lunch Fund (\$4,291,097) and Federal Grants and Special Projects (\$8,089,120).
- \3 The FY 2002 actual State aid receipts reflect the ACPS Comprehensive Annual Financial Report. The FY 2004 State aid figure is an estimate and is subject to change pending actual FY 2003 enrollment data, and State budget finalization.
- \4 The FY 2002 actuals exclude ACPS fund balance variance. The FY 2004 Other Grants and Special Projects include \$933,651 in miscellaneous local revenues, \$88,043 in federal (School's General Fund) monies, \$8,089,120 in other federal aid and special projects, \$4,291,097 in School Lunch Fund monies and a \$1,592,324 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 2002 and FY 2003 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.

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### City Manager Proposed

- The FY 2004 proposed City General Fund appropriation to the Schools is \$122,361,334 which represents an increase of \$7,031,654, or 6.1 percent, as compared to the FY 2003 City appropriation to the Schools of \$115,329,680. The increase fully funds the School Board's budget request of \$119,931,334, as well as includes an additional \$2.43 million to fund a 2.25 percent general salary adjustment (COLA) for Schools employees equal to the COLA adjustment proposed for City employees. Net staff reductions of \$1.6 million and vacancy and turnover savings of \$2.6 million are offset by more than \$8.5 million in compensation and benefits increases for school employees and retirees.

### School Board's Adopted FY 2004 Operating Budget

On February 27, 2003, the Alexandria School Board adopted its FY 2004 Alexandria City Public Schools operating budget in the amount of \$142,887,486. The Board's adopted operating budget (which excludes the School Lunch Fund and Special Projects) requested a City appropriation of \$119,931,334, which represents an increase of \$4,601,654, or 4.0 percent, as compared to the FY 2003 City appropriation of \$115,329,680. Employee compensation increases for a cost of living adjustment (COLA) were not included in this

## SCHOOLS

### DEPARTMENT DETAIL

requested appropriation based on the expectation that the Schools would receive funding for a cost of living adjustment equal 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.

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:

Increased School Year - The School Board's adopted budget includes nearly \$1 million (nearly all for additional compensation for teachers) to increase the instructional school year from 180 to 183 days. The increase is designed to have a direct impact on student performance and the accreditation status of schools.

Compensation Initiatives - The requested FY 2004 operating budget includes several changes and enhancements to the compensation and benefits for all school employees, including a restructured salary schedule for teachers. Approximately \$1.4 million has been added to the ACPS personnel costs to implement the new salary schedule and transition all teachers from the old scale to the new scale, with a hold-harmless provision. Compensation for licensed staff is aligned with the longer school year and the salary structure has been improved to attract and retain the most qualified educators. Pay increases for teachers resulting from the transition to the new schedule are in addition to the \$2.7 million for merit or step increases for all eligible teachers and the \$2.43 million to fund a cost of living increase of 2.25 percent.

Benefits - In addition to the salary increases, the Board's health insurance contribution has been increased for all employees and retirees. In total, more than \$1.1 million was included in the FY 2004 budget, above the FY 2003 budget, to help offset the rising costs of health insurance. As part of the add-delete process, the School Board amended the Superintendent's budget, adding \$81,000, to increase the contribution for retirees to \$197 per month, the same contribution provided for City retirees as of FY 2003.

Enrollment - The School's budget is based on the expectation that enrollment will continue to decline. The FY 2004 budget is based on an average daily membership (ADM) of 10,927, a decrease of 52 students compared to the ADM of the 2002-2003 school year of 10,979. The highly-diverse student population is expected to reflect the same demographic make up of the past several years.

Laptop Initiative - The FY 2004 budget includes a pilot program to issue leased laptop computers to all students at Minnie Howard 9<sup>th</sup> Grade Center at a cost of \$440,000, of which \$360,000 will be an annual lease cost. Curriculums for students in all six teams at the 9<sup>th</sup> Grade Center will be modified to incorporate the laptops in the curriculum for both internal (classroom) and external (at home) assignments.

## SCHOOLS

### DEPARTMENT DETAIL

The School Board's adopted FY 2004 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 2003 (FY 2004) average daily student membership of 11,927, as forecast in the Superintendent's FY 2004 proposed budget, represents a decrease of 52 students, or 0.5 percent, from the membership of 10,979 on September 30, 2002. The projected student enrollment for the 2002 - 2003 school year is a decline of 5.4 percent compared to last year's estimate of 11,313. City and Schools' staff are working together to analyze available data to project future enrollment.

The Alexandria City Public Schools reported the following major accomplishments since the beginning of the 2002 - 2003 school year:

Eleven Schools Accredited - Eleven schools have reached State accreditation according to Standards of Learning test results, more than doubling the number of fully accredited schools in 2002. Four more schools are classified as provisionally accredited and are making significant progress toward full accreditation. Reaching or retaining accreditation this year are Charles Barrett Elementary, Patrick Henry Elementary, Lyles-Crouch Traditional Academy, Douglas MacArthur Elementary, George Mason Elementary, James K. Polk Elementary, William Ramsay Elementary, Samuel W. Tucker Elementary, Minnie Howard Ninth Grade Center, and both George Washington and Francis C. Hammond Middle Schools.

Post-secondary Education - Approximately 86 percent of the graduates of T.C. Williams High School Class of 2002 went on to pursue post-secondary education. Graduates now attend more than 80 colleges and universities in the country, including four Ivy League schools.

Secondary Schools Renovations - In October 2002, the School Board approved a plan to renovate the Minnie Howard Ninth Grade Center. Construction is expected to begin in the fall of 2003 and is scheduled for completion in the summer of 2005. Throughout FY 2003, ACPS staff has worked with the City's Recreation, Parks and Cultural Activities staff to develop plans for a new T.C Williams that take advantage of programming and shared use opportunities that exist with the adjacent Chinquapin Park and Recreation Center.

More detailed information on school programs can be found in the Alexandria City Public Schools Proposed 2003-04 Operating Budget. For information on the Schools Capital Improvement Program, please refer to the Alexandria City Public Schools Approved 2003-2004 Capital Improvement Budget, as well as the City's Proposed FY 2004 - FY 2009 Capital Improvement Program (CIP). Copies of the School's 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 public schools and 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 2002	FY 2003
<b>City of Alexandria: \1</b>		
Cost per pupil	\$10,862	\$11,914
Classroom teachers	1,092.00	1,126.80
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)	20.30	15.70
% of students receiving free or reduced price lunch	51%	50%
Scholastic Achievement Test (SAT) scores \6		
Average Math	485	491
Average Verbal	478	485
<b>Arlington County: \2</b>		
Cost per pupil	\$11,756	\$12,716
Classroom teachers	1,778.50	1,816.10
Teacher staffing ratio (Kindergarten)	24:1	24:1
Teacher staffing ratio (Elementary) \5	20:1-25:1	20:1-25:1
Average class size		
(Students per elementary classroom teacher)	17.56	19.81
% of students receiving free or reduced price lunch	38%	38%
Scholastic Achievement Test (SAT) scores \6		
Average Math	523	529
Average Verbal	518	523
<b>Fairfax County: \3</b>		
Cost per pupil	\$8,938	9,388
Classroom teachers	12,721.00	12,863.00
Teacher staffing ratio (Kindergarten) \4	28:0.5	28:0.5
Teacher staffing ratio (Elementary) \5	25:1-27:1	25.0:1-27.0:1
Average class size		
(Students per elementary classroom teacher)	21.70	21.80
% of students receiving free or reduced price lunch	20%	20%
Scholastic Achievement Test (SAT) scores \6		
Average Math	553	556
Average Verbal	540	540

- \1 Based on total enrollment reported to MABE of 10,895 for FY 2002, and 11,334 for FY 2003.
- \2 Based on total enrollment reported to MABE of 19,097 for FY 2002, and 19,372 for FY 2003.
- \3 Based on total enrollment reported to MABE of 161,385 for FY 2002, and 166,072 for FY 2003.
- \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 2003. 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

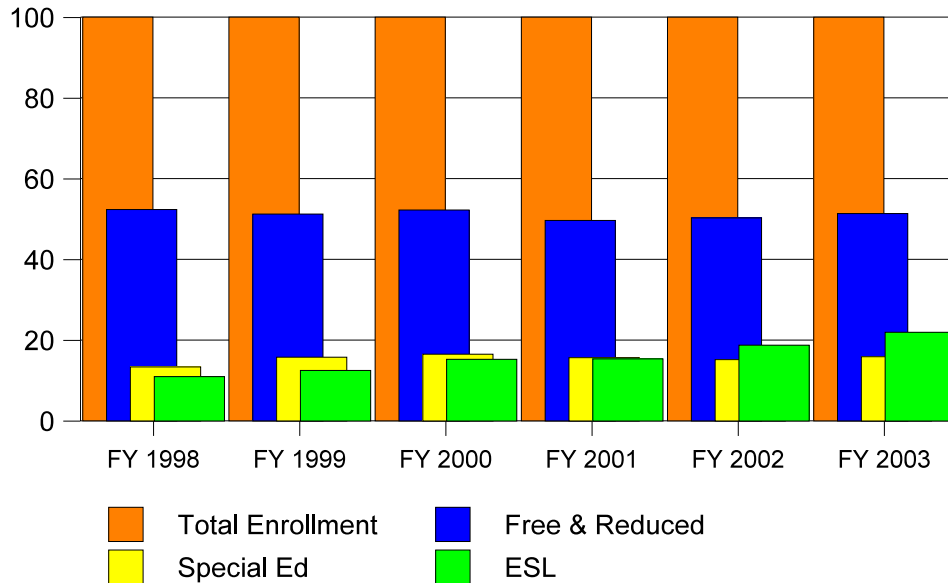
## DEPARTMENT DETAIL

### MEASURES AND INDICATORS

#### Student Demographics

## SPECIAL NEEDS ENROLLMENT

AS A PERCENT OF TOTAL ENROLLMENT



School Year	1998	1999	2000	2001	2002	2003
E.S.L./1	11.0%	12.5%	15.3%	15.4%	18.8%	22.0%
Special Education/2	13.4%	15.8%	17.4%	15.7%	15.2%	15.9%
Free & Reduced Lunch/3	52.4%	51.2%	53.3%	49.9%	50.4%	51.4%
Enrollment/4	10,488	10,803	11,017	11,167	11,104	10,979

- /1 English as a second language (E.S.L.) students are measured as of September 30.
- /2 Special Education students are measured as of December 1.
- /3 Free and Reduced Lunch students are measured as of October 31.
- /4 Reflects average daily membership as of September 30 of the school year.



# SCHOOLS

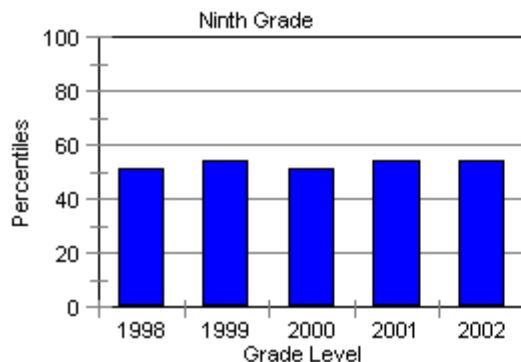
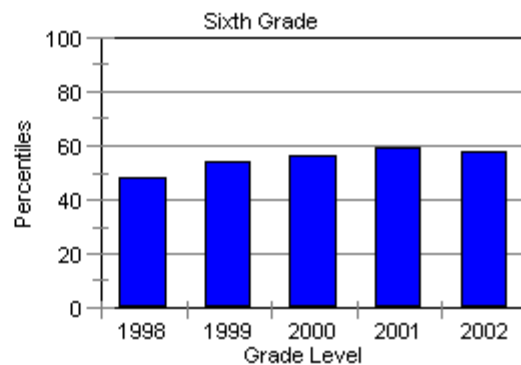
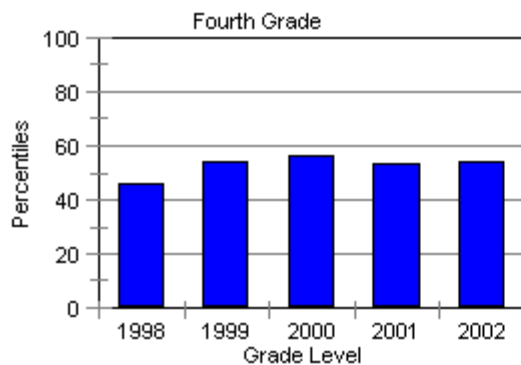
## DEPARTMENT DETAIL

### MEASURES AND INDICATORS

Special Needs Composition of Arlington County, Fairfax County and Alexandria City Public Schools Students by Percentage as of September 30, 2002/6			
Jurisdiction	Arlington County Public Schools/3	Fairfax County Public Schools/4	Alexandria City Public Schools/5
E.S.L./1	23.3%	14.1%	22.0%
Special Education	17.0%	25.4%	15.9%
Free & Reduced Lunch	36.5%	23.4%	51.4%
Enrollment/2	19,140	162,585	10,979

- /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.
- /6 The data reflected in this chart is consistent with the data published in the budget documents for each school system. The free and reduced lunch percentages differ from the data published in the MABE guide due to variances in the date for which total enrollment is used.

## STUDENT ACHIEVEMENT



Alexandria City Public Schools  
Fall 2002 Stanford 9 Results  
Total Battery Scores  
for 1998 -2002 by Grade Level

Source: ACPS Monitoring and  
Evaluation Services, 11/02

# Appendices

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## Appendix A

### Glossary

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**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.

**ACTUAL:** Monies which have already been used or received as opposed to budgeted monies which are estimates of possible funds to be spent or received.

**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).

**BPOL:** Business, Professional, and Occupational License (BPOL) refers to the license tax that is levied upon those doing business or engaging in a profession, trade, or occupation in the City.

**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 \$5,000.

**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 BASIS ACCOUNTING:** The method of accounting where revenues are recorded when received and expenditures are recorded when paid.

**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 2004 begins on July 1, 2003, and ends on June 30, 2004.

**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 ACCRUAL BASIS ACCOUNTING:** A method of accounting for revenues and expenses when earned or incurred instead of when cash is received or spent. Accrual Basis of Accounting can be done on a Full or Modified Basis. All funds within the City (General Fund, Special Revenue, Capital Projects and agency funds) use the Modified Accrual method of accounting.

**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.

**GASB:** The Governmental Accounting Standards Board which is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

**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.

GOALS: Within the City's Performance Measurement processes, goals are broad statements of program impacts or desirable outcomes. They are not necessarily quantified and may describe long-term aims.

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.

ITSC: Information Technology Steering Committee.

INDICATORS AND MEASURES: Within the City's Performance Measurement processes, indicators and measures are used to assess the level of achievement by the organization towards an objective. The family of indicators and measures includes inputs, outputs, efficiency, service quality and outcomes.

INTERGOVERNMENTAL REVENUE: Revenue from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenue, or payments in lieu of taxes.

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.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which revenues are recognized in the period in which 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. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

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.

**OBJECTIVES:** Within the City's Performance Measurement processes, objectives are the specific, measurable steps required to achieve the goals established for City programs. Achievement of a goal may be determined by one or more Indicators and Measures.

**PART-TIME POSITION:** A position regularly scheduled to work no more than 39 hours per week. Part-time positions that are regularly scheduled to work 10 to 39 hours per week are considered regular part-time positions and receive limited benefits.

**PERSONAL PROPERTY TAX:** A City tax levied on motor vehicles and boats, based on published listings of values, and on machinery and tools, based on a percentage of the item's original cost.

**PERSONNEL SERVICES:** Expenditures relating directly to the costs of compensating City employees; these include both wages and fringe benefits.

**PROGRAM:** An organized set of activities directed toward a common purpose or goal.

**PURCHASED SERVICES:** Services that are provided to an individual or group of individuals by an enterprise that is under contract with the City.

**RECLASSIFICATION:** An administrative review process by which a City position is re-evaluated to determine if it has been appropriately classified under the City's personnel classification system.

**REVENUES:** Monies received or collected by the City through taxation, grants, fees, fines, charges and investments.

**SPECIAL REVENUE FUND:** Accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants).

**SUPPLEMENTAL REQUESTS:** Budget requests by City departments for new positions, new equipment, program expansions and/or expenditures in excess of the approved budget guidelines.

**TAX BASE:** All forms of property wealth under the City's jurisdiction that are taxable.

**VACANCY FACTOR:** Amount by which a department's personnel services budget is reduced in anticipation of a reduction in expenditures attributable to employee turnover.

**WMATA:** Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

## APPENDIX B

### City of Alexandria Compensation Philosophy

The Compensation Philosophy was recommended by the Council Committee on the Watson Wyatt Report. This Council Committee reviewed compensation issues during the FY 1998 budget deliberations. City Council held a public hearing on the Compensation Philosophy on May 17, 1997, and adopted this final Compensation Philosophy on May 27, 1997.

#### Overview

The statement of compensation philosophy is intended to provide a broad framework for the City Council, management, employees and the citizens in order to understand and guide decisions that affect pay. It is designed to reflect the importance public employees play in the delivery of services and programs to this community, that compensation is a clear measure of that importance; and that there is fair and equitable treatment of all employees, regardless of race, gender, or disability, and in accordance with EEO/AA goals. In addition, the statement establishes the commitment and necessity to maintain comparability with jurisdictions who are most likely to affect recruitment and retention of employees.

#### Competitiveness and Comparability

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain and motivate qualified employees. To that end, the following principles govern compensation programs:

- ◆ Pay programs are intended to be competitive at a minimum with the minimum, mid-point and maximum salaries, with emphasis on the mid-point, of comparator organizations in the primary labor market. The primary labor market is currently defined as the Washington Metropolitan area Counties of Arlington, Fairfax, Prince William, Montgomery and Prince George's.
- ◆ The City Manager may recommend that other comparators should be used (e.g., Commonwealth of Virginia, agencies of the Federal government, or private sector employers or industry groups) where information from the primary labor market is considered insufficient to attract and retain specific positions or classification groups.
- ◆ The City will use benchmark jobs to obtain information on minimum, mid-point and maximum salary for an assessment of pay competitiveness through reliably published compensation survey data.
- ◆ Every five years, the City Manager will request the Personnel Department to conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any classes or

classification series into competitive alignment and/or to address employee retention and turnover as needed. At any time the City Manager determines that any job classification needs to be reviewed more frequently than once every five years, necessary action may be taken to address the market position of such job.

- ◆ If a mid-point salary analysis shows that a position falls below market averages to the extent that attracting and retaining qualified employees may be jeopardized, the City Manager will propose action necessary to align the class with the competitive labor market for implementation at the next fiscal year or sooner, if financially feasible.

### General Salary Adjustments

Annually, the City Manager will recommend a budget for general salary adjustments that is based upon:

- ◆ Overall competitive posture of the organization.
- ◆ Cost-of-living changes, as determined by the CPI-U-DC (Consumer Price Index-Urban-for the Washington Metropolitan Area, published monthly by the U.S. Department of Labor, Bureau of Labor Statistics).
- ◆ Comparator organizations in the primary labor market.
- ◆ Financial affordability.

### Pay Scales

The City Manager will promulgate two pay scales that include steps, one for public safety and one for general City employees. The pay scales will provide information on salary increases within a particular grade that an employee may expect from year-to-year if performing satisfactorily. Both the public safety and general City employee pay scales will have the same progression rules and step increases.

For all employees, the percentage increases in the salary schedule from year-to-year will not be the same amount every year in a particular grade, but will have some variability to reflect length of service and base salaries. To attract and retain employees in the early years of service, while base salaries are still relatively low, the percentage increase may be higher than for more senior employees, who are performing satisfactorily, and gaining more experience and providing even greater value to the City, but have a higher base salary. However, in all cases, employees will know the number of years necessary to reach maximum pay in a particular grade, performance expectations to advance in-grade, and career development opportunities to advance to another grade.

The specific pay scales will be competitive with the minimum, mid-point and maximum salaries for the primary labor market, and will be adjusted whenever necessary to maintain market competitiveness.

Salary increases from the pay scale are a function of satisfactory performance and are based on merit. All employees should be made aware that such increases are a recognition of performance that meets or exceeds expectations. Performance standards and supervisory evaluations should stress that merit increases are not automatic.

### Career Development Increases

The City Manager will direct the Personnel Department to develop a structure to provide salary increases to recognize the attainment of career levels and developmental milestones that assure that the City's career positions are paid comparably with those in the primary labor market. Such a structure enables existing employees in career ladder programs within the City to receive pay increases in addition to merit, and enables the City to target its pay to those employees who do grow in skill and capability to meet increased job responsibilities.

### Education and Tuition Assistance

An objective in the compensation philosophy is to encourage and support advanced study, education and degree attainment for job-related courses and programs. The City Manager will direct the Personnel Department to prepare and disseminate procedures for applying for and receiving education and tuition assistance, including the academic grades or measures necessary for an employee to be reimbursed and the type of course work that is authorized. The amount to be budgeted for this program will be the average cost per employee of the budgets for the primary comparator jurisdictions.

### Incentives

It is also the intent of the compensation philosophy to provide significant financial incentives for extraordinary and exemplary performance in two categories. First, with the recommendation of the City Manager and the approval of the City Council, an employee may be given a taxable cash award ranging from \$1,000 to \$10,000. Such awards are to be given only in those instances where performance or contributions are deemed unique, truly extraordinary, and significantly beneficial to the City.

Second, there should be a program for rewarding employees at any time who demonstrate exemplary performance significantly beyond the job expectations. Taxable cash awards in this category may be given to a maximum of \$500, with typical awards being between \$100 and \$250. The City Manager should recommend a specific budget allocation to be made available for awards in this category, with procedures for determining selection of incentive awards.

In either category, these awards are one-time cash awards and should not be considered increases in base salary or benefits.

### Exceptions

Nothing in this compensation philosophy statement should be construed as a required benefit in the event that the City experiences a decline in revenue or revenue growth lower than the projected increase in expenses. "Revenue" is currently defined as the two largest components of operating revenue: the real property tax base and the projected total personal property tax base.

Appendix C

General Salary Schedule  
Effective July 1, 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.

Proposed  
City of Alexandria, Virginia FY 2004 Budget 10-14

Step Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1					22,779	23,576	24,401	25,255	26,139	27,054	27,677	28,313	28,964	29,630	30,312
2				22,666	23,799	24,632	25,494	26,387	27,310	28,266	28,916	29,581	30,262	30,958	31,670
3			22,589	23,718	24,904	25,776	26,678	27,612	28,578	29,579	30,259	30,955	31,667	32,395	33,140
4		22,507	23,632	24,814	26,054	26,966	27,910	28,887	29,898	30,944	31,656	32,384	33,129	33,891	34,670
5	22,422	23,543	24,720	25,956	27,254	28,208	29,195	30,217	31,275	32,369	33,114	33,875	34,655	35,452	36,267
6	23,449	24,621	25,852	27,145	28,502	29,499	30,532	31,600	32,707	33,851	34,630	35,426	36,241	37,075	37,927
7	24,541	25,768	27,056	28,409	29,829	30,873	31,954	33,072	34,230	35,428	36,243	37,076	37,929	38,801	39,694
8	25,686	26,970	28,318	29,734	31,221	32,313	33,444	34,615	35,826	37,080	37,933	38,806	39,698	40,611	41,545
9	26,974	28,322	29,738	31,225	32,786	33,934	35,121	36,351	37,623	38,940	39,835	40,751	41,689	42,648	43,628
10	28,154	29,562	31,040	32,592	34,222	35,419	36,659	37,942	39,270	40,645	41,579	42,536	43,514	44,515	45,539
11	29,484	30,958	32,506	34,131	35,838	37,092	38,390	39,734	41,125	42,564	43,543	44,545	45,569	46,617	47,689
12	30,873	32,417	34,038	35,740	37,527	38,840	40,200	41,607	43,063	44,570	45,595	46,644	47,717	48,814	49,937
13	32,333	33,950	35,647	37,429	39,301	40,676	42,100	43,574	45,099	46,677	47,751	48,849	49,972	51,122	52,298
14	33,965	35,664	37,447	39,319	41,285	42,730	44,226	45,774	47,376	49,034	50,162	51,316	52,496	53,703	54,938
15	35,659	37,442	39,314	41,280	43,344	44,861	46,431	48,056	49,738	51,479	52,663	53,874	55,113	56,381	57,677
16	37,445	39,317	41,283	43,347	45,515	47,108	48,756	50,463	52,229	54,057	55,300	56,573	57,874	59,205	60,566
17	39,315	41,281	43,345	45,512	47,788	49,460	51,192	52,983	54,838	56,757	58,062	59,398	60,764	62,161	63,591
18	41,284	43,348	45,516	47,791	50,181	51,937	53,755	55,636	57,584	59,599	60,970	62,372	63,807	65,274	66,776
19	43,344	45,511	47,787	50,176	52,685	54,529	56,438	58,413	60,457	62,573	64,013	65,485	66,991	68,532	70,108
20	45,509	47,784	50,174	52,683	55,317	57,253	59,257	61,331	63,477	65,699	67,210	68,755	70,337	71,955	73,609
21	47,785	50,174	52,683	55,317	58,083	60,116	62,220	64,398	66,652	68,984	70,571	72,194	73,855	75,553	77,291
22	50,170	52,679	55,313	58,079	60,983	63,117	65,326	67,612	69,979	72,428	74,094	75,798	77,542	79,325	81,149
23	52,680	55,314	58,080	60,984	64,033	66,274	68,594	70,995	73,480	76,051	77,801	79,590	81,421	83,293	85,209
24	55,311	58,077	60,981	64,030	67,232	69,585	72,020	74,541	77,150	79,850	81,687	83,565	85,487	87,454	89,465
25	58,071	60,975	64,023	67,224	70,585	73,056	75,613	78,259	80,998	83,833	85,761	87,734	89,752	91,816	93,928
26	60,977	64,026	67,227	70,588	74,118	76,712	79,397	82,176	85,052	88,028	90,053	92,124	94,243	96,411	98,628
27	63,849	67,042	70,394	73,914	77,609	80,326	83,137	86,047	89,059	92,176	94,296	96,464	98,683	100,953	103,275
28	67,042	70,394	73,914	77,610	81,490	84,342	87,294	90,350	93,512	96,785	99,011	101,288	103,618	106,001	108,439
29	70,397	73,916	77,612	81,493	85,567	88,562	91,662	94,870	98,190	101,627	103,964	106,356	108,802	111,304	113,864
30	73,913	77,608	81,489	85,563	89,842	92,986	96,241	99,609	103,095	106,704	109,158	111,668	114,237	116,864	119,552
31	77,603	81,483	85,557	89,835	94,327	97,628	101,045	104,582	108,242	112,030	114,607	117,243	119,940	122,698	125,520
32	81,483	85,557	89,835	94,327	99,043	102,510	106,098	109,811	113,655	117,632	120,338	123,106	125,937	128,834	131,797

Appendices  
PRD/SAH

# Appendix D

## Public Safety Salary Schedule Effective July 1, 2002 - June 30, 2003

Proposed  
City of Alexandria, Virginia FY 2004 Budget 10-15

Step	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Grade															
1	26,974	28,322	29,738	31,225	32,787	33,934	35,122	36,351	37,623	38,940	39,836	40,752	41,689	42,648	43,629
2	28,154	29,562	31,040	32,592	34,222	35,420	36,659	37,942	39,270	40,645	41,580	42,536	43,514	44,515	45,539
3	29,484	30,958	32,506	34,131	35,838	37,092	38,390	39,734	41,124	42,564	43,543	44,544	45,569	46,617	47,689
4	30,873	32,417	34,038	35,740	37,527	38,840	40,199	41,606	43,063	44,570	45,595	46,644	47,716	48,814	49,937
5	32,333	33,950	35,647	37,429	39,301	40,676	42,100	43,574	45,099	46,677	47,751	48,849	49,972	51,122	52,298
6	33,965	35,664	37,447	39,319	41,285	42,730	44,226	45,774	47,376	49,034	50,162	51,315	52,496	53,703	54,938
7	35,659	37,442	39,314	41,280	43,344	44,861	46,431	48,056	49,738	51,479	52,663	53,874	55,113	56,381	57,677
8	37,445	39,317	41,283	43,347	45,515	47,108	48,757	50,463	52,229	54,057	55,301	56,573	57,874	59,205	60,566
9	39,315	41,281	43,345	45,512	47,788	49,460	51,191	52,983	54,837	56,757	58,062	59,398	60,764	62,161	63,591
10	41,284	43,348	45,516	47,791	50,181	51,937	53,755	55,636	57,584	59,599	60,970	62,372	63,807	65,274	66,776
11	43,344	45,511	47,787	50,176	52,885	54,529	56,438	58,413	60,457	62,573	64,013	65,485	66,991	68,532	70,108
12	45,509	47,784	50,174	52,682	55,316	57,252	59,256	61,330	63,477	65,699	67,210	68,755	70,337	71,955	73,609
13	47,785	50,174	52,683	55,317	58,083	60,116	62,220	64,397	66,651	68,984	70,571	72,194	73,854	75,553	77,291
14	50,170	52,679	55,313	58,078	60,982	63,117	65,326	67,612	69,979	72,428	74,094	75,798	77,541	79,325	81,149
15	52,680	55,314	58,080	60,984	64,033	66,274	68,594	70,994	73,479	76,051	77,800	79,590	81,420	83,293	85,209
16	55,311	58,077	60,981	64,030	67,231	69,585	72,020	74,541	77,150	79,850	81,686	83,565	85,487	87,453	89,465
17	58,071	60,975	64,023	67,225	70,586	73,056	75,613	78,260	80,999	83,834	85,762	87,734	89,752	91,817	93,928
18	60,977	64,026	67,227	70,588	74,118	76,712	79,397	82,176	85,052	88,028	90,053	92,124	94,243	96,411	98,628

Please note: Appendix C and D that are published here are rounded to allow all the information to fit in the space available. For the non-rounded numbers, please refer to the City of Alexandria Classification and Pay Plans published annually by the Classification and Compensation Division of the Personnel Services Department.

Appendices  
PRD/SAH



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## Appendix E

### General Schedule Classification Plan

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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
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

## General Schedule Classification Plan

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GRADE AND SALARY: 01	\$22,778.94 to \$30,311.93
5013 Clinical Psychologist Trainee	Social Science and Welfare
GRADE AND SALARY: 02	\$22,665.97 to \$31,669.67
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	\$22,588.56 to \$33,139.58
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	\$22,506.73 to \$34,670.50
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
8044 Motor Vehicle Operator	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	\$22,422.01 to \$36,266.98
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

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GRADE AND SALARY: 06		\$23,448.97 to \$37,928.08
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
GRADE AND SALARY: 07		\$24,540.62 to \$39,693.79
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
3176	Electronic Publishing Office Specialist I	Automatic Data Processing
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		\$25,685.58 to \$41,545.73
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
5036	Recreation Leader II	Recreation
5016	Residential Detox Counselor I	Social Science and Welfare

## General Schedule Classification Plan

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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                      \$26,973.58 to \$43,629.04

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
7010	Equipment Operator II	Equipment, Facilities and Services
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                      \$28,154.33 to \$45,538.89

6052	Account Clerk III	Accounting, Budget and Finance
3188	Code Enforcement Inspector I	Engineering and Architecture
3075	Computer Operator II	Automatic Data Processing
7033	Equipment Maintenance Specialist	Equipment, Facilities and Services
5121	Horticultural Specialist	Biological Sciences
6909	Legal Secretary I	Administrative, Clerical and Office Services
5026	Library Assistant III	Library and Archives
3796	Licensed Practical Nurse	Medical, Dental, Hospital and Public Health
3198	Medical Records Technician	Administrative, Clerical and Office Services
7045	Offset Press Operator I	Equipment, Facilities and Services
5127	Parking Enforcement Officer III	Public Safety and Enforcement
6305	Records Center Assistant	Administrative, Clerical and Office Services
5035	Recreation Leader III	Recreation
6319	Secretary II	Administrative, Clerical and Office Services
3818	Supervisory Bus Driver	Equipment, Facilities and Services
5448	Supervisor/Shelter	Social Science and Welfare
7035	Traffic Services Worker III	Equipment, Facilities and Services
3213	Transit Services Assistant	Transportation and Environmental Services

## General Schedule Classification Plan

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<p>GRADE AND SALARY: 11</p> <p>5111 Administrative Technician Administrative,</p> <p>4109 Assistant Dockmaster</p> <p>3160 Assistant Impounding Officer II</p> <p>7018 Carpenter</p> <p>3095 Coordinator/Building Services I</p> <p>5120 Crime Prevention Technician</p> <p>6506 Data Entry Operator III</p> <p>3140 Eligibility Worker I</p> <p>3045 Engineering Aide I</p> <p>3181 Electronic Publishing Office Specialist II</p> <p>6043 Executive Secretary</p> <p>3219 Fire Training Assistant</p> <p>7015 Heavy Equipment Operator</p> <p>6869 Management Information Clerk</p> <p>3804 Mental Health/Mental Retardation Technician II</p> <p>3123 Personnel Assistant</p> <p>6024 Personnel Clerk III</p> <p>5550 Pharmacy Technician</p> <p>5009 Planning Assistant II</p> <p>3207 Purchasing Technician</p> <p>5105 Residential Counselor</p> <p>5017 Residential Detox Counselor II</p> <p>3267 Revenue Collection Specialist I</p> <p>3831 Supervisory School Crossing Guard</p> <p>7034 Tree Trimmer</p>	<p>\$29,483.64 to \$47,689.00</p> <p>Clerical and Office Services</p> <p>Business and Industry</p> <p>Public Safety and Enforcement</p> <p>Equipment, Facilities and Services</p> <p>Equipment, Facilities and Services</p> <p>Public Safety and Enforcement</p> <p>Automatic Data Processing</p> <p>Social Science and Welfare</p> <p>Engineering and Architecture</p> <p>Automatic Data Processing</p> <p>Administrative, Clerical and Office Services</p> <p>Personnel Management and Employee Relations</p> <p>Equipment, Facilities and Services</p> <p>Automatic Data Processing</p> <p>Social Science and Welfare</p> <p>Personnel Management and Employee Relations</p> <p>Personnel Management and Employee Relations</p> <p>Medical, Dental, Hospital and Public Health</p> <p>Planning and Urban Development</p> <p>Procurement and Supply</p> <p>Social Science and Welfare</p> <p>Social Science and Welfare</p> <p>Business and Industry</p> <p>Public Safety and Enforcement</p> <p>Equipment, Facilities and Services</p>
<p>GRADE AND SALARY: 12</p> <p>3206 Account Clerk IV</p> <p>7007 Apprentice Mechanic</p> <p>3071 Computer Operator III</p> <p>3146 Community Services Specialist I</p> <p>3231 Contract Technician</p> <p>3100 Coordinator/Building Services II</p> <p>3763 Emergency Communications Technician</p> <p>3151 Existing Structures Inspector</p> <p>3835 ITS Scheduler/Operations Librarian</p> <p>7050 Offset Press Operator II</p>	<p>\$30,873.23 to \$49,936.61</p> <p>Accounting, Budget and Finance</p> <p>Equipment, Facilities and Services</p> <p>Automatic Data Processing</p> <p>Social Science and Welfare</p> <p>Procurement and Supply</p> <p>Equipment, Facilities and Services</p> <p>Public Safety and Enforcement</p> <p>Engineering and Architecture</p> <p>Automatic Data Processing</p> <p>Equipment, Facilities and Services</p>

## General Schedule Classification Plan

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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
GRADE AND SALARY: 13		\$32,332.88 to \$52,297.55
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
3205	Electronic Publishing Office Specialist III	Automatic Data Processing
7031	Facilities Maintenance Specialist	Equipment, Facilities and Services
3244	Food Services Specialist	Equipment, Facilities and Services
3815	Impounding Officer	Public Safety and Enforcement
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

## General Schedule Classification Plan

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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
3099	Traffic Survey Technician	Transportation and Environmental Services
3824	Victim-Witness Specialist I	Legal, Paralegal and Kindred
3304	Zoning Inspector	Planning and Urban Development

GRADE AND SALARY: 14

\$33,965.48 to \$54,938.24

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
3041	Supervisor/Equipment Maintenance	Equipment, Facilities and Services
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



## General Schedule Classification Plan

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GRADE AND SALARY: 15	\$35,658.87 to \$57,677.28
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
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
3768 Supervisory Emergency Communications Technician	Public Safety and Enforcement
2639 Telecommunications Specialist	Equipment Facilities, and Services
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

## General Schedule Classification Plan

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GRADE AND SALARY: 16	\$37,445.12 to \$60,566.48
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 Repair	Equipment, Facilities and Services
3039 Survey Party Chief	Engineering and Architecture
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
GRADE AND SALARY: 17	\$39,314.96 to \$63,590.91
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

## General Schedule Classification Plan

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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
2690	Supervisor/Employment and Training	Social Science and Welfare
3063	Supervisor/Horticulture	Biological Sciences
2251	Supervisory Nutritionist	Medical, Dental, Hospital and Public Health
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		\$41,283.90 to \$66,775.62
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
2395	Coordinator I/Community Service Programs	Social Science and Welfare
3822	Coordinator I /Rehabilitation Loan	Housing
2470	Coordinator/Special Services	Recreation
3228	GIS Specialist	Planning and Urban Development
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
3220	Supervisory Automotive Mechanic/Advisor	Equipment, Facilities and Services

## General Schedule Classification Plan

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3191	Code Enforcement Field Supervisor	Engineering and Architecture
3152	Existing Structures Inspection Supervisor	Engineering and Architecture
3217	Supervisory Graphic Artist	Information and Arts
3091	Supervisor/Personal Property Tax	Business and Industry
3226	T&ES Inspector III	Engineering and Architecture
2358	Transportation Information Specialist	Transportation and Environmental Services
GRADE AND SALARY: 19		\$43,344.16 to \$70,108.03
2317	Accountant II	Accounting, Budget and Finance
3819	Air Pollution Control Specialist	Transportation and Environmental Services
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
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

## General Schedule Classification Plan

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2333	Supervisor III/Recreation	Recreation
2232	Supervisory Registered Nurse	Medical, Dental, Hospital and Public Health
3040	Superintendent/Construction and Maintenance	Equipment, Facilities and Services
3035	Superintendent/Parks and Facilities Maintenance	Equipment, Facilities and Services
3033	Superintendent/Transportation	Transportation and Environmental Services
2093	Urban Planner II	Planning and Urban Development

GRADE AND SALARY: 20

\$45,508.91 to \$73,609.46

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	Social Science and Welfare
3823	Coordinator II /Rehabilitation Loan	Housing
2302	Coordinator/Site Plan/ Administrative Assistant	Planning and Urban Development
2403	Coordinator/Telecommunications	Equipment, Facilities, and Services
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
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

## General Schedule Classification Plan

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2413	Senior Probation Officer	Public Safety and Enforcement
3084	Senior Real Estate Appraiser	Business and Industry
3209	Supervisor/Electronic Publishing Office	Automatic Data Processing
2024	Supervisor/Business and Professional Licence	Business and Industry
2454	Supervisor/Fire Personnel	Personnel Management and Employee Relations
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
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		\$47,784.82 to \$77,290.69
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
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



## General Schedule Classification Plan

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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	Transportation and Environmental Services
2727	Web Architect	Automatic Data Processing
GRADE AND SALARY: 24		\$55,311.44 to \$89,464.79
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
2731	Coordinator/Organizational Development	Policy Determining
2734	Coordinator/Special Project/Recreation	Administrative, Clerical and Office Services
2716	Coordinator/CJIS	Automatic Data Processing
2647	Database Administrator II	Automatic Data Processing
1067	Deputy Director/Office of Code Enforcement	Engineering and Architecture
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
1222	Director/Aging and Adult Services	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
1209	Division Chief/Environmental Services	Transportation and Environmental Services



## General Schedule Classification Plan

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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
1041	Division Chief/Solid Waste	Equipment, Facilities and Services
1021	Division Chief/Treasury	Accounting, Budget and Finance
2728	Pension Administrator	Personnel Management and Employee Relations
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                      \$58,071.07 to \$93,928.40

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
1226	Division Chief/Network Services	Administrative, Clerical and Office Services
1051	Division Chief/Planning	Planning and Urban Development
1134	Division Chief/Recreation	Recreation
1013	Division Chief/Revenue Administration	Business and Industry
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                      \$60,976.72 to \$98,628.22

2372	Assistant City Attorney III	Legal, Paralegal and Kindred
2377	Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred

## General Schedule Classification Plan

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1941	Deputy Director/General Services	Equipment, Facilities and Services
1938	Deputy Director/Management and Budget	Accounting, Budget and Finance
1170	Deputy Director/Office of Housing	Housing
1190	Deputy Director/Personnel Services	Personnel Management and Employee Relations
1197	Deputy Finance Director/Comptroller	Accounting, Budget and Finance
2361	Director/Dental Services	Medical, Dental, Hospital and Public Health
1143	Director/Nursing	Medical, Dental, Hospital and Public Health
1216	Division Chief/Applications	Automatic Data Processing
1215	Division Chief/Network and Security Services	Automatic Data Processing
1169	Chief Social Worker Supervisor	Social Science and Welfare
GRADE AND SALARY: 27		\$63,849.43 to \$103,274.76
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

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GRADE AND SALARY: 28		\$67,041.88 to \$108,438.45
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		\$70,396.59 to \$113,864.60
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		\$73,912.63 to \$119,551.69
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
2564	Senior Clinical Psychiatrist	Medical, Dental, Hospital and Public Health

## General Schedule Classification Plan

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GRADE AND SALARY: 31	\$77,602.94 to \$125,520.70
1206 Assistant City Manager	Policy Determining
1032 Director/Human Services	Social Science and Welfare
1223 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

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CLASS CODE	CLASS TITLE	OCCUPATIONAL GROUP
GRADE AND SALARY: 06		\$33,965.48 to \$54,938.24
3828	Emergency Rescue Technician I	Medical, Dental, Hospital and Public Health
GRADE AND SALARY: 07		\$35,658.87 to \$57,677.28
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		\$37,445.12 to \$60,566.48
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		\$39,314.96 to \$63,590.91
4099	Deputy Sheriff IV	Public Safety and Enforcement
4048	Police Officer IV	Public Safety and Enforcement
GRADE AND SALARY: 10		\$41,283.90 to \$66,775.62
3164	Deputy Fire Marshal II	Public Safety and Enforcement
4050	Police Corporal	Public Safety and Enforcement
GRADE AND SALARY: 12		\$45,508.91 to \$73,609.46
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

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GRADE AND SALARY: 13	\$47,784.82 to 77,290.69
3166 Deputy Fire Marshal/Chief	Public Safety and Enforcement
GRADE AND SALARY: 14	\$50,170.38 to \$81,149.25
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	\$55,311.44 to \$89,464.79
1077 Fire Marshal	Public Safety and Enforcement
GRADE AND SALARY: 17	\$58,071.07 to \$93,928.40
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	\$60,976.72 to \$98,628.22
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 2004 Proposed City Holidays July 1, 2003 - June 30, 2004

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Independence Day	Friday	July 4, 2003
Labor Day	Monday	September 1, 2003
Columbus Day (Observed)	Monday	October 13, 2003
Thanksgiving Day	Thursday	November 27, 2003
Day after Thanksgiving (in lieu of Veteran's Day)	Friday	November 28, 2003
Christmas Eve	Wednesday	December 24, 2003
Christmas Day	Thursday	December 25, 2003
New Year's Holiday	Thursday	January 1, 2004
Martin Luther King, Jr. Day (Observed)	Monday	January 19, 2004
President's Day	Monday	February 16, 2004
Memorial Day (Observed)	Monday	May 31, 2004



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## Appendix H

### Relevant Budget Legislative References

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#### State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

#### City Charter

##### General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.07: The City Manager may at any time transfer any unencumbered appropriation or portion thereof within the accounts of an office, department or agency. The City Council when advised of the details by the City Manager may, by duly docketed resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or

agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

#### **Responsibility of the City Manager for the Budget:**

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

(a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;

(b) An estimate of receipts from current ad-valorem taxes on real estate and personal property, and from all other sources;

(c) A statement of debt service requirements;

(d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,

(e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

**Responsibility of the City Council for the Budget:**

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the Council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

## City Resolutions

### **Resolution No. 1464 - Adopted June 2, 1990<sup>1</sup> Establishing the Budget and Fiscal Affairs Advisory Committee**

Having considered the need, purpose and function of a body composed by citizens of Alexandria to assist the City Council in budget and fiscal matters; now, therefore, be it resolved by the City Council of the City of Alexandria, that:

#### 1. Establishment of Committee

There is established a committee to be known as the Alexandria Budget and Fiscal Affairs Advisory Committee ("Committee") which shall be composed of 13 members.

#### 2. Membership of Committee

The members of the Committee shall be appointed by the City Council as follows:

- (a) seven members one each of whom shall be designated by the Mayor and Members of City Council;
- (b) three members appointed at-large in accordance with the provisions of section 2-4-7 of the City Code;
- (c) one member designated by the Alexandria City School Board; and
- (d) two members designated by the Alexandria Chamber of Commerce.

#### 3. Appointments and Terms of Office

Members designated by the Mayor and Members of the City Council, the School Board, or the Alexandria Chamber of Commerce shall serve at the pleasure of the Mayor, Council Member, School Board, or Alexandria Chamber of Commerce designating such person and any vacancies in such positions shall be filled in the same manner as the original appointment. Members appointed at-large shall serve for a period of two years and vacancies and/or reappointments shall be handled in the manner prescribed in section 2-4-7 of the City Code.

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<sup>1</sup> The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representatives of the Chamber of Commerce to the committee.

#### 4. Qualifications and Limitations

All members of the Committee shall:

(a) by virtue of their education and employment in the public or private sector, have a demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;

(b) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived;

(c) not be (i) 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; and

(d) declare to the committee their position as an officer or director of any entity or organization, and abstain from discussing, participating or voting on any matter before the committee, that directly relates to any appropriation or grant made or awarded by or through the City to the entity or organization of which the member is an officer or director.

#### 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. 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 2002 Comprehensive Annual Financial Report, is repeated here:

**City of Alexandria, Virginia  
Computation of Legal Debt Margin  
as of June 30, 2002**

Assessed Value of Real property, January 1, 2002 . . . . .	\$16,272,679,700
Debt Limit: 10 Percent of Assessed Value . . . . .	1,627,267,970
Amount of Debt Applicable to Debt Limit: . . . . .	
General Obligations Bonds . . . . .	<u>\$153,925,000</u>
 Total General Obligation Debt . . . . .	 <u>153,925,000</u>
 LEGAL DEBT MARGIN . . . . .	 <u>\$1,473,342,970</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 I

### Laypersons's Guide to Fund Balance

The following information is based on the November 18, 1997 BFAAC report to City Council. City Council received the BFAAC report on December 9, 1997. The information in this summary has been updated by OMB and Finance based on the City's Comprehensive Annual Financial Report as of June 30, 2002, 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, 2002, the City had \$1,480,168 in inventory of supplies and \$3,117,566 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, 2002 was \$63,630,925. Against this unreserved fund balance, the following designations to yield an undesigned general fund or checkbook balance of \$24,545,582 have been made:

- \$9,816,624 appropriated in fiscal year 2002 to balance the fiscal year 2003 budget as approved by City Council;
- \$3,384,096 to help fund the FY 2004 proposed operating budget;
- \$12,300,000 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP);
- \$1,375,987 for operating fund projects that were incomplete as of June 30, 2002;
- \$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); and
- \$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 2004 Budget

The City Manager's proposed changes in designations in the FY 2004 budget are identified in the Fund Balance section in Summary Tables (Section 4) of this budget document.

#### 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 undesigned 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 undesigned 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.

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