

CITY OF
Alexandria
VIRGINIA



FY 2007
PROPOSED OPERATING BUDGET

JULY 1, 2006 - JUNE 30, 2007

City of Alexandria

FY 2007 BUDGET

ALEXANDRIA CITY COUNCIL

William D. Euille, Mayor

Redella S. Pepper, Vice Mayor

Ludwig P. Gaines

Rob Krupicka

Andrew H. Macdonald

Paul C. Smedberg

Joyce Woodson

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

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

GFOA Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Alexandria
Virginia**

For the Fiscal Year Beginning

July 1, 2005

A handwritten signature in cursive script, reading "Nancy S. Ziehl".

President

A handwritten signature in cursive script, reading "Jeffrey R. Emery".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2005.

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.

Alexandria's Strategic Plan

In fall 2004 the Alexandria City Council adopted a Strategic Plan for 2004-2015 and its vision of what it believed that Alexandria could become by the year 2015. The Council developed the Strategic Plan and Vision over the last year after holding a series of work sessions, two community meetings and a public hearing to obtain community input. The Strategic Plan is the City Council's road map to fulfill its Vision, which it believes can be achieved by working together on common goals.

Alexandria Vision 2015

Alexandria 2015 is a vibrant, diverse, historic and beautiful City with unique neighborhoods and multiple urban villages where we take pride in our great community.

Alexandria Goals 2004 - 2009

GOALS:

- Quality Development and Redevelopment that is Well Planned and Consistent with Alexandria's Vision.
- A City That Respects, Protects and Enhances the Natural Environment.
- An Integrated, Multi Modal Transportation System that Gets People from Point "A" to Point "B" Efficiently and Effectively.
- A Strong City Economy that is Growing in Varied Small Businesses and Job Opportunities.
- A Caring Community that is Diverse and Affordable.
- The City Government is Financially Sustainable, Efficient and Community Oriented.
- In Partnership with the Alexandria City Schools, Public Schools that are Among the Best in Northern Virginia.

Mission of Alexandria City Government

Alexandria City Government is financially sustainable, provides excellent services that are valued by its customers, and engages the entire community as it plans for the future.

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City Manager's Message

February 14, 2006

To The Honorable Mayor and Members of City Council:

It is my responsibility and privilege to transmit to the City Council the proposed Fiscal Year 2007 Operating Budget, and the proposed Fiscal Year 2007 - 2012 Capital Improvement Program. As I said in my first budget message last year, there is no more important duty for a City Manager than submitting a financially responsible budget that seeks to balance the community's needs for the services, infrastructure and facilities that only local government can provide, with the ability and willingness of residents and businesses to pay local taxes and fees. Ultimately, a budget represents the collective decision of the community, as expressed by Council actions, about what is most important for us to accomplish together, as well as how to finance those accomplishments.

I am proposing a \$503.5 million General Fund operating budget that is 7.0 percent above last year and that reflects a 6.8 cent real estate tax rate reduction. This budget is \$5.5 million below the \$509.0 million target established last November by City Council. It would allow a 6.8 cent real estate tax rate reduction. As required by the new budget process, I also am providing options for Council's consideration to reduce the fiscal year 2007 budget by an additional \$5.9 million to meet the alternative budget target of \$497.6 million. These options have been carefully considered. Although they are not painless, I believe they are reasonable ones to consider. If those options are chosen, the budget would grow at a 6.0 percent rate and further moderate the rate of growth in property taxes for every property owner by allowing an additional 1.8 cent real estate tax rate reduction.

The budget is shaped by a number of "budget drivers." Additional funds are necessary to maintain current service levels and implement or continue current City policies. Some of the main "drivers" of the budget are staffing compensation, transit subsidies, debt service, rent and facility maintenance, and grant match increases. The City must pay salaries and benefits that are competitive with neighboring jurisdictions and the generally tight job market in the Washington, D.C. area, or risk losing good employees. To do so, this budget proposes a 3 percent cost-of-living adjustment (\$5.7 million for City employees), and it proposes funding to maintain current levels of employee benefits for retirement (\$5.3 million), health benefits (\$3.0 million), and merit pay increases (\$2.8 million). The budget also provides \$2.5 million to maintain current transit service levels, \$1.7 million for debt service



increases, \$1.3 million for rent and facility maintenance cost increases, and \$1.1 million for grant match increases.

The School's budget faces similar "budget drivers" including a 3 percent COLA (\$3.9 million), increases in the cost of retirement benefits (\$3.6 million), and the cost of fuel and energy (\$0.7 million), and merit pay increases (\$3.5 million).

I have used the Council's Strategic Plan as a road map for making budget decisions. The revised Strategic Plan is printed in full at the front of the budget document. The budget is designed to be responsive to its priorities. We need to:

- Maintain and improve the quality of our neighborhoods, our business and shopping areas, as well as the physical environment in which we live, shop and work.
- Maintain and improve our infrastructure, such as road capacity, public transit systems, pedestrian and bikeways that we use to move about.
- Be good stewards of our environment and historic resources.
- Attract and retain employers and businesses, particularly small businesses, that both employ and serve our residents.
- Provide the social safety nets used to care for those in need and to remain a diverse and affordable community.
- Minimize the risks to life and property posed by crime, unsafe facilities, as we as are prepared to respond to emergencies.
- Provide for the education of our youth.
- Ensure a City government that is efficient, financially sustainable in the long run, and promotes a sense of community.

To meet these strategic goals, the budget includes additional funding to enhance services in a number of areas:

- An increase in our funding for gang prevention activities, including significant expansion of recreation programs targeted at teenage youth (\$239,000).
- The next phase of funding for the Charles Houston Recreation Center renovation (\$2.18 million).
- Other enhancements to public safety including: funding in the Capital Improvement Program (CIP) for a new E-911 call system (\$1.5 million), additional funds for Sheriff and Fire Emergency Medical Services operations (\$673,000).
- An increase in transit subsidies (\$2.462 million) to reflect the increased costs of supporting DASH, paratransit for the disabled and the City's share of METRO bus and rail operating costs, as well as \$6.415 million for the Metrobus and Metrorail capital



- program, and \$369,000 for DASH bus replacement.
- Increases in the social services area including: additional funding for a nurse for group homes (\$63,000) and a nurse for tuberculosis control (\$77,000), before/after school program coordination (\$101,000), increased grants to non-profits (\$125,000), additional funding for open space and affordable housing reflecting the increased value of 1 cent of the real estate tax due to increasing assessments (\$804,000 each).
 - Increases in the CIP for site acquisition for a new Fire station (\$3.0 million), for preliminary work on the new Police Headquarters facility (\$4.84 million), and Holmes Run trunk sewer (\$3.0 million).

We are implementing the new budget process. Adopted by Council last May, the new budget process is designed to provide more time for City Council and the public to consider difficult budget choices. More importantly, the new budget process is designed to allow Council and the public to make more informed decisions about budget tradeoffs by providing more information regarding specific spending priorities. I understand that these priorities need to be weighed against the overarching need to moderate the growth in residential real estate taxes.

Last June I instituted internal budget process reforms to accelerate our schedule for preparing the budget, to produce a wider and deeper look at the operating and capital budget needs of the City, and to initiate a continuing improvement process to make our City's government more efficient and effective. I reported to you in depth on the status of these efforts last October at Council's budget retreat. Although much more remains to be done, the proposed budget you receive today represents the current results of those efforts.

The proposed City budget (excluding the Schools) would not increase more than that required to maintain current services and policies – about 6.4 percent. This budget requests only \$2.1 million in discretionary supplementals for City operations and proposes \$2.1 million in expenditure reductions through efficiencies or service reductions to completely offset those increases. City staffing levels would be maintained at essentially the adjusted FY 2006 levels with an increase of only 0.3 percent or 6.75 full-time equivalent positions.

The proposed operating budget for the Schools would increase by \$11.6 million or 8.4 percent. The proposed transfer to the Schools for operating expenses (including the cost of a 3.0 percent COLA of \$3.9 million) is \$150.4 million. This amount is \$1.8 million below the School's request and \$2.4 million below the target set by Council. The \$1.8 million reduction to the School's request represents only one



change – a lower assumption about the cost of health insurance premiums. Instead the budget has set aside that same amount in fund balance, and it would be available for Council to appropriate in case this assumption proves to be incorrect.

The School's request for capital projects is fully funded in the proposed budget with only one exception. I have reduced requested funding for a Minnie Howard Ninth Grade Center renovation and expansion in FY 2009 and FY 2010. The proposed CIP keeps that estimate at last year's approved CIP level pending further study of trends in construction costs and enrollment. This change reduces the School's request for Minnie Howard by approximately 50 percent or \$10.6 million.

I also want to express my appreciation to the Superintendent and the School Board for complying with our request for an earlier submission and for meeting the Council's proposed budget target.

In order to meet the lower, 6.0 percent growth alternative budget target established by Council, several options are proposed for its consideration. These are described in more detail in the budget overview, but in general they involve the following:

- Reduce the COLA to be provided to City and School employees from 3.0 percent to 2.5 percent (\$1.6 million).
- Reduce the proposed Capital Improvement Program in FY 2007 (by an additional \$3.8 million).
- Reduce the proposed Schools operating budget transfer (by an additional \$0.5 million).
- Reduce the proposed City's operating budget (by an additional \$1.2 million).
- Reduce the proposed designation in fund balance for School health insurance costs (\$1.8 million).

The impact on real estate taxes paid by Alexandria homeowners would vary depending on the budget options chosen by Council, but under either option Alexandria's tax rate would remain among the lowest in the region. The table below shows the variation in the tax rate, including the average increase in residential real estate taxes to be paid under the proposed budget and the alternative budget targets.



AVERAGE HOMEOWNER TAX INCREASE
(considers combined effect of increased assessments and decreased tax rate)

	If No Rate Reduction	Proposed Budget	Alternative Budget
Rate Reduction	0 cents	6.8 cents	8.6 cents
New Rate	91.5 cents	84.7 cents	82.9 cents
All Residences Average value \$526,852			
\$ change in taxes	\$786	\$427	\$333
% change in taxes	19.5%	10.6%	8.2%
Single Family Average value \$667,386			
\$ change in taxes	\$935	\$481	\$361
% change in taxes	18.1%	9.3%	7.0%
Condominiums Average value \$363,592			
\$ change in taxes	\$614	\$366	\$301
% change in taxes	22.6%	12.5%	11.1%

Although we do not yet know what tax rates our neighboring jurisdictions are going to consider, a real estate tax rate of between 82.9 cents and 84.7 cents is likely to remain among the lowest in the Northern Virginia region.

There are two targeted real estate tax relief programs and the budget sets aside \$4.15 million in funds for this purpose, a \$1.0 million increase or 32 percent increase over last year. I am fully aware that even with these significant tax rate reductions, the increased costs in real estate taxes due to increased assessments may be a hardship for some Alexandrian homeowners. This budget continues a targeted approach to provide more assistance to those low and moderate household incomes and the elderly and disabled. Last year, more than a thousand grants, averaging more than \$500 each, were given to low and moderate income homeowners to offset real estate taxes as part of the Affordable Home Ownership Preservation (AHOP) program. The budget sets aside an additional \$300,000 in fund balance to increase funding for this program. The budget also provides \$3.2 million real estate tax relief for the elderly and disabled, which will allow an increase in the income and housing value thresholds.



Only 11 to 12 percent of City employees actually live in the City, and it is difficult to compete with other public and private employers in the very tight regional labor market with only 2.9 percent unemployment. To maintain the City's ability to keep and attract a competent workforce, a number of budget adjustments are proposed. The proposed budget includes the cost of a 3.0 percent COLA for City employees (\$5.7 million), which is below the regional rate of inflation of 3.7 percent. It also includes merit pay increases for City employees (\$2.8 million), increased costs for payments to the Virginia Retirement System (\$5.3 million), and for health insurance premiums (\$3.0 million). Lastly, the proposed budget sets aside some fiscal year 2006 estimated surplus fund balance (\$4.0 million) for pay adjustments for general salary schedule employees and other needed adjustments to recover our competitive position vis-a-vis other major Washington metropolitan area jurisdictions. In response to new national accounting standards, I also have set aside \$1.5 million in fiscal year 2006 surplus fund balances to begin a process of funding the costs of our liability for future payments for retiree health benefits.

Through a careful review process I have been able to propose a decrease of \$6.7 million or 36 percent in the General Fund transfer needed for funding the Capital Improvement Program (CIP) compared to the prior year. The proposed CIP is designed to maintain, update and improve the publicly maintained infrastructure of the City. I strongly feel that we should not begin down a path that leads to the deterioration of our existing City office, recreational and school buildings, publicly owned historic properties, parks and open spaces, roads and transit systems, and sewers. However, the budget is able to reduce the need for debt service and cash capital payments that fund the CIP by designating \$7.4 million in estimated fiscal year 2006 surplus funds for this purpose, holding the growth in CIP expenditures in FY 2007 to the FY 2006 level, and reducing the need to borrow funds for the CIP in fiscal year 2006 – thus moderating the growth in debt service costs required in FY 2007.

During consideration of the fiscal year 2007 budget I have identified several longer range challenges that require future attention to assure the financial condition of the City is sustainable.

- The funding plan for the CIP contains \$24 million in unidentified funding sources to pay for a planned \$100 million CIP program in FY 2008. We will have to examine closely whether we can afford \$100 million in CIP expenditures in FY 2008, or whether we can use pay-as-you go financing or additional borrowing to provide the additional \$24 million needed to balance next year's CIP budget.



- We face future challenges in meeting competitive pressures of the regional labor market. Health care insurance costs for current employees are increasing at a rapid rate, and accounting standard changes are forcing the City to come up with a plan to fund its estimated \$80 million plus in liability for retiree health insurance benefits. We also must redesign the process by which we measure and maintain our pay and benefit competitiveness with other Washington metropolitan jurisdictions.
- The City is positioned financially to be ready for the coming slowdown in the real estate market. For future planning purposes I have assumed only a 4 percent growth in assessments next year. The City maintains a strong undesignated fund balance that could be used to absorb a sudden and unexpected downturn in the real estate market. We have the ability to adjust City spending by slowing down planned capital projects. And staff will closely monitor spending and revenues during the year so that we can pick up any negative trends in revenues or expenditures and make quick adjustments as necessary.
- Over the long range, the economic vitality of the City is the major determinant of the budget health of the City. The recent economic development summit has identified a large number of strengths, weaknesses, opportunities and threats to the future economic development of the City. It will be our collective challenge to identify the best course to follow to promote the future economic health of Alexandria's residents and businesses.

I have initiated several continuous improvement efforts to produce efficiencies and savings, improve the quality and timeliness of City services, and generally to challenge the status quo. I received a large number of suggestions for administrative process improvements from City departments. To date, we have acted on about a third of those suggestions I designated for follow-up, and we have the remainder under active consideration. As part of this process, I have established five key continuous improvement teams. They have been developing recommendations for me that will improve our personnel selection and hiring, training opportunities, purchasing systems and procedures, facility management and the composition and operation of our vehicle fleet. I also am following up on many additional department-specific suggestions for improvement and savings were identified in the budget process.



I have proposed a total of \$2.1 million in expenditure reductions in the budget. Among those are savings due to: the downsizing and the lengthening of the assumed life of certain City vehicles, trading used radio equipment to upgrade our current equipment, substituting DASH for more expensive METRO bus service, reducing overtime costs, reorganizing printing services, reducing temporary staff for human services, reducing the City's summer intern program, and reorganizing a section of Police administrative staff.

I have reviewed and updated a wide-variety of fees, fines and charges for services to bring them more in line with what is being charged by neighboring jurisdictions and to cover increased costs of certain operations. Some of these adjustments include: developer fees, code enforcement fees, refuse pick-up fees, ambulance fees, vendor fees for special events, marina boat-slip fees, and swimming pool permit fees. The budget also assumes the increase bus fares proposed by the DASH Board.

We have engaged several consultants to conduct efficiency and best practice studies in selected City departments. We also have hired a consultant to improve the City's use of performance measures for management and budgeting purposes. Also, we have joined with 28 other Virginia counties and cities in a consortium sponsored by the International City and County Management Association to collect and report on uniform performance data for the purpose of sharing and comparing best practices.

Finally, I want to thank Council, our residents, business persons and City staff for their suggestions on how to improve our City Services.

Sincerely,

A handwritten signature in black ink, appearing to read "James K. Hartmann".

James K. Hartmann
City Manager



Budget Overview FY 2007

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Revenues

Pages 4-21 to 4-57

Millions of dollars

	FY 2006 Approved	FY 2006 Projected	FY 2007 Proposed	Change from 2006 Approved
Real property taxes	251.1	257.5	276.3	10.0%
Other taxes	138.8	141.4	142.1	2.4%
Non-tax revenue	23.1	25.9	28.6	23.8%
Federal & state revenue	47.7	48.8	51.6	8.2%
Prior year surplus & other fund transfers	9.7	9.7	4.9	(49.4%)
Total	470.5	483.3	503.5	7.0%*

Total FY 2007 General Fund revenues are expected to increase 7.0% compared to approved FY 2006 revenues. The increase in residential real property taxes is projected at 10.0%, assuming a 6.8 cent real estate tax rate reduction.

* The total change from FY 2006 Projected Revenues is 4.2%.

Real property taxes are taxes on residential and commercial real estate.

Other taxes include the personal property tax, the 1% sales tax, utility taxes, business license (BPOL) taxes, transient lodging taxes, and others.

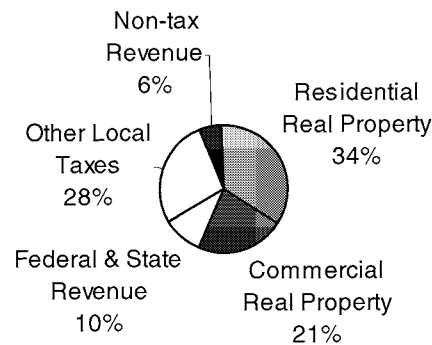
Non-tax revenue includes fines and forfeitures such as parking fees, and charges for services, such as solid waste fees.

Federal & state revenue is aid from the federal government and the Commonwealth of Virginia which goes into the City's General Fund and is not generally restricted to special activities.



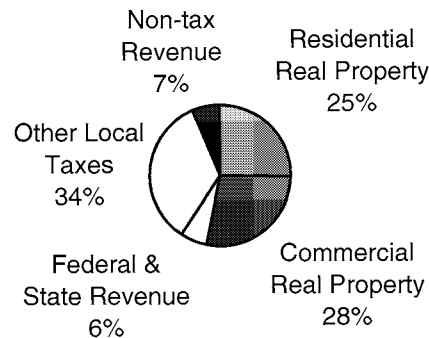
In Fiscal Year 2007, 56% of total General Fund revenues are expected to come from real estate taxes with 34% of total revenues coming from residential real estate taxes.

**Total Projected FY 2007 General Fund Revenue
\$498.7 million**



In Fiscal Year 1991, 53% of General Fund revenue came from real estate taxes, but the amount of total revenues from residential real estate taxes was only 25%. Owners of commercial property paid proportionally more in real estate taxes at that time.

**Total FY 1991 General Fund Revenue
\$221.7 million**

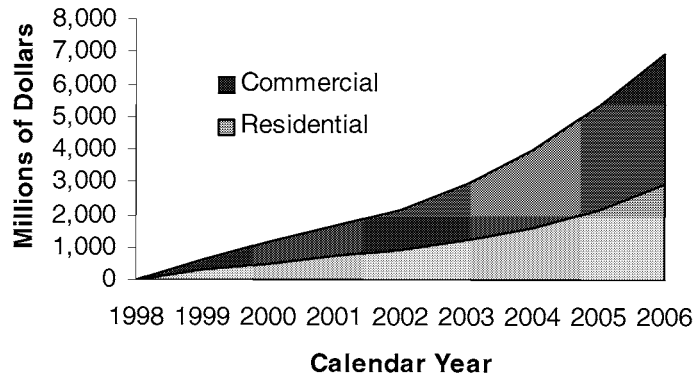


A comparison of the sources of General Fund Revenue in FY 1991 and FY 2007 reveals two major changes. Rapidly increasing residential real estate assessments, the increasing population, and the increased number of homes have increased the share that residential real property taxes contribute toward total City revenues. Federal and state revenue has also increased as a percentage of revenues in part because the Commonwealth of Virginia now picks up a large portion of the Car Tax. For the last few years, the State has paid 70% of eligible car taxes. That percentage may increase in FY 2007, and thereby result in a drop in many taxpayer car bills.



Increase in Real Property Tax Base Attributable to New Construction Since 1998

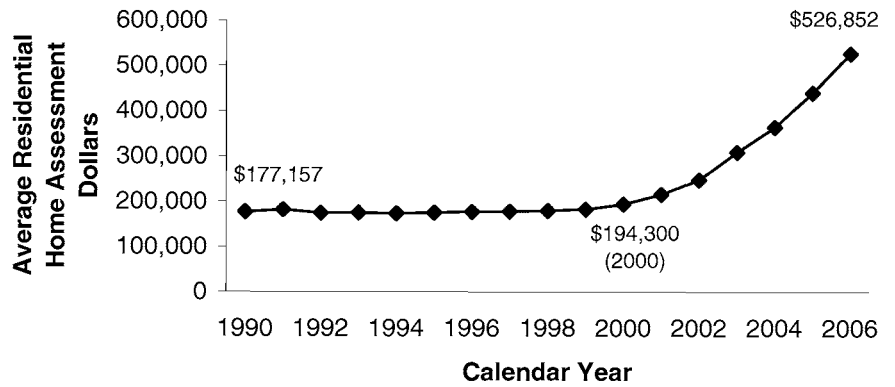
A significant portion of the total increase in the total overall value of real property is due to new construction in Alexandria.



As of 2006, the value of the tax base contributed by new construction each year since 1998 totals about \$6.9 billion or 21.5% out of a total real property tax base of \$32.1 billion.

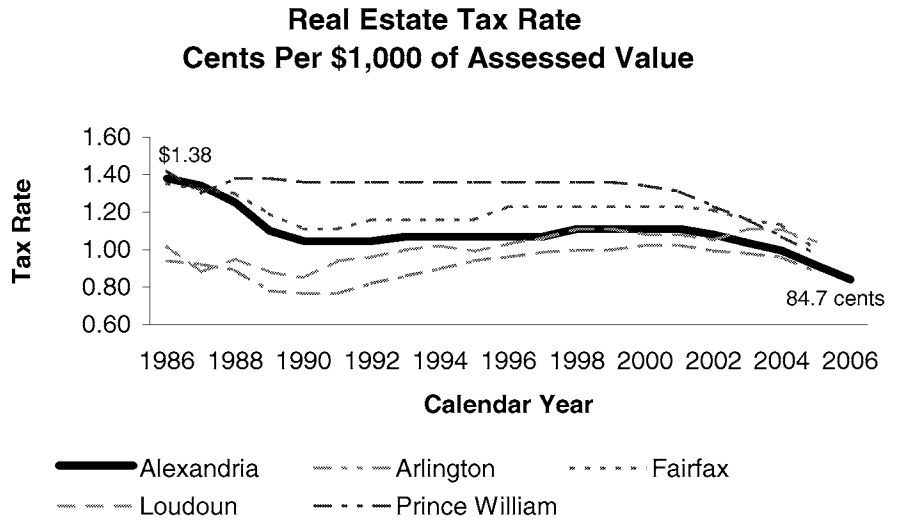
After remaining mostly flat during the 1990's, since 2000, the average assessed value of a home in Alexandria has increased by over two and one half times.

Residential Real Estate Assessment Increases Since 1990



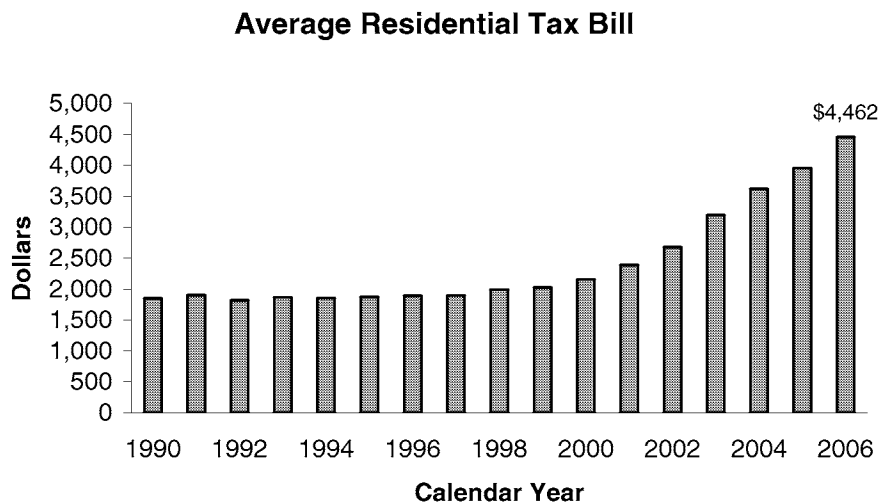


In 1986, Alexandria had the second highest real estate tax rate in Northern Virginia. By 2005, it had the second lowest rate.



Since 2000, the City Council has responded to increasing property values by lowering the tax rate from \$1.11 to 91.5 cents per \$100 of assessed value in 2005. The City Manager’s proposed budget lowers the rate by 6.8 cents to 84.7 cents per \$100 of assessed value in 2006.

Despite the proposed decrease of 6.8 cents in the 2006 real property tax rate, the average residential tax bill will increase by \$427 in 2006.



In 2006, under the proposed budget, the average real property residential tax bill would increase 10.6% or \$427 to \$4,462.



The City of Alexandria has a variety of programs to provide tax relief to seniors and citizens with low and moderate income and to provide affordable housing assistance.

Affordable Home Ownership Preservation Grant Program (AHOP).

To help low and moderate income homeowners keep up with rising real estate taxes, in the FY 2005 budget the City established the Affordable Home Ownership Preservation Grant Program (AHOP). Residents meeting the program’s income and wealth qualifications may apply for grants of up to \$675 to defray the cost of rising real estate assessments. In 2005, an average of over \$500 was provided to over 1,000 AHOP grantees. In the FY 2007 budget, an additional \$300,000 was set aside in fund balance to increase the benefits of this program. \$1.4 million was budgeted for affordable home ownership programs in FY 2006, and the City Manager’s proposed budget includes \$1.6 million for FY 2007.

Real Estate Tax Relief Program for the Elderly or Disabled.

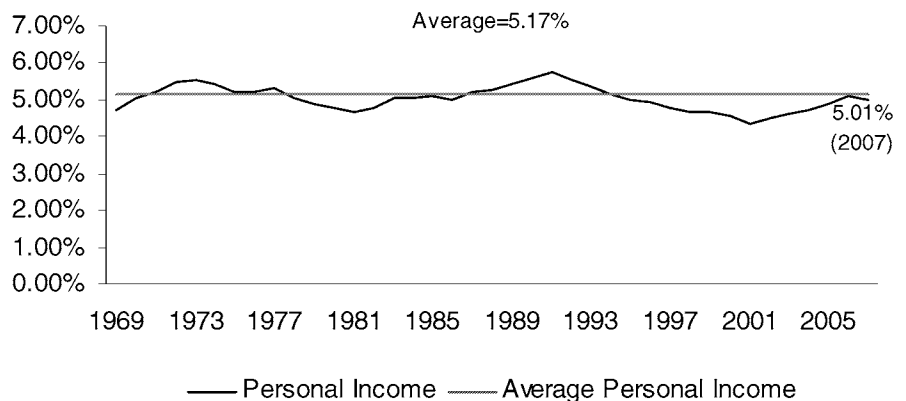
To counter the costs of rising real estate taxes for people with fixed incomes, the City has established a program to fully or partly exempt elderly or disabled homeowners in Alexandria, based on an income limit and age. In 2005, under this program, an average of about \$2,800 in tax relief was provided to nearly 1,000 people, saving taxpayers a total of \$2.8 million. In FY 2007, an estimated \$3.2 million is available for this program.

Other Affordable Housing Programs.

Beginning in FY 2006, the City set aside 1 percent of total real estate tax revenues for new affordable housing initiatives. This set aside is now equal to \$3.3 million in FY 2007. Other housing programs offer interest free second mortgages to serve as down payments for residents purchasing property and subsidize reduced interest rates for first time homebuyers. Through the Home Rehabilitation Loan Program, low and moderate income residents may also get aid for correcting code violations and structural problems in their primary residences.

One way to measure the relative local tax capacity and tax burden of a community is to measure the ratio of local personal income to local taxes.

General Fund Revenue from Local Sources as a Percentage of Personal Income



The FY 2007 proposed budget is slightly below the long-term historical average of 5.17% of local income. This reflects the effect on taxes of

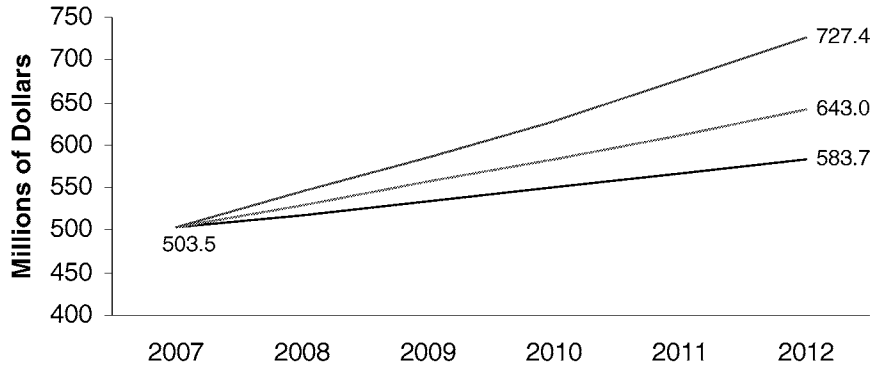


the dip in the Alexandria real estate market in the 1990's and the subsequent recovery during the real estate boom of the last five years.

The City of Alexandria forecasts future revenues based on low, mid-range, and high scenarios. This is a highly speculative exercise; few predicted the enormous increase in the value of real estate since 2000.

General Fund Revenue Outlook

Projected Revenue Growth Under Low, Medium, and High Forecasts



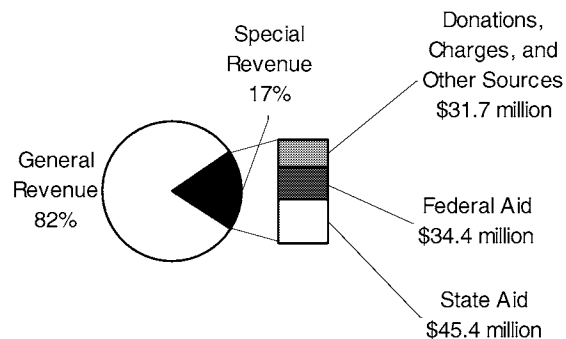
Due to Virginia laws, which limit the City's ability to expand its revenue base, for the foreseeable future the City will need to continue to rely on real property tax revenues to make up the majority of General Fund revenue. Without changes in tax rates, total revenue is projected to grow approximately between 3.00% to 7.64% per year, with 5.01% per year in the mid-range scenario.

Special Revenue Funds Section 5

General Revenues and Special Revenues together make up the total operating budget of the City of Alexandria.

Special Revenue Funds account for revenue derived from specific sources that are restricted by legal and regulatory provisions to finance specific activities.

Total Projected Revenues Fiscal Year 2007 \$615.1 million



Total Projected Fiscal Year 2007 Special Revenues \$111.6 million



Expenditures

Section 5

General Fund expenditures are proposed to increase by 7.0% over the FY 2006 approved budget as amended.

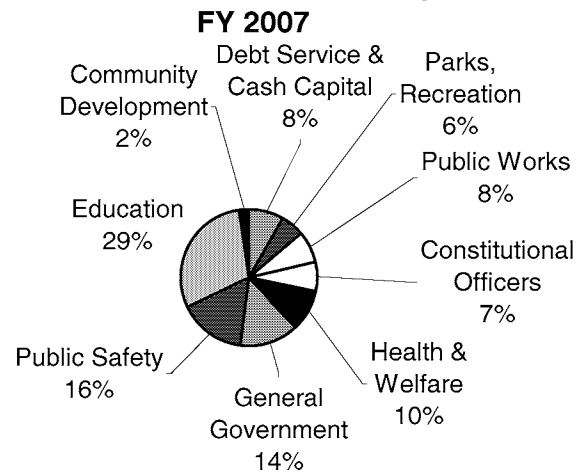
Millions of dollars

	FY 2006 Approved	FY 2007 Proposed	% Change FY 06-07
Education	138.8	150.4	8.4%
Public Safety	80.1	79.2	(1.1)
General Government	52.2	53.5	2.5
Cash Capital & Debt Service	45.6	41.8	(9.0)
Health & Welfare	46.2	48.3	4.5
Public Works	35.9	38.6	7.5
Constitutional Officers/Courts	33.4	34.2	2.3
Parks, Recreation, & Culture	27.1	28.2	4.1
Community Development	11.0	11.9	8.1
Unallocated Distributions*	-	17.4	-
Total	470.5	503.5	7.0%

*includes the FY 2007 Cost of Living Adjustment (COLA) (\$5.7 million), increases to Virginia Retirement System contributions (\$5.3 million), health insurance (\$3.0 million), and other adjustments (\$3.4 million). The allocations will be distributed among departments.

Spending on education and public safety (Police and Fire) makes up almost half the General Fund expenditures (45%). When the Office of Sheriff (a constitutional officer) is included, the percentage is 50%.

Where The General Fund Money Goes



Total Projected FY 2007 General Fund Expenditures \$503.5 million



A brief guide to the departments and page references to detailed descriptions of the departments in the Proposed Operating Budget is included below:

- Page 10-3 and the School Board's Approved Operating Budget**

 - **Education** includes the Alexandria City Public Schools.
- Page 9-21**

 - **Public Safety** includes the Fire and Police Departments.
- Page 8-1**

 - **General Government** includes, among other departments, General Services, Finance, Personnel Services, and Real Estate Assessments.
- Page 9-149**

 - **Public Works** includes the Department of Transportation and Environmental Services, which maintains City streets and the City sanitary and sewer system. Transit subsidies to DASH, the City's bus system, and Virginia Rail Express (VRE) are also included in "Public Works."
- Page 7-3**

 - **Constitutional Officers/Courts** includes departments with elected officials such as the Office of Sheriff, which manages the Alexandria Detention Center, the Commonwealth's Attorney, and the Registrar of Voters.
- Page 9-131**

 - **Parks & Recreation** include the Office of Historic Alexandria, the Alexandria Library system, and The Department of Recreation, Parks, and Cultural Activities, which manages the City's parks and manages youth programs.
- Capital Improvement Projects (CIP) Budget Document**

 - **Debt Service & Cash Capital.** Debt Service is the amount the City repays in principal and interest on outstanding bonds issued for infrastructure improvements. Cash Capital is funds in the current operating budget designated for capital improvements.
- Page 9-33**

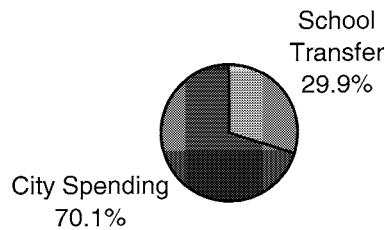
 - **Health & Welfare** includes the Health Department, the Department of Human Services, and the Department of Mental Health, Mental Retardation, and Substances Abuse.
- Page 9-81**

 - **Community Development** includes the Departments of Housing, Economic Development, and Planning and Zoning.



**General fund expenditures
by type of expense**

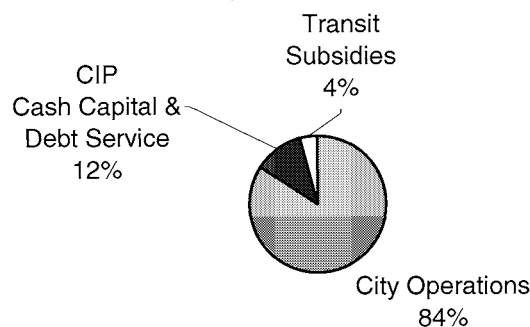
**General Fund Expenditures
\$503.5 Million**



Under the proposed budget for FY 2007, the City would transfer approximately \$150.4 million of its General Fund revenue to the Alexandria School System, including funds for a 3.0% COLA, not including spending on capital improvement projects, or for school related debt service.

After transfers to the Alexandria School System, the remaining General Fund expenditures of \$353.1 million are divided among City operations, funding for the Capital Improvement Program, and funding for transit programs such as DASH and Metro buses and rails.

**Where the Money Goes
General Fund Expenditures Excluding School
Transfer
\$353.1 Million**



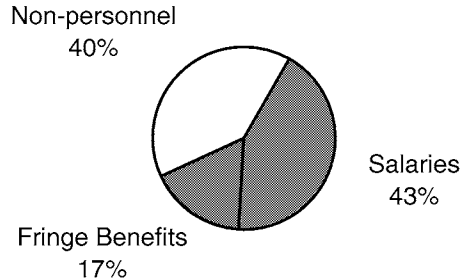
Cash Capital and Debt Service account for \$41.8 million.

Transit expenditures (\$14.4 million) includes funding for DASH (Alexandria's bus service) and for contributions to the Washington Metropolitan Area Transit Authority (WMATA) which runs the Metrobus and Metrorail system.



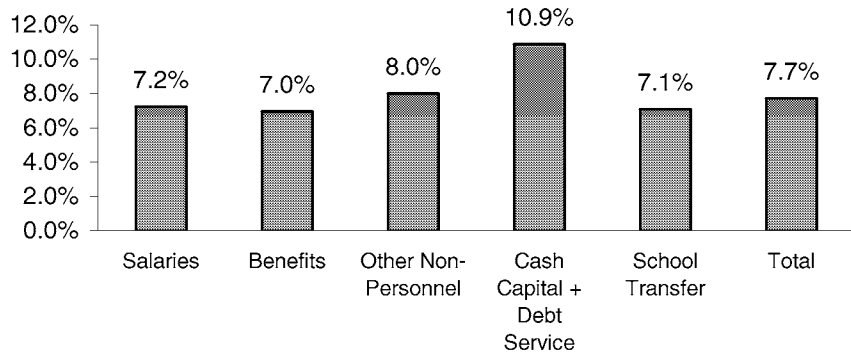
Once transit subsidies and cash capital & debt service are removed, approximately 60% of the budget is devoted toward salaries and fringe benefits.

**City Operations Expenditures
\$296.9 million**



Many of the increases in the City's expenditures are a response to trends not wholly under the City government's control.

**Average Annual Percentage Growth
FY 2000 to FY 2005
(Actual Expenditures)**

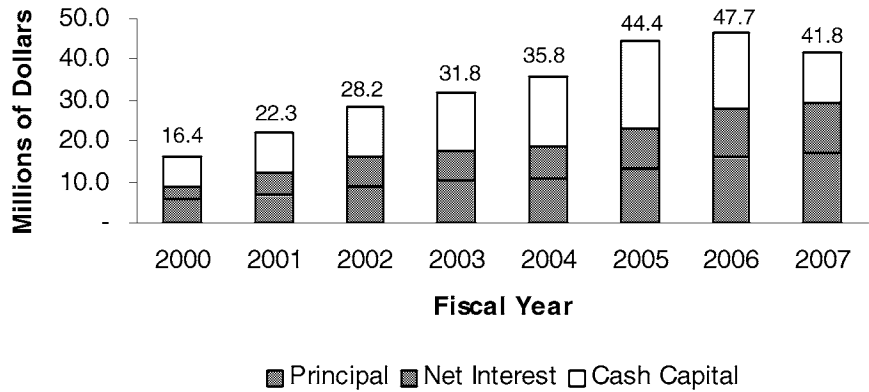


- The City must pay salaries and benefits that are competitive with neighboring jurisdictions and the generally tight job market in the Washington, DC area, or risk losing good employees.
- Benefits include items such as employer contributions toward medical insurance, the cost of which has increased much more rapidly than the overall rate of inflation. Also, the City of Alexandria's contributions to the Virginia Retirement System (VRS), the pension fund for most City employees, is prescribed by the Commonwealth of Virginia and has increased substantially to reflect changing assumptions about investment returns and future costs of benefits.



In recent years, the City has increased the number of necessary Capital Improvement Projects, deferred during the tight budgets of the 1990's.

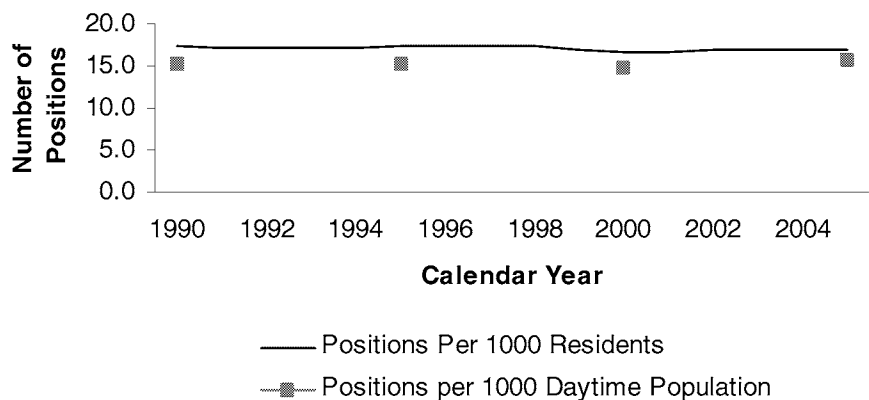
**Debt Service and Cash Capital
FY 2000 to FY 2007**



- Cash capital payments are made to the Capital Improvement Program fund out of the General Fund on a pay-as-you-go basis.
- Debt service payments are composed of principal and interest payments on past bonds issued to finance capital projects.

The size of the City's workforce and therefore the rate of growth in salaries and benefits also reflects the growth of the City's population.

**Full-time City Positions
per Alexandria population**



In 2006, there were 17.0 City employees per every 1,000 residents of Alexandria, not including School system employees. Since 1990, the size of the City government relative to the City's resident and daytime population has remained relatively constant.



Budget Targets for FY 2007

On November 12, 2005, the City Council passed a resolution establishing a budget target and an alternative budget target for the City Manager to meet when he submits his request to Council. The budget targets represent the amounts expenditures may increase over FY 2006 levels.

The budget target was based on growth of 8.5% above fiscal year 2006 expenditures. The alternative budget target is based on a growth rate of 6.0%. The City Manager's proposed budget which increases 7.0% contains expenditures of \$503.5 million or \$5.5 million below the Council's 8.5% target budget.

Alternative FY 2007 Budget Scenarios



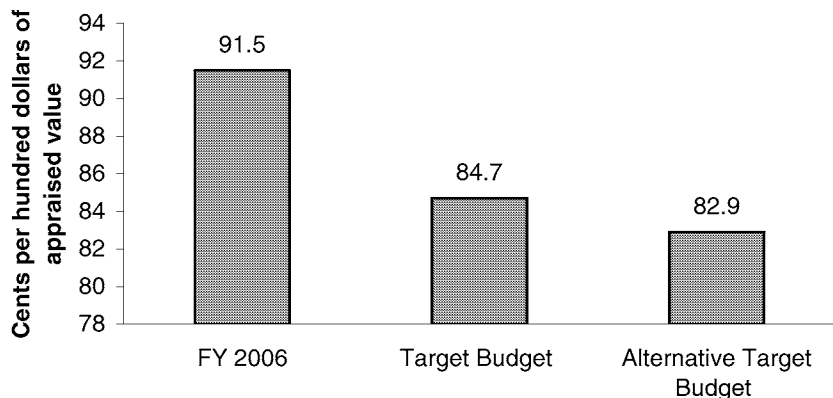
■ City Operating Budget ■ Transfer to Schools □ Cost of Living Adjustment

The difference between the City Manager's budget and the alternative target budget is approximately \$5.9 million.

It is estimated that in Fiscal Year 2007, each cent of real estate tax will generate \$3.3 million for the City's general fund revenues. 1 penny of the City's real estate tax is dedicated to open space and 1 penny to affordable housing in Alexandria.

This budget enables a 6.8 cent tax rate reduction to 84.7 cents per hundred dollars of appraised value. If City Council chooses the alternative budget target, an additional tax rate reduction of 1.8 cents to 82.9 cents per hundred dollars of appraised value would be possible.

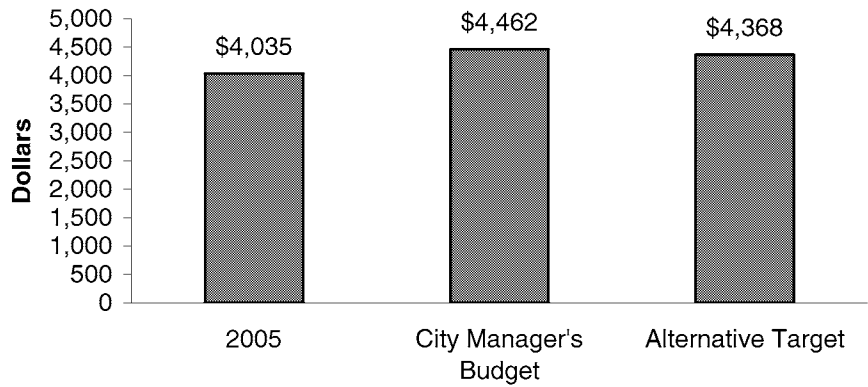
Real Estate Tax Rate Under Alternative FY 2007 Budget Scenarios





Due to increases in real property assessments, the average homeowner's bill will increase by 10.6% under the City Manager's proposed budget or 8.2% under the alternative target budget.

Average Homeowner's Tax Bill Under Different Targets





Getting to the Budget Targets

Both the City Manager's proposed budget and the alternative target budget maintain the current level of City services.

City Expenditure increases to maintain the Current Service and Policy Level (\$ in millions)

Cost	Increase
Cost of Living Adjustment (COLA) of 3%	\$ 5.7
Virginia Retirement System (VRS) payment	\$ 5.3
Merit Pay	\$ 2.8
Health Insurance Premiums	\$ 3.0
Transit Subsidies	\$ 2.5
Debt Service	\$ 1.7
Rent & Facility Maintenance	\$ 1.3
Grant Match Increase	\$ 1.1
Other Cost Increases	\$ 4.7
Capital Project Pay-As-You-Go Funds	\$ (6.7)
Total	\$ 21.4

Since these costs maintain the FY 2006 levels of service, they are the same for the target budget and the alternative target budget.

Cost of Living Adjustments (COLAs) are necessary to adjust salary schedules to general inflation, currently running about 3.7% in the area, and to remain competitive with across the board pay adjustments made by neighboring jurisdictions.

Most full-time City employees except Police and Fire employees are members of the **Virginia Retirement System (VRS)**. The City must pay into the VRS at prescribed rates.

Merit Pay adjustments allow the City to reward individual employees who perform at a satisfactory level by progressing through the salary schedule for their assigned grade. This helps the City keep good employees.

Health insurance premiums for the City are expected to go up substantially in FY 2007. These increases do not reflect any change in coverage or plan design just the actuarial assessments made by the health insurance carriers of the cost of coverage.

Transit subsidies for METRO are increasing to reflect regional agreements on sharing METRO costs, the higher costs of existing DASH service levels, and ADA requirements to provide paratransit services to the disabled.



Debt Service payments are composed of principal and interest payments on past bonds issued to finance capital projects.

Rent & Facility Maintenance. The City must pay increasing costs for its rental space. The cost of facility maintenance is also increasing.

When receiving funding from the State or Federal governments, the City must often pay an increasing portion of the costs for the program being funded in the form of a **Grant Match**, especially if grant revenues do not increase as quickly as costs.

Other includes the adjustment for fuel costs (\$200,000), insurance costs (\$700,000), and Mirant legal fees (\$600,000), and affordable housing dedicated funds (\$500,000), vehicle and equipment costs (\$500,000), and adjustments for existing contract costs. (\$600,000).

**City Manager's
Proposed Budget
Overview**

Increases to service levels

For detailed information regarding the proposed discretionary expenditure increases to service levels, consult the main budget document. The pertinent page numbers listed adjacent to the department name. Not all departments proposed discretionary increases to service levels.

Summary of Discretionary Increases to Service Levels

Area	Increase
General Government	\$ 263,011
Constitutional Offices & Courts	\$ 396,376
Public Safety	\$ 369,484
Public Works	\$ 125,000
Health & Welfare	\$ 501,319
Parks, Recreation, & Cultural Activities	\$ 418,904
Total	\$ 2,074,094

General Government

Department	Increase
Office On Women (8-49)	\$ 18,000
Human Rights (8-23)	\$ 30,000
Information Technology (8-27)	\$ 63,170
Real Estate Assessments (6-63)	\$ 91,841
Other Non-Departmental (excluding Debt Service & Cash Capital) (8-41)	\$ 60,000
Total	\$ 263,011



Constitutional Offices and Courts

Department	Increase
Sheriff (7-49)	\$ 303,850
Clerk of Courts (7-9)	\$ 40,907
Court Service Unit (7-25)	\$ 44,177
Registrar (7-43)	\$ 7,442
Total	\$ 396,376

Public Safety

Department	Increase
Fire (9-3)	\$ 369,484
Total	\$ 369,484

Public Works

Department	Increase
Transportation and Environmental Services (9-149)	\$ 125,000
Total	\$ 125,000

Health & Welfare

Department	Increase
Other Health Activities (9-77)	\$ 10,000
Mental Health, Mental Retardation, & Substance Abuse (9-49)	\$ 63,000
Health Department (9-57)	\$ 139,091
Human Services (9-33)	\$ 164,437
Human Service Contribution	\$ 124,791
Total	\$ 501,319

Parks, Recreation, and Cultural Activities

Department	Increase
Recreation, Parks, and Cultural Activities (9-131)	\$ 398,904
Library (9-123)	\$ 20,000
Total	\$ 418,904



Expenditure reductions

For detailed information regarding the proposed expenditure reductions, consult the main budget document. The pertinent page numbers are listed adjacent to the department name. Not all departments have proposed expenditure reductions.

City FY 2007 City Manager Proposed Expenditure Decreases

Area	Amount
General Government	\$ (494,148)
Constitutional Offices & Courts	\$ (215,040)
Public Safety	\$ (324,848)
Public Works	\$ (798,980)
Health & Welfare	\$ (133,251)
Parks, Recreation, & Cultural Activities	\$ (128,401)
Total	\$(2,094,668)

General Government

Department	Target
Citizens Assistance (8-3)	\$ (3,600)
Finance (8-7)	\$ (49,642)
General Services (8-15)	\$ (276,206)
Information Technology (8-27)	\$ (19,600)
Internal Audit (8-35)	\$ (200)
Non-Departmental (8-41)	\$ (122,900)
Personnel (8-55)	\$ (22,000)
Total	\$ (494,148)

Constitutional Offices and Courts

Department	Target
Sheriff (7-49)	\$ (215,040)
Total	\$ (215,040)

Public Safety

Department	Target
Fire (9-3)	\$ (139,350)
Police (9-21)	\$ (185,498)
Total	\$ (324,848)

Public Works

Department	Target
Transportation & Environmental Services (9-149)	\$ (11,000)
Transit (9-165)	\$ (787,980)
Total	\$ (798,980)



Health & Welfare

Department	Target
Health Department (9-57)	\$ (50,251)
Human Services (9-33)	\$ (83,000)
Total	\$ (133,251)

Parks, Recreation, & Cultural Activities

Department	Target
Recreation, Parks, and Cultural Activities (9-131)	\$ (128,401)
Total	\$ (128,401)



Options to meet the Alternative Budget Target Overview

A variety of actions might be taken to meet the Alternative Budget Target. The City Manager's proposed budget suggests that the following actions be considered if City Council wishes to reduce the real estate tax further by 1.8 cents to 82.9 cents.

Under the Alternative Budget Target, discretionary increases to service levels are reduced by \$482,767.

City FY 2007 Expenditure Decreases to Meet Alternative Budget Target Level

Change	Amount
Reduce Cost of Living Adjustment from 3.0% to 2.5%	\$ (965,733)
Reduce Discretionary Increases to Service Levels	\$ (482,767)
Additional Expenditure Reductions	\$ (681,500)
Eliminate or Postpone CIP Projects	\$ (3,810,000)
Use Remaining FY 2006 Surplus	\$ 1,090,000
Total Reduction	\$ (4,850,000)

Discretionary Increases to Service Levels Not Funded Under Alternative Budget Target

Area	Change from City Manager's Proposal
General Government	\$ (143,170)
Constitutional Offices & Courts	\$ (44,177)
Public Safety	-
Public Works	-
Health & Welfare	\$ (187,791)
Parks, Recreation, & Cultural Activities	\$ (107,629)
Total	\$ (482,767)

General Government

Department	Does Not Include	Amount
Office on Women (8-49)	VDH Grant Replacement	\$ (18,000)
Information Technology Services (8-27)	Telecomm Specialist	\$ (63,170)
Real Estate (8-63)	BOE pay increase	\$ (12,000)
Non-Departmental (8-41)	Sister Cities Youth Conference	\$ (50,000)
Alternative Target Reduction		\$(143,170)



Constitutional Offices and Courts

Department	Does Not Include	Amount
Court Service Unit (7-25)	Fiscal Analyst	\$ (44,177)
Alternative Target Reduction		\$ (44,177)

Health and Welfare

Department	Does Not Include	Amount
Mental Health, Mental Retardation, and Substance Abuse (9-49)	Group Home Nurse	\$ (63,000)
Human Service Contribution (9-70)	Human Services Contributions Increase	\$(124,791)
Alternative Target Reduction		\$(187,791)

Parks, Recreation, & Cultural Activities

Department	Does Not Include	Amount
Recreation, Parks, and Cultural Activities (9-131)	Recreation Center Public Computer Labs	\$ (79,579)
Recreation, Parks, and Cultural Activities (9-131)	Buddy Ford Nature Center Staffing	\$ (8,050)
Library (9-123)	Computer Equipment	\$ (20,000)
Alternative Target Reduction		\$(107,629)



Additional Expenditure Reductions Under Alternative Budget Target

Since these additional reductions are not included in the budget document elsewhere, detailed information has been included in the table to the right.

Alternative Budget Target Additional Expenditure Reductions		
Department	Additional Expenditure Reduction	Amount
Finance	Saturday hours would be reduced from every Saturday to the second Saturday of each month. Finance would continue to stay open on the weekends prior to key tax due dates.	\$ (40,000)
Finance	Eliminate one senior contract administrator position and reassign its duties within Purchasing.	\$ (83,500)
Human Services	The funding provided to the Campagna Center in Fiscal Year 2006 to allow for increases in salaries beyond what federal funds allow would not be continued in Fiscal Year 2007. To date, Campagna Center has not yet developed a specific plan for receiving this FY 2006 funding.	\$ (150,000)
Information Technology	Funding for contracted web programming and support would be eliminated in favor of reliance on internal resources.	\$ (56,000)
Information Technology	ITS would maintain a current vacancy for a Lotus Notes computer programmer for the entire fiscal year and instead rely on contract support when necessary.	\$ (72,000)
Information Technology	Reduce the budget for computer equipment replacement by reducing the number of units to be replaced from 500 to 400.	\$ (150,000)
Non-Departmental	The consulting services budget for planning studies would be reduced.	\$ (100,000)
Recreation, Parks, and Cultural Activities	The Seasons of Color Program, which provides season plantings at a wide variety of City facilities would be reduced from four plantings to two plantings per year.	\$ (30,000)
Total Additional Expenditure Reductions		\$ (681,500)



“Desirable” Projects Proposed to Be Eliminated or Postponed Under Alternative Budget Target

Under the Alternative Budget Target, Capital Improvement Program projects are postponed or eliminated, saving \$3.8 million in FY 2007.

\$1.6 million of these projects are ranked as “desirable” in the Capital Improvement Program which is the lowest priority ranking.

Project	Reduction
Chinquapin Recreation Center. Postpone to FY 2008 the planning and design of activities associated with the proposed major renovation of the Chinquapin Recreation Center.	\$ (500,000)
Space Management Program. Postpone to FY 2008 \$300,000 of the \$500,000 requested for the planning for the optimal utilization of City office space through reconfiguration of modular and fixed office equipment, renovation of existing structures, and relocation of City staff.	\$ (300,000)
Capital Facilities Maintenance Program (CFMP). Postpone to FY 2008 \$100,000 of the \$600,000 requested for CFMP projects, including the replacement and maintenance of mechanical, electrical, plumbing, and other systems in City facilities.	\$ (100,000)
Sheriff Capital Facilities Maintenance Program (CFMP). Postpone to FY 2008 \$100,000 of the \$200,000 requested for CFMP projects primarily at the Detention Center, including the replacement and maintenance of mechanical equipment, a lighting study, and upgrades for the prisoner-attorney conference area, expansion of the uninterrupted power supply system, and repair, caulking, and repainting of the exterior windows.	\$ (100,000)
Emergency Operations Center. Postpone to FY 2008 funding for interim modifications to the existing EOC facility located at Lee Center.	\$ (75,000)
Ball Court Renovations. Postpone to FY 2008 funding for ball court renovations at William Ramsey. As necessary these renovations would include patching or replacing surfaces, drainage work, fencing, gates, grading, electrical work and color coating.	\$ (125,000)
Park/Playground Renovations. Postpone to FY 2008 \$66,000 of the \$210,000 requested for the repair or replacement of deteriorating play equipment, play area surfaces, and enhancements such as benches, tables and trash cans.	\$ (66,000)
Alley Rehabilitation. Postpone to FY 2008 \$200,000 of \$300,000 requested for alley rehabilitation, due to drainage problems and deteriorating pavement	\$ (200,000)



**Capital Project Reductions,
continued**

conditions.	
West End Streets. Postpone to FY 2008 funding for addressing needed repairs and renovations for streets west of Quaker Lane.	\$ (100,000)
Miscellaneous Undergrounding. Eliminate funding for miscellaneous undergrounding at new development sites throughout the year and rely on unallocated balances to meet new needs.	\$ (75,000)
Total	\$(1,641,000)



Additional “Highly Desirable” Projects to be Eliminated or Postponed Under Alternative Budget Target

To meet the Alternative Budget Target, additional Capital Improvement Projects could be eliminated, saving an additional \$2.2 million.

These projects are ranked as “highly desirable” which is the middle of the three priority rankings.

“Essential projects” which can be found in the Capital Improvement Program budget document are not proposed for reduction.

Project	Reduction
Emergency Generators. Postpone to FY 2008 funding for the planned, systematic replacement of emergency generators at various City buildings.	\$ (262,500)
Space Management Program. Postpone to FY 2008 \$200,000 of the \$500,000 requested for the planning for the optimal utilization of City office space through reconfiguration of modular and fixed office equipment, renovation of existing structures, and relocation of City staff.	\$ (200,000)
MH/MR/SA Group Homes. Postpone to FY 2008 half the funding requested for planning repairs to City-owned and operated group homes, including remediation of water leaks, correction of code compliance issues, minor structural repairs, replacement of normal wear elements, and mechanical, electrical, and plumbing replacement and upgrades	\$ (77,500)
Energy Conservation. Eliminated \$75,000 of \$175,000 requested for energy conservation projects in City facilities, including such things as alternate electrical and lighting methods, more efficient mechanical systems, and alternative energy sources.	\$ (75,000)
Fire Station Renovations. Postpone to FY 2008 \$80,000 of \$225,000 requested for building repairs and renovations at the City’s eight fire stations.	\$ (80,000)
Fire Truck Lift. Postpone to FY 2008 the replacement of the current heavy vehicle lift with one that has a greater weight capacity.	\$ (120,000)
Park Drainage Improvements. Postpone to FY 2008 requested funding to address drainage and grading issues at George Mason Park.	\$ (250,000)
Timberbranch Bridge. Postpone to FY 2008 funding for replacing the existing bridge that extends across Timberbranch, connecting E. Timberbranch Parkway with W. Timberbranch Parkway. The existing bridge is at the beginning stages of deterioration due to the erosion of the stream around the structure.	\$ (75,000)
Public Pools/Marina. Eliminate funding \$45,000 of \$90,000 requested for renovation and maintenance of public pools and the City Marina.	\$ (45,000)



Capital Project Reductions, con't

Park/Playground Renovations. Postpone to FY 2008 an additional \$16,000 of \$210,000 requested for the repair of replacement of deteriorating play equipment, play area surfaces, and to provide small-scale enhancements, such as benches, table, and trash cans.	\$ (16,000)
Recreational Facility Needs Assessment. Postpone to FY 2008 the funding requested for conducting a Recreation and Parks facility needs assessment. This assessment would examine the need for funding for such things as additional skate park facilities, waterfront plans, marina piers, facilities and utilities, Chinquapin Park, and Teen Center.	\$ (300,000)
Sidewalk, Curb, and Gutter Repairs/Renovations. Eliminate the FY 2007 annual funding for sidewalk, curb and gutter repairs and renovations through the City.	\$ (100,000)
Street Cans. Postpone to FY 2008 \$118,000 of \$168,000 planned for replacement of old and damaged street cans with new ornamental street cans on Mt. Vernon Ave. and on Duke Street in Old Town.	\$ (118,000)
Bus Shelters. Postpone to FY 2008 the funding for bus shelter replacement.	\$ (100,000)
Mt. Vernon Alley Repairs/Renovation. Postpone to FY 2008 the reconstruction of the alley behind the 300 block of Mt. Vernon Avenue to eliminate standing water problems and other deteriorating conditions.	\$ (350,000)
Total	\$(2,169,000)

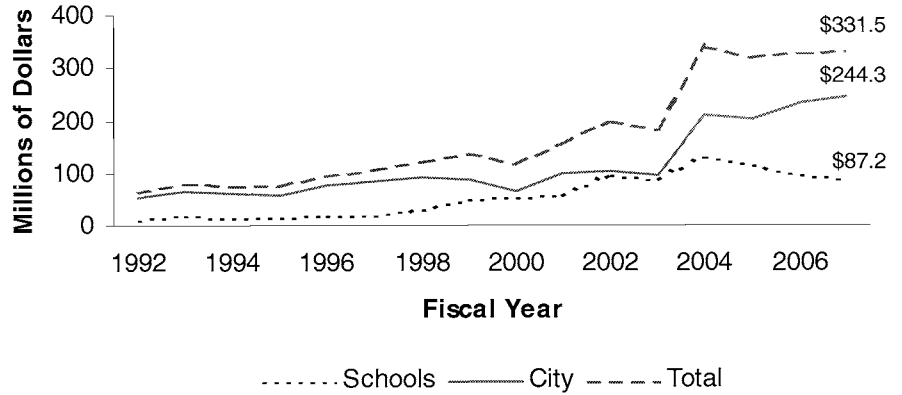


Capital Improvement Program Overview

Capital Improvement Program budget document

Information Technology Plan budget document

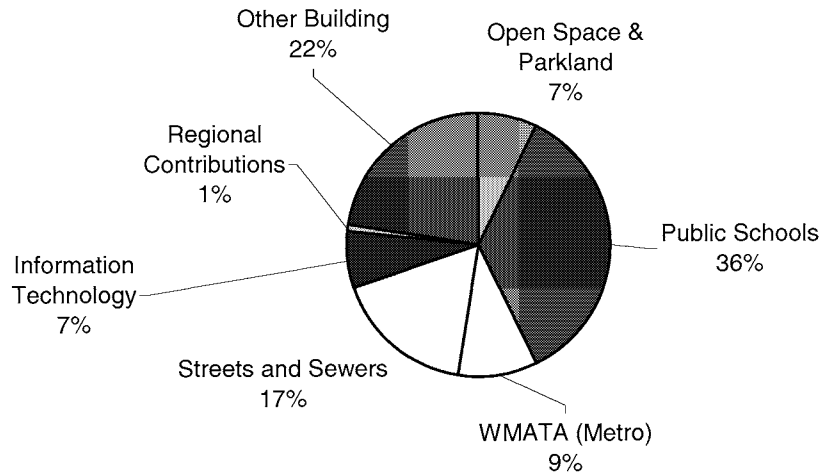
City and School Capital Improvement Project Funding



The City finances the Capital Improvement Program mostly through a combination of borrowing through General Obligation Bonds, General Fund Balance from prior years' fiscal surpluses, and "cash capital," direct payment to the CIP from the City's operating budget.

FY 2007 Capital Improvement Program by Share

The Capital Improvement Program (CIP) is a six-year plan that allows the City to build infrastructure improvements lasting multiple years that are too expensive to be funded in a single year out of the operating budget.





Listed to the right are a few highlights of the proposed Capital Improvement Program for FY 2007.

Education

- \$24.1 million for the Alexandria City Public Schools, including \$19.5 million to continue the multi-year funding of the construction of the new T.C. Williams High School.

Public Safety

- \$4.8 million for the design of a new Police Headquarters Facility on Wheeler Avenue
- \$3.0 million on a placeholder for the design and land acquisition for a new fire station

Transportation and Transit

- \$11.0 million for undergrounding, streets, bridges, traffic calming measures and transit including \$6.4 million for Metrorail and Metrobus capital projects.

Recreation, Parks, and Open Space

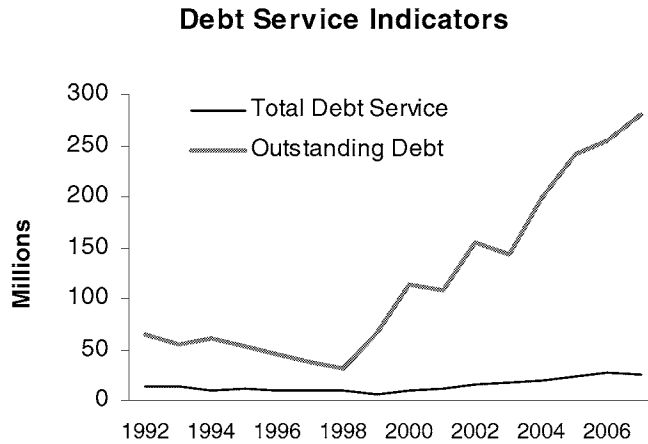
- \$7.6 million for parks and recreation facilities including \$2.4 million for land acquisition, and \$2.2 million for the next phase of funding for a new Charles Houston Recreation Center

Environment

- \$3.0 million for Holmes Run Trunk Sewer capacity expansion.
- \$1.4 million for sanitary and storm sewer work City-wide
- \$1.4 million for other sewer work, replacement of street cans, and tree planting and renovation of the City's horticultural sites.



The issuance of bonds is one key source of funding for the Capital Improvement Program. However, the FY 2007 Capital Improvement Program is 49% financed with cash resources.



The above chart reflects the increased emphasis by the City and the schools on capital investment as well as facility and infrastructure renewal since 1998. As an older urban city, it is vital for the public buildings and infrastructure in the City to be kept in good condition.

The Capital Improvement Program and the City’s operating budget are closely intertwined. The City must pay debt service out of General Fund revenues. Debt service consists of repayment of interest and principal on issued bonds. Debt service in FY 2007 is estimated to be 4.8% of general expenditures, well below the City’s guideline.

In addition to being necessary to finance long-term infrastructure improvements, tax-exempt bond debt with its very favorable interest rates makes good fiscal sense. Debt service distributes the cost of infrastructure over the life of the improvements, ie, “pay as you use” and pushes part of cost of the improvements into the future when the City and its future residents and business will use them, ie, “intergenerational equity sharing.”

The six year Capital Improvement Program is not fixed beyond the current fiscal year. It is a guideline that is updated annually to account for changing conditions in Alexandria.

Alexandria is one of only a limited number of jurisdictions in the United States with top AAA/Aaa bond ratings.

As a matter of fiscal prudence and to maintain its top bond ratings, Alexandria has adopted careful policies regarding the maximum allowable amount of bond debt. These policies are considered as “best practices” nationally. The City’s high bond rating reduces interest rates on issued debt.

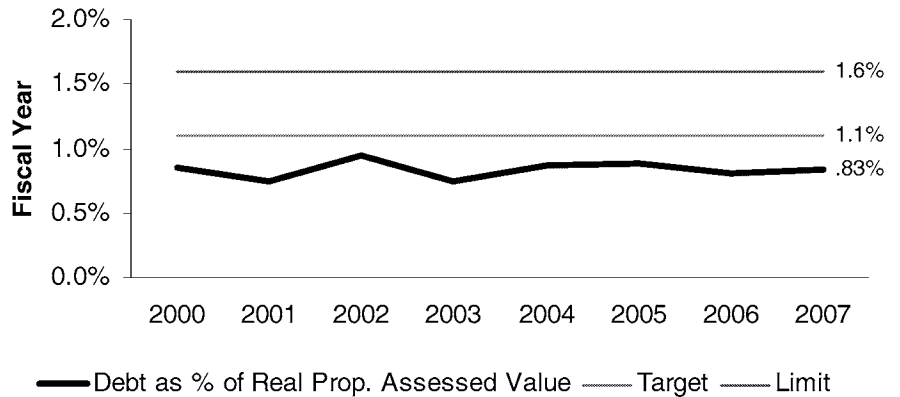


City Debt Guidelines 11-28

There are several measures the City uses under its self-imposed debt policy guidelines to ensure that the amount of its borrowing remains fiscally responsible.

Alexandria has issued debt totaling less than 1.0% of the total assessed value of real estate in the City. This is less than neighboring jurisdictions.

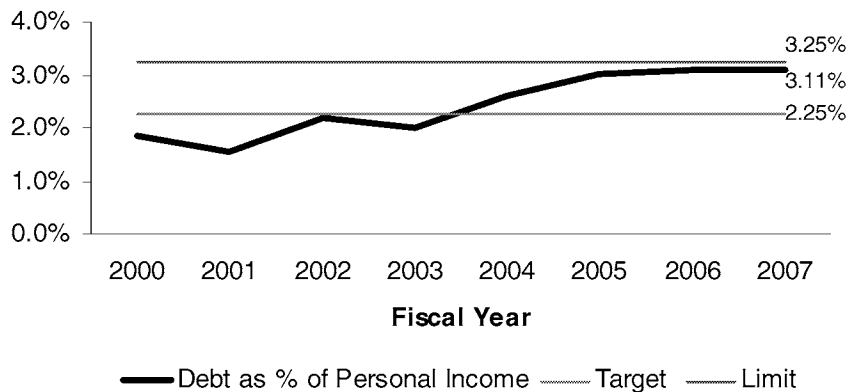
Outstanding Debt as a Percentage of Assessed Value of Real Property



This measure is an important one to bond rating agencies. Rapid increases in real estate property assessments have allowed the City to catch up on infrastructure needs delayed during the 1990's without approaching its debt limit as measured against this guideline.

Alexandria has maintained a per capita ratio of debt to income of less than 3.25%.

Per Capita Debt as a Percentage of Per Capita Income



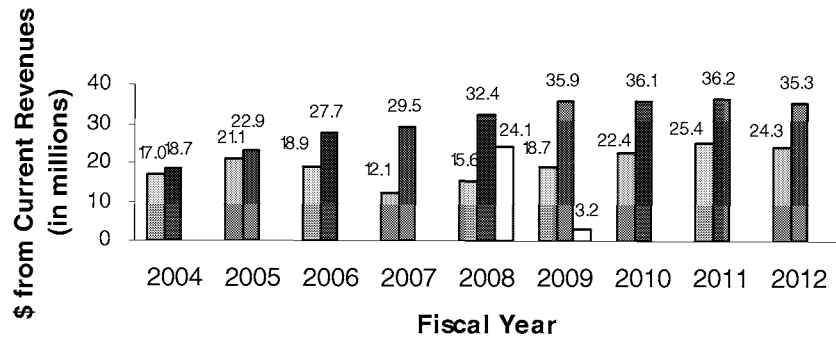
Income increases have fallen short of real estate assessment increases, and the City is now approaching its self-established borrowing limits in terms of per capita income. It is expected that the ratio of debt to income will peak in FY 2008 at slightly more than 3.25% and drop in future years.



CIP Financing From General Fund Revenues

The funding plan for the Capital Improvement Program contains \$24 million in unidentified funding sources to pay for a planned \$100 million CIP program in FY 2008.

■ Cash Capital From Current Revenues ■ Debt Service □ City CIP Funding Sources TBD



We will have to examine closely whether we can afford \$100 million in CIP expenditures in FY 2008, or whether we can use pay-as-you go financing or additional borrowing to provide the additional \$24 million needed to balance next year's CIP budget.



The Strategic Plan Overview

The City budgets to achieve the eight goals of the Strategic Plan.

In 2004, the City Council developed a Strategic Plan for 2004-2015 as a road map for fulfilling its vision of Alexandria.

The City's Council's vision of Alexandria is as follows:

Alexandria 2015 is a vibrant, diverse, historic and beautiful City with unique neighborhoods and multiple urban villages where we take pride in our great community.

The City Manager's proposals for the Capital Improvement Program (CIP) funding and for expansions in the budget are directly related to the City's strategic goals as outlined below:

Goal 1: Quality development and redevelopment that is well planned and consistent with Alexandria's vision.

The pace of growth and change to the physical landscape of the City has increased in recent years, presenting both challenges and opportunities for the City budget.

Goal 2: A City that respects, protects, preserves and enhances the natural environment and history resources.

Alexandria is a beautiful and historic city, and the City budget must ensure that the qualities that make Alexandria a special place remain intact.

Goal 3: An integrated multimodal transportation system that efficiently and effectively gets people from Point "A" to Point "B."

As increases in City and metro area population cause more traffic snarls, it is vital for the budget to maintain and improve the road system. The City's budget must also support public transportation, including buses and rails, and expand opportunities for walking and bicycling.

Goal 4: A Strong local economy that is growing in varied small business and job opportunities.

A strong local economy also will diversify the City's revenue sources and help to achieve a financially sustainable future.

Goal 5: A caring community that is diverse and affordable.

The budget should help enable families and individuals of all ages, incomes, and backgrounds to have access to excellent job and learning opportunities, affordable housing, and a healthy environment.



Goal 6: A city government that is financially sustainable, efficient, and community oriented.

An efficient and City budget will continue to expand and diversify its revenue base, deliver services in a cost effective manner, and be responsive to the changing needs of the community.

Goal 7: A city that ensures the safety, security, emergency preparedness and well being of the community.

Providing for public safety, including police and fire protection, emergency medical services, and maintenance of the jail and operation of the courts is an essential function of our budget.

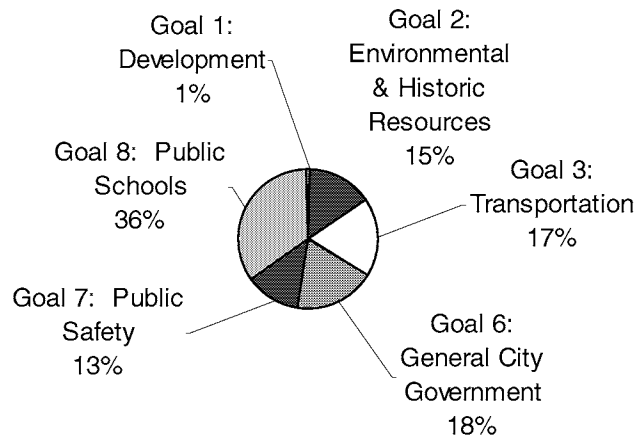
Goal 8: Public schools that are among the best in Northern Virginia (in partnership with Alexandria Schools).

The budget should provide Alexandria’s young people with a high quality public education system.

When measured by the goals of the Strategic Plan, the largest share of the proposed Capital Improvement Program is dedicated to Alexandria’s educational facilities.

See Capital Improvement Program budget document for additional information.

The Capital Improvement Plan and the City's Strategic Plan FY 2007



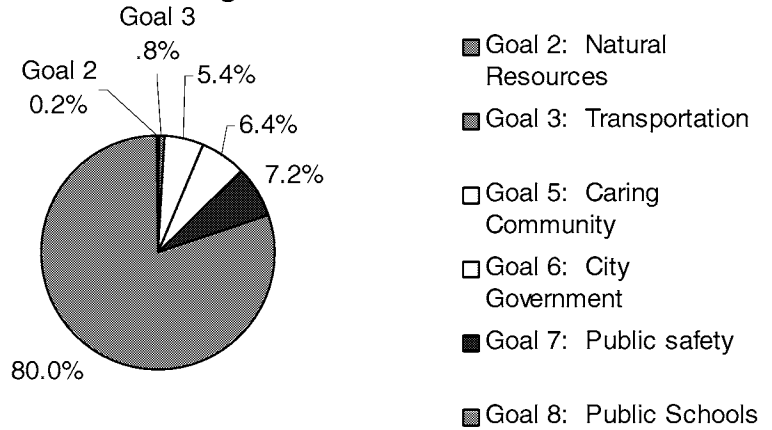
Total Proposed FY 2007 Capital Improvement Program \$67.6 million

This chart attempts to allocate the Capital Improvement Program projects by the City Council’s strategic goals. There is overlap in how CIP proposals apply to the strategic goals. Also not every goal is included in the pie chart. (For example, road maintenance and construction included under goal 3 is also important to Goal 4, maintaining a strong local economy.) However, the chart shows generally the strategic purposes for which capital projects are intended.



The City also uses the Strategic Plan to formulate its operating budget.

Request for New or Expanded Services and the Strategic Plan FY 2007



**Total Proposed FY 2007 expansions:
To City services \$2.1 million
To School services (Goal 8) \$8.2 million**

Requests for new or expanded City services in the operating budget must be justified to meet the goals of the overall Strategic Plan.

More information regarding the Strategic Plan and Alexandria’s future can be found on the City’s web site.

http://alexandriava.gov/city/amacc/strategicplan/strategic_plan.html

More information regarding the City of Alexandria’s proposed FY 2007 budget can be found in the main budget document, accessible at the City of Alexandria’s web site: <http://alexandriava.gov>.

If you wish to participate in the Alexandria City budget process, there will be a public hearing on the budget on Monday, March 13 at 4PM and a public hearing on the effective tax rate on Saturday, March 18 at 9:30AM. Both meetings will take place at City Hall.

Also, City Council will hold work sessions at the following times that you may observe:

Date/Time	Location
Wednesday, February 22 7PM	City Hall
Wednesday, March 1 7PM	City Hall
Monday, March 6 7PM	City Hall
Monday, March 20 7PM	To Be Determined
Monday, April 3 7PM	City Hall
Wednesday, April 5 7PM	George Washington Middle School
Monday, April 17 7PM	City Hall
Monday, April 24 6PM	City Hall
Monday, April 24 (adoption) 7PM	City Hall



Analysis of General Fund Changes FY 2006 Approved/Adjusted to FY 2007 Proposed Budget

	FY 2006 Approved / Adjusted	FY 2007 Proposed	FY 2006 - FY 2007 \$ Change	FY 2006 - FY 2007 % Change
Legislative & Executive				
City Council	540,521	537,283	(3,238)	-0.6%
City Manager	2,051,412	2,146,510	95,098	4.6%
City Attorney	2,338,305	2,441,805	103,500	4.4%
City Clerk & Clerk	338,143	340,075	1,932	0.6%
<i>Sub-Total</i>	<u>5,268,381</u>	<u>5,465,673</u>	<u>197,292</u>	<u>3.7%</u>
Courts & Constitutional Officers				
18th Circuit Court	1,250,395	1,225,470	(24,925)	-2.0%
18th General District Court	83,792	78,550	(5,242)	-6.3%
Clerk of Court	1,540,725	1,508,844	(31,881)	-2.1%
Commonwealth's Attorney	2,439,193	2,533,185	93,992	3.9%
Court Services Unit	1,225,647	1,216,790	(8,857)	-0.7%
Juvenile & Domestic Relations Court	33,273	34,940	1,667	5.0%
Law Library	84,598	87,357	2,759	3.3%
Other Public Safety & Justice	4,158,231	4,565,139	406,908	9.8%
Registrar of Voters	1,004,622	1,032,334	27,712	2.8%
Sheriff	21,610,014	21,905,004	294,990	1.4%
<i>Sub-Total</i>	<u>33,430,490</u>	<u>34,187,613</u>	<u>757,123</u>	<u>2.3%</u>
General Government				
Citizen Assistance	655,702	676,579	20,877	3.2%
Finance	8,115,684	8,317,184	201,500	2.5%
General Services	11,152,745	11,958,176	805,431	7.2%
Human Rights	523,380	473,049	(50,331)	-9.6%
ITS	7,326,123	7,704,334	378,211	5.2%
Internal Audit	200,520	209,280	8,760	4.4%
Management & Budget	1,015,329	1,050,882	35,553	3.5%
Non-Departmental *	61,181,302	71,185,116	10,003,814	16.4%
Office on Women	1,268,761	1,290,383	21,622	1.7%
Personnel Services	2,854,163	2,959,112	104,949	3.7%
Real Estate	1,268,167	1,410,060	141,893	11.2%
<i>Sub-Total</i>	<u>95,561,876</u>	<u>107,234,155</u>	<u>11,672,279</u>	<u>12.2%</u>
Operating Agencies				
Fire	32,004,431	33,271,674	1,267,243	4.0%
Police	45,136,508	45,931,106	794,598	1.8%
Health	6,350,693	6,449,627	98,934	1.6%
Other Health Activities	988,400	998,600	10,200	1.0%
Human Services	23,638,644	25,400,393	1,761,749	7.5%
Mntl. Hlth, Mntl. Retardation & Sub. Abuse	15,250,380	15,473,472	223,092	1.5%
Housing	4,433,235	5,054,634	621,399	14.0%
Economic Development Activities	2,694,336	2,798,072	103,736	3.9%
Planning & Zoning	3,920,003	3,999,439	79,436	2.0%
Historic Alexandria	2,456,643	2,522,107	65,464	2.7%
Library	6,438,429	6,600,608	162,179	2.5%
Recreation, Parks & Cultural	18,250,169	19,125,026	874,857	4.8%
Transportation & Environ. Services	35,948,205	38,594,966	2,646,761	7.4%
<i>Sub-Total</i>	<u>197,510,076</u>	<u>206,219,724</u>	<u>8,709,648</u>	<u>4.4%</u>
Education				
Schools	138,753,138	150,399,781	11,646,643	8.4%
Other Educational Activities	12,990	12,548	(442)	-3.4%
<i>Sub-Total</i>	<u>138,766,128</u>	<u>150,412,329</u>	<u>11,646,201</u>	<u>5.0%</u>
Grand Total	470,536,951	503,519,494	32,982,543	7.0%

* Includes appropriations 2005 of \$3,000K for a Public Safety salary supplement and \$1,027K to General Services for fuel and energy.

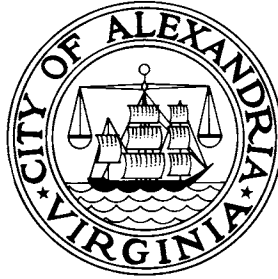


Analysis of Personnel Changes FY 2006 Approved/Adjusted to FY 2007 Proposed Budget

	FY 2006	FY 2006	FY 2007 Proposed Positions			Amended FY 2006-		
	Approved	Amended	Full-Time	Part-Time	Approved	Total	Proposed FY 2007	
	Total FTE	Total FTE	Perm.	(FTE)	Overhire	(FTE)	# Change	% Change
Legislative & Executive								
City Council	14.00	14.00	-	14.00	-	14.00	-	-
City Manager	16.00	16.00	16	-	-	16.00	-	-
City Attorney	15.00	15.00	15	-	-	15.00	-	-
City Clerk & Clerk	4.00	4.00	4	-	-	4.00	-	-
<i>Sub-Total</i>	<i>49.00</i>	<i>49.00</i>	<i>35</i>	<i>14</i>	<i>-</i>	<i>49.00</i>	<i>-</i>	<i>-</i>
Courts & Const.								
18th Circuit Court	13.00	13.00	13	-	-	13.00	-	-
Clerk of Court	24.00	24.00	23	-	1	24.00	-	-
Commonwealth Atty	30.63	30.63	29	1.63	-	30.63	-	-
Court Services Unit	9.00	11.80	9	2.80	-	11.80	-	-
Law Library	1.00	1.00	1	-	-	1.00	-	-
Registrar of Voters	6.60	6.60	6	0.60	-	6.60	-	-
Sheriff	212.00	212.00	215	-	-	215.00	3.00	1.4%
<i>Sub-Total</i>	<i>296.23</i>	<i>299.03</i>	<i>296</i>	<i>5</i>	<i>1</i>	<i>302.03</i>	<i>3.00</i>	<i>1.0%</i>
General Government								
Citizen Assistance	7.75	7.75	7	0.75	-	7.75	-	-
Finance	98.75	99.75	93	6.00	-	99.00	(0.75)	-0.8%
General Services	81.50	81.50	75	0.50	4	79.50	(2.00)	-2.5%
Human Rights	6.00	6.00	5	-	1	6.00	-	-
ITS	59.50	59.50	60	0.50	-	60.50	1.00	1.7%
Internal Audit	2.00	2.00	2	-	-	2.00	-	-
OMB	10.00	11.00	11	-	-	11.00	-	-
Office on Women	19.50	19.50	18	1.50	-	19.50	-	-
Personnel Services	24.58	24.58	23	0.58	1	24.58	-	-
Real Estate	14.00	14.00	15	-	-	15.00	1.00	7.1%
<i>Sub-Total</i>	<i>323.58</i>	<i>325.58</i>	<i>309</i>	<i>10</i>	<i>6</i>	<i>324.83</i>	<i>(0.75)</i>	<i>-0.2%</i>
Operating Agencies								
Fire	310.50	323.50	298	-	27	325.00	1.50	0.5%
Police	466.62	466.62	455	2.12	8	465.12	(1.50)	-0.3%
Health	17.84	18.59	10	9.59	-	19.59	1.00	5.4%
Human Services	243.80	236.80	221	6.80	9	236.80	-	-
MH / MR / SA	348.32	346.62	278	68.62	-	346.62	-	-
Housing	20.00	20.00	20	-	-	20.00	-	-
Planning & Zoning	41.50	47.50	37	0.50	10	47.50	-	-
Historic Alexandria	29.38	30.38	17	12.38	-	29.38	(1.00)	-3.3%
Library	81.45	81.45	55	26.45	-	81.45	-	-
Rec, Parks & Cultural	188.48	193.36	140	53.86	3	196.86	3.50	1.8%
Transportation & Environ. Svcs.	199.00	205.00	192	-	14	206.00	1.00	0.5%
<i>Sub-Total</i>	<i>1,946.89</i>	<i>1,969.82</i>	<i>1,723</i>	<i>180.32</i>	<i>71</i>	<i>1,974.32</i>	<i>4.50</i>	<i>0.2%</i>
Grand Total	2,615.70	2,643.43	2,363	209.18	78	2,650.18	6.75	0.3%

Strategic Plan

CITY OF ALEXANDRIA, VIRGINIA



MAYOR AND CITY COUNCIL

2004-2015 STRATEGIC PLAN

A GUIDE TO THE FUTURE

SUMMARY

**First Adopted by City Council, September 14,
2004**

**Adopted (with revisions) by City Council,
January 21, 2006**

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Management Agenda

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Purpose of Alexandria City Government

VALUES

Core Beliefs for Management and Service Delivery

ALEXANDRIA VISION 2015

**Alexandria 2015 is a
Vibrant, ^(A) Diverse, ^(B) Historic, ^(C) and Beautiful City^(D)
with Unique Neighborhoods^(E) and Multiple
Urban Villages^(F) Where We Take Pride in Our Great
Community. ^(G)**

PRINCIPLE A: VIBRANT

➤ MEANS:

1. Alexandria is an exciting place to live, to work and to visit.
2. The community actively participates in dialogues on issues.
3. People enjoy a variety of activities.
4. There is a synergy with our community.
5. The community is inviting to small businesses and entrepreneurs.
6. People come together to enjoy a variety of community events and festivals.
7. Alexandria is always looking to the future and for ways to get better.
8. The community takes actions and provides opportunities for a healthy life style and living.

PRINCIPLE B: DIVERSE

➤ MEANS:

1. People welcome and encourage differences. Age, culture, religion, race, lifestyle and abilities are respected.
2. The history and heritage of different cultures are celebrated.
3. Neighbors take care of neighbors.
4. People have a choice of housing opportunities for a variety of income and age levels and for workers in Alexandria.
5. People want to and are able to continue to make Alexandria their home throughout their lifetimes.
6. Alexandria is a friendly, respectful, open and inclusive community.
7. Alexandria strives to make our community affordable for all.
8. The Alexandria community works together to develop and provide an effective "safety net" for our residents in need.

PRINCIPLE C: HISTORIC

➤ MEANS:

1. We preserve and celebrate our historical roots and diverse heritage.
2. We preserve our historic resources including neighborhoods, buildings, structures, places, and archaeological sites.
3. We maintain our distinctive architectural character and design.
4. We plan new developments so that they are compatible with historic buildings and neighborhood character.
5. Residents understand and appreciate Alexandria's heritage.
6. Alexandria's history contributes to the local economy through tourism development.

PRINCIPLE D: BEAUTIFUL

➤ MEANS:

1. The Potomac River and Waterfront are attractive, accessible and usable.
2. Our environment – our water, our air, our land – is clean.
3. Open greenspaces and trees are located and well maintained throughout our community.
4. Our streetscapes, public spaces and canopied streets are attractive and well maintained.
5. Our entrances and gateways are welcoming and distinctive and you know that you are in Alexandria.
6. The City has achieved a balance between open space and development.
7. Public art is in many places throughout the community.
8. Our new developments and new city infrastructure are environmentally sensitive.

PRINCIPLE E: UNIQUE NEIGHBORHOODS

➤ MEANS:

1. Neighborhoods have their own distinct character and feeling.
2. Residents and property owners take responsibility for, and have great pride in, their neighborhood.
3. Neighborhoods are safe and secure.
4. Neighborhoods are protected from the impacts of non-residential traffic.
5. New development and redevelopment are integrated into the neighborhood.
6. Residents enjoy convenient access to walkways, trails and public transit.
7. The City maintains and regularly replaces quality public infrastructure.
8. Residents have easy access to neighborhoods, public and open spaces.

PRINCIPLE F: URBAN VILLAGES

➤ MEANS:

1. The City has a variety of mixed use developments that provide places to live, work, shop and recreate.
2. Urban villages are integrated with nearby neighborhoods, maintaining Alexandria's diverse character and charm.
3. The City retains our small-town "main street" feeling with community gathering places.
4. People enjoy pedestrian-friendly designs and signs that allow them to walk throughout the community while offering public places to rest.
5. Transit-oriented designs maximize the use of public transit.
6. Parks, trails and greenspaces are incorporated in the urban center and coordinated with nearby neighborhoods.
7. Convenient retail shopping and restaurant opportunities are available serving residents of the urban village and attracting others to come there.

PRINCIPLE G: A GREAT COMMUNITY

➤ MEANS:

1. Community organizations, businesses, institutions and residents work together contributing to a better Alexandria.
2. Residents of all ages have access to top quality education for life long learning.
3. Members of the community have an opportunity to get involved, to have constructive debates, to build the community, and to shape the future.
4. People feel safe and secure throughout the community.
5. Residents enjoy community events and cultural arts activities year round within the community.
6. Residents care about each other.
7. Individuals with special needs are able to realize their potential and to live in the community.
8. Alexandrians take pride in Alexandria.

ALEXANDRIA CITY GOVERNMENT OUR MISSION

**Alexandria City Government
is financially sustainable,^(A)
provides excellent services^(B)
that are valued by its
customers, and engages
the entire community^(C) as
it plans for the future.**

PRINCIPLE A: FINANCIALLY SUSTAINABLE

➤ MEANS:

1. The tax base and revenues are growing and diversifying to ease the real estate tax burden.
2. The City limits annual increases in City government spending to levels that are sustainable in the future.
3. The City provides services efficiently and within the City's means.
4. Public and private developments have provided maximum public benefits for the community.
5. There are strong financial reserves in place.
6. The AAA bond ratings are maintained with careful management of government resources.

PRINCIPLE B: QUALITY SERVICES THAT ARE VALUED BY THE COMMUNITY

➤ MEANS:

1. Services are responsive to the greatest community needs.
2. The City delivers its services using innovative approaches tailored to the Alexandria community.
3. City employees provide City services with a friendly, personal touch.
4. Residents have convenient access to City government and services.
5. The City manages and maintains its facilities and infrastructure in an exemplary manner.
6. Residents have a high level of satisfaction with City services.

PRINCIPLE C: ENGAGES THE ENTIRE COMMUNITY

➤ MEANS:

1. There is a strong partnership between City government and the community.
2. The community and City government are informed of council-established priorities and their measures of success and how they contribute to community well being.
3. City government and community stakeholders communicate with and listen to each other.
4. Community members participate meaningfully in solving problems and in decision making.
5. Community stakeholders have trust and confidence in City government and public officials.
6. The Mayor and City Council lead the city – following the City's vision and strategic plan and producing results.

ALEXANDRIA PLAN FOR 2004-2009 GOALS 2009

There is Quality Development and Redevelopment
that is Well Planned and
Consistent with Alexandria's Vision.

The City Respects, Protects and Enhances
the Natural Environment.

There is an Integrated, Multimodal Transportation
System that Efficiently and Effectively Gets
People from Point "A" to Point "B".

The City has a Strong Local Economy
that is Growing in Varied
Small Businesses and Job Opportunities.

Alexandria is a Caring Community
that is Diverse and Affordable.

The City Government is Financially Sustainable,
Efficient and Community Oriented.

Public Schools are Among the
Best in Northern Virginia
(In Partnership with Schools).

Plan for 2004-2009 (continued)

GOAL 1:	QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION
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► Objectives	
Objective 1:	Ensure that New Development, Redevelopment and Infill Development are Compatible with the Character and the Scale of Alexandria Neighborhoods, its Natural Environment and its Historic Resources.
Objective 2:	Ensure that New Development and Redevelopment Enhances the Vitality of Our Neighborhoods and Creates their Own Sense of Place.
Objective 3:	Ensure that New Residential Development and Redevelopment Deliver Mixed Income Housing Units and Provide Accessible Housing Opportunities.
Objective 4:	Encourage New Development and Redevelopment that are Highly Transit Oriented.
Objective 5:	Ensure that New Development and Redevelopment Along Major Corridors have High Quality Design.
Objective 6:	Approve and Maintain an Updated Comprehensive Master Plan that Reflects the City's Vision and Community Goals, and is Used in Land Use and Development Decision Making.
Objective 7:	Ensure that the Development Process Encourages Community Participation.

Plan for 2004-2009 (continued)

GOAL 1:	QUALITY DEVELOPMENT AND REDEVELOPMENT THAT IS WELL PLANNED AND CONSISTENT WITH ALEXANDRIA'S VISION (continued)
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➤ Policy Actions 2004-2006

1. Landmark Mall Redevelopment and Area Study.	Top Priority
2. Waterfront Development Plan: Schedule, Funding, Initiation.	Top Priority
3. Infill Development Study: Schedule, Funding, Initiation.	
4. Hunting Towers/Hunting Terrace Study.	
5. Braddock Road Metro Station Area Plan.	
6. Potomac Yard Area Redevelopment.	
7. Land Use Master Plan.	

➤ Management Actions 2004-2006

1. King Street Retail Study.	Top Priority
2. Mt. Vernon Avenue Plan.	

Plan for 2004-2009 (continued)

GOAL 2:	A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES
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► Objectives	
Objective 1:	Apply Greater Environmental Sensitivity in Planning New Development and Redevelopment and Public Facilities.
Objective 2:	Increase the Amount of Open Space, Recreation Space and Park Acreage Per Resident.
Objective 3:	Protect and Expand the City's Overall Tree Canopy.
Objective 4:	Improve Appearance of Gateways, Entrances and Corridors.
Objective 5:	Ensure the Continued Preservation of Historical, Cultural and Archaeological Resources and Increase Understanding of the Significance of these Resources.
Objective 6:	Increase the Number of People Who Travel in the City by Mass Transit, Bicycle or Walking and Become Less Auto Dependent.
Objective 7:	Improve the Quality of Air and Water in Alexandria.

► Policy Actions 2004-2006	
1. Open Space Plan Implementation.	Top Priority
2. Mirant Plant Study.	
3. Streetscape Program: Enhancement.	
4. Clean Fuels for Buses and City Vehicles Policy and Action Plan.	
5. "Green" Building Policy for City Buildings and Facilities.	
6. Environmental Benchmarks and Measures Schedule.	
7. Urban Forestry Plan	

Plan for 2004-2009 (continued)

GOAL 2:	A CITY THAT RESPECTS, PROTECTS, PRESERVES AND ENHANCES THE NATURAL ENVIRONMENT AND HISTORIC RESOURCES (continued)
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➤ Management Actions 2004-2006	
1. Solid Waste Management Plan.	
2. Four Mile Run Improvement Study.	
3. Oronoco Outfall Resolution.	
4. City Gateways and Entrances.	

Plan for 2004-2009 (continued)

GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B"
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► Objectives	
Objective 1:	Increase the Percentage of Residents and Commuters Who Use Mass Transit.
Objective 2:	Increase the Percentage of Residents Using Alternate Transportation Modes (Walking, Biking, etc.).
Objective 3:	Improve and Increase Connectivity within and throughout the City by Transit, Car, Bicycle or Walking.
Objective 4:	Increase Ridership on DASH Buses through Improved Routing and Other Incentives.
Objective 5:	Ensure that the Design of Future Developments is Pedestrian Friendly and Mass Transit Friendly.
Objective 6:	Move "Through Traffic" through the City as Efficiently as Possible and Minimize its Impacts on Neighborhood Streets.
Objective 7:	Increase City Participation in Regional Decision Making to Develop Effective Transportation for the Region that Efficiently Moves People and Goods throughout the region.

► Policy Actions 2004-2006	
1. Transportation Master Plan.	Top Priority
2. Pedestrian Improvement Projects and Future Projects.	
3. Traffic Signalization Enhancements.	
4. Neighborhood Traffic Calming Program: Evaluation and Actions.	
5. Woodrow Wilson Bridge Project and City Actions.	

Plan for 2004-2009 (continued)

GOAL 3:	AN INTEGRATED, MULTIMODAL TRANSPORTATION SYSTEM THAT EFFICIENTLY AND EFFECTIVELY GETS PEOPLE FROM POINT "A" TO POINT "B" (continued)
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➤ Major Projects 2004-2006

1. **DASH Maintenance Facility Project**
Fund project, complete design and begin construction.
2. **Bus Shelters Project**
Address shelter maintenance and replacement, including the City's role and funding.
3. **Eisenhower Avenue Bike Trail Project**
Complete design and begin construction.
4. **King Street Metro Station Platform Expansion**
Monitor construction of the station platform.
5. **Duke Street/P.T.O. Concourse Project**
Complete construction and complete landscaping and public art.
6. **Union Station Pedestrian Improvements Project**
Complete project improving pedestrian access.
7. **King/Beauregard Intersection Project**
8. **Eisenhower Avenue Project**

Plan for 2004-2009 (continued)

GOAL 4:	A STRONG LOCAL ECONOMY THAT IS GROWING IN VARIED SMALL BUSINESSES AND JOB OPPORTUNITIES
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► Objectives	
Objective 1:	Increase the Percentage of Residents Who Live and Work in Alexandria.
Objective 2:	Achieve a Balance Between the Residential and Commercial Real Estate Tax Bases.
Objective 3:	Increase Job Opportunities in Alexandria for Persons at Various Income Levels and Abilities.
Objective 4:	Become a Business Friendly City and Increase the Number of Small Businesses that Start and Grow in Alexandria.
Objective 5:	Increase the Number of Tourists Who Visit Alexandria.
Objective 6:	Develop Strategies to Increase the Employability of Residents through Skill and Workforce Development and Support Services.

► Policy Actions 2004-2006	
1. City Regulation of Small Businesses.	
2. City's Economic Development Policy.	
3. Industrial Zoning Study.	
4. Tourism Development Strategy.	

► Management Actions 2004-2006	
1. Visitors Center and Study of Tour Bus Policies.	
2. Streamlining Permit Process for Small Businesses.	

Plan for 2004-2009 (continued)

GOAL 5:	A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE
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► Objectives

Objective 1:	Increase Number and Availability of Affordable Housing Units with Emphasis on Low and Moderate Income City Workers, Seniors, Individuals with Disabilities and Others.
Objective 2:	Provide Youth and Adults with Opportunity to Maximize their Potential and Live Productive Lives.
Objective 3:	Enable Elderly Residents to Continue to Reside in the City.
Objective 4:	Provide and Fund Appropriate Types and Levels of Human and Social Services.
Objective 5:	Increase Availability of Medical and Mental Health Care for Uninsured and Underinsured Residents.

► Policy Actions 2004-2006

1. Affordable Housing Policy and Strategy.	Top Priority
2. Most Significant Needs of Elderly Strategy.	
3. City Assisted Living Facility Study and Future Direction.	
4. Safe Haven Program for the Homeless.	

Plan for 2004-2009 (continued)

GOAL 5:	A CARING COMMUNITY THAT IS DIVERSE AND AFFORDABLE (continued)
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➤ Management Actions 2004-2006

1. Cultural Competency Assessment/Direction
2. City Employees Housing Assistance Policy and Program.
3. Primary Healthcare Grant for Low Income Residents.
4. Arlandria Neighborhood Health Center (ANSHI).

➤ Major Projects 2004-2006

1. Community Health Assessment

Plan for 2004-2009 (continued)

GOAL 6:	A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED
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► Objectives	
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Objective 1:	Expand and Diversify City Tax and Non-Tax Revenue Base.
Objective 2:	Deliver City Services in the Most Cost-Effective Manner.
Objective 3:	Ensure that City Services are Responsive to the Changing Needs of Our Community.
Objective 4:	Achieve and Maintain a High Level of Community Satisfaction with City Services.
Objective 5:	Maintain "AAA" Bond Ratings.
Objective 6:	Improve Community Understanding of All Aspects of City Government: Services, Finances, Processes and Decisions.

► Policy Actions 2004-2006		
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1.	City Services Performance Audit and Benchmarking.	Top Priority
2.	New Sports Facility.	

Plan for 2004-2009 (continued)

GOAL 6:	A CITY GOVERNMENT THAT IS FINANCIALLY SUSTAINABLE, EFFICIENT AND COMMUNITY ORIENTED (continued)
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➤ Management Actions 2004-2006	
1. New Revenue Sources Study.	Top Priority
2. New Police Department Building Siting.	Top Priority
3. Emergency Management and Preparedness.	Top Priority
4. Debt Policy and Bond Rating Reaffirmation.	Top Priority
5. City Government Spaces Needs.	
6. One Stop Shop Permit Processing and Streamlining.	
7. Two-Year Budget Study and Action.	
8. Residents Academy: Expansion.	
9. Outsourcing study for Mental Health/Mental Retardation/Substance Abuse	
10. City Website Upgrade.	

➤ Major Projects 2004-2006	
1. Patrick Henry Recreation Center Renovation.	
2. Charles Houston Recreation Center Renovation.	

Plan for 2004-2009 (continued)

GOAL 7:	A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL-BEING OF THE COMMUNITY
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► Objectives	
Objective 1:	The City Protects Life and Property Ensuring that Alexandria is a Safe Place to Live and Work.
Objective 2:	City Public Safety Agencies Respond to Emergencies Promptly and Assist Those in Need of Services.
Objective 3:	The City and its Citizens are Well-Informed and Prepared to Respond to Natural Disasters and Other Emergencies.
Objective 4:	The City Provides High Quality Fire Suppression, Code Enforcement and Emergency Medical Services.
Objective 5:	The City Provides the Resources to Maintain and Operate Effective Judicial and Correctional Services and Facilities.
Objective 6:	The City is Committed to Coordinating and Cooperating with the Other Jurisdictions in the National Capital Region.

► Policy Actions 2004-2006	
1. Provide City Resources to Address Crime and Nuisance Activity	
2. Support Ongoing City Gang Prevention, Intervention and Suppression Efforts	
3. Encourage Expansion of Citizen Participation in City Emergency Preparedness Planning	
4. Provide Funding for New Police Department Facility	

Plan for 2004-2009 (continued)

GOAL 7:

A CITY THAT ENSURES THE SAFETY, SECURITY, EMERGENCY PREPAREDNESS AND WELL-BEING OF THE COMMUNITY (continued)

➤ Management Actions 2004-2006

- 1. Develop and Continue to Use Interagency Teams to Address Issues in Target Neighborhoods**
- 2. Update the City's Emergency Management Plan**
- 3. Conduct a Study to Determine Appropriate Site for a New Fire Station**

➤ Major Projects 2004-2006

- 1. Hold a Community Gang Prevention Summit**
- 2. Begin Design\Implementation of New E-911 Emergency Communication System**
- 3. Purchase and Install New City-wide Radio System for City Agencies**

Plan for 2004-2009 (continued)

GOAL 8:	PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE ALEXANDRIA SCHOOLS)
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► Objectives

Objective 1:	Quality of Public Schools that will Contribute to Attracting and Retaining a Diversity of Families and Businesses.
Objective 2:	Produce Responsible Adults through the Education System, School Programs and City Programs Who are Prepared for Higher Education and for the 21st Century Workplace.
Objective 3:	Increase Parental Involvement in their Child's Learning, Education and Activities.
Objective 4:	Enhance and Expand the Partnerships for Educational Excellence Between and Among Parents-Schools-City-Business-Community.
Objective 5:	Prepare Children to Enter City Schools with the Basic Knowledge and Skills needed to be Successful.

► Policy Actions 2004-2006

- 1. Before/After School Program Expansion.**
- 2. Early Childhood Intervention Strategy.**

► Management Actions 2004-2006

- 1. Teen Pregnancy Reduction Program.**

Plan for 2004-2009 (continued)

GOAL 8:	PUBLIC SCHOOLS THAT ARE AMONG THE BEST IN NORTHERN VIRGINIA (IN PARTNERSHIP WITH THE ALEXANDRIA SCHOOLS) (continued)
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➤ Major Projects 2004-2006

T.C. Williams School Replacement Project.

➤ School Priorities 2004-2006

- 1. Education Excellence Strategy.**
- 2. Vocational Education Program Study.**
- 3. Quality Teacher Attraction and Retention Strategy.**

**CITY OF ALEXANDRIA
POLICY AGENDA 2004 - 2006**

TOP PRIORITY

Landmark Mall Redevelopment and Area Study

Transportation Master Plan

City Services Performance Audit and Benchmarks

Affordable Housing Policy and Strategy

Waterfront Development Plan

Open Space Plan Implementation

**CITY OF ALEXANDRIA
MANAGEMENT AGENDA 2004 - 2006**

TOP PRIORITY

City Entrances and Gateways Beautification Projects

Debt Policy and Bond Rating Reaffirmation

King Street Retail Study

New Revenue Sources Study

New Police Building Siting

Emergency Management and Preparedness

**CITY OF ALEXANDRIA
MAJOR PROJECTS 2004 - 2006**

Dash Maintenance Facility Project

- **Bus Shelters Project**
- **Eisenhower Avenue Bike Trail Project**
- **King Street Metro Station Platform Expansion**
- **Duke Street/P.T.O. Concourse Project**
- **Union Station Pedestrian Improvement Projects**
- **King/Beauregard Intersection Project**
- **Eisenhower Avenue Project**
- **Recreation Centers Renovation Projects**
- ◆ **Patrick Henry**
- ◆ **Charles Houston**
- **T.C. Williams High School Replacement Project**
- **Community Health Assessment**

FY 2007 Operating Budget Summary Tables

Statement of Total Revenues for Operating Funds

	Budgeted FY 2006	Projected FY 2006 /1	Proposed FY 2007	% Change Projected to Proposed
General Fund				
Total General Property Tax Revenues	\$284,556,796	\$290,636,433	\$307,745,004	5.9%
Total Other Local Tax Revenues	105,259,185	108,295,000	110,654,640	2.2%
Total Non-tax Revenues	73,683,970	75,758,897	81,319,847	7.3%
City General Fund Balance	<u>4,330,000</u>	<u>8,607,000</u>	<u>3,800,000</u>	(55.8%)
Total General Fund Sources	\$467,829,951	\$483,297,330	\$503,519,491	4.2%
Special Revenue Fund				
State Aid	42,085,552	42,085,552	45,433,613	8.0%
Federal Aid	35,658,774	35,658,774	34,404,469	(3.5%)
Charges, Donations and Other	10,334,470	14,799,075	21,659,396	46.4%
Component Unit (Schools) Fund Balance	<u>2,934,475</u>	<u>2,934,475</u>	<u>4,916,739</u>	67.6%
Total Special Revenues and Other Sources	\$91,013,271	\$95,477,876	\$106,414,217	11.5%
Internal Services Fund	\$4,045,973	\$4,045,973	\$5,166,570	27.7%
Total Non-General Fund Sources	<u>\$95,059,244</u>	<u>\$99,523,849</u>	<u>\$111,580,787</u>	<u>12.1%</u>
Total City and Schools				
All Funds Revenues and Other Sources	<u>\$562,889,195</u>	<u>\$582,821,179</u>	<u>\$615,100,278</u>	<u>5.5%</u>

/1 General Fund Revenues are re-estimated based on mid-year projections; use of City General Fund Balance is revised due to the mid-year appropriation of \$3,000,000 for public safety compensation adjustments, \$1,027,000 for fuel and energy costs, and \$250,000 for detention center inmate medical services and the transfer of \$1,571,000 in sanitary sewer maintenance costs to the sewer fee supported sewer enterprise fund; Special Revenue Fund Charges, Donations and Other Revenues are revised due to the sewer expense transfer and the addition of \$2,893,605 for Code Enforcement, Planning & Zoning, Recreation and T&ES Potomac Yard and other development review activities to be funded entirely by development fees.

Statement of Total Expenditures for Operating Funds

	Amended FY 2006/1	Proposed FY 2007	Percentage Change (FY 2006 to FY 2007)
General Fund			
City Total Operating Expenditures /1	\$284,952,124	\$311,284,876	9.2%
City Appropriation to the Schools	138,753,138	150,399,781	8.4%
Capital Projects			
Debt service	27,970,953	29,715,729	6.2%
Capital Projects	18,859,735	12,119,105	(35.7%)
Total General Fund Budget	<u>\$470,535,950</u>	<u>\$503,519,491</u>	7.0%
Special Revenue Fund /2	\$91,013,271	\$106,414,217	16.9%
Internal Services Fund /3	<u>\$ 4,045,973</u>	<u>\$ 5,166,570</u>	27.7%
Total Other Funds Budget	<u>\$99,523,849</u>	<u>\$111,587,787</u>	12.1%
Total City and Schools All Funds Operating Budget	<u>\$570,059,799</u>	<u>\$615,100,278</u>	7.9%

/1 The FY 2006 budget has been amended due to the mid-year appropriation of fund balance of \$3,000,000 for public safety compensation adjustments, \$1,027,000 for fuel and energy costs, and \$250,000 for detention center inmate medical services and the transfer of \$1,571,000 in sanitary sewer maintenance to the sewer fee supported sewer enterprise fund;

/2 Special Revenue Fund Charges, Donations and Other Revenues are amended due to the sewer expense transfer and the addition of \$2,893,605 for Code Enforcement, Planning & Zoning, Recreation and T&ES Potomac Yard and other development review activities to be funded entirely by development fees.

Statement of Total Sources and Uses for Operating and Capital Funds

	Estimated FY 2006	Proposed FY 2007	%
			Change
Sources			
Total General Fund Revenues	\$483,297,330	\$499,719,491	3.4%
Total Special Revenue Fund Revenues	\$85,143,406	\$101,014,213	18.6%
Internal Services Fund Revenues	\$4,045,973	\$5,166,570	27.7%
Alexandria Transit Company Fare Box Revenues	\$2,426,000	\$2,946,500	21.5%
City Appropriation to the			
General Fund from its Fund Balance	\$8,607,000	\$3,800,000	(55.8%)
Open Space Fund from its Fund Balance			
Schools Appropriation to the			
Schools Operating Fund and the School Lunch Fund from its fund balances	\$2,934,475	\$4,916,739	67.6%
General Obligation Bond Proceeds	38,660,738	34,291,269	(11.3%)
Fund Balance Designation	4,732,890	7,353,288	55.4%
Bond Interest Earnings	500,000	8,400,000	1580.0%
ARHA Repayment	696,110	0	(100.0%)
Sewer Fees and Other Sources	<u>3,679,000</u>	<u>5,400,000</u>	<u>46.8%</u>
Total Sources	<u>\$634,722,922</u>	<u>\$673,008,070</u>	<u>6.0%</u>
Uses			
Operating			
Legislative and Executive	5,268,381	5,465,673	3.7%
Courts and Constitutional Officers	34,740,295	35,682,361	2.7%
General Government	75,074,414	97,488,685	29.9%
Operating Agencies /1	248,177,242	269,382,330	8.5%
Education /2	183,195,128	202,825,359	10.7%
Cash Capital transfer to CIP	<u>18,859,735</u>	<u>12,119,105</u>	(35.7%)
Total Operating	\$565,315,195	\$622,963,513	10.2%
Capital Improvement Program	67,811,626	67,563,662	(0.4%)
Less Cash Capital transfer to CIP	<u>(18,859,735)</u>	<u>(17,519,105)</u>	(7.1%)
Net Capital Improvement Program	<u>\$48,951,891</u>	<u>\$50,044,557</u>	<u>2.2%</u>
Total All Funds Operating and Capital Uses	<u>\$614,267,086</u>	<u>\$673,008,070</u>	<u>9.6%</u>

/1 The Libraries are considered a component unit and are partially funded by a transfer from the City's General Fund operating budget.

/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.

TOTAL OPERATING FINANCIAL RESOURCES

	Approved FY 2006	Proposed FY 2007	% Change
Expenditures < All Funds >			
Personnel	\$356,803,053	\$395,845,634	10.9%
Non-Personnel and Capital Goods Outlay	\$159,255,454	\$177,419,810	11.4%
Cash Capital	\$18,859,735	\$12,119,105	(35.7%)
Debt Service	<u>\$27,970,953</u>	<u>\$29,715,729</u>	<u>6.2%</u>
Total Expenditures	<u>\$562,889,195</u>	<u>\$615,100,278</u>	<u>9.3%</u>
Special Revenues and Other Sources			
Special Revenue Fund	(\$88,078,796)	(\$101,497,478)	15.2%
Internal Services Fund	<u>(\$4,045,973)</u>	<u>(\$5,166,570)</u>	27.7%
Total Special Revenues and Other Sources	<u>(\$92,124,769)</u>	<u>(\$106,664,048)</u>	<u>15.8%</u>
City General Fund Balance	(\$4,330,000)	(\$3,800,000)	(12.2%)
Schools Operating and Lunch Fund Balance	<u>(\$2,934,475)</u>	<u>(\$4,916,739)</u>	67.6%
Total Use of Fund Balance	<u>(\$7,264,475)</u>	<u>(\$8,716,739)</u>	<u>20.0%</u>
Total General Fund Revenues	<u>\$463,499,951</u>	<u>\$499,719,491</u>	<u>7.8%</u>

Expenditure Summary

Share of FY 2007 Proposed Budget by Department

Department	Approved	As a	Approved	As a Percent
	General Fund Expenditures	Percent of General Fund	General & Special Revenue Fund Expenditures	of Total Expenditures
Schools	\$150,399,781	29.9%	\$197,896,072	32.2%
Police	45,931,106	9.1%	48,114,431	7.8%
Fire	33,271,674	6.6%	36,266,926	5.9%
Transportation and Environmental Services	24,432,900	4.9%	35,579,223	5.8%
Human Services	23,029,441	4.6%	51,012,087	8.3%
Sheriff	21,905,004	4.4%	22,707,892	3.7%
Recreation, Parks and Cultural Activities	18,874,766	3.8%	19,798,060	3.2%
Mental Health, Mental Retardation, and Substance Abuse	15,473,468	3.1%	27,161,760	4.4%
Transit Subsidies	14,162,066	2.8%	14,162,066	2.3%
Capital Projects (cash capital)	12,119,105	2.4%	12,119,105	2.0%
General Services	11,958,176	2.4%	12,022,176	2.0%
Finance	8,317,184	1.7%	8,445,184	1.4%
Information Technology Services	7,704,330	1.5%	8,469,330	1.4%
Library	6,600,608	1.3%	6,993,470	1.1%
Health	6,449,623	1.3%	6,449,623	1.1%
Housing	5,054,634	1.0%	6,979,876	1.1%
Other Public Safety and Justice Activities	4,565,139	0.9%	4,763,472	0.8%
Planning and Zoning	3,999,439	0.8%	4,705,228	0.8%
Personnel Services	2,959,112	0.6%	2,965,112	0.5%
Economic Development Activities	2,798,072	0.6%	2,798,072	0.5%
Commonwealth's Attorney	2,533,186	0.5%	2,798,023	0.5%
Historic Alexandria	2,522,106	0.5%	2,795,200	0.5%
City Attorney	2,441,806	0.5%	2,441,806	0.4%
City Manager	2,146,510	0.4%	2,146,510	0.4%
Clerk of Courts	1,508,844	0.3%	1,508,844	0.3%
Real Estate Assessments	1,410,060	0.3%	1,410,060	0.2%
Office on Women	1,290,383	0.3%	1,662,766	0.3%
18th Circuit Court	1,225,470	0.2%	1,225,470	0.2%
Court Service Unit	1,216,790	0.2%	1,390,979	0.2%
Human Services - Children's Fund	1,095,651	0.2%	1,095,651	0.2%
Management and Budget	1,050,881	0.2%	1,050,881	0.2%
Registrar of Voters	1,032,334	0.2%	1,032,334	0.2%
Other Health Activities	998,600	0.2%	998,600	0.2%
Human Services - Community Partnership Fund	961,422	0.2%	961,422	0.2%
Citizen Assistance	676,579	0.1%	682,077	0.1%
City Council	537,283	0.1%	537,283	0.1%
Human Rights	473,049	0.1%	505,799	0.1%
City Clerk and Clerk of Council	340,074	0.1%	340,074	0.1%
Youth Fund	313,879	0.1%	313,879	0.1%
Other Recreation Activities	250,260	0.1%	250,260	0.0%
Internal Audit	209,280	0.0%	209,280	0.0%
Law Library	87,357	0.0%	141,857	0.0%
18th General District Court	78,551	0.0%	78,551	0.0%
Juvenile and Domestic Relations Court	34,940	0.0%	34,940	0.0%
Other Educational Activities	12,548	0.0%	12,548	0.0%
Subtotal Agencies and Departments /1	\$444,453,471	88.3%	\$555,034,259	90.2%

/1 Percentage columns may not sum to the subtotals shown due to rounding.

Share of FY 2007 Proposed Budget by Department

Department	Approved General Fund Expenditures	As a Percent of General Fund	Approved General & Special Revenue Fund Expenditures	As a Percent of Total Expenditures
Other Expenditures				
Insurance, City Memberships, Tax Rebates and Other	\$28,973,791	5.8%	\$29,973,791	4.9%
General Debt Service	29,715,729	5.9%	29,715,729	4.8%
Contingent Reserves	376,500	0.1%	376,500	0.1%
Subtotal Other Expenditures/1	\$59,066,020	11.7%	\$60,066,020	9.8%
GRAND TOTAL	\$503,519,491	100.0%	\$615,100,279	100.0%

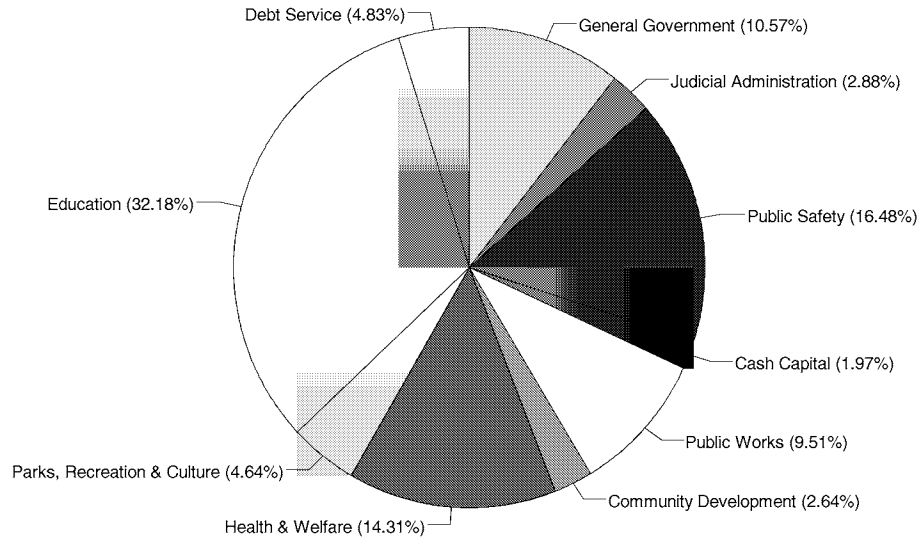
/1 Percentage columns may not sum to the subtotals shown due to rounding.

							All Funds
Classification	Department/Agency	Actual FY 2003 (1)	Actual FY 2004 (2)	Actual FY 2005 (3)	Approved FY 2006 (4)	Proposed FY 2007 (5)	Proposed FY 2007 (6)
LEGISLATIVE & EXECUTIVE							
	City Council	418,242	515,018	514,093	540,521	537,283	537,283
	City Manager	1,416,900	1,771,240	1,836,396	2,051,412	2,146,510	2,146,510
	City Attorney	1,847,505	1,909,648	1,485,621	2,338,305	2,441,806	2,441,806
	City Clerk	335,263	362,174	303,202	338,143	340,074	340,074
	TOTAL - LEGISLATIVE & EXECUTIVE	4,017,910	4,558,080	4,139,312	5,268,381	5,465,673	5,465,673
COURTS AND CONSTITUTIONAL OFFICERS							
	18th Circuit Court	1,048,439	1,105,817	1,148,343	1,250,395	1,225,470	1,225,470
	Court Service Unit	730,956	844,026	907,461	1,225,647	1,216,790	1,390,979
	Juvenile and Domestic Relations Court	23,268	19,368	32,146	33,273	34,940	34,940
	18th General District Court	80,073	75,600	72,358	83,792	78,551	78,551
	Clerk of the Courts	1,389,325	1,409,370	1,481,089	1,540,725	1,508,844	1,508,844
	Commonwealth's Attorney	1,953,827	2,142,466	2,254,518	2,439,193	2,533,186	2,798,023
	Law Library	64,865	75,714	80,150	84,598	87,357	141,857
	Registrar of Voters	840,507	924,993	1,031,783	1,004,622	1,032,334	1,032,334
	Other Public Safety/Judicial Activities	3,489,153	3,718,115	3,869,459	4,158,231	4,565,139	4,763,472
	Office of Sheriff	19,167,795	19,706,351	20,324,737	21,360,014	21,905,004	22,707,892
	TOTAL - COURTS AND CONSTITUTIONAL OFFICERS	28,788,208	30,021,820	31,202,044	33,180,490	34,187,615	35,682,362
GENERAL GOVERNMENT							
	Citizen Assistance	559,374	628,695	642,610	655,702	676,579	682,077
	Finance	7,470,888	7,773,101	8,148,696	8,115,684	8,317,184	8,445,184
	Internal Audit	172,562	166,698	177,184	200,520	209,280	209,280
	General Services	9,348,765	9,948,435	10,777,560	11,152,745	11,958,176	12,022,176
	Office on Women	1,011,724	1,070,678	1,141,147	1,268,761	1,290,383	1,662,766
	Human Rights Office	416,376	426,294	453,058	523,380	473,049	505,799
	Management and Budget	705,182	784,863	887,472	1,015,329	1,050,881	1,050,881
	Information Technology Services	5,966,616	6,561,858	6,737,363	7,326,123	7,704,330	8,469,330
	Personnel Services	2,205,227	2,427,007	2,502,541	2,854,163	2,959,112	2,965,112
	Real Estate Assessments	905,865	966,172	1,004,232	1,268,167	1,410,060	1,410,060
	TOTAL - GENERAL GOVERNMENT	28,762,579	30,753,801	32,471,863	34,380,574	36,049,034	37,422,665
NON-DEPARTMENTAL							
	General Debt Service	17,483,024	18,938,838	22,938,317	27,970,953	29,715,729	29,715,729
	Bond Refinancing	0	0	33,385,875	0	0	0
	Insurance, City Memberships, Etc./1	7,060,406	9,035,560	10,728,378	9,947,114	28,973,791	29,973,791
	Contingent Reserves	5,000	0	2,500	376,500	376,500	376,500
	Cash Capital	26,100,000	21,155,000	28,918,116	18,859,735	12,119,105	12,119,105
	TOTAL NON-DEPARTMENTAL	50,648,430	49,129,398	95,973,186	57,154,302	71,185,125	72,185,125

Classification	Department/Agency						All Funds
		Actual FY 2003 (1)	Actual FY 2004 (2)	Actual FY 2005 (3)	Approved FY 2006 (4)	Proposed FY 2007 (5)	Proposed FY 2007 (6)
OPERATING AGENCIES							
	Fire	27,542,397	29,324,608	30,535,373	32,004,431	33,271,674	36,266,926
	Police	37,928,639	39,889,014	42,284,659	45,136,508	45,931,106	48,114,431
	Health /1	6,858,069	6,975,765	6,856,681	6,350,693	6,449,623	6,449,623
	Other Health /1	0	0	0	988,400	998,600	998,600
	Human Services	16,408,533	17,207,168	19,533,227	21,311,463	23,029,441	51,012,087
	Human Services Contributions						
	Children's Fund	1,081,010	996,786	1,038,680	1,100,930	1,095,651	1,095,651
	Youth Fund	100,000	275,345	290,908	301,807	313,879	313,879
	Community Partnership Fund	870,500	821,690	862,775	924,444	961,422	961,422
	Housing	971,251	1,040,514	1,131,968	4,433,235	5,054,634	6,979,876
	Planning and Zoning	3,418,088	3,412,864	3,886,226	3,920,003	3,999,439	4,705,228
	Economic Development Activities /1	2,159,761	2,258,763	2,592,677	2,694,336	2,798,072	2,798,072
	Historic Alexandria	2,178,964	2,308,208	2,398,417	2,456,643	2,522,106	2,795,200
	Mental Health, Mental Retardation and Substance Abuse	11,238,049	11,991,596	13,265,574	15,250,380	15,473,468	27,161,760
	Recreation, Parks and Cultural Activities	14,761,386	15,582,822	16,995,630	17,993,017	18,874,766	19,798,060
	Other Recreation Activities	222,433	232,220	236,898	257,152	250,260	250,260
	Library	5,140,618	5,512,295	5,969,144	6,438,429	6,600,608	6,993,470
	Transit Subsidies	8,522,677	9,120,922	10,508,577	12,487,697	14,162,066	14,162,066
	Transportation and Environmental Services	22,148,802	22,714,241	23,238,905	25,030,508	24,432,900	35,579,223
	TOTAL - OPERATING AGENCIES	161,551,177	169,664,821	181,626,319	199,080,076	206,219,715	266,435,834
EDUCATION							
	Schools	115,329,680	121,191,334	130,109,722	138,753,138	150,399,781	197,896,072
	Other Educational Activities	13,246	13,058	13,299	12,990	12,548	12,548
	TOTAL - EDUCATION	115,342,926	121,204,392	130,123,021	138,766,128	150,412,329	197,908,620
	GRAND TOTAL	389,111,230	405,332,312	475,535,745	467,829,951	503,519,491	615,100,279

/1 Beginning in FY 2006, a new Department, Other Health Activities, was created. Prior to FY 2006, portions of this program were funded out of Health and Non-Departmental

FY 2007 Proposed Budget By Program (All Funds)



The pie chart above presents the FY 2007 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-X 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 2007 PROPOSED BUDGET BY PROGRAM

Proposed
City of Alexandria, Virginia FY 2007 Budget 5-13
Summary Tables
MFR/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	537,283	0	0	0	0	0	0	0	0	0	537,283
City Manager	2,146,510	0	0	0	0	0	0	0	0	0	2,146,510
Citizen Assistance	682,077	0	0	0	0	0	0	0	0	0	682,077
Office of Management & Budget	1,050,881	0	0	0	0	0	0	0	0	0	1,050,881
Office On Women	1,662,766	0	0	0	0	0	0	0	0	0	1,662,766
Human Rights	498,049	0	0	0	0	0	7,750	0	0	0	505,799
18th Circuit Court	0	1,225,470	0	0	0	0	0	0	0	0	1,225,470
18th General District Court	0	78,551	0	0	0	0	0	0	0	0	78,551
Juvenile & Domestic Relations Court	0	34,940	0	0	0	0	0	0	0	0	34,940
Commonwealth's Attorney	0	2,798,022	0	0	0	0	0	0	0	0	2,798,022
Sheriff	0	5,760,558	16,947,334	0	0	0	0	0	0	0	22,707,892
Clerk of the Circuit Court	0	1,508,844	0	0	0	0	0	0	0	0	1,508,844
Law Library	0	141,857	0	0	0	0	0	0	0	0	141,857
Other Public Safety & Justice Activities	0	4,763,472	0	0	0	0	0	0	0	0	4,763,472
Court Service Unit	0	1,390,979	0	0	0	0	0	0	0	0	1,390,979
Information Technology Svcs	8,469,330	0	0	0	0	0	0	0	0	0	8,469,330
City Clerk & Clerk of Council	340,074	0	0	0	0	0	0	0	0	0	340,074
Finance	8,445,184	0	0	0	0	0	0	0	0	0	8,445,184
Internal Audit	209,280	0	0	0	0	0	0	0	0	0	209,280
Real Estate Assessment	1,410,060	0	0	0	0	0	0	0	0	0	1,410,060
Personnel	2,965,112	0	0	0	0	0	0	0	0	0	2,965,112
Planning & Zoning	0	0	0	0	0	4,705,228	0	0	0	0	4,705,228
City Attorney	2,441,806	0	0	0	0	0	0	0	0	0	2,441,806
Registrar of Voters	1,032,334	0	0	0	0	0	0	0	0	0	1,032,334
General Services	3,806,365	0	0	0	8,215,811	0	0	0	0	0	12,022,176
Transportation & Environmental Services	0	0	0	0	34,777,094	802,129	0	0	0	0	35,579,223
Transit Subsidies	0	0	0	0	14,162,066	0	0	0	0	0	14,162,066
Fire	0	0	36,266,926	0	0	0	0	0	0	0	36,266,926
Police	0	0	48,114,431	0	0	0	0	0	0	0	48,114,431
Housing	0	0	0	0	0	6,979,876	0	0	0	0	6,979,876
MH/MR/SA	0	0	0	0	0	0	27,161,760	0	0	0	27,161,760
Health	0	0	0	0	0	0	6,449,623	0	0	0	6,449,623
Other Health Services	0	0	0	0	0	0	998,600	0	0	0	998,600
Human Services	0	0	0	0	0	0	53,383,039	0	0	0	53,383,039
Historic Alexandria	0	0	0	0	0	0	0	2,795,200	0	0	2,795,200
Recreation, Parks, & Cultural Activities	0	0	0	0	1,348,810	0	0	18,449,250	0	0	19,798,060
Other Recreational Activities	0	0	0	0	0	0	0	250,260	0	0	250,260
Library	0	0	0	0	0	0	0	6,993,470	0	0	6,993,470
Schools	0	0	0	0	0	0	0	0	197,896,072	0	197,896,072
Other Educational Activities	0	0	0	0	0	0	0	0	12,548	0	12,548
Non Departmental	29,319,978	0	15,000	12,119,105	0	965,313	0	50,000	0	29,715,729	72,185,125
Economic Development Activities	0	0	0	0	0	2,798,072	0	0	0	0	2,798,072
Total	65,017,089	17,702,693	101,343,691	12,119,105	58,503,781	16,250,618	88,000,772	28,538,180	197,908,620	29,715,729	615,100,278

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT

This 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, as generally reported by Accounting. The following is a set of definitions of the categories presented in the BFAAC tables.

Salaries - Full-time, part-time, overhires, 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.

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 BUDGET FORMAT

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

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, computer hardware and software, 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.

DASH Enterprise Fund - DASH bus operating subsidy.

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT
FY 2006 APPROVED BUDGET (ALL FUNDS)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Economic Development Activities	Total
Salaries	3,283,635	19,052,134	18,331,107	109,483,463	118,952,858	0	269,103,197
Fringe Benefits	884,359	6,805,565	7,698,253	37,384,876	34,926,803	0	87,699,856
Contractual Services	750,917	2,516,667	8,252,516	28,094,928	7,155,723	0	46,770,751
Internal Services	84,944	214,175	369,811	4,641,164	0	0	5,310,094
Commodities	36,020	969,135	1,837,742	5,776,266	9,976,177	0	18,595,340
Office Furniture & Equipment	120	0	50,060	3,750	4,367,532	0	4,421,462
Vehicular Equipment	0	137,000	163,000	2,747,773	0	0	3,047,773
EDP Equipment	0	0	768,000	650,276	0	0	1,418,276
Operational Equipment	0	0	0	50,000	90,500	0	140,500
Utilities	0	0	1,198,411	3,110,852	0	0	4,309,263
Travel and Education	48,835	91,447	342,580	577,705	0	0	1,060,567
Leases & Rentals	58,064	554,395	1,070,757	3,948,177	0	0	5,631,393
Subsidies & Contributions	0	3,528,561	426,643	27,352,072	12,990	2,694,336	34,014,602
EDP Software Development	0	0	0	11,024	0	0	11,024
Other Charges	121,487	871,216	6,218,081	12,760,771	7,712,545	0	27,684,100
Contingent Reserves	0	0	376,500	121,809	0	0	498,309
Cash Capital	0	0	18,859,735	0	0	0	18,859,735
Debt Service	0	0	27,970,953	0	0	0	27,970,953
Enterprise Fund	0	0	0	6,342,000	0	0	6,342,000
Total	5,268,381	34,740,295	93,934,149	243,056,906	183,195,128	2,694,336	562,889,195

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT
FY 2006 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	21,197,547	28,305,268	852,413	13,272,033	16,195,203	1,267,093	2,571,662	1,697,366	10,228,567	4,044,258	9,852,053	109,483,463
Fringe Benefits	7,631,765	10,508,029	494,806	4,266,579	5,232,866	400,992	835,103	439,193	3,093,937	1,085,479	3,396,127	37,384,876
Contractual Services	1,207,303	1,004,512	4,602,494	2,240,448	2,030,173	420,958	401,556	207,535	1,902,259	371,808	13,705,882	28,094,928
Internal Services	1,012,189	1,452,703	24,579	198,868	188,856	22,875	44,941	31,069	369,474	6,779	1,288,831	4,641,164
Commodities	1,052,756	823,964	106,317	282,504	1,013,673	4,628	20,000	125,812	1,311,865	64,002	970,745	5,776,266
Office Furniture & Equipment	0	0	0	0	0	0	0	0	3,750	0	0	3,750
Vehicular Equipment	318,652	1,083,862	0	53,000	115,000	0	0	0	426,259	0	751,000	2,747,773
EDP Equipment	1,000	604,000	1,500	0	1,830	0	0	0	41,946	0	0	650,276
Operational Equipment	40,000	0	0	0	0	0	0	0	0	0	10,000	50,000
Utilities	169,519	7,007	89,183	110,483	313,076	0	0	138,720	520,842	264,477	1,497,545	3,110,852
Travel and Education	93,815	108,540	16,212	115,403	114,929	7,270	16,497	5,715	52,224	300	46,800	577,705
Leases & Rentals	71,136	1,898,828	2,620	724,459	856,338	200,791	12,372	13,440	56,331	0	111,862	3,948,177
Subsidies & Contributions	0	0	988,400	24,077,809	301,013	1,439,261	0	6,000	503,589	0	36,000	27,352,072
EDP Software Development	0	0	0	0	0	0	0	0	11,024	0	0	11,024
Other Charges	487,199	1,136,172	38,760	4,321,641	187,602	3,679,832	17,872	51,197	457,857	993,131	1,389,508	12,760,771
Contingent Reserves	0	0	121,809	0	0	0	0	0	0	0	0	121,809
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	6,342,000	6,342,000
Total	33,282,881	46,932,885	7,339,093	49,663,227	26,550,559	7,443,700	3,920,003	2,716,047	18,979,924	6,830,234	39,398,353	243,056,906

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT
 FY 2007 PROPOSED BUDGET (ALL FUNDS)

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	3,412,205	19,373,450	27,373,315	114,441,093	126,976,917	291,576,980
Fringe Benefits	917,351	6,951,861	15,899,349	39,109,687	41,390,402	104,268,650
Contractual Services	748,603	2,691,592	9,297,579	29,392,325	7,467,667	49,597,766
Internal Services	81,562	243,953	424,984	5,198,623	0	5,949,122
Commodities	39,084	985,620	2,470,216	5,958,084	9,342,973	18,795,977
Office Furniture & Equipment	0	10,000	128,000	84,040	4,201,226	4,423,266
Vehicular Equipment	0	105,411	64,000	3,587,982	0	3,757,393
EDP Equipment	0	18,000	765,000	552,438	0	1,335,438
Operational Equipment	0	0	0	0	92,500	92,500
Utilities	0	0	1,516,402	3,302,282	0	4,818,684
Travel and Education	59,873	97,736	383,772	681,417	0	1,222,798
Leases & Rentals	59,914	567,132	1,430,356	4,853,119	0	6,910,521
Subsidies & Contributions	0	3,745,932	332,053	31,300,404	12,548	35,390,937
EDP Software Development	0	0	0	48,323	0	48,323
Other Charges	147,081	891,674	7,311,430	14,005,725	8,424,387	30,780,297
Contingent Reserves	0	0	376,500	119,373	0	495,873
Cash Capital	0	0	12,119,105	0	0	12,119,105
Debt Service	0	0	29,715,729	0	0	29,715,729
Enterprise Fund - DASH	0	0	0	7,337,024	0	7,337,024
Other Special Revenue Funds	0	0	0	6,463,895	0	6,463,895
Total	5,465,673	35,682,361	109,607,790	266,435,834	197,908,620	615,100,278

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE BUDGET FORMAT
 FY 2007 PROPOSED BUDGET (ALL FUNDS)
 OPERATING AGENCIES

Proposed
 City of Alexandria, Virginia FY 2007 Budget 5-19

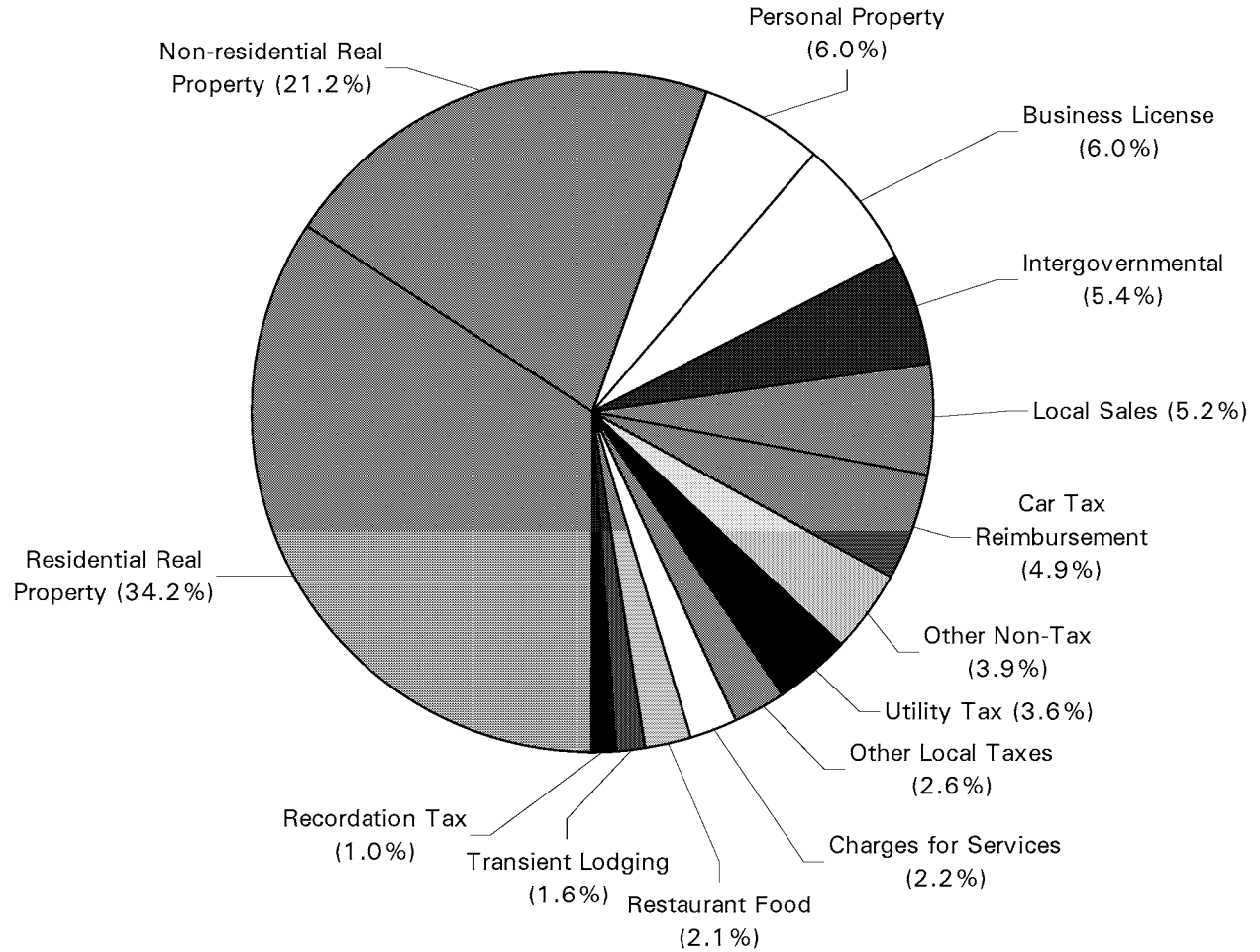
Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation, Parks, & Cultural Activities	Library	T & E S	Economic Development Activities	Total
Salaries	22,725,561	28,494,435	1,016,316	13,579,285	16,730,086	1,254,493	3,286,194	1,732,538	10,888,811	4,170,737	10,562,637	0	114,441,093
Fringe Benefits	8,119,637	10,847,488	525,607	4,402,008	5,380,696	409,123	841,011	447,285	3,285,289	1,132,899	3,718,644	0	39,109,687
Contractual Services	1,405,463	1,065,680	4,547,095	2,533,692	2,070,657	343,439	403,429	242,688	1,964,822	375,003	14,402,757	37,600	29,392,325
Internal Services	985,834	1,749,093	24,631	207,999	188,173	28,526	49,917	31,672	394,339	6,953	1,531,486	0	5,198,623
Commodities	1,316,084	786,320	95,077	261,839	958,225	4,224	20,000	127,562	1,337,023	71,496	980,234	0	5,958,084
Office Furniture & Equipment	0	0	0	0	0	0	42,690	4,500	16,850	20,000	0	0	84,040
Vehicular Equipment	369,000	1,301,482	0	331,000	62,500	0	0	0	342,500	0	1,181,500	0	3,587,982
EDP Equipment	0	500,000	0	0	1,830	0	0	0	50,608	0	0	0	552,438
Utilities	159,355	6,793	82,235	96,124	273,479	0	0	209,680	608,990	263,860	1,601,766	0	3,302,282
Travel and Education	212,340	98,755	14,488	114,307	114,929	3,662	16,097	5,915	53,224	300	47,400	0	681,417
Leases & Rentals	272,088	2,083,268	2,620	1,220,712	885,590	196,819	12,372	13,440	61,081	0	105,129	0	4,853,119
Subsidies & Contributions	0	0	998,600	25,265,592	297,413	1,415,630	0	6,000	496,697	0	60,000	2,760,472	31,300,404
EDP Software Development	0	0	0	0	0	0	0	0	48,323	0	0	0	48,323
Other Charges	701,564	1,181,117	22,181	5,370,481	198,182	3,323,960	33,518	-26,080	499,763	952,222	1,748,817	0	14,005,725
Contingent Reserves	0	0	119,373	0	0	0	0	0	0	0	0	0	119,373
DASH Enterprise Fund	0	0	0	0	0	0	0	0	0	0	7,337,024	0	7,337,024
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	6,463,895	0	6,463,895
Total	36,266,926	48,114,431	7,448,223	53,383,039	27,161,760	6,979,876	4,705,228	2,795,200	20,048,320	6,993,470	49,741,289	2,798,072	266,435,834

Summary Tables
 MER/CAM

Revenue Summary

General Fund Revenue Distribution Proposed FY 2007

The pie chart below shows the distribution of estimated General Fund revenues for FY 2007, excluding the appropriation from fund balance.



Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2005 <u>Actual</u>	FY 2006 <u>Budget</u>	FY 2006 <u>Revised</u>	FY 2007 <u>Proposed</u>	FY 2007 <u>Approved</u>
General Fund					
<u>General property tax revenue</u>					
Real property tax	232,526,175	251,056,796	257,536,433	276,345,004	
Personal property tax	31,245,841	32,000,000	31,600,000	29,900,000	
Penalties and interest	<u>1,514,783</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>1,500,000</u>	
<i>Total general property tax revenue</i>	<i>265,286,799</i>	<i>284,556,796</i>	<i>290,636,433</i>	<i>307,745,004</i>	
<u>Other local tax revenue</u>					
Local sales tax	23,812,278	24,400,000	25,121,000	26,100,000	
Utility tax	17,850,544	18,600,000	18,000,000	17,900,000	
Business licenses	27,098,031	26,900,000	28,400,000	30,000,000	
Motor vehicle licenses	2,460,980	2,400,000	2,400,000	2,400,000	
Recordation	7,244,022	5,426,263	6,300,000	5,125,640	
Tobacco	2,277,366	3,100,000	2,900,000	2,900,000	
Transient lodging	7,183,067	7,700,000	7,700,000	8,000,000	
Restaurant food	9,598,763	10,100,000	10,100,000	10,700,000	
Admissions	0	1,300,000	1,300,000	1,300,000	
Cell Phone	0	1,700,000	2,200,000	2,400,000	
Other miscellaneous	<u>3,943,508</u>	<u>3,849,000</u>	<u>3,874,000</u>	<u>3,829,000</u>	
<i>Total other local tax revenues</i>	<i>101,468,559</i>	<i>105,475,263</i>	<i>108,295,000</i>	<i>110,654,640</i>	
<u>Non-tax revenue</u>					
Licenses, permits, and fees	4,439,701	3,422,000	4,749,800	4,909,800	
Fines and forfeitures	4,035,693	3,877,000	3,772,300	4,072,300	
Use of money and property	5,790,327	6,099,500	7,344,000	8,344,000	
Charges for services	10,352,947	9,258,717	9,579,517	10,888,543	
Intergovernmental revenues	47,054,319	47,666,400	48,773,309	51,614,309	
Miscellaneous	<u>521,373</u>	<u>460,353</u>	<u>427,000</u>	<u>427,000</u>	
<i>Total non-tax revenue</i>	<i><u>72,194,360</u></i>	<i><u>70,783,970</u></i>	<i><u>74,645,926</u></i>	<i><u>80,255,952</u></i>	
Total General Fund revenues	438,949,718	460,816,029	473,577,359	498,655,596	
Other financing sources (uses)					
<u>Appropriations from fund balances</u>					
City Fund Balance	0	8,607,000	8,607,000	3,800,000	
Sewer Fund	<u>0</u>	<u>1,112,971</u>	<u>1,112,971</u>	<u>1,063,895</u>	
Total fund balance appropriations	<u>0</u>	<u>9,719,971</u>	<u>9,719,971</u>	<u>4,863,895</u>	
Total General Fund revenues and other sources	438,949,716	470,536,000	483,297,330	503,519,491	

General Fund Revenue Summary

Total FY 2007 General Fund revenues are projected at \$503,519,491, which represents an increase of \$20,222,161, or 4.2 percent, as compared to current FY 2006 revenue projections, and 7.0 percent as compared to the FY 2006 adopted budget. The FY 2006 General Fund revenues assume continued growth in the real property tax base and a stable local economy, increasing generally at the projected rate of inflation, except as noted in the detailed discussion below.

Real Property Tax Revenues FY 2007 real property tax revenues are estimated at \$276.3 million, an increase of \$18.8 million, or 7.3 percent, as compared to the current FY 2006 projection. This reflects a 6.8-cent proposed reduction in the real property tax rate from \$0.915 to \$0.847. Real property tax revenues, which are currently projected to account for 54.4 percent of FY 2006 General Fund revenues, are expected to account for 55.4 percent of General Fund revenues (excluding Fund Balance) in FY 2007. As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value. In FY 2004, City Council established an Open Space Fund, in which the revenue from one cent of the real estate tax rate is allocated to the Capital Improvement Program for open space acquisition. In FY 2006, City Council established a dedication of one cent of the real estate tax for affordable housing purposes. In addition, \$275,703 is designated in fund balance to be appropriated for each of these purposes. This represents the increase in the value of one cent during the second half of FY 2006 due to the increase in assessments. One cent of the tax rate applied to the current tax base in FY 2007 equals \$3,288,608, which will be transferred from the General Fund to the Capital Projects Fund for Open Space purposes.

As detailed in the Calendar Year 2006 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2006 (calendar year) locally assessed tax base is approximately \$32.1 billion, an increase of \$5.57 billion, or 20.98 percent, as compared to the 2005 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 \$32.9 billion, an increase of \$5.58 billion, or 20.4 percent, as compared to the 2005 assessment. Of the total \$5.58 billion increase, approximately 10.4 percent (\$584.5 million) is the result of new growth, including \$393.2 million in new residential growth, and \$191.2 million in new commercial growth. The reassessments of existing properties increased \$5.0 billion. Nearly 65 percent of this increase, or \$3.25 billion, was the result of appreciation of existing residential properties.

Real Property tax revenues for the first half of FY 2007 (the second half of calendar year 2006) are based on the 2006 real property assessment, a 6.8 cent proposed decrease in the real property tax rate from \$0.915 to \$0.847, and a 49.00 percent collection rate for the second half of the 2006 tax levy. Real property tax revenues for the second half of FY 2007 (the first half of calendar year 2007) are based on a projected 4.0 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) an \$0.847 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.) The

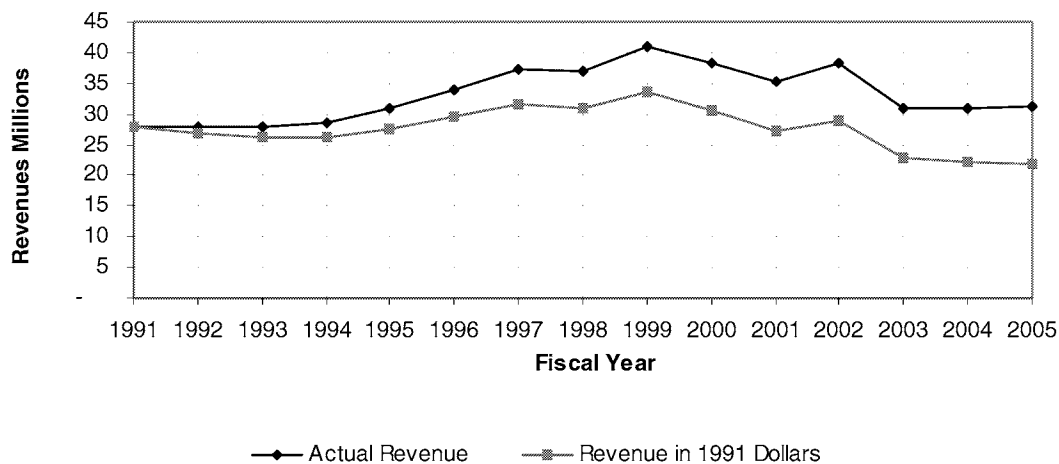
General Fund Revenue Summary

real property tax revenue estimate has been reduced by approximately \$3.2 million to reflect the costs of the senior citizen and disabled persons tax relief program. Also, \$300,000 is set aside as a designation in fund balance for the Affordable Home Ownership Preservation Grant Program (AHOP) benefit increases.

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 2007, at the current \$4.75 rate, the individual personal property tax base of vehicles is projected to show no change compared to the current projection. The business personal property tax base is also expected to show no change. These projections are based on historical trends.

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 2007 at \$29,900,000, compared to \$31,600,000 projected in FY 2006. Including the State's reimbursement, which is budgeted in Intergovernmental Revenues and including delinquent tax collections, the FY 2007 proposed budget includes a total of \$54.4 million in revenue generated from the Personal Property tax base, as compared to \$54.0 million projected in FY 2006. Locally-collected personal property tax is composed of \$15,000,000 in individual personal property (vehicles), \$15,000,000 in business personal property, and \$900,000 in delinquent personal property taxes and is based on current collections through January 2006. For FY 2007 personal property tax billing, the percentage of State reimbursement will not be at a fixed 70% as has been the case in recent years. However, based upon early data the State percentage reimbursement may be greater than 70%, thereby lowering most individual vehicle tax bills.

Personal Property Tax Revenue
Actual FY 1991- FY 2005



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 2007 General Fund intergovernmental revenues are budgeted at \$51,614,309, which represents an increase of \$2.8 million, or 5.8 percent, as compared to the current FY 2006 projection. The increase is a result of a \$2.1 million anticipated increase in personal property tax reimbursement, \$.5 million in HB 599 (aid for local law enforcement, and approximately \$0.2 million in additional compensation board funding for the Sheriff's Office and other constitutional offices. Compared to budgeted FY 2005 intergovernmental revenues, projected FY 2006 intergovernmental revenues have increased by \$1.7 million. This is primarily due to increases in the \$.3 million increase in reimbursement from the federal government for holding more federal prisoners, \$.1 million in new revenue from the State Criminal Alien Assistance Program (SCAAP), \$.3 million increase in HB599 funding, \$.2 million in additional compensation board funding, and a \$.6 million increase in PPTRA revenue.

The table below 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.

	FY 2005 Actual	FY 2006 Approved	FY 2006 Projected	FY 2007 Proposed
<u>STATE AID</u>				
HB 599 (law enforcement aid)	\$6,147,872	\$6,479,000	\$6,479,000	\$7,020,000
Personal Property Tax Reimbursement	21,761,558	22,400,000	22,400,000	24,500,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Offices	6,244,994	6,471,000	6,486,000	6,686,000
Compensation Board Reimbursements for Treasury & Revenue Administration	528,648	564,000	530,000	530,000
State Prisoner Per Diem Payments	914,266	972,000	900,000	900,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	154,033	153,000	153,000	153,000
State Aid for Road Maintenance	5,481,428	5,481,000	5,500,000	5,500,000
Other State Aid	<u>929,471</u>	<u>46,400</u>	<u>996,400</u>	<u>996,400</u>
TOTAL STATE AID	\$42,162,270	\$43,266,400	\$43,444,400	\$46,285,400
<u>FEDERAL AID</u>				
Federal Prisoner Per Diem	4,446,029	4,100,000	4,800,000	4,800,000
Other Federal Aid (Indirect costs recovered from federal grants)	446,020	300,000	528,909	528,909
TOTAL FEDERAL AID	\$4,892,049	\$4,400,000	\$5,328,909	\$5,328,909
TOTAL	\$47,054,319	\$47,666,400	\$48,773,309	\$51,614,309

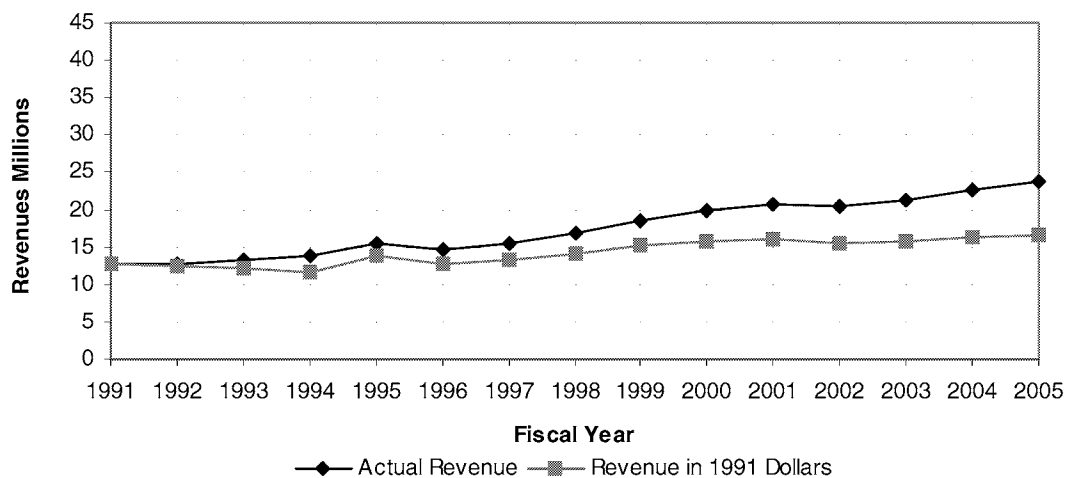
City of Alexandria, Virginia
STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES
For the fiscal years ending June 30, 2006, and June 30, 2007

	Due Date	Assessed Value (thousands)	Tax rate (per \$100)	Tax Year Gross Levy	Estimated Collection rate	Net Tax revenue	Value of 1 cent
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Fiscal Year 2006							
Second half tax year 2005							
Locally assessed real property	11/15/05	26,586,709	0.915	243,268,389	49.00%	119,201,511	1,302,749
Non-locally assessed property	11/15/05	772,941	0.915	7,072,407	49.90%	3,529,131	38,570
<i>Total second half tax year 2005</i>		<i>27,359,650</i>		<i>250,340,797</i>		<i>122,730,642</i>	<i>1,341,319</i>
First half tax year 2006							
Locally assessed real property	06/15/16	32,126,728	0.847	272,113,382	49.00%	133,335,557	1,574,210
Non-locally assessed property	06/15/06	779,992	0.847	6,606,533	49.50%	3,270,234	38,610
<i>Total first half tax year 2006</i>		<i>32,906,720</i>		<i>278,719,915</i>		<i>136,605,791</i>	<i>1,612,820</i>
Total fiscal year 2006 revenue						<u>259,336,433</u>	<u>2,954,139</u>
Fiscal Year 2007							
Second half tax year 2006							
Locally assessed real property	11/15/06	32,126,728	0.847	272,113,382	49.00%	133,335,557	1,574,210
Non-locally assessed property	11/15/06	779,992	0.847	6,606,533	49.50%	3,270,234	38,610
<i>Total second half tax year 2006</i>		<i>32,906,720</i>		<i>278,719,915</i>		<i>136,605,791</i>	<i>1,612,820</i>
First half tax year 2007							
Locally assessed real property	06/15/07	33,411,797	0.847	282,997,917	49.00%	138,668,979	1,637,178
Non-locally assessed property	06/15/07	779,992	0.847	6,606,533	49.50%	3,270,234	38,610
<i>Total first half tax year 2007</i>		<i>34,191,789</i>		<i>289,604,450</i>		<i>141,939,213</i>	<i>1,675,788</i>
Total fiscal year 2007 revenue						<u>278,545,004</u>	<u>3,288,608</u>
Less \$3,200,000 to reflect projected senior citizen and disability tax relief						-3,200,000	
Plus \$1,000,000 resulting from delinquent FY 2006 revenues collected in FY 2007						1,000,000	
						<u>276,345,004</u>	

General Fund Revenue Summary

Local Sales Tax Revenues The total sales tax in Alexandria is generally 5.0 percent (grocery store food is 2.5 percent), which includes the locally levied sales tax of 1.0 percent and the State sales tax of 4.0 percent. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 4.0 percent State sales tax remitted to the State, 1.0 percent is allocated to education Statewide, 0.5 percent is allocated to transportation projects, and the balance is distributed to other State-funded programs. FY 2007 local 1.0 percent sales tax revenues are budgeted at \$26.1 million, which is an increase of \$1 million, or 3.9 percent, as compared to the current FY 2006 projection. Local sales tax revenues as a proportion of total General Fund revenues, which are currently expected to account for 5.3 percent of projected FY 2006 General Fund revenues, are expected to account for 5.2 percent of total General Fund revenues in FY 2007.

Local Sales Tax Revenue
Actual FY 1991- FY 2005



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 2007 Proposed Tax Rates for Major Revenue Sources" at the end of this section. FY 2007 consumer utility tax revenues are budgeted at \$17,900,000, which is a decrease of \$100,000, or .6 percent, as compared to the FY 2006 projected revenues. The decrease is due to reduced use of land-line telephones. Utility tax revenues as a proportion of total General Fund revenues, currently projected at 3.8 percent of total FY 2006 General Fund revenues, are expected to account for 3.6 percent of total General Fund revenues in FY 2007.

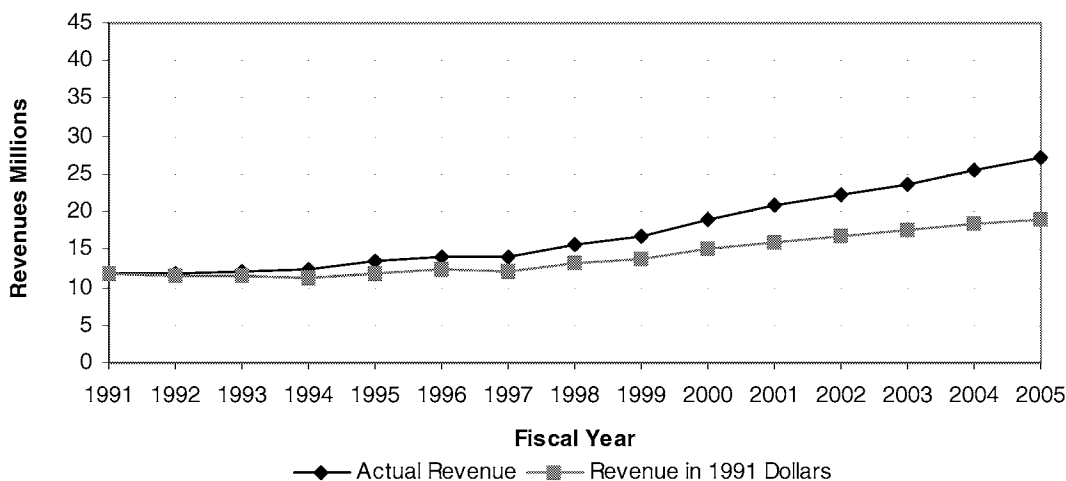
Business Licenses The Business License tax (BPOL) is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For businesses with gross receipts of \$100,000 or more, the Business License tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (building contractors) to .0058 (professionals, such as doctors and lawyers). In May 1996, City

General Fund Revenue Summary

Council approved the following changes to the City's business license tax ordinance: an increase from \$50,000 to \$100,000 in the minimum gross receipts collected by a licensable business before a tax based on the amount of gross receipts is imposed, and an increase from \$30 to \$50 in the flat fee on businesses with gross receipts below the \$100,000 cap.

In FY 2003, reductions in the late filing penalties were approved. In FY 2006, Council approved major business license tax relief, reform, and simplification for small and medium sized businesses in their first two years of operation. FY 2007 business license tax revenues are budgeted at \$30 million, an increase of \$1.6 million, or 5.6 percent, as compared to the current FY 2006 revenue projection. Projected revenues in both FY 2006 and FY 2007 reflect actual collections through January 2006 and assume a projected rate of growth based on historical average increases.

Business License Tax Revenue
Actual FY 1991- FY 2005



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. FY 2007 motor vehicle license revenues are budgeted at \$2.4 million, which is no change from FY 2006.

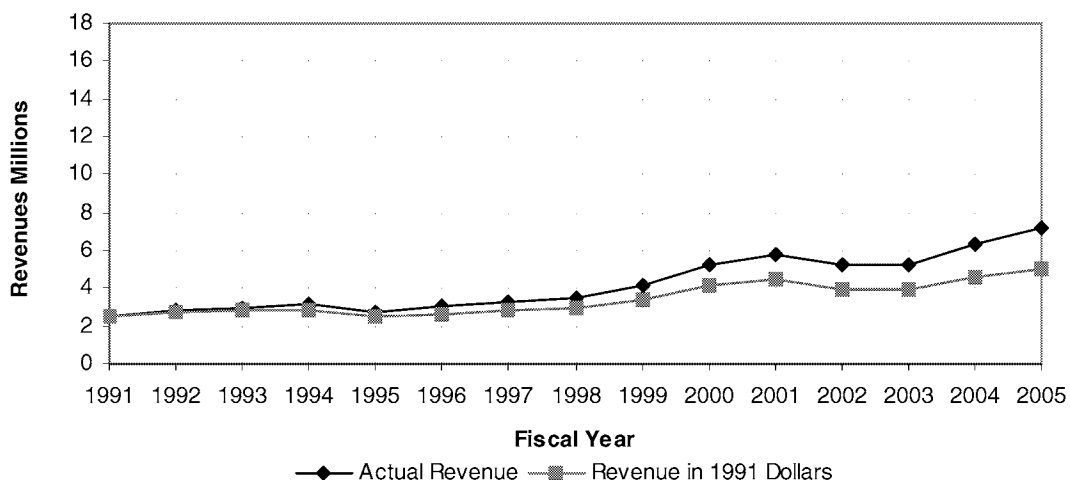
Recordation Tax Revenue The local recordation tax is assessed at the rate of \$0.083 per \$100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. The total revenue generated from the recordation tax is expected to be \$5.13 million in FY 2007, a decrease of \$1.2 million or 18.6 percent from FY 2006, reflecting an expected slower real estate sales market. The City's recordation tax rate was increased from \$0.050 to \$0.083, effective September 1, 2004, as a result of General Assembly action increasing the State's rate.

General Fund Revenue Summary

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 \$0.50 to \$0.70 in FY 2006. FY 2006 and FY 2007 tobacco tax revenues are budgeted at \$2.9 million as the trends experienced following the increase are expected to continue, with no anticipated additional growth.

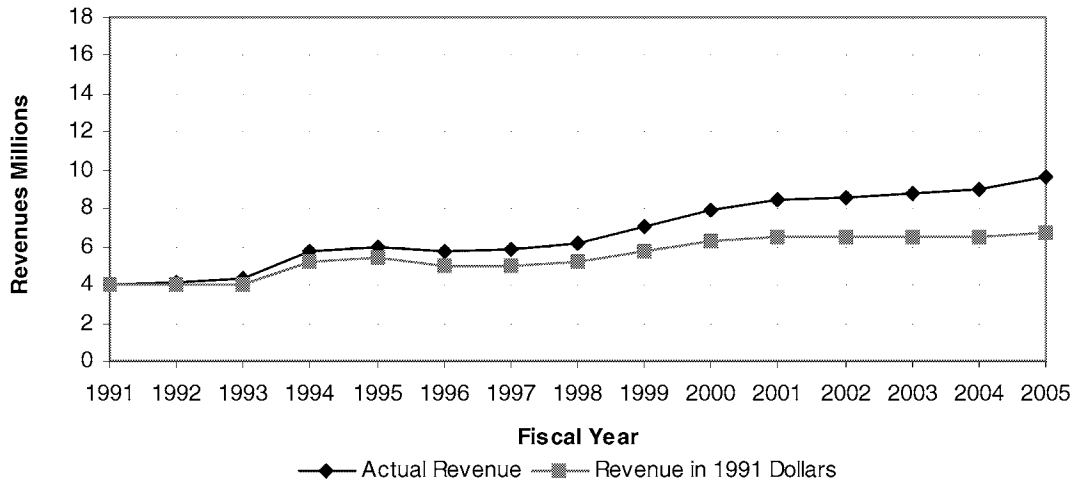
Transient Lodging Tax Revenues In FY 2000, the local tax levied on the amount paid for hotel and motel rooms was decreased from 5.65 to 5.5 percent. The rate reduction in FY 2000 was combined with the implementation of a \$1 per night lodging fee that is levied on the charge for the room in addition to the 5.5 percent transient lodging tax rate. FY 2007 transient lodging tax revenues are budgeted at \$8.0 million, which is an increase of \$300,000, or 3.9 percent, as compared to the current FY 2006 projection of \$7.7 million. The FY 2006 projection of \$7.7 million is based on collections through January 2006. Both projections reflect continued improving rates of occupancy, as well as average daily rates.

Transient Lodging Tax Revenue
Actual FY 1991- FY 2005



Restaurant Meals Tax Revenues The local restaurant meals tax rate is 3 percent. FY 2007 revenues are projected at \$10.7 million, an increase of \$0.6 million compared to the FY 2006 projected amount. Revenues projected for both FY 2006 and FY 2007 are based on actual revenues through the first seven months of FY 2005 and a growth rate of 6 percent based on the expectation that local restaurants have completed their recovery from the lower levels of the past several years and will continue to see improvement.

Restaurant Meals Tax Revenue
Actual FY 1991- FY 2005



Other Miscellaneous Local Tax Revenues Other miscellaneous local tax revenues are budgeted at \$3,829,000 in FY 2007, a slight decrease from the FY 2006 revenue projections of \$3,874,000 for this category. This category includes \$530,000 for E-911 tax revenues, which is based on the rate of 50 cents per line per month, and \$700,000 for net City revenues associated with the State’s telecommunications tax of 61 cents per line per month. The decrease from FY 2006 to FY 2007 is largely due to the decrease in the number of telephone land-lines associated with E-911 revenues. (Other taxes included in this category are bank and other franchise taxes, which are estimated at \$1.36 million, and the daily rental tax, which is estimated at \$35,000 in FY 2006).

Licenses, Permits and Fees FY 2007 revenues from licenses, permits and fees are budgeted at \$4.9 million, an increase of \$160,000 compared to the FY 2006 projection. The FY 2007 budget estimate for all licenses, permits and fees is based on the trend in actual revenues received through January 2006.

Fines and Forfeitures FY 2007 revenues from fines and forfeitures are budgeted at \$4.1 million, an increase of \$300,000 compared to the FY 2006 projection. The increase is due to a proposed parking fine increase of \$5 per ticket. About 75 percent of the revenue in this category comes from parking fines. The remainder comes from court fines and forfeitures.

Revenues from the Use of Money and Property FY 2007 revenues from the use of money and property are budgeted at \$8,344,000, an increase of \$1,000,000, or 13.6 percent compared to the current FY 2006 projection. The FY 2007 projection reflects a \$700,000 increase in interest on General Fund investments and \$300,000 from the reopening of part of a City owned parking garage currently closed for renovation. Interest on General Fund investments in FY 2007 is projected at \$5.5 million on an average cash balance of \$137 million at 4.0 percent.

General Fund Revenue Summary

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 2007 revenues from charges for services are budgeted at \$10.9 million, which is an increase of \$1.3 million or 13.7 percent, compared to the FY 2006 projection. \$700,000 of this increase is expected to come from a proposed increase in ambulance fees. (See the Fire Department budget for details.) Parking meter receipts are also expected to increase by \$750,000 in FY 2007 as additional meters will be added in the Eisenhower East area of Alexandria. In order to continue the City's 100% solid waste fee recovery policy, garbage pickup fees have been increased by \$8 from \$229 per year to an annual rate of \$237, which is expected to raise an additional \$133,000.

A self-supporting enterprise fund has been established effective in FY 2006, and sewer fees are no longer included in General Fund revenues. No increase is proposed in the current sanitary sewer use fee of \$1.00 per 1,000 gallons of water use.

Other Miscellaneous Non-tax Revenues Other miscellaneous non-tax revenues, such as insurance recoveries and fees to offset special events expenditures, are projected at \$427,000 in both FY 2006 and FY 2007.

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>
Residential Single Family	4,054,108	4,151,909	4,245,411	4,387,491	4,657,845	5,119,264
Residential Condominium	1,522,470	1,506,198	1,496,966	1,495,305	1,511,210	1,597,678
Commercial Multi-Family	1,331,188	1,326,307	1,336,457	1,376,604	1,500,100	1,584,496
Office/Retail Property	2,781,784	2,806,441	2,891,476	3,094,323	3,318,516	3,744,874
Other Commercial	558,318	562,198	589,465	630,872	553,705	608,320
Public Service Corporation ^{/1}	589,447	589,222	611,029	620,694	646,144	640,676
<i>Total</i> ^{/2}	<u>10,818,324</u>	<u>10,837,314</u>	<u>10,942,274</u>	<u>11,170,803</u>	<u>12,187,520</u>	<u>13,295,308</u>
Residential Single Family	37.4%	37.9%	38.0%	37.8%	38.2%	38.5%
Residential Condominium	14.0%	13.8%	13.4%	12.9%	12.4%	12.0%
Commercial Multi-Family	12.3%	12.1%	12.0%	11.9%	12.3%	11.9%
Office/Retail Property	25.7%	25.6%	25.9%	26.7%	27.2%	28.2%
Other Commercial	5.2%	5.1%	5.3%	5.4%	4.5%	4.6%
Public Service Corporation ^{/1}	5.4%	5.4%	5.4%	5.3%	5.3%	4.8%
<i>Total</i> ^{/3}	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
Residential	51.46%	51.71%	51.41%	50.69%	50.62%	50.52%
Commercial	48.54%	48.29%	48.59%	49.31%	49.38%	49.48%
<i>Total</i>	<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 1995-2006 Real Property Assessment Reports.

/1 -- 1995- 04 Certified Assessments from Public Service Corp. Land Book --
City of Alexandria. 2006 figures are estimated.

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

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

Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005^{/4}</u>	<u>2006</u>
Residential Single Family	5,830,209	6,791,096	8,361,631	9,727,249	11,604,207	13,840,915
Residential Condominium	1,743,688	2,098,194	2,830,219	3,518,100	4,668,117	6,490,841
Commercial Multi-Family	1,734,225	2,004,540	2,264,921	2,570,652	3,088,102	3,378,614
Office/Retail Property	4,061,051	4,155,509	4,623,100	5,447,070	6,499,398	7,565,870
Other Commercial	598,139	421,220	464,500	549,565	726,886	850,487
Public Service Corporation ^{/1}	665,038	662,430	681,555	768,360	772,941	779,992
<i>Total</i> ^{/2}	<u>14,632,349</u>	<u>16,132,989</u>	<u>19,225,926</u>	<u>\$22,580,995</u>	<u>\$27,359,650</u>	<u>\$32,906,720</u>
Residential Single Family	39.8%	42.1%	43.5%	42.8%	42.4%	42.1%
Residential Condominium	11.9%	13.0%	14.7%	15.3%	17.1%	19.7%
Commercial Multi-Family	11.9%	12.4%	11.8%	11.6%	11.3%	10.3%
Office/Retail Property	27.8%	25.8%	24.0%	24.2%	23.8%	22.9%
Other Commercial	4.1%	2.6%	2.4%	2.7%	2.7%	2.6%
Public Service Corporation ^{/1}	4.5%	4.1%	3.5%	3.4%	2.8%	2.4%
<i>Total</i> ^{/3}	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
Residential	51.76%	55.10	58.21%	58.11%	59.48%	61.79%
Commercial	48.24%	44.90	41.79%	41.89%	40.52%	38.21%
<i>Total</i>	<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 1995-2006 Real Property Assessment Reports.

/1 -- 1995-04 Certified Assessments from Public Service Corp. Land Book --
City of Alexandria. 2006 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.

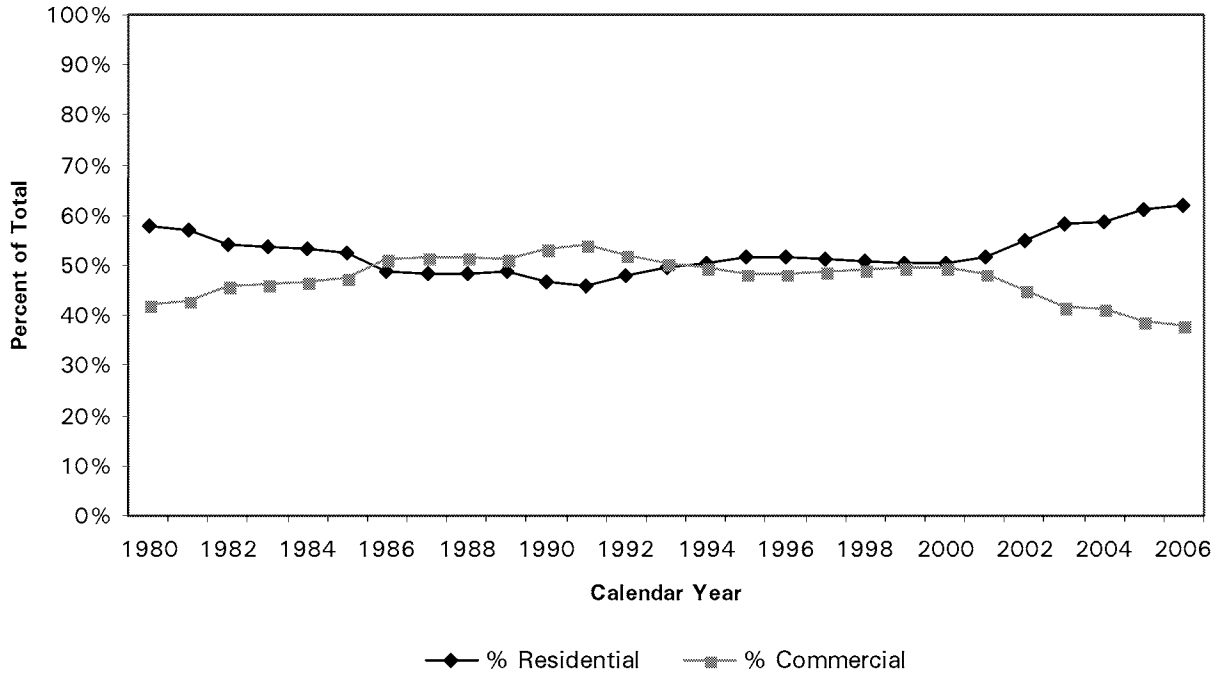
/4 -- 2005 data has been revised from the FY2006 document and reflects equalized data as of 12/31/2005.

Real Property Tax Base

Residential and Commercial Assessed Value Percentages Tax Years 1980 - 2006

This graph displays the change in the City's real property tax base since 1980. The black line represents the share of residential property (single family and condominiums) as a percentage of the City's total assessed tax base and the gray line represents the share of commercial property. Between 1980 and 1985, residential property accounted for a greater share of the real estate tax base. Following this period, residential and commercial assessments each accounted for approximately 50 percent of the City's tax base, with the exception of 1990 and 1991, for several years. This trend continued until 2000, at which point residential assessments began to significantly increase as a share of the tax base and now account for over 60 percent of the City's total assessed value.

**Real Estate Tax Base Percentage Residential and Commercial
Distribution CY 1980 to CY 2006**

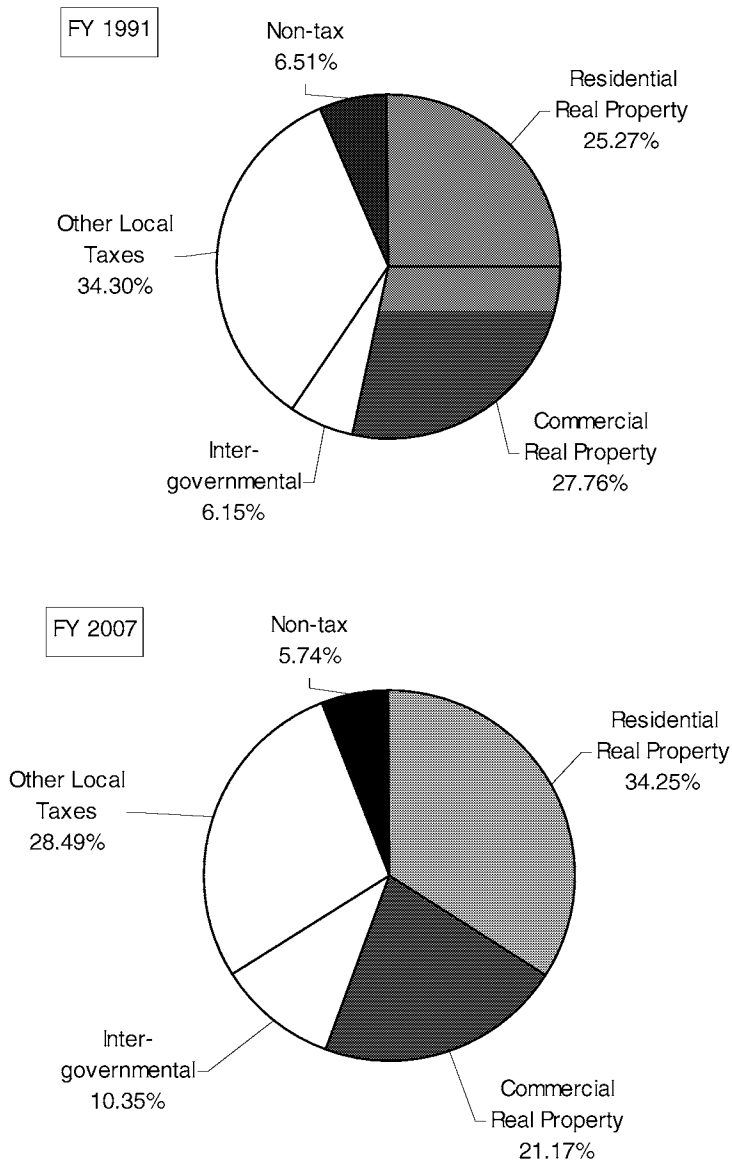


Real Property Revenue as a Share of Total General Fund Revenue

FY 1991 and FY 2007

The graphs below reflect the share of General Fund revenue of the major sources for FY1991 and for the current fiscal year. As a share of total General Fund revenues, real property taxes remain about the same in 2007 (55.42%) as in 1991 (53.03%). However, In FY 1991, which coincides with tax year 1990, the residential home owner provided one quarter of the total general fund revenue and just under half of the total real property tax revenue. Today, the residential home owner provides one third of all General Fund revenue and over 60 percent of all real property tax revenue.

Share of General Fund Revenue
FY 1991 and FY 2007

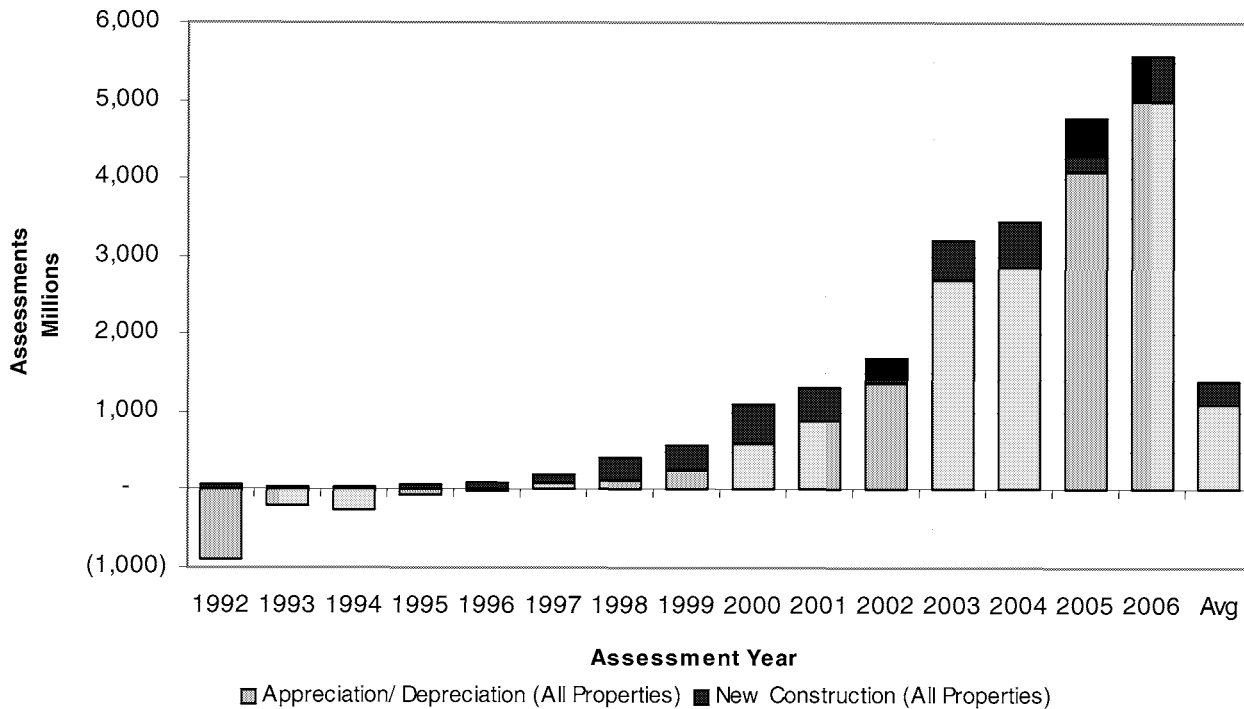


Real Property Tax Base

Change in Total Tax Base Tax Years 1992 - 2006

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 appreciation. 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 beginning in tax year 2001, the average value of appreciation for the fifteen year period shown is now more than three and a half times the average value of new construction.

Change in Total Tax Base Calendar Year 1992-2006



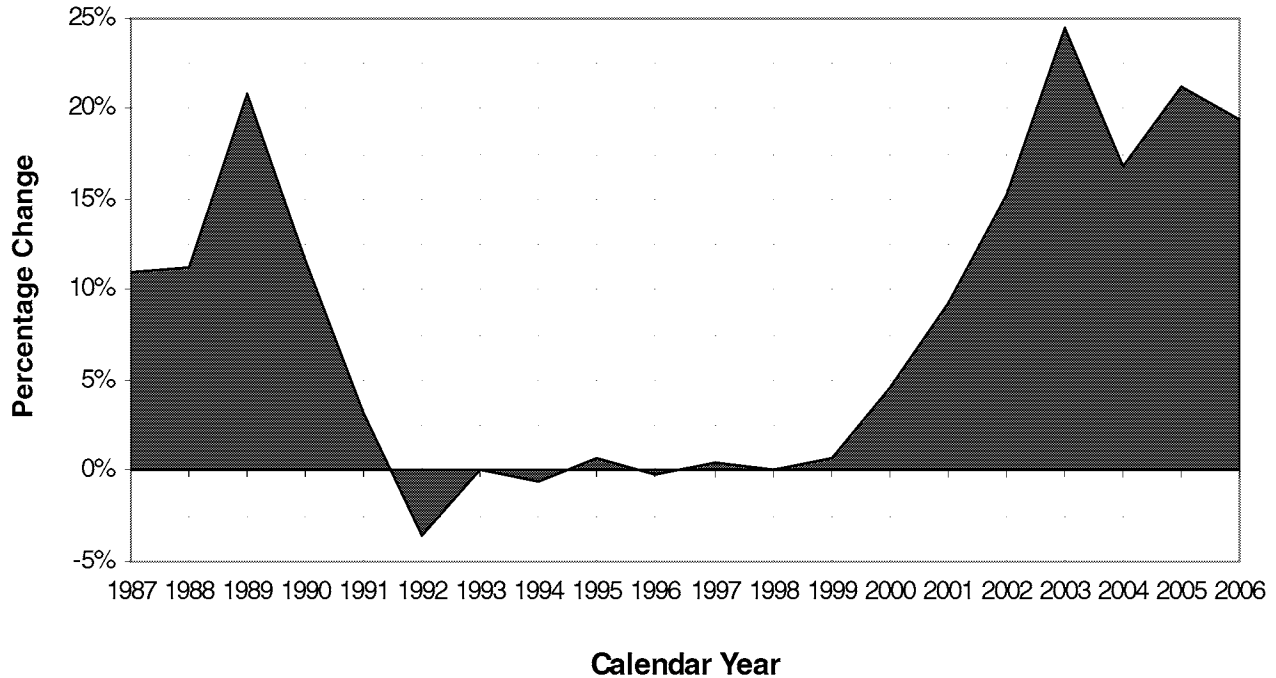
Source: Department of Real Estate Assessments
Prepared by: Office of Management and Budget

Real Property Tax Base

Residential Appreciation Tax Years 1987 - 2006

The following chart reflects the percentage change in appreciation of existing residential properties. After reaching the highest point in 18 years in 2003, residential appreciation appeared to be developing a similar pattern to the late 1980s and early 1990s when residential assessments went from an appreciation of 20.9 percent in 1989 to a depreciation of 3.6% by 1992. However, due to demand for housing in the City, driven by strong regional job growth and by continuing low mortgage interest rates, 2005 residential appreciation increased to 21.3 percent, second in magnitude only to the increase in 2003 of 24.5 percent. In Calendar Year 2006, the percentage change in appreciation slowed down somewhat to 19.47 percent. From early market trends, it is expected that the rate of increase for Calendar Year 2007 will reflect a substantial slowdown in the real estate market.

Residential Appreciation % Change
1987 to 2006



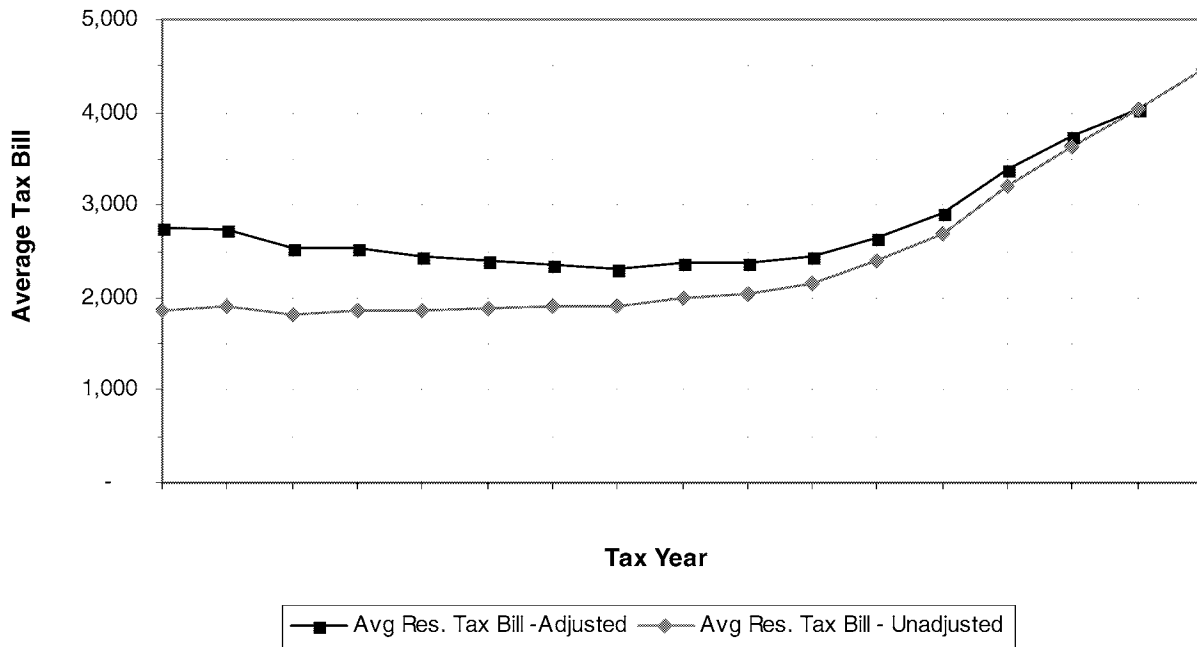
Real Property Taxes

Average Residential Tax Bills 1990 - 2006

The following table depicts the average residential real estate tax bill adjusted to 2005 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) in 1990, the City tax bill adjusted to 2005 dollars was \$2,766. The tax bill for the average residential unit in 2005 at the \$0.915 tax rate was \$4,035. The unadjusted tax bill projected for 2006 for the average residential unit at the proposed \$0.847 tax rate is \$4,462 which represents a 10.6% increase from the average bill in 2005.

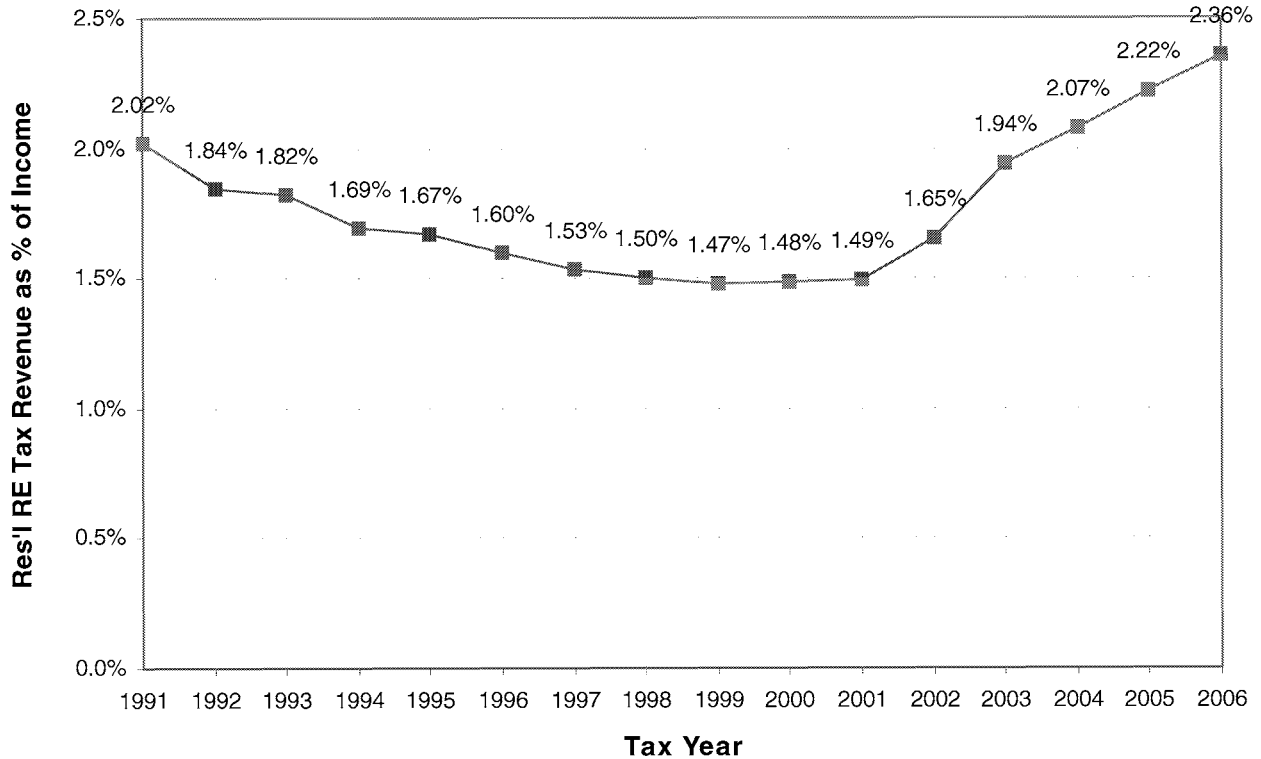
Residential Tax Bill Comparison
1990-2006
Adjusted to 2005 dollars



Residential Real Estate Tax Revenue Compared to Per Capita Income

Tax Years 1991 - 2006

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 housing¹). As shown in the graph, the real property tax burden declined through the nineties as appreciation of properties (and the real estate tax burden) failed to keep up with rising personal income. However, beginning in 2001 the effect of the strong real estate market, despite a decreasing tax rate, is evidenced by an increasing portion of personal income that goes to pay the real property tax.



¹ The City usually classifies apartments as commercial property because they are income-producing properties.

Real Estate Tax Rates

Regional Tax Rates Tax Years 1986 - 2006 (Proposed)

Shown below is a comparison of real estate tax rates from selected Northern Virginia jurisdictions over the past twenty-one calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per \$100 of assessed value. The proposed tax rate of \$0.847 is the City's lowest nominal rate since 1976 when the Department of Real Estate Assessments began basing the assessed value on 100 percent of fair market value. Prior to 1976, the tax rates were based on less than 100 percent of fair market value.

In Alexandria for tax year 2006 (FY 2007), the estimated fiscal impact of the proposed 6.8 cent reduction on the real property tax rate was \$11.0 million for a tax rate for the remainder of the 2006 calendar year only, and \$27.4 million in FY 2007 for a tax rate that carries until the end of FY 2007 (i.e., three payment periods of June 2006, November 2006, and June 2007).

REAL ESTATE TAX RATES

YEAR	City of Alexandria	Arlington County	Fairfax County	Loudoun County	Prince William County
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	1.035	.978	1.16	1.11	1.16
2004	0.995	0.958	1.13	1.1075	1.07
2005	0.915	0.878	1.00	1.04	0.974
2006 (proposed) **	.847	N/A	N/A	N/A	N/A

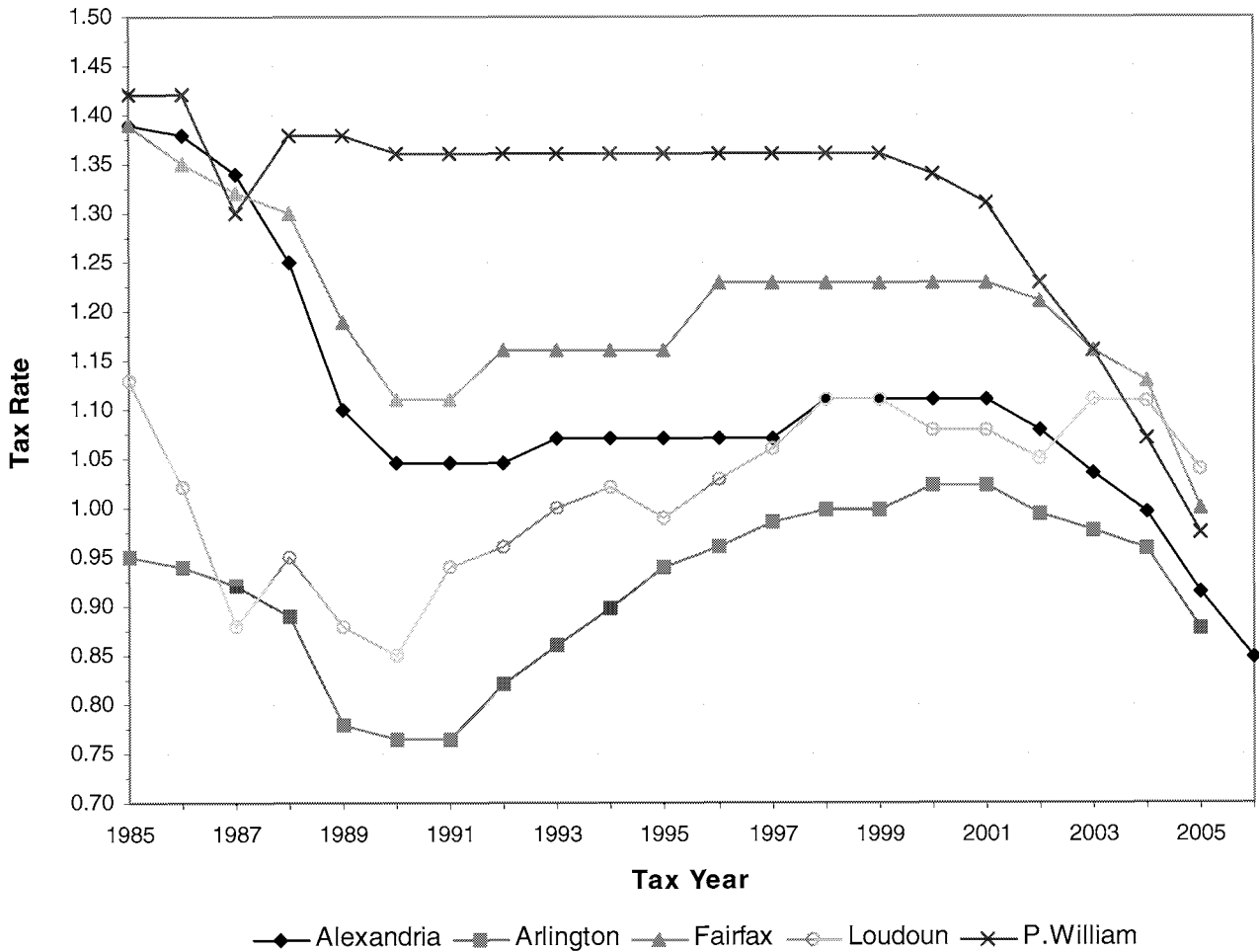
* Does not reflect additional special tax district (fire, leaf collection, etc.) or town real estate tax rates (Arlington County, Fairfax County, Prince William County and Loudoun County). Beginning in 2003 the City's tax rate includes one cent dedicated to open space acquisition.

** Information is not yet available for surrounding jurisdictions as of January 31, 2006.

Real Estate Tax Rates

Regional Tax Rates Tax Years 1985 - 2006 (Proposed)

As noted in the graph below, which depicts the various tax rates of jurisdictions in Northern Virginia for the past twenty years, in 1985 Alexandria had the second highest tax rate in the area, along with Fairfax County, at \$1.39. In tax year 2004 Alexandria had the second lowest tax rate of .915 , and a fifth consecutive tax rate reduction is proposed for tax year 2006. The surrounding jurisdictions have not yet released their proposed 2006 tax rates.



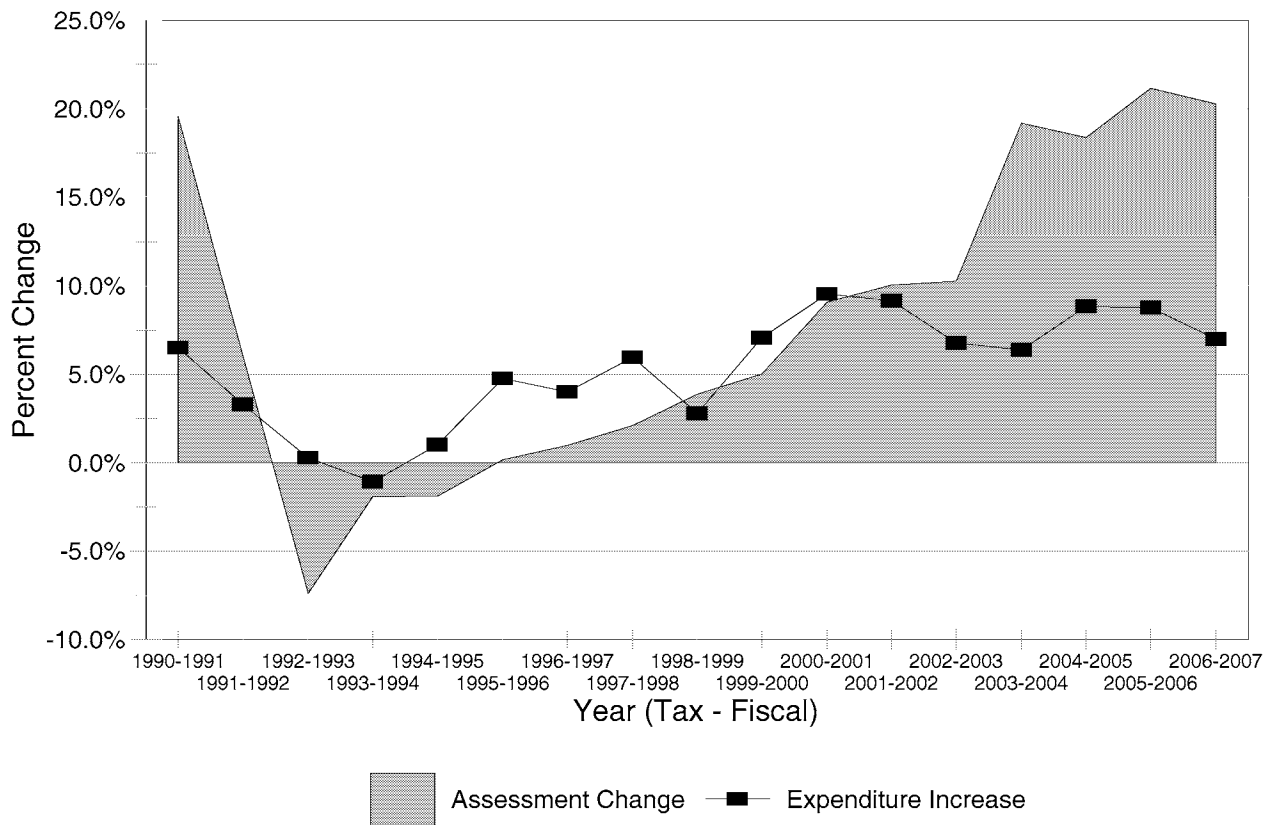
Prince William includes district-wide special levies.

Real Property Assessments Compared to General Fund Expenditures

Tax Years 1990 - 2006

The following graph compares the growth in the City's Real Property Tax Base (all sources) with the growth of the overall General Fund budget (including the appropriation to the Schools and cash capital funding of the Capital Improvement Program budget). As noted below, from 1990 to 1993, as the City's tax base declined, overall spending declined as well. Since the time the City's tax base started significantly appreciating in Tax Year (TY) 2000, the average annual compounded appreciation of the tax base (TY 2000-TY 2006) is 16.3 percent. This is compared to an average annual compounded increase in the City's General Fund amended operating budget (FY 2001- FY 2007) of 7.8 percent.

Assessments and General Fund Expenditures
Tax Year 1990 to 2006 and Fiscal Year 1991 to 2007



FY 2007 Proposed Tax Rates for Major Revenue Sources

	<u>City Proposed Rate</u>	<u>Virginia Code</u>	<u>Reference</u>	<u>Maximum Tax Rate Allowed by State</u>
Real Estate Tax	\$0.847 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 interruptible gas 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			\$0.58
Personal, Business and Repair Svcs	\$.35 per \$100 gross receipts			\$0.36
Retail Merchants and 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	**
Water	\$.50 per \$100 gross receipts		58.1-3731	\$0.50
E-911 Tax	\$.50 per line per month		58.1-3813	allow cost recovery
Cell Phone Tax	10% of the 1 st \$30 (on cell phone service only)		58.1-3812	10% of \$30
Telecommunications Right of Way Tax	\$.61 per line per month		56-468.1	minimum of \$.50 per line per month; annual rate calc. by VDOT
Electric Consumption Tax	\$.0038/kWh		58.1-2900	
Natural Gas Consumption Tax	\$.004/CCF		58.1-2904	
Admissions Tax	10% of gross admissions, not to exceed \$.50 per admission			
Cigarette Tax	\$.70 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	\$.83 per \$1,000 of sales price (equals State max)		58.1-3800	1/3 of State Chrgs
Grantee	\$.83 per \$1,000 of sales price (equals State max)		58.1-3800	1/3 of State Chrgs
Deed of Trust	\$.83 per \$1,000 of loan amount (equals State max)		58.1-3800	1/3 of State Chrgs
Tax Penalty	10% or \$10, whichever is greater		58.1-3916	10% or \$10
Tax Interest	10% per annum until January 1, 2000 after January 1, 2000 10% per annum for 1 st year, 5% per annum thereafter. Equals refund rates.		58.1-3916	10%

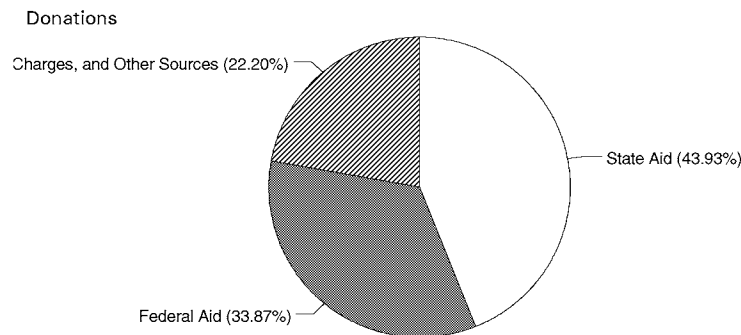
** The City's existing tax rate exceeds the State cap. The State cap was established after the City had set this rate.

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 2007 Estimated Special Revenue Funds," the City's Special Revenue Fund budget of \$101,870,479 consists primarily of State Aid, Federal Aid and discretionary State and federal grants (77.8% percent) and charges for fees, donations and other sources (22.2%). This compares to the FY 2006 initial Special Revenue Fund budget of \$86,918,796. The 17.2 percent, or \$14,951,683, increase (\$13.7 million increase to the City as the Schools increased by \$1.2 million) is partially attributable to fee revenues related to sanitary sewers (\$7,843,395), Potomac Yard development review (\$1,595,838), construction in the Carlyle/Eisenhower area (\$858,089), other development review submitted to the City (\$1,902,502). The increase is also attributable to increased State Aid for the Schools (\$2,198,102), and Human Services (\$1,164,013); increased revenue from School cafeteria sales (\$875,077); and increased federal revenues for Human Services (\$501,832). These increases are partially offset by decreased federal revenues for the Schools (\$1,828,152), Recreation (\$87,373), Court Services Unit (\$51,858) and Mental Health, Mental Retardation and Substance Abuse (\$17,830).

FY 2007 Estimated Special Revenue Funds



Grant Funding Summary and 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 on the next page summarizes the estimated FY 2007 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, two to three 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 2007 ESTIMATED SPECIAL REVENUE FUNDS

Department	State Aid		Federal Aid		Charges, Donations and Other Sources		Total Special Revenue Funds
Commonwealth's Attorney's Office	0		\$246,718	/a	0		\$246,718
Law Library	0		0		\$54,000	/b	54,000
Other Public Safety	\$198,333	/c	0		0		198,333
Court Service Unit	169,189	/d	0		0		169,189
Citizen Assistance	0		0		5,499	/e	5,499
Office On Women	\$202,305	/f	143,073	/g	27,005	/h	372,383
Personnel	0		0		6,000	/i	6,000
Fire	357,000	/j	32,943	/k	2,236,309	/l	2,626,252
Planning	0		0		705,789	/m	705,789
Police	30,000	/n	351,843	/o	0		381,843
Sheriff	424,097	/p	0		291,499	/q	715,596
Health	0	/r	0		0		0
MH/MR/SA /s	3,842,248		2,336,279		5,447,265		11,625,792
Human Services /t	10,582,118		16,753,461		316,064		27,651,643
Housing	0		2,109,242	/u	13,000	/v	2,122,242
Historic Alexandria	0		0		256,919		256,919
Recreation	18,176	/w	254,447	/x	308,170	/y	580,793
Library	198,617		0		194,245		392,862
T&ES	198,464	/z	789,511	a1	10,158,348	/a2	11,146,324
Human Rights/a3	7,750		25,000		0		32,750
Schools /a4	28,525,850		11,462,908		2,590,794		42,579,552
TOTAL	\$44,754,147		\$34,505,425		\$22,610,906		\$101,870,479

Grant Funding Summary and Special Revenue Funds

Notes:

- /a Includes \$173,287 for the federal grant for the Victim-Witness Program, and \$73,431 for V-Stop Domestic Violence Intervention grant.
- /b Court assessed Law Library filing fees.
- /c Virginia Juvenile Community Crime Control Act, which funds the Sheltercare program.
- /d Virginia Juvenile Community Crime Control Act monies, which fund the Day Reporting Program and other small programs.
- /e Donations for the Gyumri Sister City program.
- /f Includes \$8,000 for Project STEPOUT/ MANHOOD, \$11,200 for the State Shelter Support grant, \$24,876 for the Rape Victim Companion grant, \$48,812 for the Domestic Violence Program and \$109,417 for the Domestic Violence Program.
- /g Includes \$74,628 for the Rape Victim Companion grant, \$6,875 for the Federal Shelter Support grant, \$41,070 for the V-STOP/Sexual Assault Response and Awareness Program (SARA) and \$20,500 for the Healthy Families Grant.
- /h Includes donations in the amount of \$27,005.
- /i Mann Municipal Education Charitable Trust Fund, which funds selected education courses for City employees.
- /j Includes \$15,000 for Public Education, \$70,000 for EMS Two For Life State Grant; \$37,000 for HAZMAT Call/Agreement with the State; and \$235,000 for the Fire Training Fund.
- /k Federal grant for Emergency Management Assistance Program.
- /l Includes \$685,967 from fee revenue related to the construction in the Carlyle/Eisenhower area; \$721,944 related to development at Potomac Yard; \$825,898 for future development City-wide; and \$2,500 in smoke alarm donations.
- /m Includes \$319,843 from fee revenue related to development at Potomac Yard; and \$385,946 from fee revenue related to other development fee increases.
- /n Reimbursement for overtime expenditures from the Northern Virginia Regional Crack Task Force.
- /o Includes \$252,843 for the COPS Anti-Terrorism Grant Program; and \$99,000 for the federal share of the Advanced Generation Interoperability for Law Enforcement (AGILE) project.
- /p For the Comprehensive Community Corrections Act (CCCA) programs and Pre-Trial Services Act (PSA) grant.
- /q Program fees for the Alexandria Alcohol Safety Action Program (AASAP).
- /r 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.
- /s For a description of the federally funded grants for this department, please refer to Addendum Table I in this section of the budget document.
- /t For a description of the federally funded grants for this department, please refer to Addendum Table II in this section of the budget document.
- /u Includes \$824,947 in federal Home Partnership Investment Program (HOME) monies and \$1,284,295 in Community Development Block Grant (CDBG) monies (see the description following these tables for information regarding the federal CDBG and HOME programs).

Grant Funding Summary and Special Revenue Funds

- /v Includes \$6,000 in vendor fees from the Homeownership Fair, and \$7,000 in fees to offset loan expenditures.
- /w The Local Government Challenge and Litter Control Grant.
- /x U.S. Department of Agriculture Summer and After School Food service program.
- /y \$238,810 from fee revenue related to the Potomac Yard, \$45,068 from fee revenue related to other development fee increases, and \$24,292 in donations.
- /z Includes \$140,335 for the Ridesharing grant, \$21,934 for the Employer Outreach Program, \$23,750 for a public transportation intern grant, and \$12,445 for the Old Town Transit Shop.
- /a1 Includes \$250,000 for a Community Wide Transit Analysis grant, \$200,000 for a Potomac Yard Transit Study grant, \$49,781 for the Old Town Transit Store, \$150,000 for an Eisenhower Valley Transit Study, \$43,730 for Air Pollution Control and \$48,000 for an Alternative Travel Media Promotions grant, and \$48,000 for a Transportation Demand Program Start-up grant.
- /a2 Includes development fee revenue for Potomac Yard development review (\$508,983), ACPS construction inspection (\$71,552), Eisenhower East development review (\$172,122), \$380,296 for Other development review, \$7,843,895 for sanitary sewers, and \$1,181,500 for vehicle replacement.
- /a3 Includes the Virginia State Rehabilitation Services Grant (\$7,750) and the Equal Employment Opportunities Commission Grant.
- /a4 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 \$4,305,319 or the School Lunch Fund Balance of \$611,420.

Grant Funding Summary and Special Revenue Funds

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

	FEDERAL GRANT	FY 2007 PROPOSED BUDGET ESTIMATE
Mental Health (MH) Programs	Block Grant for Community Mental Health Services-- Serious Emotionally Disturbed (Children)	\$256,654
	Block Grant for Community Mental Health Services-- Serious Mental Illness (Adults)	411,226
	Projects for Assistance in Transition from Homelessness	35,575
	Welfare TANF Foster Care (Title IV E)	143,000
MH & SA Programs	U.S. Department of Housing and Urban Development	314,215
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	137,284
	Substance Abuse Federal Block Grant-Alcohol & Drug Treatment	512,408
	Substance Abuse Federal Block Grant-Primary Prevention	208,314
	Substance Abuse Prevention and Treatment-HIV/AIDS	70,470
	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	\$2,336,279

Grant Funding Summary and Special Revenue Funds

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

FEDERAL GRANT	FY 2007 PROPOSED BUDGET ESTIMATE
Welfare Administrative Cost Pool	\$ 135,475
Welfare Income Maintenance Eligibility	1,894,068
Welfare Clerical Cost Pool	260,000
Welfare Refugee Resettlement	50,000
Child Welfare Administration	3,479,043
Welfare Aid to Dependent Children	60,060
Foster Care IV - E	1,514,805
Welfare Adoption Subsidy	322,500
TANF/View Child Care	709,802
Child Care Fee System	2,575,644
Older Americans Act	144,306
Home Delivered Meals	89,717
Congregate Meals	57,876
In-Home Services to Companion	234,090
WIA Summer Youth Program	79,153
Head Start	1,766,088
Transitional Apartment Planning & Eviction Storage (CDBG)	197,000
Community Services Block Grant (CSBG\BASIC)	158,971
Virginia Refugee Resettlement Program (VRRP)	107,000
WIA Adult Training	156,687
WIA Dislocated Worker	102,012
VIEW	472,297
Foster Parent Training	142,998
TANF - Emergency Assistance	58,942
Employment Advancement Project	90,891
Foster Care Administration	217,891
Reasonable/Necessary Revenue Maximization	1,196,551
TANF - HIP	50,000
Food Stamp Employment	65,619
Safe and Stable Families	51,552
Program Improvement	111,090
All other Federal grants (includes individual program grants under	201,333
Total Federal Grants	\$16,753,461

Community Development Block Grant (CDBG)

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 \$40,832,881 through FY 2007 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 2007 allocation is \$1,284,295, a decrease of \$127,291, or 9.0 percent, as compared to FY 2006 (\$1,411,586).

The program outlined on the following page is the approved FY 2007 CDBG program. The approved FY 2007 program will be funded, in part, with CDBG funds and program income carried over from previous years.

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

Community Development Block Grant

I. Community Development Block Grant Funds Allocated to Alexandria through FY 2007

<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
30	2005	1,499,000
31	2006	1,411,586
32	2007	\$1,284,295
Total		\$40,832,881

Community Development Block Grant

II. THIRTY- SECOND YEAR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (FY 2007 Proposed)

Revenue Category

FY 2007 CDBG Funds Available	1,284,295	
FY 2007 Carryover Funds	1,663,083	
FY 2007 Program Income	<u>4,500</u>	
Total Program Revenues		2,951,878

Expenditure Category

A.	<u>City-wide Programs</u>		
	Homeownership Assistance	878,992	
	Home Rehabilitation Loan Program	1,300,312	
	Fair Housing Testing Program	47,240	
	Rental Accessibility Modification	256,600	
	Winter Shelter	20,000	
	Transitional Assistance Program	102,000	
	Eviction Assistance and Furniture	<u>75,000</u>	
	City-wide Programs Total		2,680,144
B.	<u>Administration</u>		
	Program Administration	251,446	
	Applications for Federal Programs	<u>20,288</u>	
	Administration Total		<u>271,734</u>
	Total Program Expenditures		<u>2,951,878</u>

Net General Fund Budget for CDBG Programs 0

Home Investment Partnership Program (HOME)

The HOME program was created by the National Affordable Housing Act of 1990. The program's primary objective is to provide decent affordable housing to low income households through such activities as home rehabilitation, homebuyer assistance, and the construction or rehabilitation of rental housing, among others. Through City Fiscal Year 2007, the City has received HOME allocations totaling \$10,118,263.

What follows is a summary of all program allocations to the City of Alexandria by year, followed by the approved FY 2007 program summary. The Proposed FY 2007 program will be funded by HOME, City General Fund, other non-federal and program income monies, some of which are carried over from previous years.

III. HOME INVESTMENT PARTNERSHIP PROGRAM FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2007

<u>CITY HOME PROGRAM YEAR</u>	<u>FISCAL YEAR</u>	<u>AMOUNT</u>
1	1993	\$771,000
2	1994	510,000
3	1995	504,000
4	1996	534,000
5	1997	527,000
6	1998	520,000
7	1999	558,000
8	2000	602,000
9	2001	605,000
10	2002	672,000
11	2003	671,000
12	2004	909,647
13	2005	1,034,805
14	2006	\$874,864
15	2007	\$824,947
Total		\$10,118,263

Home Investment Partnership Program

IV. FIFTEENTH YEAR Home Investment Partnerships Program (FY 2007 Proposed)

Revenue Category

FY 2007 HOME Funds Available	\$824,947	
FY 2007 City General Fund Match	185,759	
FY 2007 Other Non-federal Match	80,460	
Carryover HOME Funds	859,420	
Total Program Revenues		\$1,950,586

Expenditure Category

A. City-wide Programs

Home Rehabilitation Loan Program

Carryover HOME funded	\$299,447	
Carryover City General Fund Match funded	11,664	
Other Non-federal Match funded	68,589	

Homeownership Assistance Program

HOME funded	\$503,034	
City General Fund Match funded	125,759	
Carryover HOME funded	43,915	
Other Non-federal Match funded	6,887	

Housing Opportunities Fund

HOME funded	\$240,000	
City General Fund Match funded	60,000	
Carryover HOME funded	206,212	
Carryover City General Fund Match funded	296,569	
Other Non-federal Match funded	4,984	

City-Wide Programs Sub-total \$1,867,060

B. Administration

	<u>\$83,526</u>	
Total Program Expenditures		<u>\$1,950,586</u>

Net General Fund Budget for HOME Programs

\$0

Personnel Summary

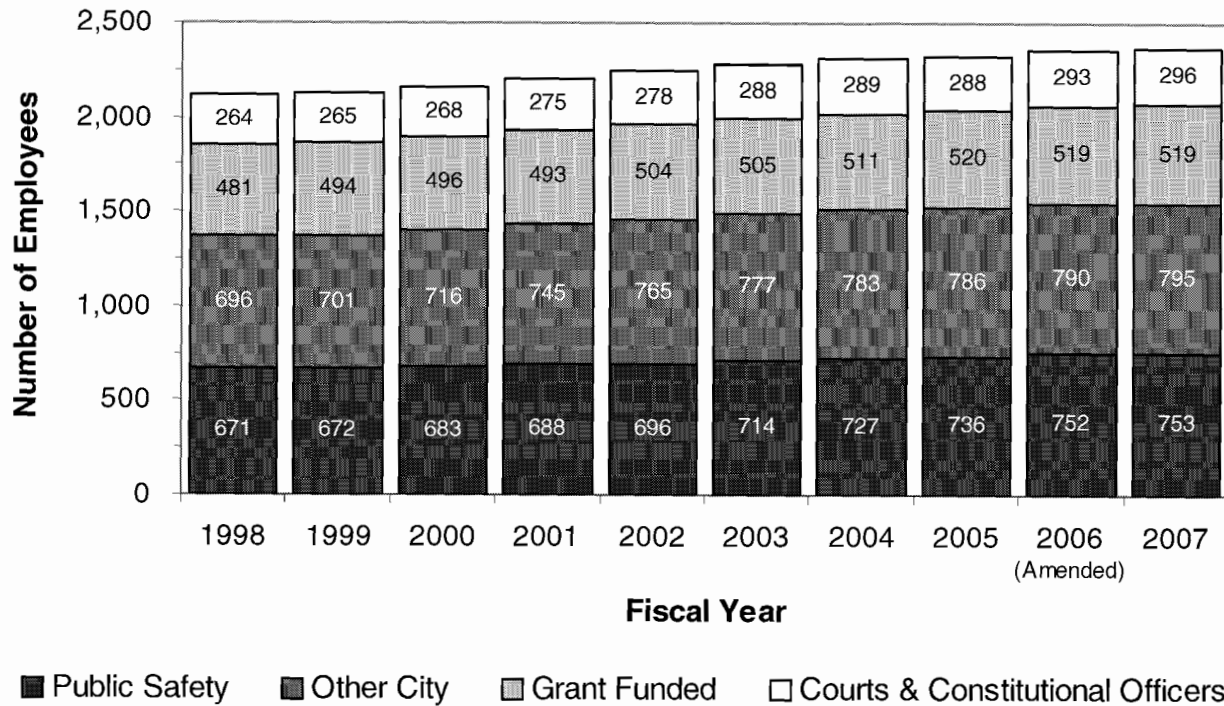
Analysis of Personnel Changes FY 2006 (Amended) to FY 2007 Proposed Budget

	FY 2006 (Amended) Positions				FY 2007 Proposed Positions				Change from FY 2006 (Amended)				Change from FY 2007 Proposed			
	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)
Legislative & Executive																
City Council	-	14.00	-	14.00	-	14.00	-	14.00	-	-	-	-	-	-	-	-
City Manager	16	-	-	16.00	16	-	-	16.00	-	-	-	-	-	-	-	-
City Attorney	15	-	-	15.00	15	-	-	15.00	-	-	-	-	-	-	-	-
City Clerk & Clerk of Council	4	-	-	4.00	4	-	-	4.00	-	-	-	-	-	-	-	-
Subtotal	35	14.00	-	49.00	35	14	-	49.00	-	-	-	-	-	-	-	-
Courts & Constitutional Officers																
18th Circuit Court	13	-	-	13.00	13	-	-	13.00	-	-	-	-	-	-	-	-
Clerk of Court	23	-	1	24.00	23	-	1	24.00	-	-	-	-	-	-	-	-
Commonwealth Atty	29	1.63	-	30.63	29	1.63	-	30.63	-	-	-	-	-	-	-	-
Court Services Unit	9	2.80	-	11.80	9	2.80	-	11.80	-	-	-	-	-	-	-	-
Law Library	1	-	-	1.00	1	-	-	1.00	-	-	-	-	-	-	-	-
Registrar of Voters	6	0.60	-	6.60	6	0.60	-	6.60	-	-	-	-	-	-	-	-
Sheriff	212	-	-	212.00	215	-	-	215.00	3	-	-	3.00	1.4%	-	-	1.4%
Subtotal	293	5.03	1	299.03	296	5	1	302.03	3	-	-	3.00	1.0%	-	-	1.0%
General Government																
Citizen Assistance	7	0.75	-	7.75	7	0.75	-	7.75	-	-	-	-	-	-	-	-
Finance	93	6.75	-	99.75	93	6.00	-	99.00	-	(0.75)	-	(0.75)	-	-11.1%	-	-0.8%
General Services	77	0.50	4	81.50	75	0.50	4	79.50	(2)	-	-	(2.00)	-2.6%	-	-	-2.5%
Human Rights	5	-	1	6.00	5	-	1	6.00	-	-	-	-	-	-	-	-
ITS	59	0.50	-	59.50	60	0.50	-	60.50	1	-	-	1.00	1.7%	-	-	1.7%
Internal Audit	2	-	-	2.00	2	-	-	2.00	-	-	-	-	-	-	-	-
OMB	10	-	1	11.00	11	-	-	11.00	1	-	(1)	-	10.0%	-	-100%	-
Office on Women	18	1.50	-	19.50	18	1.50	-	19.50	-	-	-	-	-	-	-	-
Personnel Services	23	0.58	1	24.58	23	0.58	1	24.58	-	-	-	-	-	-	-	-
Real Estate	14	-	-	14.00	15	-	-	15.00	1	-	-	1.00	7.1%	-	-	7.1%
Subtotal	308	10.58	7	325.58	309	10	6	324.83	3	-	(1)	(0.75)	1.0%	-	-100%	-0.2%

Analysis of Personnel Changes FY 2006 (Amended) to FY 2007 Proposed Budget

	FY 2006 (Amended) Positions				FY 2007 Proposed Positions				Change in Positions or FTE				% Change in Positions or FTE			
	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)
Operating Agencies																
<u>Public Safety</u>																
Fire	296	0.50	27	323.50	298	-	27	325.00	2	(0.50)	-	1.50	0.7%	-100%	-	-99%
Police	456	2.62	8	466.62	455	2.12	8	465.12	(1)	(0.50)	-	(1.50)	-0.2%	-19.1%	-	-19.3%
<i>Subtotal</i>	966	3	35	790.12	753	2.12	35	790.12	1	(1.00)	-	0.00	0.1%	-32.1%	-	0.0%
<u>Health & Welfare</u>																
Health	9	9.59	-	18.59	10	9.59	-	19.59	1	-	-	1.00	11.1%	-	-	5%
Human Services	221	6.80	9	236.80	221	6.80	9	236.80	-	-	-	-	-	-	-	-
Ment. Health, Mental Retardation & Subst. Abuse	278	68.62	-	346.62	278	68.62	-	346.62	-	-	-	-	-	-	-	-
<i>Subtotal</i>	508	85.01	9	602.01	509	85.01	9	603.01	1	-	-	1.00	0.2%	-	-	0.2%
<u>Community Development</u>																
Housing	20	0.00	-	20.00	20	-	-	20.00	-	-	-	-	-	-	-	-
Planning & Zoning	37	0.50	10	47.50	37	0.50	10	47.50	-	-	-	-	-	-	-	-
<i>Subtotal</i>	57	0.50	10	67.50	57	0.50	10	67.50	-	-	-	-	-	-	-	-
<u>Parks, Recreation & Cultural</u>																
Historic Alexandria	18	12.38	-	30.38	17	12.38	-	29.38	(1)	-	-	(1.00)	-5.6%	-	-	-3%
Library	55	26.45	-	81.45	55	26.45	-	81.45	-	-	-	-	-	-	-	-
Recreation, Parks & Cultural	137	53.36	3	193.36	140	53.86	3	196.86	3	0.50	-	3.50	2.2%	0.9%	-	1.8%
<i>Subtotal</i>	210	92.19	3	305.19	212	92.69	3	307.69	2	0.50	-	2.50	1.0%	0.5%	-	0.8%
<u>Public Works</u>																
Transporation & Environ. Services	191	-	14	205.00	192	-	14	206.00	1	-	-	1.00	0.5%	-	-	0.5%
<i>Subtotal</i>	191	-	14	205.00	192	-	14	206.00	1	-	-	1.00	0.5%	-	-	0.5%
Subtotal Op. Agencies	1,932	180.82	71	1,969.82	1,723	180.32	71	1,974.32	5	(0.50)	-	4.50	0.3%	-0.3%	-	0.2%
Grand Total	2,568	210.43	79	2,643.43	2,363	209.18	78	2,650.18	11	(0.50)	(1)	6.75	0.4%	-0.2%	-1.3%	0.3%

CHANGES IN FULL-TIME POSITIONS FY1998- FY2007



**Changes in Full-Time Positions
Five Year Summary
(FY 2003 - FY 2007)**

Public Safety Departments	Amended Proposed					
	2003	2004	2005	2006	2007	
Fire	284	287	293	296	298	/1
Police	430	440	443	456	455	/2
<i>Sub-total</i>	<i>714</i>	<i>727</i>	<i>736</i>	<i>752</i>	<i>753</i>	

Other City-Funded Departments and Agencies

Citizen Assistance	7	7	7	7	7	
City Attorney	15	15	15	15	15	
City Council and Administrative Aides	14	14	14	0	0	
City Clerk	3	3	3	4	4	
City Manager	16	16	16	16	16	
Finance	92	91	92	93	93	
General Services	73	73	73	77	75	/3
Health	7	6	8	9	10	/4
Historic Alexandria	17	17	17	18	17	/5
Human Rights	5	5	5	5	5	
Information Technology Services	56	57	57	59	60	/6
Internal Audit	2	2	2	2	2	
Library	52	52	54	55	55	
Management and Budget	10	10	10	10	11	/7
Office on Women	18	19	19	18	18	
Personnel Services	21	22	22	23	23	
Planning and Zoning	35	35	37	37	37	
Real Estate Assessments	11	12	13	14	15	/8
Rec, Parks and Cultural Activities	128	128	133	137	140	/9
Transportation & Environmental Services	195	199	189	191	192	/10
<i>Sub-total</i>	<i>777</i>	<i>783</i>	<i>786</i>	<i>790</i>	<i>795</i>	

Predominantly Grant-Funded Departments

Housing	20	20	20	20	20	
Human Services	230	234	235	221	221	
Mental Health, Mental Retardation & Sub. Abuse	255	257	268	278	278	
<i>Sub-total</i>	<i>505</i>	<i>511</i>	<i>523</i>	<i>519</i>	<i>519</i>	

Courts & Constitutional Officers

Circuit Court	13	13	13	13	13	
Clerk of Courts	21	22	22	23	23	
Commonwealth's Attorney	30	30	28	29	29	
Court Service Unit	8	8	8	9	9	
Law Library	1	1	1	1	1	
Registrar of Voters	4	4	4	6	6	
Sheriff	211	211	212	212	215	/11
<i>Sub-total</i>	<i>288</i>	<i>289</i>	<i>288</i>	<i>293</i>	<i>296</i>	

Total City Full-Time Employees	2,284	2,310	2,333	2,354	2,363	
Total City Part-Time & Authorized Overhires			249.2	289.4	287.2	
TOTAL CITY EMPLOYEES			2582.2	2643.4	2650.2	
Net Change City Employees				61.26	6.75	
% Change City Employees				2.4%	0.3%	
TOTAL SCHOOL EMPLOYEES	2,098	2,079	2,082	2,116	2,125	/12

Changes in Full-Time Positions (continued)

FY 2007 Notes:

- /1 - Fire: Reflects the addition of two Emergency Rescue Technician (ERT) positions that will provide for two additional ERT Supervisors to address the current staffing ratio of one supervisor to 13 personnel.
- /2 - Police: Reflects the elimination of one full-time civilian Records Clerk position as part of an efficiency reduction resulting from the restructuring of shifts in the Information Services Section. This position will be eliminated through attrition.
- /3 - General Services: Reflects the elimination of two Offset Press Operator I positions as part of an efficiency reduction. These positions will be eliminated through attrition.
- /4 - Health: Reflects the addition of one Public Health Nurse position for Tuberculosis prevention, assessment and treatment.
- /5 Historic Alexandria: Reflects the elimination of one vacant Special Programs Coordinator position at Gadsby's Tavern, funded by donations.
- /6 - Information Technology Services: Reflects the addition of a Telecommunications Support position. The position will allow for the Telecommunications Coordinator to begin to plan and then implement new systems upgrades as well as the replacement of outdated and overloaded building phone switches.
- /7 - Management and Budget: Reflects the conversion of a Budget Analyst I overhire position, transferred from the City Manager's office during FY 2006, to a full-time permanent position.
- /8 - Real Estate Assessments: Reflects the recommended addition of a Real Estate Assessments Data Analyst position.
- /9 - Recreation, Parks & Cultural: Reflects the addition of a full-time Computer Lab Customer Support Engineer II position and two full-time Youth Services Program Specialist positions.
- /10 - Transportation & Environmental Services: Reflects the addition of one parking meter maintenance position associated with the installation of meters in Eisenhower East.
- /11 - Sheriff: Reflects the recommended supplemental request for two Deputy Sheriff I positions for the perimeter of the Detention Center, one new Chief Deputy position, one Captain position, and one Director of Records position. Also reflects the elimination of one Civilian AASAP position and one Deputy Sheriff position.
- /12 - Schools: Reflects the addition of a net 9 new positions included in the School Board's proposed operating budget for FY 2007.

Summary of Position Changes Proposed

Agencies with a reduction in Positions

General Services	-2	Reflects the elimination of two Offset Press Operator I positions as part of a planned, phased restructuring of print shop operations. These positions will be eliminated through attrition.
Historic Alexandria	-1	Reflects the elimination of one vacant Special Programs Coordinator position at Gadsby's Tavern, funded by donations.
Police	-1	Reflects the elimination of one full-time civilian Records Clerk position as part of an efficiency reduction resulting from the restructuring of shifts in the Information Services Section. This position will be eliminated through attrition.
Sheriff	-2	Reflects the elimination of one Civilian AASAP position and one Deputy Sheriff position.
Various Departments	-3.25	Reflects the elimination of a number of part-time or temporary overhire positions.
SUBTOTAL, NET REDUCTIONS	-9.25	

Recommended New Positions

Fire	2	Reflects the addition of two Emergency Rescue Technician (ERT) positions that will provide for two additional ERT Supervisors to address the current staffing ratio of one supervisor to 13 personnel.
Health	1	Reflects the addition of one Public Health Nurse position for Tuberculosis prevention, assessment and treatment.
Information Technology Services	1	Reflects the addition of one Telecommunications Support position. This will allow for the Telecommunications Coordinator to begin to plan and then implement new systems upgrades as well as the replacement of outdated and overloaded building phone switches.

Summary of Position Changes Proposed

Recommended New Positions, continued

Office of Management and Budget	1	Reflects the conversion of one Budget Analyst I overhire position, transferred from the City Manager's office during FY 2006, to a full-time permanent position.
Real Estate Assessments	1	Reflects the recommended addition of a Real Estate Assessments Data Analyst position.
Recreation, Parks & Cultural Activities	3	Reflects the addition of a full-time Computer Lab Customer Support Engineer II position and two full-time Youth Services Program Specialist positions.
Sheriff	5	Reflects the recommended supplemental request for two Deputy Sheriff I positions for the perimeter of the Detention Center, one new Chief Deputy position, one Captain position, and one Director of Records position.
Transportation & Environmental Services	1	Reflects the addition of one parking meter maintenance position associated with the installation of meters in Eisenhower East.
Various Departments	1.00	Reflects the addition of a number of part-time or temporary overhire positions.
SUBTOTAL, NEW FULL-TIME POSITIONS	16.00	
GRAND TOTAL, NET CHANGE IN POSITION COUNT	6.75	
(Does not include School positions)		

General Salary Adjustment History

The table below shows the General Salary Adjustments granted to City employees from FY 1986 through FY 2007, along with the previous calendar years' inflation rates. The General Salary Adjustments include cost of living (COLA) adjustments given to City employees. The salary adjustments below do not include merit adjustments, which are based on employee performance.

Fiscal Year	General Salary Adjustments	Inflation Rate ^{/A} (for previous calendar year)
1986	4.0	4.2 (1985)
1987	4.0	2.9 (1986)
1988	4.0	3.6 (1987)
1989	4.0	4.1 (1988)
1990	3.0	5.8 (1989)
1991	3.0 (July 1, 1990 - Dec. 31, 1990) 0.5 (Jan. 1, 1991 - June 30, 1991) ^{/B}	5.9 (1990)
1992	2.0	4.1 (1991)
1993	0.0	2.5 (1992)
1994	2.5	3.2 (1993)
1995	2.0	1.9 (1994)
1996	3.0	2.0 (1995)
1997	2.0	2.8 (1996)
1998	2.0 (July 1, 1997 - Dec. 31, 1997) 3.0 (Jan. 1, 1998 - June 30, 1998) ^{/C}	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.3 (2000)
2002	3.0	2.0 (2001)
2003	2.5	3.6 (2002)
2004	2.0	2.2 (2003)
2005	2.0	3.6 (2004)
2006	2.0	3.7 (2005) ^{/D}
2007	3.0 (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 some City classifications were below market comparators.

^{/D} Date shown is the November 2005 to November 2004 annual rate, the latest available at the time of budget preparation.

Statement Of Estimated General Fund Balance

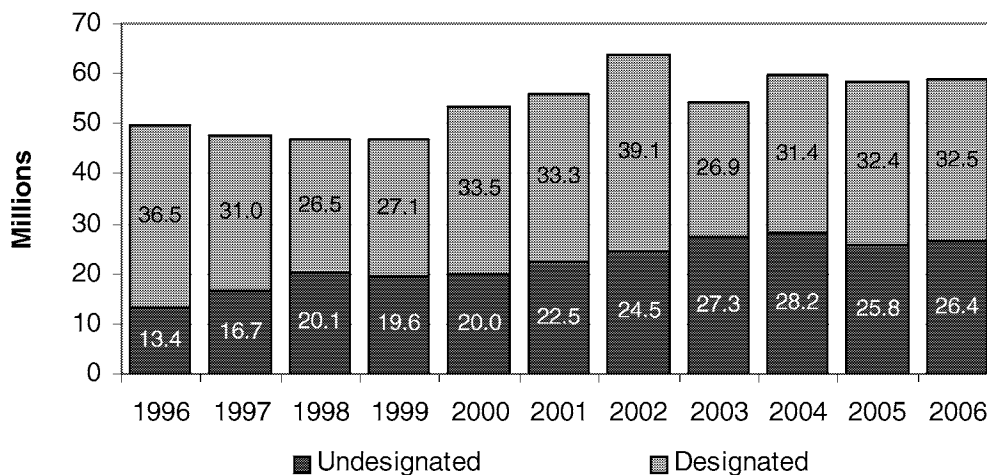
Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance which represents monies 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. Unreserved 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 2005, and projected fund balance at the close of FY 2006. As proposed, the FY 2007 budget recommends use of a certain portion of fund balance for capital projects, in addition to pay-as-you-go capital funding. Unreserved fund balance (the total amount available for appropriation, regardless of designations) is projected to be \$58.9 million at June 30, 2006, which represents 12.5 percent of FY 2006 projected General Fund revenues. The City Council's adopted debt policies indicate that although an unreserved General Fund balance comparable to the ratio maintained by other double triple-A rated jurisdictions is desirable, it is not to fall below 10 percent of General Fund revenues. In order to maintain the current level of undesignated fund balance into future years, the "pay-as-you-go" portion of capital projects will need to be funded largely out of current revenues in future years, rather than relying extensively on the one-time revenue source of fund balance to meet capital needs without additional borrowing.

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

Unreserved General Fund Balance

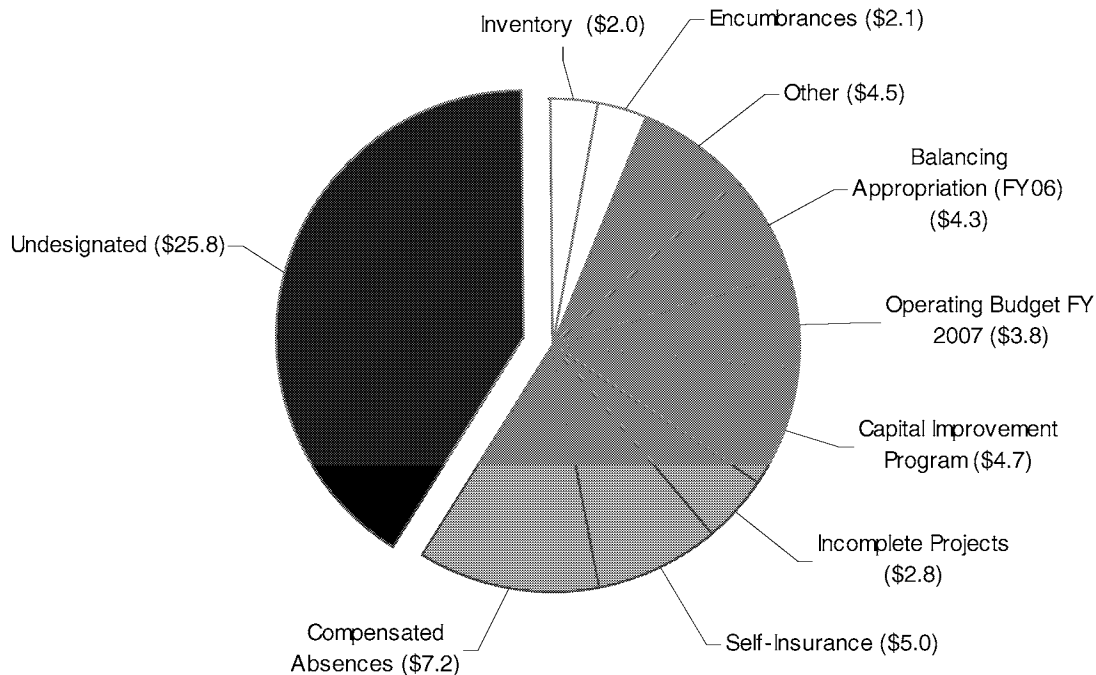
City of Alexandria



City of Alexandria General Fund Fund Balance

This pie chart shows all of the components of General Fund balance (reserved, designated and undesignated) as of June 30, 2004.

Fund Balance as of June 30, 2005 \$62.3 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 not 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, and amended on October 26, 1999) 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 reserve 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 balance included the following designated resources at June 30, 2005:

- \$4,330,000 appropriated in fiscal year 2005 to fund the fiscal year 2006 budget as approved by City Council;
- \$3,800,000 to help fund the FY 2007 proposed operating budget;
- \$4,474,890 from FY 2005 surpluses for capital expenditures, designated for capital projects contained in the adopted FY 2006 - FY 2011 Capital Improvement Program budgets (CIP);
- \$258,000 from FY 2004 surpluses for capital expenditures, designated for capital projects contained in the adopted FY 2006 - FY 2011 Capital Improvement Program budget (CIP);
- \$2,824,000 for operating fund projects that were incomplete as of June 30, 2005;
- \$3,000,000 for possible increases in compensation for sworn Public Safety Officers (these increases were implemented in January 2006);
- \$52,592 as an incentive for departmental efficiency savings for future expenditures;
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program);
- \$7,208,635 to cover somewhat less than 50% of the estimated liability for the City's compensated absences. This designation category was originally designed in FY 1990 to mitigate the anticipated effects of changes in the financial reporting model which was eventually adopted by the Government Accounting Standards Board (as GASB 34) in June 1999;

Statement of Estimated General Fund Balance

- \$143,000 for possible Federal budget reductions reducing City revenues;
- \$250,000 for medical services for jail inmates;
- \$1,027,000 for increased fuel costs;

After accounting for these designations, undesignated General Fund balance at June 30, 2005 was \$25,848,719. The \$25.8 million in the undesignated fund balance was equal to 5.9 percent of FY 2005 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, 2005, of \$58.9 million was equal to 13.3 percent of FY 2005 actual General Fund revenues, compared with a City Council-established lower limit of 10 percent.

Designations in the Proposed Fiscal Year 2007 Budget

In the fiscal year 2007 operating budget, the City Manager proposes the following designations as of June 30, 2006:

- \$3,800,000 from estimated FY 2006 revenue surpluses to help fund the FY 2007 Operating Budget;
- \$7,353,288 from estimated Fiscal Year 2006 revenue surpluses to fund capital projects contained in FY 2007 of the FY 2007 to 2012 Capital Improvement Program budget;
- \$5,000,000 for the City's self-insurance reserve;
- \$4,000,000 for planned increases in compensation for General Schedule employees;
- \$8,700,000 for partially off-setting the City's liability for post-employment retiree health benefits in response to new national accounting standards (this designation has been funded from \$7,200,000 previously designated for compensated absences and \$1,500,000 derived from estimated FY 2006 revenue surpluses);
- \$1,800,000 for possible increased costs in providing health insurance benefits for School employees (preliminary projections indicate these funds may not be needed);
- \$1,000,000 from estimated FY 2006 revenue surpluses set aside for possible federal or state intergovernmental grant reductions;
- \$300,000 for increases to the Affordable Home Ownership Preservation grant program designed to mitigate the effects of real estate taxes on low and moderate income homeowners;
- \$275,703 for affordable housing programs (representing the difference in the value of one cent of the real estate tax in FY 2006 between the projected assessment increase and the actual assessment increase);

Statement of Estimated General Fund Balance

- \$275,703 for open space fund (representing the difference in the value of one cent of the real estate tax in FY 2006 between the projected assessment increase and the actual assessment increase);

Based on projected revenues and expenditures in fiscal year 2006, the undesignated General Fund balance at June 30, 2006 is currently estimated to be \$26,391,039 or 5.6 percent of projected FY 2006 General Fund revenues; and the unreserved General Fund balance is estimated to be \$58,895,733, or 12.5 percent of projected General Fund revenues.

**STATEMENT OF PROJECTED FUND BALANCE
AS OF JUNE 30, 2006**

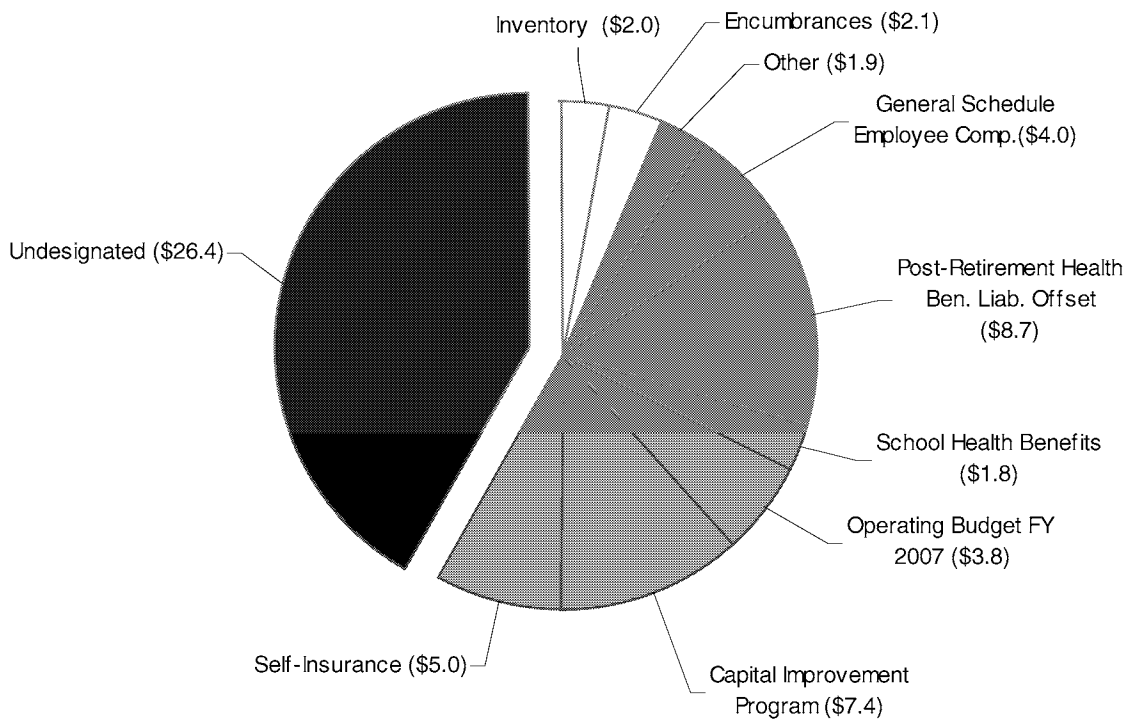
	FISCAL YEAR				
	2002	2003	2004	2005	2006
Unreserved Fund Balance	\$63,630,924	\$54,193,856	\$59,589,075	\$ 58,216,836	\$ 58,895,733
Designations					
FY 2003 Operating Budget	\$ 9,816,624				
FY 2004 Operating Budget	\$ 3,384,096	\$ 6,000,000			
FY 2005 Operating Budget		\$ 1,758,449	\$ 4,334,000		
FY 2006 Operating Budget			\$ 4,330,000	\$ 4,330,000	
FY 2007 Operating Budget				\$ 3,800,000	\$ 3,800,000
Compensated Absences	\$ 7,208,635	\$ 7,208,635	\$ 7,208,635	\$ 7,208,635	
Subsequent CIP	\$12,300,000	\$ 4,200,000	\$ 7,536,116		
Subsequent CIP			\$ 258,000	\$ 258,000	
Subsequent CIP				\$ 4,474,890	\$ 7,353,288
Self Insurance	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Incomplete Projects	\$ 1,375,987	\$ 1,184,951	\$ 1,922,038	\$ 2,824,000	
Recycling Fund		\$ 564,323			
Open Space Fund		\$ 953,000			\$ 275,703
Affordable Housing Programs			\$ 751,000		\$ 275,703
Efficiency Reductions Fund			\$ 72,489	\$ 52,592	
Increased Fuel Costs				\$ 1,027,000	
Federal Budget Reductions				\$ 143,000	
Medical Services for Jail Inmates				\$ 250,000	
Sworn Public Safety Compensation				\$ 3,000,000	
General Schedule Employee Comp.					\$ 4,000,000
Post Retirement Health Benefits Liability Partial Offset					\$ 8,700,000
Current School Employee Retirement					
Health Benefits					\$ 1,800,000
Federal or State Intergovernmental					
Revenue or Grant Reductions					\$ 1,000,000
Affordable Home Ownership					
Protection Grants					\$ 300,000
Affordable Housing Programs					
Total Designations	\$39,085,342	\$26,869,358	\$31,412,278	\$ 32,368,117	\$ 32,504,694
Undesignated Fund Balance	\$24,545,582	\$27,324,498	\$28,176,797	\$ 25,848,719	\$ 26,391,039
Reserved Fund Balance	\$ 4,597,734	\$ 3,923,872	\$ 3,207,535	\$ 4,058,347	\$ 4,058,347
Total Fund Balance	\$68,228,658	\$58,117,728	\$62,796,610	\$ 62,275,183	\$ 62,954,080
Unreserved Fund Balance End of Year				\$ 58,216,836	
Less FY 2006 Operating Budget					
Balancing Appropriation				\$ (4,330,000)	
Less FY 2006 CIP Appropriation				\$ (4,732,890)	
Less FY 2005 Incomplete Projects				\$ (2,824,000)	
Less Efficiency Reduction Fund				\$ (52,592)	
Less Federal Budget Reductions				\$ (143,000)	
Add FY 2006 Surplus Revenue				\$ 12,761,379	
Unreserved Fund Balance - June 30, 2006				\$ 58,895,733	
Estimated FY 2006 General Fund Revenues					\$ 470,535,951
Estimated Undesignated Fund Balance as % of General Fund Revenues				5.9%	5.6%
Target					5.5%
Estimated Unreserved Fund Balance as % of General Fund Revenues				13.3%	12.5%
Limit					10.0%

City of Alexandria General Fund

Estimated Fund Balance

This pie chart shows all of the components of the Statement of Estimated General Fund balance (reserved, designated and undesignated) as of June 30, 2006.

Projected Fund Balance as of June 30, 2006 \$63.0 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 not 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.

Appendix I

Layperson'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, 2004, 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 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 appropriately balances the need to make such monies available if truly necessary in the judgment of the elected City leaders, 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 percent of City revenues and expenditures) will continue under modified accrual accounting rules in the fund financial statements. Accordingly, the current budget practices in regard 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 only on the cash balance of the City is comparable to focusing only 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 their recipients. These checks have not yet been 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, 2005, the City had \$1,970,689 in inventory of supplies and \$2,087,658 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, 2005 was \$58,216,836. Against this unreserved fund balance, the following designations to yield an undesigned general fund or checkbook balance of \$25,848,719 were made by City Council:

- \$4,330,000 appropriated in fiscal year 2005 to fund the fiscal year 2006 budget as approved by City Council;
- \$3,800,000 to help fund the FY 2007 proposed operating budget;
- \$7,208,635 to cover somewhat less than 50 percent 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 (as GASB 34) in June 1999;
- \$258,000 from FY 2004 surpluses for capital expenditures, designated for capital projects contained in the adopted FY 2006 - FY 2011 Capital Improvement Program budget (CIP);
- \$4,474,890 from FY 2005 surpluses for capital expenditures, designated for capital projects contained in the adopted FY 2006 - FY 2011 Capital Improvement Program budgets (CIP);
- \$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);
- \$2,824,000 for operating fund projects that were incomplete as of June 30, 2005;
- \$52,592 as an incentive for departmental efficiency savings for future expenditures;
- \$1,027,000 for increased fuel costs;
- \$143,000 for possible Federal budget reductions reducing City revenues;
- \$250,000 for medical services for jail inmates;
- \$3,000,000 for possible increases in compensation for sworn Public Safety Officers (these increases were implemented in January 2006);

Designations in the Proposed Fiscal Year 2007 Budget

- \$7,353,288 from estimated Fiscal Year 2006 revenue surpluses to fund capital projects contained in FY 2007 of the FY 2007 to 2012 Capital Improvement Program budget;

- \$3,800,000 from estimated FY 2006 revenue surpluses to help fund the FY 2007 Operating Budget;
- \$5,000,000 for the City’s self-insurance reserve;
- \$4,000,000 for planned increases in compensation for General Schedule employees;
- \$8,700,000 for partially off-setting the City’s liability for post-employment retiree health benefits in response to new national accounting standards (this designation has been funded from \$7,200,000 previously designated for compensated absences and \$1,500,000 derived from estimated FY 2006 revenue surpluses);
- \$1,800,000 for possible increased costs in providing health insurance benefits for School employees (preliminary projections indicate these funds may not be needed);
- \$275,703 for affordable housing programs (representing the difference in the value of one cent of the real estate tax in FY 2006 between the projected assessment increase and the actual assessment increase);
- \$275,703 for open space fund (representing the difference in the value of one cent of the real estate tax in FY 2006 between the projected assessment increase and the actual assessment increase);
- \$1,000,000 from estimated FY 2006 revenue surpluses set aside for possible federal or state intergovernmental grant reductions;
- \$300,000 for increases to the Affordable Home Ownership Preservation grant program designed to mitigate the effects of real estate taxes on low and moderate income homeowners;

Based on projected revenues and expenditures in fiscal year 2006, the undesignated General Fund balance at June 30, 2006 is currently estimated to be \$26,382,404 or 5.6 percent of projected FY 2006 General Fund revenues; and the unreserved General Fund balance is estimated to be \$58,895,733, or 12.5 percent of projected General Fund revenues.

The Power to Designate and the Effects of a Designation

Although the City Manager proposes the amounts to be designated for several items as noted above, only the City Council has the power to approve designations of fund balances. Only the City Council can make appropriations from the unreserved fund balance for expenditure. As provided for in a resolution initially adopted by City Council in 1997, and readopted by every Council since then, any appropriations from the undesignated fund balance beyond that proposed in the City Manager’s proposed budget requires the affirmative vote of five members of the City Council.

The effect of a designation, therefore, is to remove certain funds from availability for future appropriation outside the purpose of the designation. Council can, by simple majority, approve the City Manager’s estimate of a reduction in a designation.

From the fund accounting perspective described above, this undesignated General Fund balance is the equivalent of the checkbook balance of the City of Alexandria. The required reservations and designations made as policy choices by the City Council and generally recommended by the City Manager are analogous in the checkbook example to checks written and presented for payment but not yet cleared through the bank. It is entirely reasonable for the City Council and the City Manager to debate how much should be set aside in designations as described above. These decisions are the equivalent of making real spending decisions in the annual budget, even if cash is not immediately exchanged for goods or services.

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 same would hold true for positive out-year variances where tax rate reductions or expenditure increases would utilize positive variances.

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 various surplus or deficit forecast scenarios depending on varying rates of revenue growth while maintaining current services and policies. 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.

All of the scenarios use a "straight line" projection approach and do not attempt to predict inevitable economic cycles which will have material impacts in any single year on the projected surpluses and shortfalls.

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 2008 to FY 2012 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.

The funding gap or surplus forecasts range from a negative \$72.3 million (low growth) to a positive \$71.4 million (high growth) in FY 2012. This represents an 18% band in comparison to the total expenditure budget estimate in FY 2012. The mid-range forecast scenario shows a small shortfall developing in the out-years. As a result, the conclusion that one can reach is that the City's budget is generally in structural balance and its fiscal policies are sustainable 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.

Multi-Year Revenue and Expenditures Forecast Scenarios

ALL SCENARIOS - EXPENDITURES

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

- (1) FY 2007 expenditures reflect the Proposed FY 2007 budget. All expenditure assumptions build from this base.
- (2) Cash capital expenditures: The projected expenditures from FY 2008-FY 2012 for cash capital are consistent with the Capital Improvement Program Funding Summary presented in the FY 2007-FY 2012 Capital Improvement Program document, which reflects cash capital appropriations to meet planned pay-as-you-go capital funding levels. It should be noted that the CIP needs will likely be greater in the out-years of the CIP in comparison to the current six-year CIP plan.
- (3) Debt service expenditures: The projected expenditures from FY 2008-FY 2012 for debt service are consistent with the Proposed Capital Improvement Program, which reflects the issuance of \$132.8 million in additional new General Obligation debt: \$34.3 million in FY 2007, \$53.9 million in FY 2008, \$21.6 million in FY 2009, \$20.0 million in FY 2010, and \$3.0 million in FY 2011. All new debt issuance assumes 20 year issues, with principal payments structured on a phased-in basis, with a true interest cost of approximately 4.5 percent.

- (4) Personnel expenditures --City and Schools:

In FY 2008-FY 2012, City personnel expenditures increase 4.6 percent annually.

School personnel expenditures: Schools personnel expenditures increase at 5.0 percent annually.

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

- (a) City Non-personnel expenditures

In FY 2008-FY 2012, a 4.4 percent increase is assumed for non-personnel expenditures in all categories except cash capital, debt service, and transit subsidies, as noted below.

- Transit Subsidies in FY 2008 through FY 2012: Transit subsidies, included as part of City Non-Personnel expenditures on the following tables, are projected to increase by 13 percent each year and increased capital and operating needs anticipated at WMATA and DASH due to ridership growth and aging infrastructures.

- (b) Schools Non-personnel expenditures

In each year from FY 2008-FY 2012, Schools non-personnel expenditures are projected to increase at 1.2 percent.

Multi-Year Revenue and Expenditures Forecast Scenarios

ALL SCENARIOS - REVENUE

Three different scenarios of revenue growth for the period of FY 2008 through FY 2012 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 2007 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	4%	6%	9%
Personal Property	1%	3%	5%
Penalties & Interest	0%	1%	2%
Local Sales	3%	4%	6%
Utility	1%	3%	5%
Business License	5%	7%	9%
Motor Vehicle License	1%	2%	3%
Recordation	4%	6%	9%
Tobacco	0%	0%	0%
Transient Lodging	3%	5%	10%
Restaurant Food	3%	5%	8%
Other Miscellaneous	2%	3%	4%
Intergovernmental	0%	3%	5%
Other Non-Tax Revenue	0%	1%	2%
Other Special Revenue	3%	3%	3%
Equipment Replacement Fund	3%	3%	3%

Low Growth Forecast Scenario

	FY 2007 Proposed	FY 2008 Forecast	FY 2009 Forecast	FY 2010 Forecast	FY 2011 Forecast	FY 2012 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	276,345,100	287,398,800	298,894,800	310,850,500	323,284,600	336,216,000
4 Personal property tax	29,900,000	30,199,000	30,501,000	30,806,000	31,114,100	31,425,200
5 Penalties and interest	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
7 Total general property tax revenue	307,745,100	319,097,800	330,895,800	343,156,500	355,898,700	369,141,200
9 Other Local Tax Revenue	110,654,600	114,098,200	117,673,100	121,385,000	125,239,700	129,243,100
11 Other Non-Tax Revenue	81,319,800	81,319,800	81,319,800	81,319,800	81,319,800	81,319,800
13 Total General Fund Revenues	499,719,500	514,515,800	529,888,700	545,861,300	562,458,200	579,704,100
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	3,800,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
19 Total General Fund revenues and other sources	503,519,500	518,515,800	533,888,700	549,861,300	566,458,200	583,704,100
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	4,305,300	0	0	0	0	0
23 Other Special Revenue (donations/charges)	94,265,000	97,092,900	100,005,700	103,005,900	106,096,100	109,279,000
24 Sewer Enterprise Fund	7,843,900	8,079,200	8,321,600	8,571,200	8,828,400	9,093,200
25 Equipment Replacement Fund	5,166,600	5,321,600	5,481,200	5,645,700	5,815,000	5,989,500
27 Total Special Revenue & Other Funds	111,580,800	110,493,700	113,808,500	117,222,800	120,739,500	124,361,700
29 Total Revenues, All Funds	615,100,300	629,009,500	647,697,200	667,084,100	687,197,700	708,065,800
31 EXPENDITURES & OTHER USES						
33 City Personnel	227,478,300	237,942,300	248,887,700	260,336,500	272,312,000	284,838,300
34 City Non-personnel, including Transit	142,491,100	149,978,600	157,953,900	166,459,100	175,540,700	185,250,300
35 Debt service	29,715,700	32,360,000	35,876,300	36,137,900	36,154,200	35,349,000
36 Cash capital	17,519,100	19,925,800	23,077,600	26,739,900	29,701,900	28,669,400
37 CIP Funding To Be Determined	0	0	0	0	0	0
39 Schools Personnel	168,367,300	176,785,700	185,625,000	194,906,200	204,651,500	214,884,100
40 Schools Non-personnel	29,528,800	29,883,100	30,241,700	30,604,600	30,971,900	31,343,500
42 Total Expenditures	615,100,300	646,875,500	681,662,200	715,184,200	749,332,200	780,334,600
44 Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	0	-17,866,000	-33,965,000	-48,100,100	-62,134,500	-72,268,800
46 Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.						
49 DEBT SERVICE INDICATORS						
51 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.8%	0.7%	0.7%
52 Debt per capita as a % of per capita income	3.1%	3.3%	3.1%	2.9%	2.6%	2.3%
53 Debt Service as % of General Expenditures	4.8%	5.0%	5.3%	5.1%	4.8%	4.5%
54 Unreserved Fund Balance as a % of General Fund Revenue	12.5%	Not projected	Not projected	Not projected	Not projected	Not projected

Mid-Range Growth Forecast Scenario

Proposed
 City of Alexandria, Virginia FY 2007 Budget
 5-92

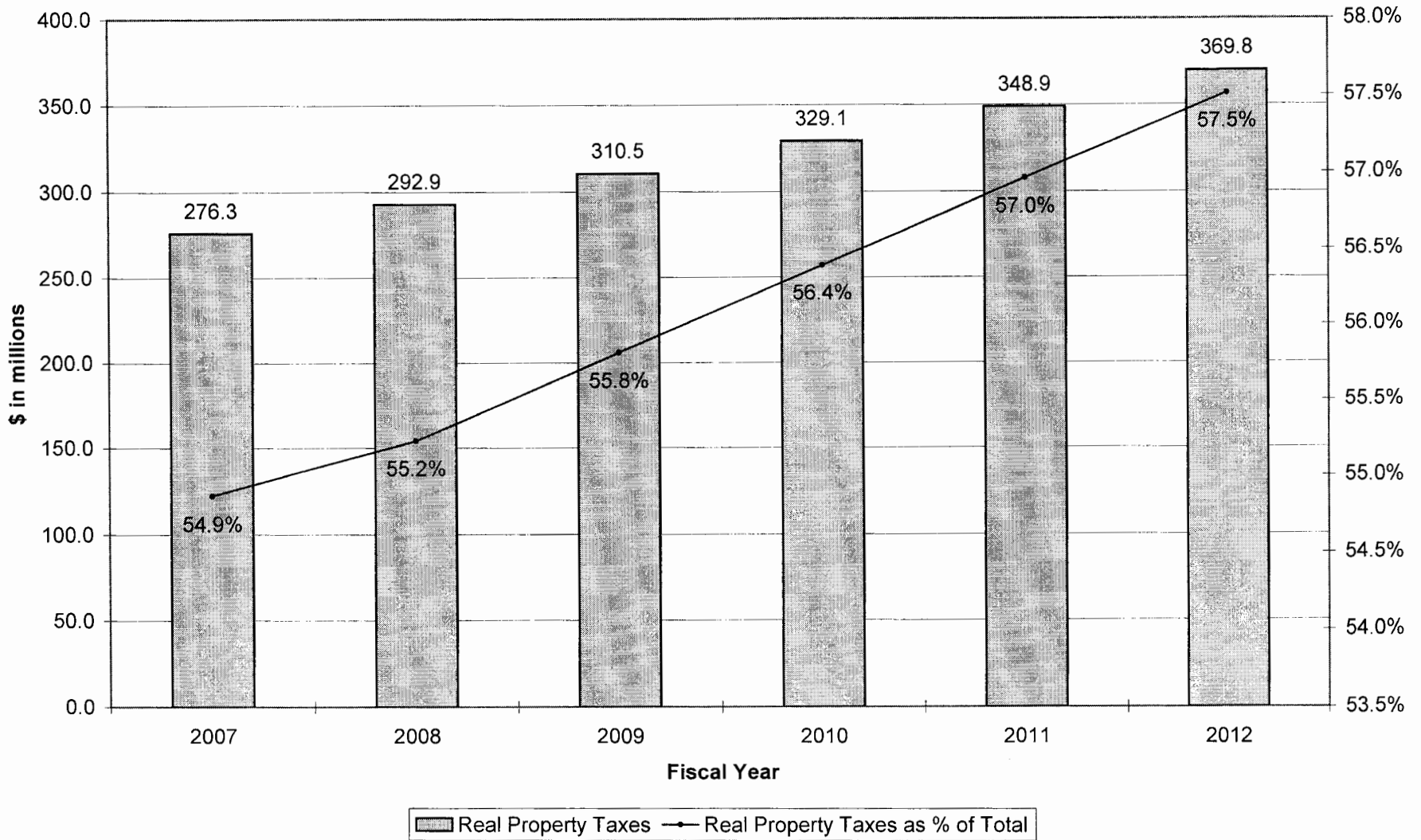
	FY 2007 Proposed (1)	FY 2008 Forecast (2)	FY 2009 Forecast (3)	FY 2010 Forecast (4)	FY 2011 Forecast (5)	FY 2012 Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	276,345,100	292,925,700	310,501,200	329,131,300	348,879,200	369,812,000
4 Personal property tax	29,900,000	30,797,000	31,720,900	32,672,500	33,652,700	34,662,300
5 Penalties and interest	1,500,000	1,515,000	1,530,200	1,545,500	1,560,900	1,576,500
6						
7 Total general property tax revenue	307,745,100	325,237,700	343,752,300	363,349,300	384,092,800	406,050,800
8						
9 Other Local Tax Revenue	110,654,600	115,906,600	121,441,800	127,276,900	133,429,300	139,917,700
10						
11 Other Non-Tax Revenue	81,319,800	83,165,300	85,060,200	87,006,000	89,004,100	91,055,900
12						
13 Total General Fund Revenues	499,719,500	524,309,600	550,254,300	577,632,200	606,526,200	637,024,400
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	3,800,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
17						
18						
19 Total General Fund revenues and other	503,519,500	530,309,600	556,254,300	583,632,200	612,526,200	643,024,400
20 sources						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	4,305,300	0	0	0	0	0
23 Other Special Revenue (donations/charges)	94,265,000	97,092,900	100,005,700	103,005,900	106,096,100	109,279,000
24 Sewer Enterprise Fund	7,843,900	8,079,200	8,321,600	8,571,200	8,828,400	9,093,200
25 Equipment Replacement Fund	5,166,600	5,321,600	5,481,200	5,645,700	5,815,000	5,989,500
26						
27 Total Special Revenue & Other Funds	111,580,800	110,493,700	113,808,500	117,222,800	120,739,500	124,361,700
28						
29 Total Revenues, All Funds	615,100,300	640,803,300	670,062,800	700,855,000	733,265,700	767,386,100
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	227,478,300	237,942,300	248,887,700	260,336,500	272,312,000	284,838,300
34 City Non-personnel, including Transit	142,491,100	149,978,600	157,953,900	166,459,100	175,540,700	185,250,300
35 Debt service	29,715,700	32,360,000	35,876,300	36,137,900	36,154,200	35,349,000
36 Cash capital	17,519,100	19,925,800	23,077,600	26,739,900	29,701,900	28,669,400
37 CIP Funding To Be Determined	0	0	0	0	0	0
38						
39 Schools Personnel	168,367,300	176,785,700	185,625,000	194,906,200	204,651,500	214,884,100
40 Schools Non-personnel	29,528,800	29,883,100	30,241,700	30,604,600	30,971,900	31,343,500
41						
42 Total Expenditures	615,100,300	646,875,500	681,662,200	715,184,200	749,332,200	780,334,600
43						
44 Excess/(Shortfall) of Revenues and Other	0	-6,072,200	-11,599,400	-14,329,200	-16,066,500	-12,948,500
45 Sources over Expenditures and Other Uses						
46 Note: In reality, the projected deficits would not occur.						
47 Actions would be taken to reduce expenditures or increase revenues.						
48						
49 DEBT SERVICE INDICATORS						
50						
51 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.8%	0.7%	0.7%
52 Debt per capita as a % of per capita income	3.1%	3.3%	3.1%	2.9%	2.6%	2.3%
53 Debt Service as % of General Fund Estimated Expenditures	4.8%	5.0%	5.3%	5.1%	4.8%	4.5%
54 Unreserved Fund Balance as a % of General Fund Revenue	12.5%	Not projected	Not projected	Not projected	Not projected	Not projected

Summary Tables
 MER/CAM

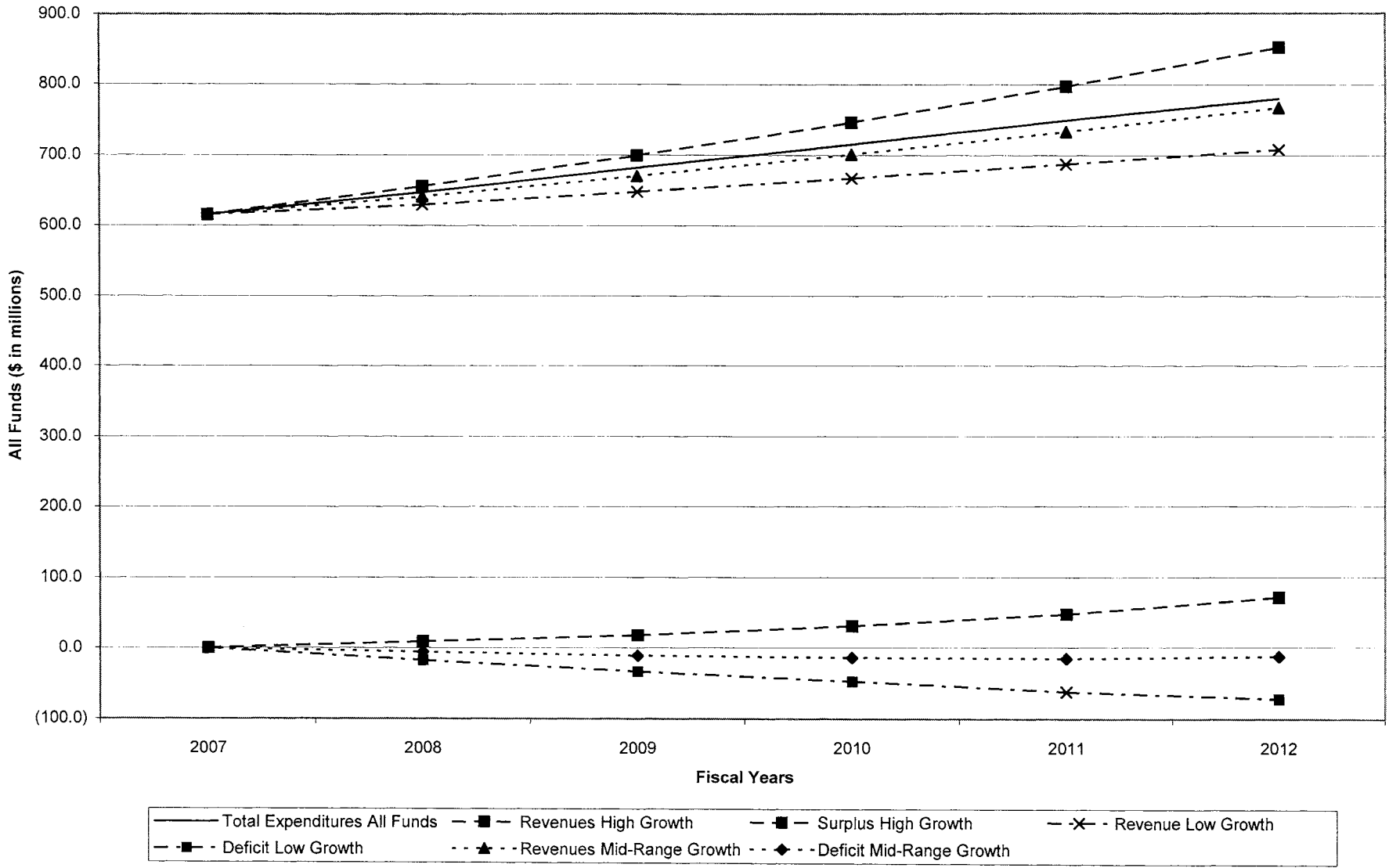
High Growth Forecast Scenario

	FY 2007 Proposed (1)	FY 2008 Forecast (2)	FY 2009 Forecast (3)	FY 2010 Forecast (4)	FY 2011 Forecast (5)	FY 2012 Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	276,345,100	301,216,100	328,325,500	357,874,800	390,083,500	425,191,000
4 Personal property tax	29,900,000	31,395,000	32,964,800	34,613,000	36,343,600	38,160,800
5 Penalties and interest	1,500,000	1,530,000	1,560,600	1,591,800	1,623,600	1,656,100
6						
7 Total general property tax revenue	307,745,100	334,141,100	362,850,900	394,079,600	428,050,700	465,007,900
8						
9 Other Local Tax Revenue	110,654,600	118,374,300	126,688,800	135,646,400	145,299,700	155,705,800
10						
11 Other Non-Tax Revenue	81,319,800	84,494,700	87,810,400	91,273,800	94,891,700	98,671,700
12						
13 Total General Fund Revenues	499,719,500	537,010,100	577,350,100	620,999,800	668,242,100	719,385,400
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	3,800,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
17						
18						
19 Total General Fund revenues and other	503,519,500	545,010,100	585,350,100	628,999,800	676,242,100	727,385,400
20 sources						
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	4,305,300	0	0	0	0	0
23 Other Special Revenue (donations/charges)	94,265,000	97,092,900	100,005,700	103,005,900	106,096,100	109,279,000
24 Sewer Enterprise Fund	7,843,900	8,079,200	8,321,600	8,571,200	8,828,400	9,093,200
25 Equipment Replacement Fund	5,166,600	5,321,600	5,481,200	5,645,700	5,815,000	5,989,500
26						
27 Total Special Revenue & Other Funds	111,580,800	110,493,700	113,808,500	117,222,800	120,739,500	124,361,700
28						
29 Total Revenues, All Funds	615,100,300	655,503,800	699,158,600	746,222,600	796,981,600	851,747,100
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	227,478,300	237,942,300	248,887,700	260,336,500	272,312,000	284,838,300
34 City Non-personnel, including Transit	142,491,100	149,978,600	157,953,900	166,459,100	175,540,700	185,250,300
35 Debt service	29,715,700	32,360,000	35,876,300	36,137,900	36,154,200	35,349,000
36 Cash capital	17,519,100	19,925,800	23,077,600	26,739,900	29,701,900	28,669,400
37 CIP Funding To Be Determined	0	0	0	0	0	0
38						
39 Schools Personnel	168,367,300	176,785,700	185,625,000	194,906,200	204,651,500	214,884,100
40 Schools Non-personnel	29,528,800	29,883,100	30,241,700	30,604,600	30,971,900	31,343,500
41						
42 Total Expenditures	615,100,300	646,875,500	681,662,200	715,184,200	749,332,200	780,334,600
43						
44 Excess/(Shortfall) of Revenues and Other	0	8,628,300	17,496,400	31,038,400	47,649,400	71,412,500
45 Sources over Expenditures and Other Uses						
46						
47						
48						
49 DEBT SERVICE INDICATORS						
50						
51 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.8%	0.7%	0.7%
52 Debt per capita as a % of per capita income	3.1%	3.3%	3.1%	2.9%	2.6%	2.3%
53 Debt Service as % of General Fund Estimated Expenditures	4.8%	5.0%	5.3%	5.1%	4.8%	4.5%
54 Unreserved Fund Balance as a % of General Fund Revenue	12.5%	Not projected	Not projected	Not projected	Not projected	Not projected

Real Property Tax Revenues in Mid Range Scenario (Assumes 6% Growth in Real Property Tax Revenue)



Long Range Forecast Scenarios



City of Alexandria, Virginia

**FY 2007
OPERATING BUDGET**

Legislative and Executive

City Council	6-5
City Manager	6-9
City Attorney	6-13
City Clerk and Clerk of Council	6-17

CITY COUNCIL

301 King Street, Room 2300 • Alexandria, VA 22314 • 703.838.4930
The Honorable William D. Euille, Mayor • alexvamayor@aol.com

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 7:00 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 Boards and Commissions appears in the following Addendum Table.

Overview

- Total - FY 2007 proposed total General Fund budget decreased by 0.6 percent.
- Personnel - FY 2007 proposed personnel decreased by \$3,118, or less than one percent. This decrease is attributable to lower than previously budgeted health and benefits costs for all Council Aides and City Council.
- Non-Personnel - FY 2007 proposed expenditures are budgeted at the same level as the Approved FY 2006 budget.

CITY COUNCIL

TOTAL FINANCIAL RESOURCES

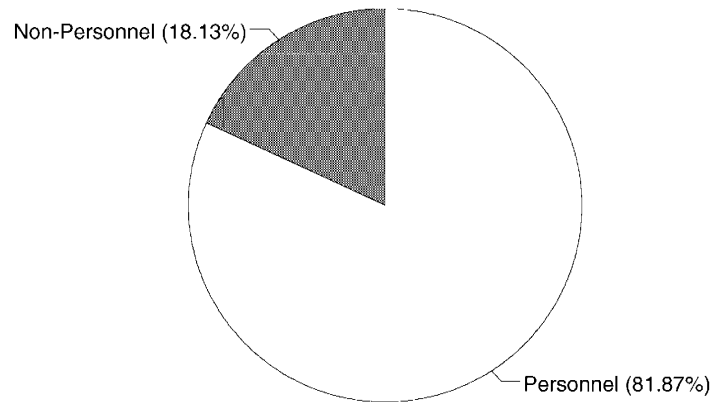
	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	426,318	443,014	439,896	
NON-PERSONNEL	87,775	97,387	97,387	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>120</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>514,093</u>	<u>540,521</u>	<u>537,283</u>	
SPECIAL REVENUES & 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>514,093</u>	<u>540,521</u>	<u>537,283</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (0.6%)

PART-TIME POSITIONS (FTE)*	14.0	14.0	14.0
TOTAL AUTHORIZED POSITIONS	14.0	14.0	14.0

* The 14 positions reflected in these totals include the City Council's Administrative Aides. These positions are classified as permanent part-time positions.

FY 2007 Proposed Expenditures by Type



CITY COUNCIL

Addendum Table Boards and Commissions

Alexandria Boards and Commissions

Ad Hoc Task Force to Review New Police Facility Sites
Ad Hoc Transportation Policy and Program Task Force
Affordable Housing Advisory Committee
Alexandria Housing Development Corp. Board of Directors
Alexandria-Caen Exchange Committee
Alexandria Gang Prevention Community Task Force
Alexandria-Gyumri Sister City Committee
Alexandria Woodrow Wilson Bridge Neighborhood Task Force
Archaeological Commission
Beautification Commission
Board of Architectural Review/Old and Historic District
Board of Architectural Review/Parker-Gray District
Board of Zoning Appeals
Budget and Fiscal Affairs Advisory Committee
Building Code Board of Appeals
Carr/Norfolk Southern (Carlyle) Design Review Board
Citizen Corps Council
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
Convention & Visitors Association Board of Governors
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. Committee

Alexandria Boards and Commissions, continued

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
Occoquan Basin Committee
Regional Sanitation Advisory Board
Smoke Control Appeals Board
Washington Metropolitan Area Transit Authority

Public-Private Partnership Boards

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

CITY MANAGER

City Hall • 301 King Street, Room 3500 • Alexandria, VA 22314 • 703.838.4300
 James K. Hartmann, City Manager • jim.hartmann@alexandriava.gov

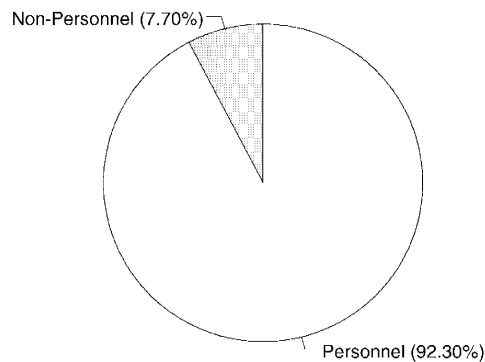
GOALS, FUNCTIONS & RESPONSIBILITIES: To plan, organize, direct and coordinate all activities of the City government according to the policy directives of the City Council.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,732,895	1,923,327	1,981,178	
NON-PERSONNEL	103,501	128,085	165,332	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,836,396</u>	<u>2,051,412</u>	<u>2,146,510</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>1,836,396</u>	<u>2,051,412</u>	<u>2,146,510</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 4.6%				
FULL-TIME POSITIONS	16.0	16.0	16.0	
TOTAL AUTHORIZED POSITIONS	16.0	16.0	16.0	

* The FY 2006 FTE count reflects the transfer of one full-time position from the CMO to OMB; and the transfer of one full-time position from the Office of Human Rights to the CMO, resulting in no new positions. Also reflects the creation of a City-wide Grants Coordinator, which will be absorbed within the existing City Manager base budget.

FY 2007 Proposed Expenditures by Type



CITY MANAGER

City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 4.6 percent.
- Personnel - FY 2007 proposed personnel increased by \$57,851, or 3.0 percent. This increase is attributable to the cost of employee merit adjustments. A vacancy factor of \$38,990, or 2.0 percent has been applied.
- The budget reflects the elimination of one Administrative office position, offset by the transfer of one position from the Office of Human Rights. Also reflects the creation of a City-wide Grants Coordinator position. The funding and position are absorbed within the existing City Manager base budget.
- Non-Personnel - FY 2007 increase in non-personnel is \$37,247, or 29.1 percent. This increase is attributable to the transfer of the Affirmative Action recruitment budget (\$39,900) from the Office of Human Rights to the CMO.

Adjustments to Maintain Current Services and Policies

- Minor adjustments totaling \$3,350 were made to various line items to maintain current services.

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 and other such periodic financial and administrative reports as may be required. The City Manager appoints all heads of departments and employees of the City, except those in elected, judicial and school positions.

The Administration 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 City-wide Grants Coordinator is responsible for the continuation of management of grants currently in place regarding the City's Emergency Management functions; formulation and leadership of a new interdepartmental Grants Council; seeking grant opportunities from federal and State government entities, as well as non-profits and foundations; provides technical assistance in helping departments improve their grant applications; assists the Legislative Director on obtaining federal earmarks; and examines and makes suggestions on current City-wide process and system requirements for grant applications, approvals and the accounting thereof.

CITY MANAGER

DEPARTMENT DETAIL

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 the FYI Alexandria resident newsletter, news releases, the City's web site, "eNews You Can Use" email alert subscription service, the City's cable TV channel 70, and the employee newsletter "City News." 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 City's Annual Birthday Celebration.

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 Organizational Development function is 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.

The Business Facilitator serves as the City's principal liaison assisting small and medium-sized businesses in their regulatory and tax interactions with the City of Alexandria government.

The Special Assistant to the City Manager (a new title created by the transfer of the Affirmative Action Officer from the Office of Human Rights as well as expanded duties) 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 Special Assistant to the City Manager actively recruits diverse applicants for City positions, works closely with resident-based commissions involved with affirmative action/diversity issues, and is responsible for maintaining and improving liaisons with the City's minority communities.

INDICATORS AND MEASURES

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

	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of items supported or opposed in City's Legislative package	34	28	28	30
Number of General Assembly bills reviewed for impact to the City	3,006	3,000	2,939	3,000
Number of General Assembly bills on which the City took a position	114	114	100	100

CITY MANAGER

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: To expand and improve communication with residents and businesses.

	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of categories of available email alert subscriptions	6	6	7	10
Number of email alert subscription groups available	36	37	40	50
Number of email alert subscribers	2,553	3,135	4,000	6,000
Total number of email alert subscriptions (Communications with residents and businesses, such as E-News You Can Use)	13,277	16,563	25,000	40,000

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 recruit diverse applicants for City positions, and to maintain a diverse workforce.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of diversity training programs held	6	10	10	10	10
Number of employees trained (Diversity Classes)	150	175	180	175	200
Affirmative Action status reports published*	2	2	2	2	2
Technical assistance meetings with managers and supervisors	30	36	36	36	40
Number of employees assisted	250	260	280	250	275
Recruitment/Outreach activities	24	24	24	24	24

* Workforce Utilization Analysis report and Applicant Tracking report.

CITY ATTORNEY

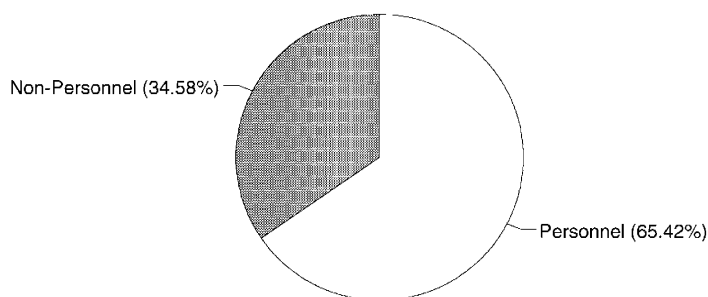
301 King Street, Room 1300 • Alexandria, VA 22314 • 703.838.4433
 Ignacio Pessoa, City Attorney • ignacio.pessoa@alexandriava.gov

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

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	1,341,788	1,493,309	1,597,432	
NON-PERSONNEL	143,833	844,996	844,374	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
 TOTAL EXPENDITURES	 <u>1,485,621</u>	 <u>2,338,305</u>	 <u>2,441,806</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>1,485,621</u>	 <u>2,338,305</u>	 <u>2,441,806</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED			4.4%	
 FULL-TIME POSITIONS	 15.0	 15.0	 15.0	
TOTAL AUTHORIZED POSITIONS	15.0	15.0	15.0	

FY 2007 Proposed Expenditures by Type



CITY ATTORNEY

City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 4.4 percent.
- Personnel - FY 2007 proposed personnel increased by \$104,123 or 7.0 percent. This increase is attributable to pay levels of new employees compared to those previously budgeted as well as other step, grade and merit increases for employees in FY 2007. A vacancy factor of 0.7 percent, or \$11,237 has been applied.
- Non-Personnel - FY 2007 decrease in non-personnel is \$622, or less than one percent.

DEPARTMENT DETAIL

Administration - The Office of the City Attorney is the legal advisor to the City Council, the City Manager, and all departments, boards, commissions and agencies of the City. It is responsible for preparing and reviewing ordinances and legal papers, providing legal opinions, representing the City in all litigation in State and federal courts, as well as representing the City in administrative proceedings involving personnel matters. The Office 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.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	1,197,349	2,012,164	2,112,277 *	
<u>FULL-TIME STAFFING</u>	12	12	12	

* Funding includes increased personnel costs attributable to the hiring of an employee at a higher step level than previously budgeted as well as other step, grade and merit increases for employees; partially offset by a 0.7 percent vacancy factor (\$11,237).

CITY ATTORNEY

DEPARTMENT DETAIL

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Written opinions issued*	55	50	50	60	60
Ordinances prepared for City Council**	60	57	60	60	60
Legal documents reviewed	281	250	267	200	200
Civil lawsuits closed during the year	35	30	28	35	35
Personnel grievance hearings (Step 5)***	0	0	0	8	8
Discrimination administrative claims (closed during year)	1	1	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 e-mail, 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.

*** City personnel grievance cases in FY 2003, FY 2004, and FY 2005 were settled prior to Step 5 proceedings.

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 manages the City's insurance portfolio and monitors the adjustment of claims filed against the City. The Risk Management Division also administers the City's workers' compensation program and provides training and information to City agencies and departments on specific means for avoiding and protecting against losses.

<u>DIVISION:</u> Risk Management	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2005</u>	<u>PROPOSED</u> <u>FY 2006</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	288,272	326,141	329,529	
<u>FULL-TIME STAFFING</u>	3	3	3	

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of incidents involving City property damage caused by third parties	93	53	53	100	100
Number of such incidents in which City losses were recovered from third parties	33	30	18	60	60
Total monies recovered from third parties	\$51,820	\$10,507	\$19,803	\$65,500	\$65,500
Total City losses caused by third parties	\$87,460	\$33,813	\$64,734	\$75,000	\$75,000

CITY CLERK AND CLERK OF COUNCIL

City Hall • 301 King Street, Room 2300 • Alexandria, VA 22314 • 703.838.4550
 Jackie Henderson, City Clerk and Clerk of Council • jackie.henderson@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVES:

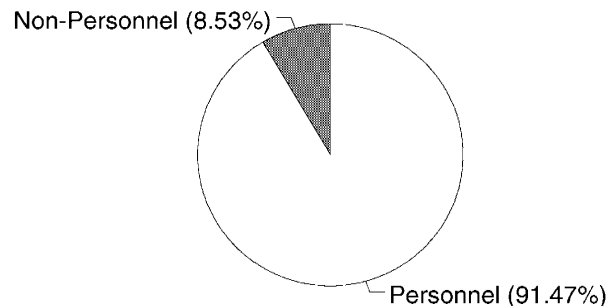
- To prepare final resolutions and ordinances for distribution as rapidly as possible for availability to interested persons and staff.
- To maintain the official record of all Council meetings, and to prepare and assemble Council dockets and minutes in a prompt and accurate manner.
- To inform interested persons of all official City Council meetings, work sessions, and community meetings in a prompt and accurate manner.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED
EXPENDITURES <ALL FUNDS>			
PERSONNEL	273,052	308,344	311,050
NON-PERSONNEL	30,130	29,799	29,024
CAPITAL GOODS OUTLAY	<u>20</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES	<u>303,202</u>	<u>338,143</u>	<u>340,074</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>303,202</u>	<u>338,143</u>	<u>340,074</u>
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 0.6%			
FULL-TIME POSITIONS*	3.0	4.0	4.0
PART-TIME POSITIONS (FTE)	0.75	0.0	0.0
TOTAL AUTHORIZED POSITIONS	3.75	4.0	4.0

* Reflects converting a part-time (0.75 FTE) Secretary I position into a full-time (1.0 FTE) Secretary I position.

CITY CLERK AND CLERK OF COUNCIL

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 0.6 percent.
- Personnel - FY 2007 Proposed Personnel increased by \$2,706, or less than one percent. This increase is attributable to the cost of employee merit adjustments.
- Non-Personnel - FY 2007 decrease in non-personnel is \$775, or 2.6 percent.

Adjustments to Maintain Current Services and Policies

- None.

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 and meeting notices are posted in the Clerk's Office on the Public Notice Board.

CITY CLERK AND CLERK OF COUNCIL

DEPARTMENT DETAIL

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. Interested persons may listen to or purchase copies of audio tape recordings of City Council meetings in the City Clerk's Office.

In FY 1997, the City Clerk's Office began a pilot project to create all dockets using a new computer system, the Docket Storage and Retrieval System (DSR), and has automated the Council Meeting docket preparation and distribution process. An electronic archive of historic docket agendas and associated materials has also been created, allowing for on-line, full-text search of scanned materials, from FY 1992 through the current fiscal year, stored on digital optical media. During FY 1998, the pilot project was expanded to include public on-line access to current docket items, once the documents have been released to the City Council.

Interested persons 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 interested persons use to sign up to testify before City Council, became available on-line along with instructions for completion. This provides on-line access for people who wish to speak at a public hearing and is available until 5 p.m. the day preceding the public hearing meeting. Interested persons may still sign up by phone or in person.

The City Clerk's Office continues to annually microfilm Council records, ordinances, resolutions and minutes as required by the State's archival standard for City Council records. Generally, one year's legislative materials are referred to an outside vendor for filming each year. This permits the retrieval of Council records from microfilm, reducing research and copying time for citizens and staff. By utilizing the software on the Clerk's microfilm reader/printer, it is possible to scan the docket items from microfilm for e-mail or fax transmission.

The Clerk's office has worked with ITS in developing a database to convert its existing system of manual index cards to make information available electronically, with the goal of locating docket items on-line, by keyword search back to 1955 and ordinances back to 1922. This is an ongoing project.

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

CITY CLERK AND CLERK OF COUNCIL

DEPARTMENT DETAIL

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.

INDICATORS AND MEASURES

OBJECTIVE: To prepare final resolutions and ordinances for distribution as rapidly as possible for availability to interested persons and staff.*

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of resolutions approved per year**	38	41	45	40	40
Number of ordinances approved per year**	47	47	61	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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of regular and special Council meetings	18	29	20	22	22
Number of public hearing meetings	10	10	10	10	10
Number of other meetings (such as Work Sessions, Retreats & other Community Meetings)	20	22	22	25	25
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%

CITY CLERK AND CLERK OF COUNCIL

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: To inform interested persons of all official City Council meetings, work sessions, and community meetings in a prompt and accurate manner.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of dockets distributed via U.S. Mail, per meeting	324	254	258	254	254
Number of dockets distributed via fax, per meeting	19	17	17	17	17
Number of newspaper advertisements for ordinances*	40	47	61	50	50
Number of newspaper advertisements for appeals*	2	8	10	10	10
Number of newspaper advertisements for special notices for meetings*	13	16	16	20	15
Percentage of dockets distributed within one day after completion	100%	100%	100%	100%	100%

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

Courts and Constitutional Officers

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18TH CIRCUIT COURT

520 King Street, Fourth Floor • Alexandria, VA 22314 • 703.838.4123
 Donald M. Haddock, Chief Judge

GOALS, FUNCTIONS & RESPONSIBILITIES: 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. 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.

OBJECTIVES:

- To conduct jury trials and hear civil and criminal cases, including appeals (civil and criminal) from the General District Court and from the Juvenile and Domestic Relations District Court.
- To serve as a depository of official records, such as deeds, mortgages, marriage licenses and other records kept in the public interest.
- To oversee the Alexandria Justice Information System (AJIS), an automated system which is the primary source of criminal and civil case information for the City of Alexandria.

TOTAL FINANCIAL RESOURCES

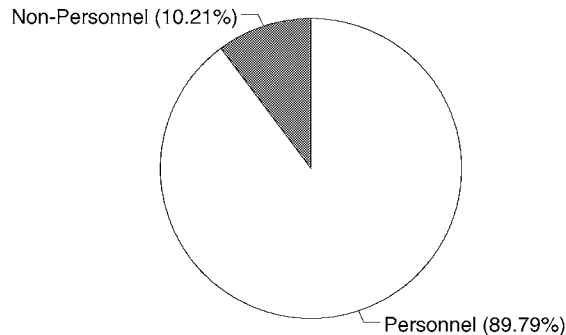
	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,067,824	1,114,298	1,100,374	
NON-PERSONNEL	80,520	136,097	125,096	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,148,344</u>	<u>1,250,395</u>	<u>1,225,470</u>	
SPECIAL 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>1,148,344</u>	<u>1,250,395</u>	<u>1,225,470</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (2.0%)

FULL-TIME POSITIONS	13.0	13.0	13.0
TOTAL AUTHORIZED POSITIONS	13.0	13.0	13.0

18TH CIRCUIT COURT

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget decreased by 2.0 percent.
- Personnel - FY 2007 proposed personnel decreased by \$13,924, or 1.2 percent. This decrease is attributable to the hiring of new employees at a lower step level than previously budgeted, and reflects the application of a vacancy factor of 2.0 percent, or \$22,446. The decrease is partially offset by the planned merit increases for employees in FY 2007.
- Non-Personnel - FY 2007 decrease in non-personnel is \$11,001, or 8.1 percent. This decrease is attributable to a reduction in costs for telecommunications (\$5,509) and minor decreases in other areas of the non-personnel budget to reflect actual expenditure trends.

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 Alexandria Justice Information System (AJIS) Coordinator and five AJIS support positions, are funded by the City.

18TH CIRCUIT COURT

DEPARTMENT DETAIL

AJIS is the primary source of criminal and civil case information for the City of Alexandria. Beginning with the issuance of a warrant, the system records the disposition of all criminal cases heard in the General District Court and each subsequent hearing in the Circuit Court. Specifically, the system records the judge, prosecutor, defense attorney, type of proceeding and court action for each court event. The system also serves as a criminal history repository for Alexandria criminal cases and as the warrant tracking system for the Police Department. Once an individual has been incarcerated at the Alexandria Detention Center, AJIS records information on his or her property, program involvement, behavioral infractions, medical concerns and classification. For civil actions, AJIS 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. AJIS is accessed regularly by approximately 600 users in 13 City agencies.

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.

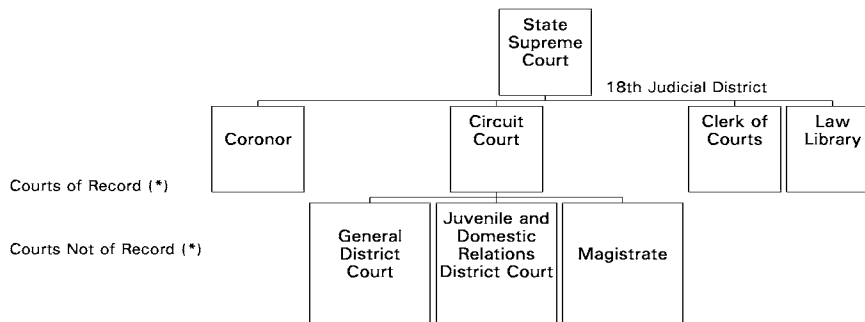
CASELOAD DATA: The table below reflects caseload reports from the Supreme Court of Virginia. A total of 5,536 new cases were filed in the Alexandria 18th Circuit Court in calendar year 2004, an increase of 16.1 percent, as compared to calendar year 2003. Civil cases increased by 10.8 percent and criminal cases increased by 23.5 percent. Concluded cases increased 1.7 percent and pending cases increased 53.8 percent.

18TH CIRCUIT COURT

DEPARTMENT DETAIL

In calendar year 2004, the average caseload per judge was 1,845 as compared to 1,880 per judge, statewide. The Circuit Court's pending caseload per judge (749) continues to rank the lowest in the State. Approximately 96.4 percent of concluded civil cases reached termination within 12 months of filing. The 18th Circuit Court ranks number one, statewide, in this measure. Amongst 31 Circuit Courts, statewide, the 18th Circuit Court ranked first in calendar year 2004, in terms of the percentage of felonies tried/adjudicated within 120 days. Also, the 18th Circuit Court concluded 68.1 percent of all misdemeanor cases within 60 days and 90.4% within 90 days.

Calendar Year	Cases Commenced	Cases Concluded	Pending Cases Per Judge
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
2002	5,040	5,122	454
2003	4,770	4,669	487
2004	5,536	4,750	749



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

18TH GENERAL DISTRICT COURT

520 King Street, Room 201 • Alexandria, VA 22314 • 703.838.4010
 Robert E. Giammittorio, Chief Judge

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

OBJECTIVES:

- To adjudicate all misdemeanor cases and hold preliminary hearings on felony warrants.
- To hear civil cases on claims involving \$4,500 or less; and concurrently with the 18th Circuit Court on claims exceeding \$4,500, but not exceeding \$15,000.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	72,358	83,792	78,551	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>72,358</u>	<u>83,792</u>	<u>78,551</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>72,358</u>	<u>83,792</u>	<u>78,551</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (6.3%)

City Manager Proposed

Overview

- Non-Personnel - FY 2007 decrease in non-personnel is \$5,241, or 6.3 percent. This decrease is attributable to decreases in costs for telecommunications and printing to reflect actual expenditure trends. (There are no personnel costs associated with this budget.)

18TH GENERAL DISTRICT COURT

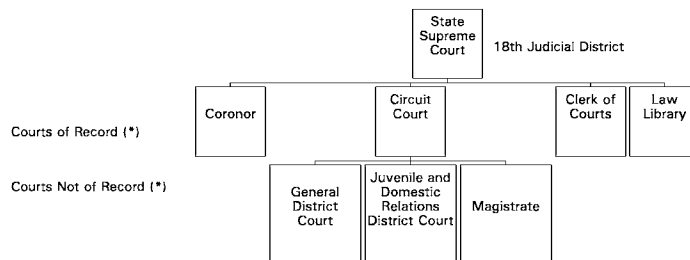
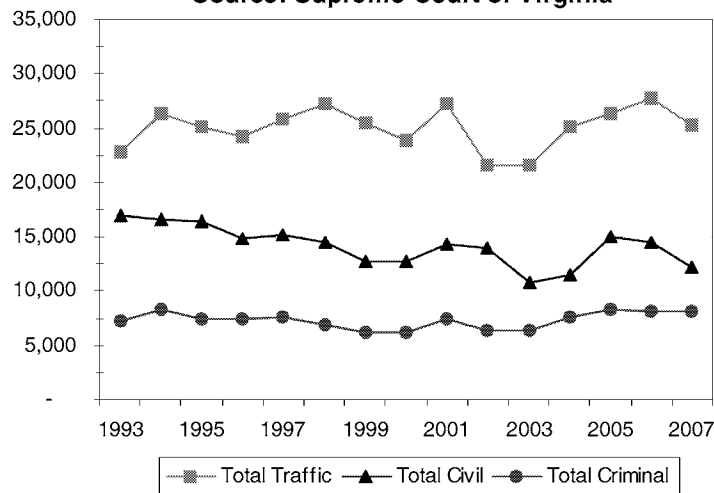
DEPARTMENT DETAIL

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 \$4,500 or less, and concurrent jurisdiction with the 18th Circuit Court in claims exceeding \$4,500, 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.

Trends in New Cases

Source: Supreme Court of Virginia



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

CLERK OF COURTS

520 King Street, Suite 307 • Alexandria, VA 22314 • 703.838.4044
 Edward Semonian, Clerk of Court • edward.semonian@alexandriava.gov

GOALS, FUNCTIONS AND RESPONSIBILITIES: To administer all civil and criminal cases processed through the Circuit Court for the 18th Judicial District.

OBJECTIVES:

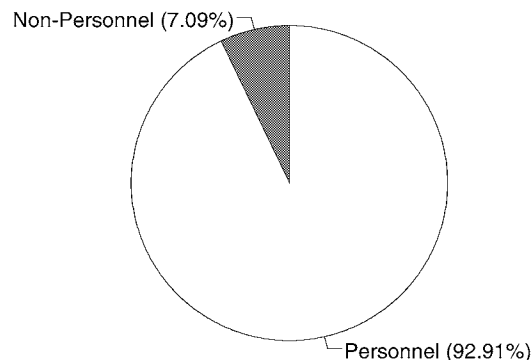
- To provide assistance at court proceedings and to process all criminal and civil cases before the 18th Circuit Court.
- To process and record all probate and fiduciary matters.
- To process and record all real estate related documents tendered to the Clerk's Office.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,354,708	1,430,337	1,401,864	
NON-PERSONNEL	165,038	110,388	106,980	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,519,746</u>	<u>1,540,725</u>	<u>1,508,844</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>38,664</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>38,664</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>1,481,082</u>	<u>1,540,725</u>	<u>1,508,844</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (2.1%)				
FULL-TIME POSITIONS	22.0	23.0*	23.0	
AUTHORIZED OVERHIRES (FULL-TIME)	2	1	1	
TOTAL AUTHORIZED POSITIONS	24.0	24.0	24.0	

* Represents the conversion of one full-time clerical overhire position to permanent status.

FY 2007 Proposed Expenditures by Type



CLERK OF COURTS

City Manager Proposed

Overview

- FY 2007 proposed total General Fund budget decreased by \$31,881, or 2.1 percent.
- Personnel - FY 2007 proposed personnel decreased by \$28,473, or 2.0 percent. This decrease is attributable to the hiring of new employees at lower than budgeted step levels, partially offset by the cost of employee merit adjustments and a supplemental budget request described below.
- Non-Personnel - FY 2007 decrease in non-personnel is \$3,408, or 3.1 percent. This decrease is attributable to changes made to the non-personnel budget to reflect actual expenditure trends.

Supplemental Budget Requests

Recommended

- Continued Funding of Overhire Position \$40,907
This recommended supplemental request is to fund the continuation of one limited-term full-time clerical overhire position to help handle increased workload due to continued heavy volume in mortgage refinancing. It should be noted that costs for the requested position were included in the FY 2006 Approved Budget. The net effect of the FY 2007 supplemental in comparison to FY 2006 Approved Personnel is an additional \$1,689 from \$39,218 to \$40,907.
-

DEPARTMENT DETAIL

Administration Division - For FY 2007, the Administration Division and the Probate Division have been consolidated to become one Division (Administration).

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.

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

CLERK OF COURTS

DEPARTMENT DETAIL

FUNCTIONAL AREA:	ACTUAL FY 2005	APPROVED * FY 2006	PROPOSED ** FY 2007	APPROVED FY 2007
Administration				
General Fund Expenditures	589,546	568,687	637,459	
<u>FULL-TIME STAFFING</u>	7	7	8	

* Amount has been revised from previously published documents to reflect more accurate reporting.

** The \$68,773 increase and the full-time staff increase is due to Probate Division duties being transferred to the Administrative Division beginning in FY 2007.

FUNCTIONAL AREA:	ACTUAL FY 2005	APPROVED * FY 2006	PROPOSED ** FY 2007	APPROVED FY 2007
Probate				
General Fund Expenditures	101,699	100,503	0	
<u>FULL-TIME STAFFING</u>	1	1	0	

* Amount has been revised from previously published documents to reflect more accurate reporting.

** The decrease in General Fund Expenditures and full-time staff is due to Probate Division duties being transferred to the Administrative Division beginning in FY 2007.

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, and to process and record all probate and fiduciary matters.

	Actual CY 2003	Actual CY 2004	Actual CY 2005	Estimated CY 2006	Projected CY 2007
Number of cases processed	4,785	5,346	5,780	5,780	5,780
Number of cases processed per employee*	683	764	826	826	826
Number of probate cases received and processed	760	765	740	740	740

* The number of cases processed per employee is based on 7 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.

CLERK OF COURTS

DEPARTMENT DETAIL

<u>FUNCTIONAL AREA:</u> Land Records	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED *</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	416,409	447,480	447,496	
<u>FULL-TIME STAFFING***</u>	6	7**	7	
<p>* Amount has been revised from previously published documents to reflect more accurate reporting.</p> <p>** Reflects the approved supplemental to convert one full-time overhire position to permanent status; also, to continue one limited-term, full-time overhire position.</p> <p>*** Staffing data has been changed from previously published documents to reflect more accurate reporting in FY 2007.</p>				

INDICATORS AND MEASURES

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

	Actual CY 2003	Actual CY 2004	Actual CY 2005	Estimated CY 2006	Projected CY 2007
Documents tendered to the office	43,805	50,522 *	43,900	43,900	43,900
Number of documents recorded and processed per year per staff member	10,951	10,104	7,317	6,271	6,271

* Increase is attributable to increased real estate activities, a result of lower interest rates.

Court Services - provides clerical assistance to the Circuit Court for all civil and criminal proceedings. During calendar year 2005, the Circuit Court processed 5,780 civil and criminal cases, an increase of 434 cases from calendar year 2004, when 5,346 cases were processed.

<u>FUNCTIONAL AREA:</u> Court Services	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED *</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	71,013	69,528	66,308**	
<u>FULL-TIME STAFFING</u>	3	3	3 ***	
<p>* Amount has been revised from previously published documents to reflect more accurate reporting.</p> <p>** This decrease is attributable to the replacing an employee with someone on a lower step level.</p> <p>*** These 3 full-time employees spend 40% of their time with Court Services and 60% of their time with Public Service.</p>				

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 2005	APPROVED * FY 2006	PROPOSED FY 2007	APPROVED FY 2007
General Fund Expenditures	302,415	354,527	357,581	
<u>FULL-TIME STAFFING**</u>	5	5 **	5 ***	
<p>* Amount has been revised from previously published documents to reflect more accurate reporting. ** Staffing data has been changed from previously published documents to reflect more accurate reporting in FY 2007. *** 3 employees from Court Services Division spend 60% of their time with Public Service, and are counted as full-time staffing with Court Services.</p>				

The Clerk of Courts is also part of a Statewide effort to modernize land records and make them more easily accessible to the public. This is partly in response to the State Legislature mandate that land and land related documents be internet accessible by July 1, 2006. 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 a result of this land records modernization program.

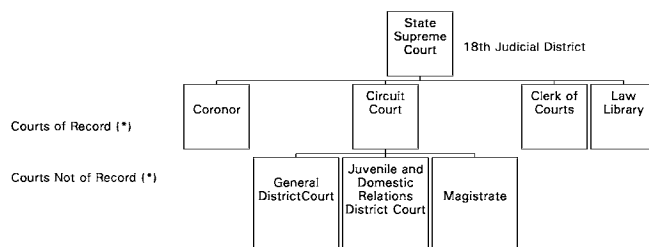
CLERK OF COURTS

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

	FY 2005 <u>Actual</u>	FY 2006 <u>Approved Budget</u>	FY 2007 <u>Proposed Budget</u>
General Fund Expenditures			
Personnel	\$1,354,708	\$1,430,337	\$1,401,864
Non-Personnel	126,374	110,388	106,980
Capital Goods	<u>0</u>	<u>0</u>	<u>0</u>
Total General Fund Expenditures	<u>\$1,481,082</u>	<u>\$1,540,725</u>	<u>\$1,508,844</u>
General Fund Revenues ¹¹			
State Compensation Board Reimbursement for Personnel Costs			
	\$ 805,092	\$ 829,245	\$881,502
Excess Clerks' Fees Collected	<u>998,222</u>	<u>800,000</u>	<u>900,000</u>
Total General Fund Revenues	<u>\$1,803,314</u>	<u>\$1,629,245</u>	<u>\$1,781,502</u>
Net City Share (General Fund Expenditures less General Fund Revenues)	<u>\$ (322,232)</u>	<u>\$ (88,520)</u>	<u>\$ (272,658)</u>

¹¹ In addition to the General Fund revenues reflected here, this office collects Real Estate Recordation taxes, which as of September 1, 2004, are generally assessed at a total rate of \$0.3333 per \$100 of value of the deed or documentation being recorded. Of the total \$0.3333 per \$100 of value of the deed, \$0.08333 per \$100 is remitted to the City (budgeted as General Fund revenue) and \$0.25 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.



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

COMMONWEALTH'S ATTORNEY

520 King Street, Suite 301 • Alexandria, VA 22314 • 703.838.4100
 S. Randolph Sengel, Commonwealth's Attorney

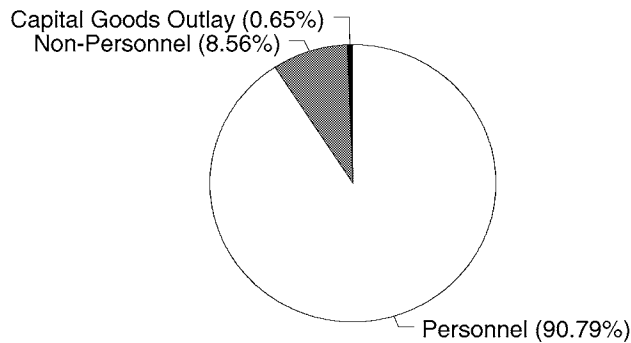
GOALS, FUNCTIONS & RESPONSIBILITIES: To carry out the Constitutional, statutory and public mandate of this office, which is the effective and efficient prosecution of criminal offenses, both adult and juvenile. This goal is to be accomplished by successfully prosecuting offenders in a swift manner, by protecting the rights of crime victims and witnesses and keeping them informed about cases, by providing a deterrence to potential offenders, rehabilitating where possible, and encouraging resident cooperation and participation in the criminal justice system.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	2,285,294	2,479,825	2,540,346	
NON-PERSONNEL	238,884	216,972	239,558	
CAPITAL GOODS OUTLAY	<u>3,088</u>	<u>0</u>	<u>18,119</u>	
TOTAL EXPENDITURES	<u>2,527,266</u>	<u>2,696,797</u>	<u>2,798,023</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	272,748	257,604	246,718	
INTERNAL SERVICES FUND	<u>0</u>	<u>0</u>	<u>18,119</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>272,748</u>	<u>257,604</u>	<u>264,837</u>	
GENERAL FUND	<u>2,254,518</u>	<u>2,439,193</u>	<u>2,533,186</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 3.9%				
FULL-TIME POSITIONS	28.0	29.0 *	29.0	
PART-TIME POSITIONS (FTE)	1.75	1.63 **	1.63	
AUTHORIZED OVERHIRES (FULL-TIME)	1.0	0.0	0.0	
TOTAL AUTHORIZED POSITIONS	30.75	30.63	30.63	

* The increase in the full-time position is attributable to the conversion of one full-time prosecutor position, approved by the Virginia Compensation Board in FY 2004, for the prosecution of gang crimes. The position was converted to a full-time position in FY 2006.
 ** Slight decrease in one part-time position in the V-Stop program (from 30 hours per week to 25 hours per week).

COMMONWEALTH'S ATTORNEY

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 3.9 percent.
- Personnel - FY 2007 proposed personnel increased by \$60,521, or 2.4 percent. This increase is attributable to the cost of employee merit adjustments. The increase is partially offset by the application of a vacancy factor of 0.82 percent or \$20,884.
- Non-Personnel - FY 2007 proposed increase in non-personnel is \$22,586, or 10.4 percent. For details on this increase, please see adjustments to maintain current services and policies described below.
- Capital Outlay - FY 2007 increase in capital outlay is \$18,119. This increase is due to the scheduled replacement of a vehicle in FY 2007. No vehicles were replaced in FY 2006.

Adjustments to Maintain Current Services and Policies

- Victim Witness Assistance Program cash match \$25,759
The Virginia Department of Criminal Justice Services is requiring a 10 percent locality cash match for the Victim-Witness Assistance Program during FY 2007. Without the grant, the Commonwealth's Attorney would not be able to meet his obligation to provide services to crime victims and witnesses as required by the Virginia Code.

COMMONWEALTH'S ATTORNEY

City Manager Proposed

Adjustments to Maintain Current Services and Policies, continued

- Increasing in Parking Adjudication Fees \$21,518
The Commonwealth's Attorney's Office contracts with an outside vendor to provide adjudication services for people receiving parking tickets. This increase was made to reflect increases to contract costs for cases adjudicated.

Expenditure Reductions

- None

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 and local ordinances 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 fourteen attorneys in the office is assigned to specialized areas of prosecution, and handles cases from their inception through trial. This specialized system affords rapid and expert response to the needs of other agencies and the public. The Office maintains a close working relationship with the Alexandria Police Department through coordinated efforts on major cases, training on legal issues, and 24-hour-a-day availability for consultation as needed. The Office prosecutes all felonies occurring in the City, all misdemeanors, offenses committed by and against juveniles, and all traffic offenses which carry a possible jail sentence.

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 2004, the last year for which complete data is available at this time, this Office commenced prosecution of 2,425 criminal cases in Circuit Court. These cases included homicides, aggravated assault, robbery, sex offenses, drug cases, burglaries, and felony theft. The Commonwealth's Attorney's Office also prosecuted 6,410 criminal cases in General District Court; 2,560 jailable traffic offenses; and 2,403 cases in Juvenile and Domestic Relations Court, an increase from the previous year.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

Beginning in August, 2004, the Office dedicated an attorney staff position to prosecution of gang related criminal activity. This position was funded by special State appropriation and is part of a regional Northern Virginia gang prosecution task force, operating in conjunction with Arlington, Fairfax, Prince William, and Loudoun counties. These efforts are supported by a special multi-jurisdictional grand jury. In addition, the Commonwealth's Attorney and the gang crime prosecutor work with the newly established Alexandria Gang Prevention Community Task Force.

The most time consuming and demanding cases continue to be in the area of violent crime (homicide, aggravated assault, sex offenses, and robbery), and the numbers of these cases remain constant. (Decreases in overall reported crime do not necessarily result in reduced numbers of prosecuted cases.) The past year continues to reflect an increase in the staff time and effort needed to prosecute more complex fraud and white collar crimes. Law enforcement is encountering criminal activity in this area supported by greater technological sophistication, requiring a response by prosecutors which is supported by more specialized training and greater time commitments. In addition, the Office continues to aggressively prosecute drug offenders. In 2004, this Office prosecuted 128 felony drug indictments in Circuit Court. Drug prosecutors from this Office continue to conduct police training, participate in City-wide drug task force meetings, and coordinate with federal prosecutors. Our partnership with federal prosecutors continues to be 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. In 2004, 42 vehicles and over \$67,000 in cash were seized. Funds from this program are allocated by law to training and equipment needs.

The Commonwealth's Attorney's Office continues to commit significant professional resources to provide assistance to other City and State agencies, including the Office of Sheriff, the Police Department, the Office of Housing, the Code Enforcement Bureau, and the Office of Voter Registration. The Commonwealth's Attorney's Office is active on a number of City task forces, including the Community Criminal Justice Board, 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 crime and law enforcement. This participation includes the Environmental Crimes Task Force, which operates to prosecute criminal acts and seek civil penalties where appropriate against polluters. In addition, the Office is a member of the Serious and Habitual Offender Comprehensive Action Program (SHOCAP), which permits the sharing of information among the Schools, Police Department, Commonwealth's Attorney's Office and Juvenile Probation and Parole regarding dangerous or at-risk youth. 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.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	1,977,431	2,012,815	2,075,562	
<u>FULL-TIME STAFFING</u>	20	21 *	21	
* Represents the conversion of an overhire position approved by the State Compensation Board in FY 2004 to permanent full-time status in FY 2006.				

INDICATORS AND MEASURES

OBJECTIVE: To efficiently and expeditiously resolve criminal cases.

	<u>Actual</u> <u>CY 2003</u>	<u>Actual</u> <u>CY 2004</u>	<u>Actual</u> <u>CY 2005</u>	<u>Estimated</u> <u>CY 2006</u> *	<u>Projected</u> <u>CY 2007</u>
Number of cases concluded in Circuit Court	1,961	1,806	1,968	1,975	1,975
The rate of cases completed within 120 days	93 %	95 %	95 %	95 %	95 %
Statewide Ranking	2	1	2	2	2

* The estimated data is based on available monthly caseload reports to date.

Note: The Commonwealth's Attorney's Office strives to manage a docket of criminal cases consistent with the practices which assure prompt resolution of criminal cases. The Supreme Court guidelines require completion of cases within 120 days of arrest. The Statewide average percentage of cases completed within this time is only 49.3% for 2004. Alexandria resolves felony cases within these guidelines at 95% resolution rate, resulting in a ranking of first Statewide in 2004.

OBJECTIVE: To assure accountability by successful prosecution of crime.

	<u>Actual</u> <u>CY 2003</u>	<u>Actual</u> <u>CY 2004</u>	<u>Actual</u> <u>CY 2005</u>	<u>Estimated</u> <u>CY 2006</u>	<u>Projected</u> <u>CY 2007</u> *
The rate of felony cases in Circuit Court resulting in conviction	93 %	94 %	94 %	94 %	94 %

* The estimated data is available to date.

Note: The Commonwealth's Attorney's Office is vested with broad discretion in commencing criminal cases and is committed to commencing cases that are meritorious and in the public interest. One primary measure of successful prosecution is the rate of conviction. Available data indicates that these cases are successfully resolved by conviction (either through trial or plea of guilty) at a very high rate.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

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

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

This program is staffed by a Coordinator, three Victim-Witness Specialists, a Restitution Collections Specialist and a Program Assistant and is funded primarily by a grant from the Virginia Department of Criminal Justice Services (DCJS). 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. Overall, the Victim-Witness Program provides services to about 6,500 victims and witnesses during the year.

<u>DIVISION:</u> Victim Witness	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	187,910	294,949	309,030	*
<u>FULL-TIME STAFFING</u>	5	5	5	
* This division is supported primarily through a Virginia Department of Criminal Justice Services Grant in FY 2007 of \$173,286, and \$135,743 in General Fund monies.				

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

A Virginia STOP (V-STOP) Violence Against Women Grant was awarded to Alexandria's Domestic Violence Intervention Project by the Virginia Department of Criminal Justice Services, 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. The Commonwealth's Attorney Office continues to prepare domestic abuse cases for possible prosecution without the victim's participation, and prosecutes cases in this fashion which otherwise would have been dropped because of the victims' lack of cooperation.

<u>DIVISION:</u> Domestic Violence Intervention	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	70,548	74,341	73,431	
<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 2004, this program filed 375 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.

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

<u>DIVISION:</u> Anti-Drug	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	175,551	187,285	192,323	
<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 people with an opportunity to have an in-person hearing with an adjudication officer to determine the validity of a parking ticket. A person receiving a ticket is informed, on the face of the ticket itself, of his or her right to a hearing. The person is able to schedule a hearing in advance or on a walk-in basis, to accommodate out-of-town visitors.

Individuals are also able to adjudicate a citation by mail. A fee is assessed per hearing, except in the event that the ticket is administratively dismissed by the adjudicator, who has the power to dismiss tickets, to reduce fines or to refuse to change the status of the fine.

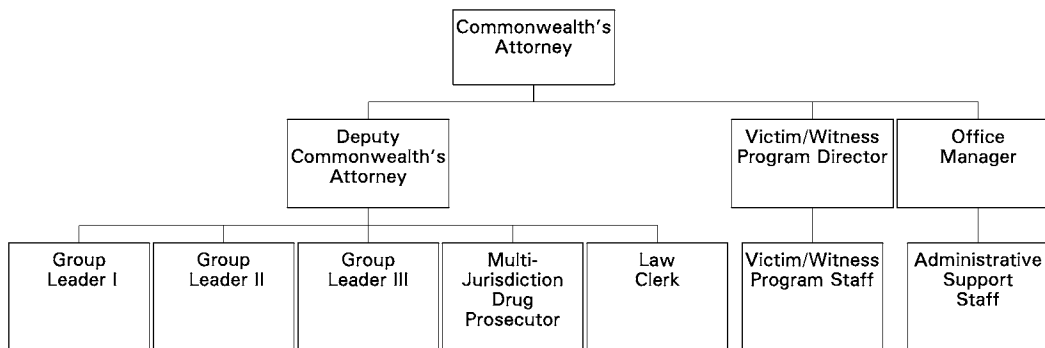
Funding for the Parking Adjudication Office is included in the Commonwealth's Attorney's budget which has oversight responsibility for the adjudication program. By adjudicating tickets administratively, the Office diverts this burden from the General District Court docket.

<u>DIVISION:</u> Parking Adjudication	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	115,826	127,407	147,677**	
<u>FULL-TIME STAFFING*</u>	0	0	0	
<p>* The Parking Adjudication Office is staffed by contracted employees (currently Professional Account Management, LLC).</p> <p>** The increase is attributable to a \$21,518 increase in parking adjudication fees paid to an outside vendor who provides these services under contract.</p>				

COMMONWEALTH'S ATTORNEY

DETAIL BY DIVISION

The Gang Crime Prosecution Task Force was established in August 2004. Supported by funding from a State budget amendment, Alexandria and four other Northern Virginia jurisdictions were able to hire one additional prosecutor each to address gang related criminal activity. A senior Alexandria prosecutor has been assigned to the task force, and will work across jurisdictional lines with four other prosecutors in a regional team effort to combat gang related criminal activity. This team of prosecutors works in support of law enforcement officers assigned to the Northern Virginia Gang Task Force. Administrative support for this project is carried out by existing staff. Prosecutors on this task force have commenced a multi-jurisdictional grand jury to investigate gang activity.



COURT SERVICE UNIT

520 King Street ,1st Floor • Alexandria, VA 22314 • 703.838.4144
 Lillian Brooks, Director • lillian.brooks@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

OBJECTIVES:

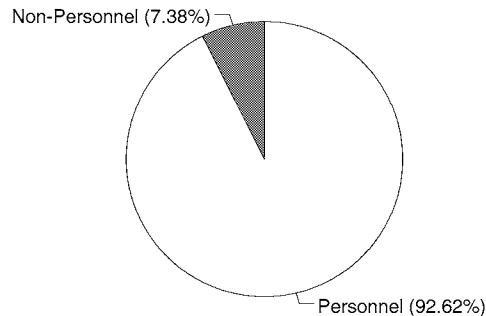
- To process and supervise juvenile delinquency and children in need of services' matters that come within the purview of the Juvenile and Domestic Relations District Court.
- To provide and establish balanced, community-based systems of programs, incentives, sanctions and services for juvenile offenders and families under the Virginia Juvenile Community Crime Control Act (VJCCCA).
- 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.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	981,180	1,254,645	1,288,241	
NON-PERSONNEL	148,496	117,559	102,738	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,129,676</u>	<u>1,372,204</u>	<u>1,390,979</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>222,215</u>	<u>146,557</u>	<u>174,189</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>222,215</u>	<u>146,557</u>	<u>174,189</u>	
GENERAL FUND	<u>907,461</u>	<u>1,225,647</u>	<u>1,216,790</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (0.6%)				
FULL-TIME POSITIONS	8.00	9.00*	9.00	
PART-TIME POSITIONS	2.00	2.00	2.00	
TOTAL AUTHORIZED POSITIONS	10.00	11.00	11.00	

* The FY 2006 Approved budget includes supplemental funding for the addition of a Gang Prevention Specialist to coordinate local and regional gang intervention and prevention efforts.

COURT SERVICE UNIT

FY2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget decreased by 0.6 percent.
- Personnel - FY 2007 proposed personnel increased by \$33,596, or 2.68 percent. This increase is attributable to the cost of employee merit adjustments and to a supplemental budget request described below. 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 State positions and comparable City positions. This increase is offset by the application of a vacancy factor of 2.0 percent, or \$26,301.
- Non-Personnel - FY 2007 decrease in non-personnel is \$14,821, or 12.6 percent. This decrease is mostly attributable to a reduction in temporary services and printing.
- Special Revenue - FY 2007 Special Revenues and Other Sources of Income increased by \$27,632, or 18.9 percent. This increase is mostly attributable to a grant for gang prevention activity.

Supplemental Budget Request

Recommended

- Fiscal Analyst \$44,177
The Fiscal Analyst is a part-time position that handles the fiscal and some administrative duties of the Court Service Unit. The position had been funded through a grant which has been discontinued. This supplemental request replaces grant funds with City funds.

COURT SERVICE UNIT

CITY MANAGER PROPOSED

Expenditure Reductions

- None
-

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 information and case assessment 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. These services are 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 mental health assessment services to clients who are court-ordered into treatment and/or evaluation. Psychological testing for court assessments and/or competency is funded by the State. The remainder of 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 Court. Custody reports are prepared when ordered by either the Juvenile or the Circuit Court. This program is funded by 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. This program is funded by the City.

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

Domestic Violence Services - provides 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, private providers and the Domestic Violence Steering Committee. These services are funded primarily by grant monies.

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 - provides an education program for parents and guardians 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 parenting. The goal of this program is to reduce the number of cases coming before the court by having the parents reach their own parenting agreements; teach parenting skills and parental cooperation regarding custody disputes; and 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 for Hispanic parents. This program is funded by the State.

Skills Development - includes various groups such as anger management, life skills, basketball clinic, Space Of Her Own Girls Program (SOHO), and the toy boat entrepreneurship program to enforce positive skill-building for youth on probation and parole. This program is primarily funded by the State. The SOHO program received the 2004 "Eureka" award from INOVA Hospital and was featured on WAMU as a "best practice" program for girls.

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 City School System. This program is funded by the City.

COURT SERVICE UNIT

DEPARTMENT DETAIL

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 at the City's expense.

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. There is currently one City-funded Community-based Probation Officer. This Officer is Spanish-speaking, is working closely with the Hispanic community and carries a caseload of 30 juveniles.

Gang Resistance Efforts - Funds were appropriated from Congress during FY 2005 which created the Northern Virginia Regional Gang Task Force, consisting of the Chiefs of Police from the Cities of Alexandria and Falls Church and the Counties of Fairfax, Arlington, Prince William and Loudoun. This Task Force will oversee the steering and coordinating committees of regional Directors of Court Services and Gang Intervention Coordinators who are charged with coordinating youth prevention and intervention programs, assessment and strategies on a local and regional level. A community gang summit is planned in 2006.

The following programs are funded primarily 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 tutoring, a series of learning modules on job readiness, child abuse prevention, cultural tolerance, mental health awareness, recreational activities, and boat building through the Seaport Foundation. This year, Day Reporting participants went on several wilderness hikes and overnight trips and worked on restoring hiking trails as a community service activity. Participants in this program are also working in the City's Adopt-A-Park program and are involved in park cleanups and restoration activities.

COURT SERVICE UNIT

DEPARTMENT DETAIL

- Youth Educational Program (Y.E.S.) - educates up to 40 youth per year who are first time offenders before the Court on petty larceny and concealment charges regarding the consequences and cost implications of shoplifting to divert these first-time offenders from further involvement with the juvenile justice system. This program consists of two components; the home-study component that consists of six hours of audio tape/workbook time, followed by an eight hour classroom component. The classes are held at the Target Department Store in Alexandria whose Asset Protection Employees also provide an overview of their surveillance system. This program was featured in a Nickelodeon Television production and the Program Coordinator won a National Recognition Award from Target Department Stores.
- Parent Involvement Program - educates up to 100 parents/guardians per year of court-involved youth newly placed on probation in a court-ordered parent program. 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 30 youth per month, in partnership with the school system, who have been suspended or expelled from school. This program was originally set up as a traditional truant officer program to monitor the attendance of chronic truants. After three consecutive years of evaluations, it was determined that this service did not significantly reduce truancy of youth on probation. As a result, the program went through a revision process to serve another important need in the community. A caseworker is assigned for part of the day at the Independent Education Program (IEP), which is an alternative school operated by the Alexandria Public Schools for suspended and expelled students, to support education and behavioral issues, and to ward off additional truancy. Students who are not eligible for the IEP program, but are on probation supervision and expelled from school, report to the Education Support Program (ESP) at the Courthouse. A caseworker is assigned to this program to ensure that these youth are able to keep up with class work instruction during the time the juvenile is not in attendance in their regularly scheduled class. Both caseworkers strive to improve student behavior for a more positive transition back into the regular school setting.

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; and participates in several inter-agency workgroups including the Alexandria Community Policy and Management Team (ACPMT), the Community Criminal Justice Board (CCJB), the City Manager's Quality of Life Group, the Alexandria Council on Adolescent Pregnancy (ACAP), the City/Schools Group on Youth, and the Youth Policy Commission. The Court Service Unit is the lead agency for the City's Serious and Habitual Offender's Comprehensive Action Program (SHOCAP) and the Senior Gang Policy Committee.

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Juvenile delinquency complaints**	568	600	748	770	755
Commitments to the State Correctional Centers	11	11	8	10	12
Average number of juveniles in State Correctional Centers per month***	17	16	20	22	22
Average number of juveniles on probation per month	311	333	320	320	340
Average number of juveniles served by community parole supervision per month****	26	20	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 and sexually transmitted diseases.

** These numbers fluctuate based on the number of cases brought before the Court.

*** Numbers are trending higher based on the more serious nature of crimes that are being committed by juveniles.

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

OBJECTIVE: To provide and establish balanced, community-based systems of programs, incentives, sanctions and services for juvenile offenders and families under the Virginia Juvenile Community Crime Control Act (VJCCCA).

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Day Reporting Program participation*	15	15	15	15	15
Youth Educational Program (Y.E.S.) participation**	40	41	46	48	53
Parent Involvement Program participation***	80	73	59	60	65
School Liaison Program participation	73	75	76	70	75
Anger Management****	NA	NA	90	90	95

* 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.

**** Students suspended from school have the option to go into an anger management program which includes counseling regarding anger issues. This is the number of students enrolled in the program.

COURT SERVICE UNIT

DEPARTMENT DETAIL

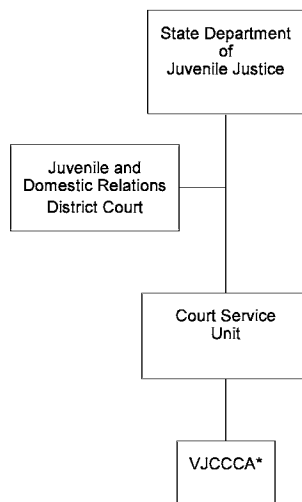
INDICATORS AND MEASURES

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Abuse/Neglect cases*	61	48	91	113	129
Domestic Violence (Civil) cases**	319	304	283	311	320
Custody/Visitation cases	741	1,215	1,286	1,350	1,417
Children in Need of Services (CHINS) cases*	303	300	250	262	260
Other case workload (Traffic, Violation of Probation/Parole, mental commitments, emancipations, adoptions, paternity, support, transfers, Approval of Entrustments)*	469	377	431	450	475
Average monthly number of adults under supervision for domestic violence	85	92	90	95	95
Actual new referred adult domestic violence cases	120	168	168	170	170
Custody Investigations	29	24	8	11	11
Mediation Cases	11	16	15	15	15
FOCUS Participants	110	149	123	125	125

* Numbers in these indicators can fluctuate based on the number of cases brought before the Court.

** 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.



*Virginia Juvenile Community Crime Control Act

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

520 King Street, First Floor • Alexandria, VA 22314 • 703.838.4141
Nolan B. Dawkins, Chief Judge

GOALS, FUNCTIONS AND RESPONSIBILITIES: To ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

OBJECTIVE:

- To process the case workload of the Juvenile and Domestic Relations District Court.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	32,146	33,273	34,940	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>32,146</u>	<u>33,273</u>	<u>34,940</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>32,146</u>	<u>33,273</u>	<u>34,940</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 5.0%

City Manager Proposed

Overview

- Non-Personnel - FY 2007 increase in non-personnel is \$1,667, or 5.0 percent. This increase is attributable to increases in costs for office supplies and fees for professional services, offset by minor decreases in various non-personnel costs.

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT

DEPARTMENT DETAIL

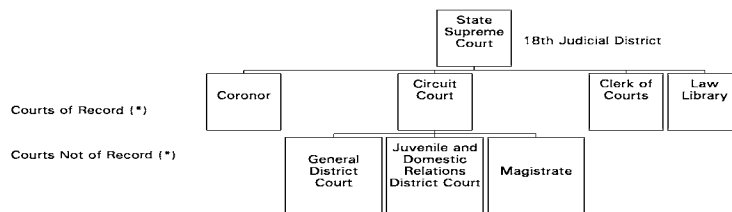
In conformance with Title 16.1 of the Code of Virginia, the Juvenile and Domestic Relations District Court has jurisdiction in cases involving juvenile delinquency, juvenile traffic offenses, children in need of services (runaways and truants), child abuse or neglect, family abuse, petitions for order 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.

INDICATORS AND MEASURES

OBJECTIVE: To process the case workload of the Court.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Juvenile cases docketed*	6,214	6,375	*****	6,018	6,175
Juvenile cases concluded**	3,113	3,193	*****	3,016	3,094
Domestic relations cases docketed***	4,683	4,848	*****	5,141	5,311
Domestic relations cases concluded****	2,230	2,304	*****	2,448	2,618

- * 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. Projected increases in FY 2007 are based on increases in (Source: 2004 Supreme Court of Virginia State of the Judiciary Report) foster care/abuse cases (8.0%), adult misdemeanor cases (1.2%), custody/visitation cases (50.0% due to new Docket procedures); partially offset by a decrease in felony cases (16.0%) and spousal abuse petitions (23.4%).
- **** 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.
- ***** Data not available at time of printing.



NOTES: (*) In a court of record, a transcript of the proceeding is taken; otherwise no transcription is taken

LAW LIBRARY

520 King Street • Alexandria, VA 22314 • 703.838.4077
 Merrill Chertok, Law Librarian • merrill.chertok@alexandriava.gov

GOAL, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVE:

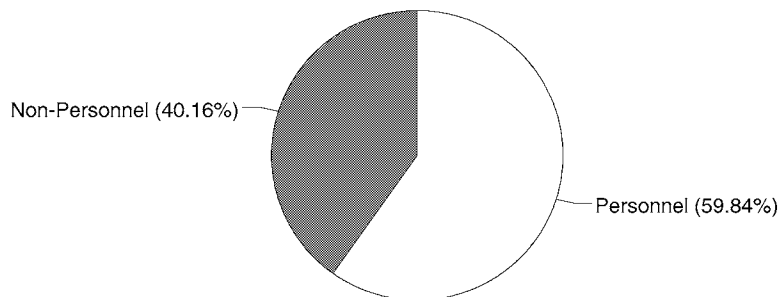
- To provide legal reference and research assistance to library patrons.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	78,529	82,154	84,891	
NON-PERSONNEL	57,922	56,444	56,966	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>136,451</u>	<u>138,598</u>	<u>141,857</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND*	<u>56,301</u>	<u>54,000</u>	<u>54,500</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>56,301</u>	<u>54,000</u>	<u>54,500</u>	
GENERAL FUND	<u>80,150</u>	<u>84,598</u>	<u>87,357</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 3.3%				
FULL-TIME POSITIONS	1.0	1.0	1.0	
TOTAL AUTHORIZED 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.

FY 2007 Proposed Expenditures by Type



LAW LIBRARY

City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 3.3 percent.
- Personnel - FY 2007 Proposed Personnel increased by \$2,737, or 3.3 percent. This increase is attributable to the cost of an employee merit adjustment.
- Non-Personnel - FY 2007 increase in non-personnel is \$522, or less than one percent.

DEPARTMENT DETAIL

The Alexandria Law Library provides legal resources, 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 beyond its current level without authority from the State.

FY 2000 - FY 2005 Law Library Filing Fee Actual Revenues

Fiscal Year	Number of Cases Filed	Amount in Dollars
2000	14,821	59,284
2001	14,892	59,568
2002	13,855	55,420
2003	13,374	53,496
2004 *	12,988	51,952
2005	14,075	56,300

* Data has been changed from previously published documents to reflect more accurate reporting in FY 2007.

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Average number of reference assists per month	418	380	410	400	400
Percentage of requests satisfied*	75 %	80 %	90 %	90 %	90 %

* Increase in the percentage of requests satisfied in FY 2006 is due to increased electronic resources available.

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 Alexandrians.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	<u>4,067,792</u>	<u>4,356,564</u>	<u>4,763,472</u>	
TOTAL EXPENDITURES	<u>4,067,792</u>	<u>4,356,564</u>	<u>4,763,472</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>198,333</u>	<u>198,333</u>	<u>198,333</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>198,333</u>	<u>198,333</u>	<u>198,333</u>	
GENERAL FUND	<u>3,869,459</u>	<u>4,158,231</u>	<u>4,565,139</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 9.8%				

City Manager Proposed

- The Proposed FY 2007 General Fund budget for Other Public Safety and Justice Activities reflects an increase of \$384,475, or 9.2 percent, as compared to the Approved FY 2006 General Fund budget.
- The City's share to the Northern Virginia Juvenile Detention Home, which is determined by formula, increased by \$112,199, or 9.1 percent.
- The City's share to the Magistrate's office increased by \$130,000 from \$5,154 in FY 2006, in order to supplement the Magistrates' state salaries.
- The City share for Sheltercare, which is determined by formula, increased by \$43,163, or 7.2 percent, from the FY 2006 Approved budget.
- The City's contribution to the Northern Virginia Criminal Justice Academy for operating costs associated with the training of Police and Sheriff sworn staff, which is determined by formula, increased by \$39,398, or 8.1 percent, from the FY 2006 Approved budget.
- The City's contribution to the Alexandria District Office of Adult Probation and Parole increased by \$16,979, or 12.0 percent, which maintains full pay parity with City employees at comparable grades for all twenty-one employees of the office. This pay parity action was initiated in FY 2005.
- The City's contribution to the Public Defender's office increased by \$9,503, or 4.8 percent, from the FY 2006 Approved budget, to cover rent and City-owned computer depreciation.

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

City Manager Proposed

- The City's contribution to the Animal Welfare League of Alexandria, which operates the Animal Shelter, is determined by a contract. Costs are projected to increase by \$34,639, or 3.7 percent, over the FY 2006 Approved budget.
- The City's contribution to the Peumansend Creek Regional Jail, which is determined by formula, is proposed to increase by \$21,027, or 4.0 percent over the FY 2006 Approved budget.

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 has been remodeled and expanded since then, to 60 pre-dispositional beds and 10 post-dispositional beds. 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. State funding is projected to decrease by \$125,843, or 7.7 percent, in FY 2007, so the local share increased. The City's FY 2007 share will increase by \$112,199, or 9.1 percent.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>NORTHERN VIRGINIA JUVENILE DETENTION HOME</u>				
General Fund Expenditures	1,121,236	1,227,776	1,339,975	

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 five full-time and two part-time State employees and reports directly to the Chief Judge of the 18th Circuit Court. The Office of the Magistrate is funded predominantly by the State. The City's contribution offsets a portion of the office and non-personnel expenditures for the Magistrate. The increase is for a state salary supplement amounting to \$130,000 in order to keep the City competitive with surrounding jurisdictions that also supplement their Magistrate's state salaries. The increase will also offset City-owned computer depreciation expenditures.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>OFFICE OF THE MAGISTRATE</u>				
General Fund Expenditures	11,479	5,154	135,154	

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 share of \$718,168 to Sheltercare is partially funded with a \$77,173 credit from the FY 2005 audit reconciliation. The remaining \$640,995 General Fund contribution represents a 7.2 percent increase over the FY 2006 Approved budget.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>SHELTERCARE PROGRAM</u>				
General Fund Expenditures	570,485	597,832	640,995	

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.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>CORONER'S OFFICE</u>				
General Fund Expenditures	1,650	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 14 local governments and government-sanctioned organizations. The NVCJA is governed by a Board of Directors consisting 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 2007 City share is proposed to increase by \$39,398, or 8.1 percent from the FY 2006 Approved budget. The components of the FY 2007 City share are \$345,709 for the Police Department and \$182,701 for the Office of Sheriff.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>NORTHERN VIRGINIA CRIMINAL JUSTICE ACADEMY</u>				
General Fund Expenditures	441,033	489,012	528,410	

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

DEPARTMENT DETAIL

The Alexandria District Office of the Adult Probation and Parole Board of the Virginia Department of Corrections, provides supervision of and assistance and counseling to parolees and persons on probation who live 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 reports to the Circuit Court, the Alexandria Probation and Parole Office operates an Intensive Supervision Program for high-risk offenders, a Home Electronic Monitoring Program for high-risk offenders, and a grant-supported Anti-Drug Abuse Intensive Probation/Supervision for Drug Offenders Program. In addition, the office participates in the Community Reintegration of Offenders Program and in the Domestic Violence Intervention Project.

Alexandria's contribution has provided the office with funding to supplement State salary levels. The Approved FY 2005 General Fund budget included a supplemental to place all employees on the City salary scale for full pay parity. The FY 2007 Proposed budget of \$159,048 maintains full pay parity for all twenty-one employees of the Adult Probation and Parole Office for an entire year. The City supplement will be adjusted annually to reflect the difference between the City salary scale and the State salary scale as both are adjusted for cost of living increases.

<u>ADULT PROBATION AND PAROLE BOARD</u>	<u>ACTUAL FY 2005</u>	<u>APPROVED FY 2006</u>	<u>PROPOSED FY 2007</u>	<u>APPROVED FY 2007</u>
General Fund Expenditures	105,070	142,069	159,048	

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 on-line legal information expenses. The increase in the City's share of Public Defender's Office of \$9,503, or 4.8 percent, is primarily due to increased rent in the Public Defender's leased space and depreciation expense for the Public Defender's City-owned/maintained computers.

<u>PUBLIC DEFENDER'S OFFICE</u>	<u>ACTUAL FY 2005</u>	<u>APPROVED FY 2006</u>	<u>PROPOSED FY 2007</u>	<u>APPROVED FY 2007</u>
General Fund Expenditures	178,924	200,030	209,533	

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. Clients are referred from the Courts and Probation Officers within the City. The FY 2007 Proposed budget of \$30,000 is the same as the FY 2006 Approved budget.

OTHER PUBLIC SAFETY AND JUSTICE ACTIVITIES

DEPARTMENT DETAIL

<u>ALTERNATIVE COMMUNITY SERVICE PROGRAM</u>	<u>ACTUAL FY 2005</u>	<u>APPROVED FY 2006</u>	<u>PROPOSED FY 2007</u>	<u>APPROVED FY 2007</u>
General Fund Expenditures	17,415	30,000	30,000	

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 reports of stray animals, suspected rabid animals, and suspected neglect and cruelty cases.

The Vola Lawson Animal Shelter facility opened in the spring of 2002. The contract between the City and the AWLA was renegotiated in FY 2005. Per the terms of the contract, annual costs shall be adjusted to reflect any increase in the CPI for the Metropolitan Washington-Baltimore area. It is anticipated that the FY 2007 budget will be 3.7 percent more than the Approved FY 2006 budget, or \$970,836.

<u>ANIMAL WELFARE LEAGUE OF ALEXANDRIA</u>	<u>ACTUAL FY 2005</u>	<u>APPROVED FY 2006</u>	<u>PROPOSED FY 2007</u>	<u>APPROVED FY 2007</u>
General Fund Expenditures	919,157	936,197	970,836	

The Peumansend Creek Regional Jail, located in Bowling Green, Virginia (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's proposed operating contribution to the Regional Jail is 4.0 percent higher than the FY 2006 Approved Budget.

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 2005</u>	<u>APPROVED FY 2006</u>	<u>PROPOSED FY 2007</u>	<u>APPROVED FY 2007</u>
General Fund Expenditures	503,010	525,661	546,688	

REGISTRAR OF VOTERS

132 N. Royal Street, Suite 100 • Alexandria, VA 22314 • 703.838.4050
 Thomas M. Parkins, Registrar of Voters • thomas.parkins@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVES:

- To ensure quality of service to voter registration applicants and decrease the number of applications denied.
- To maintain voter registration services for all eligible voters and ensure the accuracy of the Alexandria voter list.

TOTAL FINANCIAL RESOURCES

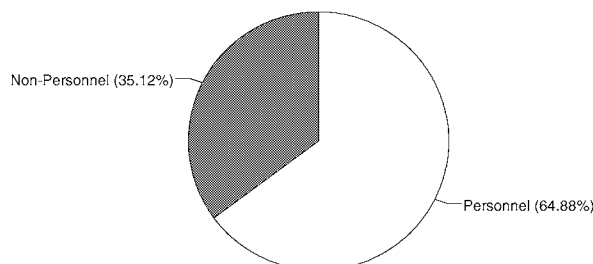
	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	693,095	652,033	672,395	
NON-PERSONNEL	332,096	352,589	359,939	
CAPITAL GOODS OUTLAY	<u>6,592</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,031,783</u>	<u>1,004,622</u>	<u>1,032,334</u>	
SPECIAL 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>1,031,783</u>	<u>1,004,622</u>	<u>1,032,334</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 2.8%

FULL-TIME POSITIONS	4.0	6.0 *	6.0
PART-TIME POSITIONS (FTE)	1.4	0.6	0.6
TOTAL AUTHORIZED POSITIONS	5.4	6.6	6.6

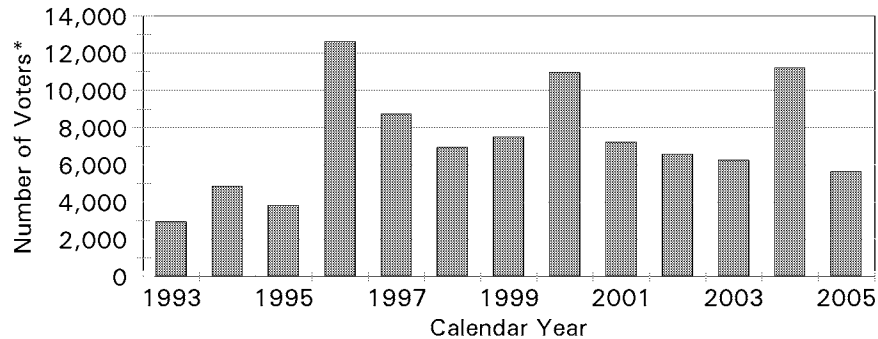
* Includes adding one full-time Administrative Assistant and one full-time Assistant Registrar position to provide additional administrative support in the department. The total costs for these positions (\$88,372) are offset by a decrease in part-time personnel (\$78,382) and overtime costs (\$10,000), resulting in no new net cost to the City.

FY 2007 Proposed Expenditures by Type

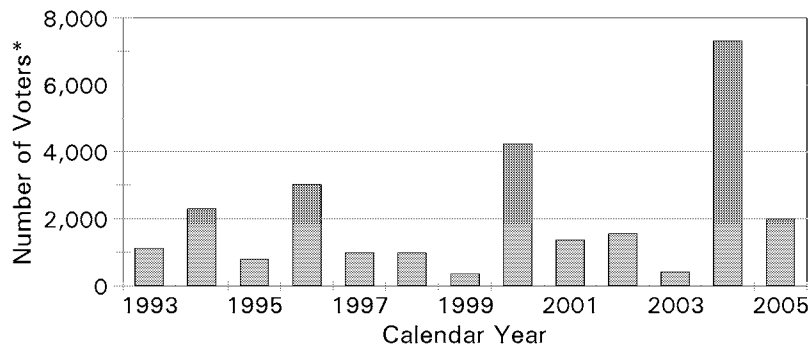


REGISTRAR OF VOTERS

New Alexandria Voters Registered 1993-2005



Absentee Voters in Federal and Statewide Elections 1993 - 2005



*Voter registration follows a cyclical pattern, with the largest increase in new voters registered occurring in presidential election years (1992, 1996, 2000 and 2004).

City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 2.8 percent.
- Personnel - FY 2007 proposed personnel increased by \$20,362, or 3.1 percent. This increase is attributable to the cost of employee merit adjustments, and a supplemental budget request described below.
- Non-Personnel - FY 2007 increase in non-personnel is \$7,350 or 2.1 percent. This increase is partially attributable to increased costs for printing and binding and rent.

REGISTRAR OF VOTERS

Supplemental Budget Requests

- Increase Lump-sum Budget \$7,442
The City Manager proposes to increase the entire Lump-sum budget amount by 5 percent, or \$7,442, as well as include an addition to the department's lump-sum budget for any COLA increase approved by City Council for all other employees.
-

DEPARTMENT DETAIL

The Alexandria Electoral Board appoints the General 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, recruiting precinct election officers, preparing ballots and mailing absentee ballots. The Board is composed of three members who are appointed by the Circuit Court for staggered three-year terms. The Code of Virginia requires that two of the three members of the Electoral Board belong to the same political party as the Governor, with the third member belonging to the opposing party.

The Voter Registration and Electoral Board Office manages a comprehensive program of year-round voter registration and election administration. The Office registers voters during regular and extended hours at the Office of Voter Registration and Elections and at the Mill Road Department of Motor Vehicles. In addition to voter registration, activities of the Registrar and Electoral Board include accepting candidate filings, processing absentee voters, and voter education.

Voter registration and voting follow a cyclical pattern, with the largest increases in new voters registered occurring in presidential years. This trend is illustrated in the graph entitled, "New Alexandria Voters Registered." In calendar year 2005, the department registered 5,360 new Alexandria voters. Alexandria had a total of 76,642 active registered voters as of December 31, 2005.

Absentee voting also follows a cyclical pattern, spiking in presidential election years. Overall absentee voting is trending upward both locally and nationally. The local trend is illustrated in the graph entitled "Absentee Voters in Federal and Statewide General Elections."

Three elections were held in FY 2005: The November 2004 General Election for President of the United States and U.S. House of Representatives turned out 62,197 voters. The statewide Democratic and Republican Party Primary Elections for Governor, Lt. Governor and Attorney General occurred in June, 2005. The Democratic Party contest, which also included the race for Virginia House of Delegate District 45, drew 6,571 voters. The Republican Party contest drew 2,199 voters.

REGISTRAR OF VOTERS

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: [Registrar - DMV Co-Location] To ensure quality of service to voter registration applicants and decrease the number of applications denied.

	Actual CY 2003	Actual CY 2004	Actual CY 2005	Estimated CY 2006	Projected CY 2007
Voter Registration applications received, Mill Road DMV location*	5,342	9,860 *****	4,731	5,000	5,000
Denied applications from Mill Road DMV location	166	197	63	65	65
Rate of Denial, Mill Road DMV location**	3.1%	2.0%	1.3%	1.3%	1.3%
Voter Registration applications received from other DMV offices***	8,522	8,052	6,158	7,000	7,000
Denied applications from other DMV offices****	1,621	1,167	276	315	315
Rate of Denial from other DMV offices*****	19.0%	14.5%	4.5%	4.5%	4.5%

* In March 2000, the Registrar of Voters established a co-location 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.

***** Increase is due to presidential year increased voter registration activity.

INDICATORS AND MEASURES

OBJECTIVE: [Registrar] To maintain voter registration services for all eligible voters and ensure the accuracy of the Alexandria voter list.*

	Actual CY 2003	Actual****	Actual CY 2005	Estimated CY 2006	Projected CY 2007
Number of registration transactions completed successfully**	50,983	59,550	42,227	50,000	42,000
Total number of Alexandria active registered voters	71,425	77,490	76,642	80,000	78,500
Inactive Voters***	13,825	13,729	9,139	12,500	10,500

* Data has been revised from previously published documents to reflect more accurate reporting in FY 2007.

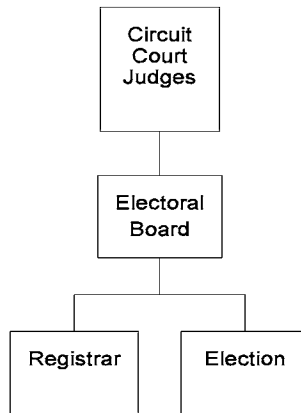
** Registration transactions include new registrations, name and address changes, deactivations, purges, and other administrative updates.

*** Inactive voters are noted on the list indicating the U.S. Postal Service has indicated a possible change of address. This notation in combination with not voting in two successive federal elections will result in the voters being purged from the list.

**** Increase in FY 2004 is due to presidential year increased voter registration activity.

REGISTRAR OF VOTERS

DEPARTMENT DETAIL



SHERIFF

2003 Mill Road • Alexandria, VA 22314 • 703.838.4114
 Dana Lawhorne, Sheriff

PROGRAM GOAL: To administer the Alexandria Detention Center (ADC) in a safe and secure manner for individual residents, staff, citizens, and volunteers; to 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.

OBJECTIVES:

- 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.
- To evaluate, process, and place candidates for alternative sentencing programs, such as Work Release, Modified Work Release, or Incremental Sentencing.
- To maintain individuals within the Detention Center in a safe and secure manner.
- To accurately process individual record files regarding initial intake and subsequent releases.

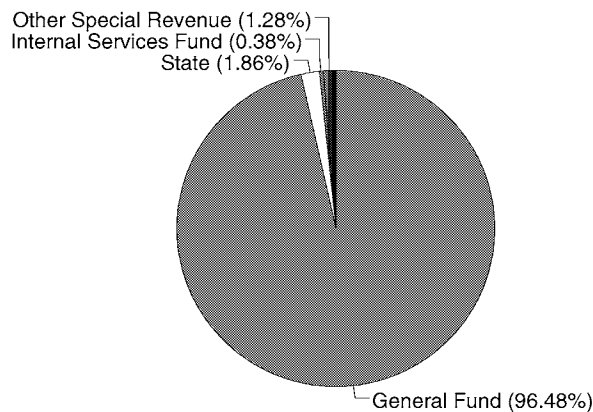
TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	17,807,594	18,704,174	18,952,201	
NON-PERSONNEL	3,177,950	3,422,151	3,640,399	
CAPITAL GOODS OUTLAY	<u>5,851</u>	<u>137,000</u>	<u>115,292</u>	
TOTAL EXPENDITURES	<u>20,991,395</u>	<u>22,263,325</u>	<u>22,707,892</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	666,658	749,019	715,596	
INTERNAL SERVICES	<u>0</u>	<u>154,292</u>	<u>87,292</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>666,658</u>	<u>903,311</u>	<u>802,888</u>	
GENERAL FUND	<u>20,324,737</u>	<u>21,360,014</u>	<u>21,905,004</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED		2.6%		
FULL-TIME POSITIONS	212	212	215 *	
TOTAL AUTHORIZED POSITIONS	212	212	215	

* Includes recommended supplemental request for 2.0 FTE Deputy Sheriff I positions for the perimeter of the Detention Center, 1.0 FTE new Chief Deputy, 1.0 FTE Captain, and 1.0 FTE Director of Records. Increases are offset by a reduction of 1.0 FTE Civilian AASAP position and 1.0 FTE Deputy Sheriff position. There is a net increase of 3.0 FTE.

SHERIFF

FY 2007 Proposed Expenditures by Fund



City Manager Proposed

Overview

- Total - FY 2007 total proposed General Fund budget increased by \$544,990 or 2.6%.
- Personnel - FY 2007 Proposed Personnel increased by \$248,027, or 1.3 percent. This increase is attributable to the cost of employee merit adjustments and the addition of several new employees. For details on this increase please see the supplemental budget requests described below. This increase is partially offset by a reduction in budgeted overtime. A vacancy factor of 0.6 percent, or \$106,535, has been applied. For additional information on the reduction in overtime, see the expenditure reductions below.
- Non-Personnel - FY 2007 proposed increase in non-personnel is \$218,248, or 6.4 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.
- Capital Outlay - FY 2007 proposed decrease in capital outlay is \$21,708, or 15.8 percent. This decrease is due to the scheduled replacement of three vehicles in FY 2007, compared to six vehicles in FY 2006.

Adjustments to Maintain Current Services and Policies

- Medical services contract and pharmaceuticals – \$60,701
Medical, dental and hospital services must be provided to inmates. Two contractors provide these services and this adjustment will provide for increases based on the

SHERIFF

City Manager Proposed

Adjustments to Maintain Current Services and Policies

Consumer Price Index (CPI). In addition, there was a designation of fund balance of \$250,000 made in FY 2006 for the contract costs of a new medical services provider.

- Adult education teacher in the Detention Center - \$45,000
Prior to FY 2006, this position was funded by the Alexandria City Public School System. Beginning in FY 2006, a supplemental appropriation of \$45,000 was allocated for the adult education teacher. The remainder of the teacher's salary is paid out of the Office of Sheriff's Canteen Fund. This allows for continued funding of the adult education teacher in FY 2007.
- Mental Health services contract – \$26,531
Office of Sheriff contracts with the City Department of Mental Health, Mental Retardation and Substance Abuse to provide mental health and substance abuse services at the Detention Center, including crisis intervention, case management, intervention and psychosocial education. The Sober Living Unit is part of this contract. This adjustment reflects increases in Sheriff contract costs, which generally reflect increases in City personnel costs.
- Food service contract – \$16,303
This adjustment provides for a 2.7 percent increase in the cost per meal for an average daily inmate population of 486.
- Office supplies – \$15,600
The Office of Sheriff has consistently underbudgeted for Office Supplies. This adjustment provides adequate funding for this category based on prior years' usage.
- Chairs for the Detention Center Staff – \$10,000
Chairs in the jail are heavily used by deputies, often for 24 hours per day. This will replace some of the worn furniture.
- Phone replacement – \$6,800
This adjustment will replace obsolete land-line and cell phones.
- Other adjustments to maintain current services – \$5,846
Other adjustments include hydrostat testing of emergency breathing apparatus which must be done every five years (\$2,550), funding for cables, printers, and other computer related items (\$1,800), and increased costs for the custodial services contract (\$1,496).

SHERIFF

City Manager Proposed

Supplemental Budget Requests

Recommended

- Two FTE Deputy Sheriffs for Perimeter Security \$117,565
The eight deputies assigned to the perimeter security are insufficient for twenty-four hour coverage, requiring the use of overtime. Two additional perimeter deputies will reduce the need for overtime.

- Records Director \$73,265
Currently, a sworn lieutenant is in charge of maintaining and tracking prisoner records in the Detention Center. The addition of a civilian Records Director to manage two intake managers and several record clerks will free up the lieutenant for the core functions of the Office of Sheriff.

- Chief Deputy \$46,949
The Office of Sheriff is being reorganized into three areas, to include Operations, Corrections, and Administrative Services. A new Chief Deputy will be necessary to manager one of those areas. The Chief Deputy is scheduled to begin work in January, 2007. The amount proposed for FY 2007 is for one half fiscal year, from January to July only.

- Deputy Captain \$30,966
Currently, there is one Captain in charge of the Detention Center. The changing mix of federal and local prisoners and the complexity of managing high profile federal prisoners makes it necessary to add an additional Captain. This position will be offset by the reduction of a Deputy Sheriff I position. The cost of this supplemental request is due to the higher cost of the new Captain position.

- Mobile Data Browsers \$18,000
Mobile Data Browsers are electronic communication devices installed in Sheriff Vehicles allowing deputies in the field to communicate with the local police departments and other emergency services in the area. This supplemental request allows for the installation and operating costs of 9 mobile data browsers in selected Sheriff units.

- Boarding of prisoners \$10,000
This request will allow the Sheriff to house inmates with mental health issues in other prison facilities with psychiatric care units for up to 240 days.

SHERIFF

City Manager Proposed

Supplemental Budget Requests, continued

Recommended, continued

- Command and Control E-Learning \$7,105
Command and Control E-Learning is a software training system which, when installed on the Detention Center's computers, will allow deputies to meet many of their training requirements without having to go offsite. This will result in overtime savings. See the Expenditure Reductions section below.

Not Recommended

- Offender Aid and Restoration contract; additional appropriation \$107,000
- New uniforms \$88,174
- 1 leased copy machine \$4,800

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$106,535 described above, an efficiency reduction of \$215,040 is proposed for overtime, based on the acquisition of Command and Control E-Learning.

DEPARTMENT DETAIL

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 grant program (CCCA), Pre-trial Services Act grant program (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 2005, the Detention Center housed an average daily population of 434. Of the 462 total prisoners in the Detention Center on December 19, 2005, 246 were local, 144 were federal and 72 were State prisoners. In addition, there were 15 prisoners housed at the Peumansend Creek Regional Jail.

DETAIL BY DIVISION

Administrative Services Division provides resources for Office of the Sheriff divisions to perform their duties and responsibilities efficiently and effectively. The Fiscal and Financial Management section 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, including the

SHERIFF

DETAIL BY DIVISION

payroll, 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 National, State and Department of Criminal Justice Services (DCJS) accreditations and certifications; and manages the Office's vehicle fleet.

<u>DIVISION:</u> Administrative Services	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	2,030,860	2,341,029	2,440,416	
<u>FULL-TIME STAFFING</u>	18	18	19 *	
* Proposed supplemental for 1.0 FTE Deputy Sheriff to begin in FY 2007.				

The Information/Technology Division plans and manages automated systems for the Office of Sheriff through software and hardware updates and maintenance, network administration, and operation of the Alexandria Justice Information System (AJIS) database.

<u>DIVISION:</u> Information/Technology	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	461,416	387,375	255,011	
<u>FULL-TIME STAFFING</u>	4	4	3 *	
* Deputy Captain position moved to Judicial Services.				

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.

<u>DIVISION:</u> Judicial Services	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	2,026,748	2,109,887	2,349,536	
<u>FULL-TIME STAFFING</u>	24	24	25 *	
* Deputy Captain position moved from the Information Technology Division.				

SHERIFF

DETAIL BY DIVISION

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total number of civil, criminal and traffic trials supervised	82,613	82,000	82,000	81,250	81,500
Hourly staff costs of supervising trials	\$66.62	\$67.95	\$67.95	\$67.95	\$67.95
Percentage of trials successfully protected	100 %	100 %	100 %	100 %	100 %

The Inmate Services Division classifies inmates in the detention center; manages inmate programs; coordinates more than 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. The Electronic Home Monitoring Program, which has a maximum capacity of 15, is cost effective, and continues to be successful based on the number of offenders completing their sentences.

<u>DIVISION:</u> Inmate Services	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	2,149,381	2,313,486	2,495,322	
<u>FULL-TIME STAFFING</u>	16	22 *	22	
* Approximately \$424,000 of this increase is due to moving two State grant-funded programs, Pre-Trial and Local Probation Services, with six full-time staff, from the Support Division into the Inmate Services Division.				

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of individuals evaluated for alternative programs	316	334	421	425	425
Percentage of individuals accepted into alternative programs	36 %	41 %	63 %	63 %	63 %
Average cost per individual processed	\$107	\$104	\$111	\$117	\$123
Average monthly income per alternative program participant*	\$1,219	\$1,206	\$1,210	\$1,250	\$1,250

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

SHERIFF

DETAIL BY DIVISION

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

<u>DIVISION:</u> Security	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	9,653,656	10,357,850	10,056,770	
<u>FULL-TIME STAFFING</u>	114	114	116 *	
* Supplemental Requests include two perimeter security Deputies and a Captain. Increase to be offset by the reduction of 1 Deputy.				

INDICATORS AND MEASURES

OBJECTIVE: [Security Division] To maintain individuals within the Detention Center in a safe and secure manner.*/1

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of inmate days per year	164,072	168,995	158,410	158,410	160,600
Average daily population *	450	463	434	434	440
Percentage of inmates maintained safely	100%	100%	100%	100%	100%
Direct operating cost per inmate day **	\$57.01	\$56.93	\$60.94	\$60.94	\$64.49

* Includes local prisoners housed at the Peumansend Creek Regional Jail in Caroline County, Virginia.

** Amortized capital costs of the Detention Center are not included in this calculation.

/1 Data have been revised from previously published documents.

The Support Services Division provides 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 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	4,401,105	4,428,776	4,819,340	
<u>FULL-TIME STAFFING</u>	32	26 *	27 **	
* Two State grant funded programs, Pre-Trial and Local Probation Services, totaling \$424,097, have been shifted from Support Services to the Inmate Services Division. These programs have 6.0 full-time staff.				
** Includes recommended supplemental request for a Records Director.				

SHERIFF

DETAIL BY DIVISION

INDICATORS AND MEASURES

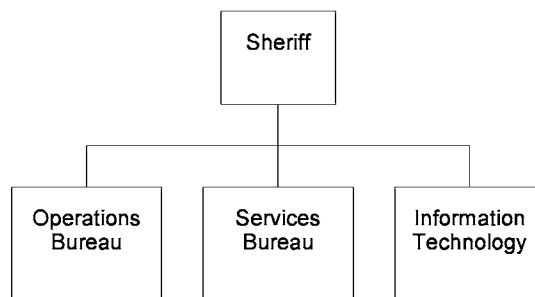
OBJECTIVE: [Support Services] To accurately process individual record files regarding initial intake and subsequent releases.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of inmate files processed for initial commitment and release	23,154	24,776	24,800	24,800	24,800
Percent of files processed without error	100 %	100 %	100 %	100 %	100 %
Average number of commitments and releases handled by record clerks per day	23	25	25	25	25
Number of warrants served	880	1,000	1,050	1,050	1,050

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. AASAP also provides information and education to the public in an effort to reduce the incidence of DUI. AASAP is funded by client fee revenue.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION: AASAP</u>				
All Funds Expenditures	268,229	324,922	291,498	
<u>FULL-TIME STAFFING</u>	4	4	3 *	

* Long-vacant position of Administrative Technician eliminated for FY 2007.



SHERIFF

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

	FY 2005 Actuals	FY 2006 Approved	FY 2007 Proposed	FY 2007 Approved
Total Expenditures - All Funds	<u>\$20,991,395</u>	<u>\$22,263,325</u>	<u>\$22,707,892</u>	
Special Revenue Fund Revenues				
Special Revenue Fund	666,658	749,019	715,596	
Internal Services	0	154,292	87,292	
Total Special Revenues	<u>666,658</u>	<u>903,311</u>	<u>802,888</u>	
General Fund Expenditures (Total Expenditures Less Special Revenues)	<u>\$20,324,737</u>	<u>\$21,360,014</u>	<u>\$21,905,004</u>	
Sheriff Related General Fund Revenues				
Federal Prisoner Per Diem	\$4,446,029	\$4,100,000	\$4,800,000	
State Compensation Board	4,336,598	4,512,000	4,650,000	
State Prisoner Per Diem	914,266	972,000	900,000	
Sheriff's and Magistrate's Fees	31,054	114,000	32,000	
Work Release Fees	<u>12,394</u>	<u>25,000</u>	<u>10,000</u>	
Total General Fund Revenues	<u>\$9,740,341</u>	<u>\$9,723,000</u>	<u>\$10,392,000</u>	
Net City Share (General Fund Expenditures Less General Fund Revenues)	<u>\$10,584,396</u>	<u>\$11,637,014</u>	<u>\$11,513,004</u>	

SHERIFF

Addendum Table II
Office of Sheriff Staffing, FY 2004 - FY 2007

	FY 2004 Actual	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed **
Sworn Positions:				
Sheriff	1	1	1	1
Undersheriff	1	1	1	1
Chief	1	1	1	2
Captain	4	4	4	5
Lieutenant	6	7	7	7
Sergeant	15	14	14	14
Sheriff Deputy	<u>139</u>	<u>140*</u>	<u>140</u>	<u>141</u>
TOTAL SWORN	167	168	168	171
TOTAL CIVILIANS	<u>44</u>	<u>44</u>	<u>44</u>	<u>44</u>
TOTAL SHERIFF STAFF	<u>211</u>	<u>212</u>	<u>212</u>	<u>215</u>

* Approved supplemental request for 1.0 FTE Sheriff Deputy to be assigned to the Northern Virginia Criminal Justice Academy.

** Includes proposed supplemental requests for 1.0 FTE Chief, 1.0 FTE Captain, 2.0 FTE Sheriff's Deputies for Perimeter Security, and 1.0 FTE Records Manager. In addition, there is a reduction of one civilian vacant position in AASAP and the proposed reduction of 1.0 FTE Deputy Position, also currently vacant.

General Government

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CITIZEN ASSISTANCE

301 King Street, Room 1900 • Alexandria, VA 22314 • 703.838.4800
 Rose Boyd, Director • rose.boyd@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To serve as the City's ombudsman and advocate for the residents of the City of Alexandria and resolve individual problems regarding City services or assist in obtaining necessary services; to encourage residents 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.

OBJECTIVES:

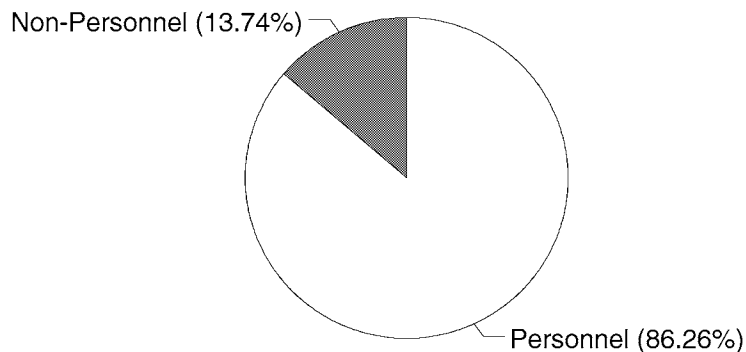
- To process formal (written) City Council requests for information and follow-up on requests from residents within 10 working days of their receipt; and process informal City Council requests for information and/or follow-up on residents' complaints within 24 hours of their receipt.
- To process all requests for City records and data under the Virginia Freedom of Information Act (FOIA) within 5 working days of their receipt.
- To investigate and resolve consumer complaints within 20 working days and answer routine inquiries immediately.
- To monitor the activities of the cable franchisee, process complaints, such as billing disputes, that cannot be resolved by the franchisee, and schedule the programming of and post information about City-sponsored meetings and events on the local government channel.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	541,332	560,702	588,336	
NON-PERSONNEL	113,638	100,400	93,741	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>654,970</u>	<u>661,102</u>	<u>682,077</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>12,360</u>	<u>5,400</u>	<u>5,498</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>12,360</u>	<u>5,400</u>	<u>5,498</u>	
GENERAL FUND	<u>642,610</u>	<u>655,702</u>	<u>676,579</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 3.2%				
FULL-TIME POSITIONS	7.0	7.0	7.0	
PART-TIME POSITIONS (FTE)	0.75	0.75	0.75	
TOTAL AUTHORIZED POSITIONS	7.75	7.75	7.75	

CITIZEN ASSISTANCE

FY 2007 Proposed Expenditure by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 3.2 percent.
- Personnel - FY 2007 Proposed Personnel increased by \$27,634, or 4.9 percent. This increase is attributable to the cost of employee merit adjustments.
- Non-Personnel - FY 2007 decrease in non-personnel is \$6,659, or 6.6 percent.

Efficiency Reductions

- The budget was reduced by \$3,600 in postage to more accurately reflect actual expenditures.

Services to Residents

The Office of Citizen Assistance provides residents with an easily accessible point of contact within City government. The Office responds to individual requests for information and/or complaints regarding City services and strives to make local government more responsive to the needs of its residents. 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 resident requests within 10 working days of their receipt; and process informal City Council requests for information and/or follow-up on residents' requests within 24 hours of their receipt.

	Actual CY 2003	Actual CY 2004	Actual CY 2005	Estimated CY 2006	Projected CY 2007
Number of formal requests processed	143	165	165	165	165
Number of formal requests processed within 10 days*	86	94	100	100	100
Number of informal requests processed	216	438**	500	500	500
Percentage of informal requests processed within 24 hours	95 %	98 %	98 %	98 %	100 %

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

** The increase of informal requests is primarily attributable to residents requesting more information from City Council.

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of FOIA requests	519	520	669**	550	550
Percentage of requests processed within mandated 5-day time frame	84 %	85 %	90 %	90 %	90 %

* 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.

** The increase of FOIA requests is primarily attributable to residents requesting more information.

Consumer Affairs

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

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of complaints received	398	324	405	300	300
Number of information requests received	8,496	13,707	18,044	18,000	18,000
Value of goods and services recovered for consumers*	\$128,567	\$167,811	\$209,886	\$175,000	\$175,000

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

CITIZEN ASSISTANCE

DEPARTMENT DETAIL

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.

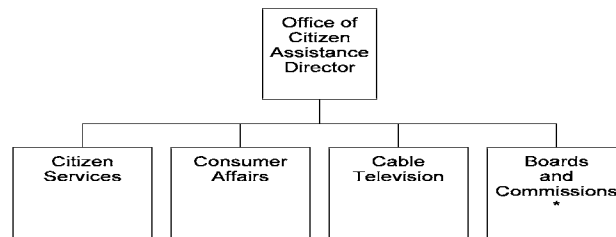
	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of complaints received*	124	45	32	35	35
Number of meetings cablecast**	135	135	142	140	140
Number of requests for videotapes of meetings	19	113	87	50	50

* Cable television franchisee's installation of new billing system resulted in an increase in the number of complaints received regarding billing services and difficulty contacting the franchisee due to large volume of calls. The number of complaints decreased in FY 2004 as customers understood the new billing system.

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

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 a full listing of the City's Boards and Commissions.



*Part-time staff

FINANCE

301 King Street, Room 1600 • Alexandria, VA 22314 • 703.838.4755
 Daniel Neckel, Director • daniel.neckel@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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, responsible accounting and purchasing practices and pension administration practices.

OBJECTIVES:

- To prepare timely and accurate accounting and financial reports in compliance with established Government Finance Officers Association (GFOA) standards.
- To pursue an investment strategy whose rate of return meets or exceeds market indices.
- To collect delinquent personal property taxes.
- To achieve a positive overall satisfaction rating on the Purchasing Agency Satisfaction Survey.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	5,893,381	6,461,965	6,490,414	
NON-PERSONNEL	2,236,155	1,653,719	1,826,770	
CAPITAL GOODS OUTLAY	<u>24,757</u>	<u>40,060</u>	<u>128,000</u>	
TOTAL EXPENDITURES	<u>8,154,293</u>	<u>8,155,744</u>	<u>8,445,184</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>5,597</u>	<u>40,060</u>	<u>128,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>5,597</u>	<u>40,060</u>	<u>128,000</u>	
GENERAL FUND	<u>8,148,696</u>	<u>8,115,684</u>	<u>8,317,184</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 2.5%

FULL-TIME POSITIONS	92.0	93.0 *	93.0
PART-TIME POSITIONS (FTE)	7.5	6.75 **	6.00 ***
TOTAL AUTHORIZED POSITIONS	99.5	99.75	99.00

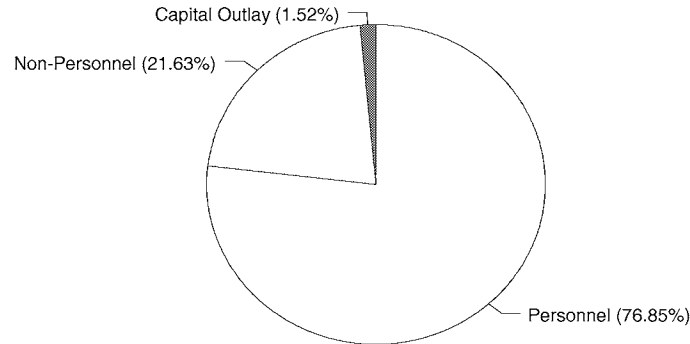
* The FY 2006 Approved budget includes supplemental funding for the conversion of one part-time (0.75 FTE) Revenue Collection position to full-time to improve efficiencies in the Finance Department.

** FY 2006 part-time position count has been changed from 5.75 FTE to 6.75 FTE to correct a prior under reporting.

*** Reflects the elimination of a part-time (0.75FTE) Clerk Typist I position, as part of the Department's efficiency-based expenditure reductions.

FINANCE

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund budget increased by 2.5 percent.
- Personnel - FY 2007 proposed personnel increased by \$28,449, or less than one percent. This increase is attributable to the cost of employee merit adjustments, partially offset by expenditure reductions described below. A vacancy factor of \$394,582, or 5.83 percent, has also been applied.
- Non-Personnel - FY 2007 increase in non-personnel is \$173,051, or 10.5 percent. This increase is partially attributable to adjustments to maintain current services and policies described below (\$148,471); and the transfer of maintenance costs for the Real Estate Accounts Receivable system (REAR - \$13,150) and the Treasury Cash Maintenance system (\$10,800), from Information Technology Services to the Finance Department in FY 2007. This increase is also attributable to increases in postal cost increases (\$14,230), office space rent increases (\$8,445) and printing (\$7,890) to reflect actual expenditure trends; partially offset by a reduction in costs for temporary services (\$25,000) and minor decreases in various other non-personnel costs.
- Capital Outlay - FY 2007 increase in capital outlay is \$87,940, or 219.5 percent. This increase is attributable to scheduled replacements for cash register hardware, copy machines, desktop and network printers.

Adjustments to Maintain Current Services and Policies

- Increase in external financial audit and related fees - \$96,471
This adjustment is for an anticipated increased costs of 30 percent, primarily due to the impact of the federal Sarbanes-Oxley Act, for external financial audit fees under a new contract (\$83,529), beginning in FY 2006. Also, to fund the increased software maintenance costs for the City's Performance Accounting System (\$12,942).

FINANCE

City Manager Proposed

Adjustments to Maintain Current Services and Policies, continued

- Increase in parking citation processing fees - \$41,000
This adjustment is for an increase in parking citation processing fees due to a new contract, from \$2.91 per ticket in FY 2006 to \$3.48 per ticket in FY 2007.
- Document Imaging System maintenance - \$11,000
This adjustment is for the transfer of maintenance costs for the document imaging system installed in the Accounting Division, in FY 2006, from the Capital Improvement Plan (CIP) to the department's non-personnel budget in FY 2007.

Expenditure reductions

- In addition to the above mentioned vacancy factor of \$394,582, efficiency-based expenditure reductions totaled \$49,642, including the elimination of a part-time Clerk Typist I position (\$24,642) and a reduction in costs for PPTRA-related temporary services (\$25,000) in the Revenue Division.

DETAIL BY DIVISION

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

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007**</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	670,985	430,086	430,798	
<u>FULL-TIME STAFFING</u>	7	4 *	4	
* Reflects the internal transfer of three positions from the Administration Division to the new Pension Division.				
** Reflects a proportionate share (\$20,913) of the Department's vacancy factor of \$394,582.				

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.

FINANCE

DETAIL BY DIVISION

<u>DIVISION:</u> Accounting	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u> *	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	2,123,808	1,878,579	1,991,894	
<u>FULL-TIME STAFFING</u>	19	19	19	
* Reflects the adjustment for an increase in external financial audit and related fees (\$96,471), and maintenance costs for the document imaging system (\$11,000). Also reflects a proportionate share (\$83,652) of the Department's vacancy factor of \$394,582.				

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Recipient of the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Number of substantive GFOA Certificate Comments*	5	4	5	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.

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.

<u>DIVISION:</u> Treasury	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u> *	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	1,604,546	1,660,768	1,734,064	
<u>FULL-TIME STAFFING</u>	18	18	18	
* Reflects the adjustment for an increase in parking citation processing fees (\$41,000); the transfer of maintenance costs for the REAR system (\$13,150) and the Treasury Cash system (\$10,800) from Information Technology Services to the Division; and increases in costs for printing and postage to reflect actual expenditure trends. Also reflects a proportionate share (\$64,712) of the Department's vacancy factor of \$394,582.				

FINANCE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Treasury] The City's investment policy minimizes risk by investing in U.S Treasuries and Agencies, while earning a competitive rate of return. The goal is to meet or exceed market indices, such as Citigroup's Six Month Treasury Bill Fund or the U.S Treasury Bill 91- Day Auction Rate.

	<u>Total Return of City's Portfolio for Selected Fiscal Periods</u>		
	<u>Year Ending 6/30/05</u>	<u>3 Years Ending 6/30/05</u>	<u>5 years ending 6/30/05</u>
City of Alexandria	2.46	1.82	3.18
Citygroup Six month Treasury Bill Fund	2.07	1.55	2.66
U.S. Treasury Bill 91 - Day Auction	2.35	1.57	2.50

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, since 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 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007**</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	2,904,943	2,971,971	3,002,234	
<u>FULL-TIME STAFFING</u>	38	39 *	39	

* Includes supplemental funding to convert one part-time Revenue Collection position to full-time.
 ** Reflects a proportionate share (\$162,568) of the Department's vacancy factor of \$394,582, and expenditure reductions of \$49,642.

INDICATORS AND MEASURES

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

	<u>Actual</u> <u>CY 2003</u>	<u>Actual</u> <u>CY 2004</u>	<u>Actual</u> <u>CY 2005/1</u>	<u>Estimated</u> <u>CY 2006</u>	<u>Projected</u> <u>CY 2007</u>
Number of delinquent cases pursued**	49,399	46,445	40,774	40,366	39,962
Number of cases resolved (collected/relieved)	23,936	27,088	22,983	22,753	22,525
Total amount of delinquent taxes collected/relieved (in thousands)	\$5,787	\$7,475	\$5,033	\$4,983	\$4,933
Average number of accounts collected by employee	2,394	2,709	2,298	2,275	2,252

* 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. Actual CY 2005 figures are as of September 14, 2005. Additional cases will be resolved and revenue will be collected as of December 31, 2005. CY 2006 and CY 2007 estimates are based on actual CY 2005 figures as of September 14, 2005.

** 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.

FINANCE

DETAIL BY DIVISION

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

<u>DIVISION:</u> Purchasing	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u> *	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	844,414	899,787	905,176	
<u>FULL-TIME STAFFING</u>	10	10	10	
* Reflects a proportionate share (\$46,560) of the Department's vacancy factor of \$394,582.				

INDICATORS AND MEASURES

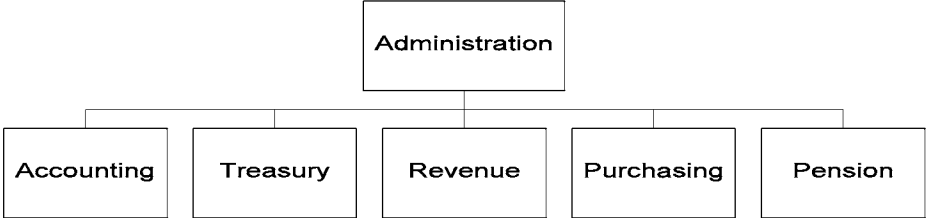
OBJECTIVE: [Purchasing] To achieve a total positive overall satisfaction rating by City respondents to the Purchasing Agency Satisfaction Survey of not less than 80 percent.

	<u>Purchasing Agency Satisfaction Survey</u>		
	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
Overall Satisfaction Rating History	93.5%	86.4%	90.7%
Responsiveness Rating History	89.1%	83.1%	93.0%
Quality of Goods and Services Purchased Rating History	84.8%	84.7%	86.1%

Pension Division - is responsible for the administration of the City's five pension plans, including review of the plan investments, distribution of benefits to retirees, management of outside pension administrators, investment consultants and actuaries and suggesting and facilitating any enhancements to the plans.

<u>DIVISION:</u> Pension	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u> *	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	0	274,493	253,018	
<u>FULL-TIME STAFFING</u>	0	3 **	3	
* Reflects a proportionate share (\$16,177) of the Department's vacancy factor of \$394,582.				
** Reflects the internal transfer of three positions from the Administration Division.				

FINANCE



GENERAL SERVICES

110 North Royal Street, Suite 300 • Alexandria, VA 22314 • 703.838.4770
 Edward Mandley, Director • edward.mandley@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide quality, continuous support services to City agencies in the areas of motor vehicles, facilities, printing and graphics, and communications.

OBJECTIVES:

- To provide service and maintenance to City-owned and leased buildings.
- To provide construction management for building maintenance, repair, and renovation projects; and manage City utility usage.
- To provide in-house production of graphics, typesetting, and printed material for all City agencies.
- To process daily mail in a timely fashion.
- To repair or to coordinate the repair of City motorized equipment.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	5,374,638	5,883,295	5,779,608	
NON-PERSONNEL	5,391,404	5,269,450	6,178,568	
CAPITAL GOODS OUTLAY	<u>217,026</u>	<u>163,000</u>	<u>64,000</u>	
TOTAL EXPENDITURES	<u>10,983,068</u>	<u>11,315,745</u>	<u>12,022,176</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	0	0	0	
INTERNAL SERVICES	<u>205,508</u>	<u>163,000</u>	<u>64,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>205,508</u>	<u>163,000</u>	<u>64,000</u>	
GENERAL FUND	<u>10,777,560</u>	<u>11,152,745</u>	<u>11,958,176</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 7.2%

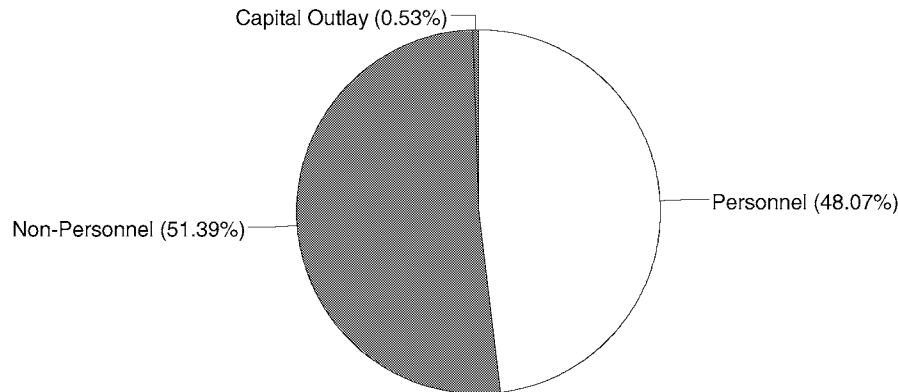
FULL-TIME POSITIONS	73.0	77.0 *	75.0 /1
PART-TIME POSITIONS (FTE)	0.5	0.5	0.5
AUTHORIZED OVERHIRES (FULL-TIME)	8.0	4.0	4.0
TOTAL AUTHORIZED POSITIONS	81.5	81.5	79.5

* The FY 2006 Approved budget includes the conversion of one overhire Space Planner position in the Administration Division and three overhire Construction Field Representative positions in the Capital Projects Division to full-time permanent.

/1 Reflects the elimination of two Offset Press Operator I positions as part of an efficiency reduction. These positions will be eliminated through attrition.

GENERAL SERVICES

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund total budget increased by \$805,431, or 7.2%.
- Personnel - FY 2007 proposed personnel decreased by a net amount of \$103,687, or 1.8 percent. This decrease is attributable to the application of a vacancy factor in the amount of \$148,224, or 2.5 percent, and efficiency reductions in personnel, including overtime, in the amount of \$157,353. These reductions are partially offset by increases due to the cost of employee merit adjustments.
- Non-Personnel - FY 2007 increase in non-personnel is \$909,118, or 17.3 percent. This increase is primarily attributable to the higher cost of fuel projected in FY 2007. For details on this increase please see adjustments to maintain current services and policies described below.

Adjustments to Maintain Current Services and Policies

- Increase in Fuel Costs - \$671,939
- Additional Leased Space Costs - \$120,600
- Accident Reserves - \$48,000
- Parking Management Contract - \$33,300
- Service Contract Cost Escalations - \$29,050
- Additional Square Feet Maintained - \$25,650
- Increased Vehicle Maintenance - \$25,700

GENERAL SERVICES

City Manager Proposed

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$148,224 described previously, the department's budget was reduced by \$276,206 in efficiency reductions and include the following:
 - Reduction in the size of Fleet Vehicles resulting in reduced maintenance costs (\$92,853);
 - Elimination of two Offset Press Operator I positions through attrition (\$82,853);
 - Reduction in building rounds made by staff, to not include weekends and/or cold weather periods (\$28,000);
 - Conversion of a part-time custodial position to a part-time Maintenance Renovation Inspection Specialist (M.R.I.S.) position. This position will assume the Farmer's Market Master position, which will result in a reduction in overtime costs (\$22,500);
 - Contracting with third parties for snow and ice removal at City facilities (\$17,800);
 - Deferring the replacement of one maintenance support vehicle in FY 2007 (\$16,000);
 - Reduce Print Shop operating supplies budget (\$10,000); and
 - Reduction in the overtime costs required to outfit Public Safety vehicles (\$6,200)

DEPARTMENT DETAIL

Since FY 1997 the amount of square footage in building space maintained by the Department has increased by approximately 529,032 feet, from 1,418,000 square feet to 1,947,000 square feet, or 37.3 percent; the City's motor pool has increased by 212 vehicles, from 623 vehicles to 835 vehicles, or by 34.0 percent. As a consequence, the Department's full-time staff positions has increased by 6 positions, from 69 positions to 75 positions, or by 8.7 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. However, there continues to be 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* continues to help improve and measure the effectiveness and efficiency of the Vehicle Maintenance Shop.

GENERAL SERVICES

DEPARTMENT DETAIL

Additionally, the Facilities Maintenance Division has implemented the web-link module to the *Computerized Maintenance Management System* to better track maintenance costs and histories, perform preventative maintenance and allow the Division to conduct predictive maintenance for replacing major components of building systems.

DETAIL BY DIVISION

Administration Division - is responsible for providing overall planning, direction, and supervision of the Department; coordinates the scheduling of City Hall meeting rooms and Market Square events; and manages and administers leases.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	1,184,692	1,156,512	1,237,862 *	
<u>FULL-TIME STAFFING</u>	8	9 **	9	
* A 2.5 percent department-wide vacancy factor (\$148,224) is reflected in the Administration Division.				
** Reflects the conversion of one over-hire Space Planner position to full-time permanent.				

Facilities Maintenance Division - is responsible for maintaining over 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; maintaining the Torpedo Factory area waterfront plaza and piers; and the Vola Lawson Animal Shelter.

<u>DIVISION:</u> Facilities Maintenance	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	5,448,654	6,133,517 *	6,213,045	
<u>FULL-TIME STAFFING</u>	26	26	26	
* Includes approved supplemental funding of \$75,000 to fund emergency generator preventive maintenance and approximately \$356,000 in adjustments to maintain current services to fund facilities maintenance functions on additional square feet, City-wide the increased cost of utilities City-wide and miscellaneous service contracts.				

GENERAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Gross square footage of buildings	1,611,475	1,656,213	1,849,000	1,941,332	1,947,032
Annual Costs Per Square Foot	\$2.36	\$2.44	\$2.32	\$2.58	\$2.60

* Data have been revised from previously published documents.

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

<u>DIVISION:</u> Capital Projects	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	871,444	870,436	812,448	
<u>FULL-TIME STAFFING</u>	6	9 *	9	

* Reflects the conversion of three over-hire Construction Field Representative positions to full-time permanent.

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total Number of Projects	52	35	42	39	40
Number of Project Managers	7	6	8	7	7
Avg Number of Projects Managed Per Manager	7.4	5.8	5.3	5.6	5.7

* Data have been revised from previously published documents.

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.

<u>DIVISION:</u> Communications	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	595,716	449,981	447,626	
<u>FULL-TIME STAFFING</u>	10	10	8*	

* Reflects the elimination of two Offset Press Operator positions in the Print Shop as an efficiency reduction. These two positions will be eliminated through attrition.

GENERAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of print\graphics jobs received*	n/a	n/a	1,300	1,200	1,400
Completed within 14 days (target)*	n/a	n/a	56.4 %	70.0 %	75.0 %

* This is a new measure, therefore no data is available prior to FY 2005.

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Pieces of mail processed annually (thousands)	594	612	653	620	640
Percentage of mail processed within 24 hours	100%	100%	100%	100%	100%

Fleet Services Division - is responsible for managing the City's motor equipment fleet, including the acquisition, maintenance, fueling, and disposal of motor vehicles; and operating a parts supply center.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Fleet Services				
General Fund Expenditures	2,677,054	2,542,299	3,247,195 *	
FULL-TIME STAFFING	23	23	23	

* FY 2007 includes a mandatory adjustment of \$671,939 to reflect a projected increase in the cost of fuel for City vehicles.

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of motorized equipment units	764	772	805	820	835
Number of maintenance and repairs	7,930	8,246	8,440	8,720	8,825
Average number of direct labor hours per repair	2.20	2.10	1.90	2.00	2.00
Number of Direct Labor Hours	17,252	17,463	16,172	17,600	18,000
Avg Maintenance/Repair tasks per vehicle	10.4	10.7	10.5	10.6	10.6
Avg Maintenance/Repair hours per vehicle	22.6	22.6	20.1	21.5	21.6

In FY 2006, General Services has undertaken or will complete a number of major construction and renovation projects, including the following:

- Complete the Detention Center lock replacement project;
- Complete the Duncan Library addition;

GENERAL SERVICES

DETAIL BY DIVISION

- Complete the relocation of the Department of Information and Technology Services (ITS) to leased space at the Tavern Square complex;
- Complete the replacement of the HVAC equipment and roof at the Casey Community Clinic;
- Complete the replacement of the Torpedo Factory Art Center rooftop units and elevator;
- Complete the exterior painting of the Lyceum.
- Substantially complete major portions of the Courthouse parking garage renovation project;
- Begin the City Hall renovation project, including a new first floor conference center, elevator replacement and backfill of the former ITS office space;
- Begin the design of the new Alexandria Police Facility;
- Begin the design of the replacement T&ES/Recreation Maintenance facility to be located at 2900 Business Drive;
- Begin the design of the new DASH Bus Facility;
- Begin the design development for the new Charles Houston Recreation Center;
- Install green roofs on the Duncan Library addition and the new Health Department facility at 4480 King Street;
- Begin the design for the final phase of the Gadsby's Tavern HVAC system replacement;
- Begin planning and conceptual design for the Patrick Henry Recreation Center;
- Begin construction on the Public Safety Center first floor slab replacement project; and
- Begin the design of the City All- Sports Facility;

In addition, the Department is scheduled to manage major maintenance and capital projects at over 90 City facilities and leased space in FY 2006. These projects and projects contemplated for future years are detailed in the City's Proposed FY 2007 to FY 2012 Capital Improvement Program document.

HUMAN RIGHTS

421 King Street, Room 400 • Alexandria, VA 22314 • 703.838.6390
 Jean Kelleher Niebauer, Director • jean.niebauer@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To work toward achieving the goal of eliminating discrimination in the City of Alexandria, 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.

OBJECTIVES:

- 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)).

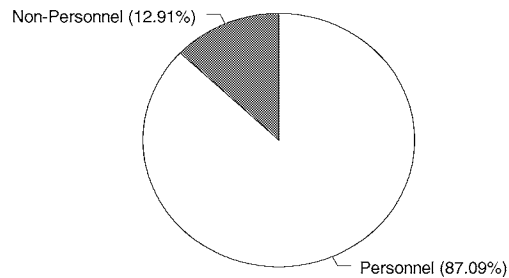
TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	391,869	450,894	440,509	
NON-PERSONNEL	67,824	97,486	65,290	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>459,693</u>	<u>548,380</u>	<u>505,799</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>6,635</u>	<u>25,000</u>	<u>32,750</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>6,635</u>	<u>25,000</u>	<u>32,750</u>	
GENERAL FUND	<u>453,058</u>	<u>523,380</u>	<u>473,049</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (9.6%)				
FULL-TIME POSITIONS	5	5 *	5	
AUTHORIZED OVERHIRES (FULL-TIME)	1	1	1	
TOTAL AUTHORIZED POSITIONS	6	6	6	

* The FY 2006 FTE count reflects the transfer of one full-time position from the Office of Human Rights to the City Manager's Office and the transfer of one full-time position from the Department of Human Services to the Office of Human Rights, resulting in a net increase of zero positions.

HUMAN RIGHTS

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget decreased by 9.6 percent.
- Personnel - FY 2007 proposed personnel decreased by \$10,385, or 2.3 percent. This decrease is attributable to the transfer of the Affirmative Action Officer from the Office of Human Rights to the City Manager's Office, and the transfer of the Disability Resources Coordinator from the Department of Human Services to the Office of Human Rights, resulting in the net decrease mentioned above.
- Non-Personnel - FY 2007 decrease in non-personnel is \$32,196, or 33.0 percent. This decrease is attributable to the transfer of the Affirmative Action recruitment budget (\$39,900) from the Office of Human Rights to the City Manager's Office.
- The Human Rights Investigator position was also included in the Approved FY 2005 budget and its continuation has no effect on the comparison of the FY 2006 Approved budget to FY 2007 Proposed budget. Each year, however, the need for its continuation is reviewed anew based on caseload.

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,

HUMAN RIGHTS

DEPARTMENT DETAIL

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 Practices Agency (FEPA), providing the resolution of EEOC complaints within the City. The contract subsidizes investigation of complaints originating in the City of Alexandria.

The Office of Human Rights 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.

The Disability Resources Coordinator (a position transferred from the Department of Human Services to the Office of Human Rights) addresses the rights of persons with disabilities and their advocacy efforts; conducts legal research and analysis and interprets the impact of disability-related laws and rulings on persons with disabilities; educates the public on the Americans with Disabilities Act; and refers persons with disabilities to the appropriate and available community and legal resources at the local, state, and federal levels. In addition, the Disability Resources Coordinator routinely collaborates with Personnel Services; Housing; Transportation and Environmental Services; Planning and Zoning; Recreation, Parks and Cultural Activities; *JobLink*; and other City departments. The position also staffs the Alexandria Commission on Persons with Disabilities.

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of formal complaints filed*	51	64	65	80	80
Number of formal complaints resolved**	102	83	81	100	100
Number of informal complaints received***	1,200	1,000	1,150	1,000	1,000
Number of informal complaints resolved	1,080	900	1,000	1,000	1,000
Monetary compensation to discrimination victims****	\$390,719	\$290,046	\$76,950	\$200,000	\$200,000

* 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.

INFORMATION TECHNOLOGY SERVICES

301 King Street, Room 3200 • Alexandria, VA 22314 • 703.838.4950
 Mike Herway, Director • mike.herway@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVES:

- To provide information to internal and external customers, regarding services available from the City government by developing a variety of web sites and applications.
- To upgrade the City's workstation networked environment
- To provide remote access to the City's network and services for City staff.
- To provide high speed fiber optic connectivity between City facilities/departments so that information can be shared across networks.
- To provide first level computer problem (trouble calls) support to City staff computer users.

TOTAL FINANCIAL RESOURCES

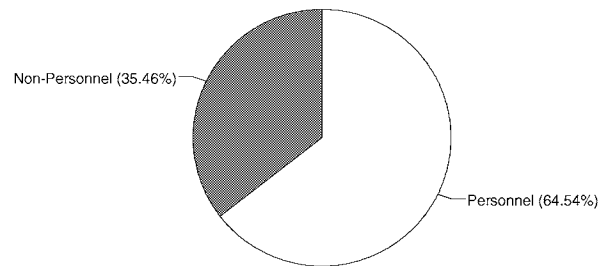
	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	4,725,841	5,357,838	5,465,724	
NON-PERSONNEL	2,477,748	1,968,285	2,238,606	
CAPITAL GOODS OUTLAY	16,518	765,000	765,000	
TOTAL EXPENDITURES	<u>7,220,107</u>	<u>8,091,123</u>	<u>8,469,330</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>482,743</u>	<u>765,000</u>	<u>765,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>482,743</u>	<u>765,000</u>	<u>765,000</u>	
GENERAL FUND	<u>6,737,364</u>	<u>7,326,123</u>	<u>7,704,330</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 5.2%				
FULL-TIME POSITIONS	57.0	59.0 *	60.0 **	
PART-TIME POSITIONS (FTE)	0.5	0.5	0.5	
TOTAL AUTHORIZED POSITIONS	57.5	59.5	60.5	

* The FY 2006 budget included in lieu of contracting-out, the addition of an E-Government Systems Administrator position and an E-Government Developer position.

** The FY 2007 Proposed budget includes funding for a proposed new Telecommunications Support position.

INFORMATION TECHNOLOGY SERVICES

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 5.2 percent.
- Personnel - FY 2007 proposed personnel increased by \$107,886 or 2.0 percent. This increase is attributable to the cost of employee merit adjustments and due to a supplemental budget request described below for a new Telecommunications Specialist at a cost of \$63,170. A vacancy factor of 2.8 percent, or \$151,774, was applied to the department.
- Non-Personnel - FY 2007 increase in Non-Personnel is \$270,321, or 13.7 percent. The majority of the increase, \$220,704, is for increased rent for a full year due to a move from City Hall to Tavern Square to relieve overcrowding for other departments in City Hall. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.
- The Non-Departmental budget reflects a City-wide savings of \$80,000 per year due to the transfer of the City Centrex telephone contract from a City contract to a Commonwealth of Virginia-bid contract.

Adjustments to Maintain Current Services and Policies

- Full-year rent to consolidate the department and move out of City Hall to Tavern Square - \$220,704
- Increased maintenance costs associated with: content management for the web site, imaging software, streaming video, wireless hot zone, and Storage Area Network - \$69,340
- Increased software licensing and maintenance fees for City applications, including Integral Software, Lotus Notes, Veritas and Symantec - \$34,682
- In order to substantially increase Internet capacity, maintain conversion from a T1 line to an upgraded DS3 line - \$7,800

INFORMATION TECHNOLOGY SERVICES

Supplemental Budget Requests

Recommended

- Telecommunication Specialist position \$63,170
This addition of a position will free up the Telecommunications Coordinator to begin to plan and then implement new systems upgrades and the replacement of outdated and overloaded building phone switches.

Not Recommended

- Business Process Analyst \$85,834

Expenditure Reductions

- Efficiencies - in addition to the vacancy factor of \$151,774 mentioned above, the budget was reduced by a total of \$19,600 by discontinuing Linux support, reducing the photocopying budget, eliminating funding for pagers, reducing the outside training budget and reducing the telecommunications hardware budget.
- Software maintenance costs of \$13,150 for the Real Estate Accounts Receivable system (REAR) and \$10,800 for the Treasury Cash Maintenance system were transferred to the Finance Department in FY 2007.

DEPARTMENT DETAIL

The Information Technology Services (ITS) department is responsible for the majority of the City's information technology services operations and infrastructure. The department provides a flexible, responsive and secure strategy for managing change and addressing the City's enterprise-wide information needs within a sophisticated and secure network environment.

Reflecting the critical role of technology and the need for an on-going funding source for IT projects, the City's Capital Improvement Program (CIP) has included Information Technology funding since the FY 1998 - FY 2003 CIP. This portion of the CIP is also presented in a separate document, the six-year Information Technology Plan, and is available from the ITS department and on the City's web site. 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 current Information Technology Plan, please refer to the City's FY 2007 - FY 2012 Proposed Capital Improvement Program document.

Major accomplishments of the department since the preparation of the FY 2006 budget include:

- The department launched "Wireless Alexandria," the first free, outdoor wireless Internet zone in the DC metropolitan area.

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

- The City's web site began offering web casts of City Council meetings through streaming video. Now anyone with Internet access can watch the meetings live.
- The E-Government team expanded online tax, ticket, fee and event payments and options, and online registration of personal property.
- The department issued its fifth annual City-wide ITS Customer Satisfaction Survey in conjunction with George Mason University's Enterprise Institute to measure user satisfaction with department services.
- The City's web site servers were installed at a new secure off-site data center. Also in 2005, the department purchased and began implementing its first content management system for the City's web site.
- The I-Net/Operations team began the conversion and upgrade of the City's I-Net hardware from Asynchronous Transfer Mode (ATM) to a newer platform, Gigabit Ethernet.

The ITS Department is composed of three divisions: Administration, Applications and Operations.

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

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	942,289	1,017,810	1,376,138 *	
<u>FULL-TIME STAFFING</u>	9	6 **	6	
* \$220,704 of this proposed increase is for increased full-year rental costs due to the FY 2006 mid-year move to Tavern Square.				
** Reflects the internal transfer of three positions from Administration to the Applications Division in FY 2006.				

Applications Division - is responsible for troubleshooting and support of production systems, regular maintenance and upgrades to computer applications; and for the design, development, testing, and implementation of new software systems. This Division also includes the E-Government Team, which provides a variety of services to City Council and City departments, including desktop publishing, production of presentation materials, mailing list management and HTML coding of information for the City's web site and Intranet.

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

<u>DIVISION:</u> Applications	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	3,204,167	3,147,900	3,145,368	
<u>FULL-TIME STAFFING</u>	21	26 *	26	
* Reflects the internal transfer of three positions from the Administration Division and the approved supplemental addition of an E-Government System Administrator position and an E-Government Developer position in lieu of continuing to contract out, for a net increase of five positions.				

INDICATORS AND MEASURES

OBJECTIVE: (E-Government Team) To provide information to internal and external customers, regarding services available from the City government by developing a variety of web sites and applications. /1

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of pages of information about City services available on the City's web site	17,311	19,226	20,200	20,750	*
Number of times the City's web site is visited by the public**	1.4 mil	1.7 mil	1.9 mil	2.1 mil	2.3 mil

/1 Data have been changed from previously published documents.

* During FY 2006 the City will implement a content management system, which will result in the consolidation of information in the City's web site. Until the system is implemented, the full extent of the consolidation is unknown.

** A site visit is defined as each unique visit to the web site by an individual. Numbers given in millions.

Operations Division - 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 80 local area network (LAN) file servers located in the Network Center and twenty 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 remote access accounts. 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 more than 2,400 City staff computer users and the Training Center is responsible for conducting or coordinating training on the use of computers and software applications for City employees.

<u>DIVISION:</u> Operations	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	2,590,908	3,160,413	3,182,824	
<u>FULL-TIME STAFFING</u>	27	27	28*	
* FY 2007 Proposed funding includes the recommended addition of a Telecommunications Support position.				

INFORMATION TECHNOLOGY SERVICES

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: (Network and Security Services) To upgrade the City's workstation networked environment. /1

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of outdated workstations replaced	571	275	525	268 *	450
Number of workstations connected to a network**	1,885	1,975	2,100	2,300	2,400

/1 Data have been changed from previously published documents.

* In FY 2005 the department changed from a four-year to a five-year replacement cycle.

** The number of workstations connected include State-funded workstations (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 provide remote access to the City's network and services for City staff. /1

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total number of remote secure application access accounts (Citrix) *	n/a	25	150	300	400
Total number of web email access accounts (Domino Web Access) *	n/a	109	400	450	800

/1 Data have been changed from previously published documents.

* This technology was piloted during FY 2004, and implemented in FY 2005, which accounts for the increase.

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of City buildings or sites directly connected to the I-Net (Institutional Network)	63	74	76	79	81

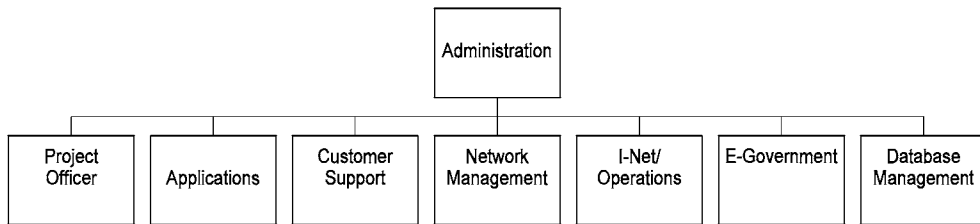
OBJECTIVE: (Customer Services) To provide first level computer problem (trouble calls) support to City staff computer users. /1

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total number of service calls received *	10,153	10,178	8,263	9,000	9,500
Total number of work requests generated *	n/a	n/a	11,309	12,000	12,500
Total number of work requests resolved without further referral	6,196	5,562	3,868	4,000	4,500
Total number of incident calls opened and closed on the same day	3,420	2,701	1,856	2,000	2,500

/1 Data have been changed from previously published documents.

* Migration from McAfee Help Desk software to the SBD Help Desk software has resulted in differences in the way data is characterized and captured between FY 2004 and FY 2005. For example, a single service call may generate several work requests, a distinction not captured by the previous application.

INFORMATION TECHNOLOGY SERVICES



INTERNAL AUDIT

421 King Street, Suite 302 • Alexandria, VA 22314 • 703.838.4743
 Deborah Welch, Internal Auditor II • deborah.welch@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide an independent appraisal function to examine and evaluate City programs and activities as a service to City departments and agencies.

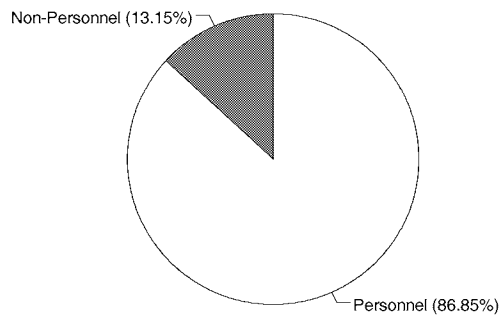
OBJECTIVES:

- To perform financial and compliance audits; efficiency and effectiveness audits; and program results audits of City departments, functions and activities.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	152,733	173,160	181,750	
NON-PERSONNEL	23,793	27,360	27,530	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>177,184</u>	<u>200,520</u>	<u>209,280</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>177,184</u>	<u>200,520</u>	<u>209,280</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 4.4%				
FULL-TIME POSITIONS	2.0	2.0	2.0	
TOTAL AUTHORIZED POSITIONS	2.0	2.0	2.0	

FY 2007 Proposed Expenditures by Type



INTERNAL AUDIT

City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 4.4 percent.
- Personnel - FY 2007 proposed personnel increased by \$8,590, or 5.0 percent. This increase is attributable to the cost of employee merit adjustments and health benefit choices.
- Non-Personnel - FY 2007 increase in non-personnel is \$170, or 0.6 percent. This increase is due to adjustments to maintain current services and policies.

Efficiency Reductions

- The budget was reduced by \$200 in printing and binding due to the issuance of reports by e-mail. This has resulted in a decreased need for formal binding of internally prepared reports.

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 Deputy City Manager. 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.

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 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of assignments completed	12	17	14	14
Number of audits contracted out	3	3	2	2

MANAGEMENT AND BUDGET

301 King Street, Room 3630 • Alexandria, VA 22314 • 703.838.4780
 Bruce Johnson, Director • bruce.johnson@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVES:

- To prepare and administer the Operating Budget and Capital Improvement Program in a manner that assists in achieving the City’s strategic plan as well as maintains the present AAA/Aaa bond ratings.
- To administer the budget so that total expenditures do not exceed total appropriations in the current year.
- 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).
- To prepare the budget document to meet or exceed established Government Finance Officers Association (GFOA) budgeting standards and receive GFOA’s Distinguished Budget Presentation Award.
- To conduct research and analysis in such areas as improving operational efficiencies and cost effectiveness, performance measures, operational structure and processes, and the organization and use of State and federal resources.

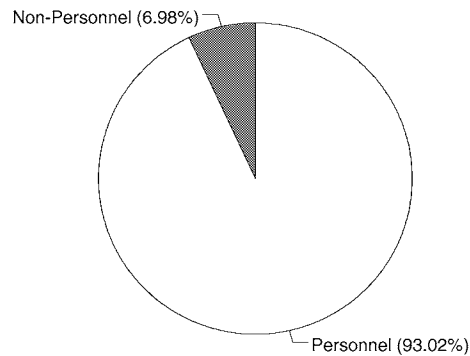
TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	831,644	878,303	977,520	
NON-PERSONNEL	55,828	137,026	73,361	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>887,472</u>	<u>1,015,329</u>	<u>1,050,881</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>887,472</u>	<u>1,015,329</u>	<u>1,050,881</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 3.5%				
FULL-TIME POSITIONS	10.0	10.0	11.0 /1	
AUTHORIZED OVERHIRES (FULL-TIME)	0.0	1.0 /1	0.0 /1	
TOTAL AUTHORIZED POSITIONS	10.0	11.0	11.0	

/1 The FY 2006 FTE count reflects the transfer of one overhire position from the City Manager’s Office to OMB. In FY 2007, the overhire is converted to a full-time position.

MANAGEMENT AND BUDGET

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 total proposed General Fund budget increases by 3.5 percent.
- Personnel - FY 2007 proposed personnel increased by \$99,217, or 11.3 percent. This increase is attributable to the 1.0 FTE and funding transferred from the City Manager's Office, and to the cost of employee merit adjustments. The personnel costs associated with this position were absorbed in FY 2006, but transferred in FY 2007 (\$75,384). A vacancy factor of 2.0 percent, or \$19,939, has been applied.
- Non-Personnel - FY 2007 decrease in non-personnel is \$63,665, or 46.5 percent. The FY 2006 approved increase to Fees for Professional Services for a consultant to improve the use of performance measures and indicators and help manage consultant performance audit and benchmark studies for other departments is not included in the FY 2007 budget. The cost of this activity will be absorbed by the Non-Departmental budget.

MANAGEMENT AND BUDGET

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: To prepare and administer the Operating Budget and Capital Improvement Program in a manner that assists in achieving the City's strategic plan as well as maintains the present double AAA/Aaa bond ratings.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of capital project tasks initiated	70	85	71	80	80
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 Aaa/AAA bond ratings since 1992.

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Comprehensive Annual Financial Report indicates fiscal year appropriations in excess of expenditures	Yes	Yes	Yes	Yes	Yes

OBJECTIVE: To prepare the budget document to meet or exceed established Government Finance Officers Association (GFOA) budgeting standards, and to provide additional explanatory information to City Council.

	Actual FY 2003	Actual FY 2004	Actual *	Actual *	Projected FY 2007
GFOA rating - Information not present or does not satisfy	3	7	5	14	10
GFOA rating - Proficient in satisfying criteria	79	82	84	76	80
GFOA rating - Outstanding in satisfying criteria	<u>8</u>	<u>1</u>	<u>4</u>	<u>3</u>	<u>3</u>
TOTAL	90	90	93	93	93
Budget document receipt of the GFOA					
Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
Budget Memoranda prepared for City Council	52	48	118	122	100

* Number of categories/questions increased from 29 to 30.

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, City memberships (such as the National League of Cities), City-wide communication and publication costs (such as FYI Alexandria, the annual budget, and Comprehensive Annual Financial Report), and other operating costs and fringe benefits including compensation contingencies for the general salary cost of living adjustment (COLA), projected increases in health insurance premium rates, and projected increases in City-paid health retirement contributions.

DEBT SERVICE

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
GENERAL OBLIGATION DEBT SERVICE	22,682,247	27,714,883	29,459,659	
NORTHERN VIRGINIA TRANSPORTATION DISTRICT BOND DEBT SERVICE	<u>256,070</u>	<u>256,070</u>	<u>256,070</u>	
TOTAL EXPENDITURES	<u>22,938,317</u>	<u>27,970,953</u>	<u>29,715,729</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>22,938,317</u>	<u>27,970,953</u>	<u>29,715,729</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 6.2%

Debt Service: In recognition of the City's excellent financial condition, the City's AAA/Aaa credit ratings were most recently reaffirmed on the City's \$54.8 million general obligation bond issue of November, 2004. The City is one of 33 counties and 44 cities across the nation with both an AAA and Aaa rating from Moody's and Standard and Poor's. These bonds were sold at an aggregate true interest cost of 3.927 percent.

The proposed FY 2007 General Fund budget includes \$29.5 million for payment of the City's General Obligation debt. This includes the scheduled repayment of debt existing prior to June 30, 2005, plus \$3.5 million in interest and principal payments for the \$37.5 million in bonds planned to be issued in FY 2006, and \$0.8 million for an interest payment of \$34.3 million in bonds planned to be issued in FY 2007. The detailed bond repayment schedule is included in the proposed FY 2007 - FY 2012 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 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	28,918,116	18,859,735	12,119,105	
TOTAL EXPENDITURES	<u>28,918,116</u>	<u>18,859,735</u>	<u>12,119,105</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>28,918,116</u>	<u>18,859,735</u>	<u>12,119,105</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (35.7%)				

Capital Projects (Cash Capital): The FY 2007 capital budget will be financed through a combination of General Obligation Bond proceeds, a General Fund appropriation (cash capital), the appropriation of fund balance monies from prior years designated for capital projects, open space trust fund account transfers, sewer fee collections, bond interest earnings and reallocated prior year balances. The FY 2007 General Fund cash capital budget, in the amount of \$12.1 million, including open space funding, will finance approximately 17.9 percent of the proposed FY 2007 Capital Budget of \$67.6 million. Open space acquisition from 1 cent of the real estate tax designation will total \$2.4 million in FY 2007 (after deduction for the cost of debt service on prior year borrowings for open space). This \$2.4 million amount is included in the \$12.1 million FY 2007 Cash Capital budget.

Other cash funding provides an additional 31.4 percent of the FY 2007 proposed Capital budget. These sources are: designated fund balance derived from prior year surpluses (\$7.4 million), bond interest earnings (\$8.4 million, including \$6.4 million in prior year surplus bond interest earnings), sewer hook up fees and sewer use fees (\$5.4 million transferred from the new self-supporting Sanitary Sewer Enterprise Fund). The remainder of the FY 2007 element of the FY 2007 to FY 2012 Capital Improvement Program will be funded by general obligation bond proceeds (\$34.3 million or 50.7 percent).

Significant additional increases in either pay-as-you-go funding or borrowing for capital projects may be required in future years to help meet planned capital funding needs as well as to keep an appropriate balance between bond and cash capital funding. Otherwise planned expenditures for FY 2008 will need to be reduced or postponed. The proposed CIP contains \$24 million in funding "to be determined" in FY 2008. An increase in pay-as-go financing of this magnitude would not be feasible nor sustainable. However, borrowing significantly more than currently proposed in the CIP for FY 2008 may be constrained by the City's debt policy guidelines. As a result both the level of funding for FY 2008 as well as the debt policy guidelines will need to be analyzed and reviewed prior to the FY 2008 CIP preparation. 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 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	25,000	376,500	376,500	
TOTAL EXPENDITURES	<u>0</u>	<u>376,500</u>	<u>376,500</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>25,000</u>	<u>376,500</u>	<u>376,500</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 0.0%

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 2007 contingent reserves account includes a total of \$376,500, to address general contingencies, which is less than 0.1 percent of the proposed FY 2007 General Fund budget.

- \$80,000 of this amount is designated in the contingent reserves for the Urban Forestry Plan, to fund a full-time Horticultural Assistant position with benefits (\$60,000) and additional seasonal employees (\$20,000) to maintain tree inventory, develop tree and landscape management plans as well as coordinate tree maintenance initiatives pending Council review and approval of an Urban Forestry plan; also
- an amount of \$74,584 is designated in contingent reserves to fund a full-time Before/After School Project Curriculum Specialist, pending Council review and approval of possible changes to the Before/After School program for elementary school students.

The FY 2006 approved budget initial contingent reserve level of \$376,500 has been reduced to \$313,000 through the following City Council actions subsequent to the FY 2006 budget adoption:

- \$63,500 to provide a one-time emergency funding for Community Lodgings, Incorporated due to an operating budget shortfall.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

INSURANCE, CITY MEMBERSHIPS, CITY-WIDE COMMUNICATIONS/PUBLICATIONS, OTHER OPERATING EXPENSES AND FRINGE BENEFITS INCLUDING COMPENSATION CONTINGENCIES

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 * PROPOSED	FY 2007 APPROVED
TOTAL EXPENDITURES	<u>10,705,878</u>	<u>16,131,224</u>	<u>28,973,791</u>	
SPECIAL REVENUE 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>10,705,878</u>	<u>16,131,224</u>	<u>28,973,791</u>	
LESS ALLOWANCE FOR COMPENSATION CONTINGENCIES	<u>6,727,660</u>	<u>6,184,110</u>	<u>17,471,000</u>	
TOTAL	<u>3,978,218</u>	<u>9,947,114</u>	<u>11,502,791</u>	

PERCENT CHANGE (LESS ALLOWANCE FOR COMPENSATION CONTINGENCIES) FY 2006 TO FY 2007 PROPOSED 18.4%

* The FY 2007 proposed budget includes \$5,700,000 for the proposed 3.0 percent general salary adjustment (COLA) for City employees and the \$8.167 million increase in the City's share of health (\$2,699,197), life (\$180,000) and the Virginia Retirement System plan (\$5,288,568) costs for current City employees. The FY 2007 budget also includes \$3.326 million for implementation of the public safety employees pay benchmark study results. Based on Council's action in approving the budget, these monies will be transferred to individual agency budgets in the FY 2007 Approved budget.

Insurance

The total FY 2007 proposed insurance budget is \$4,799,600. 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, the current cost of health insurance for City retirees, pension plans administrative fees, and insurance policies held by the City. Costs in this category are increasing \$711,087, or 16.4 percent, for such items as retired employees group health insurance (\$404,598) and general liability insurance (\$18,602). The retiree health insurance increase has two elements: increased enrollment expected in FY 2007 as well as higher costs in FY 2006 than budgeted.

City Memberships

The City membership account includes a total of \$347,718 for City-wide 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 Northern Virginia Regional Commission, the Northern Virginia Transportation Commission, the ICMA Performance Measures Consortium, as well as funding for the Sister Cities and USS Alexandria committees. The cost of City memberships are increasing by \$58,514, or 20.2 percent. This increase is mostly attributable to \$50,000 in supplemental funding for a proposed Sister Cities youth conference to be held in Alexandria in April 2007. Private fundraising of \$40,000 is also contemplated. This weekend event will bring high school youth from cities in Europe to Alexandria to provide a structured learning experience and social activities for these high school students.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

City-wide Communications/Publications

The City communications/publications account includes a total of \$251,950 (an increase of 33.2 percent) for the production costs (i.e. printing, overtime) and distribution costs of four City-wide publications: the Annual Report; the Proposed and Approved Budget documents; the Comprehensive Annual Financial Report (CAFR); and the FYI Alexandria community newsletter. This account also includes funding for the City Academy (\$5,000). The increase is mostly attributable to \$50,000 budgeted for a City resident survey to be conducted in FY 2007. It was last conducted in FY 2005.

Other Operating Expenses and Fringe Benefits

This account includes compensation contingents that will be allocated to City departments after City Council budget decisions. These include:

- Cost-of-living adjustments (COLA) contingent of \$5.7 million to finance a 3.0 percent COLA for City employees. The proposed transfer in the FY 2007 City's budget to the School Operating Fund includes sufficient funding (\$3.9 million) for a 3.0 percent COLA for School employees.
- Health Insurance contingent for City employees and retirees is budgeted at \$3.0 million which reflects an expectation that the City's cost of providing health insurance to its employees and retirees is estimated to increase by that amount. Based on preliminary data, City health insurance premiums for the employee plans are expected to increase over 17 percent on average in FY 2007. The retiree health insurance maximum reimbursement rate is proposed to increase at an amount to be determined from the current maximum of \$3,120 per year.
- Public Safety Employees Pay Benchmark Impact - The FY 2007 budget includes \$3.3 million for salary and related benefit adjustments in order to implement the results of the public safety employees benchmark study that began in FY 2006. City Council previously appropriated \$3.0 million in FY 2006 for this purpose, so the net increase in FY 2007 over the FY 2006 adjusted budget is \$0.3 million.
- General Employee Retirement Plans - Based on actuarial studies and the Virginia Retirement System (VRS) proposed rates, the proposed FY 2007 budget reflects increased funding of \$5.3 million for the City's contribution to the VRS plan.
- Based on actuarial analysis, the employer share of funding for the City Supplemental Retirement has increased by 0.07 percent to 5.32 percent, from 5.25 percent in FY 2006. This results in a \$0.3 million increase in costs which have been budgeted in individual departmental budgets for FY 2007.

NON-DEPARTMENTAL

BUDGET DESCRIPTION

Other Operating Expenses and Fringe Benefits

- The City's annual payment for the old public safety pension plan, which was closed to new members in 1979 (\$1,500,000 up from \$1,058,000). Based on an actuarial analysis, this increase is necessary to get the plan fully funded.

The proposed budget for an Affordable Home Ownership Preservation Tax Grants program includes an allowance of \$725,000 (\$650,000 for grants and \$75,000 for administrative costs. The budget for administrative costs is decreased by \$25,000 to reflect actual expenditure trends).

The remaining amount is for a variety of recurring operating costs, including:

- Consultant studies to carry out City Council's land use planning priorities (\$570,000).
- Investment and financial consultant and new banking fee costs (\$499,500, up from \$333,000).
- The fixed-end maintenance costs associated with the radio system that serves all City public safety and general government agencies (\$497,549, up from \$274,452). This reflects the installation of new 800 MHZ broadcasting system in mid-FY 2006.
- ADA Compliance-related accommodations (\$75,000).
- Consultant studies for Transportation to assist in area planning and in comprehensive transportation policy and planning efforts (\$20,000).
- Environmental studies related to the Mirant power plant (\$50,000).
- Legal costs related to the Mirant power plant (\$600,000).
- Temporary staff due to work associated with the Woodrow Wilson bridge reviews and impacts (\$50,000).
- Cable broadcasting costs (\$30,500) of the Board of Architectural Review Meetings.
- The City's share of the 3rd annual Festival of the Arts (\$25,000).
- 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, is budgeted to fund the mandated deposit to the joint Alexandria and Arlington Waste-to-Energy Trust Fund, which is used to help cover certain Waste-to-Energy plant operating and capital costs (\$650,000).

NON-DEPARTMENTAL

BUDGET DESCRIPTION

Other Operating Expenses and Fringe Benefits

- Gang Prevention Unit initiatives funding (\$15,000, up from \$5,000).
- First Night Alexandria (\$25,000).
- Increased costs for utilities totaling \$298,000, including electricity (\$110,000) and natural gas (\$188,000). This cost estimate will be reviewed and updated again prior to Council's adoption of the budget and distributed to the departments.
- New funding budgeted for a review and possible update of the City's Strategic Plan (\$40,000).
- Telecommunication cost savings (\$80,000) reflecting a switch of City Centrex services to a State contract.
- A reduction in costs for summer interns (\$42,900), from \$73,000 in FY 2006 to \$30,100 in FY 2007.

To help the City's elderly, disabled and low income residents continue to live in Alexandria, the proposed FY 2007 rebate budget includes a total of \$275,000 (increased by \$85,000, or 44.7 percent) for senior citizen rent relief¹. This amount has been transferred to the FY 2007 proposed budget for the Department of Human Services.

1

Senior Citizen and Disabled Real Estate Tax Relief, formerly a budgeted expenditure item, starting in FY 2002 has been budgeted as a credit (or deduction) to real estate tax revenues. The amount budgeted as a deduction from revenues for FY 2007 is \$3,200,000 which reflects the reduction in the real estate tax rate of 6.8 cents per \$100 assessed valuation; and City Council actions in CY 2001 and CY 2002 in increasing income eligibility and benefit levels for tax relief, as well as changing benefit levels to exempting 100%/50%/25% of real estate tax bills. As a result, as tax assessments rise and tax rates change, so does the amount of relief which needs to be budgeted.

OFFICE ON WOMEN

421 King Street, Suite 400 • Alexandria, VA 22314 • 703.838.5030

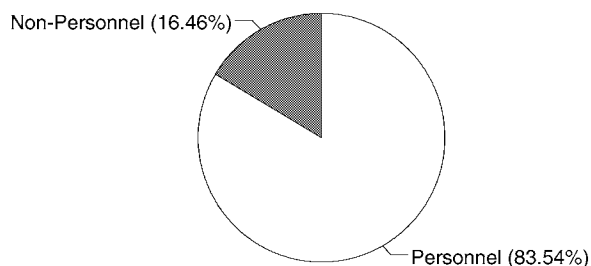
Lisa Baker, Director • lisa.baker@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide comprehensive services to survivors of domestic violence and sexual assault and their families, including advocacy, resources, support groups and individual crisis counseling for survivors and their families; to provide community education, prevention and awareness activities on issues relevant to women and girls; and to provide mentoring to adolescents so that they may avoid engaging in risky behaviors.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,289,238	1,379,481	1,389,048	
NON-PERSONNEL	278,534	281,093	273,718	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,567,772</u>	<u>1,660,574</u>	<u>1,662,766</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	<u>426,625</u>	<u>391,813</u> *	<u>372,383</u> **	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>426,625</u>	<u>391,813</u> *	<u>372,383</u> **	
GENERAL FUND	<u>1,141,147</u>	<u>1,268,761</u>	<u>1,290,383</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 1.7%				
FULL-TIME POSITIONS	19	18 ***	18	
PART-TIME POSITIONS (FTE)	0.5	1.5 ***	1.5	
TOTAL AUTHORIZED POSITIONS	19.5	19.5	19.5	

- * FY 2006 Special Revenue includes \$321,431 in federal aid, 45,907 in State aid, and \$24,475 in gifts and donations.
- ** FY 2007 Special Revenue includes \$280,802 in federal aid, \$64,576 in State aid, and \$27,005 in gifts and donations.
- *** FY 2006 Approved FTE count has been revised to reflect actual FTE count of full-time vs. part-time.

FY 2007 Proposed Expenditures by Type



OFFICE ON WOMEN

City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 1.7 percent.
- Personnel - FY 2007 proposed personnel increased by \$9,567, or 0.7 percent. This increase is attributable to the cost of supplemental budget requests described below. A vacancy factor of 2.0 percent, or \$22,055, has been applied.
- Non-Personnel - FY 2007 decrease in non-personnel is \$7,375, or 2.6 percent. This decrease is attributable to the decreased need for funding for the needs assessment research due to its expected completion in FY 2006.

Adjustments to Maintain Current Services and Policies

- \$1,600 in increased funds to provide for the cost of shift differential for evening and overnight Shelter Supervisors for the Domestic Violence Program.

Supplemental Budget Requests

Recommended

- Virginia Department of Health Grant Replacement \$18,000
This request will partially replace funds lost due to the non-renewal of a grant from the Virginia Department of Health and fund the Community Outreach Specialist for the Sexual Assault Response and Awareness (SARA) program. This position provides outreach and education services to the City's youth to prevent sexual assault.

DETAIL BY DIVISION

The Office on Women, with support from the Commission for Women, serves as an advocate for the 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 2005 included the *Walk to Fight Breast Cancer*, *Take Our Daughters to Work Day*, the first annual *Teen Summit*, 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; the Alexandria Campaign on Adolescent Pregnancy (ACAP), which serves to guide a City-wide effort to prevent adolescent pregnancy and promote positive youth development; and employment support services. Community awareness and prevention education are major components of all programs of the Office on Women.

OFFICE ON WOMEN

DETAIL BY DIVISION

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 individual residents and to various community groups.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Administration				
Total Expenditures	313,657	332,223	332,661	
FULL-TIME STAFFING	4	4	4	

The Domestic Violence Program provides 24-hour crisis intervention and counseling services for victims of domestic violence; assists victims with criminal and/or 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 FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Domestic Violence Program				
Total Expenditures	851,624	902,035	903,226	
FULL-TIME STAFFING	10	9 *	9	
* FY 2006 Approved FTE count has been revised to reflect actual FTE count of full-time vs. part-time.				

The Sexual Assault Response and Awareness (SARA) Program uses trained volunteers, including bilingual volunteers, along with staff, to provide 24-hour crisis intervention services for survivors of sexual assault and their families and to accompany victims to police

OFFICE ON WOMEN

DETAIL BY DIVISION

interviews, the hospital and to all court proceedings. The program also provides follow-up counseling to women, men and children; group counseling for victims of sexual assault and adult survivors of incest; and a support group for partners of survivors of sexual assault. Grant funding provides monies for outreach and education services directed toward the City's Spanish-speaking residents and to adolescents to prevent sexual assault.

<u>DIVISION: SARA</u>	<u>ACTUAL FY 2005</u>	<u>APPROVED FY 2006</u>	<u>PROPOSED FY 2007</u>	<u>APPROVED FY 2007</u>
Total Expenditures	402,491	426,316	426,879	
<u>FULL-TIME STAFFING</u>	5	5	5	

The Alexandria Campaign on Adolescent Pregnancy (ACAP) is a coalition of interested residents, City agencies, and community groups dedicated to reducing pregnancies among adolescents in Alexandria. ACAP is founded on the belief that parents, families, adolescents, community groups, City and community agencies, and individual residents play a role in preventing adolescent pregnancy. Through collaborative efforts, ACAP focuses on positive, holistic solutions that help adolescents follow their dreams. Adolescent pregnancy is a problem that can be reversed through personal empowerment, self-respect, and sustained collective efforts of the Alexandria community.

This program is operated by the Office on Women and funded through the Non-departmental budget.

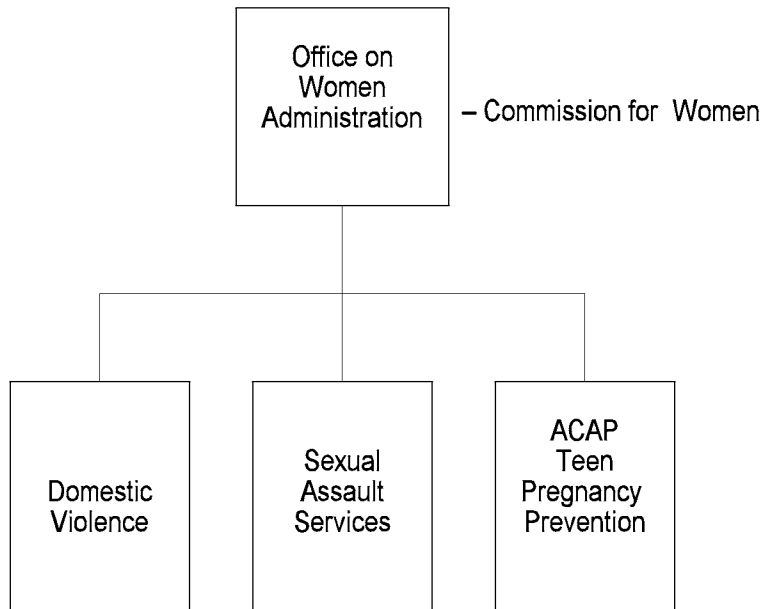
INDICATORS AND MEASURES

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of women and children housed in the Battered Women's Shelter	113	128	129	135	140
Number of data advocacy (with client and in court) hours	5,298	4,798	5,040	5,100	5,150
Number of domestic violence group sessions	150	150	180	180	180
Number of domestic violence group attendance*	446	417	1,066	1,075	1,090
Number of police referrals to Domestic Violence Program	811	832	856	850	850
Number of assault survivors served by the Sexual Assault Response & Awareness Program	710	710	715	720	725
Hotline calls received (domestic and sexual assault)	4,326	4,390	3,271	3,300	3,350
Number of therapy and support group sessions provided by the SARA Program	609	610	600	600	600
Number of community presentations	302	310	308	310	315
Number of Project STEPOUT/MANHOOD participants	83	85	95	95	100
Number of brochures and giveaways on adolescent pregnancy prevention distributed	15,000	20,000	12,000	12,000	12,000

* Number increased due to the addition of a second Hispanic support group and an increase in participants in the "Violence Free Living" program in jail for inmates.

OFFICE ON WOMEN



PERSONNEL SERVICES

301 King Street, Room 2510 • Alexandria, VA 22314 • 703.838.4425
Henry Howard, Director • henry.howard@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide and maintain a highly motivated work force equipped with the skills required to deliver high quality and cost-effective services to the residents of the City of Alexandria.

OBJECTIVES:

- To recruit, evaluate and refer qualified persons to fill City positions.
- To provide training and organizational development programs for City employees.
- 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.
- To provide classification and compensation services to City agencies in a timely and effective manner.

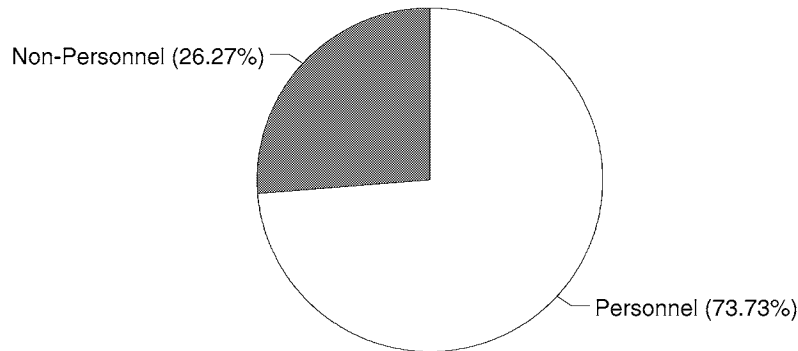
TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,824,929	2,086,444	2,186,080	
NON-PERSONNEL	650,981	773,719	779,032	
CAPITAL GOODS OUTLAY	<u>28,831</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>2,504,541</u>	<u>2,860,163</u>	<u>2,965,112</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>2,000</u>	<u>6,000</u>	<u>6,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>2,000</u>	<u>6,000</u>	<u>6,000</u>	
GENERAL FUND	<u>2,502,541</u>	<u>2,854,163</u>	<u>2,959,112</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 3.7%				
FULL-TIME POSITIONS	22.0	23.0*	23.0	
PART-TIME POSITIONS (FTE)	1.33	0.58	0.58	
AUTHORIZED OVERHIRES (FULL-TIME)	1.0	1.0	1.0	
TOTAL AUTHORIZED POSITIONS	24.33	24.58	24.58	

* Reflects the conversion of one part-time (0.75 FTE) Personnel Clerk I position to a full-time position, to provide additional administrative support in the Benefits and Records Division.

PERSONNEL SERVICES

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund budget increased by 3.7 percent.
- Personnel - FY 2007 proposed personnel increased by \$99,636, or 4.8 percent. This increase is attributable to the cost of department-wide, grade, step and merit adjustments for employees in FY 2007. A vacancy factor of 3.71 percent, or \$83,201, has been applied.
- Non-Personnel - FY 2007 increase in non-personnel is \$5,313, or less than one percent.

Supplemental Budget Requests

Not Recommended

The City Manager has deferred action on the following three supplemental requests until the City's Continuous Improvement Team has completed its review of City-wide personnel related issues.

- To convert two full-time temporary Personnel Assistant positions, one in the Employment Division, and one in the Employee Relations and Training Division, to permanent status. The cost of these positions (\$116,412) will be partially offset by a reduction in costs for temporary services. The temporary services budget will be eliminated.
- To convert a part-time (0.58 FTE) Personnel Technician position in the Classification Division to full-time status - \$19,368
- To fund an employee referral program to help make the City employee recruiting process more efficient - \$15,000

PERSONNEL SERVICES

Expenditure Reductions

Efficiencies - Expenditure savings of \$22,000 are included in the above mentioned vacancy savings of \$83,201. The Personnel Department has increased its total vacancy factor from 2.73 percent, or \$61,201, to 3.71 percent, or \$83,201, to reflect expected vacancy savings in FY 2007.

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. 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. The program was designed to assist employees with the costs of participating in job related courses and college level course work. This benefit enables employees to advance in their career goals with the City and also improve their work skills.

In FY 2005, a total of 275 employees applied for and were eligible for Tuition Assistance funding as compared to 223 employees in FY 2004 and 279 in FY 2003. This reflects the stability of the employee participation rate in the Tuition Assistance Program.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	728,716	831,105 *	861,666	
<u>FULL-TIME STAFFING</u>	6	6	6	
* Funding includes a total budget amount of \$172,000 for the Tuition Reimbursement Program, \$50,000 of which was transferred from the Non-Departmental budget to the Personnel Department's budget in FY 2006. Funding also includes an adjustment for increased costs associated with employee fitness for duty and medical exams (\$15,000); the approved supplemental requests for recruitment costs (\$25,000) and Employee Service Awards (\$20,000); partially offset by a vacancy factor (\$55,543) and an efficiency-based reduction (\$5,577).				

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.

PERSONNEL SERVICES

DETAIL BY DIVISION

DIVISION: Employment	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
General Fund Expenditures	409,841	467,426	484,613	
<u>FULL-TIME STAFFING*</u>	5	5	5	
* Total position count excludes one overhire Division Chief of Special Services.				

INDICATORS AND MEASURES

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

	Actual FY 2004	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Average number of working days between closing date for promotional and outside applicants and referral of certified applicants to department	11.5	6.0 *	9.0	8.0	8.0

* Newly established guidelines requiring certification of applications within 7 to 10 days of closing date.

The Employee Relations and Training Division provides training and development opportunities for City employees, including internet training for leadership and managerial skills and legal responsibilities in the workplace, to help improve the delivery of services to the citizens of Alexandria, and to enhance their careers. The Division administers the Lori Godwin Public Service Learning Award. This program, created in memory of Lori Godwin, Assistant City Manager, 2002, awards eligible City employees up to \$15,000 for intensive non-degree study programs that focus on enhancing leadership and management skills, or in a particular field pertinent to local government. The Division also administers the George Mason University Master of Public Administration, a two year program where selected employees receive City support through 100% tuition assistance and administrative leave for a half-day to attend classes. The Mann Educational Trust Fund, established by former Mayor Frank Mann, provides approximately \$6,000 a 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. The Division also has co-responsibility with the Office of Human Rights for the City-wide Mediation Program. In addition, the Division maintains the City Employee Handbook (in print and on CityNet) and the City-wide training catalogue and brochure.

PERSONNEL SERVICES

DETAIL BY DIVISION

<u>DIVISION:</u> Employee Relations	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	591,916	675,084 *	699,907	
<u>FULL-TIME STAFFING</u>	3	3	3	
* Funding includes a total budget amount of \$150,640 for City-wide Training, 50,000 of which was transferred from the Non-Departmental budget to the Personnel Department's budget in FY 2006; partially offset by an efficiency-based reduction of \$6,000. Funding also includes the approved FY 2006 supplemental request for the Employee Wellness Program (\$75,000).				

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of employees attending training	2,150	2,041	2,173	2,573**	2,900
Average rating by training participants on class evaluation forms*	4.5	4.6	4.7	4.7	4.7

* Based on a scale of 1 to 5 with 5 being the highest.

** Anticipated increase is attributable to additional training available online for employees in FY 2006 and forward.

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, issues employee ID cards and provides new employee orientation classes and exit interviews for City employees.

<u>DIVISION:</u> Benefits and Systems	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	479,203	546,534 *	566,630	
<u>FULL-TIME STAFFING</u>	5	6 *	6	
* Includes the approved supplemental request to convert a Personnel Clerk I position from part-time to full-time (\$14,624).				

PERSONNEL SERVICES

DETAIL BY DIVISION

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of telephone/walk-in inquiries per week*	307	317	323	350	375
Percent of telephone/walk-in issues resolved within 5 working days	92%	92%	92%	92%	92%

* The increase in the number of telephone and walk-in inquiries for each week beginning in FY 2004 is due to increased retirement inquiries and changes in the Medicare prescription drug benefits program (Medicare Part D) .

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 an approved departmental reorganization, Council action or as a result of federal or State mandates, the Classification and Compensation Division conducts an analysis to determine the proper classification and pay grade for the position.

<u>DIVISION:</u> Classification	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	292,865	334,014	346,296	
<u>FULL-TIME STAFFING</u>	3	3	3	

INDICATORS AND MEASURES

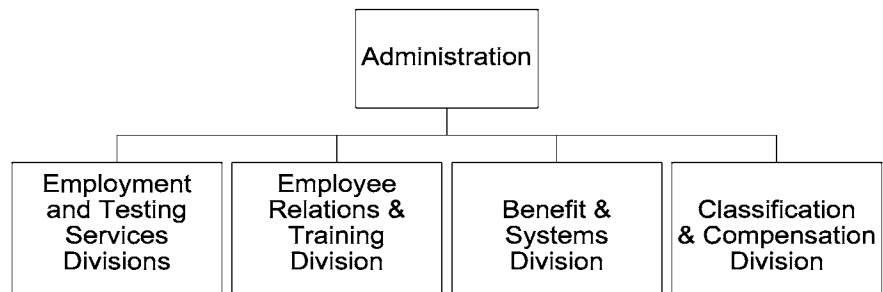
OBJECTIVE: [Classification and Compensation] To provide classification and compensation services to City agencies in a timely and effective manner.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of classification reviews completed	82	331 *	115	150 **	175 **
Percentage of classification reviews analyzed and implemented within six months of receipt	100%	100%	100%	100%	100%

* Increase in FY 2004 is attributable to a completed review of all 172 positions in the Alexandria Library System; also, a completed review of all the positions in both the Clerk of the Circuit Court (23) and the Adult Probation and Parole Office (21) as directed by the City Council.

** Estimated 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



REAL ESTATE ASSESSMENTS

301 King Street, Room 2600 • Alexandria, VA 22314 • 703.838.4575
 Cynthia A. Smith-Page, Real Estate Assessor • cindy.smith-page@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVES:

- To annually assess every parcel of real estate within 100 percent of its estimated fair market value and to notify property owners of the results of the assessments.
- To assist property owners with understanding assessments; to provide avenues for appeal through the Department, the Board of Equalization and the Courts; and to assist the Board of Equalization and the City Attorney's Office with appeals.

TOTAL FINANCIAL RESOURCES

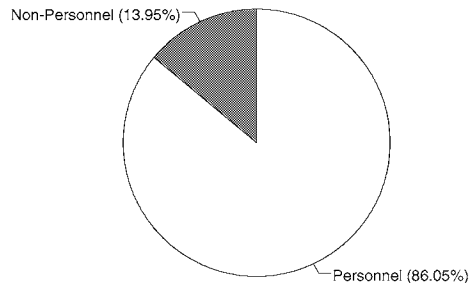
	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	910,304	1,077,942	1,213,327	
NON-PERSONNEL	90,681	180,225	196,733	
CAPITAL GOODS OUTLAY	<u>3,247</u>	<u>13,000</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>1,004,232</u>	<u>1,271,167</u>	<u>1,410,060</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>3,000</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>3,000</u>	<u>0</u>	
GENERAL FUND	<u>1,004,232</u>	<u>1,268,167</u>	<u>1,410,060</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 11.2%				
FULL-TIME POSITIONS	13.0	14.0	15.0	
PART-TIME POSITIONS (FTE)	0.0	0.0	0.0	
TOTAL AUTHORIZED POSITIONS	13.0	14.0 *	15.0 **	

* Reflects the conversion of a part-time Account Clerk III to full-time.

** Reflects the recommended addition of a Real Estate Assessment Data Analyst position.

REAL ESTATE ASSESSMENTS

FY 2007 Proposed Expenditures by Type



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 11.2 percent.
- Personnel - FY 2007 proposed personnel increased by \$135,385, or 12.6 percent. This increase is attributable to the cost of employee merit adjustments and by the addition of one Appraiser Statistician/Model Builder supplemental budget request described below. A vacancy factor of 1.5 percent, or \$16,587, has been applied.
- Non-Personnel - FY 2007 increase in non-personnel is \$16,508, or 9.2 percent. This increase is attributable to the recommended per meeting increase in compensation for the Board of Equalization (see below).

Supplemental Budget Requests

Recommended

- Appraiser Statistician/Model Builder (1 FTE) \$79,841
This position will utilize the new Computer Assisted Mass Appraisal (CAMA) system to report base assessment data and quantify changes in assessments throughout the calendar year to residents, elected officials, and other City departments. It would also perform analyses of the real property data maintained by the new CAMA system by creating valuation models to assist in the appraisal of real property. This will produce more accurate assessments in areas where the market impact on the value of specific property variables can be determined (i.e. condominiums). Using market models, and employment quantitative tools and methods, this position would allow for greater ability to report information accurately by area and type and will provide for the assessed value to be more detailed and fair and equitable with even distribution within and between classes of property.

REAL ESTATE ASSESSMENTS

Supplemental Budget Requests

Recommended (Continued)

- Board of Equalization (BOE) Pay Increase \$12,000
This request will increase the amount earned by board members from \$100 to \$140 per meeting. The current rate of \$100 is among the lowest in the Northern Virginia region. The increase will assist the City in attracting and retaining qualified individuals to serve on the BOE, which plays a critical role in the tax assessment process. Property owners are required to go to the Board of Equalization before they can file litigation with the Circuit Court.

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. The Department notifies property owners of current assessed values and helps property owners 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) 2005, the Department assessed 40,130 parcels and processed 498 administrative reviews.

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 2003	Actual CY 2004	Actual CY 2005	Estimated CY 2006	Projected CY 2007
Number of assessable parcels - residential*	36,116	36,629	36,830	40,800	43,800
Number of assessable parcels - commercial/ industrial*	<u>3,312</u>	<u>3,225</u>	<u>3,300</u>	<u>3,200</u>	<u>3,100</u>
Number of assessable parcels - total	39,428	39,854	40,130	44,000	46,900
Assessment/Sales Ratio**	75.0%	78.0%	82.0%	85.0%	85.0%
Number of assessable parcels per appraiser	5,633	5,693	5,733	5,500	5,863

* The number of parcels reflects condominium conversions, subdividing, consolidating and reclassifying parcels.

** The 2003 through 2005 data are based on locally compiled information. The ratio will tend to decrease when real estate markets are appreciating quickly and increase as market appreciation begins to slow.

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 members are appointed by the Circuit Court and two members are appointed by City Council. In CY 2005, the Board heard 227 appeals. The number of appeals filed with the Board represented 0.6 percent of the 40,130 locally assessed properties in the City for CY 2005.

REAL ESTATE ASSESSMENTS

DEPARTMENT DETAIL

The website for Real Estate Assessments is consistently the highest visited section 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. Features on this site are continuously enhanced to better serve the residents and to maintain an open and visible assessment system. Residents are able to access the assessment information under City Services on the City's web site at alexandriava.gov/realestate.

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 2003	Actual CY 2004	Actual CY 2005	Estimated CY 2006	Projected CY 2007
Number of appeals to Department*	664	714	498	600	700
Number of appeals to the Board of Equalization**	267	480	227	350	500
Percentage of assessment appeals upheld by Department of Real Estate Assessments	55 %	58 %	55 %	55 %	60 %
Percentage of assessment appeals upheld by Board of Equalization	42 %	58 %	45 %	55 %	60 %

* The number of reviews 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.

Operating Agencies

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FIRE

900 Second Street • Alexandria, VA 22314 • 703.838.4007
Gary A. Mesaris, Chief • gary.mesaris@alexandriava.gov

GOALS, FUNCTIONS AND RESPONSIBILITIES: The Alexandria Fire Department is dedicated to enhancing the quality of life for Alexandria residents and visitors to the City through fire 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.

OBJECTIVES:

- To respond to all emergency incidents in a timely fashion and effective manner, protecting property and minimizing loss by controlling hazardous situations;
- To respond in a timely manner to assist the ill and injured using state-of-the-art emergency medical procedures and equipment to stabilize the medical situation and transport the patient to an appropriate hospital or trauma center for definitive care;
- To receive emergency calls for Fire/EMS assistance and to dispatch assistance as soon as possible;
- To enforce the Virginia Uniform Statewide Building Code, Virginia Statewide Fire Prevention Code and/or the Alexandria City Code. The Bureau of Code Enforcement conducts inspections of new construction, renovations, existing structures, rental permits and certificates of occupancy; performs structural and electrical assessments of structures subjected to fires or natural disasters; carries out hazardous materials permit inspections, investigates fires, threats to burn, bombings and environmental crime incidents;
- To inspect in-home and State day-care facilities; conduct inspections for rodent and insect infestation; conduct inspections testing and maintenance oversight of existing and new fire protection systems; respond to the 24 hour hotline for nuisance activities and to complaints from residents within 48 hours and from other City agencies through the "All Eyes" program; and provide technical assistance to property owners and managers on code related questions and issues;
- To educate vulnerable populations on fire and life safety issues and to inform Alexandria residents and businesses on how to prepare for an emergency;
- To prepare the City's departments for emergencies, to ensure the City's plans and procedures are known and practiced, and to manage the federal and State funds for emergency management issues;

FIRE

OBJECTIVES, continued

- To conduct training/recertification classes for the Fire Department related to emergency medical services, fire suppression, fire management and hazardous materials;
- To provide both preventative maintenance and corrective maintenance to the Fire Department fleet of 27 specialized apparatus, 81 light/medium duty vehicles and extrication/rescue equipment, including 27 generators, 8 specialized trailers and 3 water craft.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 AMENDED /1	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	27,546,537	29,413,818	30,845,198	
NON-PERSONNEL	7,362,714	4,524,070	5,052,728	
CAPITAL GOODS OUTLAY	<u>719,361</u>	<u>359,652</u>	<u>369,000</u>	
TOTAL EXPENDITURES	<u>35,628,612</u>	<u>34,297,540</u>	<u>36,266,926</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	3,900,053	1,987,609	2,626,252	
INTERNAL SERVICES	<u>1,193,187</u>	<u>305,500</u>	<u>369,000</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>5,093,240</u>	<u>2,293,109</u>	<u>2,995,252</u>	
GENERAL FUND	<u>30,535,372</u>	<u>32,004,431</u>	<u>33,271,674</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 4.0%

FULL-TIME POSITIONS	293	296 *	298 **
PART-TIME POSITIONS (FTE)	0.5	0.5	0.0 ***
AUTHORIZED OVERHIRES (FULL-TIME)	15	28 /1	28
TOTAL AUTHORIZED POSITIONS	308.5	324.5	326.0

/1 The FY 2006 Budget was amended to reflect the addition of six revenue funded overhire Code Enforcement positions (Architect, Engineering Aide, Plans Examiner and three Code Enforcement Inspector I positions) to provide staff for the Potomac Yard development projects; and the addition of seven revenue funded overhire Code Enforcement positions (Site Plan Reviewer, Construction Field Representative, Electrical Engineer, two Fire Protection Specialist positions and two Construction Inspector II positions) to provide staff for other large and complex development projects that are scheduled to take place over the next five years.

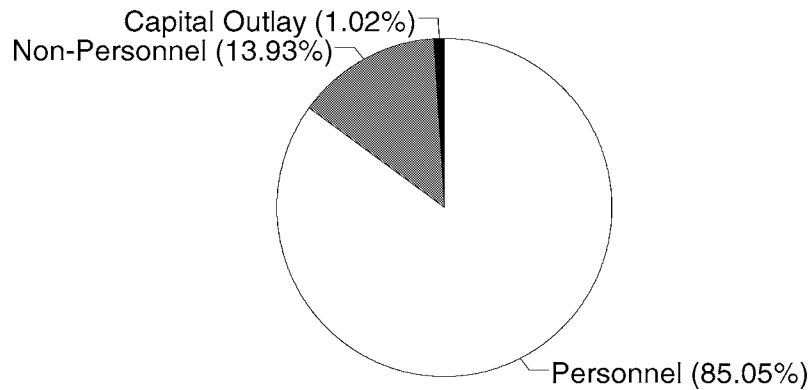
* Reflects the addition of one Deputy Fire Marshal position to staff the Fire Prevention Section in Code Enforcement as part of a reorganization plan aimed at improving customer service by providing adequate daytime staffing levels; the addition of one Records Manager position in Code Enforcement to handle crucial filing requirements and digitizing of filed documents in order to properly manage the Codes and records stored at the Code Enforcement Bureau; and the conversion of one overhire architect position to a full-time permanent Special Projects Coordinator position.

** Reflects the addition of two Emergency Rescue Technician (ERT) positions that will provide for two additional ERT Supervisors to address the current staffing ratio of one supervisor to 13 personnel.

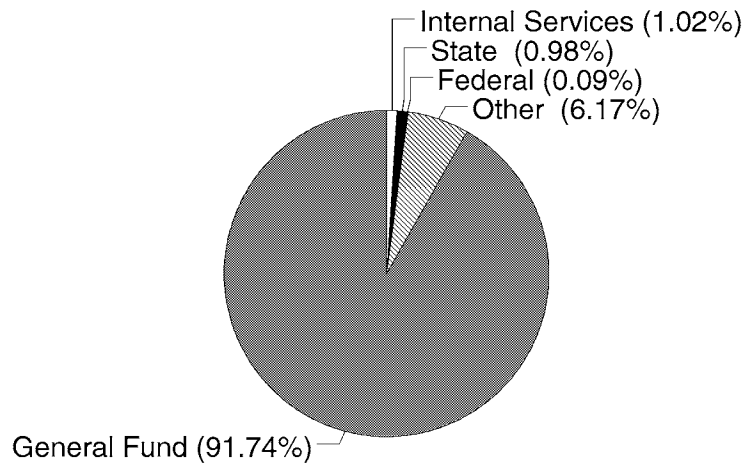
*** Reflects the elimination of one part-time maintenance position that is no longer required due to a contract between the Fire Department and the Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) to provide four mentally challenged workers to clean the Fire Department headquarters (FS 204) and the Fire Training Academy at Lee Center five mornings per week.

FIRE

FY 2007 Proposed Expenditures By Type



FY 2007 Proposed Expenditures By Fund



City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund total budget increased by \$1,267,243, or 4.0%.
- Personnel - FY 2007 proposed personnel increased by \$1,431,380, or 4.9 percent. This increase is attributable to the addition of two Emergency Rescue Technician positions and the cost of employee merit adjustments and adjustments to maintain current services and policies, and due to supplemental budget requests described below.

FIRE

- Non-Personnel - FY 2007 proposed non-personnel increased \$528,658, or 11.7 percent. For details on this increase please see adjustments to maintain current services and policies and/or supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- New Recruit Turn-out Gear and Uniforms (\$84,000): to provide each new recruit with two new sets of turn-out gear and a set of uniforms.
- National Incident Management Systems Training (\$48,828): to provide for the overtime costs required to provide 61 fire officers and Emergency Rescue Technician III's three days of training required as part of the implementation of the Department of Homeland Security's National Incident Management System (NIMS) which will provide a consistent nationwide approach for federal, State, territorial, tribal and local governments to work effectively and efficiently together to prepare for, prevent, respond to and recover from domestic incidents.
- Lease/Purchase of Cardiac Monitoring/Defibrillation Equipment (\$44,641): to provide for the continued lease/purchase of primary cardiac monitoring/defibrillation equipment required by the Emergency Medical Services (EMS) division for paramedic staff to care for the critically ill and injured.
- Additional Fire Marshal Vehicle (\$32,633): to provide for the purchase of one vehicle for one of the two new Deputy Fire Marshal positions approved in the context of the FY 2006 budget process.
- One-time Increase for Fire Marshal Training (\$29,500): to provide for a one-time increase in training funds to cover unanticipated training needs for four new deputy fire marshals.
- EMS Reporting Software/Laptop Maintenance (\$27,235): to provide for annual software maintenance and laptop repair and replacement related to the EMS Records Management System approved in the FY 2005 Information Technology (IT) Plan in the CIP.
- Equipment Replacement Fund (\$15,946): to provide for an increase in the current budget for equipment replacement due to the acquisition of a new mass casualty unit which will need to be depreciated over the useful life of the vehicle.
- Increase in Fuel, Petroleum, Oil and Lube (\$15,180): to provide for increases in fuel costs projected in FY 2007.
- Contractual Fees for Ambulance Billing (\$13,101): to provide for an increase in contractual fees that are projected if ambulance fees are increased.

FIRE

- Mental Health Cleaning Services (\$7,000): to provide for the department's continued contracting with the City's Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA) to provide four mentally challenged workers to clean the Fire Department headquarters (FS 204) and the Fire Training Academy at Lee Center five mornings per week.

Supplemental Budget Requests

Recommended

- Additional EMS Operational Equipment \$128,000

This supplemental request will allow the Department to maintain the required level of medical supplies, training and equipment in the Emergency Medical Services (EMS) division.

- Leasing of Storage Space \$112,000

This supplemental request will provide for leased storage space to house Hazardous Materials (HAZMAT) Team equipment, Mass Casualty vehicles and reserve response vehicles. Proper storage of this equipment, vehicles and reserve equipment is required. These vehicles are currently kept outdoors, unprotected from weather and without proper security unlike that equipment stored inside a firehouse bay. In conjunction with the Department of General Services, the Fire Department has determined the size of the space needed to house all of the equipment and surveyed storage facilities.

- Two Additional Emergency Response Technicians (ERTs) \$109,484

This supplemental request will provide for two additional Emergency Rescue Technicians.

- Candidate Physical Abilities Test (CPAT) Trainers \$20,000

This supplemental request will provide funding to cover the costs associated with training a number of staff to administer the CPATs being initiated in the department as part of the firefighter entrance examination given to firefighter applicants to test the candidate's physical abilities for the position of firefighter. Jurisdictions across the country are recognizing this national certification as a standard to be met for hiring and as a means to provide testing measures that are consistent and equal to measures in other jurisdictions.

FIRE

Expenditure Reductions

- Expenditure Reductions - The Fire Department budget was reduced by a total of \$139,350 in expenditure reductions including:
 - Postpone Vehicle Depreciations Costs (\$100,000): would defer the vehicle depreciation costs associated with the Department's Light Vehicle Fleet for one year and the scheduled replacement of all light vehicles (sedan, SUV;s, etc) for one year.
 - Personnel Savings (\$18,350): would reduce personnel expenditures through the replacement of an Administrative Assistant, who is currently at the end of the salary scale and is scheduled to retire at the end of FY 2006, with a less senior mid-range employee.
 - Conversion of Two Uniformed, Sworn Positions to Civilian Status (\$16,000): would convert two uniformed positions (Lieutenant and Firefighter) to civilian status to serve as a Construction Field Representative and a Supply Clerk respectively.
 - Elimination of Specialty Pay for Two Senior Level Staff (\$5,000): would eliminate specialty pay for two senior level Battalion Chiefs who previously received specialty pay to coordinate the Hazardous Materials and Technical Rescue Teams. These duties have been transferred to the Special Operations Battalion Chief who is not eligible for specialty pay.

Other Issues

In order to help pay for its budget initiatives, for FY 2007, the Fire Department is proposing increasing the current transport rate of \$200 for Alexandria residents and \$250 for non-Alexandria residents to \$300 for Basic Life Support (BLS) transports; \$400 for Advanced Life Support-1 (ALS) transports; and \$550 for ALS-2 transports. These fee rates will make the City's fee rates the same as Arlington and Fairfax Counties. It is projected that with this increase in fee revenues should increase from \$400,000 budgeted in FY 2005 to approximately \$1.1 million, an increase of approximately \$700,000. See the Detail by Division - Emergency Medical Services (EMS) - Ambulance Fees section for more details.

The Administrative Services/Office of the Chief oversees the operations of the City's Fire Department. The Department maintains eight fire stations with one hundred pieces of fire apparatus and eight medic units, including three reserve units, that provide 24-hour services.

FIRE

DETAIL BY DIVISION

	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Administrative Services/Office of the Chief				
General Fund Expenditures	1,793,245	1,902,687	2,125,745	
FULL TIME STAFFING	11	11	11	

The Fire/Emergency Services Division provides 24-hour emergency fire and medical services to citizens, workers 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 (HAZMAT), and Marine Operations Team (MOT) emergency calls. The ability to provide these advanced services was further enhanced in FY 2004 by the acquisition of a new state-of-the-art hazardous materials response vehicle for the City's HAZMAT team; a new vehicle for the City's Technical Rescue Team that will transport the equipment required to rescue and extricate victims; and a new aerial ladder truck for fire suppression designed to be on first response status for incidents at the Pentagon by being sized to fit under the Pentagon's road overpass. These specialized vehicles were funded by federal monies through the Office of Justice Programs' Local Emergency Preparedness (Byrne) grant awarded to the City in July, 2003.

	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Fire/Emergency Services				
General Fund Expenditures	14,913,370	14,706,000	14,740,732	
FULL-TIME STAFFING	142	142	142	

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Fire incidents requiring emergency response*	5,586	6,256	5,666	5,800	5,900
Average number of vehicles responding per incident**	3.5	3.5	3.7	3.7	3.7
Average time spent at scene of incident (minutes)	21.3	21.6	21.3	21.0	21.0
Number of structure fires	245	242	266	260	260
Average response time to arrive at scene (minutes)	4.26	4.24	4.25	4.25	4.25

* Data in FY 2004 reflects an increase in call volume due to Hurricane Isabel in September, 2003.

** Data include fire apparatus and medic units.

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 2003	Actual FY 2004*	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of Fire Apparatus Responding					
To Fire Incidents	14,348	15,696	14,339	14,375	14,425
Number of Fire Apparatus Responding					
To EMS Incidents	<u>7,845</u>	<u>8,073</u>	<u>7,022</u>	<u>7,200</u>	<u>7,250</u>
TOTAL RESPONSES BY FIREFIGHTERS	22,193	23,769	21,361	21,575	21,675

* Data in FY 2004 reflects an increase in call volume due to Hurricane Isabel in September, 2003.

The Emergency Medical Services (EMS) Division responds to over 11,000 medical emergency calls per fiscal year. The EMS Division provides innovative, cost effective and clinically sophisticated emergency medical services. The Division offers instruction in basic first aid and cardiopulmonary resuscitation (CPR) to groups of residents. 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.

DIVISION: Emergency Medical Services (EMS)	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
General Fund Expenditures	5,661,077	5,592,737	6,049,045	
<u>FULL-TIME STAFFING</u>	57	57	59*	
* Reflects the addition of two Emergency Rescue Technicians (ERTs) which will allow for two ERT Supervisors needed to address the current ratio of one supervisor to 13 personnel.				

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Calls requiring EMS response (incidents)*	12,025	12,434	11,885	12,000	12,200
Average number of vehicles responding per incident**	1.8	1.9	1.9	1.9	1.9
Total cardiac arrest patients resuscitated***	6	7	8	8	8
Percentage of calls for Advanced Life Support Service	61 %	62 %	63 %	63 %	63 %

* 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.

*** Data from the EMS quality assurance process shows that a high number of patients are receiving the most advanced procedure performed by Alexandria paramedics, and as a result, the number of patients whose condition deteriorates to cardiac arrest is decreasing. Many, if not all, of the patients who receive this highly advanced care would have suffered cardiac arrest and possibly death if advanced procedures had not been done by the paramedic in the field.

FIRE

DETAIL BY DIVISION

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of Medic Units (EMS) Responding To EMS Incidents	12,353	12,876	12,628	12,630	12,675
Number of Medic Units (EMS) Responding To Fire Incidents	<u>1,168</u>	<u>1,365</u>	<u>1,196</u>	<u>1,210</u>	<u>1,228</u>
TOTAL RESPONSES BY EMS	13,521	14,241	13,824	13,840	13,903

Ambulance Fees

Currently, the City of Alexandria charges the lowest fees for ambulance service, when compared to the area's local jurisdictions. In order to pay for its budget initiatives, for FY 2007, the Fire Department is proposing to increase the current ambulance transport fee rate of \$200 for Alexandria residents and \$250 for non-Alexandria residents to \$300 for Basic Life Support (BLS) transports; \$400 for Advanced Life Support-1 (ALS) transports; and \$550 for ALS-2 transports. It is projected that with this increase in fees, revenues should increase from \$400,000 budgeted in FY 2005 to approximately \$1.1 million in FY 2007, which represents an increase of approximately \$700,000.

On March 9, 2004, the federal government issued an advisory opinion for ambulance billing that allowed waiving co-pays for residents with insurance and offering hardship waivers for residents transported by ambulance. On April 1, 2005 and July 1, 2005, Fairfax County and Arlington County, respectively, approved rate structures (see chart below). If Alexandria adopts a new fee rate structure identical to that of Arlington and Fairfax, residents will pay less since residents will not be required to pay the insurance co-pay and the Fire Department will consider waivers for self-pay residents. In addition, Alexandria will be able to charge and collect these higher fees when services are provided to Fairfax County and Arlington County residents as part of cooperative arrangement.

Ambulance Fees

	City of Alexandria	Fairfax County	Arlington County
Transports Per Year	7,000	41,000	8,000
Current Rates	Resident - \$200 Non-Resident - \$250	BLS - \$300 ALS-1 - \$400 ALS - 2 - \$550 + \$7.50 per mile	BLS - \$300 ALS-1 - \$400 ALS-2 - \$550 + \$7.50 per mile
Proposed Rates	BLS - \$300 ALS-1 - \$400 ALS-2 - \$550 + \$7.50 per mile	no change	no change

FIRE

DETAIL BY DIVISION

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 residents, 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 FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Fire Communications				
General Fund Expenditures	1,546,187	1,561,829	1,730,932	
FULL-TIME STAFFING	13	13	13	

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total incidents dispatched*	17,928	18,690	17,795	18,252	18,500
Average time, in minutes, from receipt of call to dispatch	0.9	0.9	0.9	0.9	0.9

* Data may include calls dispatched that are canceled shortly thereafter. Data in FY 2004 reflects an increase in call volume as a result of Hurricane Isabel in September 2003.

The new Information Technology (IT) Division provides technical support for all operational sections of the Fire Department, including Administration, Fire Suppression, Emergency Medical Services (EMS), Communications, Training, Fire Maintenance and Emergency Management. The IT Division also develops the databases and maintains the Records Management System (RMS) used to record all emergency activity in the department; maintains the 24-hour a day, 7 day a week Computer-Aided Dispatch (CAD) System; installs and maintains tactical mobile computer hardware; supports over 100 personal computers and associated software; provides computer training; provides management reports, State reports, federal reports; and supports complex staffing and payroll software applications used by the Administration Division. IT staff also ensure that state-of-the-art technology is available in all sections of the department and work with their counterparts in the region to enhance the ability of the department to share emergency resources under the existing regional agreements.

FIRE

DETAIL BY DIVISION

	ACTUAL <u>FY 2005</u>	AMENDED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>DIVISION:</u> Information Technology				
General Fund Expenditures	301,689	399,197	489,499	
<u>FULL-TIME STAFFING</u>	3	3	3	

The new Office of Emergency Management (OEM), established in FY 2004, coordinates preparedness, prevention, mitigation, response, and recovery activities to ensure the City is capable of dealing with natural, accidental and man-made emergencies. In addition to working with federal, State and other local organizations, the Office conducts and coordinates training courses and simulations and provides a complete fire prevention and education program for school-age children, senior citizens, businesses and City residents. These programs include the Risk Watch Program, Community Emergency Response Team (CERT), Pee Wee Academy and the Citizens Fire Academy.

	ACTUAL <u>FY 2005</u>	AMENDED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>DIVISION:</u> Office of Emergency Management				
General Fund Expenditures	360,251	533,279	523,708	
<u>FULL-TIME STAFFING</u>	5	5	5	

INDICATORS AND MEASURES

OBJECTIVE: [Emergency Management - Fire Public Education] To educate more vulnerable populations on fire and life safety issues and to inform Alexandria residents and businesses on how to prepare for an emergency.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of Elementary School children reached	3,825	3,850	3,650	3,850	3,850
Percentage of total Elementary School children reached	55.0 %	56.0 %	53.0 %	56.0 %	56.0 %
Number of senior citizens in Senior Safety Classes/1	205	205	700	700	1,000
Percentage of total senior citizens reached	8.5 %	9.6 %	4.5 %	4.5 %	6.5 %
Number of businesses and residents reached with Emergency Preparedness materials*	n/a	n/a	33,000	65,000	73,000
Percentage Population	n/a	n/a	45.2 %	89.0 %	100 %
Number of Public Forums on Emergency Preparedness*	n/a	n/a	1	2	2
Number of citizens trained in CERT per year*	n/a	125	120	120	120

/1 OEM has extended safety classes to include the total senior population in Alexandria rather than just the population in Senior Centers.

* OEM was established in FY 2004. This is a new measure, no data is available prior to FY 2005.

FIRE

DETAIL BY DIVISION

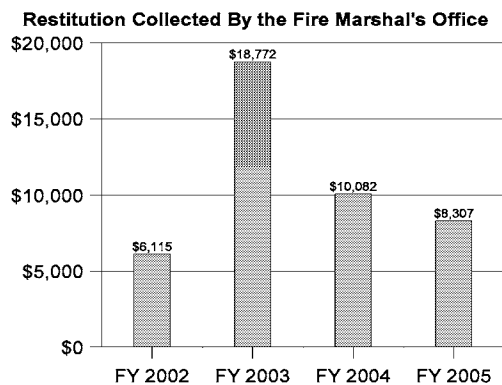
INDICATORS AND MEASURES

OBJECTIVE: [Emergency Management] To prepare the City's departments for emergencies, to ensure the City's plans and procedures are known and practiced, and to manage the federal and State funds for emergency management issues.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Review of City's Emergency Operations Plans	n/a	n/a	1	1	1
Deliver or participate in emergency exercises	n/a	n/a	4	6	6
Review City Department's Emergency Plans	n/a	n/a	4	10	10
Develop, implement and update regional mitigation plans	n/a	n/a	1	1	1

* OEM was established in FY 2004. These are new measures, no data is available prior to FY 2005.

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. The Fire Department deposits these monies into the City's General Fund.

FIRE

DETAIL BY DIVISION

<u>DIVISION:</u> Code Enforcement	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	4,796,997	6,155,164	6,403,150	
<u>FULL-TIME STAFFING</u>	55	58 *	58	
<p>* Reflects the addition of one Deputy Fire Marshal positions to staff the Fire Prevention Section as part of a reorganization plan aimed at improving customer service by providing adequate daytime staffing levels; the addition of one Records Manager position to handle crucial filing requirements and digitizing of filed documents in order to properly manage Codes and records stored at the Code Enforcement Bureau; and the conversion of one overhire architect position to a full-time permanent Special Projects Coordinator position.</p>				

INDICATORS AND MEASURES

OBJECTIVE: [Code Enforcement - New Construction] 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
New construction permits issued*	12,737	15,021	17,443	20,832	22,916
Inspections of new construction performed	36,383	34,027	42,555	47,080	51,788
Percent of inspections performed on day requested	95 %	95 %	95 %	95 %	95 %
Total value of new construction (\$ millions)	\$354.0	\$364.0	\$583.0	\$600.0	\$600.0

* Data include permits issued for alterations and repairs, plumbing and mechanical permits, and other construction activity.

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of "take-in" plans reviewed annually*	5,794	6,832	6,385	7,037	7,741
Plan review turnaround time (large commercial project) in days	27	28	20	20	19
Plan review turnaround time (residential or small commercial project) in days	25	26	15	15	14
Average number of "walk-in" customers per day**	220	220	168	220	242
Percent of customers served within 10 minutes of arriving at Code Enforcement front desk	85 %	90 %	85 %	90 %	90 %
Average number of non-residential "walk-through" plans per day***	8	6	9	10	12

* "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 - Property Maintenance] Enforcement 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Proactive Property Maintenance Inspections	17,180	16,760	19,885	17,610	17,082
Customer Requested Inspections	3,616	5,256	6,328	6,206	8,000
Residential Rental Permit Inspections	5,864	6,615	7,264	5,415	4,500
Violation Notices Issue	8,592	8,062	9,451	8,951	8,900
Towed Vehicles	336	245	372	252	175

* Data have been revised from previously published budget documents.

OBJECTIVE: [Code Enforcement - Fire Marshals] Enforce 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Proactive Property Maintenance Inspections *	783	689	1,500	3,500	4,700
Fire Prevention Permit Inspections	1,569	1,543	1,635	1,800	2,000
Fire Protection Systems Inspections	229	192	150	90 **	90
Violation Notices Issued	4,947	5,049	6,989	6,200	6,500
Towed Vehicles	17	43	37	40	55
Parking Citations Issued	184	243	280	200	300

* In FY 2006, there is anticipation that the Commonwealth of Virginia will amend the authority of localities to regulate rental properties. Should that occur, the ability to conduct proactive inspections will be restricted and result in a decline in inspections conducted.

** In FY 2006, the Fire Marshals Unit's activity in Environmental Crimes will be in force. The level, complexity and time required to investigate, follow-up and bring cases to prosecution will require more time of existing staff. As a result, inspections activity for this unit will see a slight decline. To compensate for this decline, the Property Maintenance Unit will assume the responsibility of certain inspections normally reserved for fire marshals.

OBJECTIVE: [Code Enforcement - Systems Testing Unit] Conduct inspections, testing and maintenance oversight of existing and new fire protection systems; inspect new and existing structures for compliance with the provisions of the Virginia Uniform Statewide Building Code and Virginia Statewide Fire Prevention Code; conduct proactive inspections of fire protection systems; and provide technical assistance to property owners and managers relating to fire protection systems and risk assessment of related hazards compared against levels of fire protection.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Plan Reviews*	888	1,221	2,222	1,508	1,700
Inspections **	12,486	6,465	6,095	7,732	8,000

* Near the end of FY 2003 and through the first half of FY 2004, Code Enforcement experienced a high vacancy rate in the Plan Review and Engineering Sections. In order to deal with the vacancies, recruitment and training of new employees, plan review times were lengthened in order to provide proper plan review with existing and 3rd party contractors. Plan review times returned to previous time lines in the latter part of FY 2004 as staffing levels returned to normal.

** In FY 2006, the Systems Testing Unit anticipates an increase in inspection activity as the Eisenhower East development approaches the final stages of construction.

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 techniques and tools are developed. The Training Division also educates residents to mitigate life-threatening emergencies.

	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Fire Training				
General Fund Expenditures	422,853	410,777	446,683	
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 2003	Estimated FY 2004	Estimated FY 2005	Estimated FY 2006	Projected FY 2007
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	38 %	29% *	30 %	45 %	44 %
Percentage of Emergency Rescue Technicians (ERT) Certified at National Registry Level**	74 %	82 %	91 %	87 %	86 %

* 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 percentage increases in FY 2005 as more HAZMAT trained personnel become HAZMAT specialists.

** The State does not require this certification; however it is the goal of the Fire Department to have all ERTs certified at this high level.

The Fire Maintenance Section 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 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Fire Maintenance				
General Fund Expenditures	739,703	742,761	762,180	
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 27 specialized apparatus, 81 light/medium duty vehicles and extrication/rescue equipment, including 27 generators, 8 specialized trailers, and 3 watercraft.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Repair orders completed	828	804	780	760	760
Percentage of repairs completed same day	86 %	86 %	87 %	90 %	93 %
Repairs completed per mechanic	276	268	260	253	250
Repair Orders Completed Same Day	715	692	676	690	700
Percentage of Repairs Completed Same Day	86 %	86 %	87 %	90 %	93 %

Addendum Table 1
Estimated Value of Services Provided by the
Alexandria Volunteer Fire Department (FY 1993 - FY 2005)

<u>Fiscal Year</u>	<u>Hours Worked</u>	<u>Estimated Value</u>
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
2003	4,241	74,690
2004	4,757	85,452
2005	2,770	50,883

Note: Estimated value of services is based on the hourly rate at the starting salary plus fringe benefits for a Firefighter I at 2,912 hours per year.

Source: Alexandria Volunteer Fire Department, Inc., Annual Report, October 1996 to September 1997; and Fire Department statistical data, October 1998 through September 2005.

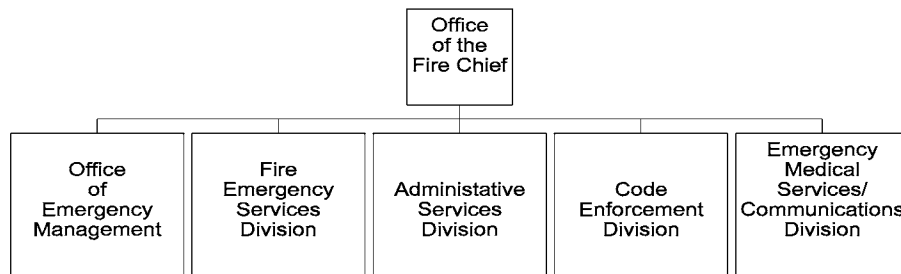
FIRE

Addendum Table 2
Fire Department Staffing, FY 2004 - FY 2007

	FY 2004 Actual	FY 2005 Actual	FY 2006 Amended	FY 2007 Proposed	FY 2007 Approved
Sworn Positions:					
Fire Chief	1	1	1	1	
Deputy Fire Chief (Fire and EMS)	2	2	2	2	
Battalion Chief	8	8	8	8	
Captain	25	25	25	25	
Lieutenant	21	21	21	20	\e
Firefighter	91	91	91	90	\e
Emergency Rescue Tech Supervisor	5	5	5	5	
Emergency Rescue Tech	47	51 \a	51	53	\f
Chief Fire Marshal	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL SWORN	201	205	205	205	
Civilian Positions:					
Chief Deputy Fire Marshal	1	1	1	1	
Deputy Fire Marshal	8	8	9 \c	9	
All Others	<u>77</u>	<u>79</u> \b	<u>81</u> \d	<u>83</u> \g	
TOTAL CIVILIANS	86	88	91	93	
TOTAL FIRE STAFF	<u>287</u>	<u>293</u>	<u>296</u>	<u>298</u>	

- \a Reflects the addition of four Emergency Rescue Technicians (ERTs) which will allow for two Advanced Life Support (ALS) providers to staff each of the City's five medic units more frequently.
- \b Reflects the addition of a Information Technology Coordinator position to maintain, support and integrate information technology that is currently in use at the Fire Department; and the addition of one Mechanical/Plumbing Engineer in Code Enforcement to help alleviate the slow turn around of plumbing and mechanical plan reviews.
- \c Reflects the addition of one Deputy Fire Marshal positions to staff the Fire Prevention Section in Code Enforcement as part of a reorganization plan aimed at improving customer service by providing adequate daytime staffing levels.
- \d Reflects the addition of a Records Manager position in Code Enforcement to handle crucial filing requirements and digitizing of filed documents in order to properly manage the Codes and records stored at the Code Enforcement Bureau; and the conversion of an overhire architect position to a full-time permanent Special Projects Coordinator position.
- \e Reflects the civilization of both the facilities and supplies functions, by creating both a facility manager position and supply supervisor position.
- \f Reflects the addition of two Emergency Rescue Technicians (ERT) which will provide two ERT Supervisors to address the current staffing ratio of one supervisor to 13 personnel.
- \g Reflects the civilization of both the facilities and supplies functions, by creating both a facility manager position and supply supervisor position.

FIRE



POLICE

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GOALS, FUNCTIONS AND RESPONSIBILITIES: 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.

OBJECTIVES:

- 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;
 - To ensure satisfactory provision of patrol services to Alexandria residents;
 - To provide proactive, positive enforcement against nuisance crimes and offenses throughout the City;
 - To provide parking enforcement on City streets;
 - To provide Community Oriented Policing through the assignment of patrol officers to specific areas/neighborhoods within Alexandria;
 - To investigate felony and misdemeanor cases, with an emphasis on case closure; and
 - To use undercover and other investigative techniques to disrupt and reduce illegal vice, narcotics and organized crime-related activities.
-

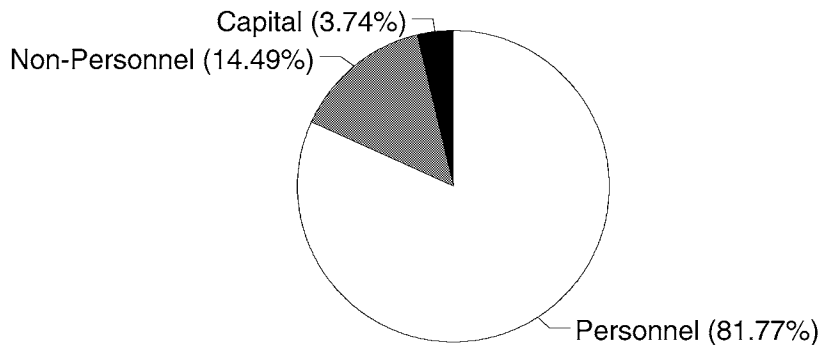
POLICE

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	36,671,105	38,813,297	39,341,923	
NON-PERSONNEL	8,592,646	6,431,726	6,971,026	
CAPITAL GOODS OUTLAY	<u>962,363</u>	<u>1,687,862</u>	<u>1,801,482</u>	
TOTAL EXPENDITURES	<u>46,226,114</u>	<u>46,932,885</u>	<u>48,114,431</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	1,925,732	427,515	381,843	
INTERNAL SERVICES	<u>2,015,723</u>	<u>1,368,862</u>	<u>1,801,482</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>3,941,455</u>	<u>1,796,377</u>	<u>2,183,325</u>	
GENERAL FUND	<u>42,284,659</u>	<u>45,136,508</u>	<u>45,931,106</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 1.8%				
FULL-TIME POSITIONS	443	456 /1	455 /3	
PART-TIME POSITIONS (FTE)	2.62	2.62	2.12	
AUTHORIZED OVERHIRES (FULL-TIME)	12	8 /2	8	
TOTAL AUTHORIZED POSITIONS	457.62	466.62	465.12	

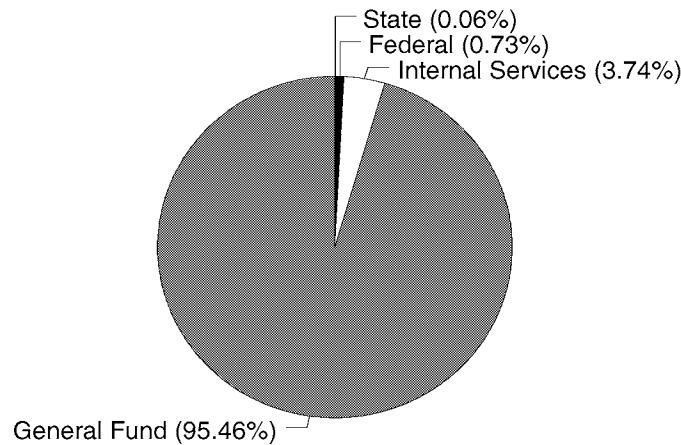
- /1 Reflects the addition of 14 police officers to help fill a staffing shortage in Patrol; the addition of one Radio Technician position to assist the City's Radio Manager with the increased workload due to an increase in the number of users and the upgrade and expansion of the City's Public Safety Radio System; the elimination of four Parking Enforcement Officer (PEO) positions as an approved marginal service reduction; and the conversion of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office to full-time permanent positions;
- /2 Reflects the elimination of the DARE program and the Alexandria Police Athletic League (APAL). Each program was staffed by one overhire police officer; and the conversion of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office to full-time permanent positions.
- /3 Reflects the elimination of one full-time and one part-time civilian Records Clerk position as part of an efficiency reduction resulting from the restructuring of shifts in the Information Services Section. These positions will be eliminated through attrition.

FY 2007 Proposed Expenditures by Type



POLICE

FY 2007 Proposed Expenditures by Fund



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by \$794,598, or 1.8 percent.
- Personnel - FY 2007 proposed personnel increased by \$528,626, or 1.5 percent. This increase is attributable to the cost of employee merit adjustments and adjustments to maintain current services and policies. These increases are partially offset by personnel efficiency reductions, in the amount of \$72,498, described below under "Expenditure Reductions."
- Non-Personnel - FY 2007 proposed non-personnel increased by \$539,300, or 8.4 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below. These increases are partially offset by non-personnel efficiency reductions, in the amount of \$120,000, described below under "Expenditure Reductions."

Adjustments to Maintain Current Services and Policies

- Costs to operate the Computer-Aided Dispatch/Records Management System (CAD/RMS) and Mobile Computer Systems (\$120,519) - This adjustment will provide for (1) increases in software maintenance for CAD/RMS and mobile computer applications; (2) increases in mobile computer depreciation and increases in wireless service costs; and (3) increases in maintenance costs for the department's document imaging system.
- Lease Cost Increases (\$190,640) - This adjustment will provide for the lease increases at all of the Police leased facilities based on the escalators included in the leases.

POLICE

Expenditure Reductions

- Efficiency Reductions - A total of \$185,498 in efficiency reductions have been proposed and include the following:
 - Restructuring the Shifts in the Information Services Section (-\$72,498) - would restructure the shifts of staff in the Records Center which will result in the elimination of one full-time civilian Records Clerk position and one part-time Records Clerk position. The elimination of these two positions will occur through attrition.
 - Downsize the Type of Vehicles in the Police Fleet (-\$53,000) - would result in downsizing of approximately 30 non-first responder vehicles. The purchase of smaller sized vehicles would result in savings of approximately \$50,000 per year in lower vehicle depreciation costs. The annual replacement costs would decrease by \$3,000. This plan is contemplated to be implemented City-wide in other departments.
 - Lengthen Vehicle Life (-\$35,000) - would extend the useful life of non-cruiser sedans from six years to seven years, and vans, motorcycles and other non-first responder vehicles from six years to eight years. This plan is contemplated to be implemented City-wide in other departments.
 - Reduction in Promotional Costs (-\$15,000) - would eliminate the use of a consultant for the Lieutenant and Captain promotional processes. The department must and will maintain a consultant contract for sergeants, as the pool of applicants is larger than the department can manage internally.
 - Reduction in Travel and training (-\$10,000) - would cut \$10,000 from the Police Department travel and training budget.
-

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 the public 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 Office of Intelligence and Internal Security and the Fiscal/Fleet Management Division. The Bureau ensures that all responsibilities of the Police Department are effectively discharged; that departmental resources are used for appropriate law enforcement purposes and that resources are expended within budget; that the department's fleet of vehicles is maintained, repaired, and

POLICE

DETAIL BY DIVISION

replaced to ensure optimal performance; 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.

<u>DIVISION:</u> Administration Bureau	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	3,710,831	4,104,260	4,395,032	
<u>FULL-TIME STAFFING</u>	15	15	15	

Administrative Services Bureau - is composed of three divisions, Technical and Automated Services (TASD), Support Services (SSD), and Facilities and Security Management (FSMD). 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, automated systems development and crime analysis. The Bureau also handles the functions of planning, management of property and evidence; management of uniform, equipment and supplies; management of personnel, training and payroll; and management of facilities, security and buildings.

The Communications Section 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 processes, maintains, and manages Police Department records to provide prompt and efficient service to the public and Police operational units.

The Crime Analysis and Programming Section 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 manages more than 20,000 items of property and evidence; orders, stocks and issues the Department's inventory of uniforms, equipment and standard forms; and manages the Department's security access cards.

Facility Management staff provide custodial services to Police facilities totaling more than 80,000 square feet (including several satellite offices); administer the office telephone system, property leases and various contracts; and coordinate with General Services on relocation, security system and infrastructure issues, repairs and maintenance.

Personnel and Training Section staff are responsible for the recruitment, hiring, 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.

POLICE

DETAIL BY DIVISION

The Automated Systems personnel are responsible for system operations, the Tactical Computer System and technical support for the department's Local Area Network (LAN), desktop computers and peripherals.

DIVISION: Administrative Services Bureau	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
General Fund Expenditures	9,454,132	10,190,734 *	10,581,928	
<u>FULL-TIME STAFFING</u>	91	92 *	91 **	
<p>* Reflects the addition of a Radio Technician to assist the City's Radio Manager with the increased workload due to an increase in the number of users and the upgrade and expansion of the City's Public Safety Radio System. Also includes \$357,249 in adjustments to maintain current services and policies; and reflects the reduction of \$343,810 budgeted for the Red Light Camera Program due to action by the General Assembly to eliminate the program.</p> <p>** Reflects the elimination of one full-time civilian Records Clerk position and one part-time Records Clerk position as part of an efficiency reduction resulting from the restructuring of staff hours in the Information Services Section. The elimination of these positions will occur through attrition.</p>				

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 2003	Estimated FY 2004	Estimated FY 2005	Estimated FY 2006	Projected FY 2007
Number of emergency calls for service	2,401	2,379	2,148	2,100	2,100
Number of non-emergency calls for service	69,099	73,469	59,972	60,000	60,000
Average time, receipt to dispatch, of emergency calls (minutes)*	3.0	2.0	1.8	2.0	2.0
Average time, receipt to dispatch, of non-emergency calls (minutes)*	8.0	8.1	12.0	12.0	12.0

* Calls for service data include calls that are dispatched through Communications and calls that are not dispatched. Only calls that are dispatched (about 90%) are measured for response time. Data have been revised from previously published documents.

The Field Operations Bureau is composed of the three Patrol divisions 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 5,300 calls for service per month.

Special Operations Division consolidates special response and traffic enforcement functions. Management of the tactical Special Operations team, coordination of traffic and pedestrian control, the K-9 Unit, the Motorcycle Unit, Parking and Tag Enforcement, and taxicab enforcement are the responsibility of this division. Oversight of the Honor Guard and School Crossing Guard functions are also administered by this division.

POLICE

DETAIL BY DIVISION

The Community Support Section implements the Residential Police Officer (RPO) program and the Community Oriented Policing (COPS) program. Police officers in both RPO and COPS assignments are responsible for coordinating the efforts of residents and City government to improve the quality of life in specific communities. This section also administers the COPS Universal Terrorism Preparedness grant that provides eight officers and one supervisor to focus on homeland security, training, surveillance and intelligence gathering.

- The Community Support Section consists of sworn officers and command staff who are assigned to the Alexandria communities in need of direct Police presence.
- In FY 2005, nearly 30 special events in the Alexandria community were staffed by Police personnel. The number of events varies each year.

<u>DIVISION:</u> Field Operations Bureau	<u>ACTUAL</u> FY 2005	<u>APPROVED</u> FY 2006	<u>PROPOSED</u> FY 2007	<u>APPROVED</u> FY 2007
General Fund Expenditures	20,484,369	21,519,199	21,892,960	
<u>FULL-TIME STAFFING</u>	241	253 *	253	
* Reflects the addition of 14 police officers to substantially help address staffing needs in Patrol; and the elimination of four Parking Enforcement Officer (PEO) positions as an approved marginal service reduction; and the conversion of one overhire Hack Inspector position and one overhire clerk position in the Hack Inspector's Office to full-time permanent positions.				

INDICATORS AND MEASURES

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

	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Estimated FY 2006	Projected FY 2007
Number of officers assigned to the Patrol Division*	161	173	175	185	185
Average number of calls dispatched to patrol per month	6,200	6,200	6,000	5,833	5,833
Number of performance audits conducted each year	156	244	250	245	245
Percentage of officer performance audits rated satisfactory or better**	96%	95%	95%	95%	95%

* Total includes all officers assigned to the Patrol division including those on administrative duty, light duty, those temporarily transferred to other units and new recruits.

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

POLICE

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Patrol/Community Support] To provide proactive, positive enforcement against nuisance crimes and offenses throughout the City.

Reported Nuisance Crimes in Alexandria: COPS Areas and Citywide
Jan-Dec 2003 Compared to Jan-Dec 2004 /1

	COPS 2003	COPS 2004	Change	City 2003	City 2004	Change
Disorderly Conduct	47	51	8.5%	162	149	(8.0%)
Liquor Laws	252	244	(3.2%)	696	680	(2.3%)
Prostitution	0	1	N/A	4	5	20.0%
Gambling	2	2	0.0%	5	7	40.0%
Drunkenness	369	291	(21.1%)	1,093	951	(12.3%)
DWI 57	39	(31.6%)	488	391	(19.9%)	
Drug Offenses	152	110	(27.6%)	542	451	(16.8%)
Vandalism	<u>282</u>	<u>235</u>	<u>(16.7%)</u>	<u>2,029</u>	<u>1,657</u>	<u>(18.3%)</u>
Total:	1,161	973	(16.2%)	5,019	4,291	(14.4%)

/1 FY 2005 COPS data was not available at the time of publishing. FY 2005 COPS data will be provided to Council when it becomes available and will be published in the FY 2007 Approved budget document.

Source: Police Department. COPS program areas include: Andrew Adkins, Arlandria, Hampton Court, Hunter's Run, Inner City, James Bland, Landmark Center, Lynhaven, Mount Jefferson, Park Fairfax, and Samuel Madden.

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

	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Estimated FY 2006	Projected FY 2007
Total number of citations issued*	82,116	80,474	73,255	75,000	75,000

* 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 2003	Estimated FY 2004	Estimated FY 2005	Estimated FY 2006	Projected FY 2007
Number of hours spent on COP/RPO assignments*	22,435	21,871	18,577	20,000	20,000
Number of officers assigned to COP/RPO projects	16	16	15	16	16

* Data assume 60% of the officers' actual working time (85% of 2,080 hours per year) focused on COP efforts.

The Investigations Bureau primary responsibilities are to apprehend persons suspected of crimes; to analyze, investigate, and resolve crimes; to administer crime prevention programs; oversee the department's volunteer program; to handle media relations; and to manage internal investigations.

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, including gangs, sexual offenses, homicides and computer crimes.

POLICE

DETAIL BY DIVISION

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 2005 this section responded to 2,037 calls for service and developed latent fingerprints at 59 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 (CY) 2004, the Vice/Narcotics Section executed 26 narcotics-related search warrants in the City, compared with 39 in CY 2003.

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 primarily responsible for the administration and coordination of the Community Liaison Officer program, which consists of 75 Police employees who serve as liaison officers with the community. The section also administers the Citizen Police Academies.

DIVISION: Investigations Bureau	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
General Fund Expenditures	8,635,327	9,322,315	9,061,186	
<u>FULL-TIME STAFFING</u>	96	96	96	

INDICATORS AND MEASURES

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

	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Estimated FY 2006	Projected FY 2007
Total number of cases assigned	2,042	1,941	1,747	2,000	2,000
Total assigned cases closed	1,396	1,490	1,328	1,400	1,400
Percent of assigned cases closed	68 %	76 %	76 %	70 %	70 %
Percent of closures that were multiple closures*	4 %	8 %	9 %	5 %	5 %

* Multiple case closures occur when other cases can be resolved based on information obtained from investigating one case.

POLICE

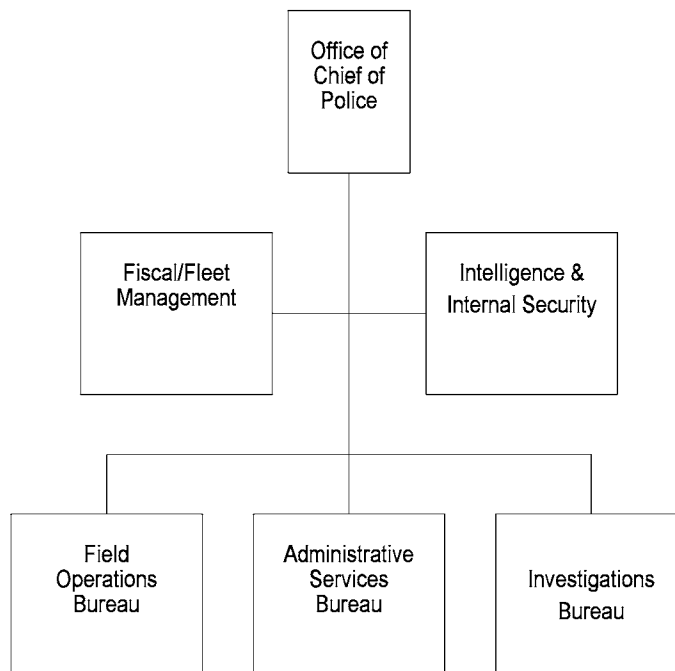
DETAIL BY DIVISION

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.

	Estimated FY 2003	Estimated FY 2004	Estimated FY 2005	Estimated FY 2006	Projected FY 2007
Number of cases assigned	145	134	113	140	140
Number of vice/narcotics arrests	723	663	642	650	650
Financial loss to Vice/Narcotics offenders*	\$172,785	\$2,177,769	\$263,137	\$250,000	\$250,000

* Based on federal reporting procedures, financial loss estimates include the value of property and money seized by officers assigned to Vice/Narcotics Unit. Data exclude the value of seizures made by federal task forces. The value of assets seized bears no direct relationship to the level of drug activity.



POLICE

Addendum Table 1
Police Department Staffing, FY 2004- FY 2007

	FY 2004 Actual	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	FY 2007 Approved
Sworn Management:					
Chief	1	1	1	1	
Deputy Chief	3	3	3	3	
Captain	7	7	7	7	
Lieutenant	13	13	13	13	
Sergeant	<u>37</u>	<u>38</u> \a	<u>39</u> \d	<u>39</u>	
Total Sworn Management	61	62	63	63	
Sworn Officers:					
Corporal	2	1 \b	1	1	
Officers	<u>237</u>	<u>239</u> \b	<u>253</u> \e	<u>253</u>	
Total Sworn Officers	<u>239</u>	<u>240</u>	<u>254</u>	<u>254</u>	
TOTAL SWORN	<u>300</u>	<u>302</u>	<u>317</u>	<u>317</u>	
TOTAL CIVILIANS	<u>140</u>	<u>141</u> \c	<u>139</u> \f	<u>138</u> \g	
TOTAL POLICE STAFF	<u>440</u>	<u>443</u>	<u>456</u>	<u>455</u>	

- \a Reflects the retirement of one corporal whose vacancy was filled with one sergeant in FY 2005.
- \b Reflects the addition of two motorcycle officers to expand the department's motorcycle unit to handle additional traffic volume in the City.
- \c Reflects the addition of one Security Manager to handle multiple issues including the slab repair at the Public Safety Building ensuring the construction, parking, office and storage space needs of Police employees are met;
- \d Reflects the elimination of one civilian Parking Enforcement Supervisor position, that was replaced by a sworn Sergeant position.
- \e Reflects the addition of 14 police officers to substantially help fill a staffing shortage in Patrol.
- \f Reflects the addition of one Radio Technician position; and the elimination of four Parking Enforcement Officer (PEO) positions as an approved marginal service reduction; the conversion of one overhire Hack Inspector position and one overhire clerk in the Hack Inspector's Office to full-time permanent positions; and the elimination of one civilian Parking Enforcement Supervisor position, which was replaced by a sworn Sergeant position.
- \g Reflects the elimination of one full-time civilian Records Clerk position and one part-time Records Clerk position as part of an efficiency reduction resulting from the restructuring of shifts in the Information Services Section.

POLICE

Addendum Table 2 COMPARATIVE POLICE STAFFING Authorized Sworn Strength for Selected Virginia and Local Jurisdictions (FY 2006)*					
JURISDICTION	POPULATION - 2005	SQUARE MILES	FY 2006 SWORN STRENGTH	POLICE PER SQUARE MILE	POLICE PER 1,000 POPULATION
Alexandria	137,600	15.75	317	20.1	2.3
Arlington County	198,267	26	363	14.0	1.8
Fairfax County	1,041,200	395	1,372	3.5	1.3
Hampton	147,000	55	284	5.2	1.9
Montgomery County, Maryland	896,000	502	1,050	2.1	1.2
Newport News	185,242	64	417	6.5	2.3
Norfolk	234,403	66	757	11.5	3.2
Portsmouth	100,565	30	250	8.3	2.5
Prince George's County, Maryland	842,967	487	1,460	3.0	1.7
Prince William County	336,820	344	483	1.4	1.4
Richmond	192,000	64	729	11.4	3.8
Roanoke City	94,911	43	240	5.6	2.5

* Data is 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 2004 AND CY 2005* Alexandria Police Department				
TYPE OF CRIME	CY 2004	CY 2005	CHANGE	PERCENTAGE CHANGE
Homicide	2	4	2	100.0%
Rape	31	23	(8)	(25.8)%
Robbery	187	195	8	4.3%
Aggravated Assault	213	201	(12)	(5.6)%
Burglary	426	370	(56)	(13.1)%
Larceny	2,937	2,704	(233)	(7.9)%
Auto Theft	635	514	(121)	(19.1)%
TOTAL	4,431	4,011	(420)	(9.5)%

* Preliminary 2005 data from the Alexandria Police Department Crime Analysis Unit.

HUMAN SERVICES

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Debra Collins, Director • debra.collins@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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 access to opportunities, services, and resources; and to serve Alexandrians with special needs.

OBJECTIVES:

- To ensure that low-income individuals and families receive needed assistance quickly and courteously.
- To ensure the safety and well-being of children at risk of abuse and neglect, and foster a permanent connection to family.
- To link good people to good jobs.
- To help seniors and disabled adults maintain their independence.
- To create opportunities for low-income children to be successful in school and life.
- To help low-income residents stabilize and enhance their lives.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	16,049,815	17,457,592	18,028,712	
NON-PERSONNEL	29,594,631	29,825,454	32,652,375	
CAPITAL GOODS OUTLAY	<u>3,568</u>	<u>53,000</u>	<u>331,000</u>	
TOTAL EXPENDITURES	<u>45,648,014</u>	<u>47,336,046</u>	<u>51,012,087</u>	
SPECIAL REVENUES & OTHER SOURCES				
SPECIAL REVENUE FUND	26,032,120	25,971,583	27,651,643	
INTERNAL SERVICES FUND	<u>82,667</u>	<u>53,000</u>	<u>331,000</u>	
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>26,114,787</u>	<u>26,024,583</u>	<u>27,982,643</u>	
GENERAL FUND	<u>19,533,227</u>	<u>21,311,463</u>	<u>23,029,444</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 8.1%

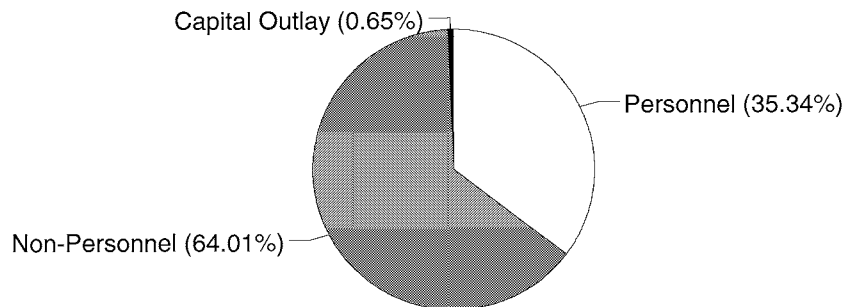
FULL-TIME POSITIONS	235	220*	221**
PART-TIME POSITIONS (FTE)	5.8	6.8*	6.8
AUTHORIZED OVERHIRES (FULL-TIME)	8	9*	8 *
TOTAL AUTHORIZED POSITIONS	248.8	235.8	235.8

* FY 2006 FULL-TIME: Reflects the addition of 1.0 FTE caseworker to handle the increase in volume since the Child Day Care Fee System income eligibility guidelines were increased to 250% of poverty; 1.0 FTE Social Worker to assist with caseloads in the Companion Aide program that currently exceed the desired Social Worker/Client ratio (this position will occupy a previously approved but vacant position (no increase in headcount)); 1.0 FTE Mental Health Therapist III for the Child Assessment and Treatment Center; and 1.0 City-funded FTE in the **JobLink** division for the Summer Youth Program. These additions are offset by the following changes in the **JobLink division:** the reduction of 9.0 grant-funded FTEs, due to loss of grant funding, the reduction of 7.0 FTEs that are actually lump-sum positions that had been incorrectly included in the headcount, and the removal of 1.0 FTE that is included in the Family Services division that was also included in the JobLink headcount. In addition to the increases and decreases, the 1.0 FTE Disability Advocate Coordinator position was transferred to the Office Of Human Rights. **NET DECREASE IN FY 2006 IS 15 FTEs.** FY 2006 PART-TIME: includes two 0.5 part-time FTEs for the Child Assessment and Treatment Center. FY 2006 OVERHIRES: includes 1.0 authorized overhire as the Before and After School Coordinator for the Out-of-School-Time Office.

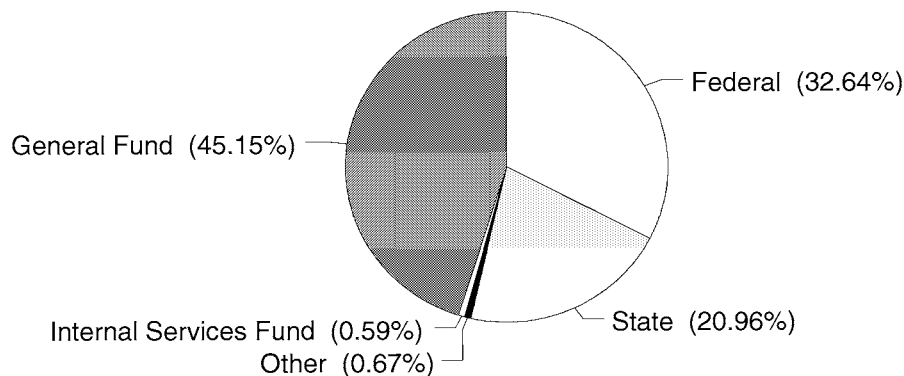
** FY 2007 FULL-TIME and OVERHIRES: Reflects the conversion of the Before and After School Coordinator position from an authorized overhire to a full-time position.

HUMAN SERVICES

FY 2007 Proposed Expenditures by Type



FY 2007 Proposed Expenditures by Fund



City Manager Proposed

Overview

- Total - proposed General Fund total budget increases by 8.1 percent.
- Personnel - proposed FY 2007 personnel expenditures represent a net increase of \$571,120, or 3.3 percent. The increase in personnel is attributable to the cost of employee merit adjustments and supplemental budget requests described below. A vacancy factor of 5.0 percent, or \$343,176, has been applied.
- Non-Personnel - The increase in non-personnel is \$2,826,921, or 9.5 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests below. This increase has been reduced by \$83,000 in efficiency reductions.

HUMAN SERVICES

City Manager Proposed

Adjustments to Maintain Current Services and Policies

- Costs to maintain current services and policies total \$1,266,592. They include the following:

Current Services

- Increase in office space rent and security guards - \$129,995
- Costs to maintain current services in Rent Relief Program - \$85,000
- Costs to maintain Congregate Meals Program - \$76,738
- Costs to maintain current services at Campagna Center Campagna Kids Program - \$60,000
- Costs to maintain contracted services throughout the department - \$43,169
- Increased share of regional Ombudsman Program - \$6,190

Policies

- Costs to move JobLink from City-owned space to rented space - \$439,000
- Increases in costs of the Comprehensive Services Act for At-Risk Children (ACPMT) - \$339,000. It should be noted that there is \$159,000 additional revenue budgeted from the State, for a net cost to the City of \$180,000.
- Cost to move the Child Welfare Resource and Psychological Services Units to rented space on Herbert Street - \$55,500
- Costs for increased usage of the Senior Taxi Program - \$32,000

Revenue Issues

- New monies for the Program Improvement Plan - \$111,000. This requires a 20% match (\$28,000).
- Increase in actual allocation (based on caseload) of Child Care Administration funds - \$374,451. This increase allowed the City to decrease its cash match to this particular program by \$277,000.
- Increases in 100% federally funded Foster Care IV-E funds - \$754,955. Net cost to City is zero.
- Increase in 100% funded Adoption Subsidy funds - \$231,688. This is a mandated program and is based on caseloads. Net cost to City is zero.
- Increase in 100% funded Special Needs Adoption funds - \$79,000. This is a mandated program and is based on caseloads. Net cost to City is zero.

Supplemental Budget Requests

Recommended

- Before/After School Coordinator \$101,187
The City Manager's Before and After School Work Group recommended a comprehensive reorganization of the existing Before and After School child care program in the City. The reorganized program will be called "Alex's Kids," or the Alexandria Out-of-School-Time Program, which will be administered by an Out-of-School-Time Office (OSTO) in the Department of Human Services. This supplemental

HUMAN SERVICES

Supplemental Budget Requests

Recommended, continued

will fully fund the Coordinator position, with benefits, authorized as an overhire in FY 2006. Monies have been set aside in the Contingent Reserves for an additional position (not currently in the DHS headcount), the Curriculum Training Specialist/Trainer (\$74,584) should the position be needed once the OSTO is up and running.

- Transitional Housing and Support Services for Community Lodgings, Inc. \$63,250
In FY 2006, City Council granted assistance to Community Lodgings to meet an immediate short-term financial shortfall. This supplemental will ensure funds are available to Community Lodgings to continue the transitional housing assistance and staff support deemed necessary by Council, should Community Lodging's shortfall not be rectified in FY 2007 and beyond.

Not Recommended

- Prescription Assistance Program \$30,000
- Social Worker II in Child Welfare \$75,962
- Conversion of JobLink temporary staff \$113,534
- Landscape funds for 2525 Mt. Vernon Ave \$5,000
- Additional funding for Mt. Vernon Head Start Site \$24,800
- Revenue Maximization Grant Shortfall (see Revenue Issues below) \$1,014,906

Expenditure Reductions

- In addition to the vacancy factor mentioned above, the JobLink temporary services budget was reduced by \$40,000; the department-wide (without JobLink) budget for temporary services budget was reduced by \$30,000; Client transportation fees were reduced at JobLink by \$9,000; and \$4,000 was removed from the budget for the Job Club program. Total expenditure reductions equal \$83,000.

Revenue Issues

- The significant revenues issues facing the department (as listed above in mandatory adjustments to maintain current services and policies) involve the mix of local, State and federal grant funding for Foster Care, Child Welfare, TANF/VIEW Child Care, Foster Parent Training, Adoption Subsidies, and Emergency Assistance. Most of these programs are mandated and bring in federal and State revenues in the 80 to 100% reimbursement range. However, maintenance of the current level of effort in these programs and/or required level of effort mandated by State or federal statutes requires additional City funds. **\$1.0 million is being set-aside as a designated fund balance for potential grant revenue shortfalls to reflect the possibility that significant funds may be necessary to maintain programs of current levels if the assumed grant funds do not materialize.**

HUMAN SERVICES

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 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.

DETAIL BY DIVISION

The Operations Division provides management, planning, and coordinated decision-making within a department that serves many diverse needs. The Operations Division includes budget and finance, personnel, facilities and supplies, data and quality control, and information systems functions.

<u>DIVISION: Operations</u>	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u> *	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	1,596,706	1,484,450	1,616,373	
Total Expenditures	2,964,752	3,466,395	3,736,934	
<u>FULL-TIME STAFFING</u>	25	25	26	

* Reflects the recommended supplemental funding for the conversion of the Before and After School Coordinator position from an authorized overhire to a full-time position (\$101,187); and the transitional housing and support systems for Community Lodgings (\$63,250). Includes \$30,000 in reductions to department-wide temporary services expenditures as an expenditure reduction. Also includes a proportionate share (\$38,779) of the departmental vacancy factor (\$343,176).

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 and neglect. The Family Services Division receives citizen input from the Social Services Advisory Board.

Virginia's child welfare services were reviewed by the federal government in FY 2004 (Child and Family Service Review). As a result of the review, Virginia Social Services, with its local departments, submitted a Program Improvement Plan in FY 2006. As part of the Plan, Alexandria volunteered for two pilot program improvement efforts, Structured Decision Making, aimed at improving the assessment of risk to children, and Concurrent Planning, aimed at helping children in foster care achieve permanency and stability as quickly as possible. In addition, requirements regarding the frequency of visits to children in foster care have also been strengthened and the time between visits shortened.

HUMAN SERVICES

DETAIL BY DIVISION

Alexandria is also involved in two initiatives focused on assisting families and improving the well being of children. In FY 2005, the City provided funding to begin a multi-agency Child Assessment and Treatment Center located at the Health Department that combines and expands services to children aged zero to 5. In addition, the City is working collaboratively with the Alexandria Community Trust to develop a Family Center in the City that would include a forensic child advocacy program as part of its comprehensive goal to be a resource center for all parents and families in the City.

In FY 2005, the City averaged 212 children in foster care each month as compared to 189 each month in FY 2004. Also in FY 2005, new cases involving protection of children and prevention of abuse and/or neglect averaged 72 per month as compared to 70 new cases each month in FY 2004. The most significant caseload increases have been in foster care with a 50% increase in children in care since 2002.

Public Assistance cases have also been increasing in the City, following the statewide trend. In FY 2005, the City average monthly number of cases receiving Food Stamps was 1,658 as compared to 1,530 in FY 2004. Medicaid rose to a monthly average of 5,242 cases in FY 2005 as compared to 5,049 in FY 2004. Statewide between 2000 and 2004, Food Stamp caseloads rose by 29% (Alexandria rose 10% in that same time period) and Medicaid caseloads rose by 23% (Alexandria also rose 23%).

In addition, the Family Services Division is also responsible for the Office of Youth Services, which coordinates programs and services provided by public and private youth-serving agencies.

<u>DIVISION:</u> Family Services	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u> **	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	8,894,095	10,343,680	11,013,890	
Total Expenditures	24,765,933	25,971,410	28,173,705	
<u>FULL-TIME STAFFING</u>	108	110 *	110	
<p>* Includes FY 2006 approved funding for a 1.0 FTE caseworker to handle the increase in volume since the Child Day Care Fee System income eligibility guidelines were increased to 250% of poverty, and 1.0 Mental Health Therapist III for the Child Assessment and Treatment Center.</p> <p>** Adjustments to maintain current services and policies in this division include \$55,000 in rent, security and custodial contracts at the Herbert Street facility; \$6,407 for custodial and security contract increases throughout the rest of the division; \$113,4091 in increased rent costs for the portion of 2525 Mt. Vernon Ave that is occupied by this division; \$11,155 for contractual agreement increases, and \$60,000 as a calculated annual increase for the contract with the Campagna Center for the Campagna Kids program. Also includes a proportionate share (\$170,902) of the departmental vacancy factor (\$343,176).</p>				

HUMAN SERVICES

DEPARTMENT DETAIL

The Family Services Division also operates the following federal, State and local programs:

Temporary Assistance For Needy Families (TANF); General Relief; Medicaid and Food Stamps; Refugee Assistance; State/Local Hospitalization; Family Access to Medical Insurance Security Plan (FAMIS); Adoption programs; Foster Care; and Child Protective Services.

INDICATORS AND MEASURES

OBJECTIVE: [Family Services [DSS] / Eligibility] To ensure that low-income individuals and families receive needed assistance quickly and courteously.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Average monthly Food Stamp applications	266	247	218	225	225
Average monthly Food Stamps cases	1,206	1,530	1,658	1,637	1,637
Average monthly TANF applications	78	70	67	60	60
Average monthly TANF cases	571	569	541	520	520
Average monthly Medicaid cases	4,380	5,049	5,242	5,472	5,472
Percentage of assistance applications processed quickly*	85 %	88 %	88 %	94 %	94 %

* 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.

HUMAN SERVICES

DEPARTMENT DETAIL

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. These National Performance Indicators are mandatory and part of the Federal Review Process for Child Welfare. /1

	Actual FY 2002	Actual FY 2003	Actual FY 2004	Estimated FY 2005	Projected FY 2006
RECURRENCE OF MALTREATMENT					
(Reported on the calendar year)					
Children with founded report of abuse and neglect within the first 6 months of the year	68	46	29	N/A	N/A
Percentage of children with repeat maltreatment within 6 months. Standard is 6.1% or less	0.0 %	6.5 %	3.4 %	**	**
LENGTH OF TIME TO ACHIEVE REUNIFICATION					
(Reported on the federal fiscal year)					
Of all children reunified with parents when exiting foster care, percentage reunified in less than 12 months. Standard is 76.2% or more.	81.8 %	50.0 %	88.2 %	**	**
Number of children reunified	9	2	**		
STABILITY OF FOSTER PLACEMENT					
(Reported on the federal fiscal year)					
Of children in foster care less than 12 months, percentage that have had no more than two placement settings. Standard is 86.7% or more.	83.3%	85.1%	90.7 %	**	**
Number of children with no more than 2 placements	30	69	**		
INCIDENCE OF FOSTER CARE RE-ENTRIES					
(Reported on the federal fiscal year)					
Of all children who entered during the year, percentage re-entered within 12 months of a prior foster care episode. Standard is 8.6% or less.	11.4 %	2.3 %	1.6 %	**	**
Number of children with foster care re-entries	4	2	**		
ACHIEVEMENT OF ADOPTION IN LESS THAN 24 MONTHS					
Of children exited to finalized adoption, percentage exited in less than 24 months. Standard is 32% or more.	25.0 %	0.0% *	50.0%	**	**

/1 This new National Review process is focused on State compliance and non-performing localities will eventually have financial penalties assessed. The next federal review will occur in 2006 and the expectation is for substantial compliance. To date, no State has passed the Federal Review process.

* Although 18 children were adopted during the year, their length of time in foster care exceeded 24 months.

** Data not available at time of printing.

N/A Unable to project.

HUMAN SERVICES

DEPARTMENT DETAIL

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 (FAPTs) that determine the service needs of troubled youth and their families on a case-specific basis.

<u>DIVISION</u> : Family Services -	<u>ACTUAL</u>	<u>APPROVED</u>	<u>PROPOSED</u>	<u>APPROVED</u>
Component: Alexandria Community Policy and Management Team	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u> *	<u>FY 2007</u>
General Fund Expenditures	4,551,846	4,304,897	4,495,471	
Total Expenditures	8,497,672	7,983,860	8,338,238	
<u>FULL-TIME STAFFING</u>	3	3	3	

* Includes the adjustment to maintain current services and policies in the amount of \$339,000 for increased costs for the Comprehensive Services Act for At-Risk Children. The State revenues will be \$159,000, making the net increase to the City's General Fund \$180,000. Also includes a proportionate share (\$4,804) of the departmental vacancy factor (\$343,176).

The JobLink Division manages a one-stop career center located at 2914 Business Center Drive 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 staff provide support to, and are advised by, the Alexandria Commission on Employment, the Alexandria/Arlington Workforce Investment Board, the Alexandria Chamber of Commerce, *Alexandria Works!* Coalition, and the Alexandria Economic Development Partnership.

HUMAN SERVICES

DEPARTMENT DETAIL

<u>DIVISION:</u> <i>JobLink</i>	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u> *	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	1,604,455	1,795,924	2,206,610	
Total Expenditures	3,105,942	3,281,860	3,713,319	
<u>FULL-TIME STAFFING</u>	45	29 **	29	
<p>* Includes the adjustment to maintain current services and policies of \$439,000 in costs to move JobLink from City-owned space to leased space. Also includes (\$49,000) in expenditure reductions, and a proportionate share (\$44,956) of the departmental vacancy factor (\$343,176).</p> <p>** Reflects the addition of 1.0 City-funded FTE for the Summer Youth Program. Also reflects the reduction of 9.0 grant-funded FTEs due to the loss of grant funding, the reduction of 7.0 FTEs that are actually lump-sum positions that had been incorrectly included in the headcount, and the removal of 1.0 FTE that is included in the Family Services division.</p>				

The following information is provided as a brief explanation of the *JobLink* Division's programs.

JobLink has two components: *Alexandria Works!* Teams and the Office of Employment & Training.

Alexandria Works! is an active job-oriented program for all welfare recipients who are required to work. The cross functional teams assist clients through comprehensive service delivery directed at removing barriers and building on the client's skills.

The Office of Employment Training (OET) provides career assessments, job counseling, job preparation, and job placement services. Services include computers with Internet access, job vacancy listings, telephones, fax machines, copiers, resource materials on local and national labor market trends, adaptive equipment for clients with disabilities, and access to skills training programs, including high technology programs.

JobLink also operates the following federal, State and local programs:

Virginia Initiative for Work not Welfare (VIEW); Adult Employment Training Program; the Dislocated Worker Program; the Food Stamp Employment and Training Program (FSET); the Youth Employment Program; the Virginia Refugee Resettlement Program; the Disabilities Employment Program; the Older Worker Program; the Eagles Program; and the Community Digital Divide Initiative (CDDI) program.

HUMAN SERVICES

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: [JobLink Division] To link good people to good jobs. /1

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of WIA adult and youth clients served	157	188	143	130	130
Number of Dislocated Worker clients served /1	467	482	235	140	200
Number of <i>Alexandria Works!</i> clients served	423	409	420	420	420
Number of other <i>JobLink</i> clients served	<u>4,040</u>	<u>3,738</u>	<u>3,079</u>	<u>3,100</u>	<u>3,100</u>
Total number of <i>JobLink</i> clients served	5,087	4,817	3,877	3,790	3,850
Percentage of <i>Alexandria Works!</i> VIEW clients who are managing their employment barriers /2	84 %	93 %	91 %	91 %	91 %
Percentage of <i>JobLink</i> employment placement clients who get a full-time job	75 %	76 %	87 %	87 %	87 %
Percentage of <i>JobLink</i> clients who retain employment for six months	84 %	92 %	89 %	89 %	89 %
Percentage of <i>JobLink</i> clients still employed at six months who had wage increases	9 %	9 %	8 %	8 %	8 %
Number of employers recruiting directly at <i>JobLink</i>	30	26	17	17	17

/1 The fluctuation in the number of dislocated workers is due to the 9/11 National Emergency Grant ending September 30, 2004, and the Base Realignment and Closure (BRAC) clients anticipated for enrollment in FY 2006 and FY 2007.

/2 *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 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 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.

HUMAN SERVICES

DEPARTMENT DETAIL

The Office of Aging and Adult Services provides a broad range of services to low-income seniors and disabled adults, with the goal of allowing people to retain their independence and to remain in their homes as long as possible. The Office also provides staff support to the Commission on Aging and Persons with Disabilities.

<u>DIVISION:</u> Community Programs	<u>ACTUAL</u>	<u>APPROVED</u>	<u>PROPOSED</u>	<u>APPROVED</u>
Component: Office of Aging and Adult Services	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u> *	<u>FY 2007</u>
General Fund Expenditures	1,112,465	1,376,959	1,388,419	
Total Expenditures	1,908,658	1,981,074	2,029,224	
<u>FULL-TIME STAFFING</u>	29	29 **	29	
<ul style="list-style-type: none"> Includes \$32,000 for increased usage in the Senior Taxi program; \$76,738 to maintain the Congregate Meals program; \$6,190 for the City's increased share of the regional Ombudsman Program; \$7,540 for increases in contractual agreements; and \$1,451 increased costs in custodial and security charges for the portion of 2525 Mt. Vernon Avenue that is occupied by this division. Also includes a proportionate share (\$44,956) of the departmental vacancy factor (\$343,176). <p>** FY 2006 staffing includes 1.0 FTE Social Worker to assist with caseloads in the Companion Aide program that currently exceed the desired Social Worker/Client ratio. This position will occupy a previously approved but vacant position. (No increase in headcount.)</p>				

The Alexandria Department of Human Services' Office of Aging and Adult Services (OASS) provides home and community-based services to older persons of the community in the City of Alexandria. These services include in-home companion aide services, case management, adult protection services, transportation, adult day health care, the Life Safety Alert program, nutrition counseling, fan care (purchase of air cooling fans), cooling assistance, long term care coordination, pre admission screening for nursing home placements, information and referral and consultation to persons with disabilities.

OASS subcontracts for the following services: senior taxi, home-delivered meals, congregate meals, senior socialization and recreation, legal services, insurance counseling and ombudsman services. Finally, OASS publishes a Services for Older Alexandrians Directory and a Senior Multicultural Resource Directory.

HUMAN SERVICES

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: [Office of Aging and Adult Services] To help seniors and disabled adults maintain their independence.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of reports of abuse, neglect or exploitation of adults*	152	147	210	260	300
Percentage of abuse/neglect cases where risk was removed within State standards**	100 %	92 %	96 %	96 %	96 %
Percentage of cases without additional reports of abuse or neglect in the past year	98 %	95 %	95 %	96 %	97 %
Number of persons served at Adult Day Services Center (ADSC)	34	25	23	36	42
Percentage of individuals needing residential arrangements who are placed in Northern Virginia or near their families	73 %	90 %	99 %	99 %	99 %

* 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.

The Office for Early Childhood Development (OECD) offers guidance to families in locating and securing quality child care, provides a subsidy to income-eligible families to help them meet their child care needs, maintain their employment, education or training program, and offers training and support services to child care homes and centers. OECD is also responsible for implementing the City's child care ordinance which requires a permit for anyone providing child care services to five or fewer children.

<u>DIVISION:</u> Community Programs	<u>ACTUAL</u>	<u>APPROVED</u>	<u>PROPOSED</u>	<u>APPROVED</u>
Component: Office for Early Childhood Development	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u> *	<u>FY 2007</u>
General Fund Expenditures	416,550	410,137	415,242	
Total Expenditures	438,416	439,881	465,233	
<u>FULL-TIME STAFFING</u>	12	12	12	

* Includes \$3,670 for increases in contractual agreements; and \$829 increased costs in rent, custodial and security charges for the portion of 2525 Mt. Vernon Avenue that is occupied by this division. Also includes a proportionate share (\$20,247) of the departmental vacancy factor (\$343,176).

HUMAN SERVICES

DEPARTMENT DETAIL

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 many early childhood education and child care programs offered through the Office for Early Childhood Development.

Addendum Table I FUNDING FOR EARLY CHILDHOOD EDUCATION AND CHILD DAY CARE PROGRAMS (City, State & federal)	FY 2007 Proposed
Head Start (Administered by OECD)	\$1,918,088
TANF Working and Transitional Child Care (TCC)	1,419,604
Child Day Care Fee System (estimated federal/State/local funds)	3,962,610
Campagna Kids Program	1,729,000
Mini-Grants Program	50,000
Comprehensive Services for At-Risk Children (Children's Fund)	1,095,651
Accountability Before/After School Program at Tucker School	311,000
Total	<u>\$10,485,953</u>

The Office for Early Childhood Development administers the contract for the Campagna Kids Extended Day Program, which provides quality out-of-school-time services, with enriched activities, for school-age children enrolled in Alexandria City Public Schools.

The Child Day Care Fee System, which is administered by the OECD, provides partial subsidies and related services to low income families. Clients of *Alexandria Works!* receive TANF or Transitional Child Care to help them leave public assistance and become self sufficient.

Through a contract with the Department of Social Services, The Campagna Center administers the Alexandria Head Start (AHS) program which is a comprehensive early childhood development program serving 268 low-income preschool age children and their families. AHS 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.

HUMAN SERVICES

DEPARTMENT DETAIL

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Monthly average number of children in subsidized child care*	699	726	704	725	750
Percentage of children at child care centers	37 %	39 %	42 %	45 %	45 %
Percentage of children at centers in accredited programs **	86 %	52 %	34 %	35 %	35 %
Percentage of children in Head Start whose developmental progress is at or above average***	100 %	85 %	85 %	80 %	80 %

* The numbers of children served depend on the federal and State funding available each year and the eligibility level.

** Despite OECD's efforts to educate parents on how to find quality childcare, the decision of child care placement rests solely with the parent. It is suspected that non-traditional work hours, when accredited child care programs are not open, are a contributing factor to the decline of children in accredited centers.

*** The score in FY 2003 was unusually large and not sustainable. The numbers from FY 2004 through the projected FY 2007 are more reasonable and more easily sustained, given the challenges presented by the enrollment in the program of an increasing number of children with limited English proficiency.

The Office of Community Services (OCS) is Alexandria's Community Action Agency. OCS programs and services target the economically disadvantaged, low-income working poor, the homeless and near homeless, and ex-offenders transitioning to the community.

Homeless programs managed by the Office of Community Services include: the Homeless Intervention Program; Transitional Assistance Program; Eviction Assistance and Storage; and the contract with the Salvation Army to operate the 65 bed Alexandria Community Shelter. OCS also operates a program for short-term eviction prevention, emergency assistance and crisis intervention under the Community Services Block Grant (CSBG).

In addition, OCS operates the Virginia CARES program (the Community Action Re-entry System) which provides post-release services to ex-offenders released from the State correctional system.

HUMAN SERVICES

DEPARTMENT DETAIL

<u>DIVISION</u> : Community Programs	ACTUAL	APPROVED	PROPOSED	APPROVED
Component: Office of Community Services	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u> *	<u>FY 2007</u>
General Fund Expenditures	1,357,110	1,595,416	1,893,439	
Total Expenditures	4,095,567	4,211,566	4,555,434	
<u>FULL-TIME STAFFING</u>	13	12 **	12	

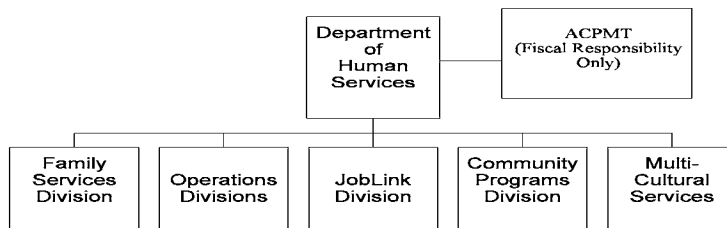
* Includes \$18,934 for increases in contractual agreements; \$2,078 increased costs in rent, custodial and security charges for the portion of 2525 Mt. Vernon Avenue that is occupied by this division; and \$85,000 increase to the Rent Relief Program. Prior to FY 2007, the Rent Relief Program (\$275,000 total FY 2007) was budgeted in the Non-Departmental section of the budget. Also includes a proportionate share (\$18,532) of the departmental vacancy factor (\$343,176).

** Reflects the 1.0 FTE Disability Advocate Coordinator position that was transferred to the Office of Human Rights.

INDICATORS AND MEASURES

OBJECTIVE: [Office of Community Services] To help low-income residents stabilize and enhance their lives.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total number of households sheltered (Alexandria Community Shelter (ACS))	203	224	219	220	220
Percentage of households served by ACS who obtained stable housing	36 %	41 %	50 %	50 %	50 %
Total number of families served by the Homeless Intervention Program (HIP)	143	147	178	180	180
Percentage of households served by HIP with stable housing six months after case closed	89 %	81 %	72 %	70 %	70 %
Total number of Virginia CARES clients served	272	178	270	250	250
Percentage of Virginia CARES clients who are reincarcerated within one year of release on a new felony charge	20 %	10 %	8 %	10 %	10 %



MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

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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.

GOALS, FUNCTIONS & RESPONSIBILITIES: To provide treatment, training and support to Alexandria residents 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.

OBJECTIVES:

- To establish a Safe Haven residential program for chronically homeless persons with mental illness.
- To provide vocational and day support services for developmentally disabled youth transitioning from school into the community.
- To provide brief, time-limited services, such as emergency mental health care and short-term outpatient care, to residents in need of treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse.
- To provide long-term services, such as residential, vocational, day support and case management, to residents with serious mental illness, mental retardation or substance abuse problems.
- To diminish the incidence and severity of mental disabilities and substance abuse through the provision of educational, consultative, outreach, public information and volunteer services.

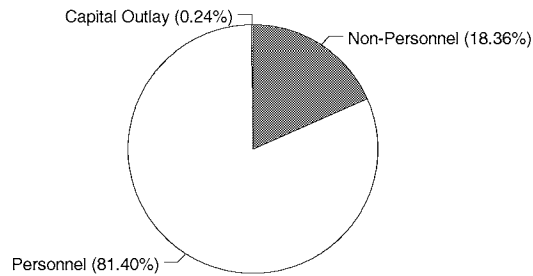
MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

TOTAL FINANCIAL RESOURCES

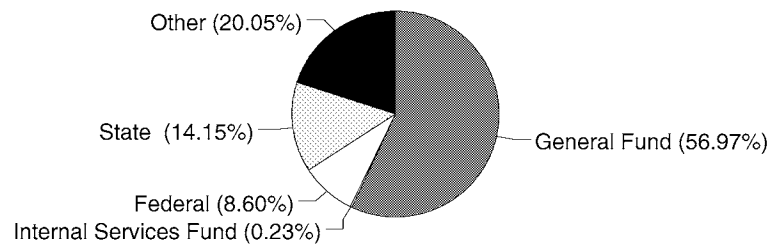
	FY 2005 ACTUAL	FY 2006 AMENDED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	19,577,671	21,633,366	22,110,782	
NON-PERSONNEL	4,535,372	4,923,437	4,986,648	
CAPITAL GOODS OUTLAY	64,928	116,830	64,330	
TOTAL EXPENDITURES	<u>24,177,971</u>	<u>26,673,633</u>	<u>27,161,760</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	10,834,912	11,308,253	11,625,792	
INTERNAL SERVICES FUND	77,485	115,000	62,500	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>10,912,397</u>	<u>11,423,253</u>	<u>11,688,292</u>	
GENERAL FUND	<u>13,265,574</u>	<u>15,250,380</u>	<u>15,473,468</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 1.5%				
FULL-TIME POSITIONS	268.0	278.0 *	278.0	
PART-TIME POSITIONS (FTE)	69.7	70.3	70.3	
TOTAL AUTHORIZED POSITIONS	337.7	348.3	348.3	

* FY 2006 Amended reflects the addition of 8.0 full-time FTEs and 1.6 part-time FTEs included in approved supplemental requests and the addition of 2.0 full-time FTEs and a decrease of 1.0 part-time FTEs as approved by City Council in June 2005 as part of the FY 2006 Plan of Services.

FY 2007 Proposed Expenditures by Type



FY 2007 Proposed Expenditures by Fund



MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund budget increased by 1.5 percent.
- Personnel - FY 2007 proposed personnel increased by \$477,416, or 2.2 percent. This increase is attributable to the cost of employee merit adjustments. A vacancy factor of 5.0 percent, or \$1,156,319, has been applied.
- Non-Personnel - FY 2007 increase in non-personnel is \$63,211, or 1.3 percent. For details on this increase please see adjustments to maintain current services and policies described below.
- Capital Outlay – FY 2007 decrease in capital outlay is \$52,500, or 45 percent. This is due to the scheduled replacement of four vehicles in FY 2007, versus the replacement of six vehicles in FY 2006.

Adjustments to Maintain Current Services and Policies

- \$29,252 for increased lease costs for office space and residential facilities.

Supplemental Budget Requests

Recommended

- Psychiatric Nursing services for MR residential programs \$63,000
The City has 5 MR group homes and 13 apartments, serving 43 consumers. Additional nursing services are required to coordinate and supervise over 214 medications for these consumers, who have more than 50 diagnosed, serious medical conditions.

Not Recommended

- 2.0 full time Psychiatric Nurses for the Detox Unit \$214,000
Rather than hiring new positions, the department will seek to reclassify existing positions at the Detox Unit to Psychiatric Nursing skill level positions to meet the need for better around-the-clock psychiatric nursing coverage at the Detox Unit.

Expenditure Reductions

- None

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

Revenue Issues

- The department received a federal HUD grant award for \$163,824 over a three-year period, for a Safe Haven program to serve up to 12 men and women who are chronically homeless. The City appropriated a maximum of \$111,891 in operating funds for this program beginning in FY 2005. The CSB agreed that if grant or fee revenues did not meet the budget in subsequent fiscal years, the Board would reallocate its existing base budget resources to finance any shortfall. If not necessary to meet other MHMRSA budget needs in FY 2006, funds appropriated but not used for this purpose in FY 2006 may be carried over to FY 2007 and will be available to assist (if needed) with funding capital costs.

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, compliance, records management, risk management and volunteer coordination services for the Department of Mental Health, Mental Retardation and Substance Abuse. It should be noted that the Quality Improvement function is included in CSB Administration.

<u>DIVISION:</u> CSB Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	1,743,097	2,284,172	2,243,140	
Total Expenditures	2,986,960	3,160,882	3,176,597	
FULL-TIME STAFFING	33	34 *	34	
* The increase in FY 2006 is 1.0 FTE full-time records administrator position for the new 4480 King Street location.				

The Acute Care Services Division offers services to residents who are in need of brief counseling, treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse. Programs include outpatient services, intensive in-home services, emergency services, detoxification services, methadone services, and day treatment services.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

<u>DIVISION:</u> Acute Care Services	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	4,958,219	6,050,031	6,186,849	
Total Expenditures	7,561,743	8,403,466	8,721,290	
<u>FULL-TIME STAFFING</u>	103	83 *	83	
* Represents the internal transfer of 23.0 FTEs to the reorganized Child, Family and Prevention division. Also includes 3.0 FTE increase in FY 2006 that reflects an approved supplemental request by the Sheriff's Office for a bilingual mental health therapist in the Alexandria Detention Center, who would be supervised by the Department of MHM RSA, and a 2.0 FTE increase approved by City Council in June 2005 for the department's FY 2006 Plan of Services.				

INDICATORS AND MEASURES

OBJECTIVE: [ACUTE CARE SERVICES] To provide brief, time-limited services, such as emergency mental health care and short-term outpatient care, to residents in need of treatment or support as a result of a life crisis, emotional disturbance, mental illness or substance abuse. *

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of mental health adult outpatient consumers served **	1,670	1798	1,467	1,500	1,500
Number of substance abuse adult outpatient consumers served **	1,063	823	715	750	750
Percentage of mental health and substance abuse adult outpatient consumers discharged from the program who partially or fully meet treatment goals as assessed by clinician and consumer (goal = 75%)	77 %	79 %	84 %	75 %	75 %
Number of consumers served in the Detox Program	522	432	551	550	550
Number of consumers served in the Methadone program	171	173	156	170	170
Percentage of Methadone consumers who participate in meaningful daytime activities (includes work, school, parenting or vocational activities)	41 %	89 %	76 %	80 %	80 %
Number of consumers in crisis served by the Emergency Services program	994	691	581	600	600
Percentage of consumers receiving emergency services who report a "more hopeful" mental status as a result of emergency service (goal = 75%) ***	N/A	87 %	91 %	90 %	90 %
Number of consumers served in the Sober Living program in the Jail	160	141	130	140	140
Percentage of consumers in the Sober Living Program in the Jail who report progress toward meeting goals as collected three times during the 90-120 day program	92 %	89 %	81 %	90 %	90 %

* Data have been revised from previously published documents.

** Prior to FY 2004, Mental Health and Substance Abuse Outpatient consumers served included Youth and Family consumers. Beginning in FY 2004, Youth and Family consumers are shown separately.

*** New measure in FY 2004.

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 residents opportunities to become employed in sheltered or competitive jobs. Case managers coordinate care and help residents maintain benefits and access other services. This Division also provides homeless outreach services and family support services.

<u>DIVISION:</u> Extended Care Services	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	4,863,288	5,726,222	5,852,239	
Total Expenditures	10,598,660	12,173,038	12,393,185	
<u>FULL-TIME STAFFING</u>	121	127 *	127	
* The increase of 6.0 FTEs in FY 2006 reflects the approved supplemental requests to contract-in facility maintenance (4.0 FTEs), hire an after hours Assistant Residential Coordinator (1.0 FTE), and hire awake overnight staff (1.0 FTE) at an Assisted Living Facility (ALF) group home.				

INDICATORS AND MEASURES

OBJECTIVE: [EXTENDED CARE SERVICES] To provide long-term services, such as residential, vocational, day support and case management, to residents with serious mental illness, mental retardation or substance abuse problems. /1

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of adults with MR who are served in MHMRSA programs	174	166	168	170	170
Percentage of consumers with MR who are satisfied with their current living situation	87 %	87 %	90 %	90 %	90 %
Number of consumers participating in psycho-social rehabilitation in a 'Clubhouse' environment	132	146	158	150	150
Percentage of consumers participating in the psycho-social rehabilitation in the Clubhouse program who remain in the community without hospitalization	83 %	75 %	83 %	80 %	80 %
Percentage of consumers discharged from State hospitals who are seen face-to-face by a non-emergency staff member within 7 days of discharge	77 %	85 %	92 %	90 %	90 %
Number of consumers living in a CSB funded group home or apartment	222	238	233	235	235
Percentage of consumers leaving a residential program who move to a similar or more independent living situation	58 %	64 %	70 %	70 %	70 %
Number of MHMRSA consumers receiving supported employment services who work in a competitive setting	77	63	57	65	65
Number of mental health consumers receiving case management services	790	701	664	700	700
Number of consumers with MR receiving either day support or sheltered or group employment services	76	79	65	70	70
Percentage of consumers with MR who are satisfied with their daily activities at day support or at work	83 %	90 %	91 %	90 %	90 %

/1 Data have been revised from previously published documents.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION

The Child, Family and Prevention Division is a new division comprised of different programs formerly located in separate CSB divisions. The programs include outpatient mental health and substance abuse counseling, behavior management and social skills development in preschools, developmental delay services, and substance abuse prevention programs in the City's public schools.

	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION:</u> Child, Family and Prevention				
General Fund Expenditures	1,700,970	1,189,955	1,191,240	
Total Expenditures	3,030,608	2,936,247	2,870,688	
<u>FULL-TIME STAFFING</u>	11	34 *	34	

* Represents the internal transfer of 23.0 FTEs from the reorganized Acute Care Services division.

INDICATORS AND MEASURES

OBJECTIVE: [CHILD, FAMILY AND PREVENTION SERVICES] To diminish the incidence and severity of mental disabilities and substance abuse in Alexandria through the provision of educational, consultative, outreach, public information and volunteer services. *

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of consumers receiving early intervention services **	477	441	153	200	200
Percentage of consumers with an increase in knowledge of risk behaviors as measured by pre- and post-tests administered in conjunction with Prevention Programs	91 %	87 %	91 %	90 %	90 %
Percentage of consumers who are satisfied with Prevention services, as assessed on a survey	94 %	93 %	93 %	93 %	93 %
Percentage of child consumers in preschools who show an increase in social skills evidenced by a change in score on the Preschool/Kindergarten Behavior Scale ***	N/A	64 %	59 %	65 %	65 %
Number of Youth & Family program consumers served ***	N/A	298	305	300	300
Percentage of mental health and substance abuse children aged 4-18 who show improved behavior as assessed by their therapist and based on parent or guardian input on the CAFAS assessment	51 %	60 %	68 %	65 %	65 %
Number of children and families served in the Intensive In-Home program	127	142	130	140	140
Percentage of youth who enter the Intensive In-Home program living "at home" who maintain the home placement while in the program ***	N/A	99 %	96 %	95 %	95 %
Number of infant consumers served who were at risk of developmental delays	320	295	364	350	350
Percentage of children served in the Parent Infant Education Program who in their annual review show improvement in at least one area of development or have progressed to age appropriate development after receiving therapeutic services (goal = 75%)	82 %	90 %	85 %	85 %	85 %

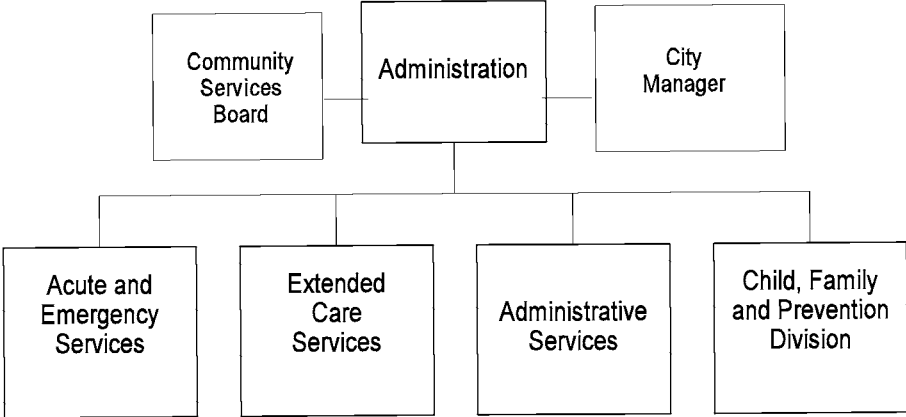
* Data have been revised from previously published documents.

** The temporary increase in the number of consumers receiving early intervention services in FY 2003 and FY 2004 was due to a federal grant-funded position that ended in FY 2004.

*** New measure in FY 2004.

MENTAL HEALTH, MENTAL RETARDATION AND SUBSTANCE ABUSE

DETAIL BY DIVISION



ALEXANDRIA HEALTH DEPARTMENT

4480 King Street • Alexandria, VA 22302 • 703.838.4400
Charles Konigsberg, Jr., M.D., M.P.H., Director • charles.konigsberg@vdh.virginia.gov

PROGRAM GOAL: To provide health services and related programs for the residents 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 residents.

OBJECTIVES:

- To provide pharmaceutical services to eligible clinic patients.
 - To provide health services to Alexandria residents 12 to 19 years of age at the Adolescent Health Clinic.
 - To provide screening, diagnosis and treatment for tuberculosis cases, their contacts, and other individuals with latent TB infection through the provision of services in the clinic, community and in the home.
 - To provide health services efficiently and appropriately to Alexandria's indigent population at the Flora K. Casey Health Center.
 - To provide medical evaluation and follow-up to medically indigent, HIV-infected Alexandria residents.
 - To provide emergency dental services to low-income adults.
 - 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.
 - To provide age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, chicken pox, mumps, measles, rubella, H. influenza type B, Hepatitis B, and pneumococcal pneumonia, for eligible children from birth through 21 years of age.
 - To provide family planning and gynecological services to women in the City of Alexandria.
-

ALEXANDRIA HEALTH DEPARTMENT

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL /1	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,055,461	1,347,219	1,541,923	
NON-PERSONNEL	5,801,444	5,001,974	4,907,700	
CAPITAL GOODS OUTLAY	<u>3,346</u>	<u>1,500</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>6,860,251</u>	<u>6,350,693</u>	<u>6,449,623</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUES	3,570	0	0	
INTERNAL SERVICES FUND	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>3,570</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>6,856,681</u>	<u>6,350,693</u>	<u>6,449,623</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 1.6%

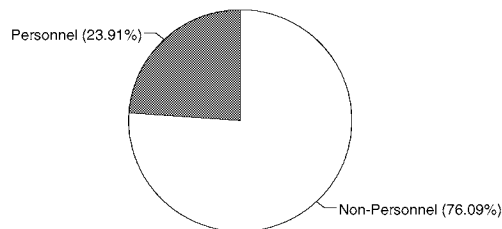
/1 The FY 2005 budget included appropriations to INOVA Alexandria Hospital (\$700,000) and the Arlandria Health Center (\$265,000). Beginning in FY 2006, these entities were moved to a new "Other Health Activities" section of this document.

FULL-TIME CITY POSITIONS	8.00	9.00 *	10.00 **
PART-TIME POSITIONS (FTE)	9.01	9.59	9.59
TOTAL AUTHORIZED POSITIONS	17.01	18.59	19.59

* 1.0 new position approved to implement the Community Health Assessment's Partnership for a Healthier Alexandria.

** Proposed new 1.0 FTE Public Health Nurse position for Tuberculosis prevention, assessment and treatment.

FY 2007 PROPOSED EXPENDITURES BY TYPE



City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 1.6 percent.
- Personnel - FY 2007 proposed personnel increased by \$194,704, or 14.5 percent. This increase is attributable to the cost of employee merit adjustments, the proposed new Public Health Nurse staff position, funding for the part-time prenatal program nurse (previously funded by the Children's Fund), and the proposed new seasonal inspector for swimming pools and spas. A vacancy factor of 5.0 percent, or \$60,131, for City employees has been applied.

ALEXANDRIA HEALTH DEPARTMENT

City Manager Proposed

Overview, continued

- Non-Personnel - FY 2007 proposed decrease in non-personnel is \$94,274 or 1.9 percent. This is due primarily to the proposed expenditure reductions outlined below, and a 2.5 percent vacancy factor, or \$34,518, taken for the cooperative employees funded by both the City and the State (Cooperative Employees are budgeted in non-personnel).

Adjustments to Maintain Current Services and Policies

- None

Supplemental Budget Requests

Recommended

- Public Health Nurse to assess and treat tuberculosis \$76,672
This new position will do outreach and identification of refugees in order to provide follow-up to health screenings for communicable diseases, especially tuberculosis (TB). Alexandria has experienced an increase in TB cases since 2002.
- Part-time Public Health Nurse for prenatal program \$47,419
This 0.75 FTE position facilitates early entry into prenatal care at Casey Clinic, which results in healthier mothers and babies. For 12 years the position has been supported by the Children's Fund. The position was incorporated into the Health Department's personnel schedule in FY 2006. Beginning in FY 2007, the funds also will be included in the Health Department budget. There is no net increase to the General Fund, since the funds will be transferred out of the Children's Fund into the Health Department.
- Seasonal Environmental Health Pool Inspector \$15,000
This 18-week seasonal position will relieve existing environmental health staff during the busy pool season from May through September. The cost of the position will be more than off-set by increased General Fund revenue for swimming pool and spa permit fees.

Expenditure Reductions

- The budget includes proposed reductions of \$50,251 in non-personnel expenditures spread across various programs, including \$14,016 in fees for professional services, \$12,768 for computer equipment, \$7,281 for professional health services, \$4,638 for building maintenance, \$2,851 for printing, \$2,400 for fuel and \$2,436 from the Contingent Account.

ALEXANDRIA HEALTH DEPARTMENT

City Manager Proposed

Revenue Issues

- The FY 2007 allocation from the State will not be known until after the City budget is approved. Therefore, the Department's request is based on the FY 2006 State allocation. The City is required to provide a 45 percent local "match" to the State allocation. Should the State allocation increase in FY 2007, the City "match" must increase accordingly, and would come from the Health Department Contingent Account, which is budgeted specifically for this purpose, in the Administrative Division. In FY 2005, the Department needed \$106,636 for this purpose. The Department is proposing \$119,373 for the Contingent Account for FY 2007. Should the State allocation remain the same, the Contingent Account would be available for other Health Department or City purposes, if necessary, with the approval of OMB. Movement of any of this balance to another department would require City Council approval.
- In January 2006, City Council approved a resolution to increase permit fees for swimming pools, spa pools and health clubs. These fees had not been increased since 1994. It is anticipated that this will generate an additional \$20,000 in General Fund revenue, which will more than off-set the cost of the proposed seasonal swimming pool inspector budget increase of \$15,000.

DEPARTMENT DETAIL

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 provides primary and/or preventive health care services at three sites: the main facility at 4480 King Street; the Flora Krause Casey Health Center on North Howard Street; and the Adolescent Health Center on Braddock Road. All clinic services are targeted to Alexandria residents who meet State Board of Health income guidelines. The Casey Health Center offers primary healthcare services for patients with no insurance, or those with Medicaid who have diagnosed chronic diseases.

DETAIL BY DIVISION

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.

The Administration Division provides management and fiscal support for the department's ongoing programs and for State and federal non-pass through grants. The division manages departmental computerization, medical records, vital records/statistics, departmental

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

budgeting for State and City funding, collection of revenue including patient fees and Medicaid/Medicare reimbursements, procurement operations and facility management operations.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures *	4,942,886	4,494,752	4,515,152	
<u>FULL-TIME STAFFING</u>	1	2 **	2	
* This Division includes the City's required 45 percent local matching share for the State/City cooperative budget, plus local salary supplements. This Division also includes the Contingent Account.				
** Includes one new staff position, beginning January 1, 2006, to implement the Community Health Assessment's Partnership for a Healthier Alexandria, approved as a supplemental budget request.				

Health Support staff provide general laboratory tests and fill prescriptions for clients of the Health Department's various clinics, including Casey Health Center and the Adolescent Health Clinic. Laboratory staff also perform tests for the Alexandria Detention Center. Pharmacy staff fill prescriptions for eligible patients who are seen in Health Department clinics.

<u>DIVISION:</u> Health Support	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures*	78,636	79,403	81,062	
<u>FULL-TIME STAFFING</u>	1	1	1	
* Excludes costs budgeted within the cooperative budget that are captured in the Administrative Division.				

INDICATORS AND MEASURES

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of prescriptions dispensed per year*	40,338	35,623	32,242	32,000	32,000
Number of prescriptions dispensed per work day (based an estimated 250 work days per year)	163	145	131	130	130

* 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.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

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, partnering with schools and other providers to provide comprehensive care.

<u>DIVISION:</u> Adolescent Health Clinic	<u>ACTUAL</u> FY 2005	<u>APPROVED</u> FY 2006	<u>PROPOSED</u> FY 2007	<u>APPROVED</u> FY 2007
General Fund Expenditures	323,083	366,073	352,518	
<u>FULL-TIME STAFFING</u>	1	1	1	

INDICATORS AND MEASURES

OBJECTIVE: [Adolescent Clinic] To provide health services to Alexandria residents 12 to 19 years of age.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of adolescent patient visits	3,049	3,211	2,961	3,005	3,050
Percent of services involving family planning	38 %	44 %	42 %	44 %	46 %

General Medical Services staff are responsible for primary care at the Casey Health Center through Internal Medicine clinics and specialty clinics, which include podiatry, nutrition counseling and social work. Public health nurses coordinate patient care through telephone outreach and nurse clinic visits.

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 245 medically indigent persons living with HIV in FY 2005. Of this total, 65 individuals were new patients. Department staff continue their participation in the Northern Virginia HIV Consortium and the Alexandria Commission on HIV/AIDS, to develop goals, objectives and strategies for addressing HIV/AIDS across the region.

The department also administers two Center for Disease Control (CDC) grant-funded chronic disease prevention programs.

The Cardiovascular Health Project is focused on partnering with City agencies, Schools and community organizations to prevent death and disability from heart attack and stroke. Activities include education and the promotion of environmental and policy changes to

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

improve emergency response at the individual and organizational level, especially the use of 911, CPR and AEDs.

A small Tobacco Use Control Project grant focuses on the "Proud to be Smoke Free" Program, which encourages restaurants to provide a totally smoke free environment and promotes the participating restaurants and the concept of smoke free dining to the public.

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 2,380 Alexandrians with vouchers for nutritious food each month as well as nutrition counseling, breastfeeding support, and referrals to health and other community services.

<u>DIVISION:</u> General Medical Services	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures*	827,696	931,921	995,958	
<u>FULL-TIME STAFFING</u>	3	3	4 **	
* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.				
** Proposed new full-time Public Health Nurse for outreach, identification and treatment of communicable diseases, especially tuberculosis, among the refugee and immigrant communities.				

INDICATORS AND MEASURES

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of patient clinic visits	7,829	7,453	7,203	7,250	7,250
Number of patients initiating LTBI treatment	734	623	414	450	450
Number of new tuberculosis cases diagnosed	15	11	26	20	20
Number of chest x-rays performed *	930	773	581	700	700

* Includes only x-rays done at the Health Department, not at INOVA Alexandria Hospital.

ALEXANDRIA HEALTH DEPARTMENT

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Primary care visits to physicians/General Medical	5,479	5,425	4,543	4,800	4,800
Visits to nurses (all programs)	4,197	3,426	3,428	3,500	3,500
Pediatric visits (neonatal and sick visits)	3,388	3,120	3,000	3,200	3,200
Obstetric visits	5,380	5,895	5,895	5,900	6,000
Visits to Specialty Clinics *	586	383	251	250	250
Miscellaneous **	<u>6,584</u>	<u>5,175</u>	<u>6,638</u>	<u>7,350</u>	<u>7,250</u>
Total Patient Visits	25,614	23,424	23,755	25,000	25,000

* Specialty Clinics include oncology and podiatry.

** Miscellaneous includes prescription refills, nutrition, and immunizations.

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

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of persons counseled and tested in HIV clinics	640	600	373	400	400
Number of persons counseled in primary care, family planning and obstetrics clinics **	1,076	991	795	800	800
Number of HIV/AIDS cases that receive follow-up contact investigation by Health Department staff	60	89	82	90	90
Number of persons counseled in Sexually Transmitted Disease Clinics ***	669	737	715	700	700

* Some data have been changed from previously published documents.

** Fewer women were tested in Family Planning when the emphasis shifted to testing women at risk of infection only.

*** More people are being tested in STD clinic due to availability of Oraquick testing, where individuals receive results before leaving the clinic.

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.

DIVISION: Dental Health	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
General Fund Expenditures*	154,508	168,043	163,461	
<u>FULL-TIME STAFFING</u> **	0	0	0	

* Excludes costs budgeted within the Cooperative budget that are captured in the Administrative Division.
 ** The Division has no City-funded full-time positions.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Adult Dental Health] To provide emergency dental services to low-income adults.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total patients seen in clinic	1,287	1,451	1,192	1,500	1,500
Number of procedures performed	4,331	4,929	4,074	4,800	4,800

The Environmental Health Division regulates more than 1,100 establishments in the City. The EH Division conducts food safety evaluations of restaurants, grocery stores, convenience stores, mobile food vendors, bakeries, delis, caterers, school cafeterias, child care centers, food manufacturing facilities, food warehouses, and food vendors at temporary events. The Division also evaluates swimming pools, health clubs, laundries, hotels, marinas, massage therapists, and personal care facilities like nail salons, barbershops, beauty shops and tanning salons for compliance with health regulations. The EH Division also enforces the City's smoking ordinance.

The Division has non-regulatory programs in rabies prevention, mosquito-borne illness prevention, indoor air quality, and radon awareness. The Division investigates cases of food-borne illness, water-borne illness, child lead poisoning, and other environmentally linked diseases. The EH Division also investigates hundreds of citizen complaints about environmental health issues annually. The Division monitors lab tests of the City's drinking water and carries out regular assessments of environmental health conditions in the City.

DIVISION: Environmental Health & Toxics Administration	ACTUAL <u>FY 2005</u>	APPROVED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
General Fund Expenditures*	219,098	265,304	247,163	
<u>FULL-TIME STAFFING</u>	2	2	2	
* Excludes costs budgeted within the Cooperative budget that are captured in the Administration Division.				

INDICATORS AND MEASURES

OBJECTIVE: [Environmental Health] To inspect all food facilities in accordance with the State variable frequency inspection program in order to maintain food establishments at an acceptable level of sanitation.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Inspections/Evaluations Performed *	4,393	5,877	4,890	5,000	5,000
Citizen contacts by EH Staff *	not available	4,158	4,523	5,000	5,000

* These are new or revised performance measures, so data has been changed from previously published documents.

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

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 2,806 well child check-ups during FY 2005. Public Health Nurses provide the only professional home visiting services and case management for the most high-risk mothers and babies seen in Health Department clinics.

The Immunization Program provides age-appropriate immunizations for children and adults. Many children arrive in Alexandria from other countries where some vaccines are not routinely given. Their immunizations are brought up to date for school entry. Overall immunization numbers are down due to a general decrease in immigration, relocation of families outside of Alexandria, and the movement of some clients into the private sector due to increased utilization of managed care.

The Prenatal Services Program facilitates early entry into prenatal care at Casey Clinic, which helps reduce low birth weight. The average wait time for a new patient to be seen for her first appointment has been reduced from an initial 6 weeks to 2.5 weeks. One part-time Public Health nurse has been funded through the Children's Fund for 12 years. The position was incorporated into the Health Department's personnel schedule in FY 2006. Beginning in FY 2007, the funds will be included in the Health Department budget.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION:</u> Maternal & Child Health Care Services				
General Fund Expenditures	310,774 *	45,197	94,309 **	
<u>FULL-TIME STAFFING</u> ***	0	0	0	
* FY 2005 includes \$265,000 for the Arlandria Health Center, which is no longer funded through the Health Department, but is included in the "Other Health Activities" section of this budget.				
** Increase is due to inclusion of 0.75 FTE Public Health Nurse for the Prenatal Program, previously funded through the Children's Fund.				
*** The division has no City-funded full-time positions.				

INDICATORS AND MEASURES

OBJECTIVE: [Maternal/Child Health] To provide age-appropriate immunizations against diphtheria, pertussis, tetanus, polio, chicken pox, mumps, measles, rubella, H. influenza type B, Hepatitis B, and pneumococcal pneumonia, for eligible children from birth through 21 years of age.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of immunizations patients	4,782	4,600	3,517	4,000	4,010

ALEXANDRIA HEALTH DEPARTMENT

DETAIL BY DIVISION

Family Planning staff provide a full spectrum of reproductive care services to women of all ages and income levels.

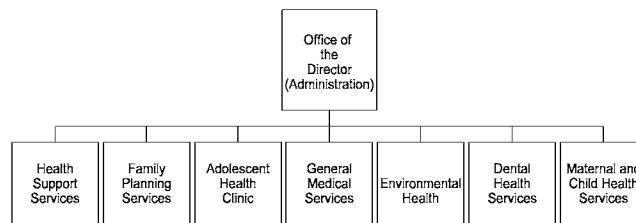
Due to a substantial decrease in the amount of federal funding for Family Planning Services for FY 2006, routine gynecological services are no longer available for women who have had a hysterectomy, a tubal sterilization or have reached menopause. Family Planning Services will only be provided to women who are in need of a contraceptive method. FY 2006 federal funding did provide a grant of \$20,000 to fund the Arlandria Health Center as a family planning site, with oversight by the Alexandria Health Department.

INDICATORS AND MEASURES

OBJECTIVE: [Family Planning] To provide family planning and gynecological services to women in the City of Alexandria.

	Actual FY 2003	Actual FY 2004	Actual FY2005	Estimated FY 2006	Projected FY 2007
Number of family planning visits	4,790	3,981 *	3,243	3,292	3,341

* The decrease in FY 2004 is attributed to the Arlandria Health Center's provision of family planning services.



THE ALEXANDRIA FUND FOR HUMAN SERVICES

In July 2005, the administration of the Community Partnership Fund was transferred from the Office of Management and Budget to the Department of Human Services (DHS). As part of that transaction, DHS initiated a review of the grant process and procedures, and began coordinating the three human services grant funds now under its management: the Children's Fund, the Youth Fund and the Community Partnership Fund. The Department examined previous experiences and proven practices from State and federal grant allocation procedures.

In FY 2006, the Department of Human Services established the Alexandria Fund for Human Services (AFHS). AFHS is the *umbrella fund* that coordinates grants and special initiatives for the Community Partnership Fund, the Youth Fund, and the Children's Fund. Although each of the three funds have different priorities and varied allocations, together they help ensure that the City's most vulnerable residents will be served. The goal of the Alexandria Fund for Human Services is to provide new and current funding opportunities for human service programs in Alexandria. This fund allows the City to support programs vital to meeting the needs of our community, with broadly defined service priorities for young children, youth, seniors, immigrants, and the disabled.

The funding available through the AFHS is allocated through a competitive Request For Grant Proposal (RFGP) process. Review panels evaluate applications and make funding determinations. The grant period is twelve months, and for FY 2007 will begin July 1, 2006 and end June 30, 2007.

The Community Partnership Fund will be used for grants to: (1) provide a range of human services to Alexandrians who are adults age 22 and over, persons with disabilities, families or seniors; or (2) administer programs that serve Alexandrians, regardless of age or ability, who present a need that falls within the grant parameters. The Youth Fund will be used to serve youth ages 6-21, and the Children's Fund will be used for grants to serve children from birth through age five.

TOTAL FINANCIAL RESOURCES

	COMPETITIVE GRANT FUNDING COMMUNITY PARTNERSHIP, YOUTH, AND CHILDREN'S FUNDS			
	FY 2005 ACTUAL	FY 2006 APPROVED *	FY 2007 PROPOSED **	FY 2007 APPROVED
COMMUNITY PARTNERSHIP FUND	862,775	924,444	961,422	
YOUTH FUND	290,908	301,807	313,879	
CHILDREN'S FUND	<u>1,038,680</u>	<u>1,100,930</u>	<u>1,095,651</u>	
TOTAL EXPENDITURES	<u>2,192,363</u>	<u>2,327,181</u>	<u>2,370,952</u>	

* The Community Partnership Fund, the Youth Fund and the Children's Fund approved budgets were increased by \$105,183, or 5.0 percent each, which more than provides an inflationary adjustment factor.

** The Community Partnership Fund, the Youth Fund and the Children's Fund proposed budgets are increased by 4.0 percent each, for a total of \$96,190. The Children's Fund was then reduced by \$47,419 to transfer funding it had been providing the Alexandria Health Department for a part-time Prenatal Health Nurse to the Alexandria Health Department.

THE ALEXANDRIA FUND FOR HUMAN SERVICES

City Manager Proposed - Community Partnership Fund

- The Proposed FY 2007 General Fund budget for the Community Partnership Fund reflects an increase of \$36,978, or 4.0 percent. This increase provides an adjustment factor slightly higher than the rate of inflation.
- Grant applications for the FY 2007 funding cycle for the Community Partnership Fund will be due to the Department of Human Services, 2525 Mt. Vernon Avenue, Alexandria, VA, 22301, March 1, 2006.

City Manager Proposed - Youth Fund

- The Proposed FY 2007 General Fund budget for the Youth Fund reflects an increase of \$12,072 or 4.0 percent. This increase provides an adjustment factor slightly higher than the rate of inflation.
- Grant applications for the FY 2007 funding cycle for the Youth Fund will be due to the Department of Human Services, 2525 Mt. Vernon Avenue, Alexandria, VA, 22301, April 3, 2006.

City Manager Proposed - Children's Fund

- The Proposed FY 2007 General Fund budget for the Children's Fund reflects a decrease of \$5,279. This decrease is attributable to the transfer funding for a part-time Prenatal Health Nurse from the Children's Fund to the Alexandria Health Department (-\$47,419), which is partially offset by a 4.0 percent increase (\$42,140).
- Grant applications for the FY 2007 funding cycle for the Children's Fund will be due to the Department of Human Services, 2525 Mt. Vernon Avenue, Alexandria, VA, 22301, May 1, 2006.

COMMUNITY PARTNERSHIP FUND DESCRIPTION: The Community Partnership Fund for Human Services was established by the Alexandria City Council on October 14, 1997. During the City's annual budget process, the City Manager recommends an aggregate amount of funding available to address identified human service priorities. Following City Council's adoption of the budget, awards to non-profit agencies are made by the Department of Human Services on a competitive basis through a formal Request For Grant Proposal process. For FY 2007, the Department of Human Services will notify successful grant applicants in writing by the second week in June 2006 for the grant year beginning July 1, 2006 and ending June 30, 2007.

THE ALEXANDRIA FUND FOR HUMAN SERVICES

Community Partnership Fund FY 2007 Program Priorities

On October 15, 2005, City Council made the following broad human service priorities permanent.

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, as well as help them become active citizens and be positive influential members of the community
- Programs to promote independent living, equality of opportunity and economic self-sufficiency for persons with disabilities

PREVENTION

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

PROTECTION AND TREATMENT

- Programs to prevent/reduce the impact of abuse and neglect
- Programs to provide affordable prevention and treatment for health, mental health and alcohol and drug problems
- Activities to reduce threats to the public health

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 over 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

THE ALEXANDRIA FUND FOR HUMAN SERVICES

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, 2006 for the grant year beginning July 1, 2006 and ending June 30, 2007.

CHILDREN'S FUND DESCRIPTION: 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 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 of requests for grant proposals and participates in a review committee to review proposals and recommend funding. Committee funding recommendations are forwarded to the City Manager for review and to City Council for final approval. Successful applicants will be notified by the last week of June, 2006 for grant funding that will begin on July 1, 2006 and end June 30, 2007.

Please see the following addendum tables for specific FY 2006 grants awarded for the Community Partnership Fund, the Youth Fund and the Children's Fund.

THE ALEXANDRIA FUND FOR HUMAN SERVICES

The Addendum Table entitled "FY 2006 Community Partnership Fund Grants" summarizes the grant awards that were announced in June, 2005 for the grant period October 1, 2005 through September 30, 2006.

FY 2006 COMMUNITY PARTNERSHIP FUND GRANTS

TABLE 1

ORGANIZATION	PROGRAM	FY 2006 APPROVED
Alexandria Chapter of the American Red Cross (New FY06)	Home Caregiving Instructional Course	\$6,000
Alexandria Neighborhood Health Services, Inc.*	Neighborhood-based Family Support and Mental Health Services in Arlandria	\$47,000
Alexandria Volunteer Bureau*	Volunteer Clearinghouse & Resource Center	\$54,000
Arlington/Alexandria Coalition for the Homeless	Adopt-A-Family	\$38,144
Carpenter's Shelter	Residential Hypothermia Shelter, David's Place, Transitional Housing and Aftercare Program	\$64,000
Center for Employment Training*	Provide Alexandria Residents Training 'N' Employment Reaching Self Sufficiency	\$20,000
Computer C.O.R.E.*	Community Out Reach and Education	\$20,000
Crisis Link	Crisis and Suicide Prevention Hotline	\$25,000
ENDependence Center of Northern Virginia*	Independent Living Services for Alexandrians with Disabilities	\$36,000
Friends of Guest House, Inc.	Guest House Residential Program	\$31,800
Future Careers (New FY06)	Career Steps to Self-sufficiency	\$25,000
Hispanic Committee of Virginia*	Integrated Services for Hispanic Families	\$35,000

Table to be continued on next page

THE ALEXANDRIA FUND FOR HUMAN SERVICES

TABLE 1, Continued

ORGANIZATION	PROGRAM	FY 2006 APPROVED
Legal Aid Justice Center*	VA Justice Center for Farm Immigrant Workers	\$12,000
Legal Services of Northern Virginia*	Civil Legal Services for Low-Income, Elderly, and Disabled Residents of Alexandria	\$170,000
Literacy Council of Northern Virginia*	Adult Literacy and English as a Second Language Program	\$25,000
Metropolitan Washington Ear	Reading and Information Services for the Blind and Visually Impaired	\$4,000
New Neighbors Education Center (New FY06)	ESL Program with Childcare	\$22,500
Northern Virginia Dental Clinic*	Northern Virginia Dental Clinic	\$42,000
Northern Virginia Resource Center for Deaf & Hard of Hearing Persons*	HEAR Alexandria (Education/Outreach, Info., Advocacy and Peer Support Services)	\$18,000
Rebuilding Together Alexandria	Rebuilding Together (formerly Alexandria Christmas in April)	\$6,000
Stop Child Abuse Now (SCAN) of Northern Virginia (New FY06)	Padres Unidos- Alexandria Educational Parent Support Group	\$20,000
Senior Services of Alexandria	Home Care and Employment Services	\$45,000
Senior Services of Alexandria	Meals on Wheels Program	\$20,000
The Campagna Center*	Retired and Senior Volunteer Program	\$48,000
Whitman-Walker Clinic of Northern Virginia**	Case Management & Legal Services for persons with HIV/AIDS	\$90,000
TOTAL		\$924,444

* The FY 2006 Community Partnership Review Panel approved funding for a two year term.

** The Whitman-Walker Clinic was awarded \$55,000 for case management services and \$35,000 for legal aid; however, funding is contingent upon the review of Whitman-Walker by the City. In the event that the Whitman-Walker Clinic is unable to provide the services for either of these programs, the City will appoint a new vendor to provide such services.

THE ALEXANDRIA FUND FOR HUMAN SERVICES

The Addendum Table "FY 2006 Youth Fund Grants" summarizes the grant awards that were announced in June, 2005 for the grant period October 1, 2005 through September 30, 2006.

FY 2006 YOUTH FUND GRANTS

ORGANIZATION	PROGRAM	FY 2006 AMOUNT APPROVED
Alexandria City Public Schools	Alexandria Peer Leadership	\$10,000
Alexandria Community Service Board	Get Real About Violence	\$5,293
Alexandria Olympic Boys & Girls Club	Essex House Program	\$25,000
Alexandria Seaport Foundation	Teaching/Mentoring/Skills Training	\$21,000
Alexandria Volunteer Bureau	a) Summer Community Service Program	\$4,000
	b) Youth Service Coalition	\$20,000
Bienvenidos	Building Better Futures: A Tutoring/Mentoring Program for Latino Youth	\$20,000
Big Brothers/Big Sisters of National Capital Area	Making Positive Difference in the Lives of City of Alexandria Children and Strengthening Families	\$15,000
Campagna Center	Grandfathers Group	\$10,000
Community Lodgings, Inc.	Youth At-Risk Development Program	\$20,000
Kids Helping Kids, Inc.	Community Youth Program	\$1,500
Northern Virginia AIDS Ministry	a) Youth Prevention Program	\$25,000
	b) Access Advocacy for Children	\$5,000
Project Discovery	Project Discovery Program	\$17,000
SCAN of Northern Virginia	Court Advocacy Program	\$20,000
Tenants' and Workers' Support Committee	Alexandria United Teens Advancement Project	\$20,000
The Art League	Personal Space Remodeling	\$12,000
The Secondary Training and Education Program	Computer Training Program	\$22,000
Wholistic Family Agape Ministries Institute	Wholistic Family Agape Ministries Institute	\$19,014
Youth Policy Commission	Operating Budget	\$10,000
TOTAL		\$301,807

THE ALEXANDRIA FUND FOR HUMAN SERVICES

The Addendum Table "FY 2006 Children's Fund Program Funding" summarizes the funding provided to programs through the Children's Fund for FY 2006. Individual agency allocations were approved by City Council in late June 2005, for the period beginning July 1, 2005 through June 30, 2006.

FY 2006 CHILDREN'S FUND PROGRAM FUNDING

ORGANIZATION	PROGRAM	FY 2006 AMOUNT APPROVED
Alexandria Accredited Preschools	Family Support Project	\$195,682
Stop Child Abuse Now (SCAN)	Parent Nurturing Project	\$10,200
Alexandria Health Department	Prenatal Project	\$47,419
Community Services Board	Preschool Prevention Team	\$65,590
Virginia Preschool Initiative	Scholarship Fund	\$60,000
Child & Family Network Centers	Child & Family Network Centers	\$238,955
Northern Virginia Family Services	Healthy Families	\$328,090
Head Start	Mt. Vernon Program for 4 Year Olds	\$35,000
Northern Virginia Urban League	Resource Mothers	\$63,018
N/A	Early Childhood Training Budget	\$26,976
Child & Family Network Centers	West End Classrooms	\$30,000
	TOTAL	\$1,100,930

OTHER HEALTH ACTIVITIES

PROGRAM DESCRIPTION: This section summarizes City contributions to regional and non-profit organizations that provide health care or health-related services to Alexandria residents. The City also provides funds to the Alexandria Health Department, a State entity.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES < ALL FUNDS > NON-PERSONNEL	<u>978,400</u>	<u>988,400</u>	<u>998,600</u>	
TOTAL EXPENDITURES	<u>978,400</u>	<u>988,400</u>	<u>998,600</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>978,400</u>	<u>988,400</u>	<u>998,600</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 1.0%				

City Manager Proposed

- The Proposed FY 2007 General Fund budget for Other Health Activities is \$988,600, which represents a \$10,200, or 1.0 percent increase, from the Approved FY 2006 General Fund budget.

PROGRAM DETAIL

INOVA Alexandria Hospital and the City of Alexandria have a long history of cooperation in attempting to meet the health care needs of our low income residents. Since the mid 1940s the Hospital has been exempt from the payment of real property and business tangible taxes to the City. In 1982 the City contributed \$315,000 to the Hospital for "indigent care." The amount gradually increased, and since 1991, the City has contributed \$700,000 annually to the Hospital to help offset costs for indigent inpatient care. INOVA Alexandria Hospital has not requested an increase for FY 2007.

	ACTUAL <u>FY 2005</u>	APPROVED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>INOVA Alexandria Hospital</u>				
General Fund Expenditures	700,000	700,000	700,000	

OTHER HEALTH ACTIVITIES

PROGRAM DETAIL

The Arlandria Health Center, (formerly the Arlandria Health Center for Women and Children) began in 1993 as a unique public-private partnership between the City of Alexandria, the Alexandria Health Department, the Commonwealth of Virginia and the private sector. Alexandria Neighborhood Health Services, Inc. (ANHSI), a not-for-profit organization, was created in 1996 to sustain and manage the clinic as the initial federal funding obtained by the Alexandria Health Department ended. In late 2003, ANHSI was awarded a federal grant (of approximately \$554,000) to establish and operate a Community Health Center (CHC) in Alexandria, known as the Arlandria Health Center. The three-year grant increased to \$650,000 in years two and three. The third year of federal funding ends in October 2006 and at that time the grant becomes competitive. In order to operate as a CHC and to comply with federal regulations, ANHSI hired new staff and changed the Board's composition during 2004. As Northern Virginia's first Federally Qualified Community Health Center, the Arlandria Health Center provides basic primary care services, including mental health services and dental care, to anyone who walks through the door. The Arlandria Health Center is no longer a clinic of the Alexandria Health Department and the Health Department provides no administrative support to the Health Center.

As a Federally Qualified CHC, the Center expanded its array of primary care services and began serving men. The Arlandria Health Center continues to provide 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 FAMIS (Family Assistance Medical Insurance Services) coverage for their children. The entire staff of the clinic is bilingual, most in English and Spanish. The Health Center provided 8,858 patient visits in FY 2005.

In November 2005, the Health Center expanded into space at 2 East Glebe Road, which complements existing space at 3802 and 3804 Executive Avenue (in Presidential Greens). The new facility will serve the adult population. This expansion approximately doubles the Center's physical space and allows for more consumers to be served.

Supplemental Budget Requests

Recommended

- Increase in General Operating Support \$10,000

Not Recommended

- Increase in General Operating Support \$45,000
A partial increase of the \$55,000 total requested increase for the Arlandria Health Center is recommended above.

OTHER HEALTH ACTIVITIES

PROGRAM DETAIL

	ACTUAL <u>FY 2005</u>	APPROVED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>ARLANDRIA HEALTH CENTER</u>				
General Fund Expenditures	265,000	275,000 *	285,000 **	
* Reflects an approved increase of \$10,000.				
** Reflects a recommended supplemental in the amount of \$10,000.				

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, the 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. Participating local jurisdictions are asked to contribute ten cents per capita to the Health Systems Agency for FY 2007.

	ACTUAL <u>FY 2005</u>	APPROVED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>HEALTH SYSTEMS AGENCY OF NORTHERN VIRGINIA</u>				
General Fund Expenditures	13,400	13,400	13,600	

HOUSING

421 King Street, Second Floor • Alexandria, VA 22314 • 703.838.4990
 Mildrilyn Davis, Director • mildrilyn.davis@alexandriava.gov

GOALS, FUNCTIONS AND RESPONSIBILITIES: 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 requirements for relocation assistance to tenants displaced by condominium conversions, and to facilitate compliance with State and local laws affecting landlord-tenant rights and responsibilities.

OBJECTIVES:

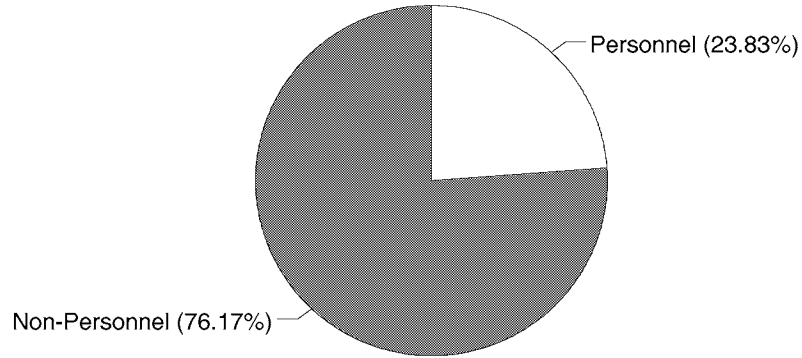
- To promote and support the development and preservation of affordable rental and sales housing opportunities.
- To monitor tenant displacement in condominium conversions.
- To investigate, counsel and conciliate landlord-tenant complaints and housing inquiries.
- To provide assistance to low and moderate-income, 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.
- To provide no-interest rehabilitation loans to low and moderate-income homeowners in the City of Alexandria.

<u>TOTAL FINANCIAL RESOURCES *</u>	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	1,355,885	1,668,085	1,663,618	
NON-PERSONNEL	5,796,527	5,775,615	5,316,260	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>7,152,412</u>	<u>7,443,700</u>	<u>6,979,878</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	<u>6,020,444</u>	<u>3,010,465</u>	<u>1,925,242</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>6,020,444</u>	<u>3,010,465</u>	<u>1,925,242</u>	
GENERAL FUND	<u>1,131,968</u>	<u>4,433,235</u>	<u>5,054,636</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 14.0%				
FULL-TIME POSITIONS	20	20	20	
TOTAL AUTHORIZED POSITIONS	20	20	20	

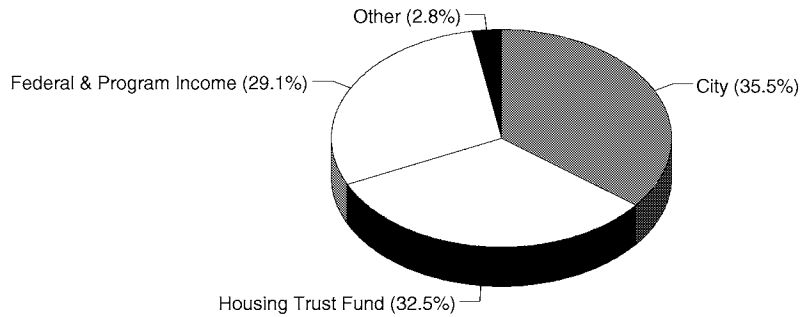
* Financial resources portrayed here do not match the Addendum Table "FY 2007 Housing Program Sources and Uses" as this Financial Resources table does not include any carryover CDBG, HOME, other non-federal or Housing Trust Fund monies. Resources portrayed in Non-Personnel include the City Council approved dedication of one cent of Real Estate Tax revenue (\$3,288,608).

HOUSING

FY 2007 Proposed Expenditures by Type



**FY 2007 Proposed
Funding Sources for the Office of Housing
(Total Estimated Funding of \$14.2 Million, Including Carryover Monies)**



HOUSING

City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund budget increased by 14.0 percent.
- Personnel - FY 2007 proposed personnel decreased by \$4,467, or less than 1 percent. This decrease is due to the hiring of new employees at lower than budgeted step levels, and the application of a vacancy factor of 3.0 percent, or \$30,130.
- Non-Personnel - FY 2007 decrease in non-personnel is \$459,355, or 8.0%. This decrease is attributable to a decrease in federal funding noted below, and to the City Council approved one-time transfer of (\$889,815) in Recordation Tax special revenue in FY 2006. This decrease is partially offset by a \$528,423 increase in the City Council approved dedication of one cent of Real Estate Tax revenue from \$2,760,185 in FY 2006 to \$3,288,608 in FY 2007; also, an increase in the Grant Match-City Contributions account due to the decreases in federal funding noted below and various expenses related to a reorganization of personnel.

Revenue Issues

- Anticipated special revenue in FY 2007 includes the following changes:
 - Community Development Block Grant (CDBG) funding in FY 2007 is projected at \$1,284,295, a decrease of \$127,291, or 9.0 percent as compared to FY 2006.
 - CDBG funding in the amount of \$197,000 will be transferred to the Department of Human Services for the administration of homeless prevention services.
 - Home Investment Partnership (HOME) revenue in FY 2007 is projected at \$824,947, a decrease of \$49,917 or 5.7 percent as compared to FY 2006.

Other Issues

- In addition to the monies shown above, proposed expenditures include a new allocation of \$1,600,795 in estimated carryover Housing Trust Fund monies for the following ongoing programs:
 - \$989,500 for the Moderate Income Housing Program (MIHP)
 - \$400,000 for the Housing Opportunities Fund
 - \$100,000 for new loans in the Employee Homeownership Incentive Program (EHIP)
 - \$81,295 for Home Ownership Counseling Services
 - \$30,000 for the Sellers Incentive fund
 - The non-personnel budget continues to include \$300,000 in City funds to augment funding in the Housing Trust Fund and the federal HOME grant for the Housing Opportunities Fund, which assists with affordable housing development in the City.
-

HOUSING

DETAIL BY DIVISION

The Program Administration Division has primary responsibility for working with non-profit and for-profit developers on housing development and preservation activities. 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 Housing Opportunities Fund, created by City Council in FY 2002, to fund feasibility studies, pre-development costs and provide gap financing to developers of affordable sales and rental housing. The Division also 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 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 also provides staff support for the Affordable Housing Advisory Committee (AHAC) and is the City liaison to the non-profit Alexandria Housing Development Corporation, which was created during FY 2004.

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 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION:</u> Administration				
All Funds Expenditures*	1,174,890	985,843 **	1,030,920 ***	
<u>FULL-TIME STAFFING</u>	9	9	9	
* FY 2005 actual expenditures include carryover Housing Trust Fund monies expended from this division.				
** Funding includes an adjustment for the Tavern Square office space lease (\$87,834) in the Administration Division; partially offset by vacancy savings (\$48,131).				
*** Increase in expenditures is attributable to increases in the contra-account Grant Match-City Contribution (due to a decrease in Federal Grant funding), partially offset by decreases in personnel costs.				

HOUSING

DETAIL BY DIVISION

The Landlord-Tenant Relations Division provides staff support for the Landlord-Tenant Relations Board and the Fair Housing Testing Program Advisory Committee. Division staff administer the following programs:

The Fair Housing Testing Program, overseen by the Fair Housing Testing Program Advisory Committee, is designed to identify discriminatory practices in 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 and mortgage lending 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. The program also provides assistance to tenants displaced by condominium conversions.

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 conducts an annual Apartment Managers' Seminar targeted to management staff at Alexandria rental complexes. The seminar includes fair housing training. 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.

HOUSING

DETAIL BY DIVISION

DIVISION: Landlord Tenant	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
All Funds Expenditures	249,894	297,597	303,659	
<u>FULL-TIME STAFFING</u>	3	3	3	

INDICATORS AND MEASURES

OBJECTIVE:[Landlord-Tenant Relations] To investigate, counsel and conciliate landlord-tenant complaints and housing inquiries.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Landlord-Tenant complaints received*	1,612	1,022	1,049	1,000	1,000
Favorable resolution achieved through staff intervention*	66 %	49 %	63 %	65 %	65 %
Percent referred to courts or other agencies*	33 %	48 %	36 %	34 %	34 %
Percent withdrawn, pending, or unresolved*	1 %	3 %	1 %	1 %	1 %
Housing inquiries received	3,715	4,210	3,972	4,000	4,000
Direct assistance provided*	62 %	62 %	62 %	60 %	60 %
Percent referred to other agencies*	36 %	37 %	37 %	39 %	39 %
Percent withdrawn, pending, or unresolved*	2 %	1 %	1 %	1 %	1 %

* Some complaints and inquires are resolved in more than one way; data represents the percentage of total resolutions, rather than total complaints or inquires. All resolution percentages reflect complaint resolutions only.

The Program Implementation Division seeks to provide low and moderate-income households with affordable housing opportunities, to improve housing conditions, and to bring about greater neighborhood stabilization. To accomplish these goals, the Division administers a number of programs designed to increase homeownership opportunities and provide needed home rehabilitation.

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 \$50,000 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

DETAIL BY DIVISION

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 \$30,000 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 \$50,000, which is \$20,000 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 eleven 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 Eleventh Annual Homeownership Fair was held in April 2005, with approximately 600 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 home buyer counseling specific to applicants' individual situations.

The Home Rehabilitation Loan Program enables low-income homeowners in the City to correct code violations and structural problems and to enhance the livability of their homes, thereby preventing condemnation, protecting property values, and contributing to neighborhood preservation. This program provides income-eligible home owners with interest-free, deferred payment loans of up to \$90,000 for construction costs. This limit may be exceeded 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) 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. Approval of the property owner is required. 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.

HOUSING

DETAIL BY DIVISION

The Housing Opportunities Fund, created by City Council in FY 2002, provides for feasibility studies, pre-development costs and gap financing to developers of affordable sales and rental housing. The FY 2007 Housing Opportunities Fund includes monies of up to a \$400,000 maximum for the Alexandria Housing Development Corporation (AHDC), with the understanding that any monies remaining in the AHDC's current budget at the end of FY 2006 will be applied to the \$400,000 total.

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 Fannie Mae 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 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 Employee Homeownership Incentive Program (EHIP) was established by City Council in June 2004 to encourage City employees to buy homes in the City of Alexandria. EHIP provides unsecured, no-interest loans of up to \$5,000 for the employee's primary residence, up to a maximum purchase price of \$587,600. The loans are repaid upon the sale of the house.

	ACTUAL <u>FY 2005</u>	APPROVED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>DIVISION: Implementation</u>				
All Funds Expenditures*	5,727,628	6,160,260	5,645,299 **	
<u>FULL-TIME STAFFING</u>	8	8	8	
* FY 2005 actual expenditures include carryover Housing Trust Fund monies expended from this division.				
** Decrease in funding is attributable to the one-time City Council approved Recordation Tax special revenue (\$889,815) received in FY 2006, and to decreases in CDBG Federal funding of (\$127,291) and HOME Federal funding of (\$49,917), partially offset by a \$528,423 increase in the City Council approved dedication of one cent of Real Estate Tax revenue. This decrease was additionally offset by the cost of a conversion of a Clerk Typist II position into a Housing Program Coordinator, as well as various minor personnel adjustments.				

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of Applications (HAP + MIHP)*	187	234	270	250	250
Total dollar amount of HAP loans (CDBG + HOME)	\$509,436	\$863,164	\$1,582,230	\$1,600,000	\$1,600,000
Number of HAP loans	16	26	34	32	32
Average amount of HAP loans	\$31,840	\$32,527	\$46,536	\$50,000	\$50,000
Average HAP purchase price	\$131,963	\$155,451	\$209,203	\$210,000	\$215,000
Total dollar amount of MIHP loans**	\$399,598	\$574,737	\$795,776	\$1,230,000	\$1,230,000
Number of MIHP loans**	26	23	37	41	41
Average MIHP purchase price	\$160,769	\$181,254	\$217,957	\$225,000	\$224,000
Total dollar amount of MIHP law enforcement loans	\$0	\$35,000	\$50,000	\$100,000	\$100,000
Number of law enforcement loans	0	1	1	2	2
Average law enforcement purchase price	\$0	\$224,500	\$235,000	\$250,000	\$235,000
Percent of households that still own their homes after five years from year shown***	82%	76%	51%	90%	90%

* 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.

** In May 2005, City Council increased the maximum MIHP assistance amount from \$20,000 to \$30,000. For residents of rental units undergoing conversion to condominium ownership, this maximum loan amount increased to \$40,000 for those purchasing units in the converting complex.

*** 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 2003, 82 percent of those who received purchase assistance in FY 1998 still own their homes in FY 2003.

OBJECTIVE: [Home Rehabilitation Loan Program] To provide no-interest rehabilitation loans to low and moderate-income homeowners in the City of Alexandria.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of applications received	16	16	15	16	15
Number of rehabilitation loans obligated	14	11	9	14	14
Rehabilitation cases in progress*	22	18	17	17	18
Rehabilitation cases completed/percent	15/68%	14/74%	13/76%	12/71%	13/72%
Average loan award**	\$68,529	\$59,757	\$73,036	\$74,693	\$76,560
Percent of assisted persons receiving maximum loan	40%	53%	67%	75%	75%

* "Rehabilitation cases in progress" can include cases which initiated in the previous year.

** Effective May 2000, the maximum loan amount may exceed \$90,000 only when necessary to address lead-based paint hazards.

FY 2007 Housing Program Sources and Uses

		Uses										
		ADMIN (1)	LANDLORD TENANT/FAIR HOUSING (2)	HOMEOWNERSHIP (HAP, MIHP, Fair, Employer Assisted Housing, Employee Homeownership Incentive Program) (3)	HOMEOWNERHSIP COUNSELING (4)	HOMEOWNER REHAB (5)	RAMP (6)	HOUSING OPPORTUNITIES FUND (7)	TRANSITIONAL HOUSING (8)	UNALLOCATED HOUSING TRUST FUND (9)	AFFORDABLE HOUSING INITIATIVES (10)	TOTAL
Sources												
CDBG	New *	257,456	42,051	487,945		299,843					1,087,295	
	Fees Offset Expend			4,500							4,500	
	Carryover	14,278	5,189	386,547		1,000,469	256,600				1,663,083	
		<u>271,734</u>	<u>47,240</u>	<u>878,992</u>		<u>1,300,312</u>	<u>256,600</u>				<u>2,754,878</u>	
HOME	New	81,913		503,034				240,000			824,947	
	Carryover	1,613		43,915		299,447		206,212			551,187	
		<u>83,526</u>		<u>546,949</u>		<u>299,447</u>		<u>446,212</u>			<u>1,376,134</u>	
GENERAL FUND	New	964,986	303,658					300,000			1,568,644	
	New HOME Match			125,759				60,000			185,759	
		<u>964,986</u>	<u>303,658</u>	<u>125,759</u>				<u>360,000</u>			<u>1,754,403</u>	
HTF**	New								2,537,460		2,537,460	
	Carryover											
	New Allocation			1,119,500	81,295			400,000			1,600,795	
	Prior Allocation			258,000	27,435			11,640	181,270		478,345	
			<u>1,377,500</u>	<u>108,730</u>			<u>11,640</u>	<u>400,000</u>	<u>181,270</u>	<u>2,537,460</u>	<u>4,616,600</u>	
OTHER NON-FED	New			8,500							8,500	
	Carryover HOME Match			6,887		80,253		301,553			388,693	
				<u>15,387</u>		<u>80,253</u>		<u>301,553</u>			<u>397,193</u>	
NEW REVENUE	Real Property Tax***									*****	3,288,608	
	Carryover									TBD	TBD	
										*****	<u>3,288,608</u>	
ALL FUNDS		<u>1,320,246</u>	<u>350,898</u>	<u>2,944,587</u>	<u>108,730</u>	<u>1,680,012</u>	<u>268,240</u>	<u>1,507,765</u>	<u>181,270</u>	<u>2,537,460</u>	<u>3,288,608</u>	<u>14,187,816</u>

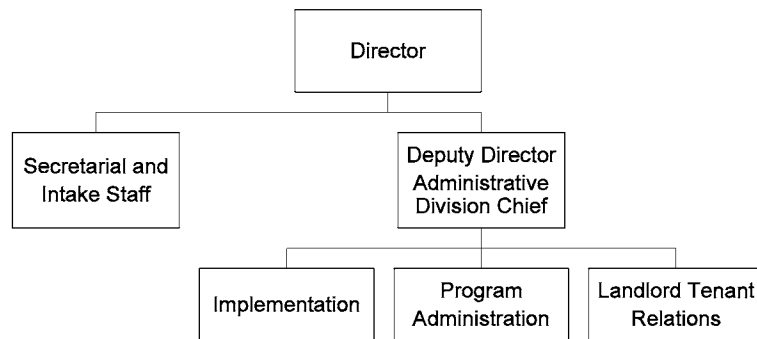
Proposed
City of Alexandria, Virginia FY 2007 Budget 9-90

Operating Agencies
VRS/PRD

HOUSING

FY 2007 Housing Program Sources and Uses, continued

- * The total estimated FY 2007 Community Development Block Grant (CDBG) amount is \$1,284,295; this amount reflects the transfer of \$197,000 to the Department of Human Services for the administration of homeless prevention services.
 - ** It should be noted that this figure is an estimate of the projected total amount of Housing Trust Fund contributions and interest earnings available through FY 2007. 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.
 - *** Includes the City Council approved dedication of one cent of Real Estate Tax revenue of \$3,288,608.
-



PLANNING AND ZONING

301 King Street, Room 2100 • Alexandria, VA 22314 • 703.838.4666
Eileen Fogarty, Director • eileen.fogarty@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVES:

- 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.
 - To review and analyze applications for construction and demolition within the City's two historic districts for compliance with the historic district regulations.
 - To prepare recommendations and reports on non development-related issues for the Planning Commission and City Council.
 - 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 the 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.
 - To improve services and decision making by ensuring accurate and consistent geographic data is available to all City departments and the public.
-

PLANNING AND ZONING

TOTAL FINANCIAL RESOURCES

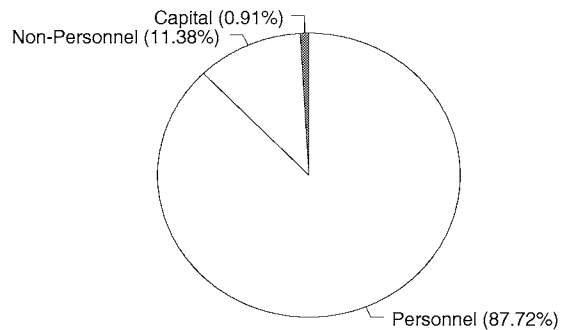
	FY 2005 ACTUAL	FY 2006 AMENDED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	2,954,516	4,056,604	4,127,205	
NON-PERSONNEL	781,976	526,498	535,333	
CAPITAL GOODS OUTLAY	<u>149,734</u>	<u>42,690</u>	<u>42,690</u>	
TOTAL EXPENDITURES	<u>3,886,226</u>	<u>4,625,792</u>	<u>4,705,228</u>	
SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>705,789</u>	<u>705,789</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>705,789</u>	<u>705,789</u>	
GENERAL FUND	<u>3,886,226</u>	<u>3,920,003</u>	<u>3,999,439</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 2.0%

FULL-TIME POSITIONS	37.0	37.0	37.0
PART-TIME POSITIONS (FTE)	0.5	0.5	0.5
AUTHORIZED OVERHIRES (FULL-TIME)	3.0	10.0 *	10.0
TOTAL AUTHORIZED POSITIONS	40.5	47.5	47.5

* Reflects the FY 2006 approved supplemental adding a temporary overhire full-time Neighborhood Sign Planner (Urban Planner II) position beginning October 1, 2005, to facilitate two City sign programs to be planned and then implemented in FY 2006 and subsequent fiscal years. Also reflects the amended addition of three special revenue funded temporary overhire full-time positions (one Principal Development Planner, one Urban Planner II and one Urban Planner I) to provide staff support for the Potomac Yard development review project; and the amended addition of three special revenue funded temporary overhire full-time positions (two Principal Development Planners and one Urban Planner II) to provide staff support for other large and complex development review projects submitted to the City. These development related positions were discussed with City Council at a May 2005 work session.

FY 2007 Proposed Expenditures by Type



PLANNING AND ZONING

City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 2.0 percent.
- Personnel - FY 2007 proposed personnel increased by \$70,600, or 1.7 percent. This increase is attributable to the cost of employee merit adjustments. A vacancy factor of 5.3 percent, or \$194,447, has been applied.
- Non-Personnel - FY 2007 increase in non-personnel is \$8,835, or 1.7 percent. This increase is partially attributable to increases in photocopying costs and postage to reflect actual expenditure trends.

Supplemental Budget Requests

Recommended

- Professional Consulting Services \$570,000
An amount of \$570,000 is proposed in the Non-Departmental account for needed planning studies of key areas in the City. This, coupled with \$226,017 in funding in the Planning and Zoning budget, brings the total funding for planning studies equal to the FY 2006 Approved budget level of \$796,017.

Not Recommended

- To fund increased cost of temporary services to provide additional administrative support in the department - \$35,000
- To fund increased printing costs - \$30,000

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 City standards, guidelines and policies. Planning staff also review and make recommendations on use permit and variance requests, work 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 work with the neighborhoods to ensure that residents understand the proposals that affect them.

In support of these objectives, Planning and Zoning maintains and analyzes demographic and economic data, and provides urban design assistance for the City and private development projects. It operates the Geographic Information Systems (GIS) database network, and provides expertise to the public related to zoning and development requirements, future trends, and development and market activity.

PLANNING AND ZONING

DETAIL BY DIVISION

Administration Division - provides overall planning, supervision and support services for the department.

DIVISION: Administration	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
All Funds Expenditures	1,470,585 *	976,142 **	1,000,045	
<u>FULL-TIME STAFFING</u>	7	7	7	
<p>* FY 2005 actual expenditures include reappropriated funding from previous year encumbrances and the transfer of monies from the non-departmental budget to fund ongoing planning activities.</p> <p>** Includes an adjustment for increased cost for temporary services (\$35,000); the transfer of annual maintenance costs for the City's enterprise GIS software, from the CIP to the department's non-personnel budget (\$30,000); partially offset by vacancy reductions (\$178,726).</p>				

Land Use Services Division – is responsible for administration and enforcement of the City's zoning ordinance and historic preservation regulations, as well as support for the Planning Commission, Board of Zoning Appeals and two Boards of Architectural Review (Old and Historic Alexandria District Board of Architectural Review and Parker-Gray Board of Architectural Review).

Land Use Services assists the residents and businesses in Alexandria by providing information on zoning, development and subdivision regulations. The Division staff is responsible for the review of a variety of permits such as building and sign permits, certificate of occupancy, and business licenses for consistency with the City's land use regulations. Staff also reviews proposed development in the City's Historic Districts and provides support to the two Boards of Architectural Review. Staff, in addition, provides recommendations to the Board of Zoning Appeals on variance, special exception, and appeal cases, as well as inspect properties for zoning ordinance violations and compliance with land use approvals such as Special Use Permits (SUP).

DIVISION: Land Use Services	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
All Funds Expenditures	845,759	1,031,537	955,088 *	
<u>FULL-TIME STAFFING</u>	12	12	12	
<p>* Reflects the transfer of an overhire Urban Planner III position from the Land Use Services Division to the Development Division.</p>				

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, certificates of occupancy and inspections for compliance with zoning and subdivision requirements in a timely manner*

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of Business Licenses Processed	1,987	1,987	1,873	1,950	1,960
Number of Certificates of Occupancy Reviewed	181	236	453	500	525
Number of Special Exceptions Processed	28	17	21	22	23
Number of Building Permits Reviewed (Includes mechanical, electrical and sign permits)	2,900	3,616	3,312	3,500	4,000
Number of Variances Processed	56	36	42	43	47
Number of Zoning Compliance Letters	50	86	98	100	100
Number of Special Use Permit Inspections	151	218	224	233	241
Number of Zoning Enforcement Inspections	301	436	447	467	484
Number of Zoning Tickets Issued	283	121	149	150	155
Number of Complaints Resolved	268	297	346	350	365

* Data have been revised from previously published documents.

OBJECTIVE: (Historic Preservation) 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Historic Preservation Docket Items Processed	309	302	286	305	310
Building Permits Reviewed**	685	834	804	875	925
Certificates of Occupancy Reviewed	89	46	59	115	145
Number of Administrative Approvals***	NA	NA	50	60	60

* Data have been revised from previously published documents.

** Includes mechanical, electrical & sign permits when new developments generate multiple permits.

*** New measure in FY 2007.

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 re-zoning requests and post-approval submissions.

PLANNING AND ZONING

DETAIL BY DIVISION

	ACTUAL <u>FY 2005</u>	AMENDED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>DIVISION:</u> Development				
All Funds Expenditures	666,374	1,478,433 *	1,583,725	
<u>FULL-TIME STAFFING</u>	6	6	6	
* Includes the transfer of one full-time temporary overhire Urban Planner III position from the Neighborhood Planning and Community Development Division to the Development Division to help provide development review in the department. Includes the transfer of an overhire Urban Planner III position from the Land Use Services Division to the Development Division; also an upgrade of two Urban Planner III positions to Principal Development Planner positions for the review of large and complex projects. Also includes the amended addition of three special revenue funded temporary overhire full-time positions (one Principal Development Planner, one Urban Planner II and one Urban Planner I) to provide staff support for the Potomac Yard development review project; and the amended addition of three special revenue funded temporary overhire full-time positions (two Principal Development Planners and one Urban Planner II) to provide staff support for other large and complex development review projects submitted to the City.				

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2005	Projected FY 2007
Planning Commission Docket Items Processed	250	215	130	200	200
Development Applications Processed	62	65	86	70	75
Master Plan Amendments & Rezoning	16	2	12	10	10
Final Site Plans Reviews	70	77	96	90	90
Final Site Plans Released	16	15	15	20	20
Total Active Development Plans	100	100	110	100	100
Building Permits Reviewed	250	250	233	250	250

Neighborhood Planning and Community Development – Neighborhood Planning and Community Development provides community-based long range planning, immediate analysis and recommendations regarding the physical development and appearance of the City. The division acts 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; and building consensus on development alternatives through a community-based planning process.

Over the past four years, the Division's long-range planning efforts has focused on the City-wide planning process for the Eisenhower East area, the Upper Potomac West/Arlandria and Mt. Vernon/Del Ray neighborhoods in the Potomac West area, and a retail strategy effort for King Street and Hunting Creek on the Beltway. In addition, new efforts were initiated for the Landmark/Van Dorn and Braddock Road Metro areas, and for the Route One corridor adjoining Potomac Yard. With the adoption of new plans, staff is involved in on-going implementation efforts.

PLANNING AND ZONING

DETAIL BY DIVISION

The Division's planning initiatives are oriented into four major planning themes, building upon the City Council's Strategy Plan for Alexandria 2015:

- **Transit Oriented Development** - The Eisenhower East and Braddock Road Metro areas are "transit villages" in the making. They take advantage of the investment in Metro and will include new development to focus on pedestrians rather than cars.
- **Creating and Preserving Neighborhoods** - The Mount Vernon Avenue and UPW/Arlandria Plans strengthen retail and restaurant uses, enhance the historic main street, improve walkability, and create parking and transit resolutions.
- **Strengthening our Main Streets** - The King Street Retail Strategy ensures regional competitiveness by enhancing the vibrancy of this unique historic street. The Hunting Creek Plan strives to enhance the historic character of the George Washington Parkway on our southern gateway and provide opportunity for affordable housing. The Route One Study seeks to provide corridor enhancements and compatible development to complement the Potomac Yard development.
- **Creating Urban Villages** - Planning for the revitalization of the Landmark/Van Dorn area recognizes the value of mixed-use residential urban centers that design for people.

During FY 2006 the Division is continuing the planning effort for the Landmark/Van Dorn area to address pedestrian circulation, traffic and other development issues in a manner that can help transform the area into a true town center for the West End and is working towards the completion of the Washington Street Public Space guidelines. The Division has also initiated planning efforts for the Braddock Road Metro area with goals towards ensuring appropriate transitions between new development and existing historic neighborhoods, providing retail and open space opportunities, enhancing the Metro Station and improving the pedestrian environment. The Division has, in addition, initiated planning efforts for the northern Route One corridor to explore appropriate development on the west side and streetscape enhancements to complement Potomac Yard; also, a preliminary review of neighborhood infill issues and approaches; and a study of industrial areas and their contribution to the economic base of the City.

The Division staff continues to provide data and evaluation of Census information for departments, City-wide.

PLANNING AND ZONING

DETAIL BY DIVISION

In the work program adopted by City Council during FY 2006, the principal focus of the Division in the upcoming fiscal year will be on planning efforts in the Waterfront area, Eisenhower West and on a Neighborhood Infill Study.

	ACTUAL FY2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
DIVISION: Neighborhood Planning and Community Development				
All Funds Expenditures	524,518	644,479*	663,528	
<u>FULL-TIME STAFFING</u>	6	6	6	
* Includes a two-year full-time temporary overhire Neighborhood Sign Planner (\$59,351) beginning October 1, 2005, to facilitate two sign programs to be implemented in the City during FY 2006.				

Geographical Information System (GIS) - the Division is charged with implementing and supporting the City's enterprise Geographical System. The goal of the system is to centralize the maintenance and distribution of geographic information. GIS improves services and decision making by ensuring accurate and consistent geographic data is available to all City departments. The Division's responsibilities include: application and data development, user training, ad-hoc projects development and integration. The data development responsibilities include maintaining the GIS enterprise system's extensive set of base layers and coordinating with other City agencies to develop and maintain layers specific to those departments which can also be used as shared City-wide data resources. The data development tasks consist of determining or creating business processes to ensure data is properly maintained, digitizing layers, and quality controlling layers. A biennial aerial photography and base layer update is scheduled to be completed in FY 2007.

(GIS) technology is distributed to various users via several approaches; out-of-the-box software, custom applications including web based applications and GIS tools as well as data embedded in task specific applications such as Public Safety's Computer Aided Dispatch Program. For applications maintained by the GIS Division, training is also provided. For those applications maintained outside the GIS Division, the focus is on integration with GIS. During FY 2007, the Division will be continuing to expand the GIS suite of task/department specific intranet mapping applications as well as improving and expanding public facing internet applications.

PLANNING AND ZONING

DETAIL BY DIVISION

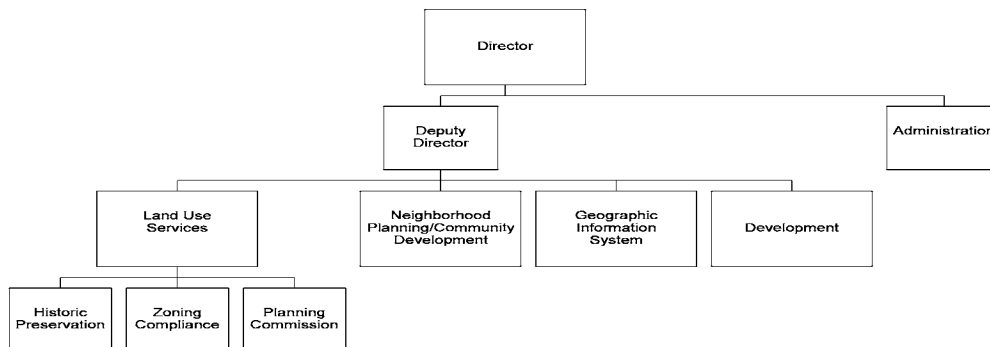
<u>DIVISION:</u> GIS	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	380,990	495,201 *	502,842	
<u>FULL-TIME STAFFING</u>	6	6	6	

* Includes an approved supplemental request to fund a full-time temporary GIS Technician position (\$45,114), to maintain all GIS maps and various graphics in the department.

INDICATORS AND MEASURES

OBJECTIVE: [GIS] To improve services and decision making by ensuring accurate and consistent geographic data is available to all City departments and the public.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
GIS Viewers	200	1,000	1,000	1,000	1,000
GIS Occasional Users	50	60	60	60	60
GIS High-End Users	15	20	20	20	20



ECONOMIC DEVELOPMENT ACTIVITIES

PROGRAM DESCRIPTION: This category summarizes City contributions to organizations that provide economic development activities that benefit Alexandria residents. The programs and activities funded under this category are summarized below.

<u>TOTAL FINANCIAL RESOURCES</u>	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	<u>2,592,677</u>	<u>2,694,336</u>	<u>2,798,072</u>	
TOTAL EXPENDITURES	<u>2,592,677</u>	<u>2,694,336</u>	<u>2,798,072</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>2,592,677</u>	<u>2,694,336</u>	<u>2,798,072</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 3.9%				

City Manager Proposed

- The Proposed FY 2007 General Fund budget for these Economic Development Activities reflects an increase of \$103,736, or 3.9 percent.
- In addition to the above General Fund support, \$155,482 in Industrial Development Authority fees will be applied to AEDP and its programs.
- The requests of the various entities are shown in the table on the next page.
- Beginning with the FY 2006 Budget, the “Economic Development Activities” section of this document was revised from previous years. City appropriations to the Metropolitan Washington Council of Governments (COG), the Northern Virginia Regional Commission (NVRC) and the Northern Virginia Transportation Commission (NVTC) are now located in the Non-Departmental section of the City’s budget. In addition, the appropriation to the Health Systems Agency of Northern Virginia is now included in the “Other Health Activities” section of this document. The Holiday Marketing Initiative, previously budgeted in the Non-Departmental section of the budget, is now included in this “Economic Development Activities” section.

ECONOMIC DEVELOPMENT ACTIVITIES

ECONOMIC DEVELOPMENT ACTIVITIES

AGENCY	FY 2005 ACTUALS	FY 2006 APPROVED	FY 2007 REQUEST		% CHANGE FY 06-07
ACVA	1,638,719	1,735,214	1,821,975		5.0%
AEDP - Operating	534,122	551,122	532,497	^{/1}	-3.4%
AEDP- Facade Improvement Program	n/a	50,000	100,000		100.0%
Technology Achievement Award	n/a	n/a	37,600	^{/1}	n/a
Alexandria SBDC	60,000	122,000	120,000		-1.6%
Eisenhower Partnership	25,000	26,000	26,000		0.0%
Marketing Fund	128,803	135,000	135,000		0.0%
Holiday Marketing Program	125,000	125,000	125,000	^{/2}	0.0%
TOTAL WITH FACADE IMPROVEMENT	2,511,644	2,744,336	2,898,072		5.6%

/1 Prior to FY 2007, the budget for the Technology Achievement Awards was budgeted within the Alexandria Economic Development Partnership. If combined with the AEDP operating and facade budgets, the AEDP budget increase for FY 2007 would have been \$118,975, which represents an overall increase of 3.4 percent.

/2 The Holiday Marketing Program was previously budgeted in the Non-Departmental section of the budget.

/3 FY 2005 totals do not match the Total Financial Resources on the previous page as FY 2005 actuals include appropriations to the Metropolitan Washington Council of Governments, the Northern Virginia Regional Commission, the Northern Virginia Transportation Commission and the Health Systems Agency of Northern Virginia, which were transferred to the Non-Departmental section of the City's budget.

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

Alexandria Convention and Visitors Association (ACVA): 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 Alexandria Convention and Visitors Association is incorporated as a separate 501 (c) (6) corporation, which provides the structure necessary for the ACVA Board to have direct oversight of tourism and promotion programs and of the ACVA budget. 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 ACVA was created in FY 1998 with funding in the amount of \$380,413. The following chart depicts City funding of the ACVA since FY 1999.

FY	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006 Approved	FY 2007 Proposed
Amount	580,413	956,378	985,069	1,242,069	1,339,052	1,392,614	1,638,719	1,735,214	1,821,975
City \$ Increased*	200,000	375,965	28,691	257,000	96,983	53,562	246,105	96,495	86,761
% Increase*	52.6%	64.8%	3.0%	26.1%	7.8%	4.0%	17.7%	5.9%	5.0%
Federal \$					\$60,000	\$90,000	\$50,000	\$0	\$0

* Increase in FY 1999 is calculated based on original contribution amount of \$380,413.

For FY 2007, ACVA has requested a base budget City appropriation of \$1,821,975, which is an increase of \$86,761, or 5.0 percent. An additional \$89,500 was also requested (see below). ACVA also receives revenue from membership dues, sponsorships, advertising in the Visitors Guide, and from sales and donations at the Visitors Center. This revenue was \$142,338 in FY 2004; \$129,908 in FY 2005 and estimated to be \$140,000 in FY 2006 and \$141,000 in FY 2007. The proposed City appropriation of \$1,821,975, will be approximately 88.3 percent of ACVA's FY 2007 budget.

Supplemental Budget Requests

Not Funded

- Expand cable/print program \$25,000
- Trade Show Display \$12,000
- Database Driven Web Site \$15,000
- Media Kit Interactive On-line \$7,500
- Foreign Language Translations for Web/Visitors Guide \$30,000

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>ALEXANDRIA CONVENTION AND VISITORS ASSOCIATION</u>				
General Fund Expenditures	1,638,719	1,735,214	1,821,975	

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. In FY 2007, AEDP plans to continue to target the technology industry, national trade and professional associations, the retail industry, and professional and business service firms, such as attorneys, architects, and financial service firms.

Although AEDP was established as a "public/private partnership," most of its funding comes from the City of Alexandria, since the Alexandria Industrial Development Authority (IDA) fees are monies collected by a public body and are held by the City of Alexandria and requested by AEDP on an as-needed basis. (IDA monies are accumulated through fees collected on IDA bond issues for private non-profit entities.) Since FY 2002, 99% of AEDP's budget has come from City General Fund and IDA funds combined. For FY 2007, AEDP has requested a City appropriation from both sources of \$787,979, which would be an increase of \$40,000, or 5.3 percent. When considering the Technology Achievement Award shift in funds, the AEDP budget increase for FY 2007 is 10.4 percent. The proposed budget is equal to AEDP's request. The budget for AEDP no longer includes \$37,600 in funding for the Technology Achievement Award, which is separately budgeted within this section.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP</u>				
General Fund Expenditures	534,122	551,122	532,497 /1	
Facade Improvements	-0-	50,000	100,000	
Other IDA funds and Private Sector funds	<u>222,063</u>	<u>146,857</u>	<u>155,482</u>	
TOAL AEDP BUDGET	756,185	747,979	787,979	
/1 Reflects the transfer of the Technology Achievement Awards budget to a separate account.				

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

The Alexandria Small Business Development Center (SBDC) is part of a Statewide network funded in part by the U.S. Small Business Administration (SBA) and also by local funding partners in each jurisdiction. Local funding partners for the Alexandria SBDC include the City of Alexandria, Virginia Commerce Bank, William D. Euille & Associates and the Alexandria Chamber of Commerce, which serves as its host and provides facilities for its operation. Alexandria SBDC was established in 1996 under the sponsorship of the George Washington University, and was re-organized under the Chamber on July 1, 1999 as a 501 (c) (3) organization. The goal of the SBDC is to stimulate the economy and promote new job opportunities by advancing the growth and success of small businesses. It not only helps new businesses open their doors more efficiently and competently, but also helps existing businesses overcome obstacles and expand their markets. The SBDC also serves as a focal point for the coordination of federal, State, local, academic and private sector resources for small businesses. In recent years Alexandria SBDC played a key role helping local businesses recover from the effects of September 11, 2001 and Hurricane Isabel (September 2003). It not only facilitated the delivery of assistance programs, but also helped owners with strategies to survive the economic downturn.

For FY 2007, the SBDC is requesting \$120,000, a \$2,000, or 1.6 percent, decrease. The request for \$120,000 in FY 2007 is for 51% of the agency's total budget of \$235,000. The \$120,000 would be used primarily for expanded business management consultant services, but also to off-set expenses to re-instate a small business specialist position (eliminated in mid-2004) and to pay a portion of staff salaries. The decrease of \$2,000 represents a technical adjustment of a budgeting overlap in FY 2006.

	ACTUAL <u>FY 2005</u>	APPROVED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>ALEXANDRIA SMALL BUSINESS DEVELOPMENT CENTER</u>				
General Fund Expenditures	60,000	122,000	120,000	

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. It facilitates and promotes quality development through active involvement in the approval process with the community, developers and local government. It provides leadership and deliberation for significant initiatives or issues which impact the development and prosperity of the Valley.

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

It encourages business location, expansion and retention in Alexandria by providing opportunities for networking and advertising. Business objectives for FY 2007 include the continuation of marketing, transportation, planning and membership initiatives, including the promotion of build-to-suit and leasing opportunities. Also, it will monitor the progress of the Woodrow Wilson Bridge replacement project; work with the City, residents and businesses on the Eisenhower West Study; implement landscape and signage programs; and recruit new members and retain existing members.

For FY 2007, the Eisenhower Partnership is requesting \$30,000, an increase of \$4,000, or 15.4 percent over the amount approved for FY 2006. The budget proposed \$26,000, the same as in FY 2006. As in the past, the funds would be used primarily for marketing activities.

	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
<u>EISENHOWER AVENUE PUBLIC PRIVATE PARTNERSHIP</u>				
General Fund Expenditures	25,000	26,000	26,000	

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.

	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
<u>MARKETING FUND</u>				
General Fund Expenditures	128,803	135,000	135,000	

The Holiday Marketing Program was previously included in the Non-Departmental budget. It is a program designed to promote Alexandria as a destination for visiting, shopping, and dining during the holiday season. Prior to FY 2005, these funds were used for the free holiday parking program.

	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
<u>HOLIDAY MARKETING PROGRAM</u>				
General Fund Expenditures	125,000	125,000	125,000	

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

Technology Achievement Award - this program was started in 1997 and is a joint program between the Alexandria City Council, the Chamber of Commerce and the Alexandria Economic Development Partnership. The "Tech Award" program is intended to recognize Alexandria businesses for the development of new technology or the innovative application of existing technology. Prior to FY 2007, these funds were located in the Alexandria Economic Development Partnership budget.

	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
<u>TECHNOLOGY ACHIEVEMENT AWARD</u>				
General Fund Expenditures	37,600	37,600	37,600	

ECONOMIC DEVELOPMENT ACTIVITIES

DEPARTMENT DETAIL

As shown in Addendum Table I, the FY 2007 Proposed Budget includes a total of \$2,928,542 in direct operating expenditure support for economic development activities. This excludes operating costs in the City budget for various economic development-related programs.

<u>Addendum Table I</u>	
<u>Total Direct Support for Economic Development Activities</u>	
	<u>Proposed FY 2007 Resources</u>
Alexandria Convention and Visitors Association (ACVA)	\$ 1,821,975
Alexandria Economic Development Partnership (AEDP) - Operating	532,497
Alexandria Economic Development Partnership (AEDP) - Facade improvement	100,000
Eisenhower Avenue Public Private Partnership	26,000
Alexandria Small Business Development Center (SBDC)	120,000
Alexandria Marketing Fund	135,000
Holiday Marketing Program	125,000
Fall Arts Festival support (funds in Non-Departmental)	25,000
Technology Achievement Awards	37,600
Business Facilitator	105,470
Total Direct Expenditure Support	\$3,028,542
(LESS) Industrial Development Authority (IDA) fees	<u>(100,000)</u>
NET DIRECT EXPENDITURE SUPPORT	<u>\$2,928,542</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, sound, clean and attractive community. Please refer to the City's six-year Capital Improvement Program for additional information.

HISTORIC ALEXANDRIA

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 Jim Mackay, Acting Director • jim.mackay@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVES:

- To present history programs, events and tours of Gadsby's Tavern Museum to a variety of audiences.
- To provide a unique historical experience for visitors to The Lyceum through exhibitions, programs, special events, Museum Shop sales and rental of the facility.
- To present programs, exhibitions and outreach services that will provide visitors to the Black History Museum with a historically accurate interpretation of African Americans in Alexandria and the Metropolitan Washington, D.C. community.
- 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.
- To assess site plans and special use permits for archaeological impact.
- To display historic fire fighting equipment and early engines at Friendship Firehouse.
- To efficiently appraise, arrange, describe, and maintain all City records with legal, fiscal, administrative, or historic value to the City.
- To efficiently dispose of City records.
- To inspire and educate the public with the unique history and permanent collection of the Stabler-Leadbeater Apothecary Museum, one of Alexandria's oldest and most famous private businesses.

TOTAL FINANCIAL RESOURCES

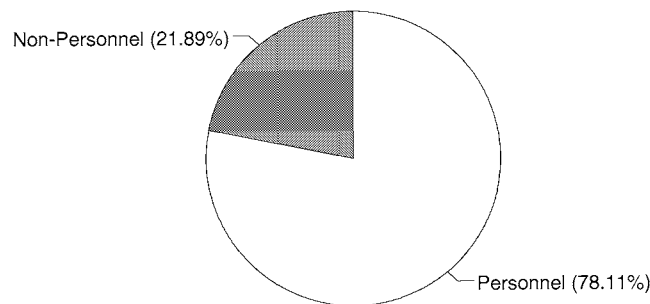
	FY 2005 ACTUAL	FY 2006 * AMENDED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS >				
PERSONNEL	2,011,868	2,166,559	2,179,825	
NON-PERSONNEL	643,915	594,488	610,877	
CAPITAL GOODS OUTLAY	<u>10,331</u>	<u>0</u>	<u>4,500</u>	
TOTAL EXPENDITURES	<u>2,666,114</u>	<u>2,761,047</u>	<u>2,795,202</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	267,697	259,404	256,919	
INTERNAL REPLACEMENT FUND	<u>0</u>	<u>0</u>	<u>16,177</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>267,697</u>	<u>259,404</u>	<u>273,096</u>	
GENERAL FUND	<u>2,398,417</u>	<u>2,501,643</u>	<u>2,522,106</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 0.8%				
FULL-TIME POSITIONS **	17.0	18.0	17.0	
PART-TIME POSITIONS (FTE)	12.38	12.38	12.38	
TOTAL AUTHORIZED POSITIONS	29.38	30.38	29.38	

* FY 2006 Amended to include \$45,000 for the operations of the Stabler-Leadbeater Apothecary Museum.

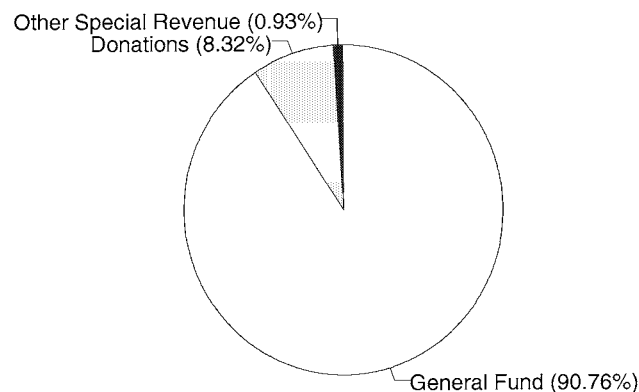
** The FY 2006 FTE count is amended to reflect the addition of 1.0 FTE for a full-time Museum Aide I at the Stabler-Leadbeater Apothecary Museum. FY 2007 position count reflects the reduction of one vacant FTE at Gadsby's Tavern, funded by donations.

HISTORIC ALEXANDRIA

FY 2007 Proposed Expenditures by Type



FY 2007 Proposed Expenditures by Fund



City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund budget increased by 0.8 percent.
- Personnel - FY 2007 proposed personnel increased by \$13,266, or 0.6 percent. This increase is attributable to the cost of employee merit adjustments.
- Non-Personnel - FY 2007 increase in non-personnel is \$16,389 or 2.8 percent. This increase is attributable to a full year of operational costs at the Stabler-Leadbeater Apothecary Museum, accepted as a gift to the City on December 17, 2005. The gift consists of the Museum, its collections, and its endowment. These operational costs will be partially offset by revenue generated from the museum's annual admissions, shop sales, and the endowment.

HISTORIC ALEXANDRIA

City Manager Proposed

Adjustments to Maintain Current Services and Policies

- Operational costs for the Stabler-Leadbeater Apothecary Museum (SLAM) are projected to be \$23,019. This amount may be reduced after the museum becomes operational and begins to collect admissions, and promotes shop sales.

Supplemental Budget Requests

- None

Expenditure Reductions

- Elimination of vacant full-time position at Gadsby's Tavern - The Office of Historic Alexandria has eliminated the currently vacant Special Coordinator position at Gadsby's Tavern, which was funded through donations. This will produce a savings of \$47,875. It should be noted, however, that because this position is funded through the Gadsby's Tavern donations account, no savings will be recognized in the General Fund, as the fee-based activities this position focused on will also be eliminated.

Revenue Issues

- Stabler-Leadbeater Apothecary Museum Income - With the acquisition of the Stabler-Leadbeater Apothecary Museum in 2006, the City will gain control of an endowment, which will generate approximately \$10,000 annually in revenue for the museum. In addition, the museum will generate an estimated \$15,000 in annual admissions income and an estimated \$5,000 in revenue from the museum shop. These monies will be placed in a donations account to help offset the operating costs of the museum.
- In order to continue to encourage entrepreneurial efforts, the Office of Historic Alexandria, in consultation with the Office of Management and Budget, establishes General Fund revenue goals for various sites on an annual basis, based on past performance. A recommendation is made to City Council for the department to receive a reappropriation of General Fund revenues raised in excess of these goals. The total revenue goal for FY 2007 is \$71,692. This amount is used to offset departmental General Fund expenditures.

DEPARTMENT DETAIL

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.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

The Administration Division sets priorities for the department to encourage a professional, well-developed publications program, a concern for preservation and care of all historic sites, and the development of a quality exhibition program. Other responsibilities of this division 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 Division also provides staff support for the Historic Alexandria Resources Commission, the Public Records Advisory Commission, and the Alexandria Historical Restoration and Preservation Commission.

	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007 /1	APPROVED FY 2007
DIVISION: Administration				
General Fund Expenditures	404,339	428,612	423,352	
<u>FULL-TIME STAFFING</u>	3	3	3	
/1 Beginning in FY 2007, through entrepreneurial efforts to reduce the net City share of program expenditures, the Lloyd House has established a revenue earning goal of \$4,700. Monies earned in excess of this goal will be recommended for reappropriation.				

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 18th Century purpose of the site, the goal is to play a dynamic role in the social, economic, and educational life of Alexandria, thus contributing to the City's identity and vitality.

	ACTUAL FY 2005	AMENDED FY 2006 /1	PROPOSED FY 2007 /1	APPROVED FY 2007
DIVISION: Gadsby's Tavern Museum				
General Fund Expenditures	294,697	314,221	310,235	
<u>FULL-TIME STAFFING</u>	3	3	2	
/1 In FY 2006, through entrepreneurial efforts to reduce the net City share of program expenditures, Gadsby's had a revenue earning goal of \$10,000. The FY 2007 goal remains at \$10,000. Monies earned in excess of this goal will be recommended for reappropriation. It should be noted that in FY 2007 one previously fee-funded fund-raising FTE has been eliminated at the request of OHA at a net zero impact to the General Fund.				

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 a variety of audiences. /1

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of requests for general tours	1,334	1,991	1,021	1,000	1,000
Number of requests for school tours	81	62	34	35	35
Number of public programs planned	27	37	23	20	20
Number of rentals booked	8	11	21	15	15
Number of individuals given tours	7,704	10,528	10,928	10,000	10,000
Number of school children served	1,519	1,724	2,196	2,000	2,000
Number of visitors served through public programs	5,654	7,842	9,864	10,000	10,000
Number of individuals served through rentals	1,036	915	1,282	1,200	1,200

/1 Data have been revised from previously published documents.

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.

<u>DIVISION:</u> Lyceum	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u> /1	<u>PROPOSED</u> <u>FY 2007</u> /1	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	403,911	370,312	374,527	
<u>FULL-TIME STAFFING</u>	3	3	3	
/1 In FY 2006, through entrepreneurial efforts to reduce the net City share of program expenditures, the Lyceum had a revenue earning goal of \$45,091. The goal is increased to \$45,992 in FY 2007. Monies earned in excess of this goal will be recommended for reappropriation.				

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [The Lyceum] To provide a unique historical experience for visitors through exhibitions, programs, special events, Museum Shop sales and rental of the facility.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Museum visitation	29,213	31,826	29,624	32,000	32,000
Cost per visitor	\$11.71	\$11.61	\$11.54	\$11.65	\$11.75
Percent of teachers returning for school program (est.)	89 %	89 %	90 %	91 %	92 %
Number of rental functions	333	359	297	310	315

The Alexandria Black History Museum (ABHM) adopted a new mission statement in 2001: 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 ABHM 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 a historic site and museum, the ABHM includes the formerly segregated Robert H. Robinson Library, the Watson Reading Room, and the Alexandria African American Heritage Park. The museum demonstrates the inter-relationship of regional and global African American heritage and fosters cultural understanding and respect. Objectives include maintaining the historic fabric of the Robinson Library, collections management and the acquisitions of objects and archival materials of Alexandria interest, exhibitions, lectures and children's programming.

<u>DIVISION:</u> Black History Museum	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED /1</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	242,866	262,453	271,694	
<u>FULL-TIME STAFFING</u>	2	2	2	

/1 Beginning in FY 2007, through entrepreneurial efforts to reduce the net City share of program expenditures, the Black History Museum has established a revenue earning goal of \$3,700. Monies earned in excess of this goal will be recommended for reappropriation.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Alexandria Black History Museum] 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of programs, special events and exhibitions*	220	116	109	130	115
Number of participants in special events and programs**	4,239	2,458	3,512	4,500	4,000
Number of visitors to Museum	7,473	4,323	6,451	7,000	7,000
Percent of visitors indicating satisfaction with event or program (from a sampling of recorded remarks)	90%	90%	100%	90%	100%

* The length of time an exhibit is on display at the Museum 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 Museum is expected to significantly increase in the upcoming years through cooperative efforts with individuals and organizations to increase awareness of the Museum and its programs and special events.

The Fort Ward Museum and Historic Site interprets the Civil War Defenses of Washington, D.C. Fort Ward is a model of military engineering and preservation, wartime Alexandria, and soldier and civilian life during the Civil War. The primary mission of the Museum is to preserve and interpret the historic Union fort, and to collect, preserve and interpret Civil War artifacts that are featured in exhibitions. Fort Ward also serves as the context for a variety of public programs that are sponsored by the Museum including tours, lectures and living history events.

To meet its educational goals, the Museum also operates a specialized Civil War research library, maintains an informative web site, distributes an award-winning outreach program to local schools, and collaborates with other agencies which preserve Civil War fortifications and promote Civil War heritage tourism.

	ACTUAL FY 2005	AMENDED FY 2006 /1	PROPOSED FY 2007 /1	APPROVED FY 2007
<u>DIVISION:</u> Fort Ward Museum and Historic Site				
General Fund Expenditures	321,804	314,369	318,630	
<u>FULL-TIME STAFFING</u>	2	2	2	
/1 In FY 2006, through entrepreneurial efforts to reduce the net City share of program expenditures, Fort Ward had a revenue earning goal of \$5,200. The goal decreases to \$3,300 for FY 2007 due to restructuring of revenue accounts. Monies earned in excess of this goal will be recommended for reappropriation.				

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Fort Ward Museum and Historic Site] To present programs, special events, tours, lectures and exhibitions that will provide visitors with a historically accurate and meaningful interpretation of Fort Ward, the defenses of Washington, D.C., the City of Alexandria and the Civil War in general.

	<u>Actual FY 2003</u>	<u>Actual FY 2004</u>	<u>Actual FY 2005</u>	<u>Estimated FY 2006</u>	<u>Projected FY 2007</u>
Number of programs, tours, and exhibitions	58	68	50	60	60
Number of participants in programs, special events and tours	5,326	3,021	2,865	3,000	3,000
Number of school children served	3,119	2,558	1,114	2,000	2,000
Number of visitors to Museum/Fort	31,316	34,349	32,230	35,000	35,000

Friendship Firehouse was one of three volunteer fire companies established in 18th-century Alexandria. Historic fire fighting equipment and early engines are displayed in the museum, which is owned by the City and administered through the Office of Historic Alexandria.

	<u>ACTUAL FY 2005</u>	<u>AMENDED FY 2006</u>	<u>PROPOSED FY 2007</u>	<u>APPROVED FY 2007</u>
<u>DIVISION:</u> Friendship Firehouse				
General Fund Expenditures	25,061	25,709	27,849	
<u>FULL-TIME STAFFING</u>	0	0	0	

Alexandria Archaeology is dedicated to preserving and studying Alexandria's rich archaeological heritage and fostering within residents and visitors a connection between the past and present while inspiring a sense of stewardship and adventure. Alexandria Archaeology protects and manages significant archaeological resources throughout the City through the Archaeological Resource Protection Code; studies Alexandria's past through excavation, research and artifact analysis; manages the Alexandria Archaeology Collection of over two-million artifacts and associated records in accordance with federal and professional standards; and provides access to the wealth of knowledge derived from study of the City's archaeology through volunteer opportunities, education, publications, the City website, and heritage tourism through the Alexandria Archaeology Museum's exhibits, the Alexandria Heritage Trail, and public programs.

	<u>ACTUAL FY 2005</u>	<u>AMENDED FY 2006 /1</u>	<u>PROPOSED FY 2007 /1</u>	<u>APPROVED FY 2007</u>
<u>DIVISION:</u> Archaeology				
General Fund Expenditures	466,823	487,722	489,722	
<u>FULL-TIME STAFFING</u>	3	3	3	

/1 In FY 2006, through entrepreneurial efforts to reduce the net City share of program expenditures, Archaeology had a revenue earning goal of \$23,000. The goal will decrease to \$4,000 for FY 2007 due to the temporary discontinuation of the Archaeology summer camp. Monies earned in excess of this goal will be recommended for reappropriation.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Archaeology] To assess site plans and special use permits for archaeological impact.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of applications reviewed*	67	74	77	75	80
Percent of applicants reporting satisfaction with review service	100 %	100 %	100 %	98 %	98 %
Percent of applications which staff can comprehensively assess with improved technology	90 %	95 %	95 %	95 %	97 %

* The number of applications reviewed is a function of development activities 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 initial lease term has expired and a new lease (also cost neutral) has been approved by City Council. General Fund expenditures are for the City's share of utilities at the Art Center.

<u>DIVISION:</u> Torpedo Factory Art Center	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	41,818	49,562	45,988	
FULL-TIME STAFFING	0	0	0	

The Archives and Records Management Division provides a range of services to support the efficient and economical management of the City of Alexandria's records including a storage facility for inactive records, identifying vital records, and offering records management training as well as assistance with records management guidelines and state-mandated records retention schedules, imaging and microfilming projects, reference services, and transferring inactive records to the Archives & Records Center. The Archives and Records Management Division also preserves the public records of the City government and makes them available for research.

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

<u>DIVISION:</u> Archives and Records Management	<u>ACTUAL</u> FY 2005	<u>AMENDED</u> FY 2006	<u>PROPOSED</u> FY 2007	<u>APPROVED</u> FY 2007
General Fund Expenditures	197,098	203,683	208,017	
<u>FULL-TIME STAFFING</u>	1	1	1	

INDICATORS AND MEASURES

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total records boxes received	1,313	1,503	1,846	1,500	1,500
Permanent records boxes received	60	127	290	175	150
Permanent records boxes processed, preserved, arranged and available for research	60	314 **	290 **	175	150

* The number of records transferred from City departments to Archives can vary greatly from year to year.

** Increase due to processing of significant numbers of City Council records.

OBJECTIVE: [Archives and Records Management] To efficiently dispose of City records.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of boxes of records destroyed	1,977	1,582	2,334	1,500	1,500
Number of boxes at offsite facility	1,831	2,029	1,731	1,650	1,600

HISTORIC ALEXANDRIA

DETAIL BY DIVISION

The Stabler-Leadbeater Apothecary Museum, one of the oldest original pharmacies still in existence in the nation, exists today to promote a greater understanding of historic public health issues, inspire people with the values of Quaker founder Edward Stabler, and engage the visitor in an appreciation of our local and national history by sharing the story of this business and family's profound effect on the community in such diverse areas as education and the abolition of slavery.

	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION</u> : Stabler-Leadbeater Apothecary Museum				
General Fund Expenditures	N/A	45,000	52,092	
<u>FULL-TIME STAFFING</u>	N/A	1	1	

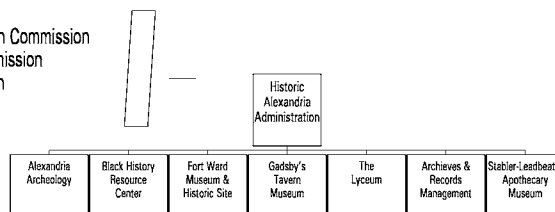
INDICATORS AND MEASURES

OBJECTIVE: [Stabler-Leadbeater Apothecary Museum]: To inspire and educate the public with the unique history and permanent collection of one of Alexandria's oldest and most famous private businesses, its founders, and their impact on the community.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Annual museum visitation	n/a	n/a	n/a	1,500	3,500
Annual special events and programs	n/a	n/a	n/a	6	15
Museum shop net sales	n/a	n/a	n/a	\$4,000	\$18,000

n/a - New measure began in FY 2006. The City Council approved accepting the gift of the Museum, its collection and endowment on December 17, 2005.

Alexandria Archeology Commission
 Historic Restoration and Preservation Commission
 Historic Alexandria Resources Commission
 Public Records Advisory Commission



LIBRARY

5005 Duke Street • Alexandria, VA 22304 • 703.519.5905
 Patrick M. O'Brien, Library Director • pobrien@alexandria.lib.va.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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 community.

OBJECTIVES:

- To foster and support an informed community through the provision of comprehensive materials, information services and programs.
- To promote reading by providing materials and programs for children and parents.
- To provide accurate, timely information to meet the needs of the residents of Alexandria.
- To maintain and provide talking books for the visually impaired.
- To maintain an outreach program for elderly, home bound residents, home day-care providers, child care centers, and homeless shelters.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES (ALL FUNDS)				
PERSONNEL	4,678,137	5,129,737	5,303,636	
NON-PERSONNEL	1,795,519	1,700,497	1,689,834	
CAPITOL GOODS OUTLAY	<u>32,084</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>6,505,740</u>	<u>6,830,234</u>	<u>6,993,470</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>396,300</u>	<u>391,805</u>	<u>392,862</u>	
TOTAL SPECIAL REVENUES & OTHER SOURCES	<u>396,300</u> *	<u>391,805</u> **	<u>392,862</u> ***	
GENERAL FUND	<u>6,109,440</u>	<u>6,438,429</u>	<u>6,600,608</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 2.5%				
FULL-TIME POSITIONS	54	55 /1	55	
PART-TIME POSITIONS (FTE)	27.33	26.45 /1	26.45	
TOTAL AUTHORIZED POSITIONS	81.33	81.45	80.53	

* FY 2005 Library Special Revenues include \$198,617 in State Aid, and \$197,683 from fines and fees.

** FY 2006 Library Special Revenues include \$197,560 in State Aid, and \$194,245 from fines and fees.

*** FY 2007 Library Special Revenues include \$198,617 in State Aid, and \$194,245 from fines and fees.

/1 Position count changed due to the conversion of a part-time (.88 FTE) Library Assistant II position to a full-time (1.0 FTE) position.

LIBRARY

City Manager Proposed

Overview

- Total - FY 2007 proposed total General Fund budget increased by 2.5 percent.
- Personnel - FY 2007 proposed personnel increased by a net of \$173,899, or 3.4 percent. This increase is attributable to the cost of employee merit adjustments. A vacancy factor of 1.92 percent, or \$102,711, has been applied, which has been spread proportionately between all divisions.
- Non-Personnel - FY 2007 decrease in non-personnel is \$10,663, or 0.6 percent. This decrease is partially attributable to the completion of accelerated acquisition of materials to the Burke Library in FY 2005 and FY 2006 offset by adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Increase of \$3,386 was made to the equipment maintenance and telecommunication budgets in the Burke and Administration divisions to reflect increases to contract costs for copiers, postage meter maintenance, and phone lines.
- Adjustments totaling \$6,634 were made to the housekeeping budget for lighting in the Barrett, Beatley and Burke divisions to maintain current services.

Supplemental Budget Requests

Recommended

- Computer Equipment \$20,000
This supplemental will formally establish a Library computer replacement budget. The plan includes a shared cost between State funding, donations and the City.

Not Recommended

- Funding for the replacement and repair of copiers and furniture (\$29,864)
 - Increase funding for intermittent employees (\$48,738)
 - Additional staff for the Barrett Branch (\$31,826)
-

LIBRARY

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 special services to the blind and physically handicapped; provides information services through a professional staff, access to 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; provides services for children and teens including programs and age-appropriate materials; and provides services to those who are unable to get to a library facility through a variety of outreach services such as deposit collections, home delivery, and programs delivered to daycare providers, homeless shelters, and child care centers.

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 Special Collections Branch housed separately within the Barrett Branch; the Charles E. Beatley, Jr. Central Library; the Talking Books Service housed within the Beatley Central Library; 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, cost-effective, and efficient library services to the City of Alexandria. In planning and implementing programs, the division provides leadership in the rapidly changing area of electronic information and insures continuity in the provision of time-honored, important library services such as books, magazines, newspapers, CD recordings, and other print or electronic media for the informational, educational and recreational needs of library patrons. The division oversees the Library's computer operations and the web site at www.alexandria.lib.va.us.

LIBRARY

DETAIL BY DIVISION

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	1,021,168	825,933	903,921 *	
<u>FULL-TIME STAFFING</u>	9	9	9	

* FY 2007 funds includes a supplemental funding of \$20,000 for computer replacement.

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, 24 internet terminals, 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 four on-site collections at homes for the elderly, delivery to home bound residents, services to home day-care providers, child care centers, and homeless shelters through the Ready, Set, Grow program.

INDICATORS AND MEASURES

OBJECTIVE: To maintain an outreach program for elderly, home bound residents, home day-care providers, child care centers, and homeless shelters.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Deliveries to homebound residents	109	254	295	305	320
Story visits to home day-care providers	98	97	165	146	165
Attendance	813	795	1,225	1,102	1,225
Story visits to child care centers	350	409	388	378	390
Attendance	6,731	7,478	7,758	7,448	7,760
Story visits to homeless shelters	66	65	80	78	80
Attendance	302	403	631	558	630

The Beatley Branch also provides a major community meeting room capable of seating 154 persons which is 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.

LIBRARY

DETAIL BY DIVISION

<u>PUBLIC SERVICES COMPONENT:</u> Beatley	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	2,376,487	2,585,901	2,661,751	
<u>FULL-TIME STAFFING</u>	16	17 *	18**	

* Represents an approved supplemental request to convert a part-time (.88 FTE) Librarian Assistant II to full-time (1.0 FTE).
 ** Represents a position transferred from the Technical Service Division.

The *Talking Book Service*, a public service section of the Charles E. Beatley Jr. Central Library, 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 mail, 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Registered Patrons	309	254	253	255	250
Talking Book Circulation	4,759	5,132	4,465	4,500	4,550

* 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.

<u>PUBLIC SERVICES COMPONENT:</u> Barrett	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	1,011,443	1,095,356	1,079,515	
<u>FULL-TIME STAFFING</u>		8	8	8

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 2005, twelve on-line historic exhibits and twenty-six indexes were posted on the web site and accessible not only to residents but to viewers throughout the world.

In addition, the Local History branch offers access to two major online genealogy services, heritagequestonline.com and ancestry.com library edition. On-line access to all of these resources 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 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	296,166	330,150	338,476	
<u>FULL-TIME STAFFING</u>	2	2	2	

The Duncan Branch is a 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 145 programs in FY 2005 with a total of 3,106 attendees.

The Duncan Branch, newly expanded and renovated, re-opened in September 2005.

<u>PUBLIC SERVICES COMPONENT:</u> Duncan	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
All Funds Expenditures	753,194	818,374	846,129	
<u>FULL-TIME STAFFING</u>	7	7	7	

The Ellen Coolidge Burke Branch Library 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 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>PUBLIC SERVICES COMPONENT:</u> Burke				
All Funds Expenditures	567,471	674,731	633,648 *	
<u>FULL-TIME STAFFING</u>	5	5	5	

* FY 2007 represents the discontinuation of \$50,000 for materials acquisition at the Burke Library. Approved in FY 2005, FY 2006 was the last year for this City Council add/delete item.

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 2003	Actual FY 2004	Actual FY 2005 /1	Estimated FY 2006	Projected FY 2007
Total circulation per year	1,044,868	1,032,147	972,494	1,029,124	1,060,000
Circulation per patron	1.3	1.2	1.2	1.2	1.3
Circulation per capita	8.1	7.6	7.2	7.5	7.7
Patron visits	833,835	893,427	813,704	823,496	832,000
Patron visits per capita	6.5	6.6	6.0	6.0	6.0
Collection turnover**	2.0	1.9	1.7	1.7	1.7
Materials	528,309	552,318	577,199	601,199	620,000
Materials per capita*	4.1	4.1	4.2	4.4	4.5
In-house use***	348,289	344,049	324,165	343,041	353,333
Registered Borrowers	126,815	134,846	150,698	152,000	153,500

/1 Circulation and patron visits are low due to Duncan's renovation and temporary relocation during FY 2005.

* Patron visits per capita and materials per capita are based on total estimated City population. Population estimated at 137,809 for FY 2006 and 138,000 for FY 2007.

** Average number of times per year books are checked out.

*** 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 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION:</u> Technical Services				
All Funds Expenditures	479,811	499,789	522,154	
<u>FULL-TIME STAFFING</u>	7	7	6 *	

* Represents a position transferred to the Central Beatley 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of children's programs	1,510	1,719	1,699	1,720	1,750
Attendance at children's programs	31,054	36,825	31,514	34,400	35,000
Juvenile patron cards	15,087	15,646	16,961	17,188	16,765
Juvenile circulation*	N/A	245,332	261,435	275,000	285,000
Circulation per Juvenile card	N/A	15.7	15.4	16.0	17.0

* Juvenile circulation was not calculated prior to FY 2004. In FY 2004 the Library discovered a way to calculate actual Juvenile circulation.

OBJECTIVE: [Reference, Electronic Information and Education Services] To provide accurate, timely information to meet the needs of the citizens of Alexandria.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total reference queries*	580,650	580,650	376,532	380,532	385,000
Branch number of total reference questions: *					
Barrett	81,291	46,400	45,240	45,664	46,200
Beatley	342,583	445,300	221,416	223,753	226,380
Burke	104,517	47,250	55,224	55,938	56,595
Duncan	23,226	24,200	40,352	40,717	41,195
Local History	29,032	17,500	14,300	14,460	14,630
Electronic Information Searches	56,207	63,593	65,594	57,744	66,000
Web Site Visits	228,683	268,465	316,843	372,780	428,000
Web Site Pages Used	861,944	1,025,409	1,207,961	1,346,228	1,485,000

* There was a decrease in the total reference queries due to the growing use of the Internet as an alternative reference source, the implementation of new collection measures, and Duncan's renovation and temporary relocation to a smaller facility.

RECREATION, PARKS AND CULTURAL ACTIVITIES

1108 Jefferson Street • Alexandria, VA 22314 • 703.838.4842
Kirk Kincannon, Director • kirk.kincannon@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: 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.

OBJECTIVES:

- To sponsor and hold special and cultural events that include holiday themes, ethnic festivals, concerts and the City's and Nation's Birthday Celebration;
 - To provide recreation programs for residents with mental and/or emotional disabilities and to provide referral assistance to persons with disabilities;
 - To provide a variety of recreation and leisure opportunities at recreation centers and playgrounds throughout the City;
 - To provide competition, sports and fitness programs (including volleyball, softball, basketball and soccer) for adult residents of Alexandria;
 - 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;
 - To operate recreation centers and playgrounds serving City neighborhoods;
 - To operate programs and activities, including classes, swimming, and racquetball; and
 - To inspect and maintain City-owned parkland, athletic fields and nature trails.
-

RECREATION, PARKS AND CULTURAL ACTIVITIES

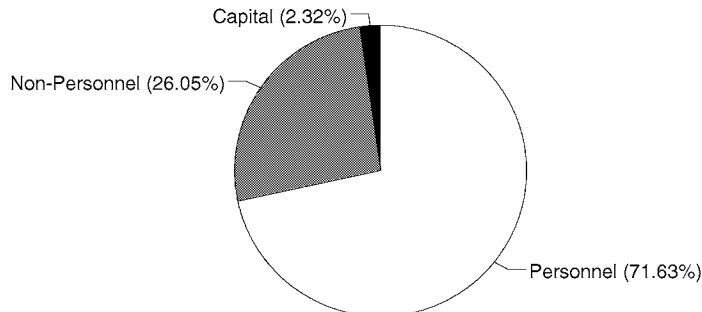
TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 AMENDED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	12,541,663	13,547,582	14,174,100	
NON-PERSONNEL	4,938,550	4,924,489	5,155,679	
CAPITAL GOODS OUTLAY	<u>17,070</u>	<u>534,579</u>	<u>458,281</u>	
TOTAL EXPENDITURES	<u>17,497,283</u>	<u>19,006,650</u>	<u>19,788,060</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SPECIAL REVENUE FUND	263,437	665,374	580,793	
INTERNAL SERVICES FUND	<u>1,317</u>	<u>348,259</u>	<u>342,500</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>264,754</u>	<u>1,013,633</u>	<u>923,293</u>	
GENERAL FUND	<u>17,232,529</u>	<u>17,993,017</u>	<u>18,864,767</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 4.8%				
FULL-TIME POSITIONS	133	137	140	
PART-TIME POSITIONS (FTE)	50.83	53.36	53.86	
AUTHORIZED OVERHIRES (FULL-TIME)	2	3	3	
TOTAL AUTHORIZED POSITIONS	185.83	189.36 *	196.86 **	

* The FY 2006 Amended budget reflects approved supplemental funding for a full-time Event Manager, a full-time Administrative position (resulting from combining two part time positions), two full-time Planner positions (formerly two overhire positions), two part-time van drivers, a part-time assistant dockmaster, and a part time Equipment Maintenance position (formerly an unfilled full-time equipment operator position). Also reflects the amended addition of an Employee Development Coordinator (1.0 FTE) position, which has been converted from an authorized overhire to a full-time authorized position; a net increase of .88 FTEs in part-time positions due to technical corrections and review of long-term vacant part-time positions; the addition of one special revenue funded temporary overhire part-time (.50 FTE) position (Urban Planner II) to provide staff support for the Potomac Yard development review project; and three special revenue funded temporary overhire positions (2.0 FTE Urban Planners, and one 0.50 FTE part-time Park Planner II) to provide staff support for other large and complex development review projects submitted to the City. These development related positions were discussed with City Council at a May 2005 work session.

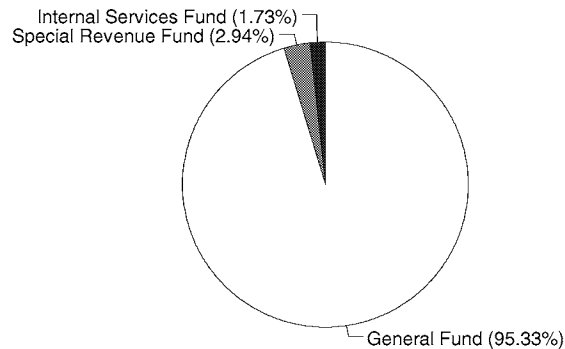
** The FY 2007 Proposed budget reflects a full-time Computer Lab Customer Support Engineer II (1.0 FTE) position, two full-time Youth Services Program Specialist (2.0 FTE) positions, and a part-time Recreation Supervisor II (0.50 FTE) position at the Durant Center.

FY 2007 Proposed Expenditures by Type



RECREATION, PARKS AND CULTURAL ACTIVITIES

FY 2007 Proposed Expenditures by Fund



City Manager Proposed

Overview

- Total - FY 2007 Proposed General Fund budget increased by 4.8 percent.
- Personnel - FY 2007 Proposed Personnel increased by \$626,518 or 4.6 percent. This increase is attributable to the cost of employee merit adjustments and other adjustments to maintain current services and policies, and due to supplemental budget requests described below. A vacancy factor of 4.3 percent, or \$607,967, has been applied.
- Non-Personnel - FY 2006 increase in non-personnel is \$231,190, or 4.7 percent. For details on this increase please see adjustments to maintain current services and policies and supplemental budget requests described below.

Adjustments to Maintain Current Services and Policies

- Extend program hours at Charles Houston Recreation Center (\$39,510)
- Increase approved Special Event Overtime budget (\$29,970)
- Increase Special Event Overtime budget (\$28,000)
- Increase Fees for Professional Service budget at Ben Brenman Park (\$30,000)
- Increase electric utilities budget (\$26,400)
- Adjustment for vehicle depreciation for the following equipment: a graffiti removal machine, two mowers, a boat, a mule type work cart, and a core aerator (\$24,150)

RECREATION, PARKS AND CULTURAL ACTIVITIES

Supplemental Budget Requests

Recommended

- Provide Operating Funds for the Marina \$11,000
This recommended supplemental is for the replacement and maintenance of basic operational supplies and materials to meet the cost associated with operating a safe, attractive and visitor friendly waterfront facility. This cost will be offset by marina fee increases.
- Buddie Ford Nature Center \$8,050
This recommended supplemental will fund a one-time capital outlay of \$8,050 for the acquisition of a large sign for the newly renovated Nature Center and computer equipment and software.
- Recreation Program Brochure \$12,000
This recommended supplemental will fund increased printing and distribution costs of the quarterly brochure.
- Recreation Center Public Computer Labs \$79,579
This recommended supplemental will fund one full-time Customer Support Engineer II position, including benefits, non-personnel and a one-time capital outlay of \$16,812 for the replacement and acquisition of equipment and software.
- Youth Sports Additional Operational Funding \$19,250
This recommended supplemental will fund additional fees for professional services, operating supplies and materials used in carrying out operating and training programs.
- Expanded Program for Teens \$23,040
This recommended supplemental will expand weekend hours at one recreation center site (the program will rotate between Oswald Durant, Mount Vernon, Nannie Lee and Charles Barrett Recreation Centers) by funding additional seasonal employees, fees for professional services, operating supplies and materials.
- Youth Services Program Specialist Positions \$148,673
This recommended supplemental will fund two full-time Youth Services Program Specialist positions, including benefits, non-personnel and a one-time capital outlay of \$10,000 for office equipment and furniture associated with these positions.
- Extended Program Hours for Teen Programs at Cora Kelly and William Ramsay Centers \$57,312
This recommended supplemental will expand operational hours at Cora Kelly and William Ramsay Centers as part of a local and regional effort to prevent teens from getting involved in gang activity and other risky behaviors. Funding is for additional seasonal employees, fees for professional services, operating supplies and materials.

RECREATION, PARKS AND CULTURAL ACTIVITIES

Supplemental Budget Requests

Recommended, continued

- Durant Center - Part-time Recreation Supervisor II Position \$40,000

This recommended supplemental will fund one part-time 0.50 FTE Recreation Supervisor II position to assist with the coordination and management of the Durant Center. Funding includes salary, benefits, non-personnel and a one-time capital outlay of \$4,500 for office equipment and furniture associated with this position.

- Urban Forestry Plan contained in the Contingent Reserves, a part of the Non-Departmental budget \$80,000

The Urban Forestry Plan improves the establishment, maintenance, protection, preservation and planting of trees on public and private property. This recommended supplemental will fund a full-time Horticultural Assistant (\$60,000) position with benefits and additional seasonal labor (\$20,000) to maintain tree inventory, develop tree and landscape management plans and coordinate tree maintenance initiatives. Monies have been set aside in the Contingent Reserves for the full-time position (not currently in the Recreation Department headcount), and the additional seasonal labor should it be needed once the Urban Forestry Plan is approved by City Council. In addition, the Capital Improvement Plan tree planting budget has been increased from \$85,000 to \$135,000. More detail will be provided when the Urban Forestry Plan is submitted for Council's approval.

RECREATION, PARKS AND CULTURAL ACTIVITIES

Supplemental Budget Requests

Not Recommended

- \$11,200 for a platform lift in the maintenance shop.
- \$58,299 for two part-time Event Administrators.
- \$18,890 for the Selected Youth Basketball Program.
- \$58,299 for an Assistant Manager/Program Coordinator position at the Lee Center.
- \$35,728 increased funding for program staff.

Expenditure Reductions

- Efficiencies - in addition to vacancy savings of \$492,566 described above, the vacancy savings were increased by \$115,401 as part of the department's two percent efficiency reductions for a total vacancy savings of \$607,967. Additional reductions of \$13,000 are a result of a reduction in uniform quantities, improved monitoring of supplies and materials, and the decrease of seasonal labor by hiring full-time staff in a timely manner.

Revenue Issues

Revenue may increase in the following categories:

- \$4,000 from garden plot fees.
- \$27,000 from increased vendor fees for events.
- \$14,000 from fee structure increases at the Marina.
- Other increased revenue under consideration not included in the budget are for the increase of registration fee for the City's youth sports programs, the fee structure for Chinquapin Recreation Center, and the sale of advertisements in the quarterly department brochure.

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 addresses the needs of a broad range of residents, from infants to senior citizens and persons with special needs, and offers activities such as performing arts, adult and youth sports, licensed day care programs, special and cultural events, and a variety of leisure classes. In addition, the department manages 10 recreation centers, including Chinquapin Center, which features an indoor, 25-meter swimming pool. The department also performs tree and right-of-way maintenance; maintains all ballfields, parks and flower beds in the City; and conducts park planning and design.

Approximately 4,400 volunteer positions in various recreation programs are an integral part of the department. The value of the services provided by these volunteers is estimated to be approximately \$1.5 million annually. 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.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

The Department of Recreation, Parks and Cultural Activities contains four functional groups that represent its major program areas. They are Administration; Arts, Marketing and Special Services; Recreation Services; and Park Operations and Capital Projects.

The Administration division manages all departmental finance, budgetary, personnel, and information technology operations. The group's activities include, development and execution of the department's budget; financial management of the department's revenue; vendor and supplier accounts; general contract oversight of the department's outside contractors; coordination of personnel actions including hiring, recruitment, and payroll processing; 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.

In FY 2005, the Administration Division embarked on the creation of an Employee Development Program. The intent of the program is to work with department staff members to discuss career advancement interests and desires, and to develop an individual career development plan. The plan will set forth short-, mid- and long-term career goals for the employee and then define the educational, training and other activities that will best assist the employee in reaching his/her goals. The program will employ a phased-in approach for implementation. Over time, the Employee Development Program will be regularly evaluated to ensure it is effective, achieves its goals and meets the needs of staff.

<u>DIVISION:</u> Administration	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	1,977,486	2,292,785	2,267,619	
<u>FULL-TIME STAFFING</u>	16	17	18 *	
* FY 2007 includes proposed supplemental funding for a full-time Computer Lab Customer Support Engineer II position.				

The Senior Programs staff coordinate a variety of City-wide social programs, classes and special events for residents 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, films, 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.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total number of registrations for all programs	365	350	365	365	400
Percent of registration goal met	100 %	100 %	100 %	100 %	100 %

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 residents. The Commission carries out this mission, in part, through its annual grant program, which awards City and State funds to arts organizations and individual artists.

INDICATORS AND MEASURES

OBJECTIVE: [Special Events] 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of special events held	108	205	230	240	250
Average attendance per event	900	500	700	800	1,000
Total revenue generated from all special events	\$40,348	\$61,825	\$70,000	\$62,000	\$80,000

The Division of the Arts, Marketing and Special Services is responsible for the operation of the Lee and Durant Centers, special events and cultural activities, arts and the Arts Commission, park and facility rentals, sponsorships, marketing, the coordination of public information, senior programs, adult sports programs and therapeutic recreation programs.

	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION: Arts, Marketing and Special Services*</u>				
General Fund Expenditures	2,385,363	2,583,397	2,733,031	
FULL-TIME STAFFING	15	16 **	16	
* Beginning in FY 2006, Program Operations have been divided into two divisions: Arts, Marketing and Special Services; and Recreation Services.				
** FY 2006 includes approved supplemental funding for a full-time Event Manager.				

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

The Recreation Services Division provides quality programs for residents of all ages, skill levels, special interests, and economic backgrounds. Recreation Services staff are responsible for the operation of recreation centers, playgrounds, camps, athletic programs, senior programs, special events, outdoor pools, and the Alexandria Cooperative Extension program.

DIVISION: Recreation Services*	ACTUAL FY 2005	AMENDED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
General Fund Expenditures	6,640,798	6,556,215	7,159,414	
FULL-TIME STAFFING	41	42**	44***	
<p>* Beginning in FY 2006, Program Operations have been divided into two divisions: Arts, Marketing and Special Services; and Recreation Services.</p> <p>** FY 2006 includes Approved supplemental funding for an additional full-time administrative position created from the combination of two part-time positions.</p> <p>*** FY 2007 includes a proposed supplemental funding for two full-time Youth Services Program Specialist positions.</p>				

The Centers and Playgrounds staff operate eight full-time recreation centers, five after-school centers, summer playgrounds and 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 various locations throughout the City, during which time the federally funded summer lunch program is administered at eligible recreation centers, summer playgrounds and other non-profit youth serving programs. Division staff continue to survey the interest of participants at all recreation centers in order to provide for the recreational needs of residents who are 55 years of age or older and for teens grades 6 through 12. Staff also coordinate several City-wide programs each year, such as the Cheerleading Exhibition and Competition and a track meet.

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 Master Gardener horticulture program for adults, summer camp opportunities, family and consumer programs and youth and adult nutrition programs.

INDICATORS AND MEASURES

OBJECTIVE: [Centers and Playgrounds] To provide a variety of recreation and leisure opportunities at recreation centers and playgrounds throughout the City.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of Staff Directed Programs	20,437	19,128	19,154	20,500	20,500
Revenues - Centers (vending, fees, donations)	\$34,680	\$39,880	\$38,500	\$38,500	\$40,000

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

Youth Sports staff organize leagues and other sports activities. Youth activities include football, basketball, baseball (including T-ball and coach pitch), volleyball, swim team, cheerleading, 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. In addition, a youth sports advisory board has been formed to advise staff on issues pertaining to youth sports.

INDICATORS AND MEASURES

OBJECTIVE: [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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of Games	1,420	1,450	1,353	1,450	1,450
Registration	4,307	3,800	4,307	3,800	3,800
Registration	\$46,050	\$36,831	\$36,831	\$43,500	\$38,500

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.

INDICATORS AND MEASURES

OBJECTIVE: [Adult Sports] To provide competition, sports and fitness programs (including volleyball, softball, basketball and soccer) for adult residents of Alexandria.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of Games for Men	619 *	749	710	600	600
Number of Games for Women	65 *	108	0 ***	50	84
Number of Coed Games	936 *	1,146	1,325	1,100	1,100
Registration - Men	1,651	1,230	1,400	1,250	1,250
Registration - Women	250	225	0 ***	100	200
Registration - Coed	4,531	4,294	3,980	5,000	5,000

* Reduction in the number of games played are a result of game cancellations due to extreme weather conditions.

** Reductions in the number of games in FY 2005, FY 2006 and FY 2007 are expected due to loss of available fields for Recreation programs during the construction of the new T.C. Williams High School.

*** Data not tracked in FY 2005.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

Chinquapin Park Recreation Center houses Alexandria's only indoor pool as well as racquetball courts, a fitness room, and meeting rooms. Revenue producing programs include a variety of classes for all ages, such as exercise, dance, sports, swim teams and diving clubs, sports and health clinics, and various special events, including the annual All Night High School Graduation Party. City-wide summer camps are also offered through Chinquapin. The center is open seven days a week, and is available to residents for after hours rentals. Chinquapin staff also oversee the two large outdoor pools in the City and the four smaller outdoor neighborhood pools.

INDICATORS AND MEASURES

OBJECTIVE: [Chinquapin Recreation Center] To operate programs and activities at the Chinquapin Recreation Center, including classes, swimming, racquetball and other facilities.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total operating costs of center	\$1,443,219	\$1,513,037	\$1,575,091	\$1,621,195	\$1,621,194
Revenues from user charges	\$1,039,220	\$977,122	\$972,512	\$1,000,000	\$1,000,000
Revenue/operating costs ratio	72 %	65 %	62 %	62 %	62 %

The Park Operations and Capital Projects Division is responsible for planning and implementing recreation programs to provide a better quality of life for the residents of Alexandria. This division provides support for outdoor recreation facilities, open space planning and implementation, tracking equipment and park amenities, developing a capital improvement program, providing support for risk management and occupational safety, and planning and designing parks and recreation facilities. The capital projects division also oversees the City Marina.

Park Ground Maintenance staff provide the maintenance of the City park system. This includes the daily maintenance of parks, playgrounds, open space and athletic facilities. This division is the back bone of the organization providing support for all other operational divisions in the department. This includes a seven day a week maintenance operation, providing care and maintenance of 60 athletic fields, 127 parks, 17 dog parks, 45 playgrounds, and 20 miles of multi-use trails. The division also provides logistical support for more than 90 special events and festivals, as well as 500 park and pavilion rentals per year. All the athletic field permitting, scheduling and coordination with co-sponsored groups are done through the division field scheduling teams. This division also provides staff to supervise the inmate work crews for weekend work to help reduce the maintenance and keep the parks clean.

Park Administration staff are responsible for managing the other park operational divisions and providing support for budget coordination of daily operations. The staff also provide support to on-going work with civic and community groups, such as conducting public meetings, and developing plans and strategies for park development. The administration division provides the support for the Adopt-a-Garden and Litter grant programs.

RECREATION, PARKS AND CULTURAL ACTIVITIES

DETAIL BY DIVISION

The Park Administration staff coordinate the equipment maintenance section of the department to ensure that all preventive maintenance and equipment maintenance work is completed on time extending the life of each piece of equipment. The staff also oversee the City's Marina operation year round offering boating slip rental for 60 boats.

Park Facilities Maintenance staff are responsible for maintaining field and park irrigation systems, approximately 400 trail lights, and 23 athletic field lighting systems, including 13 ballfields and 10 tennis/basketball court lighting systems. This section is responsible for all park entrance signage and coordination of repairs to park restrooms and water fountains.

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.

Park Planning and Horticulture staff are responsible for designing, developing and maintaining all City parks and open space. These sites include City Hall, waterfront parks, recreation centers, City facilities and all medians and portals throughout the City. Also, within the park planning section, tree operations staff facilitate the care and maintenance of more than 17,000 trees across the City. This section provides for the annual tree planting and care program including pruning of trees within the right of way, and in City parks and open spaces.

<u>DIVISION:</u> Park Operations	<u>ACTUAL</u> <u>FY 2005</u>	<u>AMENDED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	6,228,882	6,560,620	6,704,703	
<u>FULL-TIME STAFFING</u>	61	62 *	62	
* FY 2006 includes approved supplemental funding to convert two previously unfunded overhire positions to permanent full-time City positions and the reduction of one full-time position to fund a part-time position at a higher grade.				

INDICATORS AND MEASURES

OBJECTIVE: [Park Operations] To inspect and maintain City-owned parkland, athletic fields and nature trails*

	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of acres maintained	809	812	818	820

* There are 964 acres of parkland and open space in the City, and the City is making a concerted effort to acquire additional parcels of open space. 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

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 2005 Actual	FY 2006 Approved	FY 2007 Proposed
Personnel	\$78,506	\$82,007	\$83,846
Non-Personnel	\$34,451	\$35,847	\$28,613
Arts Grants	<u>\$208,750</u>	<u>\$209,937</u>	<u>\$209,937</u>
Total	\$321,707	\$327,791	\$322,396

RECREATION, PARKS AND CULTURAL ACTIVITIES

Addendum Table 2
Alexandria Commission for the Arts
FY 2006 Grant Awards to date

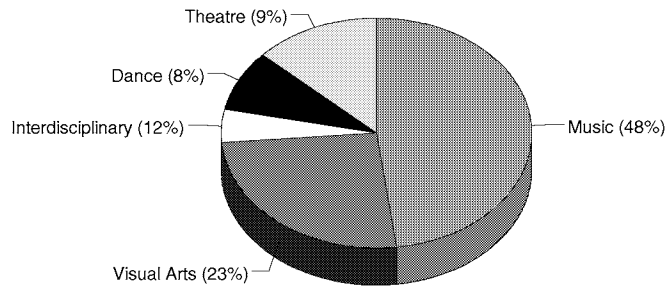
Alexandria Citizens Band	\$950
Alexandria Choral Society	\$12,750
Alexandria Harmonizers	\$12,750
Alexandria Performing Arts Association	\$9,400
Alexandria Singers	\$12,000
Alexandria Symphony Orchestra	\$12,000
Art League	\$12,750
Choreographers Collaboration Project	\$1,390
Del Ray Artisans	\$6,636
Eclipse Chamber Orchestra	\$12,000
Eco Voce	\$2,180
Empowered Women International	\$4,650
Fairfax Choral Society	\$2,790
First Night Alexandria	\$12,000
Friends of the Torpedo Factory Art Center	\$12,000
Jane Franklin Dance Company	\$7,068
Kathy Harty Gray Dance Theatre	\$10,050
MetroStage	\$12,000
Mount Vernon Chamber Orchestra	\$12,000
National Rehabilitation and Rediscovery Foundation	\$4,185
Northern Virginia Fine Arts Association	\$12,000
Northern Virginia Youth Symphony	\$2,211
Port City Playhouse	\$2,994
Retired Seniors Volunteer Program	\$600
Springwater Fiber Workshop	\$12,000
Special Opportunity Award	\$546
Tapestry Theatre Company	\$3,720
Virginia Opera	\$9,317
 Total FY 2006 Grants*	 \$213,987

* Includes \$5,000 in local government challenge grant funds and \$209,937 in City General Fund monies

Source: Recreation Department Commission for the Arts staff.

RECREATION, PARKS AND CULTURAL ACTIVITIES

Commission for the Arts
FY 2006 Distribution by Discipline

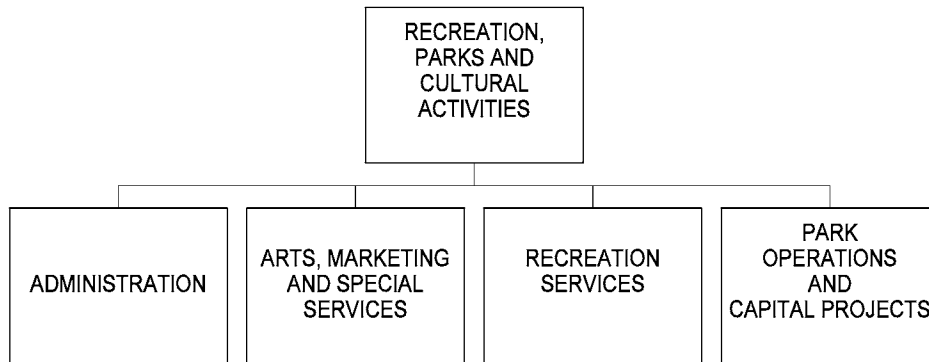


Addendum Table 3
Public Recreation Statistics

Acreage	964.62
Facilities:	
Playground	45
Gymnasiums	16
Swimming Pools	7
Basketball Courts	25
Tennis Courts	39
Athletic Fields	56
Dog Parks	17

Source: Department of Recreation, Parks and Cultural Activities.

RECREATION, PARKS AND CULTURAL ACTIVITIES



OTHER RECREATION ACTIVITIES

PROGRAM DESCRIPTION: This category summarizes the City's operating contributions to organizations that provide recreational and cultural activities for the citizens of Alexandria.

The Northern Virginia Regional Park Authority (NVRPA) is a multi-jurisdictional agency established to provide a system of regional parks in Northern Virginia. The Authority strives to offer regionally significant parks, open space and recreational opportunities, and facilities not provided by the local park and recreation departments. During FY 2007, the Authority will continue to 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 21 percent of the Authority's operating budget is supported by member jurisdictions via a formula allocation, 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 located in the Eisenhower Valley with a large wave pool, giant water slide, playground and miniature golf course.

The City's contribution to the Northern Virginia Regional Park Authority is based on its proportionate share of the total population of the participating jurisdictions, which include Arlington County, Fairfax City, Fairfax County, Falls Church City, and Loudoun County.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	236,858	257,152	250,260	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>236,858</u>	<u>257,152</u>	<u>250,260</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>236,858</u>	<u>257,152</u>	<u>250,260</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (2.7%)

OTHER RECREATION ACTIVITIES

City Manager Proposed

- Total - FY 2007 proposed total General Fund budget decreased by 2.7 percent.
 - The Proposed FY 2007 General Fund budget for Other Recreation Activities reflects a decrease of \$6,892, or 2.7 percent, as compared to the Approved FY 2006 General Fund budget. The decrease is attributable to a reduction of \$10,000 for a one-time grant to the Carlyle House.
 - 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 2007 - FY 2012 Capital Improvement Program document.
-

TRANSPORTATION AND ENVIRONMENTAL SERVICES

301 King Street, Room 4100 • Alexandria, VA 22314 • 703.838.4966
Richard Baier, Director • rich.baier@alexandriava.gov

GOALS, FUNCTIONS & RESPONSIBILITIES: To efficiently and effectively perform the daily tasks associated with providing transportation, transit, public works operations, and environmental services that directly impact the quality of life of Alexandria's residents.

OBJECTIVES:

- 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 and provide pedestrian safety.
- To 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.
- To restore to City standards all areas within the right-of-way disturbed by utility companies and private contractors, and to accomplish this work within 30 days of underground installation.
- To maintain the City's sanitary and storm sewer systems to a high degree of serviceability and 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.
- To review site and plot plans for compliance with existing City codes and standards.
- To inspect site developments to ensure compliance with approved site plans.
- To provide weekly refuse collection for residences, businesses, churches and schools.
- To provide curbside collection of recyclable materials, leaves, white goods and newspapers, and to service the City's recycling drop-off centers.
- To provide clean and sanitary City streets by sweeping and flushing the downtown, Arlandria, Lynhaven and Del Ray areas of the City, and arterials and other streets; and to provide "Elephant Vacuum" service to sweep and pick up debris in the downtown area and other high density areas of the City.
- 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.
- To administer and coordinate public transportation services for the mobility impaired.
- 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.
- To enforce the City Noise Control Code (Title 11, Chapter 5) by investigating complaints concerning loudspeakers, air conditioners and engine noises.
- To administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) by investigating complaints and inspecting regulated facilities.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

TOTAL FINANCIAL RESOURCES

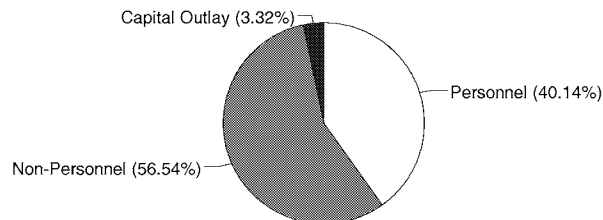
	FY 2005 ACTUAL	FY 2006 AMENDED /2	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES < ALL FUNDS >				
PERSONNEL	12,499,375	13,837,459	14,281,281	
NON-PERSONNEL	11,304,440	22,394,935	20,116,442	
CAPITAL GOODS OUTLAY	<u>21,319</u>	<u>761,000</u>	<u>1,181,500</u>	
TOTAL EXPENDITURES	<u>23,825,134</u>	<u>36,993,394</u>	<u>35,579,223</u>	
SPECIAL REVENUES AND OTHER SOURCES				
SANITARY SEWER ENTERPRISE FUND	0	11,064,459	7,843,895	
SPECIAL REVENUE FUND	586,229	1,739,427	2,120,928	
INTERNAL SERVICES FUND	<u>0</u>	<u>730,000</u>	<u>1,181,500</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>586,229</u>	<u>13,533,886</u>	<u>11,146,323</u>	
GENERAL FUND	<u>23,238,905</u>	<u>23,459,508</u>	<u>24,432,900</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 4.1%

FULL-TIME POSITIONS	189	191 /3	192 /5
AUTHORIZED OVERHIRES (FULL-TIME)	5 /1	14 /4	14
TOTAL AUTHORIZED POSITIONS	194	205	206

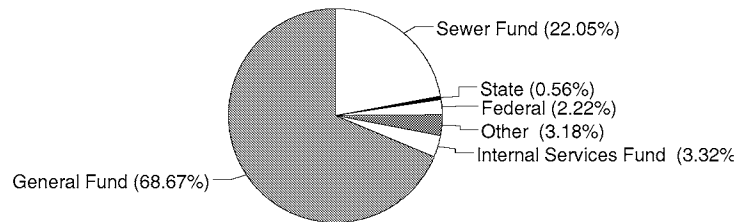
- 1/ Includes two General Fund supported Woodrow Wilson Bridge construction positions and three fee-funded Eisenhower East development review positions.
- 2/ The FY 2006 budget has been amended to reflect the mid-year creation of a fee revenue supported sanitary sewer enterprise fund in T&ES for sanitary sewer line maintenance, capital and debt service expenses and the addition of six fee-funded development review overhire positions - three for Potomac Yard and three for other development projects.
- 3/ Reflects the addition of one Air Pollution Control Specialist position and one Safety Officer position to be shared by T&ES and General Services.
- 4/ Reflects the addition of one fee-funded Inspector overhire position for ACPS construction projects in the FY 2006 approved budget, the addition of two General Fund supported engineer overhire positions for site plan reviews in the FY 2006 approved budget, the addition of three fee-funded development review overhire positions for Potomac Yard in midyear FY 2006 and the addition of three fee-funded development review overhire positions for other development projects in midyear FY 2006.
- 5/ Reflects the addition of one parking meter maintenance position associated with the installation of meters in Eisenhower East.

FY 2007 Proposed Expenditures by Type



TRANSPORTATION AND ENVIRONMENTAL SERVICES

FY 2007 Proposed Expenditures by Fund



City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund budget increased by 4.1%.
- Personnel - FY 2007 proposed personnel increased by \$443,822, or 3.2 percent. This increase is attributable to the cost of employee merit adjustments, other adjustments to maintain current services and policies, and supplemental budget requests described below. A vacancy factor of 4.66 percent, or \$642,213, has been applied.
- Non-Personnel - FY 2007 decrease in non-personnel is \$2,278,493, or 10.2 percent. This decrease is attributable to a planned \$3,029,564 net reduction in the amount of sanitary sewer enterprise fund capital project funding from FY 2006 to FY 2007, offset by the following adjustments to maintain current services and policies and supplemental budget requests described below. Sanitary sewer expenditures are funded entirely by sewer fee revenue beginning in FY 2006.

Adjustments to Maintain Current Services and Policies

- Electricity for new decorative street lights - \$12,052
- Increased contributions to the Northern Virginia Regional Commission (NVRC) - \$19,500

Supplemental Budget Requests

- Parking meter maintenance \$100,000

One full-time position, equipment, and vehicle costs for maintaining and collecting revenue from new meters to be installed in Eisenhower East.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

Supplemental Budget Requests, Continued

Recommended, continued

- Recycling promotion \$25,000

Funding for informational and promotional materials to be distributed by T&ES to encourage residents and businesses to recycle.

Not Recommended

- Stormwater utility study - \$300,000
- Installation and maintenance of additional parking meters in Old Town - \$642,000
- Commercial Recycling Specialist position and software - \$100,000

Expenditure Reductions

- Efficiencies - Department overtime expenditures were reduced by \$11,000 by reducing impound lot hours of operation.

Other Issues

- Sanitary Sewer Enterprise Fund - In FY 2004, the City began incrementally increasing the sewer line maintenance fee for the purpose of achieving revenue self-sufficiency for sanitary sewer maintenance and construction. This was accomplished in FY 2006 when the maintenance fee was increased to \$1.00 per 1,000 gallons of water used in FY 2006. As a result, a separate enterprise fund for sanitary sewers was established in mid-year FY 2006 to account for sanitary sewer revenues and expenditures apart from the General Fund. The FY 2006 budget has been amended to reflect this new fund, which is to be supported by sewer line maintenance fee and sewer connection fee revenues and includes T&ES operating expenditures for maintenance as well as cash capital and debt service expenditures associated with CIP reconstruction, rehabilitation and expansion projects. The FY 2006 amended budget for sanitary sewers is \$11,064,459, including \$1,571,000 for T&ES operations and maintenance, \$1,112,971 for debt service, and \$8,380,488 for capital projects, to be funded by sewer line maintenance fees, connection fees, and prior year collected sanitary sewer revenues. For FY 2007, the sanitary sewer enterprise fund is budgeted for \$7,843,895 in expenditures, including \$1,380,000 for T&ES operations and maintenance, \$1,063,895 for debt service, and \$5,400,000 for capital projects, to be funded by \$4,843,895 in sewer line maintenance fees and \$3,000,000 in connection fees.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

Other Issues, continued

- Residential Refuse Collection Fee - The residential refuse collection fee is budgeted to increase by \$8, from \$229 in FY 2006 to \$237, or 3.5 percent, in FY 2007, due to inflationary increases in the cost of operations. This fee is recalculated annually to recover the full cost of residential refuse collection and disposal and recycling. The FY 2006 rate for Arlington County is \$249 and Fairfax County is \$270. The FY 2007 rate for those jurisdictions was not available at the time of printing.

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, personnel management, financial management, administrative support, and direction to other divisions to guide the department toward achieving its goals in a timely and efficient manner.

	ACTUAL <u>FY 2005</u>	APPROVED <u>FY 2006</u>	PROPOSED <u>FY 2007</u>	APPROVED <u>FY 2007</u>
<u>DIVISION:</u> Administration				
General Fund Expenditures	1,103,680	1,169,750	1,186,652	
<u>FULL-TIME STAFFING</u>	10	10	10	

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

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. It assists in the clean-up of hazardous materials and spills in the City's sewer system and streams; and operates the T&ES Downtown Manager program to interact weekly with businesses along the King Street commercial corridor to inform them of the services and support the department can provide to them and to identify and repair public maintenance needs along King Street.

<u>DIVISION: Maintenance</u>	<u>ACTUAL FY 2005</u>	<u>AMENDED FY 2006</u>	<u>PROPOSED FY 2007</u>	<u>APPROVED FY 2007</u>
General Fund Expenditures	7,310,616	6,322,717 /1	6,604,360	
<u>FULL-TIME STAFFING</u>	42	43 /2	43	
1/ Reflects the transfer of \$1,571,000 from the General Fund to the newly created Sanitary Sewer Enterprise Fund.				
2/ Reflects the addition of one Safety Officer position to be shared with General Services.				

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 and provide pedestrian safety.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Streets resurfaced (lane miles)	30	29	32	46	35
Concrete sidewalks replaced (square yards)	10,575	7,846	7,448	7,500	7,500
Complaints received on street/sidewalk condition	319	270	168	200	200
Percentage of complaints resolved to citizen's satisfaction	98%	98%	98%	98%	98%
Brick sidewalks replaced (square yards)	1,589	1,427	919	1,400	1,400
Curb and gutter repaired (linear feet)	22,985	19,176	7,796	8,000	8,000
Asphalt street potholes patched*	342	890	1,246	350	400
Interdepartmental tasks performed by Street Maintenance	11	21	20	15	15

* FY 2003 and FY 2004 saw a substantial increase in potholes patched due to an unusually inclement winter.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Inspection hours performed	105	90	80	100	95
Repairs identified	74	80	95	75	80
Repairs completed	99 %	99 %	99 %	99 %	99 %

OBJECTIVE: [Maintenance - Street Cut Repairs] To restore to City standards all areas within the right-of-way disturbed by utility companies and private contractors, and to accomplish this work within 30 days of underground installation.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Restorations repaired	14	8	10	12	12
Percent of repairs completed within 30 days	100 %	100 %	100 %	100 %	100 %

OBJECTIVE: [Maintenance - Sewer Maintenance] To maintain the City's sanitary and storm sewer systems to a high degree of serviceability and 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Miles of sewer cleaned*	190	170	220	450	300
Miles of sewer inspected	13	21	30	50	40
Sanitary sewer complaints received	118	78	104	80	80
Percent of complaints resolved	98 %	98 %	100 %	100 %	100 %
Catch basins checked and cleaned**	14,470	30,693	17,000	15,000	20,000
Catch basins repaired	185	240	275	230	225
Storm sewer complaints received	95	89	90	90	100
Percent of complaints resolved	98 %	98 %	100 %	100 %	100 %
Length of sanitary sewers rehabilitated***	0	7,336	9,271	5,000	10,000
Length of storm sewers rehabilitated****	0	0	0	400	400
Miss Utility tickets received	5,736	7,080	6,000	7,000	6,500
Miss Utility tickets responded to*****	650	7,080	9,000	7,000	6,500
Miss Utility tickets marked	325	1,200	1,500	1,200	1,500
Fire hydrants checked and repaired	470	505	500	525	500
Interdepartmental tasks performed	3	8	12	15	12

* The Infiltration & Inflow (I&I) study required significant cleaning of the sewer sections to be studied in FY 2005 and FY 2006.

** The number of catch basins checked and cleaned is dependent upon the level of rainfall in a given year. FY04 actuals reflect catch basins cleaned due to flooding, and extra funding was approved by City Council in FY04 to clean catch basins. Also, two vacuum trucks were used for cleaning catch basins, instead of just one vacuum truck.

*** No sanitary sewer rehabilitation was conducted in FY 2003 due to a needs assessments study being performed. A contractor was hired to conduct rehabilitation in FY 2004 and beyond.

**** No storm sewer rehabilitation was conducted in FY 2003, FY 2004 and FY 2005 due to a needs assessments study being performed.

***** Starting in FY04, Sewer Maintenance was required to respond to all Miss Utility tickets through the Irthware Utility program, thus increasing the number of tickets to which the department responded.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

The Engineering and Design Division designs capital improvement projects to be administered by the department and reviews State projects and privately submitted site plans to ensure that construction is in compliance with the City's engineering standards and policies. This division is also responsible for performing all City survey work, maintaining all engineering records, and administering the street lighting program. In addition, this division conducts the federally mandated bridge inspection program.

<u>DIVISION:</u> Engineering and Design	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Funds Expenditures	3,182,564	3,471,601	3,532,507	
<u>FULL-TIME STAFFING</u>	22	22	22	

INDICATORS AND MEASURES

OBJECTIVE: [Engineering & Design] To review site and plot plans for compliance with existing City codes and standards.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Total number of plans reviewed*	975	950	975	1,000	1,100

* 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.

<u>DIVISION:</u> Construction & Inspection	<u>ACTUAL</u> <u>FY 2005</u>	<u>APPROVED</u> <u>FY 2006</u>	<u>PROPOSED</u> <u>FY 2007</u>	<u>APPROVED</u> <u>FY 2007</u>
General Fund Expenditures	1,012,437	1,116,151	1,141,612	
<u>FULL-TIME STAFFING</u>	15	15	15	

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

INDICATORS AND MEASURES

OBJECTIVE: [Construction & Inspection] To inspect site developments to ensure compliance with approved site plans.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Site plans inspected	99	105	115	112	115
Percentage of completed developments in compliance with approved site plans	100 %	100 %	100 %	100 %	100 %

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, and the operation of the City's four recycling drop-off centers.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION: Solid Waste</u>				
General Fund Expenditures	6,844,843	7,181,957	7,518,727	
<u>FULL-TIME STAFFING</u>		59	59	59

INDICATORS AND MEASURES

OBJECTIVE: [Solid Waste - Refuse Collection] To provide weekly refuse collection for residences, businesses, churches and schools.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Residential Refuse Annual Fee	\$185	\$185	\$205	\$229	\$237
Weekly refuse collections (units)*	19,155	19,155	19,155	19,155	19,155
Bulk containers collected weekly	267	286	286	286	286
Street boxes collected weekly	3,050	3,950	3,950	3,950	4,000
Tons of refuse collected**	29,834	32,376	30,810	31,000	31,000
Complaints	518	575	825	550	550
Complaints resolved within 24 hours	100 %	100 %	100 %	100 %	100 %
Spring clean up (tons collected)	583	625	646	626	645
Special Events Collections (tons collected)	118	97	95	97	95

* The City collects refuse from residential properties (including Alexandria Redevelopment and Housing Authority units), various businesses, churches and private schools. This measure has been revised from previous documents to reflect a more accurate count of properties served.

** Tons of refuse collected in FY04 was unusually high due to Hurricane Isabel. This measure has been revised from previous documents.

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Collection of leaves from mid-October through the end of December - cubic yards	26,750	21,075	22,650	25,000	25,000
Curbside collection of newspapers, cardboard and mixed paper-tons	2,853	2,897	2,397	2,500	2,600
Drop-off collection of newspapers-tons	301	435	907	500	500
Collection of white goods - tons*	375	493	382	350	350
Drop-off collection of aluminum, plastic, and glass recycling drop off centers - tons	112	123	380	200	250
Curbside collection of aluminum, plastic, and glass - tons	1,674	1,689	1,439	1,500	1,500
Weekly household hazardous waste collection - drums	395	450	426	450	450
Electronics recycling collections - tons	30	10	15	25	30
Public presentations, outreach visits, technical support	50	50	50	50	50
Recycling complaints**	78	75	899	200	200
Complaints resolved within 24 hours	100 %	100 %	100 %	100 %	100 %

* Unusually high in FY 2004 due to Hurricane Isabel.

** Increased temporarily in FY 2005 due to route consolidation.

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, and arterials and other streets; 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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Lane miles swept*	26,290	35,957	34,284	34,000	34,000
Lane miles flushed	14,388	9,418	11,376	12,000	12,000
Hand Cleaning (curb miles)	666	3,168	3,096	3,100	3,100
Streets cleaned with Elephant vacuum (curb miles)*	2,266	5,544	4,296	4,200	4,200
Cubic yards of debris swept *	8,890	10,562	8,593	8,500	8,600
Street cleaning complaints/requests	273	310	282	280	280
Percentage of Complaints/requests resolved in 24 hours	95 %	100 %	100 %	100 %	100 %

* Volume of service was significantly higher in FY 2004 than in previous years due to clean up from Hurricane Isabel.

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 implements traffic calming and other traffic initiatives to improve pedestrian and vehicular safety in City neighborhoods.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION: Transportation</u>				
General Fund Expenditures	2,674,172	2,911,581	3,070,392	
<u>FULL-TIME STAFFING</u>	29	29	30	1
1/ Reflects the addition of one new position to maintain new parking meters to be installed in Eisenhower East.				

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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of traffic surveys conducted*	1,295	1,345	1,250	1,400	1,300
Number of vehicles impounded	2,790	2,842	2,606	2,800	2,800
Number of vehicles sold for scrap	469	462	257	465	300
Proceeds from scrap cars	\$23,450	\$23,100	\$21,860	\$23,000	\$23,000
Proceeds from auctions	\$182,090	\$156,400	\$174,010	\$150,000	\$175,000

* 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 (VRE). It administers the fiscal arrangements for the aforementioned services and 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 to reduce traffic congestion and improve air quality, and in coordination with other local governments in the region to comply with the Clean Air Act.

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION: Transit</u>				
General Fund Expenditures	467,422	591,199	665,110	
<u>FULL-TIME STAFFING</u>	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 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
<u>DOT Paratransit:</u>					
DOT annual taxi and wheelchair accessible van service trips*	53,653	54,499	57,714	58,836	60,601
Average cost per trip**	\$18.28	\$20.88	\$21.29	\$23.11	\$23.50
<u>Alternative Transportation Program:</u>					
Number of employers providing transit benefits***	27	29	35	40	46
Number of annual single occupant vehicle trips removed (employers related)****	150,000	189,000	200,000	225,000	280,000
Number of City employees receiving transit incentives	320	373	345	420	495
Number of annual single occupant vehicle trips removed (City employees related)****	186,500	172,500	136,000	155,000	180,000
<u>Rideshare Program:</u>					
Number of car/vanpool applicants***	263	207	144	200	220

- * The DOT paratransit expenditures are budgeted in the Transit Subsidies section; however, the Office of Transit Services and Programs administers and monitors the program.
- ** Data have been revised from previous documents to include the administrative cost per trip. Previous documents included only the taxi or van service contractor cost per trip.
- *** Data have been revised from previous 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. Programs administered by this division are across the media of air, noise, water, and land. Major programs include ambient air quality monitoring, inspections, enforcement, development review, and responding to complaints; noise control code enforcement and public information; advice and guidance related to toxic and hazardous materials and development review for the abatement of contaminated land as identified by the City and State; administration of the Chesapeake Bay Preservation Act and Erosion and Sediment Control law by means of development plan review; and environmental review of Special Use Permits (SUPs). This division is responsible for applying to and negotiating with the Virginia Department of Environmental Quality, the issuing of the National Pollutant Discharge Elimination System (NPDES) combined sewer system permits, and NPDES municipal separate storm sewer permit. The DEQ also ensures City compliance with these major environmental permits. The division actively participates in the maintenance of flood plains and stream corridors in an environmentally sensitive manner. As part of these activities, the division ensures compliance with stream maintenance-related environmental permits from various State and federal agencies. The division also provides staff support to the Environmental Policy Commission and advises other City agencies on health and environmental issues.

TRANSPORTATION AND ENVIRONMENTAL SERVICES

DETAIL BY DIVISION

	ACTUAL FY 2005	APPROVED FY 2006	PROPOSED FY 2007	APPROVED FY 2007
<u>DIVISION: Environmental Quality</u>				
General Fund Expenditures	643,171	694,552	713,540	
<u>FULL-TIME STAFFING</u>	6	7/1	7	
1/ Reflects the addition of one Air Pollution Control Specialist position.				

INDICATORS AND MEASURES

OBJECTIVE: [Environmental Quality] To enforce the City Noise Control Code (Title 11, Chapter 5) by investigating complaints concerning loudspeakers, air conditioners and engine noises.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of complaints	46	45	68	60	60
Number of noise variance permits issued	244	233	367	200	200
Percent of complaints responded to within one day	100%	100%	100%	100%	100%
Percent of complaints closed within 10 days	27%	54%	26%	30%	30%

OBJECTIVE: [Environmental Quality] To administer and enforce the City Air Pollution Control Code (Title 11, Chapter 1) by investigating complaints and inspecting regulated facilities.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Number of complaints	26	19	22	25	25
Number of air pollution inspections performed	15	13	13	20	20
Percentage of complaints responded to within one day	100%	100%	100%	100%	100%
Percentage of complaints closed within 10 days	41%	70%	18%	30%	30%

TRANSPORTATION AND ENVIRONMENTAL SERVICES

Computation of FY 2007 Residential Refuse Fee

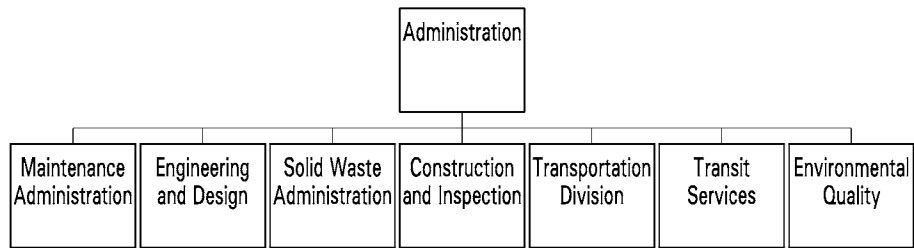
Addendum Table 1

FY 2007	
<u>Personnel Expenditures</u>	
Salaries and overtime costs (including proposed compensation adjustments)	\$912,330
Benefits	<u>360,556</u>
Total Personnel Expenditures	\$1,272,886
<u>Non-Personnel Expenditures</u>	
Refuse Tipping Fees FY 2007 assumes 1.6 tons disposed per household at a tip fee of \$64.50 per ton.	\$1,771,500
Vehicle Fuel and Maintenance	234,320
Vehicle Depreciation Charges	280,755
Uniforms/laundry/supplies	26,752
Replacement Super Cans	<u>43,781</u>
Total Non-personnel Expenditures	\$2,357,107
<u>Recycling</u>	
FY 2007 Residential Recycling Collection Contract	\$458,550
Total Expenditures	\$4,088,543
Total Number Residential Accounts	17,273
Residential Refuse Fee	\$237

Notes:

1. The City's FY 2007 residential refuse fee is based entirely on the direct cost of providing solid waste collection and disposal services to City residences. City overhead and administrative costs are not included in the fee calculation. The fee is computed by dividing the total cost by the total number of residential households that receive City refuse services and who are charged for that service.
2. The Proposed FY 2007 rate of \$237 per household represents an \$8, or 3.5 percent, increase as compared to the Approved FY 2006 fee of \$229.
3. Residential refuse fee calculation methodology excludes commercial refuse collection costs, as well as the costs of serving residential units occupied by the Alexandria Redevelopment and Housing Authority (ARHA) and Alexandria City Public Schools (ACPS) facilities.

TRANSPORTATION AND ENVIRONMENTAL SERVICE



TRANSIT SUBSIDIES

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GOALS, FUNCTIONS & RESPONSIBILITIES: To provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS> NON-PERSONNEL	<u>10,508,577</u>	<u>12,487,697</u>	<u>14,162,066</u>	
TOTAL EXPENDITURES	<u>10,508,577</u>	<u>12,487,697</u>	<u>14,162,066</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>10,508,577</u>	<u>12,487,697</u>	<u>14,162,066</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 13.4%				

City Manager Proposed

Overview

- Total - FY 2007 proposed General Fund budget increased by 13.4 percent. For details on this increase please see the adjustments to maintain current services and policies, supplemental budget requests, and efficiency savings described below.

Adjustments to Maintain Current Services and Policies

- WMATA operating subsidy increase - \$319,436 due to a subsidy increase of \$1,352,379 offset by \$404,943 in prior year audit adjustment savings and a \$628,000 subsidy reduction due to the elimination of the Metrobus 9B and 10P routes which are to be replaced with DASH service at a lower cost.
- DASH new Route AT10 - \$580,000 for service to Potomac Yard, Del Ray, and Old Town. The new route is to be funded with savings from the elimination of the Metrobus 9B and 10P routes serving the same area.
- DASH increase to maintain other current services - \$415,024 due to \$570,000 in personnel merit pay and benefit cost increases; \$140,000 in capital equipment; \$97,024 in fuel costs related to a cost per gallon increase from \$1.80 to \$2.06; and \$82,000 in marketing, insurance, contingencies and other non-personnel; offset by \$200,000 in additional revenue generated by a base fare rate increase from \$1.00 to \$1.25, a

TRANSIT SUBSIDIES

\$110,000 increase in revenue due to increasing ridership, and a \$164,000 increase in charter and other revenues. The cost of fuel will be re-estimated prior to Council adoption of a final budget.

- DOT Paratransit subsidy increase - \$354,776 due to a projected 4.6 percent ridership increase over FY 2006 and an increased cost per trip due to fuel costs and contract rates. The DOT FY 2007 fare rate is budgeted to remain at the current level of \$2.00 per trip within the City and \$2.50 per trip outside the City. It is common industry practice for paratransit fares to be set at double the local fixed route service rate, which is the maximum allowed by the ADA. If the above recommendation was not proposed, DOT fares would have increased along with the DASH FY 2007 increase from \$1.00 to \$1.25, they would have been raised to \$2.50 inside the City.
- VRE operating subsidy increase - \$5,133

Efficiency Savings

- Efficiencies - The City's WMATA subsidy is proposed to be reduced by \$628,000 due to the elimination of the Metrobus 9B and 10P routes. The routes are to be replaced by DASH service at a cost of \$580,000, resulting in a net City savings of \$48,000.

TRANSIT SUBSIDIES

General Fund Operating and Capital Subsidy Revenues and Expenditures

TRANSIT OPERATING SUBSIDIES

	<u>Subtotals</u>	<u>Net City Funding Required</u>
<u>WMATA</u>		
City Share of WMATA Operating Expenditures (Based on WMATA Proposed FY 2007 Budget)	\$18,079,235	
Revenues to Offset City Share of Expenditures		
NVTC State aid (fuel, tire & maintenance, interest)	\$10,500,000	
Gas tax estimated revenue	\$1,924,830	
WMATA Audit Adjustment	<u>\$404,943</u>	
Subtotal, non-local revenues for WMATA operating	<u>\$12,829,773</u>	
Local WMATA operating subsidy		\$5,249,462
<u>DASH Operating</u>		
Local DASH operating subsidy		\$7,337,024
<u>VRE Contribution</u>		
Local VRE operating subsidy		\$107,752
<u>DOT Paratransit Program</u>		
Local DOT operating subsidy		\$1,467,828
TOTAL, LOCAL TRANSIT OPERATING SUBSIDY (General Fund monies in the City's operating budget)		<u>\$14,162,066</u>

	<u>Subtotals</u>	<u>Net City Share</u>
<u>TRANSIT CAPITAL REQUIREMENTS</u>		
(For additional detail, please refer to the Capital Improvements Program document)		
<u>WMATA Capital Improvement Program</u>		
Expenditures		
Metro Matters	\$6,282,000	
System Expansion Program	<u>\$133,000</u>	
Net City funded requirement in FY 2007 Bus/Rail capital budget		\$6,415,000
<u>DASH Capital - Buses</u>		
Bus replacement	\$1,339,000	
State Urban Funds	<u>(\$969,100)</u>	
Net City funded requirement in FY 2007 DASH capital budget		\$369,900
TOTAL, LOCAL CAPITAL REQUIREMENTS		<u>\$6,784,900</u>
GRAND TOTAL, LOCALLY FUNDED OPERATING AND CAPITAL TRANSIT REQUIREMENTS		<u>\$20,946,966</u>

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); DASH, the Alexandria local bus system, which is operated by the Alexandria Transit Company; DOT Paratransit service, which is provided by private companies under contract with the City; and the VRE commuter rail system overseen by the Northern Virginia Transportation Commission (NVTC) and the Potomac and Rappahannock Transportation Commission (PRTC).

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 basis 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.

DASH operating costs are funded by operating revenues from fares and other sources and the General Fund subsidy, the amount of which is determined by the shortfall between operating revenues and expenses.

DOT Paratransit passengers pay a fare of \$2.00 per trip for service within the City. DOT Paratransit service passengers who travel outside of the City pay the same amount as MetroAccess, currently twice the base bus fare of \$1.25, for a total of \$2.50. The taxi service provider bills the City for the meter cost of the trip less the passenger fare. The City pays a flat per-trip rate for DOT Paratransit van service within the City. For van trips beyond the City limits, the City pays a base per-trip rate plus an incremental cost per mile.

The City's VRE subsidy is set by the VRE Master Agreement between the participating jurisdictions and the VRE.

Addendum Table 1 focuses on the operating revenues and expenditures of DASH.

TRANSIT SUBSIDIES

DEPARTMENT DETAIL

INDICATORS AND MEASURES

OBJECTIVE: (DASH) To provide cost-effective local bus service.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Revenue miles	1,181,357	1,197,720	1,222,404	1,375,000	1,400,000
Total miles	1,293,518	1,355,343	1,403,778	*	*
DASH annual ridership	2,986,631	3,131,284	3,323,021	3,275,000	3,450,000
Ridership annual increase/(decrease)	249,912	144,653	191,737	-48,021	175,000
Ridership annual percent increase/(decrease)	9.1 %	4.8 %	6.1 %	-1.5 %	5.3 %
Operating cost per mile	\$4.80	\$5.13	\$5.72	*	*
DASH bus revenue/operating cost ratio	28 %	30 %	28 %	28 %	29 %
Base fare	\$1.00	\$1.00	\$1.00	\$1.00	\$1.25

* Estimates not available in the Proposed budget.

OBJECTIVE: To monitor ridership and subsidies provided by the City for WMATA bus, paratransit and rail.

	Actual FY 2003	Actual FY 2004	Actual FY 2005	Estimated FY 2006	Projected FY 2007
Metrobus operating cost per total mile	\$6.67	\$7.09	\$8.04	\$7.92	\$8.65
Metrobus operating cost per passenger	\$2.17	\$2.32	\$3.03	\$2.57	\$3.17
Metrobus operating subsidy per passenger	\$1.42	\$1.50	\$2.02	\$1.71	\$2.10
Metrobus operating cost recovery (passenger revenue)	27.6 %	28.0 %	26.0 %	25.8 %	25.4 %
Metrobus operating cost recovery (all revenue)	34.5 %	35.3 %	33.2 %	33.4 %	33.7 %
Metrotransit operating cost per total mile	\$7.98	\$8.36	\$8.53	\$8.49	\$8.53
Metrotransit operating cost per passenger	\$2.54	\$2.65	\$2.81	\$2.90	\$2.92
Metrotransit operating subsidy per passenger	\$0.75	\$0.68	\$0.55	\$0.66	\$0.62
Metrotransit operating cost recovery (passenger revenue)	62.5 %	64.1 %	68.2 %	65.1 %	66.4 %
Metrotransit operating cost recovery (all revenue)	70.6 %	74.4 %	80.3 %	77.3 %	78.7 %
Metro Access registrants	12,835	12,826	14,956	15,850	16,000
Metro Access trips requested	1,629,241	1,757,567	1,856,571	2,160,000	2,400,000
Metro Access trips completed by contract carriers	972,425	1,112,358	1,253,948	1,445,620	1,648,007

TRANSIT SUBSIDIES

Addendum Table 1
DASH Revenues and Expenditures

	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed
<u>Revenues and Other Sources</u>			
Operating Income	\$2,285,409	\$2,426,000	\$2,946,500
CIP Funding	1,308,455	5,789,000	1,339,000
Use of Retained Earnings	0	0	0
Total City Contribution*	<u>5,883,678</u>	<u>6,342,000</u>	<u>7,337,024</u>
TOTAL REVENUES AND OTHER SOURCES	<u>\$9,450,542</u>	<u>\$14,557,000</u>	<u>\$11,622,524</u>
<u>Expenses and Other Uses</u>			
Operating Expenses	\$8,090,885	\$8,718,000	\$10,093,524
Capital Outlays	<u>51,202</u>	<u>50,000</u>	<u>190,000</u>
Total Operating Expenses	\$8,142,087	\$8,768,000	\$10,283,524
<u>Capital Improvement Program</u>			
Replacement Buses	\$1,308,455	\$1,285,000	\$1,339,000
Non-revenue Vehicles	0	0	0
Capital Equipment	0	0	0
New Facility Site Purchase	0	0	0
New Facility Design and Construction	<u>0</u>	<u>4,504,000</u>	<u>0</u>
Total Capital Improvement Program	\$1,308,455	\$5,789,000	\$1,339,000
TOTAL EXPENSES	<u>\$9,450,542</u>	<u>\$14,557,000</u>	<u>\$11,622,524</u>

* The Total City Contribution reflects the amount required to fund actual operating expenses in excess of income. In FY 2005, this amount included \$5,746,720 transferred from the General Fund to DASH and the use of \$136,958 from prior year surplus City contributions.

EDUCATION

Alexandria City Public Schools	10-3
Northern Virginia Community College	10-13

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 conducts long-range planning based on community expectations and the recommendations of the Superintendent.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 REVISED /1	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS> TOTALS\2	165,337,188	183,917,983	197,896,072	
SPECIAL REVENUES AND OTHER SOURCES				
STATE AID\3	23,410,871	24,907,667	27,149,125	
OTHER GRANTS AND SPECIAL PROJECTS\4	<u>11,816,595</u>	<u>20,257,178</u>	<u>20,347,166</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>35,227,466</u>	<u>45,164,845</u>	<u>47,496,291</u>	
GENERAL FUND	<u>130,109,722</u>	<u>138,753,138</u>	<u>150,399,781</u>	
PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED 8.4%				
FULL-TIME POSITIONS\5	2,081.78	2,120.68	2,125.18	

- \1 The FY 2006 ACPS budget excludes the \$976,614 (Reserve for Encumbrances) and reflects revised Federal and Special Projects Revenue as shown in the ACPS Proposed FY 2007 Budget.
- \2 Includes all expenditures associated with the FY 2007 Schools budget, including the Schools General Fund operating budget (\$182,617,320 including compensation adjustments), the School Lunch Fund (\$4,392,427) and Federal Grants and Special Projects (\$10,886,325).
- \3 The FY 2005 actual State aid receipts reflect the ACPS Comprehensive Annual Financial Report. The FY 2007 State aid figure is an estimate and is subject to change pending actual FY 2007 enrollment data, and State budget finalization.
- \4 The FY 2005 actuals exclude ACPS fund balance variance. The FY 2007 Other Grants and Special Projects include \$570,875 in miscellaneous local revenues, \$192,220 in federal (School's General Fund) monies, \$10,886,325 in other federal aid and special projects, \$4,392,427 in School Lunch Fund monies and a \$4,305,319 appropriation from the ACPS operating 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 2006 are different from previously published documents as a result of changes in grant funded positions and positions funded during the school year through differentiated resources.

City Manager Proposed

- The FY 2007 Proposed General Fund appropriation to the Schools is \$150,399,781, which represents an increase of \$11,646,643, or 8.4 percent, as compared to the FY 2006 appropriation to the Schools of \$138,753,138. The proposed transfer to the Schools for operating expenses of \$150.4 million (including the cost of a 3 percent COLA) is below the Schools request by \$1.8 million and below the target set by Council by \$2.4 million. The reduction to the Schools request represents only one change—a lower assumption about the cost of health insurance premiums.

SCHOOLS

City Manager Proposed

- The School Board's preliminary forecast of expenditures anticipated an increase of \$1.9 million for health insurance premium costs. Subsequently, the Board learned that it is likely the increase will be much smaller. Therefore, the proposed operating budget reduces the anticipated health insurance increase by \$1.8 million, but sets aside an equal amount as a designation of expected fiscal year 2006 fund balances for future appropriation if needed.
- Overall funding for education includes the \$150.4 million operating budget appropriation, \$10.5 million for the Schools share of the debt service on bonds issued to fund the CIP, and \$24.1 million for the FY 2007 CIP, of which \$4.3 million will be funded by cash capital from the City's proposed FY 2007 operating budget.
- School Board's Approved FY 2007 Operating Budget - On January 26, 2006, the Alexandria School Board adopted its FY 2007 Alexandria City Public Schools operating budget in the amount of \$180,517,320. The Board's approved operating budget (which excludes the School Lunch Fund and Special Projects) requested a City appropriation of \$148,299,781, which represents an increase of \$9.5 million, or 6.88 percent, as compared to the FY 2006 City appropriation of \$138.8 million. This represents a percentage increase which is between the "high" and "low" budget targets set by City Council last fall. Employee compensation increases for a cost of living adjustment (COLA) were not included in this requested appropriation, based on the expectation that the Schools would receive funding for a cost of living adjustment equal to that proposed for City employees. The approved budget includes \$27.1 million in State aid, based upon Governor Warner's proposed budget.

The School Board's approved operating budget does not include any new initiatives, but includes discretionary improvements to some existing programs. Existing programs such as differentiated resources, Kindergarten prep, elementary math specialists, focus schools, dual language programs, modified calendar, and staff development are maintained in the FY 2007 operating budget. The budget focuses on employee compensation and benefits and student achievement as reflected by the following highlights:

Compensation and Benefits - In addition to \$3.5 million for merit increases for all eligible employees, the Board's approved budget includes \$6.8 million to increase teacher salary scales for both Bachelor (\$2.0 million) and Masters (\$4.8 million) degree teachers. The Board's approved budget also includes an extension of the school day by 15 to 30 minutes. The approved budget includes \$3.7 million to fund a required contribution increase to the Virginia Retirement System, based upon Governor Warner's proposed budget. The Board's approved budget includes \$68,400 to increase School Board member stipends. Board member stipends will increase from \$7,500 to \$15,000 and the Chairman's will increase from \$8,600 to \$17,000.

SCHOOLS

DEPARTMENT DETAIL

Health Insurance Increases - In FY 2006 the Schools revised their Health Insurance Plan by joining administratively with the City. This enabled the Schools to offer a second option, Kaiser Permanente, to its employees, in addition to the existing Optimum Choice/MAMSI plan. Based on a preliminary forecast, the Schools budgeted a \$1.9 million increase for health insurance premium costs.

Modified Calendar - The FY 2006-07 budget continues funding for the modified school calendar at both Samuel Tucker Elementary and Mt. Vernon Community School. Under this system, the 183 days of instruction provided to all ACPS students are reorganized into four eleven-week blocks. The first nine weeks are devoted to traditional academics. The remaining two weeks are intercession periods during which a variety of enrichment programs and remedial services are offered. Attendance at intercession is required for some students but optional for most. So far in FY 2005-06, 92 percent of students at Tucker and 90% of Mt. Vernon students attended the first intercession. A recent evaluation of the modified calendar at Samuel Tucker yielded positive results. The evaluation used existing test data, on-site observations and information collected through five questionnaires, each designed for a particular group. Tucker's SOL pass rates increased in all subtests and black students had increased pass rates from 8 to 13 percentage points in all subtests.

High School Technology Integration Project - ACPS provides students in grades 9-12 with laptop computers. The "laptop initiative" began in FY 2004, when laptops were issued to ninth graders at Minnie Howard School. The FY 2004 budget included \$440,000 for this initiative. In FY 2005 the budget was increased by \$1.8 million to expand the program to students at T. C. Williams High School. The FY 2007 budget continues to fund leases for the laptops and adds \$490,230 in funding to improve the High School Technology Integration Project by adding a technology integration administrator, including staff development days in the summer, increasing after school Internet access, providing online courses at the high school level, and expanding access to Blackboard software, which is used by students, teachers and staff.

Improvements to Jefferson Houston School for Arts and Academics - In order to increase student performance and achieve accreditation, several program enhancements are included in the budget for Jefferson-Houston School, including the addition of a science teacher and a science laboratory, funding to improve parental involvement, and to continue after-school enrichment and remediation activities currently funded by the 21st Century grant, which expires in June 2006. These enhancements total \$142,444.

Other Initiatives - The School Board's Approved FY 2007 operating budget includes the following additional funding: \$61,586 for an evaluation of the High School Technology Integration Project by an outside consultant; \$50,000 for outreach and publicity; and \$20,000 for Advanced Placement tutoring stipends. The Board also voted to increase fees, including school lunch, by 3 percent, which will increase local revenue by \$15,127.

SCHOOLS

DEPARTMENT DETAIL

Enrollment - The School's budget is based on the expectation that enrollment will continue to decline. The FY 2007 budget is based on an average daily membership (ADM) of 10,134, which is 150 students less than the September 2005 enrollment of 10,284. The highly-diverse student population is expected to reflect generally the same demographic make up of the past several years. The percentage of students enrolled in English as a Second Language continued to decline for the second year in a row, from 24.4 percent in 2004, to 22.3 percent in 2005, to 21.6 percent in the current year. The Special Education population, however, increased from 16.3 percent to 17.9 percent. (see Special Needs Composition of ACPS Students chart later in this section for details).

Declining enrollment resulted in a reduction in staff of 25.5 FTE positions, including 22 elementary school teachers. These staff reductions reduced the budget by \$2.2 million. Formula-based staffing on the elementary level continues to target an average class size of 20 students, and a range of 14 to 27. This decrease is off-set by the addition of 11.0 FTE new positions, including 4 bus drivers, 2 bus monitors, 2 science teachers, a technology integration administrator, a career education coordinator, a part-time psychologist and a part-time dispatcher. The eleven new positions cost \$0.6 million.

The budget includes \$1.3 million for 22 reserve positions (17 teachers and 5 paraprofessionals) for both regular and special education classes. These reserve positions are filled only if unanticipated enrollment deviations occur.

The School Board's approved FY 2007 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: the Jefferson-Houston School for Arts and Academics, the Lyles-Crouch Traditional Academy, and the Cora Kelly School for Math, Science and Technology.

The Alexandria City Public Schools reported the following major accomplishments since the beginning of the 2005 - 2006 school year:

Fourteen Schools Accredited - 14 of 16 schools have reached State accreditation according to Standards of Learning (SOL) test results. (For State reporting purposes, the scores of Minnie Howard 9th Grade Center, T. C. Williams High School and the STEP Center are reported as one school.) Reaching or retaining accreditation this year are John Adams Elementary, Charles Barrett Elementary, Lyles-Crouch Traditional Academy, Douglas MacArthur Elementary, George Mason Elementary, Mount Vernon Community School, James K. Polk Elementary, Patrick Henry, William Ramsay Elementary, Samuel W. Tucker Elementary, Cora Kelly School for Math, Science and Technology, Francis C. Hammond Middle, George Washington Middle and T. C. Williams High School. Every school met the benchmark for English, which was raised from 70 to 75 percent. Two schools, Maury Elementary School and Jefferson-Houston School for Arts and Academics are not accredited. Maury met five out of six benchmarks, falling short in science. Jefferson-Houston met three out of six benchmarks. Students improved their passing rates in 12 of 25 categories on the Standards of Learning tests in 2005 (see 2005 SOL Spring Results table at the back of this section for details).

SCHOOLS

DEPARTMENT DETAIL

Post-secondary Education - Approximately 85 percent of the 540 graduates of T.C. Williams High School Class of 2005 went on to pursue post-secondary education. Graduates now attend more than 100 colleges and universities in the country, including several Ivy League schools. Graduates received over \$1 million dollars in scholarships.

Fourth Family Resource Center Opened - In October 2005 a fourth Family Resource Center opened at 910 Montgomery Street. It is co-sponsored by ACPS, the Alexandria Redevelopment and Housing Authority, and the City of Alexandria. Comcast provides internet access at no charge. The center is designed to offer support and educational resources for families of ACPS students in grades K-5. Materials are available in English and Spanish and homework assistance is offered for an hour each day.

Middle School Activities - ACPS partnered with the Campagna Center to compile a lengthy list of activities available to middle school students during out-of-school time. The list includes activities available each day of the week by area of interest, including academics, foreign languages, dance, drama, music, visual arts, hobbies, recreation, sports, technology and service organizations.

T. C. Williams - Significant progress has been made on construction of the new T. C. Williams High School. The 461,000 square-foot high school, scheduled for opening in September 2007, will cost approximately \$98.9 million, of which \$88 million is construction costs. The new facility will have a capacity of 2,500 students in grades 10 through 12. The three-story school, designed by Moseley Architects of Richmond, Va., will feature a 1,200-seat auditorium, a 3,000-seat gymnasium, a planetarium, and a parking deck with 416 spaces.

ACPS is committed to a "Green T.C. Williams." The project will be an environmentally sound, high performance, sustainable school, which is anticipated to result in Leadership in Energy and Environmental Design (LEED) certification.

A community forum on the educational program for the new T.C. Williams was held in November 2005. Almost 200 people attended the meeting, which included a "flyover" video of the new building, a review of the floor plan and classroom layouts, and a discussion of smaller learning communities. An e-mail distribution list has been set up to disseminate information on the T.C. educational program to interested community members. Information about the construction and the educational program for T.C. has been provided at many PTA and community meetings.

More detailed information on school programs can be found in the Alexandria School Board Approved 2006-2007 Operating Budget. For information on the Schools Capital Improvement Program, please refer to the Alexandria City Public Schools Approved 2006-2007 Capital Improvement Program Budget, as well as the City's Proposed FY 2007 - FY 2012 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: 703/824-6644). In addition, copies of the operating budget are available for review in all Alexandria public schools and public libraries.

SCHOOLS

BUDGET DETAIL

The following chart provides a breakdown by major category in the Alexandria City Public Schools FY 2007 Operating Budget (not including CIP or Debt Service funding):

Percentage	Major Category	Staffing/ ¹	Total Cost (millions)	Responsibilities
79.25%	Instruction	1,554.75	\$144.72	<ul style="list-style-type: none"> Classroom teachers Special education teachers ESL teachers Guidance counselors Social workers Staff development Curriculum development Library and media services Instructional technology services Curriculum Specialists Differentiated resources
8.68%	Operations and Maintenance	156.50	\$15.85	<ul style="list-style-type: none"> Utilities and building leases Custodians/maintenance workers Building engineers
8.15%	Administration, attendance and health	122.10	\$14.88	<ul style="list-style-type: none"> Central business services Information technology services Nurses and Psychologists School and division administrators Public information services Evaluation and planning services
3.45%	Transportation	131.00	\$6.30	<ul style="list-style-type: none"> Regular day transportation Special education transportation Activity buses Field trips Summer school transportation Athletic event transportation
0.47%	School food services and other non-instructional operations/ ²	11.00	\$0.86	<ul style="list-style-type: none"> Cafeteria hostesses Community services
100%		1975.35	\$182.62 million	
Less Federal, State and Other funding			\$ 32.22 million	
City Cost			\$150.40 million	

/1 Does not include positions supported by non-operating budget funds (School Lunch Fund and Federal and Special Projects Fund).

/2 Does not include the School Lunch Fund program of approximately \$4.4 million, which is a separate Fund.

SCHOOLS

DEPARTMENT DETAIL

Addendum Table 1
 INTERJURISDICTIONAL COMPARISON OF SCHOOLS DATA
 based on data and methodology from the Washington Area Boards of Education Guide (WABE)

	FY 2005	FY 2006
City of Alexandria: \1		
Cost per pupil	\$13,670	\$15,871
Classroom teachers	1,070.10	1,155.3
Average teacher salary\4	\$59,644	\$62,536
Average class size		
(Students per elementary classroom teacher)	21.4	14.1
% of students receiving free or reduced price lunch	47%	52%
Scholastic Achievement Test (SAT) scores \5		
Average Math	495	481
Average Verbal	493	482
Arlington County: \2		
Cost per pupil	\$15,298	\$16,464
Classroom teachers	1,895.20	1,861.0
Average teacher salary\4	\$61,827	\$66,295
Average class size		
(Students per elementary classroom teacher)	19.8	19.3
% of students receiving free or reduced price lunch	36%	37%
Scholastic Achievement Test (SAT) scores \5		
Average Math	542	544
Average Verbal	543	541
Fairfax County: \3		
Cost per pupil	\$11,022	\$11,915
Classroom teachers	13,698.80	13,934.8
Average teacher salary\4	\$57,258	\$60,201
Average class size		
(Students per elementary classroom teacher)	20.8	20.7
% of students receiving free or reduced price lunch	19%	20%
Scholastic Achievement Test (SAT) scores \5		
Average Math	558	565
Average Verbal	547	549

- \1 Based on total enrollment reported to WABE of 10,922 for FY 2005, and 10,812 for FY 2006.
- \2 Based on total enrollment reported to WABE of 18,907 for FY 2005, and 18,386 for FY 2006.
- \3 Based on total enrollment reported to WABE of 166,275 for FY 2005, and 164,918 for FY 2006.
- \4 Calculated for the WABE guide using total teacher payroll divided by the number of teaching positions (FTEs).
- \5 SAT scores are for the prior school year due to the timing of the test.

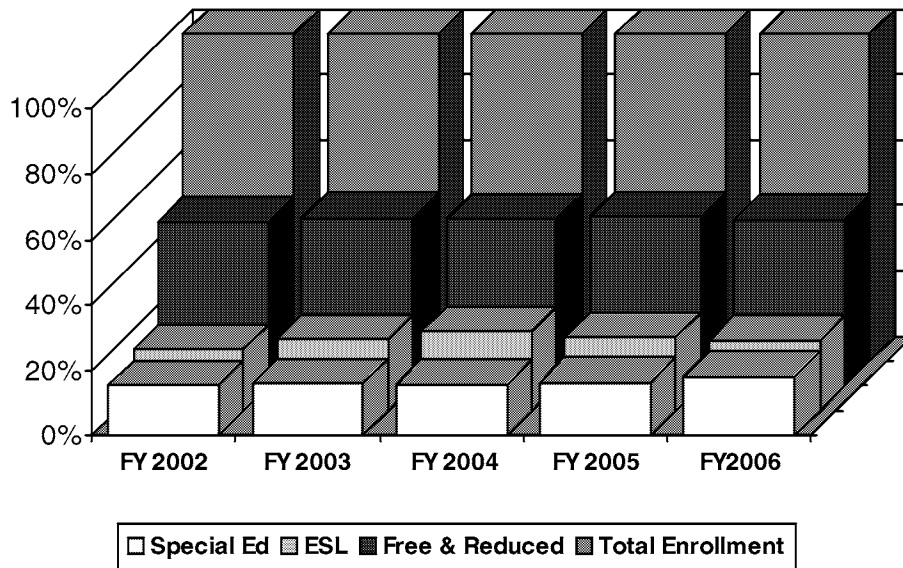
Source: The Washington Area Boards of Education Guides for FY 2006. The WABE Guides are produced in October of each school year, based on the approved budget for the fiscal year and September 30 enrollment information. Uniform formulas are developed by the WABE committee for consistency area wide. These 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 jurisdictions' budget documents or other reports.

SCHOOLS

DEPARTMENT DETAIL

Student Demographics

SPECIAL NEEDS ENROLLMENT AS A PERCENT OF TOTAL ENROLLMENT



Special Needs Composition of ACPS Students by Percentage from 2001 through 2006 as of September 30, 2005					
School Year	2002	2003	2004	2005	2006
E.S.L./1	18.8%	22.0%	24.4%	22.3%	21.6%
Special Education/2	15.2%	15.8%	15.6%	16.3%	17.9%
Free & Reduced Lunch/3	50.3%	51.4%	51.0%	51.7%	50.8%
Enrollment/4	11,104	10,979	10,762	10,677	10,284

/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.

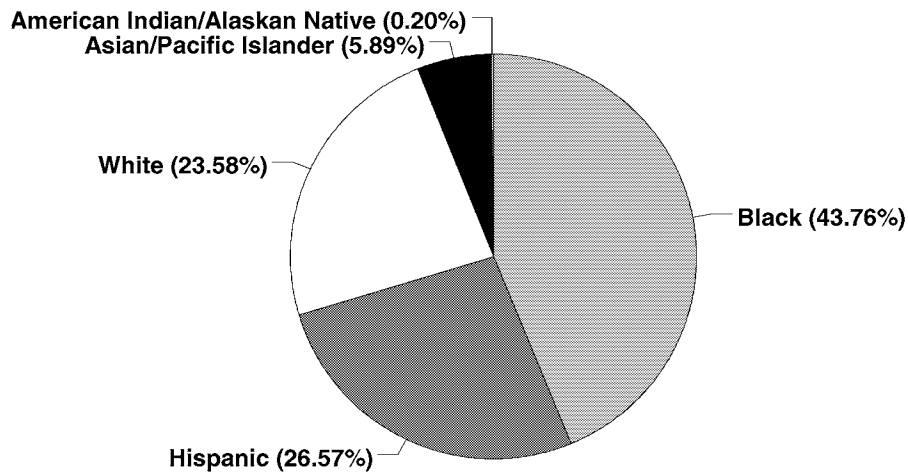
SCHOOLS

DEPARTMENT DETAIL

Special Needs Composition of Arlington County, Fairfax County and Alexandria City Public Schools Students by Percentage as of September 30, 2005 /6			
Jurisdiction	Arlington County Public Schools /3	Fairfax County Public Schools /4	Alexandria City Public Schools /5
E.S.L. /1	19.7%	13.9%	21.6%
Special Education	16.4%	14.7%	17.9%
Free & Reduced Lunch	39.9%	19.9%	50.8%
Enrollment /2	18,411	163,534	10,284

- /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 Arlington County Public Schools includes Pre-K in enrollment and special education.
- /4 Data provided by Fairfax County Public Schools.
- /5 Data provided by 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 WABE guide due to variances in the date for which total enrollment is used.

Ethnic Breakdown in ACPS as of September 30, 2005



SCHOOLS

STUDENT ACHIEVEMENT

2005 SOL Spring Results Comparison of Division 2002, 2003, 2004 and 2005 Passing Rates* and the Change from 2004 to 2005

SOL Test	2002 Passing Rate (%)	2003 Passing Rate (%)* **	2004 Passing Rate (%)* **	2005 Passing Rate (%)* **	Change from 2004 to 2005
Grade 3					
English	72	73*	72*	81*	+9
Mathematics	81	89*	87*	87*	0
History	71	74	81	82	+1
Science	71	74	79	82	+3
Grade 5					
English: Reading	78	80	81	82	+1
English: Writing	87	84	84	91	+7
Mathematics	72	72	75	80	+5
History	67	75	88	84	-4
Science	78	75	77	74	-3
Grade 8					
English: Reading	67	66	76	72	-4
English: Writing	77	66	80	72	-8
Mathematics**	68	78	88	80	-8
History	79	78	74	74	0
Science	79	76	87	81	-6
High School					
English: Reading	74	92	82	80	-2
English: Writing	78	88	82	85	+3
Algebra I	70	75	76	76	0
Geometry	72	76	73	71	-2
Algebra II	79	81	87	90	+3
Earth Science	52	60	57	76	+19
Biology	79	83	69	68	-1
Chemistry	80	90	94	95	+1
World History I	83	84	71	80	+9
World History II	79	80	77	81	+4
Virginia and U.S. History	61	75	87	84	-3

* Includes Remediation Recovery passing percentage bonus, which was higher than the adjusted total.

** Includes students in grades 6 and 7 who took the grade 8 mathematics SOL.

*** Includes students in special situations.

NORTHERN VIRGINIA COMMUNITY COLLEGE

PROGRAM DESCRIPTION: This category contains the budget for the City's contribution to the Northern Virginia Community College, which is a two-year institution serving Alexandria and Northern Virginia. This contribution supports the College's programs for the business and educational needs of Northern Virginia residents. Area local governments, including the Cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park, as well as Arlington, Fairfax, Loudoun and Prince William Counties, contribute funding based upon each jurisdiction's share of the combined population of the localities served.

TOTAL FINANCIAL RESOURCES

	FY 2005 ACTUAL	FY 2006 APPROVED	FY 2007 PROPOSED	FY 2007 APPROVED
EXPENDITURES <ALL FUNDS>				
PERSONNEL	0	0	0	
NON-PERSONNEL	13,299	12,990	12,548	
CAPITAL GOODS OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL EXPENDITURES	<u>13,299</u>	<u>12,990</u>	<u>12,548</u>	
SPECIAL REVENUES & OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL SPECIAL REVENUES AND OTHER SOURCES	<u>0</u>	<u>0</u>	<u>0</u>	
GENERAL FUND	<u>13,299</u>	<u>12,990</u>	<u>12,548</u>	

PERCENT CHANGE GENERAL FUND - FY 2006 TO FY 2007 PROPOSED (3.4%)

City Manager Proposed

- The Proposed FY 2007 City General Fund budget contribution to the Northern Virginia Community College operating budget reflects a decrease of \$442, or 3.4%, from the Approved FY 2006 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 2007 - FY 2012 Capital Improvement Program document.

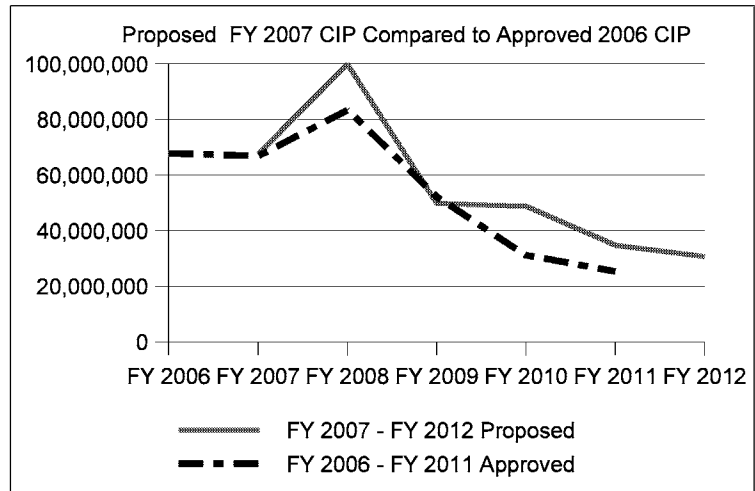
Capital Improvement Related Information

Capital Improvement Program Overview . . .	11-3
Debt Ratio Policies	11-28

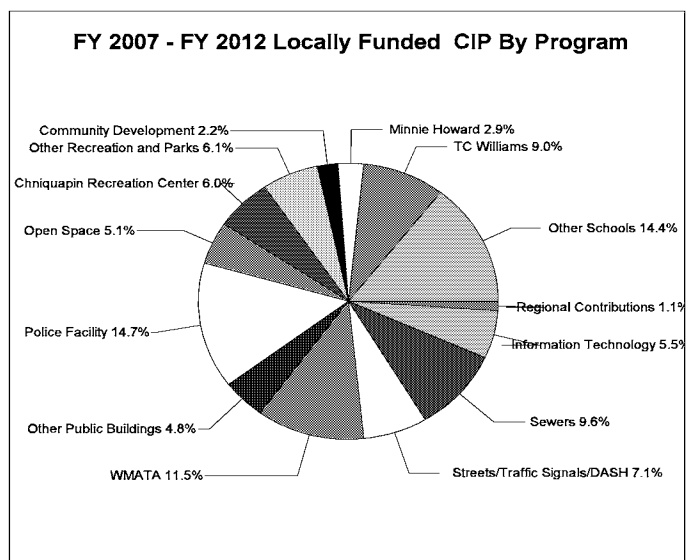
FY 2007 - FY 2012 Capital Improvement Program

Overview

The City of Alexandria's Capital Improvement Program (CIP) is a comprehensive plan which identifies the City's future infrastructure needs and the corresponding funding required to meet those needs. It totals \$331.5 million in planned local funding, \$574.4 million in planned total funding for the FY 2007 to FY 2012 time period. This represents a 1.4 percent increase in local funding and a 1.4 percent increase in total CIP funding as it compares to \$326.8 million in planned local funding and \$566.8 million in planned total funding in the FY 2006 to FY 2011 time period. Most of this increase over this six-year period can be attributed to increased self-funded sanitary sewer projects of \$6.1 million, and to increased capital funding for Metrorail of \$4.2 million. The plan addresses two broad areas of expenditure. First, is the protection of the City's investment in existing physical assets and includes the maintenance, upkeep and renovation of public buildings, streets, sewer lines, recreation facilities, historic sites, information technology and all of the infrastructure needed to sustain the City. The second is the planning and construction or purchase of major new facilities and systems. In anticipation of these capital requirements, the CIP indicates appropriate funding that will be needed. The adoption of the Capital Improvement Program by the City Council is an indication of their support of both the capital projects that the City intends to pursue, and a plan for the anticipated levels of financing needed to fund these capital projects over the six-year period.



The CIP is funded by a combination of General Obligation Bonds, General Fund Balance (from prior year fiscal surpluses), State and federal grant funds, "Cash Capital," which is the direct payment to the CIP from the City's Operating Budget, sewer hook-up and user fees, one cent from the real estate tax rate dedicated for open space acquisition and miscellaneous outside revenues. This CIP also indicates a need for additional funding to be determined in Fiscal Years 2008 and 2009.



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The CIP indicates the expected timing and the approximate cost for each project and program area. The adoption of the Capital Improvement Program is neither a commitment to a particular project nor a limitation to a particular cost. As a basic tool for scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and managing future debt service requirements. For this reason, the CIP includes some projects where needs have been defined (such as for Metrorail capital beyond FY 2007 and partial funding for DASH bus replacement), but specific solutions and funding sources have not been identified.

The Capital Improvement Program also provides a necessary measure of flexibility for the City Council in meeting the City's capital infrastructure needs. There are several projects for miscellaneous capital repairs and improvements (Schools, Parks, City Buildings, Streets, Storm Sewers, and Sanitary Sewers) that provide for response to particular needs during the fiscal year even though the specific locations or needs could not be foreseen at the time of budget adoption.

The CIP Process

The specific plan and priorities for the FY 2007 - FY 2012 CIP were initially developed by the City's internal CIP Review Committee. This committee, comprised of four department heads, OMB staff and two Deputy City Managers, is charged with recommending the priorities to the City Manager from among the many requested and needed projects within the City. In making those recommendations, each requested project, as well as those projects approved in prior years, was evaluated and assigned one of three ratings - essential, very desirable or desirable - using the following guidelines:

Essential

- Previously committed and/or ongoing;
- Addresses issues of health or safety of citizens;
- Addresses issues of legal responsibility by the City;
- Avoids even greater future costs;
- Requested or required by the City Council;
- Result of City-wide citizen input;
- State or federal funds can be used with minimal match from the City.

Very Desirable

- Previously committed but not essential to continue;
- Addresses quality of life issues such as space or beautification;
- A new addition to an ongoing project;
- May be income producing;
- A neighborhood or interest-group priority;
- State or federal funds available but requires a substantial City match.

Desirable

- Addresses any of the above issues but is not an immediate priority;
- Cost of the project is too high to justify;
- Requires a major maintenance effort once complete.

After the Committee developed its recommendations, meetings were held with the City Manager so that the City Manager could review, adjust and then finalize the CIP project recommendations contained in this report. While these project ratings are important in determining recommended priorities, the realities of the City's financial situation, as well as the need to meet the budget targets established by City Council were critical to those decisions.

The CIP Review Committee assessed over thirty new and revised project requests for the FY 2007 - FY 2012 Capital Improvement Program. The result of the efforts of the CIP Review Committee and subsequent City Manager review and decision making is a proposed six-year \$331.5 million City-funded CIP, representing a 1.4 percent increase as compared to the FY 2006-FY 2011 CIP of \$326.8 million. The increase in the City-funded six-year capital program reflects the City Council's commitment to fund the City's share of the Washington Metropolitan Area Transit Authority's (WMATA) "Metro Matters" and "Beyond Metro Matters" Capital Improvement Program (CIP) combined with WMATA's six-year capital plan that will be funded primarily with local funds; the replacement and expansion of the DASH bus fleet, as well as street and alley projects. The proposed CIP also calls for additional new City capital projects, including additional "to be determined" future sanitary sewer projects, that will be fully fee supported, as well as increased costs for existing projects. These new projects and increased costs primarily reflect projects for public safety, recreation, including improved athletic and ball fields, and a "greener" Alexandria that enhances the environment and provides additional leisure and recreation opportunities. Importantly, the funding plan for the proposed CIP will comply with the City's financial policy guidelines, for fiscal year 2007.

Highlights of the Capital Improvement Program

The proposed locally-funded FY 2007-FY 2012 six-year program includes the following major initiatives:

Education:

- A total of \$87.2 million has been proposed in this CIP for the capital needs of the Alexandria City Public School system. The City will fully fund the Schools' adopted six-year CIP through FY 2008 and partially fund the School Board's request from FY 2009 through FY 2012. This CIP includes funding to complete the replacement of the new T.C. Williams High School by FY 2008. The City's CIP does not include a total of \$10.6 million over two years (FY 2009 - 2010) for the renovation and expansion of Minnie Howard Ninth Grade Center. The original, approved project budget for Minnie Howard is reflected in FY 2009 and FY 2010 in the City's proposed CIP. As the project nears initiation, and trends in construction costs and enrollment are better known, funding needs can be better identified in a future CIP.

Public Safety:

- \$1.2 million over six years (FY 2007 - FY 2012) has been planned for capital repairs, maintenance and improvements at facilities managed by the Office of the Sheriff, in particular the Detention Center.
- \$48.8 million to construct a new Police facility on Wheeler Avenue continues to be budgeted in the CIP (FY 2007-FY 2009) which represents no change in dollars or timing from last year's approved CIP.

Transportation and Transit:

- \$49.1 million has been budgeted over six years (FY 2007-FY 2012) to meet the City's capital obligations for Metrobus and Metrorail as part of the Washington Metropolitan Area Transit Authority's (WMATA) "Metro Matters" and "Beyond Metro Matters" Capital Improvement Program (CIP). WMATA's "Metro Matters" and "Beyond Metro Matters" plan identified a total of \$1.1 billion in unfunded, urgent capital needs of the region's bus and rail transit system over the next six years. The City's share of WMATA's "Metro Matters" and "Beyond Metro Matters" capital plan will be funded primarily from local monies. The \$49.1 million over six years budgeted as the City's share of "Metro Matters" and "Beyond Metro Matters" will be partially offset by \$11.0 million in additional State funding sources yet to be identified.
- \$9.7 million over six years (FY 2007-2012) has been budgeted for the replacement of a total of 29 DASH buses over this period. These buses will be partially funded through FY 2012 by \$5.2 million in State Urban Funds. Revenues from City, State and federal sources, in the amount of \$4.5 million, will need to be provided.
- \$11.1 million over three years (FY 2007 - FY 2009) has been budgeted to fund the Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (SAFETEA-LU) transportation projects that were earmarked by the federal government for the City of Alexandria. These projects will be fully funded by federal revenues and are planned to be matched with revenues from the State earmarked for these City transportation projects.
- \$1.5 million over five years (FY 2007 - FY 2011) has been budgeted for the redesign and reconstruction of the most deteriorated alleys City-wide as part of the Alley Rehabilitation Program.

Environment:

- An additional \$1.7 million has been budgeted for the construction of the first phase of the Holmes Run Trunk project. The funding has also been accelerated. The project is now budgeted over two years (FY 2007 and FY 2008) rather than the three years as reflected in the FY 2006 - FY 2011 Approved CIP.

- \$1.5 million in State and Tribal Assistant Grant (STAG) funds that have been awarded to the City and Arlington County have been budgeted over two years (FY 2007-FY 2008) to develop and implement innovative ways to restore the Four Mile Run Stream Channel. \$600,000, which represents the City's local match for the grant, has also been budgeted.
- \$830,000 has been budgeted in FY 2007 to address unforeseen site conditions and for the remediation of contaminated soil conditions associated with the Royal Street Relief Sewer project.
- \$552,019 has been budgeted in FY 2007 to provide for the construction of a force main to divert flows from the Four Mile Run pump station to the Potomac Yard Interceptor in order to reduce sanitary sewer overflows from the Four Mile Run sewer shed.
- \$380,000 budgeted in FY 2007 for additional dredging along the City's waterfront has been moved to FY 2008 and an additional \$520,000 has also been budgeted in FY 2008 for total of \$900,000 for additional waterfront dredging.
- \$14.5 million over five years (FY 2008 - FY 2012) is planned to address unforeseen conditions and cost increases in existing sanitary sewer projects and for future to be determined sanitary sewer projects. These projects will be financed by the revenues collected through the Sanitary Sewer Enterprise Fund (sanitary sewer connection fees).

Recreation, Parks and Open Space:

- Funding for open space land acquisition over six years of \$16.9 million reflects revenue estimated for FY 2007 given recently released real estate assessments and the estimated value of \$0.01 per \$100. The out years (FY 2008-2012) have been increased by an average of four percent per year based on estimated future year assessment increases. The actual amount will vary based upon actual assessments for each coming year.
- Based on the time it will take to design and construct the expansion and renovation of the Chinquapin Recreation Center following the completion of the new T.C. Williams High School, the funding schedule for this project has been revised. The total remains \$20.0 million, however the funding is now budgeted over four years (FY 2007-FY 2010) rather than over FY 2007 and FY 2008. It should be noted that \$20.0 million is a "placeholder" as a program has not yet been developed for the use of the renovated and expanded space.
- An additional \$50,000 per year over six years has been budgeted for the planting and maintaining of an additional 350 trees on public property for a total of \$135,000 per year over six years for the planting and care of approximately 700 trees. The Urban Forestry Steering Committee, established by the City Manager in 2004, proposed that these additional monies be added to the City's budget to preserve the City's tree canopy.
- \$1.0 million over six years has been reprogrammed from the Drainage Improvements project to the Athletic Fields Improvements project to address drainage and grading problems at the City's park sites and ball fields.

- \$375,000 has been budgeted in FY 2010 for the renovation of the tennis courts at Montgomery Park, located at North Royal and Montgomery Streets.
- \$75,000 has been budgeted in FY 2007 for the replacement of the Timberbranch Park Pedestrian Bridge abutments which support the wooden bridge that spans the Timberbranch Park/Stream and connects East Timberbranch Parkway with West Timberbranch Parkway.
- \$50,000 has been budgeted in FY 2007 to complete Phase III of the Schulyer Hamilton Jones Skateboard Park at Lockett Field project. This phase will add ten to sixteen more skating elements to the park.
- The funding for the renovation and enhancements of Windmill Hill Park has been revised. Of the \$1.0 million budgeted in FY 2007, \$250,000 has been moved to FY 2008 and \$500,000 has been moved to FY 2009. The \$250,000 remaining in FY 2007 will provide for the design of a new bulkhead.
- \$3.0 million previously funded or planned in the CIP for the Patrick Henry Recreation Center renovation (\$1.25 million in unallocated prior year monies and \$1.75 million in FY 2008) have been reprogrammed to the Charles Houston Recreation Center renovation project, bringing the total funding available for the Charles Houston project to \$8.6 million. This does not as yet include to be determined costs of potential utility undergrounding.
- An additional \$1.7 million has been budgeted in FY 2008, for a total of \$11.2 million over two years (\$1.5 million in unallocated prior year monies and \$9.7 million in FY 2008) of which \$5.0 million will be funded by private fund raising, for the design and construction of a City-wide sports complex. The original \$8.0 million budgeted in FY 2007 (now \$9.7 million) was moved back to FY 2008 to more closely reflect the proposed project schedule.
- \$300,000 has been budgeted in FY 2007 for a needs assessment which will allow the Department of Recreation, Parks and Cultural Activities to establish department priorities for future service, program and corresponding facility needs due to the heavy demand from the public.

Economic and Community Development:

- \$0.9 million over six years (\$150,000 per year) has been budgeted to begin to address capital facility maintenance requirements at the City's historic buildings and sites managed by the Office of Historic Alexandria (OHA).
- \$0.6 million has been budgeted in FY 2007 to complete the remaining work at Gadsby's Tavern.

Basic Infrastructure and Information Technology (IT):

- Total funding in the out years (FY 2009-FY 2012), in the amount of \$800,000, budgeted for the planned systematic replacement of emergency generators at City facilities has been accelerated and moved up to FY 2008.

- An additional \$400,000 over two years has been budgeted, for a new total of \$700,000 over two years (FY 2007 and FY 2008), in the Space Management project to address the initial re-use of the former Health Department facility and for the professional support required for the long-term planning of the future location of the Department of Human Services and the Department of Mental Health, Mental Retardation and Substance Abuse (MH/MR/SA).

A total of \$128,298 in unallocated prior year monies from completed capital projects or projects in which the remaining balance was no longer needed, was reprogrammed to the new Old Animal Shelter Re-Use project to fund the build-out of the old animal shelter facility on South Payne Street for re-use as a City warehouse facility.

- The Proposed FY 2007-FY 2012 CIP continues the City's commitment to building and maintaining an essential information technology infrastructure. The plan will enhance information technology services and build on existing City hardware, networks and software that have been implemented over the past decade. The Proposed FY 2007-FY 2012 Information Technology (IT) Plan component of the CIP is \$18.1 million, which represents a decrease of \$3.0 million, or 14.2 percent, as compared to the FY 2006-FY 2011 approved six-year plan.

FY 2007 Capital Budget - First Year of the Six-Year Program

The FY 2007 Capital Budget, which comprises the first year of the six-year plan, is \$67.6 million, and represents a decrease of \$0.2 million, or less than one percent, as compared to the approved capital budget for FY 2006. A summary of the FY 2007 capital budget major highlights follows:

Education

- \$24.1 million for the Alexandria City Public Schools, including \$19.5 million to continue the construction of the new T.C. Williams High School.
- \$134,200 for the City's capital contribution to Northern Virginia Community College.

Public Safety

- \$4.8 million for the design of a new Police Facility.
- \$3.0 million for the design of a new fire station.
- \$225,000 for ongoing capital maintenance and repairs at the City's fire stations.
- \$157,332 for the City's capital contribution to Peumansend Creek Regional Jail.
- \$120,000 for the purchase and installation of a new fire truck lift at the Fire Department Maintenance facility.

Basic Infrastructure and Information Technology

- \$4.6 million for the Information Technology Plan.

Transportation and Transit

- \$3.2 million for undergrounding, streets, bridges, traffic calming measures and
- \$7.8 million for transit City-funded requirements, including DASH and WMATA.

Economic and Community Development

- \$2.1 million for various Community Development projects, including \$0.5 million to continue implementing the Arlandria Plan.

Recreation, Parks and Open Space

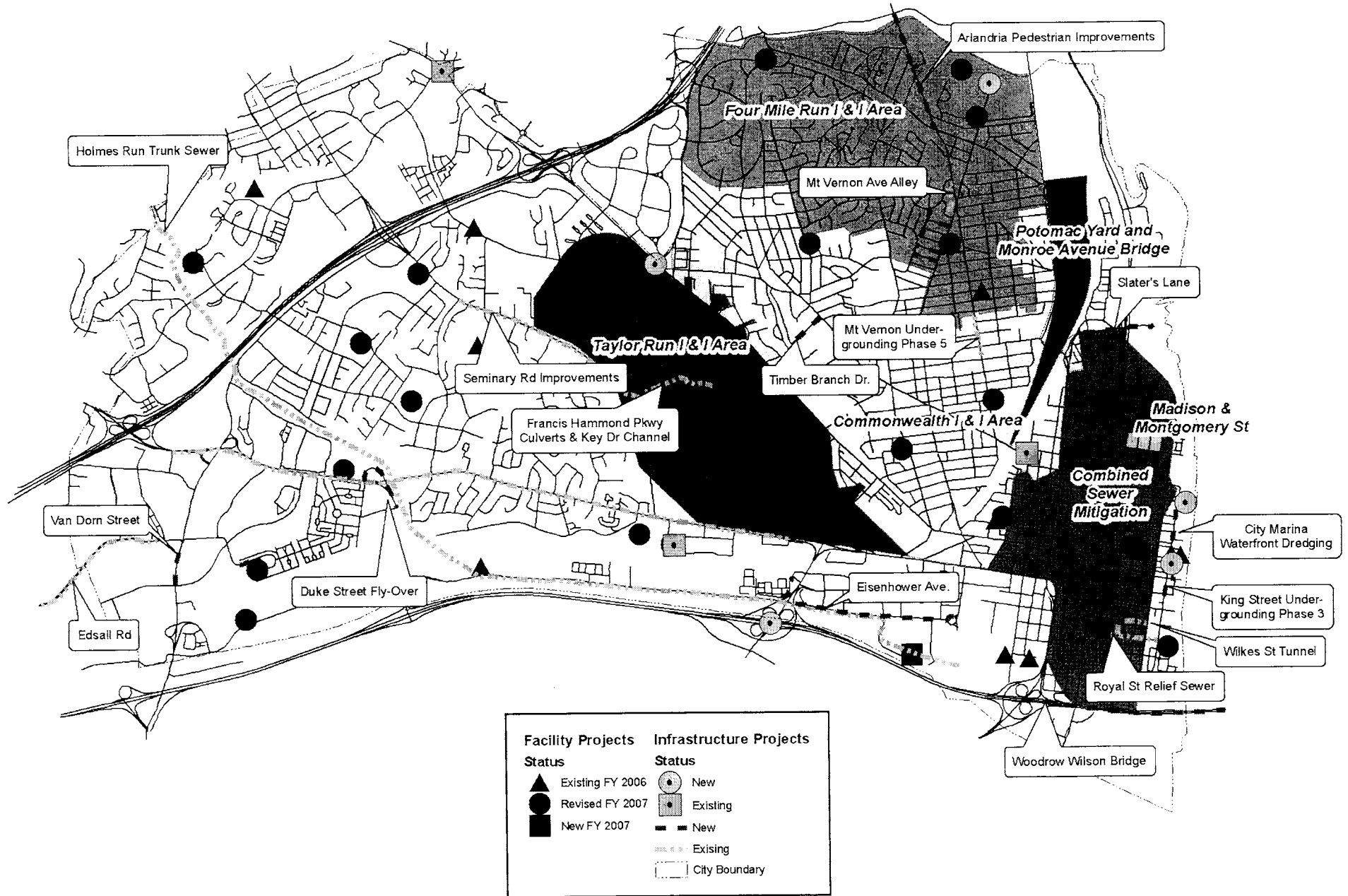
- \$2.4 million in additional funds for land acquisition (open space).
- \$2.2 million for improvements and renovations at the Charles Houston Recreation Center.
- \$0.5 million for the design of the expansion and renovation of the Chinquapin Recreation Center.
- \$0.3 million for the City's capital contribution to the Northern Virginia Regional Park Authority.
- \$0.3 million for athletic fields.
- \$0.3 million to continue drainage improvements at the City's 127 parks.
- \$0.3 million for a needs assessment at the Department of Recreation, Parks and Cultural Activities.
- \$1.3 million for other recreation facilities including ball courts and playgrounds throughout the City.

Environment

- \$3.0 million for Holmes Run Trunk Sewer.
- \$1.4 million for sanitary and storm sewer work City-wide.
- \$0.8 million for Royal Street Relief Sewer.
- \$0.2 million for Infiltration and Inflow.
- \$0.2 million for replacement street cans City-wide.
- \$0.2 million for tree planting and renovation and enhancement of the City's horticultural sites.

The City map on the following page depicts the location of the various CIP projects approved in the FY 2006- FY 2011 CIP and new and revised capital projects proposed in this FY 2007 - FY 2012 CIP. Department of Transportation and Environmental Services (T&ES) managed projects, including streets, bridges, sewers and other traffic projects such as parking meters are depicted as areas or lines (such as a roads or sewer lines) where appropriate. Department of Recreation projects including parks and recreation center projects; and Schools' projects at each school facility, along with General Services Department managed capital projects, which include all other City building repair, renovation, or construction projects, are depicted as points representing these various facilities.

Location of Proposed and Existing CIP Projects



Projects Not Funded in the FY 2007 to FY 2012 CIP:

Funding for many capital project requests for both the City and the Schools have not been funded in this FY 2007-FY 2012 CIP, or are listed as "to be determined" ("TBD"). This is necessary to balance capital needs with available funding for capital projects (including new borrowing and increases in pay-as-you go funding for capital projects). Some of these projects are candidates for funding by the new Alexandria Capital Development Foundation. Among the currently unfunded capital projects are:

Education

- Full funding for the renovation and expansion of Minnie Howard Ninth Grade Center in FY 2009 and FY 2010.
- A new Alexandria City Public Schools Administration facility in lieu of continued leasing.

Economic and Community Development

- Pedestrian improvements in the Arlandria area beyond what is approved in this CIP.
- Additional Mount Vernon Avenue improvements (including an extensive relighting program).
- Further utility undergrounding in Old Town and other parts of the City.
- Full implementation of a City-wide Wayfinding Sign Program beyond what is approved in the CIP.
- Further streetscape improvements in the City's business districts.
- An improved Visitor's Center (renovated Ramsay House or 132 North Royal Street).
- Additional renovations and improvements at all of the City's historic facilities and museums.
- Expansion and/or major renovation of the Fort Ward Park Museum.

Recreation, Parks and Open Space

- Open space acquisition funding beyond the \$16.9 million funded in this proposed CIP.
- Any potential additional costs for the renovation of the Chinquapin Recreation Center.
- Improvements and reconfiguration of Chinquapin Park following the completion of the new T.C. Williams High School and design of the expansion and renovation of Chinquapin Recreation Center.
- A possible Teen Center.
- Additional improvements at the City Marina.

- Recreation center construction beyond the specific projects contained in this CIP.
- Major outdoor swimming pool capital improvements.
- Costs related to implementing the results of the waterfront planning process.
- The expanded renovation of bike trails and to complete the bike trail master plan.
- Additional tree planting in public areas.
- Additional improvements to the skate park project, including Phase IV.
- Additional improvements to all playgrounds, tennis courts and sports fields.
- Capital grants to non-profit museums in the City.

Public Safety

- Any potential additional costs for the location and construction of new Public Safety Center.
- Any potential additional costs for the relocation of the existing City infrastructure facilities located in the Wheeler Avenue- Witter Field area.
- Construction costs for a new fire station beyond the \$3.6 million for initial design and land acquisition.
- Fire station renovations beyond what is approved in this CIP.
- Improvements to the existing Fleet Services facility on Wheeler Avenue.
- Additional Police Pistol Range improvements.
- Costs for re-use of the existing DASH building and site.
- Numerous other likely future requests to enhance City historic, office or other facilities, or replace rented facilities such as City administrative space leased in Old Town, with City-owned facilities.
- Market Square - Martin Luther King statue (private fund raising planned).
- Elevator refurbishment at City facilities beyond what is proposed in this CIP.
- Renovations and repairs to the City's libraries beyond what is approved in this CIP.
- Capital facilities maintenance for the City's historic buildings beyond the \$150,000 proposed in this CIP.
- Renovation of the Women's Shelter.
- Renovations required for the long-term reuse of 405 Cameron Street.

Transportation and Transit

- The identification of substantial alternative transportation revenue sources to fund the expanded Metrorail and Metrobus capital program (“Metro Matters” and “Beyond Metro Matters”) (\$11.0 million) and the purchase of additional DASH replacement buses (\$4.5 million).
- Eisenhower Metro station platform extension.
- Expansion of the DASH bus fleet and eventual conversion to alternative fuel sources.
- Major bus shelter replacement and expansion program.
- Metrorail station or other transit systems at Potomac Yard.
- Additional street reconstructions City-wide.
- Additional pedestrian improvements City-wide.
- Widening Eisenhower Avenue beyond the funding in this CIP for the construction of interim improvements.
- Potential infrastructure improvements related to the planned major redevelopment of the Landmark Mall.
- Additional bridge repairs City-wide beyond what is proposed in this CIP.
- Pedestrian improvements on Seminary Road.
- Purchase and installation of additional parking meters.

Environment

- Additional sewer reconstructions City-wide.
- The elimination of pop-up catch basins City-wide.
- Additional Infiltration/Inflow projects City-wide.
- Flood remediation measures at Braddock Road and West Street.
- Implementation of alternative methods to mitigate flooding on Lower King Street.
- Additional sanitary sewer system needs.
- Potential future VADEQ combined sewer overflow requirements.

Basic Infrastructure and Information Technology

- Replacement or major upgrade of the City’s various Human Resource Information Systems.

- Provision of laptop computers to more public school students than currently budgeted.
- Replacement or major upgrade of the City's current Permit Plan System.
- Future wireless communications systems.
- Upgrade of public safety and general radios to achieve seamless compatibility with Arlington County's new radio system.

Social Services and Health

- Further Casey Clinic improvements.
- New Human Services Department and Mental Health, Mental Retardation and Substance Abuse headquarters in lieu of continued leasing.
- Improvements at the MH/MR/SA facility on Mill Road, as well as to all other MH/MR/SA owned or leased residential facilities.
- Child Advocacy Center (potentially funded by Alexandria Capital Development Foundation).
- Capital grants to non-profit health and social service agencies in the City.

PROJECT PROGRESS OF THE PAST YEAR

The following is a list of some of the City's significant project progress in its capital program during FY 2005 and the first half of FY 2006 (as measured by City Council allocations):

Duncan Branch Library

On September 23, 2005, the renovated and expanded Duncan Library, located at 2501 Commonwealth Avenue was opened to the public.

Duke Street Concourse

In July 2005, the Duke Street Concourse was completed, dedicated and opened to the public.

King Street Metro Station Platform Extension

In December 2005, the King Street Platform Extension project, which is connected to the existing platform on the south side of King Street by a pedestrian overpass, was completed and opened to the public. This project will improve pedestrian access and safety.

King Street Metro Station Sidewalks

In July 2004, the King Street Metro Station Sidewalks project, which will improve pedestrian access and safety by widening the sidewalk along the west side of Diagonal Road from the station to Duke Street, was completed and opened to the public.

Public Safety Radio System

In December 2005, the City's new 800 Mhz Radio System was completed at a cost of \$6.9 million which included all site construction and the installation of the new radio equipment. System cut over for all users occurred in December 2005.

Correction of Infiltration and Inflow in Sanitary Sewers

On June 28, 2005, City Council approved the allocation of \$4.2 million to rehabilitate and remediate infiltration/inflow (I/I) conditions in three sewer sheds including Four Mile Run, Commonwealth and Taylor Run. The Four Mile Run Sewer Shed will be completed by the end of CY 2006. Commonwealth is scheduled to be completed in Spring 2006. The Taylor Run study and field investigation is scheduled to begin in Fall 2005.

Open Space Land Acquisition

In January 2006, City Council approved the purchase of two waterfront lots in Old Town for \$2.8 million (the Richard's properties). In addition, the City also purchased Seminary Forest area land.

Public Safety Building

On November 22, 2005, City Council approved the allocation of \$4.1 million to fund the demolition and removal of the first floor slab at the Public Safety Center. Construction is underway. Completion of the slab replacement project is scheduled for Winter 2008.

Courthouse Garage

On May 25, 2005, City Council approved the allocation of \$2.1 million for the renovation of the Courthouse parking garage. Construction is scheduled to be completed in Summer 2006.

King/Beauregard Intersection

On June 28, 2005, City Council approved the allocation of \$2.0 million in State monies for the design of at-grade intersection improvements along King Street at Beauregard Street between Chesterfield Drive and 28th Street. Construction is scheduled to begin in Spring 2007.

Business Center Drive/City Government Center

On January 24, 2006, City Council approved the allocation of \$1.8 million for the design, renovation and fit-up of the property located at 2900 Business Center Drive, which was purchased by the City in 2003, for eventual use as the Department of Transportation and Environment Services (T&ES) and the Department of Recreation, Parks and Cultural Activities maintenance facility following the relocation of these facilities from their current location at 133 Quaker Lane. Construction and renovation is scheduled to commence in July 2007 and proceed through June 2008.

Metrorail (WMATA)

On June 28, 2005, City Council approved the allocation of \$5.9 million for the City's share of the expanded Washington Metropolitan Area Transit Authority's (WMATA) capital replacement and improvement program, which represented the City's subsidy due to WMATA for the four quarters of FY 2006.

DASH Bus Facility

On April 26, 2005, City Council approved the allocation of \$500,000 in State Urban Funds to provide for the coordination of the design and construction of the new DASH facility. A \$1.0 million contract was awarded in October 2005 to provide design-build consulting services and currently the project is in its programming and concept/design phase.

Stabler-Leadbeater Apothecary Museum

On September 25, 2005, City Council approved the allocation of \$175,000 for capital improvements at the Stabler-Leadbeater Apothecary Museum. These monies combined with the one-time grant from the City, in the amount of \$620,000, and private funding raising, will fully fund and complete the renovation project. The renovations and repairs are scheduled to be completed in Winter 2006. Following the restoration, the facility will be transferred to City ownership and operation.

Table 1. Projects Closed

The following projects, which were included in the Approved FY 2006 - FY 2011 CIP, have been deleted from the Proposed FY 2007 - FY 2012 CIP for the reasons noted below:

Project Title

005-104 Lloyd House Renovations

The balance of monies for this project was allocated on June 22, 2004 and used for roof and drainage systems replacement, as well as the installation of storm windows at the facility. The Lloyd House now serves as administrative space for the Office of Historic Alexandria.

Project Title

005-342 Building Code Compliance

The balance of monies for this project was allocated on June 28, 2005 to address structural, electrical, plumbing, fire alarm and prevention systems, and other facility related renovations required to bring 28 City facilities into compliance. The monies budgeted in the out years (FY 2007 - FY 2011) of this project have been eliminated in this proposed CIP. Code requirements will now be directly incorporated into the budgets of future projects.

Project Title

005-309 Environmental Compliance

The balance of monies for this project was allocated on June 28, 2005 to provide on-going, annual renovations, improvements or the acquisition of major capital equipment as required by federal and State environmental regulations.

Project Title

005-328 T&ES/General Services Truck Wash

The balance of monies for this project was reprogrammed to the new Business Center Drive/City Government Center project in this CIP to partially fund the relocation of City infrastructure facilities currently located at 133 South Quaker Lane to 2900 Business Center Drive to facilitate the construction of a new Police facility on Wheeler Avenue.

Project Title

005-316 ITS Relocation

The balance of monies for this project was allocated on January 24, 2006 to provide for the relocation of the Department of Information and Technology Services (ITS) Network Operations Center (NOC) from the third floor of City Hall to leased space at 421 King Street in the Tavern Square complex.

Table 1. Projects Closed (continued)

Project Title

005-306 T&ES/Recreation Maintenance Facility

The balance of monies for this project was reallocated on January 24, 2006 to the new Business Center Drive/City Government Center project in this CIP to provide for the design, renovation and fit-up of the property at 2900 Business Center Drive, which was purchased by the City in 2003, for eventual use as a T&ES/Recreation maintenance facility following the relocation of these facilities from their current location at 133 South Quaker Lane to facilitate the construction of a new police facility on Wheeler Avenue.

Project Title

005-020 T&ES Field Office

The balance of monies for this project was reprogrammed to the new Business Center Drive/City Government Center project in this CIP to partially fund the relocation of City infrastructure facilities currently located at 133 South Quaker Lane to 2900 Business Center Drive to facilitate the construction of a new Police facility on Wheeler Avenue.

Project Title

005-020 T&ES Air Monitoring Lab

The balance of monies for this project was reprogrammed to the new Old Animal Shelter Re-Use project in this CIP to refurbish the old animal shelter facility located on South Payne Street for re-use as a City warehouse facility.

Project Title

005-020 City Hall Renovation

The balance of monies for this project was allocated on June 28, 2005 for the repair of the parapet wall on the west and north side of City Hall.

Project Title

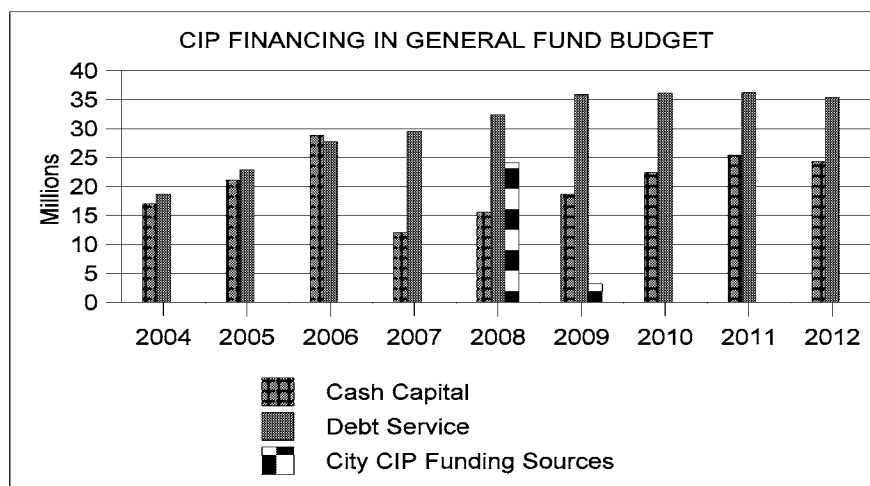
011-114 Traffic Survey Response

The balance of monies for this project was reallocated on October 25, 2005 to partially fund the completion of the Duke Street and King Street repaving project. This project is scheduled for completion in Spring 2006.

Capital Funding Summary and Impact on the Adopted Debt-Related Financial Policies

The City will continue to use pay-as-you-go cash capital financing over the next six years to maintain compliance with its debt-related financial policies and, to the extent possible, as dictated by the economy and resulting pressure on the operating budget.

Funding the total capital program for the City and the Schools will be provided through a mix of \$132.8 million in general obligation bond borrowing through FY 2011 plus cash capital appropriations of \$118.5 million through FY 2012 and fund balance designated for capital projects. The FY 2007-FY 2012 capital funding plan reflects the planned issuance of \$34.3 million in general obligation bonds in FY 2007; \$53.9 million in FY 2008; \$21.6 million in FY 2009; \$20.0 million in FY 2010; and \$3.0 million in FY 2011. Of the planned bond issuance of \$132.8 million through FY 2011, \$27.2 million in cash capital will be provided by sanitary sewer fees.



Tables detailing the capital program funding plan appear in the section entitled "Summary Funding Totals" in this document.

With the recommended \$34.3 million bond issue planned for FY 2007 to fund the next phases of the City's Capital Improvement Program, the FY 2007 Proposed Operating Budget includes an increase in budgeted debt service costs of \$0.8 million for this issue in FY 2007, reflecting a 4.5 percent estimated interest rate. It should be noted, however, that the actual interest rate may vary based upon market conditions at the time of sale.

This proposed capital program, while accommodating many needs, does not address all of the requests from City agencies and the community that will need to be carefully evaluated and phased in over a longer period than six years. The increasing debt burden will not endanger the City's hard-earned AAA/Aaa bond ratings, but will impact the annual operating budget, as our projected general obligation debt service payments – the annual repayment on the principal and interest due on our bonds – will increase from \$27.7 million in FY 2006 to \$29.5 million in FY 2007, and increasing each year to FY 2011 to a peak of \$36.2 million in FY 2011 before decreasing slightly in FY 2012.

While the FY 2007-FY 2012 capital program is budgeted to be financed, in part, with additional General Obligation debt, as shown in the "Summary Funding Tables" section of the document and in Figures 1 and 2 on the following pages, the City will remain in compliance mostly with our adopted debt ratio limits. Under this funding plan, the City's debt as a percentage of the fair market value of real property increases but stays below both the 1.1 percent target and the 1.6 percent limit during the entire FY 2007 to FY 2012 time period.

Debt per capita as a percent of per capita income (see Figure 2) will remain below the City's debt per capita ceiling of 3.25% of per capita income in all but one year, FY 2008, when it would be 3.30 percent.¹ This is not a material deviation from the current guideline limits because such a small deviation can be easily cured by additional cash capital contributions or lower spending of about \$1.2 million in FY 2008. In addition, this is not the primary debt ratio the bond rating agencies focus on.

Furthermore, in relation to the \$24.1 million in "to be determined funding" reflected in the FY 2008 year of this six-year CIP, City staff plans to come back in the fall of 2006 on whether this particular limit (or other existing limits) could be adjusted upward based on comparison with other AAA/Aaa rated jurisdictions. The Budget and Fiscal Affairs Advisory Committee (BFAAC) has recommended that the debt per capita as a percent of per capita income guidelines be adjusted upward to a 3.2 percent target and 4.5 percent limit in order to resynchronize this guideline with that for debt as a percent of the fair market value of real property. These two indicators have diverged since they were last reviewed and adopted by City Council in December, 1997.

The City will remain consistent with its adopted debt policy ratios for Debt as a Percentage of Fair Market Real Property Value, as shown in the following graph (Figure 1). This is the most important debt ratio considered by the bond rating agencies. During the entire six years of the proposed City CIP, the City's projected debt to tax base ratio never exceeds 0.90%. This is below the 1.1% target and 56% of the City's set 1.6% policy limit.

As stated above, the current debt ratio limits are being reviewed in relation to the norms for other AAA/Aaa cities and counties for possible revision, and such a revision will be recommended for City Council's consideration in the near future.

¹This measure assures that new debt related to the sanitary sewer system incurred in FY 2007 or thereafter will not be counted in this calculation because the system will be self supporting.

Figure 1. Debt as a Percentage of Fair Market Real Property Value
FY 2002- FY 2012

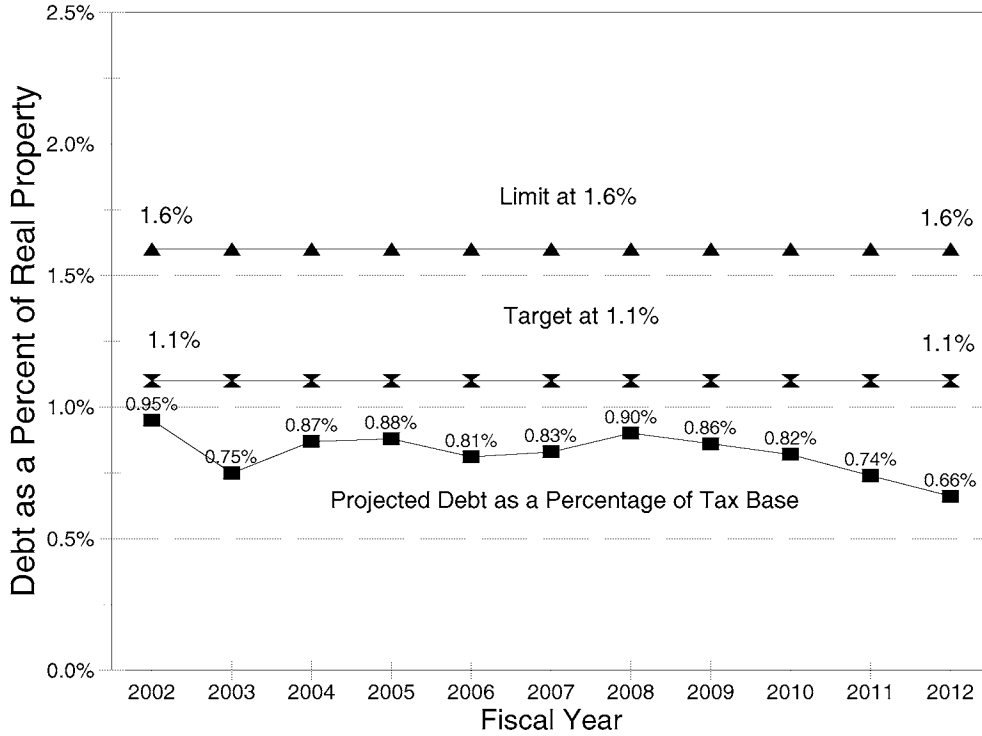
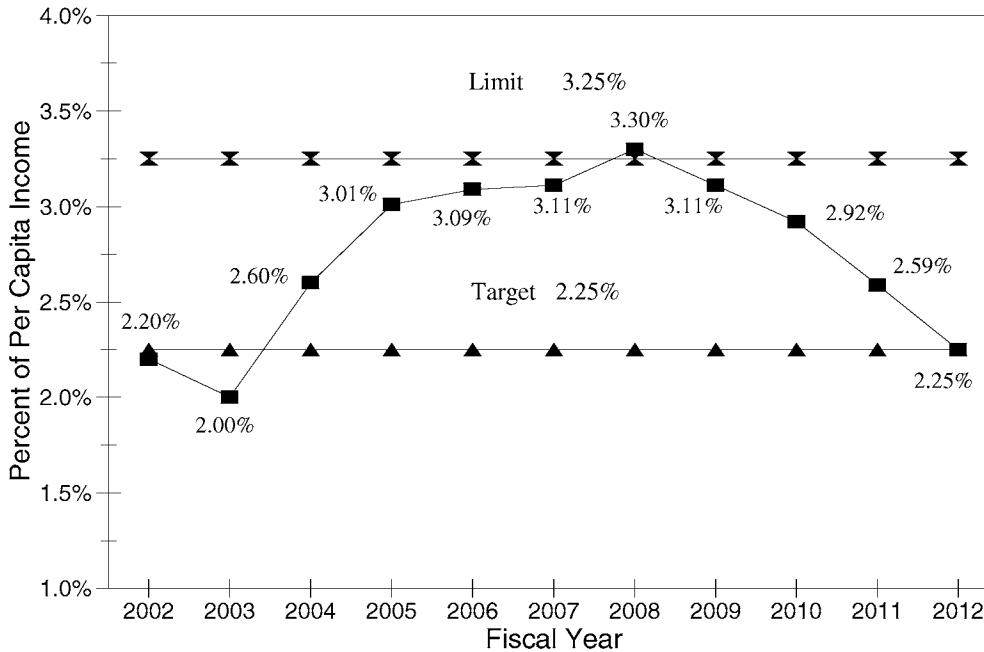


Figure 2. Debt per Capita as a Percent of Per Capita Income Compared to Debt Policy Target and Ceiling
FY 2002-FY 2012



To meet the Alternative Budget Target, a total of \$3,810,000 in Capital Improvement Program projects have been identified in the following priority tiers:

CIP EXPENDITURE REDUCTIONS

Desirable Projects to Be Postponed or Eliminated – \$1,641,000

To meet the Alternative Budget Target, Capital Improvement Program projects could be postponed or eliminated, saving \$1.6 million in FY 2007. These projects are ranked as “Desirable” in the CIP, which is the lowest of the priority rankings.

Chinquapin Recreation Center – \$500,000

Postpone to FY 2008 the planning and design of activities associated with the proposed major renovation of the Chinquapin Recreation Center. (Details can be found in the Recreation and Parks - Recreation Facilities Improvements section of this document.)

Space Management Program – \$300,000

Postpone to FY 2008 \$300,000 of the \$500,000 requested for the planning for the optimal utilization of City office space through reconfiguration of modular and fixed office equipment, renovation of existing structures, and relocation of City staff. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Capital Facilities Maintenance Program (CFMP) – \$100,000

Postpone to FY 2008 \$100,000 of the \$600,000 requested for CFMP projects, including the replacement and maintenance of mechanical, electrical, plumbing and other systems in City facilities. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Sheriff Capital Facilities Maintenance Program (CFMP) – \$100,000

Postpone to FY 2008 \$100,000 of the \$200,000 requested for CFMP projects primarily at the Detention Center, including the replacement and maintenance of mechanical equipment, a lighting study and upgrades for the prisoner-attorney conference area, expansion of the uninterrupted power supply system, and repair, caulking and repainting of the exterior windows. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Emergency Operations Center (EOC)– \$75,000

Postpone to FY 2008 funding for interim modifications to the existing EOC facility located at the Lee Center. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Ball Court Renovations – \$125,000

Postpone to FY 2008 funding for ball court renovations at William Ramsey. As necessary, these renovations would include patching or replacing surfaces, drainage work, fencing, gates, grading, electrical work and color coating. (Details can be found in the Recreation and Parks - Park Improvements section of this document.)

Park/Playground Renovations – \$66,000

Postpone to FY 2008 \$66,000 of \$210,000 requested for the repair or replacement of deteriorating play equipment, play area surfaces, and to provide small-scale enhancements, such as benches, table and trash cans. (Details can be found in the Recreation and Parks - Park Improvements section of this document.)

Alley Rehabilitation – \$200,000

Postpone to FY 2008 \$200,000 of \$300,000 requested for alley rehabilitation, due to drainage problems and deteriorating pavement conditions. (Details can be found in the Streets and Bridges - Street and Pedestrian Improvements section of this document.)

West End Streets – \$100,000

Postpone to FY 2008 funding for addressing needed repairs and renovations for streets west of Quaker Lane. (Details can be found in the Streets and Bridges - Street and Pedestrian Improvements section of this document.)

Miscellaneous Undergrounding – \$75,000

Eliminate funding for miscellaneous undergrounding at new development sites throughout the year and rely on unallocated balances of \$500,000 to meet new needs. (Details can be found in the Streets and Bridges -Undergrounding of Utilities/Street Lighting section of this document.)

Highly Desirable Projects to Be Postponed or Eliminated – \$2,169,000

To meet the Alternative Budget Target, additional Capital Improvement Program projects could be eliminated, saving an additional \$2.2 million. These projects are ranked as “Highly Desirable” which is the middle of three priority rankings. (“Essential” projects, which can be found in the CIP are not candidates for reduction).

Emergency Generators – \$262,500

Postpone to FY 2008 funding for the planned, systematic replacement of emergency generators at various City buildings planned according to a life-cycle replacement schedule. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Space Management Program – \$200,000

Postpone to FY 2008 the remaining \$200,000 of \$500,000 requested for planning for the optimal utilization of City office space through reconfiguration of modular and fixed office equipment, renovation of existing structures, and relocation of City staff. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

MH/MR/SA Group Homes – \$77,500

Postpone to FY 2008 half the funding requested for planning repairs to City-owned and operated group homes, including remediation of water leaks, correction of code compliance issues, minor structural repairs, replacement of normal wear elements and mechanical, electrical, and plumbing replacement and upgrades. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Energy Conservation – \$75,000

Eliminate \$75,000 of \$175,000 requested for energy conservation projects in City facilities, including such things as alternate electrical and lighting methods, more efficient mechanical systems, and alternative energy sources. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Fire Station Renovations – \$80,000

Postpone to FY 2008 \$80,000 of \$225,000 requested for building repairs and renovations at the City's eight fire stations. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Fire Truck Lift – \$120,000

Postpone to FY 2008 the replacement of the current heavy vehicle lift with one that has a greater weight capacity. (Details can be found in the Public Buildings - Renovation of Existing City Facilities section of this document.)

Park Drainage Improvements – \$250,000

Postpone to FY 2008 requested funding to address drainage and grading issues at George Mason Park. (Details can be found in the Recreation and Parks - Park Improvements section of this document.)

Timberbranch Bridge – \$75,000

Postpone to FY 2008 funding for replacing the existing bridge that extends across Timberbranch, connecting E. Timberbranch Parkway with W. Timberbranch Parkway. The existing bridge is at the beginning stages of deterioration due to the erosion caused by the stream that flows around the structure. (Details can be found in the Recreation and Parks - Park Improvements section of this document.)

Public Pools/Marina – \$45,000

Eliminate funding \$45,000 of \$90,000 requested for renovation and maintenance of public pools and the City Marina. (Details can be found in the Recreation and Parks - Recreation Facilities section of this document.)

Park/Playground Renovations – \$16,000

Postpone to FY 2008 an additional \$16,000 of \$210,000 requested for the repair or replacement of deteriorating play equipment, play area surfaces, and to provide small-scale enhancements, such as benches, table and trash cans. (Details can be found in the Recreation and Parks - Park Improvements section of this document.)

Recreational Facility Needs Assessment – \$300,000

Postpone to FY 2008 the funding requested for conducting a Recreation and Parks facility needs assessment. This assessment would examine the need for funding for such things as additional skate park facilities, waterfront plans, marina piers, facilities and utilities, Chinguapin Park, and Teen Center. (Details can be found in the Recreation and Parks - Recreation Facilities section of this document.)

Sidewalk, Curb and Gutter Repairs/Renovations – \$100,000

Eliminate the FY 2007 annual funding for sidewalk, curb and gutter repairs and renovations throughout the City.(Details can be found in the Streets and Bridges - Street and Pedestrian Improvements section of this document.)

Street Cans – \$118,000

Postpone to FY 2008 \$118,000 of \$168,000 planned for replacement of old and damaged street cans with new ornamental street cans in the West End. (Details can be found in the Community Development section of this document.)

Bus Shelters – \$100,000

Postpone to FY 2008 the funding for bus shelter replacement. (Details can be found in the Traffic and Rapid Transit - Alexandria Transit Corporation (ATC) Buses section of this document.)

Mt. Vernon Alley Repairs/Renovation – \$350,000

Postpone to FY 2008 the reconstruction of the alley behind the 300 block of Mt. Vernon Ave to eliminate standing water problems and other deteriorating conditions. (Details can be found in the Streets and Bridges - Street and Pedestrian Improvements section of this document.)

DEBT RATIO POLICES

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 polices 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 2005 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2005

Assessed Value of Real property, January 1, 2005	\$27,359,649,900
Debt Limit: 10 Percent of Assessed Value	2,735,964,990
Amount of Debt Applicable to Debt Limit:	
General Obligation Bonds	<u>\$241,890,000</u>
 Total General Obligation Debt	 (241,890,000)
 LEGAL DEBT MARGIN	 <u>\$2,494,074,990</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.

City of Alexandria, Virginia

Community Profile

OVERVIEW

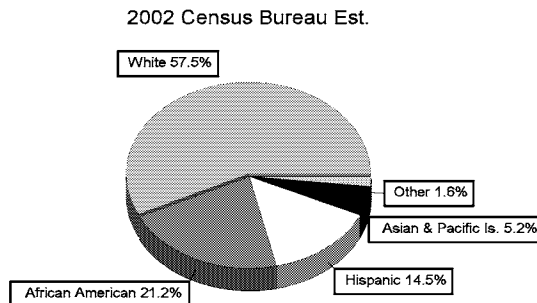
Alexandria is an independent City in Northern Virginia, just across the Potomac River from Washington, DC. Rich in history and diversity, Alexandria is nationally recognized as one of the best places to live and do business on the east coast.

Alexandria was established on May 11, 1749 by an Act of the Virginia General Assembly and was later incorporated in 1779. The City was named after its landowners, the Alexanders. The charter, which currently governs the City, was adopted in 1922.

DEMOGRAPHICS

As illustrated in Table 1, Alexandria is home to a diverse population, which is expected to increase to 140,269 in FY 2007.

Table 1: Race and Ethnicity



In 2005, the median family income was \$70,799. For FY 2007, the per capita income was expected to rise to \$64,253. There are a total of 67,092 households, with an average size of 2.04 persons per unit.

GOVERNANCE

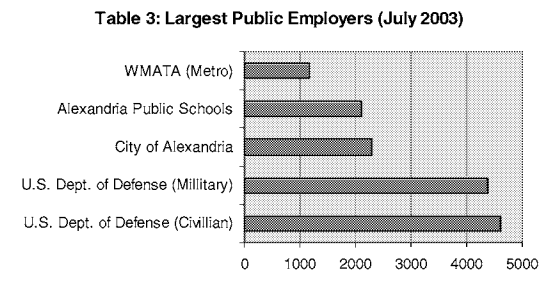
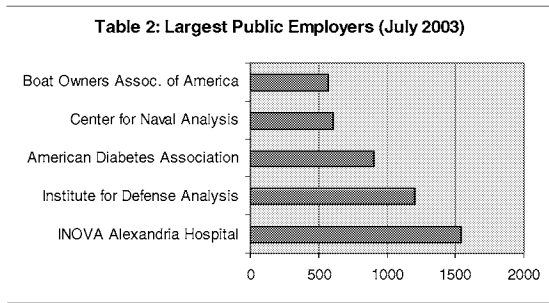
In 1921, the overwhelming majority of Alexandrians voted by referendum to implement the Council-Manager form of city government. As a result, legislative authority and responsibility are centralized in the elected City Council, while administrative authority resides with the City Manager.

The City Council is comprised of the Mayor and six at-large Council Members, who are responsible for appointing the City Manager, City Clerk, and City Attorney. The City Manager serves as the Chief Executive Officer and is responsible for the daily operation of the City.

The City of Alexandria also has a strong commitment to citizen participation, which is evidenced by the 76 citizen boards and commissions established by City Council. These bodies compose a formal system through which citizens can advise City Council on all major issues. Boards and commissions are responsible to City Council and appointments are made by Council at their regular legislative meetings.

ECONOMY

Alexandria is home to over 8,000 thriving businesses and organizations, which includes a large concentration of technology companies, the fourth-largest concentration of professional associations in the country, the United States Patent & Trademark Office, and a tourism industry that hosts nearly two million visitors a year. Tables 2 and 3 illustrate the City's largest public and private employers.



Alexandria’s unemployment rate is 2.7 percent, while Virginia’s rate is 3.5 percent and the national rate is 4.8 percent.

There is approximately 17.5 million square feet of office space and over 3 million square feet of retail space existing in the City today. As of December 2005, the office space vacancy rate was 6.68 percent, which reflects a lower rate than Northern Virginia (10.89 percent) and the Washington, D.C. Metro Area (9.5 percent). During this same time period, retail sales totaled \$592,600,309 representing a 5.5 percent increase from 2004.

TOURISM

As the most visited destination in Northern Virginia, Alexandria enjoys 1.5 to 2 million visitors annually. The City offers an array of historic and cultural attractions including many historic homes, churches, businesses and museums.



Six of the premier historic sites, including the Black History Museum, the Alexandria Archaeology Museum, Fort Ward Museum and Historic Park, Friendship Firehouse, Gadsby’s Tavern, and the Lyceum, are owned and operated by the City of Alexandria

The tourism industry supports 23 hotels with 4,046 rooms within the City of Alexandria. The average occupancy rate for 2005 was 73.4 percent and the average daily rate was \$113.81.

HOUSING MARKET

In recent years, home prices and rent levels across the Washington, D.C. metropolitan region have sharply increased. In 2006, the average total residential assessed value in Alexandria is approximately \$526,852, which represents an increase of 19.5 percent from 2005. The average assessed value for single family homes is \$667,386, an increase of 18.1 percent from 2005. The average assessed value for condominiums is \$363,592, an increase of 22.6 percent from 2005.

Table 4: Median Assessed Value of Homes and Condominiums (2006)

Assessed Value	Units	Total Value	Median
Less than \$100,000	55	\$1,850,200	\$72,300
\$100,000-\$249,999	3,945	\$844,127,800	\$219,000
\$250,000-\$499,999	18,295	\$6,733,048,200	\$362,300
\$500,000-\$749,999	10,390	\$6,285,400,600	\$597,000
\$750,000-\$999,999	3,951	\$3,380,077,000	\$845,100
\$1,000,000-\$1,999,999	1,685	\$2,155,923,200	\$1,204,200
\$2,000,000 and over	252	\$913,601,500	\$2,492,400

Source: Department of Real Estate Assessments

(Table 4 illustrates the median assessed value of homes and condominiums in the City of Alexandria.)

As a result of soaring real estate prices, the City of Alexandria has initiated several affordable housing programs in order to assist low to moderate income individuals purchase homes including the Moderate Income Homeownership program and the Housing Counseling program. In addition, the City provides relocation counseling to those seeking suitable rentals in the City.

The number of housing units in Alexandria is 68,904, which includes 21,525 single family units, 15,305 condominium units, and 32,074 rental apartments. According to the 2000 U.S. Census Bureau, approximately 40 percent of housing units are owned, while 60 percent are rented.

RECREATION AND PARKS

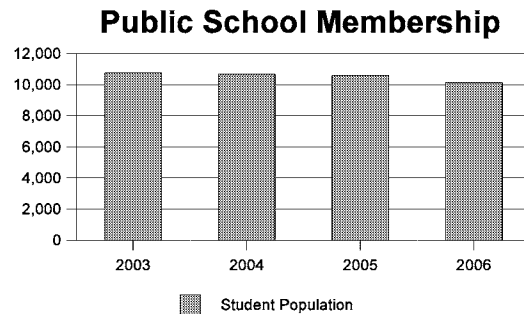
The City of Alexandria contains 949.2 acres of public parks and open space, resulting in a per capita total of about 7 acres per 1,000 residents.



There are 45 playground areas, 7 swimming pools, 16 gymnasiums, 28 outdoor basketball courts, 36 tennis courts, and 52 playing fields.

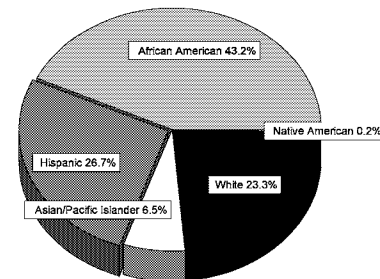
EDUCATION

The Alexandria City Public School System provides elementary and secondary education for the City's youth. It currently has one high school, one ninth grade school, one Alternative high school, two middle schools, and 13 elementary schools.



The number of students for the 2006-2007 school year is expected to be 10,134, representing a gradual decline in public school membership since 2003.

Table 5: Student Profile



* Percentages do not sum to the total due to rounding.

(Table 5 demonstrates the diversity in the student population in Alexandria City Public Schools.)

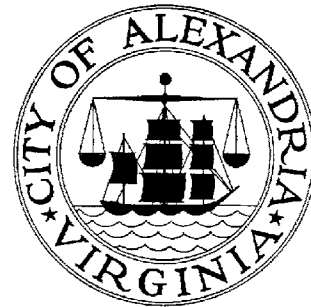
There are also several institutions of higher education in Alexandria. These include Northern Virginia Community College, Regent University, and the Episcopal Theological Seminary.

TRANSPORTATION

The City has an extensive transportation system in place. Passenger rail service is provided by Amtrak and the Virginia Railway Express (VRE). There is also an extensive public transportation system, which includes Alexandria's local bus system (DASH) and Metro rail service (4 stations & 2 lines).

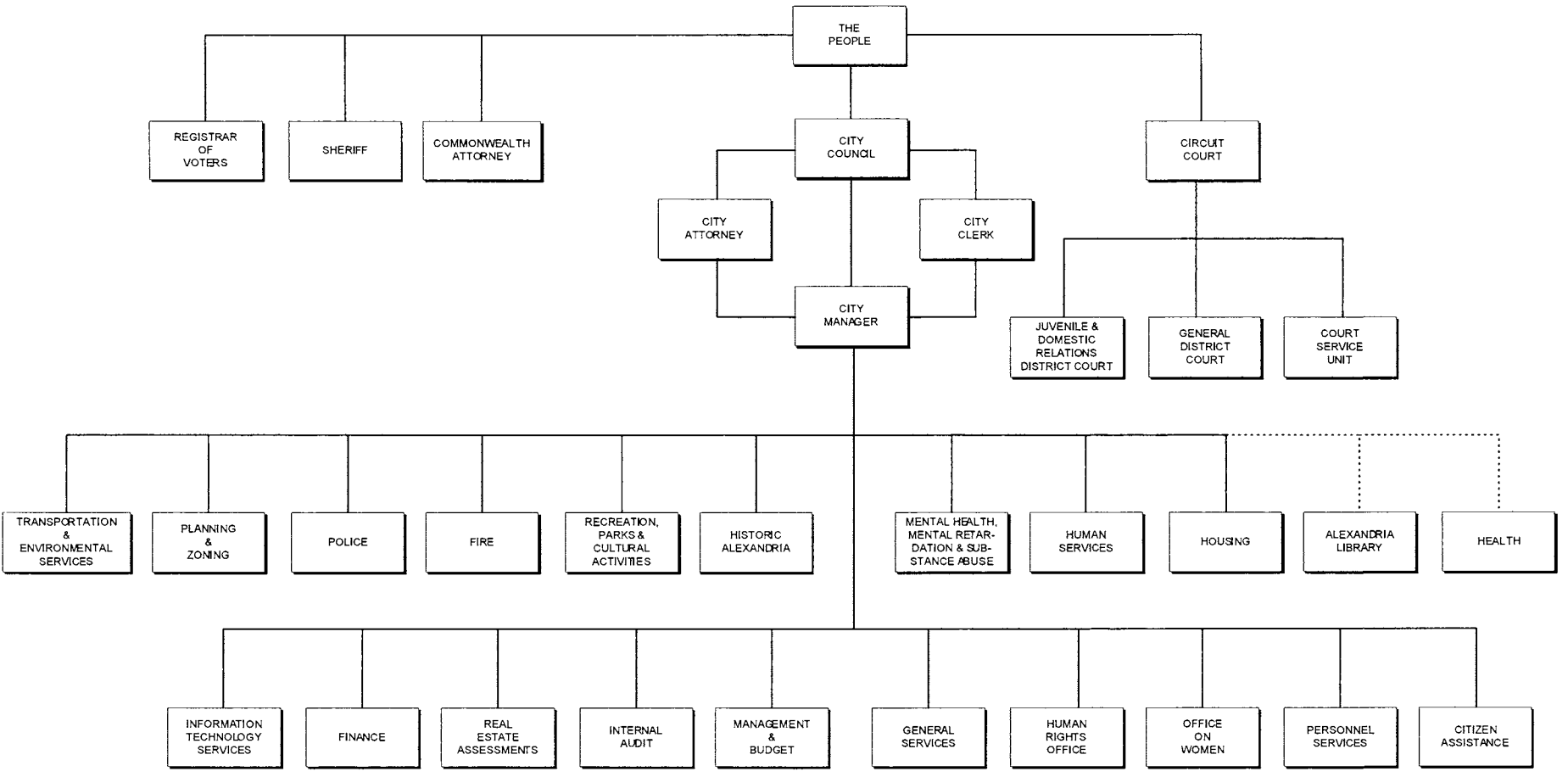


Domestic and international air service is provided by Ronald Reagan National Airport, just 5 minutes away from downtown Alexandria, Dulles International Airport, located 33 miles away from the City, and Baltimore/ Washington International airport, located 38.5 miles away. All major domestic and international carriers service these airports.



City residents have easy access to anywhere in the Washington, D.C. Metro area via the Capital Beltway (I-495), Interstates 66, 95, & 395, U.S. Route 1, and State Routes 7, 236, 241, and 401.

ALEXANDRIA CITY GOVERNMENT



Understanding the Budget

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

First, the budget is a fiscal plan. Budgeting provides estimates of the costs that will be incurred if activities are carried out as planned; the revenues necessary to finance these activities; and the rates of taxation necessary to generate these revenues. The appropriation ordinance adopted by the City Council establishes the legal authorization for the expenditure of public monies and becomes the approved financial plan 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 establishment of a long-term vision and a set of major goals for the City of Alexandria, combined with the economic outlook of the City presented by staff and a public hearing to gather citizen input in November, and continuing through the adoption of the FY 2007 budget on April 24, 2006, the budget process weighs both the short and long term objectives of numerous stakeholders against the available financial resources.

FY 2007 Budget Planning

The FY 2007 budget process began with City Council's adoption of resolution 2150 on May 2, 2005, establishing several new guidelines that accelerated the budget process in order to provide City Council and the public with time to more thoroughly examine the City's operating and capital budget needs. In addition, this legislation required City Council to adopt a budget resolution during the month of November that set an expenditure growth target for both the City and School's budget.

On November 12, 2005, City Council passed a resolution establishing two targets to be incorporated in the City Manager and the School Board's Proposed budgets. As a result, the expenditure growth target for the entire budget was 8.5 percent, with an alternative budget target of 6.0 percent. These targets were based on citizen input from the FY 2007 Budget public hearing as well as preliminary forecasts of revenues, expenditures, and capital needs presented at the City Council Retreat on October 29, 2005.

The FY 2007 budget process also was guided by the City Council's Strategic Plan, adopted in September 2004 and revised in January 2006, that identifies an overall long-term vision for the City with a set of major goals. The development of the budget was based on the following eight goals:

- Quality development and redevelopment that is well planned and consistent with Alexandria's vision.
- A City that respects, protects and enhances the natural environment and historic resources.
- An integrated, multi-modal transportation system that efficiently and effectively gets people from point "A" to point "B."
- A strong local economy that is growing in varied small businesses and job opportunities.
- A caring community that is diverse and affordable.
- A City government that is financially sustainable, efficient and community oriented.
- A City that ensures the safety, security, emergency preparedness, and well being of the community.
- Public schools that are among the best in Northern Virginia (in partnership with the Alexandria Schools).

These objectives were coupled with existing policies and guidelines for developing the budget, including the City's Compensation Philosophy and the Debt-related Financial Policies. These other policies are described below.

Other Continuing Policy Guidance and Planning

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 Capital Improvement Program (CIP) Related Information section of this document, and the City's Proposed FY 2007 to FY 2012 Capital Improvement Program (CIP) is 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 City Council, management, employees and the citizens understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2007 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

Youth Policy: The Youth Policy Commission was established by City Council in 1997 to emphasize delinquency 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. Initiatives that require new or reallocated funding are proposed in the annual budget process, and the Commission monitors success in achieving goals for youth through a biennial Community Report Card.

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.

City Council Retreat and the Budget Preparation Process

Each year, City Council holds a retreat in the fall that provides staff with an opportunity to give Council an overview of the economic outlook, locally, regionally and nationally. Additionally, staff provides information on the expenditure outlook, for the upcoming fiscal year and beyond. At this time, Council provides staff with some of the priorities to be addressed in the upcoming fiscal year.

For the FY 2007 budget process, departments and agencies submitted detailed operating budget requests to the Office of Management and Budget (OMB) in September, 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. Departments were asked to identify "mandatory adjustments to base" which were required to meet one of the following criteria: (1) increases to maintain current service levels; (2) increases necessary to implement City Council approved policies and programs; or (3) increases necessary to meet legal requirements. In addition, all City agencies were asked to identify potential process improvements that would yield efficiencies as well as a list of low priority programs and activities that were not crucial to achieving the City's strategic objectives. Departments also submitted discretionary supplemental requests, to expand programs or services, that had a direct relationship to City Council's Strategic Plan. The total identified savings were approximately \$2.1 million and were used, essentially, to fund the departments' supplemental requests.

While analyzing the budget requests, OMB continued discussions with department and agency heads from September through December to formulate recommendations to the City Manager. In November and December, the City Manager, the City Manager's Deputies and OMB met with all departments that were requesting supplemental funding for new positions or initiatives and select other departments. Departments were given the opportunity to present their requests to the City Manager and to justify the need for additional funding. The City Manager's Proposed FY 2007 Budget reflects the Manager's consideration of these requests in light of revenue limitations, competing expenditure demands, and the City Council's budget resolution targets for expenditure growth of between 6.0 percent and 8.5 percent.

The City's budget calendar was designed to incorporate time for consideration of the School Board's Approved FY 2007 Budget prior to the presentation of the City Manager's Proposed FY 2007 Budget. The School Board adopted their FY 2007 budget on January 26, 2006.

As presented to City Council, the FY 2007 Proposed budget reflects increased residential assessments tempered to some degree by real estate tax rate reductions. If the proposed budget, a 7.0 percent increase is approved by City Council, the tax rate is contemplated be reduced by 6.8 cents. If the alternative budget target, a 6.0 percent increase is approved, the tax rate could be reduced by an additional 1.8 cents to 8.6 cents. The budget also reflects continued steady, but tempered growth in the local economy (including only a 4.0 percent growth in next year's real estate assessments), a cautiously positive prediction of the economy's future, and conservative estimates of State aid. The FY 2007 budget seeks to take the next steps toward achieving the City's Strategic Plan. The FY 2007 budget also maintains competitive compensation increases for City and Schools employees, and current levels of service, except those identified by departments through the reduction process as marginal service reductions.

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 contains the Table of Contents. Section II includes the City Manager's Message. Section III is a budget overview that provides general budget information including summaries of the proposed changes in expenditures, and revenues and the process by which the City achieved the budget target and the alternative budget target. Section IV includes the Strategic Plan, Section V provides revenue and expenditure summaries, various charts and schedules that provide overall information on the City's finances, personnel summaries, multi-year revenue and expenditure forecast scenarios, fund balance information, and a "Layperson's Guide to Fund Balance," based on a report prepared by the Council-appointed Budget and Fiscal Affairs Advisory Committee.

Sections VI through X 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 and agency, 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 XI provides an overview of the Capital Improvement Program (CIP), its impact upon the operating budget, and an explanation of the City's debt ratio policies. Section XII is the "Community Profile", which provides a description and basic statistical information on the City. Section XIII summarizes the budget process, provides general budget guidance, and includes a summary of the proposed funding levels in the General Fund budget.

Section XIV provides a glossary of relevant budget terms. Section XV includes the legislative references and charter provisions relating to the budget. Section XVI is comprised of Appendices, which include the salary schedules and classification structures applicable to the City government as well as the Alexandria Compensation Philosophy. Section XVII 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 2006-2007 Capital Budget, available from the Office of the Assistant Superintendent for Financial and Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)
- * The Information Technology Plan describes the City's commitment to building and maintaining an essential information technology infrastructure. The plan will enhance information technology services and build on existing City hardware, networks and software that have been implemented over the past decade.

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 two or three 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 V 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, Internal Services Fund, and Sanitary Sewer Enterprise Fund .

Governmental Funds			Proprietary Funds		
	Special Revenue Fund	Capital Projects Fund ⁴		Internal Services Fund (Equipment Replacement Fund)	Sanitary Sewer Enterprise Fund ⁶
Beginning Fund Balance 7/1/05 ¹	\$12,243,056	\$150,085,233	Beginning Net Assets 7/1/05	\$18,818,175	\$0
Plus FY 2006 Budgeted Revenues ²	\$88,078,796	\$67,811,626	Plus FY 2006 Budgeted Revenues ⁵	\$4,045,973	N/A
Less FY 2006 Budgeted Expenditures ²	\$88,078,796	\$67,811,626	Less FY 2006 Budgeted Expenses	\$4,045,973	N/A
Projected Fund Balance 6/30/06	\$12,243,056	\$150,085,233	Projected Net Assets 6/30/06	\$18,818,175	N/A
Plus FY 2007 Budgeted Revenues ³	\$93,653,579	\$67,563,662	Plus FY 2007 Budgeted Revenues	\$5,166,570	\$7,843,895
Less FY 2007 ³ Budgeted Expenditures	\$93,653,579	\$217,648,895 ⁴	Less FY 2007 Budgeted Expenses	\$5,166,570	\$7,843,895
Projected Fund Balance 6/30/07	\$12,243,056	\$0	Projected Net Assets 6/30/07	\$18,818,175	\$0

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2005

/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2006

/3 City of Alexandria, Virginia, Projected Operating Budget, Fiscal Year 2007

/4 In all likelihood a large portion of Capital Projects will not be expended in FY 2006 and FY 2007, as many capital projects are multi-year in execution.

/5 FY 2006 Budgeted Revenues are based on current estimates, which are subject to change.

/6 Sanitary Sewer Enterprise Fund was created in FY 2006 and FY 2007 is the first budget year.

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2005, the Special Revenue Fund unreserved fund balance was \$12,243,056. 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, 2007 is \$12,243,056.

- 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, 2005, the Capital Projects Fund had a total fund balance of \$150,085,233. 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, 2007, 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, 2007.
- 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, 2005, the Equipment Replacement Internal Services Fund had Total Net Assets of \$18,818,175. 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, 2007, is \$18,818,175. 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.
- The Sanitary Sewers Enterprise Fund accounts for sanitary sewer revenues and expenditures apart from the General Fund. This fund, established in mid FY 2006, was created for the purpose of achieving revenue self-sufficiency for sanitary sewer maintenance and construction and to be supported by sewer line maintenance fee and sewer connection fee revenues. It includes Transportation and Environmental Services (T&ES) operating expenditures for maintenance as well as cash capital and debt service expenditures associated with CIP reconstruction, rehabilitation and expansion projects. The total projected Sanitary Sewer Enterprise Fund fund balance as of June 30, 2007, would be \$0.

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.

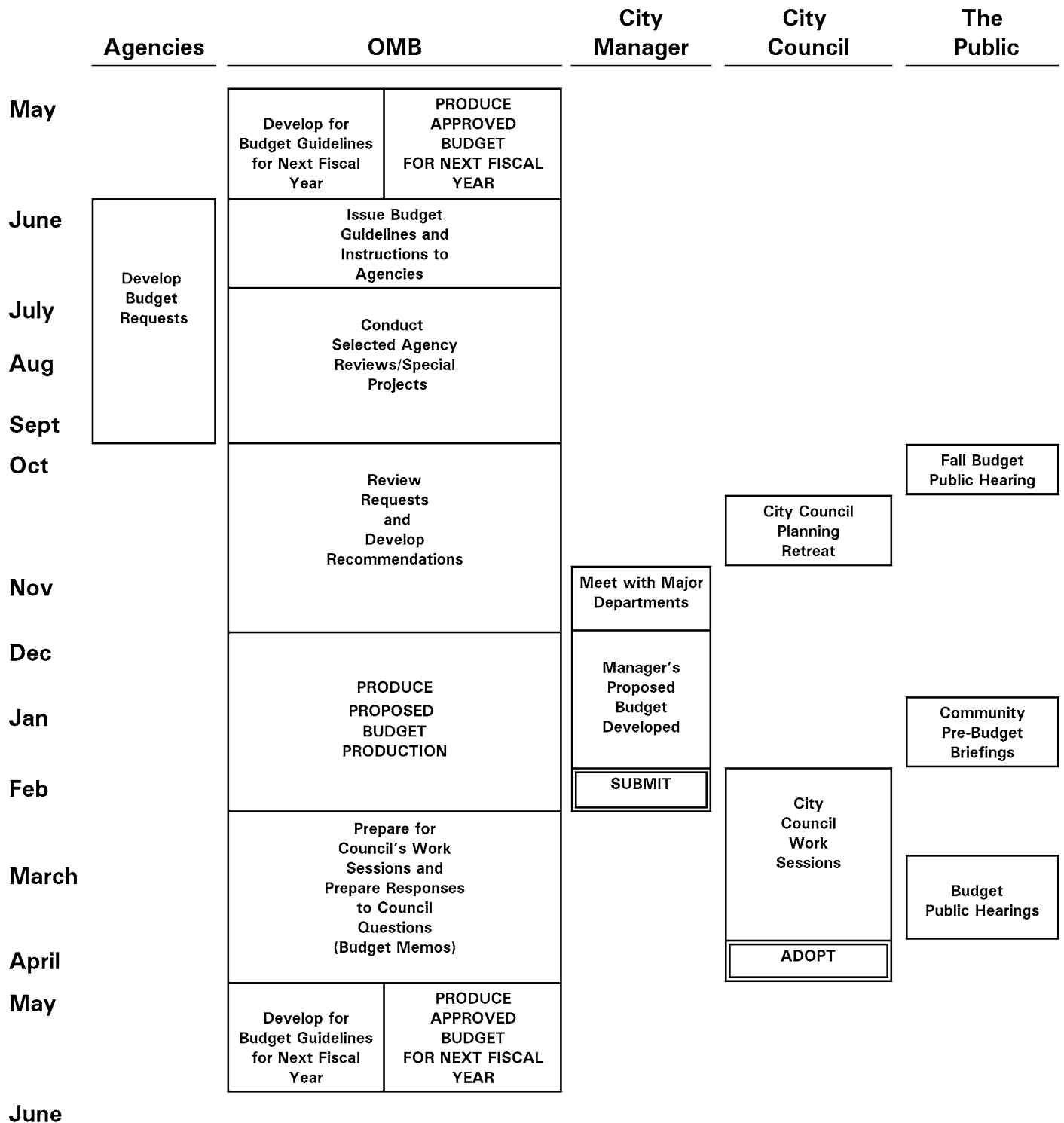
Budgets are prepared for the Capital Projects Funds on a project basis that cover the life of the project. The Internal Services Fund is controlled at the total Net Assets level.

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 designee). Budget detail pages, showing the budget at the "sub-object" level are available for inspection during business hours in the Office of Management and Budget.

The City's budget follows the same basis of accounting used in preparation of the City's audited Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). The budgets of the General, Special Revenue and Capital Projects Funds are 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.

City of Alexandria Fiscal Year 2007 Budget Process

(Fiscal Year runs from July 1 to June 30)



Glossary

Appendix A

Glossary

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.

ASSESSMENT: Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction and financing of a local improvement such as street paving, sidewalks and sewers.

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).

BFAAC: Alexandria's Budget & Fiscal Affairs Advisory Committee.

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 CALENDAR: The schedule of key dates which a government follows in the preparation and adoption of the budget.

BUDGET ORDINANCE: The legal means to amend the budget through recognizing revenue increases or decreases; transferring funding from one department to another, or from an existing capital project to a new capital project; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project. The City Council adopts or declines all budget ordinances.

BUDGET REVIEW PROCESS: The evaluation of a proposed 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.

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 A of the budget document.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Annual audited results of the City's financial position and activity.

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.

COST-OF-LIVING: An increase in salaries to offset the adverse effect of inflation on compensation.

CPI: Consumer Price Index published monthly by the U.S. Department of Labor. The CPI-U is an index of prices for urban areas and a separate index, the COP-U-DC is published for the Washington Metropolitan Area.

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.

DISTINGUISHED BUDGET PRESENTATION AWARD: The Distinguished Budget Presentation Award is designed to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

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 2007 begins on July 1, 2006, and ends on June 30, 2007.

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. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit.

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.

MANAGER'S MESSAGE: Written explanation of the budget and the City's financial plan and priorities presented by the City Manager to City Council.

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 forth-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 goods 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 an objective may be determined by one or more indicators and measures.

OVERHIRES: Positions authorized by the City Manager to be filled as a result of (1) the availability of special revenue sources for time-limited special projects or activities; (2) needs arising that require an immediate, temporary response sometimes prior to the next budget cycle; and (3) positions needed to maintain a necessary level of actual, on-board on-duty staff due to expected turnover (such as sworn police and fire suppression staff).

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.

RESOLUTION: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance.

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 and unfilled positions.

WMATA: Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems.

Legislative References

Relevant Budget Legislative References	15-2
Ordinance 4291 (BFAAC)	15-5
Resolution 2088 (Final Revenue Adjustments)	15-8
Resolution 2150 (Guidance for FY 2007 Budget Formulation)	15-9
Resolution 2166 (Target and Alternative Target for FY 2007 Budget Formulation)	15-11

Relevant Budget Legislative References

State Code

Sec. 58.785.1: Requires that the local tax rate must be adopted by June 30, but after April 15.

City Charter

General Provisions

Sec. 3.04 (b): The City Council shall have the power to adopt the budget of the City.

Sec. 4.02 (c): The City Manager shall have the power and shall be required to prepare and submit the annual budget to the City Council as provided in the Charter, and shall be responsible for its administration.

Sec. 5.07: The City Manager may at any time transfer any unencumbered appropriation or portion thereof within the accounts of an office, department or agency. The City Council when advised of the details by the City Manager may, by duly docketed resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

Sec. 6.03: Each department head, the judges of the courts, each board or commission, and any other office or agency supported by the City, is required to file with the City Manager, at the prescribed time, all estimates of revenue and expenditure for the ensuing fiscal year. Such estimates shall be submitted on forms furnished by the finance director and all information required by the City Manager is to be submitted thereon. The City Manager shall hold staff hearings to review and revise these estimates as (s)he may deem advisable.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources. Receipts from increased taxes, licenses or other sources shall be estimated on the basis of the average rate of increased collections during the preceding two fiscal years except in instances in which the City Manager submits, as a part of the budget, a written statement explaining any estimate that is made on some other basis. Receipts from new taxes, licenses or other sources shall be estimated on information available for other cities, the State of Virginia or other states, the federal government or other appropriate sources. If estimated receipts exceed estimated expenditures, the City Manager may recommend revisions in the tax, license or other ordinances of the City in order to bring the general fund budget into balance.

Sec. 6.08: The budget and budget message and all supporting schedules shall be a public record in the office of the City Manager, open to public inspection after the budget has been submitted to the Council and made public by it; provided, however, that no department or

agency head, judge or board or commission, manager or director of finance shall divulge details of the proposed budget estimates until the budget has been submitted to the Council and made public by it.

Sec 6.08.1: The school board shall, prior to the time work has begun on the school budget, hold a public informational hearing to receive suggestions from the public concerning the school budget. The school board shall also hold a public hearing on its proposed budget prior to submitting it to the City Manager. The school board shall cause a notice of the time and place of each public hearing to be published in a newspaper of general circulation in the City at least seven days prior to the hearing. The school board shall also cause copies of the proposed budget to be available to the public at least seven days prior to the public hearing on the proposed budget. The school board may submit to the City Manager as its proposed budget the same proposed budget considered at the public hearing or it may, subsequent to said public hearing, submit a revised proposed budget.

Responsibility of the City Manager for the Budget:

Sec. 6.02: The City Manager is required to submit a general budget, a capital budget and an explanatory budget message in the form and with the contents provided by the Charter.

Sec. 6.04: The general budget shall contain:

(a) An estimate of that portion of surplus cash remaining at the end of the fiscal year which is to be used in meeting expenditures in the general budget;

(b) An estimate of receipts from current ad-valorem taxes on real estate and personal property, and from all other sources;

(c) A statement of debt service requirements;

(d) An estimate of cash deficit, if any, at the end of the current fiscal year, and an estimate of obligations required by the Charter to be budgeted for the ensuing year; and,

(e) An estimate of expenditures for all other purposes to be met in the coming fiscal year.

Sec. 6.05: In no event shall the expenditures recommended by the City Manager in the general budget exceed the receipts estimated, taking into account the estimated cash surplus or deficit at the end of the current fiscal year, unless property assessments have been raised or unless the City Manager shall recommend an increase in the rate of ad valorem taxes on real estate and tangible personal property or other new or increased taxes, licenses or other sources.

Sec. 6.06: The explanatory budget message shall contain an outline of the proposed financial policies of the City for the budget year and a description of the important features of the budget plan. Major policy changes are to be explained and reasons for

salient changes in cost and revenue items from the previous year are to be indicated. A statement of pending capital projects and proposed new projects, with proposed financing plans, shall be included.

Sec. 6.07: At the same time that the City Manager submits a general budget (s)he may also submit a general appropriation ordinance and those additional tax ordinances as may be required to balance the proposed budget.

Sec. 6.14: The capital budget is a budget of the proposed capital improvements projects for the ensuing fiscal year and for five years thereafter, with recommendations for financing the proposed improvements for the coming year.

Responsibility of the City Council for the Budget:

Sec. 6.09: At the meeting of the City Council at which the budget and budget message are submitted, the Council shall determine the place and time (at least sixty days prior to the beginning of the budget year) of a public hearing on the budget, and shall publish a notice of said place and time, which shall not be less than seven days after the date of publication.

Sec. 6.10: All interested persons shall be given an opportunity to be heard at the public meeting for or against any of the estimates of any item of the budget.

Sec. 6.11: After the conclusion of the public hearing the City Council may insert new items of expenditure or may increase, decrease or strike out items of expenditure in the general fund budget, except that no items or expenditures for debt service or other provision of law shall be reduced or stricken out. The City Council shall adopt a balanced budget, or adopt measures for providing additional revenues in the case that expenditures exceed revenues.

Sec. 6.12: The budget shall be adopted by the votes of at least a majority of Council not later than the 27th day of June. If the City Council has not taken final action on or before this date, the budget as submitted shall be deemed to have been finally adopted by the Council.

Sec. 6.13: An appropriation in addition to those contained in the general appropriation ordinance, except for the purpose of meeting a public emergency as provided for elsewhere in this charter, may be made by the Council, by not less than a majority affirmative vote of all members of Council, only if there is available in the general fund a sum unencumbered and unappropriated sufficient to meet such appropriation.

Sec. 6.14: The City Council shall hold at least one public hearing on the capital budget and shall take final action not later than twenty days after June 27, the date prescribed for the adoption of the general budget.

Sec. 6.15: The City Council may establish by ordinance a reserve fund for permanent public improvements and may appropriate thereto any portion of the general fund cash surplus not otherwise appropriated at the close of the fiscal year.

City Ordinances and Resolutions

**Ordinance 4291 - Adopted February 22, 2003,¹
Establishing the Budget and Fiscal Affairs Advisory Committee**

AN ORDINANCE to amend Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS), of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended, by adding thereto a new Article R (BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE).

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Chapter 4 of Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, amended by adding thereto a new Article R to read as follows:

ARTICLE R

Budget and Fiscal Affairs Advisory Committee

Sec. 2-4-130 Creation, composition, organization and term.

(a) The Budget and Fiscal Affairs Advisory Committee initially established by Resolution No. 1464, is hereby established by ordinance and designated as a standing committee known as the Budget and Fiscal Affairs Advisory Committee.

(b) The members of the committee shall be appointed by the City Council as follows:

- (1) seven members, one each of whom shall be designated by the mayor and members of city council;
- (2) three members appointed at-large in accordance with the provisions of section 2-4-7 of this code;
- (3) one member designated by the Alexandria School Board; and
- (4) two members designated by the Alexandria Chamber of Commerce.

(c) The members designated by the mayor and members of city council, the school board, or the chamber of commerce shall serve at the pleasure of the mayor, member of council, school board or 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 term of two years, and vacancies and reappointments shall be handled in the manner prescribed in section 2-4-7 of this code.

¹The Budget and Fiscal Affairs Advisory Committee was established July 2, 1985, by Resolution 1129. Resolution 1464 amended Resolution 1129 by adding two representative of the Chamber of Commerce to the committee. Resolution 1129 has been replaced by Ordinance 4291 as a result of Council action on February 22, 2003.

- (d) All members of the committee shall:
- (1) by virtue of their education and employment in the public or private sector, have demonstrated competence in one or more of the following areas: accounting, financial analysis, budget and fiscal management, public finance, or urban economics;
 - (2) be residents of and residing in the City of Alexandria at the time of appointment and continue to do so during the term of their appointment. The provisions of section 2-4-7(d) notwithstanding, this provision may not be waived; and
 - (3) not be (i) a member of any other board or commission having one or more members appointed by the city council, or (ii) an employee of the city, the school board, the Alexandria Chamber of Commerce, or any agency of any such entity or organization.
 - (4) 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.

Sec. 2-4-131 Functions, powers and duties; staff assistance.

(a) The functions, powers and duties of the committee shall be to advise and support the city council as to:

- (1) an examination of the city's budget procedures and process and ways of improving such procedures and process, including participation by the public therein;
- (2) 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 on Alexandria citizens and business organizations;
- (3) an evaluation of the comparative tax, revenue and expenditure levels 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
- (4) such other tasks as may be requested by the city council.

(b) Except as expressly provided in this article, the committee may adopt rules and regulations in regard to procedure and other matters for the conduct of its business, so long as the same are not inconsistent with the city code, including, but not limited to, the establishment of committees through which it may carry on its functions, duties and purpose.

(c) Subject to the 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 provide such staff or other assistance to the committee as requested, and to make such information available to the committee as is available to the public generally.

Section 2. That no provision of this ordinance shall be deemed to affect the appointments or terms of the members of the Budget and Fiscal Affairs Advisory Committee in office on the effective date hereof.

Section 3. That Resolution No. 1464 be, and the same hereby is, rescinded.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

Resolution No. 2088
Budget Resolution Regarding the Treatment of
Final Revenue Adjustments During the Budget Process

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 City 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, 2006.

RESOLUTION NO. 2150

WHEREAS, the City of Alexandria's Fiscal Year 2006 General Fund Budget, as approved by City Council on May 2, 2005, provided a reduction in the real estate tax rate by 8 cents from \$0.995 to \$0.915; and

WHEREAS, this tax rate reduction was the largest single real estate tax rate reduction in 17 years and maintains Alexandria's real estate tax rate as among the lowest in Northern Virginia; and

WHEREAS, in spite of this tax rate reduction, average real estate property taxes for the average residential property in Alexandria would increase 11.5 percent in 2005 due to rising real property assessments; and

WHEREAS, residential real estate taxes have borne an increasing share of the burden of paying for City and School services; and

WHEREAS, the City Council is committed to managing the growth of City General Fund operating and capital expenditures in order to help address the issue of increasing residential real estate taxes; and

WHEREAS, the City Council also is committed to continuing to perform fully its obligations, to continue to provide quality services and facilities for the residents and businesses of Alexandria, to maintain competitive compensation for City and School employees, to see continuous improvement in City government effectiveness and efficiency, and to achieve the vision and strategic goals and objectives outlined in the City Council's adopted Strategic Plan; and

WHEREAS, Council's deliberations on the budget each and every year reflect a balancing of the needs of the community with the community's ability to afford meeting those needs; and

WHEREAS, more time during the budget process is necessary for the City Council and the community to deliberate on the various issues raised given the budget's complexity and importance;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA

1. That the City Manager shall begin immediately to plan and prepare the FY 2007 Operating Budget and FY 2007 - 2012 Capital Improvement Program and that such preparations shall include, but not be limited to, requests for City departments to identify efficiencies, low priority programs not crucial to achieving City Council strategic objectives, potential discretionary supplemental increases for FY 2007 crucial to achieving City Council's strategic objectives, and potential City-wide process changes that would be beneficial to City operations and to the public.

2. That the City Manager shall present to City Council in time for the fall Council Retreat a preliminary forecast and outlook for (a) revenues (including the outlook for real estate assessments), (b) expenditures necessary to maintain appropriate services and policies (including in the City Manager's forecast of cash capital and debt service costs related to the approved FY 2006 - 2011 Capital Improvement Program), (c) the outlook for additional

requests for City operating needs in FY 2007 and capital needs in FY 2007 through FY 2012, (d) the outlook for Federal and State grants, and (e) the outlook for the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

3. That the Alexandria City School System shall separately present to City Council, but in a format coordinated with the City Manager, its preliminary forecast and outlook for (a) expenditures necessary to maintain appropriate services and policies, (b) the outlook for additional requests for Schools operating in FY 2007 and capital needs through FY 2007 through FY 2012, (c) the outlook for Federal and State grants, and (d) the outlook for the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

4. That as part of its fall Retreat, City Council will consider this information and any other relevant information available to it at that time from the efforts described above, including citizen input to be provided by a public hearing on the FY 2007 budget to be conducted prior to City Council's fall Retreat.

5. That City Council shall, as a result of information available to it at the Retreat, direct that the City Manager prepare a budget resolution to be adopted by City Council to guide the preparation of the FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program and that such a resolution would contain (a) a target for City General Fund expenditure growth (including cash capital and debt service), (b) a target for a budget transfer to the Alexandria City Public Schools for operating expenses and capital expenditure needs in FY 2007 to FY 2012, and (c) a calculation of the estimated difference between FY 2007 preliminary forecast revenues and the expenditure targets to be established by City Council.

6. That City Council plans to adopt such a budget resolution during the month of November 2006.

7. That the Board of the Alexandria City School Schools is requested to approve a FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program by no later than January 31, 2006. Such budget shall seek not to exceed the Council approved budget targets for the Operating Budget transfer and Capital Improvement Program given to the Alexandria City Public Schools, and clearly identify what operating programs and activities and capital projects would be funded if additional funding were provided above that target.

8. That the City Manager shall submit a proposed FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program to the City Council no later than February 14, 2006, that does not exceed the target for General Fund expenditure growth established by City Council, and clearly identifies what operating programs and activities and capital projects would be recommended if additional funding were provided, and/or what tax rate changes could be enacted with whatever additional revenues might be available above the revenues needed to meet the expenditure target and still provide a structurally sound budget.

9. That City Council shall consider these recommendations and endeavor to enact a FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program that balances the needs of the community with the community's ability to afford meeting those needs.

RESOLUTION NO. 2166

WHEREAS, the City Council of Alexandria passed Resolution 2150 on May 2, 2005 that made changes in the process to be used for formulating the FY 2007 budget; and

WHEREAS, Resolution 2150 provided:

Section 1. That the City Manager shall begin immediately to plan and prepare the FY 2007 Operating Budget and FY 2007 - 2012 Capital Improvement Program and that such preparations shall include, but not be limited to, requests for City departments to identify efficiencies, low priority programs not crucial to achieving City Council strategic objectives, potential discretionary supplemental increases for FY 2007 crucial to achieving City Council's strategic objectives, and potential City-wide process changes that would be beneficial to City operations and to the public.

Section 2. That the City Manager shall present to City Council in time for the fall Council Retreat a preliminary forecast and outlook for (a) revenues (including the outlook for real estate assessments), (b) expenditures necessary to maintain appropriate services and policies (including in the City Manager's forecast of cash capital and debt service costs related to the approved FY 2006 - 2011 Capital Improvement Program), (c) the outlook for additional requests for City operating needs in FY 2007 and capital needs in FY 2007 through FY 2012, (d) the outlook for Federal and State grants, and (e) the outlook for the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

Section 3. That the Alexandria City School System shall separately present to City Council, but in a format coordinated with the City Manager, its preliminary forecast and outlook for (a) expenditures necessary to maintain appropriate services and policies, (b) the outlook for additional requests for Schools operating in FY 2007 and capital needs through FY 2007 through FY 2012, (c) the outlook for Federal and State grants, and (d) the outlook for the costs of meeting unfunded Federal and State mandates, both current mandates and projected new mandates.

Section 4. That as part of its fall Retreat, City Council will consider this information and any other relevant information available to it at that time from the efforts described above, including citizen input to be provided by a public hearing on the FY 2007 budget to be conducted prior to City Council's fall Retreat.

Section 5. That City Council shall, as a result of information available to it at the Retreat, direct that the City Manager prepare a budget resolution to be adopted by City Council to guide the preparation of the FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program and that such a resolution would contain (a) a target for City General Fund expenditure growth (including cash capital and debt service), (b) a target for a budget transfer to the Alexandria City Public Schools for operating expenses and capital expenditure needs in FY 2007 to FY 2012, and (c) a calculation of the estimated difference between FY 2007 preliminary forecast revenues and the expenditure targets to be established by City Council.

Section 6. That City Council plans to adopt such a budget resolution during the month of November 2005.

Section 7. That the Board of the Alexandria City School Schools is requested to approve a FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program by no later than January 31, 2006. Such budget shall seek not to exceed the Council approved budget targets for the Operating Budget transfer and Capital Improvement Program given to the Alexandria City Public Schools, and clearly identify what operating programs and activities and capital projects would be funded if additional funding were provided above that target.

Section 8. That the City Manager shall submit a proposed FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program to the City Council no later than February 14, 2006, that does not exceed the target for General Fund expenditure growth established by City Council, and clearly identifies what operating programs and activities and capital projects would be recommended if additional funding were provided, and/or what tax rate changes could be enacted with whatever additional revenues might be available above the revenues needed to meet the expenditure target and still provide a structurally sound budget.

Section 9. That City Council shall consider these recommendations and endeavor to enact a FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program that balances the needs of the community with the community's ability to afford meeting those needs; and

WHEREAS, the City Council has held a public hearing on October 15, 2005 on the FY 2007 budget; and

WHEREAS, the City Manager and the Alexandria City Public Schools have presented to City Council at its October 29, 2005 retreat their preliminary forecasts of revenues, expenditures and capital needs; and

WHEREAS, the City Council is committed to managing the growth of City General Fund operating and capital expenditures in order to help address the issue of increasing residential real estate taxes; and

WHEREAS, the City Council also is committed to continuing to perform fully its obligations, to continue to provide quality services and facilities for the residents and businesses of Alexandria, to maintain competitive compensation for City and School employees, to see continuous improvement in City government effectiveness and efficiency, and to achieve the vision and strategic goals and objectives outlined in the City Council's adopted Strategic Plan; and

WHEREAS, Council's deliberations on the budget each and every year reflect a balancing of the needs of the community with the community's ability to afford meeting those needs;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF ALEXANDRIA:

1. That the City Manager shall submit a proposed FY 2007 Operating Budget and FY 2007 to FY 2012 Capital Improvement Program to the City Council no later than February 14, 2006, that does not exceed a target of \$350.5 million for General Fund expenditures as well as an alternative target of \$343.6 million for General Fund expenditures. Neither this target

nor the alternative target includes the operating budget transfer to the Alexandria City Public Schools. The targets exclude funds for whatever cost of living adjustment is provided to City employees.

2. That the School Board of the Alexandria City Public Schools is requested to approve a FY 2007 Operating Budget by no later than January 31, 2006. Such budget shall seek not to exceed a target of \$148.9 million for the operating budget transfer provided to the Alexandria City Public Schools, as well as an alternative target of \$146.0 million for the operating budget transfer provided to the Alexandria City Public Schools. Both the target and the alternative target for the operating budget transfer exclude funds for whatever cost of living adjustment is provided to School employees.

3. That the budget documents of the City Manager and the School Board shall clearly describe and compare the target budget and alternative target budget in regard to the details of what operating programs, activities and capital projects could be funded within one target budget and not the other target budget. In addition, the budget documents also may outline operating programs, activities, capital projects and other policy options that may exceed the target budget or the alternative target budget.

4. That the proposed cost of living pay adjustment allowance for City and Schools employees will be recommended by the City Manager after consultation with the School Superintendent. A different cost of living pay adjustment may be recommended by the City Manager for the alternative target budget.

5. That the City Manager propose a budget real estate tax rate necessary for financing the target budget, as well as provide tax, fee and other revenue options necessary for financing the alternative target budget, as appropriate.

Appendices

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APPENDIX A

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 D

General Schedule Classification Plan

CLASS CODE	CLASS TITLE	OCCUPATIONAL GROUP
PAY PLAN: ADMINISTRATIVELY DETERMINED		
5093	Admin. Aide/City Council	Administrative, Clerical and Office Services
2733	Assistant Court Administrator	Legal, Paralegal and Kindred
1030	City Attorney	Legal, Paralegal and Kindred
1071	City Clerk and Clerk of Council	Administrative, Clerical and Office Services
1096	City Manager	Policy Determining
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
1012	Director/Public Health	Medical, Dental, Hospital and Public Health
5385	Intern	Miscellaneous Occupations
1088	Mayor	Policy Determining
1089	Vice Mayor	Policy Determining
6002	Workshop Participant	Miscellaneous Occupations

General Schedule Classification Plan

GRADE AND SALARY: 01	\$25,019.27 to \$32,907.10
5013 Clinical Psychologist Trainee	Social Science and Welfare
GRADE AND SALARY: 02	\$25,255.97 to \$34,381.09
6015 Clerk I	Administrative, Clerical and Office Services
8020 Custodian	Equipment, Facilities and Services
8025 Laborer I	Equipment, Facilities and Services
5019 Library Page	Library and Archives
8015 Locker Room Attendant	Equipment, Facilities and Services
6001 Messenger	Administrative, Clerical and Office Services
GRADE AND SALARY: 03	\$25,169.72 to \$35,976.85
6069 Assistant Registrar I	Miscellaneous Occupations
6021 Delivery Clerk	Administrative, Clerical and Office Services
8040 Driver	Equipment, Facilities and Services
5554 Library Aide	Library and Archives
8035 Refuse Collector	Equipment, Facilities and Services
GRADE AND SALARY: 04	\$25,078.54 to \$37,638.86
8002 Apprentice Tree Trimmer	Equipment, Facilities and Services
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 Center Clerk	Administrative, Clerical and Office Services
8065 Traffic Services Worker I	Equipment, Facilities and Services
GRADE AND SALARY: 05	\$24,984.14 to \$39,372.03
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
5116 School Crossing Guard	Public Safety and Education
8011 Security Monitor	Public Safety and Education

General Schedule Classification Plan

GRADE AND SALARY: 06

\$24,884.24 to \$41,175.32

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
6030	Medical Records Assistant	Administrative, Clerical and Office Services
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

\$26,042.70 to \$43,092.19

6051	Account Clerk II	Accounting, Budget and Finance
3067	Assistant Food Services Specialist	Equipment, Facilities and Services
7004	Automotive Services Worker	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
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
5022	Library Assistant I	Library and Archives
5028	Museum Aide I	Information and Arts
5542	Pharmacy Assistant	Medical, Dental, Hospital and Public Health
5011	Program Aide II	Social Science and Welfare
6047	Records Clerk	Administrative, Clerical and Office Services
7006	Traffic Services Worker II	Equipment, Facilities and Services

GRADE AND SALARY: 08

\$27,257.75 to \$45,102.73

8004	Building Services Assistant	Engineering and Architecture
6008	Client Intake Services Worker	Administrative, Clerical and Office Services
3074	Computer Operator I	Automatic Data Processing
8052	Horticultural Assistant	Biological Sciences
5024	Library Assistant II	Library and Archives
8017	Maintenance Worker	Equipment, Facilities and Services
6039	Personnel Clerk II	Personnel Management and Employee Relations
5125	Parking Enforcement Officer I	Public Safety and Enforcement
5036	Recreation Leader II	Recreation
5016	Residential Detox Counselor I	Social Science and Welfare
6318	Secretary I	Administrative, Clerical & Office Services

General Schedule Classification Plan

3064 X-ray Technician	Medical, Dental, Hospital and Public Health
5063 Youth Advisor	Social Science and Welfare

GRADE AND SALARY: 09

\$28,624.58 to \$47,364.39

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
5540 Lab Aide	Medical, Dental, Hospital & Public Health
7005 Laborer III	Equipment, Facilities and Services
3802 Mental Health/Mental Retardation Technician I	Social Science and Welfare
5029 Museum Aide II	Information and Arts
5074 Museum Technician	Information and Arts
5007 Planning Assistant I	Planning and Urban Development
6014 Police Services Clerk	Public Safety and Enforcement
5548 Public Health Nurse Aide	Medical, Dental, Hospital & Pubic Health
7002 Sign Fabricator	Equipment, Facilities and Services
3001 Supervisory Custodian	Equipment, Facilities and Services

GRADE AND SALARY: 10

\$29,877.61 to \$49,437.72

6052 Account Clerk III	Accounting, Budget and Finance
3075 Computer Operator II	Automatic Data Processing
3816 Dental Assistant	Medical, Dental, Hospital & Public Health
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
5126 Parking Enforcement Officer II	Public Safety and Enforcement
5035 Recreation Leader III	Recreation
3215 Sanitation Inspector	Public Safety and Enforcement
6319 Secretary II	Administrative, Clerical and Office Services
3818 Supervisory Bus Driver	Equipment, Facilities and Services
5448 Supervisor/Shelter	Social Science and Welfare
7035 Traffic Services Worker III	Equipment, Facilities and Services
3213 Transit Services Assistant	Transportation and Environmental Services

General Schedule Classification Plan

GRADE AND SALARY: 11

\$31,288.28 to \$51,771.93

5111	Administrative Technician	Administrative, Clerical and Office Services
4109	Assistant Dockmaster	Business and Industry
3160	Assistant Impounding Officer II	Public Safety and Enforcement
7018	Carpenter	Equipment, Facilities and Services
3188	code Enforcement Inspector I	Engineering and Architecture
3095	Coordinator/Building Services I	Equipment, Facilities and Services
5120	Crime Prevention Technician	Public Safety and Enforcement
6506	Data Entry Operator III	Automatic Data Processing
3181	Electronic Publishing Office Specialist II	Automatic Data Processing
3140	Eligibility Worker I	Social Science and Welfare
3045	Engineering Aide I	Engineering and Architecture
6043	Executive Secretary	Administrative, Clerical and Office Services
3219	Fire Training Assistant	Personnel Management and Employee Relations
7015	Heavy Equipment Operator	Equipment, Facilities and Services
5023	Library Associate I	Library and Archives
6869	Management Information Clerk	Automatic Data Processing
3804	Mental Health/Mental Retardation Technician II	Social Science and Welfare
3123	Personnel Assistant	Personnel Management and Employee Relations
6024	Personnel Clerk III	Personnel Management and Employee Relations
5550	Pharmacy Technician	Medical, Dental, Hospital and Public Health
5009	Planning Assistant II	Planning and Urban Development
5127	Parking Enforcement Officer II	Public Safety and Enforcement
3207	Purchasing Technician	Procurement and Supply
5105	Residential Counselor	Social Science and Welfare
5017	Residential Detox Counselor II	Social Science and Welfare
3267	Revenue Collection Specialist I	Business and Industry
7034	Tree Trimmer	Equipment, Facilities and Services

GRADE AND SALARY: 12

\$32,762.91 to \$54,211.98

3206	Account Clerk IV	Accounting, Budget and Finance
7007	Apprentice Mechanic	Equipment, Facilities and Services
3071	Computer Operator III	Automatic Data Processing
3146	Community Services Specialist I	Social Science and Welfare
3231	Contract Technician	Procurement and Supply
3100	Coordinator/Building Services II	Equipment, Facilities and Services
3763	Emergency Communications Technician	Public Safety and Enforcement
3835	ITS Scheduler/Operations Librarian	Automatic Data Processing
7050	Offset Press Operator II	Equipment, Facilities and Services
3153	Park Facilities Specialist	Equipment, Facilities and Services

General Schedule Classification Plan

3137	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
3831	Supervisory/School Crossing Guard	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		\$34,311.91 to \$56,775.07
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
3223	Coordinator/Family Advocacy Project	Social Science and Welfare
2601	Curator I	Information and Arts
3205	Electronic Publishing Office Specialist III	Automatic Data Processing
3148	Code Enforcement Inspector II	Engineering and Architecture
3155	Employment and Training Specialist	Social Science and Welfare
3192	Engineering Aide II	Engineering and Architecture
3065	Epidemiology Program Representative	Medical, Dental, Hospital and Public Health
7031	Facilities Maintenance Specialist	Equipment, Facilities and Services
3244	Food Services Specialist	Equipment, Facilities and Services
3815	Impounding Officer	Public Safety and Enforcement
6910	Legal Secretary II	Administrative Clerical and Office Services
5025	Library Associate II	Library and Archives
3161	Personnel Technician	Personnel Management and Employee Relations
3082	Real Estate Appraiser I	Business and Industry
5034	Recreation Leader IV	Recreation
2334	Recreation Specialist	Recreation
2319	Relocation Advisor I	Housing
3268	Revenue Collection Specialist II	Business and Industry
3121	Sewer Inspector (TV)	Equipment, Facilities and Services
5113	Supervisory Administrative Technician	Administrative, Clerical and Office Services
3248	Supervisory/Battered Women Shelter	Social Science and Welfare
3008	Supervisor/Labor	Equipment, Facilities and Services

General Schedule Classification Plan

3201	Supervisory/Parking Enforcement Officer	Public Safety and Enforcement
3120	Supervisor/Records	Administrative, Clerical and Office Services
2040	Supervisor/Recreation Leader I	Recreation
3273	Surveillance Officer	Engineering and Architecture
3038	Survey Instrument Operator	Engineering and Architecture
3099	Traffic Survey Technician	Transportation and Environmental Services
3824	Victim-Witness Specialist I	Legal, Paralegal and Kindred

GRADE AND SALARY: 14

\$36,044.44 to \$59,641.84

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
3189	Code Enforcement Inspector II	Engineering and Architecture
3106	Coordinator/Building Services III	Equipment, Facilities and Services
3836	Customer Support Engineer I	Automatic Data Processing
4110	Dockmaster	Business and Industry
3239	Emergency Management Outreach Specialist	Public Safety and Enforcement
3860	Latent Print Examiner	Public Safety and Enforcement
3839	Law Clerk I	Legal, Paralegal and Kindred
2612	Museum Education Specialist	Information and Arts
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
3304	Zoning Inspector	Planning and Urban Development

General Schedule Classification Plan

GRADE AND SALARY: 15

\$37,841.48 to \$62,615.34

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
2401	Educational Assistant	Social Science and Welfare
3141	Eligibility Fraud Investigator	Social Science and Welfare
2263	Fiscal Analyst	Accounting, Budget and Finance
3193	Hack Inspector	Public Safety and Enforcement
2309	Human Rights Investigator	Legal, Paralegal and Kindred
2231	Landscape Architect	Engineering and Architecture
2072	Librarian I	Library and Archives
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

GRADE AND SALARY: 16	\$39,737.06 to \$65,751.92
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
2397 Coordinator/Employee Development Program	Personnel Management & Employee Relation Recreation
4023 Coordinator/Pool Site	Automatic Data Processing
3837 Customer Supporter Engineer II	Miscellaneous Occupations
1174 Deputy Registrar	
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/Therapeutic Recreation Leader I	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	\$41,721.36 to \$69,035.29
2465 Arborist	Biological Sciences
2057 Audiologist	Medical, Dental, Hospital and Public Health
3190 Code Enforcement Inspector III	Engineering and Architecture
2357 Coordinator/Jury	Legal, Paralegal and Kindred
2128 Coordinator/Volunteer Services	Social Science and Welfare
2602 Curator II	Information and Arts
2297 Inmate Classification Counselor	Public Safety and Enforcement
2511 Internal Auditor I	Accounting, Budget and Finance

General Schedule Classification Plan

3047	Land Survey Analyst	Engineering and Architecture
2420	Law Clerk II	Legal, Paralegal and Kindred
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
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/Recreation Leader II	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

\$43,810.81 to \$72,492.64

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
3773	Construction Field Representative	Engineering and Architecture
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
3838	Customer Support Engineer III	Automatic Date Processing
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

General Schedule Classification Plan

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
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

\$45,997.17 to \$76,110.35

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
2737	Code Enforcement Engineer I	Engineering and Architecture
2743	Communications Officer	Information and Arts
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
2393	Epidemiologist	Medical, Dental, Hospital and Public Health
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
2689	Program Analyst	Administrative, Clerical and Office Services
2363	Probation Officer	Public Safety and Enforcement
2285	Public Health Nurse II	Medical, Dental, Hospital and Public Health
2388	Public Safety Information Officer	Information and Arts
2415	Quality Assurance Specialist	Social Science and Welfare
2177	Real Estate Officer	Housing
2298	Records Administrator/ Archivist	Administrative, Clerical and Office Services
2421	Records Manager	Administrative, Clerical and Office Services
3272	Revenue Collections Specialist IV	Business and Industry

General Schedule Classification Plan

2261	Sanitarian II	Medical, Dental, Hospital and Public Health
2394	Supervisor Alexandria Community Corrections Programs	Public Safety and Enforcement
3191	Supervisor/Code Enforcement Field	Information and Arts
2419	Supervisor/Community Affairs	Information and Arts
2026	Supervisor/Eligibility	Social Science and Welfare
3152	Supervisor/Existing Structure Inspector	Engineering and Architecture
3827	Supervisor/Identification	Public Safety and Enforcement
2333	Supervisor/Recreation Leader III	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
2736	Water Quality Comp Specialist	Transportation and Environmental Services

GRADE AND SALARY: 20

\$48,294.42 to \$79,911.58

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
2740	Code Enforcement 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
1230	Director/Adult Day Services Center	Social Science and Welfare

General Schedule Classification Plan

2276	Director/Elderly Assisted Living Program	Social Science and Welfare
2301	Early Childhood Development Training Specialist	Social Science and Welfare
2418	Emergency Management Analyst	Public Safety and Enforcement
2426	Emergency Management/Citizen Corporation Liaison	Public Safety and Enforcement
2342	Fiscal Officer II	Accounting, Budget and Finance
4098	Inmate Records/Classification Manager	Public Safety and Enforcement
2416	Librarian IV	Library and Archives
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
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/Recreation Leader IV	Recreation
2300	Supervisor/Revenue	Business and Industry
3266	Supervisor/Tax Services & Enforcement	Business and Industry
2450	Supervisor/Therapeutic Recreation Leader II	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		\$50,709.64 to \$83,907.99
2018	Assistant City Attorney I	Legal, Paralegal and Kindred
2015	Assistant Commonwealth's Attorney I	Legal, Paralegal and Kindred

General Schedule Classification Plan

2168	Budget/Management Analyst II	Accounting, Budget and Finance
2323	Buyer III	Procurement and Supply
2321	Circuit Court Law Clerk	Legal, Paralegal and Kindred
2741	Code Enforcement Engineer III	Engineering and Architecture
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
1118	Director/Museum	Information and Arts
1148	Division Chief/Communications	Equipment, Facilities and Services
1017	Elections Administrator	Policy Determining
2417	Librarian V	Library and Archives
2107	Pharmacist II	Medical, Dental, Hospital and Public Health
2381	Radio System Manager	Public Safety and Enforcement
1070	Registrar	Policy Determining
2406	Supervisor/Business Tax Audit	Business and Industry
2369	Supervisor/Crime Analysis	Automatic Data Processing
2320	Supervisor/Financial Reporting	Accounting, Budget and Finance
2326	Supervisor/Fire Maintenance	Public Safety and Enforcement
2062	Supervisor/Public Health Nurse	Medical, Dental, Hospital and Public Health
2241	Supervisor/Recreation Leader V	Recreation
2709	Supervisory/Sanitarian	Medical, Dental, Hospital and Public Health
2367	Supervisor/Treasury	Accounting, Budget and Finance
2356	Therapist III	Social Science and Welfare
2384	Urban Designer	Planning and Urban Development
2094	Urban Planner III	Planning and Urban Development

GRADE AND SALARY: 22

\$53,241.22 to \$88,096.91

2362	Budget/Management Analyst III	Accounting, Budget and Finance
2308	Chief of Surveys	Engineering and Architecture
1107	City Archaeologist	Information and Arts
2386	Civil Engineer IV	Engineering and Architecture
2391	Computer Systems Analyst IV	Automatic Data Processing
1166	Consumer Affairs Administrator	Business and Industry
2290	Coordinator/Domestic Violence Program	Social Science and Welfare
2277	Coordinator/Long-Term Care Services	Social Science and Welfare
2324	Director/Alternative Programs	Public Safety and Enforcement
2281	Director/Residential Programs	Social Science and Welfare
1210	Division Chief/ITS Customer Services	Automatic Data Processing
2331	Human Services Program Administrator	Social Science and Welfare

General Schedule Classification Plan

2512	Internal Auditor II	Accounting, Budget and Finance
3255	Lotus Notes Support Engineer	Automatic Data Processing
3252	Network Engineer III	Automatic Data Processing
2083	Risk Manager	Business and Industry
2360	Senior Circuit Court Law Clerk	Legal, Paralegal and Kindred
2350	Supervisory Administrative Officer II	Administrative, Clerical and Office Services
2068	Supervisor/Court Services	Legal, Paralegal and Kindred
3171	Supervisor/Laboratory	Medical, Dental, Hospital and Public Health
2208	Supervisory Landscape Architect	Engineering and Architecture
2414	Supervisor/PIE Program	Social Science and Welfare
2687	Supervisory Program Analyst	Administrative, Clerical and Office Services
2032	Supervisory Social Worker	Social Science and Welfare
2373	Supervisory Therapist	Social Science and Welfare
2389	Supervisory Urban Planner	Planning and Urban Development

GRADE AND SALARY: 23

\$55,904.50 to \$92,503.81

1042	Affirmative Action Officer	Policy Determining
1086	Assistant to the City Manager	Administrative, Clerical and Office Services
2735	Business Facilitator	Business and Industry
2562	Clinical Psychologist I	Social Science and Welfare
2382	Computer Programmer/Analyst III	Automatic Data Processing
2370	Day Support Services Coordinator	Social Science and Welfare
2646	Database Administrator I	Automatic Data Processing
2565	Supervisor/Clinical Substance Abuse Services	Social Science and Welfare
2412	Engineering Supervisor	Engineering and Architecture
1160	Supervisor/Environmental Quality Program	Transportation and Environmental Services
2727	Web Architect	Automatic Data Processing

GRADE AND SALARY: 24

\$58,696.94 to \$97,124.38

2020	Assistant City Attorney II	Legal, Paralegal and Kindred
2016	Assistant Commonwealth's Attorney II	Legal, Paralegal and Kindred
2387	City Architect	Engineering and Architecture
2563	Clinical Psychologist II	Social Science and Welfare
2383	Computer Programmer/Analyst IV	Automatic Data Processing
2716	Coordinator/CJIS	Automatic Data Processing
1214	Coordinator/Emergency Management	Public Safety and Enforcement
2731	Coordinator/Organizational Development	Policy Determining

General Schedule Classification Plan

2734	Coordinator/Special Project/ Recreation	Administrative, Clerical and Office Services
2647	Database Administrator II	Automatic Data Processing
1067	Deputy Director/Office of Code Enforcement	Engineering and Architecture
1222	Director/Aging and Adult Services	Social Science and Welfare
1200	Director/ <i>Alexandria Works!</i>	Social Science and Welfare
1138	Director/Consultation and Education	Social Science and Welfare
1145	Director/Office for Early Childhood Development	Social Science and Welfare
1177	Director/Office of Economic Opportunities	Social Science and Welfare
1002	Director/Office of Employment and Training	Social Science and Welfare
1152	Director/Office on Youth	Social Science and Welfare
1167	Division Chief/Administrative Services	Administrative, Clerical and Office Services
1221	Division Chief/Capital Projects	Engineering and Architecture
1151	Division Chief/Construction	Engineering and Architecture
1209	Division Chief/Environmental Services	Transportation and Environmental Services
1181	Division Chief/Facilities Maintenance	Equipment, Facilities and Services
1225	Division Chief/GIS	Planning and Urban Development
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
1228	Division Chief Quality Improvement	Social Science and Welfare
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
2422	Principal Development Planner	Planning and Urban Development
1016	Purchasing Agent	Procurement and Supply
1168	Supervisor/Chief of Eligibility	Social Science and Welfare
2559	Supervisor/Mental Health Team	Social Science and Welfare

General Schedule Classification Plan

GRADE AND SALARY: 25		\$61,625.48 to \$101,970.16
1229	Director/Acute Care Emergency Services Division	Social Science and Welfare
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
1154	Director/Research and Evaluation	Social Science and Welfare
1620	Division Chief/Design	Engineering and Architecture
1051	Division Chief/Planning & Zoning	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		\$64,708.98 to \$107,072.36
2372	Assistant City Attorney III	Legal, Paralegal and Kindred
2377	Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred
1941	Deputy Director/General Services	Equipment, Facilities and Services
1047	Deputy Director/Library	Library and Archives
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
1227	Division Chief/Database Management	Automatic Data Processing
1226	Division Chief/Network Services	Automatic Data Processing
1216	Division Chief/Applications	Automatic Data Processing
1169	Chief Social Worker Supervisor	Social Science and Welfare

General Schedule Classification Plan

GRADE AND SALARY: 27

\$67,757.53 to \$112,116.71

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
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
1231	Director/Communications	Policy Determining
1135	Director/Court Services	Legal, Paralegal and Kindred
1216	Division Chief/Applications	Automatic Data Processing
1147	Division Chief/Environmental Health	Medical, Dental, Hospital and Public Health
1215	Division Chief/Network and Security Service	Automatic Data Processing
1188	Legislative Director	Policy Determining
1203	Special Assistant/Parks and Recreation	Recreation

GRADE AND SALARY: 28

\$71,145.38 to \$117,722.50

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
1189	Deputy Director/ITS	Automatic Data Processing
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

General Schedule Classification Plan

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		\$74,705.42 to \$123,613.21
2561	Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
1132	Deputy Commonwealth's Attorney	Legal, Paralegal and Kindred
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		\$78,436.67 to \$129,787.21
1023	Director/Finance	Accounting, Budget and Finance
1035	Director/General Services	Equipment, Facilities, and Services
1048	Director/Library	Library and Archives
1094	Director/Management & 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
GRADE AND SALARY: 31		\$82,352.86 to \$136,267.22
1032	Director/Human Services	Social Science and Welfare
1191	Director/ITS	Automatic Data Processing
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

General Schedule Classification Plan

GRADE AND SALARY: 32

\$86,470.69 to \$143,080.90

1095 Deputy City Manager

Policy Determining

Appendix E

Public Safety Classification Plan

CLASS CODE CLASS TITLE	OCCUPATIONAL GROUP
GRADE AND SALARY: 08	
	\$39,737.06 to \$65,751.92
3163 Deputy Fire Marshal I	Public Safety and Enforcement
3828 Emergency Rescue Technician I	Medical, Dental, Hospital and Public Health
GRADE AND SALARY: 09	
	\$41,721.36 to \$69,035.29
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: 10	
	\$43,810.81 to \$72,492.64
3164 Deputy Fire Marshal II	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: 11	
	\$45,997.17 to \$76,110.35
4099 Deputy Sheriff IV	Public Safety and Enforcement
4048 Police Officer IV	Public Safety and Enforcement
GRADE AND SALARY: 12	
	\$48,294.42 to \$79,911.58
3165 Deputy Fire Marshal III	Public Safety and Enforcement
4050 Police Corporal	Public Safety and Enforcement
GRADE AND SALARY: 13	
	\$50,709.64 to \$83,907.99
3166 Deputy Fire Marshal/Chief	Public Safety and Enforcement

Public Safety Classification Plan

GRADE AND SALARY: 14	\$53,241.22 to \$88,096.91
3056 Deputy Sheriff/Sergeant	Public Safety and Enforcement
3830 Emergency Rescue Technician III	Medical, Dental, Hospital and Public Health
3833 Fire Lieutenant	Public Safety and Enforcement
3057 Police Sergeant	Public Safety and Enforcement

GRADE AND SALARY: 16	\$58,696.94 to \$97,124.38
2181 Deputy Sheriff/Lieutenant	Public Safety and Enforcement
2010 Fire Captain	Public Safety and Enforcement
1077 Fire Marshal	Public Safety and Enforcement
2012 Police Lieutenant	Public Safety and Enforcement

GRADE AND SALARY: 19	\$67,757.53 to \$112,116.71
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: 20	\$71,145.38 to \$117,722.50
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 F

FY 2007 Proposed City Holidays July 1, 2006 - June 30, 2007

Independence Day	Tuesday	July 4, 2006
Labor Day	Monday	September 4, 2006
Columbus Day	Monday	October 9, 2006
Thanksgiving Day	Thursday	November 23, 2006
Day after Thanksgiving (in lieu of Veteran's Day)	Friday	November 24, 2006
Christmas Eve (observed)	Monday	December 25, 2006
Christmas Day (observed)	Tuesday	December 26, 2006
New Year's Holiday (observed)	Monday	January 1, 2007
Martin Luther King, Jr. Day	Monday	January 15, 2007
President's Day	Monday	February 19, 2007
Memorial Day (observed)	Monday	May 28, 2007

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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- CIP Funding Plan
- Debt Service
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- Median Landscaping
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