

City of Alexandria, Virginia

MEMORANDUM

DATE: OCTOBER 23, 2008

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

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

SUBJECT: PROPOSED SPECIAL EVENTS POLICIES

ISSUE: Special Events Policies.

RECOMMENDATION: That City Council:

- (1) Receive this report;
- (2) Refer the recommended proposed Special Event Policies to the Park and Recreation Commission and request that they provide City Council with their comments by the end of November. We will return with a docket item incorporating the Commission's comments for Council consideration at the December 9 legislative meeting; and
- (3) Request staff to proceed with the administrative recommendations on improving transparency of budgeting and managing Special Events.

BACKGROUND: As part of the FY 2008 budget review process, City Council requested that the City Manager and the Budget and Fiscal Affairs Advisory Committee (BFAAC) review the City expenses associated with City special events and report back to Council with this information during the FY 2009 Budget process.

The City has a full special events calendar that ranges from major events such as three parades, First Night, the City's Birthday Celebration, the Waterfront Festival, the Festival of the Arts and Art on the Avenue to smaller ethnic festivals and individual races and walks. All of these events require some City support. The City co-sponsors some events and for others only provides needed support. Some special events are self-supporting, while others are not. Our special events represent an important part of the City's vitality and the events attract visitors to the City.

Staff compiled City expenses for special events, and during the FY 2009 budget process the City Staff Special Events Committee (Committee) researched policy issues and developed procedural changes for special events operations, as well as ways to control the City expenses associated with special events. The Committee has presented recommendations on policy and procedural changes that would improve special event operations and obtain added reimbursements for City costs.

As a first step to analyzing and improving special events cost recovery, the information was shared with BFAAC for review and comment. BFAAC provided comment in budget memo #93, on page 17 (Attachment 1 - BFAAC Review of the FY 2009 Proposed Budget). BFAAC endorsed the majority of the recommendations, including the need for special events to be self-sustaining. BFAAC specifically recommended that any exception to the rule of a self-sustaining "pay-as-you-go" policy be applied only rarely. In addition to the BFAAC recommendation for a pay-as-you-go policy, the report identified that the proposed changes to the special events operation, process and procedures be implemented as soon as practical, but no later than the Fiscal 2010 budget.

While I agree in concept with BFAAC's approach, some of our recommendations may need to be implemented over time. Event sponsors will need to receive notice of the changed policies on City charges for events so that they can plan needed fundraising if their financial resources are limited. By implementing the new policies in FY 2010, we will be able to provide the necessary notice. Council should be aware that some sponsors of smaller events may decide to discontinue their events if they are unable to raise funds to cover costs.

DISCUSSION: While individual City departments have general procedures for special events, overall, there is no detailed written general special events policy for the City. There is a written policy for major events in Old Town that governs the frequency of special events, but there is no overarching written policy on City wide special events. While the Special Events Committee has followed a general set of guidelines in the past, a set of detailed written procedures is needed to address how the City handles general events. The premise of this study and analysis is that such procedures are needed to provide guidance to City staff on the Special Events Committee. Special events policies and practices have evolved over time and policies have been established incrementally, sometimes for specific events. Taken as a whole the special events policies and procedures often are not consistent and may be difficult to justify in certain cases.

Transparency in Budget and Improved Accounting

We propose that starting in FY 2010, each City agency will identify costs for events that have been included in their budget. The FY 2008 expenses provide more detail about agency budgets and expenses for special events. Staff will be able to capture expenses and revenue losses in greater detail in the balance of FY 2009 to prepare a more accurate and transparent proposed special events budget for FY 2010.

The City needs to determine and make transparent the true costs of special events. Direct costs for an event often include overtime expenses for staff support on the day of an event, trash collection and removal, equipment rental, printing and sound services. Indirect costs include staff time during regular business hours, use of City vehicles and equipment. **Staff will proceed with administering and budgeting events in a more transparent manner and will establish procedures for each City agency to track costs for direct and indirect costs more completely and accurately.**

Many special events expenses are not budgeted in supporting Departments and many staff work overtime to support special events. Some departments have budgeted for certain events and not

for others. Tracking event expenses is not easily performed in the current process. Accordingly, staff recommends that within the new procedures, a centralized special events budget be developed and existing budgeted funds, which have been used to pay for special events, be transferred to this budget. This would involve allocating an account number for each event that would be used by all agencies involved in the provision of services for the event. The costs related to each special event would be captured and be readily available for review. Budgets for some of the smaller events could be grouped together in a single account for practicality in operations. Estimates for future year City costs need to be developed based on prior year experiences.

Attachment 2 is a report summarizing the FY 2007 Citywide special events costs broken down by City Department and event based on current information. The events are further broken down by type of event (e.g. concerts, parades, races, etc.), by size of event, by City Agency sponsored event, by City Schools sponsored event, by City co-sponsored event, and by private organizations. Total City expenditures for special events in FY 2007 as shown in Attachment 3 were approximately \$682,000. The City was reimbursed for \$215,000, leaving the net City expenditures at \$467,000 for the year. Attachment 4 is a report showing FY 2008 costs and reimbursements. Total City expenditures for special events in FY 2008 were approximately \$575,000. The City was reimbursed for \$154,000, leaving the net City expenditures at \$421,000 for the year.

Management of Special Events

In addition to the policy issues, staff found that the make-up, purpose, and authority of the Special Events Committee should be updated and defined by a City Council resolution that will be docketed for Council consideration in the future. Staff recommends that the resolution incorporate the following:

Special Events Committee – Agency Representatives

There is hereby created a special events committee (the "Committee") to carry out the provisions of this special events policy and code. In order to ensure working representation from all appropriate segments of the City government and to provide effective deliberation on all impacting events, the Committee shall consist of the following members:

- A. One representative each from the RPCA Recreation Services Division, RPCA Park Operations Division, Police, Fire/Code, Fire/Emergency Services, Planning and Zoning, T&ES Transportation Division, T&ES Environmental Quality, Health, Public Schools, Transit Services, Risk Management, General Services, and Alexandria Convention and Visitors Association*
- B. The chair of the Committee shall be from a lead department as designated by the City Manager. The City Manager shall grant the Committee chair the authority to resolve Committee disputes and to determine whether or not it is necessary to consult the City Manager about certain issues before*

the Committee. The chair shall ensure that Committee records are maintained, meeting times and places are scheduled, and a special events permit is issued on behalf of the committee.

- C. Representatives from the Finance Department and OMB shall also be available as necessary to advise the Committee on budgeting and accounting procedures and policies.*
- D. The Committee shall monitor special events, and track issues and concerns that arise for consideration and resolution before similar future events are planned and approved.*

Authority of the Special Events Committee

The Special Events Committee shall have the authority to:

- A. Interpret and administer City and State policy and code with input as needed from the City Attorney;*
- B. Represent the City, under the authority of the City Manager, in discussions and in maintaining agreements or contracts with the person(s) who represent the special event;*
- C. Coordinate with City departments and with other government agencies for the provision of governmental services for such special events;*
- D. Establish the terms and conditions; appropriate fees, and the time, place, and manner of the special event;*
- E. Ensure that businesses and residents are notified in advance about events that impact them;*
- F. Approve or deny a special event permit;*
- G. Develop an appeal process to the City Manager for an event which is not approved; and*
- H. Make recommendations to the City Council and the City Manager in regard to special events policies and practices.*

While there are established guidelines for special events, we need new written procedures that provide applicants with clearer communication of processes and procedures. As part of a new procedure there is also a clear need to implement effective methods for financial tracking, budget controls, and improved data collection for all involved agencies.

Net Cost Reduction

The City is currently studying methods for reducing the costs of special events in FY 2009 and beyond without significantly affecting the overall level of public benefit offered by these events. For example staff is considering recommending that:

1. We terminate City cost support for events with lower attendance or minimal economic and public benefit. By measuring overall event quality and community benefit, more

responsible spending of City and private funds can be assured. Consumer satisfaction in the remaining City sponsored or co-sponsored events should increase.

2. We combine multiple, related events in order to create certain efficiencies. The most notable example of this practice is the situation of the City having numerous ethnic festivals. By holding a single, larger ethnic festival that includes all of the smaller festivals, the City could spend less overall on planning and event support. The higher attendance and increased diversity of such an event may also add to the quality of product delivered to the public.
3. We recover more of the largest cost contributor to special events, which is staff time. More specifically, overtime costs for supporting Departments are a significant expense. One method the City plans to explore to help offset these costs is the utilization of volunteers in support positions at special events. One example of this practice could involve festival type of events. In the past, the City has paid for uniformed police officers to be stationed at many street corners along the special footprint. As an alternative, the City is looking into training volunteers to assist the Police in basic crowd management at less critical intersections. This practice would require a training program for these volunteers in order to properly assure public safety. The Police Department has successfully used CERT volunteers at the First Night Program and the City Birthday Celebration. If the use of volunteers for special events continues to be successful, the cost savings to the City and to participating non-profit organizations could be significant.

Cost Sharing

In identifying events for which the City is responsible, City staff will examine the possibility of sponsorship by outside entities as well as charging participation fees. The Committee should have an opportunity to re-evaluate each event's financial support status each year, prior to the event's next occurrence, in order to determine what category the event should be placed in for cost recovery purposes. The goal would be to transition in many cases (see chart below) from Model I to Model II, or from Model II to Model III.

Model	Who Manages	Who Pays the City's Cost?	
		City	Other
I. City Sponsored	City	100%	0%
II. City Co-sponsored			
a. Entity gives \$ to City	City	Shared	
b. City provides funding to Entity	Outside Entity	Shared	
III. Non-City Sponsoring Entity	Outside Entity	0%	100%

Special Event Proposed Policies

The Committee identified several policy issues that require City Council discussion and potential Council action to become effective in January 2009. I recommend that Council ask the Park and Recreation Commission for their input on these proposed policies by the end of November. Then on December 9 we will ask City Council to determine if they agree with the proposed policies to special events (Attachment 5).

The following are the proposed policies for consideration: The City would adopt:

- A general policy statement on the value, intent, and purpose of special events in Alexandria, that frames the direction City staff should pursue in their delivery of services related to special events. Staff proposes the following Special Event Policy:

#1. It is the policy of the City of Alexandria, as implemented through related adopted policies and procedures, to recognize the substantial community benefits that result from special events. These events provide cultural enrichment, promote economic vitality, enhance community identity and pride, and provide opportunities for fundraising for the community's nonprofit agencies. To promote these objectives, at times it is appropriate within appropriated funds for the City to bear all, some portion, or no portion of the costs. Cost sharing must be done in an equitable and reasonable manner.

- A policy statement that reflects the use of partnerships and financial support provided by the City for a special event. Staff recommends:

#2. Partnerships between the City of Alexandria, event sponsors and the community are valuable in ensuring successful events. The City of Alexandria recognizes that events require logistical support and commitment from the sponsoring entities and that the City requirements may represent a significant portion of an event's costs. When setting fees and conditions for events, the City will consider impacts on the event's costs while balancing the City obligation to protect public health, safety, and financial oversight obligation to the citizens of Alexandria. In general, all special events must provide full cost recovery to the City, unless it is specifically determined by City Council that the special event has economic and social value and provides the City with an equivalent or higher benefit when compared to the event's operational cost.

- A policy statement that requires a business plan and/or full disclosure of all expenses and revenues of co-sponsored special events. Staff recommends:

#3. Outside entities receiving financial assistance for Special Events from the City (Model II) should be required to provide to the Special Events Committee a business plan and/or provide a full disclosure of all expenses and revenues related to the event.

- A policy statement that supports the practice of City Staff seeking corporate and private sponsorships for City supported or co-sponsored activities, events and programs that require a certain or defined level of City funding. Staff recommends:

#4. It is the policy of the City to support and encourage staff to seek private and corporate sponsorships that help to offset the cost of City supported and co-sponsored events, programs and activities, so that these events move towards becoming cost neutral to the City in a defined number of years from the point of inception.

- A policy statement that reflects the philosophy regarding the use of volunteers for special events. Staff recommends:

#5. It is the policy goal of the City to have successful cost-effective special events that enrich and enliven the community and provide opportunities for the use of volunteer services from the volunteer agencies and organizations where deemed feasible and practical, and where cost savings will be achieved that will not negatively impact public health and safety.

FISCAL IMPACT: Exact savings cannot be determined at this time, however should the recommended cost recovery of special events programs be adopted then significant savings can be recognized in upcoming years. Attachments 2 -4 provide an estimate of City special events costs.

ATTACHMENTS:

Attachment 1. BFAAC comments from FY09 Budget Memo #93

Attachment 2. Summary of Special Events Costs

Attachment 3. FY07 Events Expenses and Revenues by Fee Category Recommendation

Attachment 4. FY08 Events Expenses and Revenues by Fee Category Recommendation

Attachment 5. Proposed Special Events Policies

STAFF:

Kirk Kincannon, Director, Recreation, Parks and Cultural Activities

Bruce Johnson, Director, Office of Management and Budget

Leslie Clark, Division Chief, Recreation, Parks and Cultural Activities

We have the following observations and recommendations:

- As the result of a study by ACPS, BFAAC is commenting on the fiscal effects of providing services to students who may have emigrated from Prince William County. BFAAC observes that the fiscal implications extend beyond ACPS. All new City residents use city services, which cost money. As a result, BFAAC urges the Council to study the influx of new residents and budget accordingly.
- Council should note that ACPS may need resources to provide legally mandated education to newly enrolled students.
- ACPS and City staff should monitor the pupil attendance figures on a monthly basis to determine if the trends outlined above continue, and discuss the issue at ACPS-City budget meetings.
- The ACPS Budget Advisory Committee and BFAAC also should work together to monitor the situation, and continue their joint meetings on this and other issues.

I. Special Events

Council appointed a City Special Events Committee to advise it on handling requests for Special Events within the City. According to the Committee, total City expenditures for special events in FY 2007 were \$682,000. The City was reimbursed \$215,000, leaving the net City expenditures at \$467,000 for the year.¹⁶

The Special Events Committee recommended that the City should have an opportunity to re-evaluate each event's financial support status each year, prior to the event's next occurrence, in order to determine in which category the event should be placed: (1) Required to provide full cost recovery for City services from this point forward; (2) Required to provide full cost recovery to the City by the start of the events third year from the date of the category determination; and (3) Granted an exception because of the economic value the event provides to the City.

BFAAC applauds the Special Events Committee for its work, and endorses the majority of its recommendations. We agree that special events should be self-sustaining, meaning the City not bear the cost. As outlined below, BFAAC recommends that the pay-for-your event policy be put into effect as soon as is practicable – and no later than the FY 2010 budget. We also recommend that exceptions be rarely granted.

We urge that any policy Council adopts on Special Events be consistent and fair, and applicable across-the-board, no matter the sponsoring organization or what the special event supports.

All Special Events - be it the Red Cross Waterfront Festival, the Christmas Walk, the St. Patrick's Day Parade, the numerous ethnic festivals, or even a political rally at Market Square - have a cost to the City. Police Officers must be on hand for crowd control and traffic enforcement; Department of Public Works employees for clean up after events; and in some cases paramedics must also attend.

¹⁶ Memorandum from Kirk Kincannon to James Hartman, Re: Special Events Policy and Procedure, Mar. 18, 2008.

We have the following observations and recommendations:

- **The City should require the sponsor of every Special Event to put up a cash bond or equivalent to cover the City costs.**
- **If the actual costs are less than the bond, the balance would be returned to the sponsor; if the costs exceed the bond, the sponsor would be billed accordingly.**
- **The policy outlined above should be applied to every Special Event.**
- **We urge that any policy Council adopts on Special Events be consistent and fair, and applicable across-the-board.**
- **The City Manager and Council should decide requests for exemptions from the policy on a case-by-case basis. Granting an exemption should be the exception.**

J. Fleet Management Study

On March 6th, 2008 the City Manager forwarded to the Mayor and Council a memorandum entitled "Implementation of the Efficiency and Best Practices Study of Fleet Management." The study was completed by the Matrix Consulting Group and was overseen by the City Manager's Fleet Management Improvement Team (FMIT).

The consultant made 74 recommendations regarding such things as vehicle replacement, maintenance and repair, reducing the size of the fleet, reducing the size of some of the vehicles, revising the City's take-home policy, and enforcing the mileage reimbursement policy for miles traveled outside of the City during commuting. According to the City Manager's memorandum forwarding the Fleet Study to Council, the FMIT has recommended immediate acceptance and implementation of 64 of the recommendations for an immediate net savings of \$210,000. The other 10 recommendations are under review. BFAAC commends the City for its willingness to study the issue of fleet management and the potential savings that could be realized in the operating budget.

One area of the study that BFAAC finds particularly noteworthy, especially in this time of tight budgets and possible increases in the real property tax rate, is the fiscal impact to the City of its vehicle take-home policy. According to the fleet study, under Administrative Regulation 7-3, which was last amended in 1991, the regular take-home use of a City vehicle was extended to 58 positions. The study points out that Alexandria currently has 188 take-home vehicles, more than three times the number allowed under City policy as expressed in the original AR 7-3. Unfortunately, the study does not quantify the cost to the taxpayer of the City's departure from the original policy, but it cannot be insubstantial.

In response to the study, the City Manager has issued a revision to Administrative Regulation 7-3 that once again specifies which positions within the City are authorized to the take-home use of a City vehicle. The result of the revised AR 7-3 (City Budget Memorandum #52) is an increase in the authorized number of take-home vehicles from 58 to 195.

BFAAC notes that the revised regulation significantly loosens the criteria applicable to take-home vehicles and also does not adopt the study's recommendations for changes to the regulation that would have linked use of a take-home vehicle to the benefit to the City for that

SUMMARY OF SPECIAL EVENTS COSTS

(for details by event see following pages)

FY2007			
	Total Cost	Paid to City	Net City Cost
City Sponsored Events	\$248,955	\$28,684	\$220,271
Co-sponsored Events	\$194,308	\$71,314	\$122,994
ACPS Events	\$8,269	\$0	\$8,269
Non-Profit Sponsored Events	\$230,292	\$114,967	\$115,325
TOTAL	\$681,824	\$214,965	\$466,859

FY2008			
	Total Cost	Paid to City	Net City Cost
City Sponsored Events	\$249,492	\$6,537	\$242,955
Co-sponsored Events	\$124,004	\$61,593	\$62,411
ACPS Events	\$5,234	\$0	\$5,234
Non-Profit Sponsored Events	\$196,233	\$85,792	\$110,441
TOTAL	\$574,963	\$153,922	\$421,041

Attachment 3: FY 2007 Special Events Expenditures and Recovered Costs by Fee Category Recommendation		
		Page #
Table A	<i>City Sponsored Events</i>	1
Table B	<i>Co-Sponsored Events</i>	2
Table C	<i>ACPS Events</i>	3
Table D	<i>Non-Profit Sponsored Events</i>	4
	Legend	5

Special Events - FY 2007 Event Support Costs

Table A

City Agency sponsored events

EVENT	Size	Location	Agency	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
King Street Pedestrian Plaza	1X	Street	City	\$15,040	\$0	\$15,040
President Ford's Funeral	1X	Street	City	\$13,517	\$0	\$13,517
Freedman's Cemetary Rededication	1X	Street	City	\$1,533	\$0	\$1,533
VA Tech Candelight Vigil	1X	Mkt Sq	City	\$1,553	\$0	\$1,553
CONCERTS						
Outdoor Concerts (88)	S	Varies	RPCA	\$22,703	\$0	\$22,703
SMALL EVENT (<1,000)						
Earth Day	S	Brenman	RPCA/EPC	\$11,269	\$6,281	\$4,988
M.L.King	S	Lee Ctr	City	\$3,000	\$0	\$3,000
Black History	S	Lee Ctr	City	\$0	\$0	\$0
Juneteenth Celebration	S	Houston	OHA	\$1,438	\$0	\$1,438
City Days of Remembrance	S	Mkt Sq	City	\$1,430	\$0	\$1,430
Farmers Mkt Chef Demos	S	Mkt Sq	General Services	\$730	\$0	\$730
MEDIUM EVENT (1,000-5,000)						
Family Fall Festival	M	Boothe	RPCA	\$7,920	\$225	\$7,695
Friendship Fire Festival	M	Alfred St	OHA	\$3,586	\$0	\$3,586
City Tree Lighting	M	Mkt Sq	RPCA	\$3,848	\$0	\$3,848
G.W. Re-enactment	M	Ft Ward	GWPC/OHA	\$4,460	\$0	\$4,460
LARGE EVENT (5,000+)						
USA/Alexandria's Birthday	L	OB Park	RPCA	\$82,138	\$675	\$81,463
Memorial Day Jazz Festival	L	Ft Ward	RPCA	\$13,727	\$1,150	\$12,577
RACES						
Project Discovery Walkathon	S	Ft Ward	DHS	\$150	\$0	\$150
Walk for Breast Cancer	M	Eisnhr Ave	Office on Women	\$14,315	\$13,715	\$600
G.W. Parade Race	L	Esnhr Ave	GWPC/Pacers	\$3,813	\$3,638	\$175
PARADES						
G.W. Parade	L	Old Twn	GWPC	\$42,785	\$3,000	\$39,785
TOTALS				\$248,955	\$28,684	\$220,271

Dept Totals	
RPCA	\$163,934
Fire/Code	\$1,119
Fire EMS	\$1,557
Police	\$59,384
T&ES	\$7,953
DASH	\$10,080
Health	\$4,198
Gen'l Svs	\$730
Total	\$248,955

Special Events - FY 2007 Event Support Costs

Table B

for events co-sponsored with other groups and City

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
Jamestown Celebration	1X	Marina	Jamestown Foundation	\$51,585	\$0	\$51,585
CONCERTS						
Canal Plaza Concerts(5)	S	Canal Cntr	RPCA/Tishman Speyer	\$2,198	\$0	\$2,198
Supper Under the Stars	S	KSG	OTBA	\$3,625	\$0	\$3,625
SMALL EVENT (<1,000)						
Potomac West Tree Lighting	S	Colasanto	RPCA/PWBA	\$1,477	\$0	\$1,477
One Love Festival	S	Brad Fld	Operation Hope	\$5,655	\$0	\$5,655
MEDIUM EVENT (1,000-5,000)						
African Heritage Cultural Fest	M	Mkt Sq	AHCFC	\$2,367	\$0	\$2,367
American Indian Festival	M	Wtrfrt Pk	AIHEA	\$3,124	\$0	\$3,124
Armenian Festival	M	Mkt Sq	Gyumri Sister City	\$2,339	\$520	\$1,819
Irish Heritage Festival	M	Wtrfrt Pk	Ballyshanner's	\$3,698	\$1,200	\$2,498
Cambodian	M	Brenman	CCDC	\$3,892	\$600	\$3,292
Scottish Festival	M	Fort Ward	ASHFC	\$2,620	\$450	\$2,170
Comcast Outdoor Film Fest.	M	Brenman	RPCA/Comcast	\$6,919	\$2,505	\$4,414
LARGE EVENT (5,000+)						
Chiralaqua Festival	L	Arlandria	Tenants & Workers United	\$24,703	\$12,086	\$12,617
Alex Festival of the Arts	L	King St	City/H Allen Productions	\$29,051	\$29,190	-\$139
First Night Alexandria	L	M Temple	First Night Alexandria	\$51,055	\$24,763	\$26,292
TOTALS				\$194,308	\$71,314	\$122,994

Dept Totals	
RPCA	\$84,896
Fire/Code	\$3,855
Fire EMS	\$4,970
Police	\$52,452
T&ES	\$10,794
DASH	\$18,300
Health	\$7,191
Gen'l Svs	\$11,850
Total	\$194,308

Special Events - FY 2007 Event Support Costs

Table C

sponsored by Alexandria City Public Schools

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
SMALL EVENT (<1,000)						
Mt. Vernon School Fun Fair	S	MtV field	Mt Vernon School PTA	\$2,258	\$0	\$2,258
Ch. Barrett School Bazaar	S	Barrett	Barrett School PTA	\$564	\$0	\$564
MEDIUM EVENT (1,000-5,000)						
Titan Expo	M	Ching Pk	TCWHS PTA/Key Clubs	\$1,433	\$0	\$1,433
RACES						
Run vs. Row	M	OB Pk/St	TCWHS Crew Boosters	\$4,014	\$0	\$4,014
TOTALS				\$8,269	\$0	\$8,269

Dept Totals	
RPCA	\$3,375
Fire/Code	\$100
Fire EMS	\$644
Police	\$3,601
T&ES	\$0
DASH	\$0
Health	\$549
Gen'l Svs	\$0
Total	\$8,269

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Special Events - FY 2007 Event Support Costs

Table D

Sponsored by Private Organizations

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
Democratic Rally	1X	Mkt Sq	Democratic Party	\$3,570	\$3,570	\$0
Cherry Blossom Festival	1X	Brenman	Cameron Station/WEBA	\$2,678	\$0	\$2,678
SMALL EVENT (<1,000)						
Seaport Day	S	Wtrfrt Pk	Seaport Foundation	\$900	\$900	\$0
Holiday Parade of Boats	S	Marina	ACVA	\$360	\$0	\$360
Mt Vernon Ave - 1st Thurs.	S	MtV Ave	PWBA	\$762	\$0	\$762
National Tarten Day	S	Mkt Sq	Tartan Day Committee	\$230	\$0	\$230
Taste of Old Town North	S	Montg Pk	Old Town North BA	\$1,605	\$0	\$1,605
St Patrick's Day Dog Show	S	Mkt Sq	Ballyshanner's	\$0	\$0	\$0
MEDIUM EVENT (1,000-5,000)						
Virgina Scottish Games	M	Ft Ward	Scottish Games	\$7,110	\$2,060	\$5,050
LARGE EVENT (5,000+)						
Art on the Avenue	L	MtV Ave	PWBA	\$16,922	\$9,894	\$7,028
ARC Waterfront Fest	L	OB Park	RC Alex Chpt	\$37,194	\$37,194	\$0
USPTO Community Day	L	D Grdns	USPTO.	\$4,773	\$2,010	\$2,763
Volunteer Bureau Arts/Craft Fest	L	Mkt Sq	Alex Volunteer Bureau	\$1,699	\$0	\$1,699
RACES						
G.W. Parkway 10k Classic	L	GW Pkwy	Pacers	\$40,983	\$39,813	\$1,170
Rock N Run Race	M	Holmes Rn	Run Slim	\$3,501	\$3,501	\$0
Colin Casey 5K	M	SM Schl	St. Mary's School	\$652	\$0	\$652
Kelly Cares 5K	M	Brad Fld	Kelly Cares Foundation	\$6,944	\$6,681	\$263
Turkey Trot	M	CK/St	PWBA	\$8,309	\$0	\$8,309
Gulf Coast Relief Race 5K	M	OB Pk/St	Pacers	\$4,378	\$3,844	\$534
PARADES						
Halloween Parade	M	MtV Ave	PWBA	\$10,231	\$0	\$10,231
Scottish Xmas Walk	L	Old Twn	Campagna	\$27,287	\$5,500	\$21,787
St. Patrick's Day Parade	L	King St	Ballyshanner's	\$50,204	\$0	\$50,204
TOTALS				\$230,292	\$114,967	\$115,325

Dept Totals	
RPCA	\$32,386
Fire/Code	\$3,384
Fire EMS	\$5,939
Police	\$101,648
T&ES	\$31,411
DASH	\$48,414
Health	\$6,170
Gen'l Svs	\$940
Total	\$230,292

Special Events - FY 2007 Legend and explanations

Tishman Speyer partnered with City to sponsor concerts; paid direct services of sound/performers for \$2,113
Scottish Games are not returning; remaining difference on budget support program promotional pieces
City Council approved donation for First Night
Red Cross Waterfront Festival renegotiated expenses;
Races net revenues are donated to charitable causes or support an event

DHS - Department of Human Services
USPTO - US Patent & Trade Mark Office
GWPC - George Washington Parade Committee
PWBA - Potomac West Business Association
TCWHS - TC Williams High School
OTBA - Old Town Business Association
RPCA - Recreation, Parks & Cultural Activities
OHA - Office of Historic Alexandria
EPC - Environmental Policy Commission
ACVA - Alexandria Convention & Visitors Association
Cameron Station Civic Association
WEBA - West End Business Association

Ethnic Festival Co-sponsors

AHCFC - African Heritage Cultural Festival Committee
ASHFC - Alexandria Scottish Heritage Fair Council
AIHEA - American Indian Heritage & Educational Association
CCDC - Cambodian Community Day Committee

Attachment 4: FY 2008 Special Events Expenditures and Recovered Costs by Fee Category Recommendation		
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Special Events - FY 2008 Event Support Costs

Table A

City Agency sponsored events

EVENT	Size	Location	Agency	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
Concert/fireworks reschedule	1X	OB Park	RPCA	\$15,837	\$0	\$15,837
Potomac Yard FS Groundbreaking	1X	Potomac Yard	City	\$1,452	\$1,286	\$166
Houston Ground Breaking	1X	Houston Cntr	RPCA	\$1,049	\$0	\$1,049
Silent Witness Vigil	1X	Mkt Sq	City	\$301	\$0	\$301
Alexandria Tip Off Challenge	1X	Mkt Sq	City	\$328	\$0	\$328
Citizenship Day	1X	Mkt Sq	City	\$373	\$0	\$373
DASH Groundbreaking	1X	Mkt Sq	City	\$62	\$0	\$62
Brenmand Park Ribbon Cutting	1X	Brenman	City	\$277	\$0	\$277
State Champion BBAI Rally	1X	Mkt Sq	City	\$1,183	\$0	\$1,183
CONCERTS						
Outdoor Concerts (46)	S	Varies	RPCA	\$22,540	\$0	\$22,540
SMALL EVENT (<1,000)						
Alexandria Film Festival	S	Mkt Sq	RPCA/ACA	\$357	\$0	\$357
National Night Out	S	Varies	City Wide	\$300	\$0	\$300
NJ Lee Community Day	S	NJ Lee Field	RPCA	\$940	\$0	\$940
Cora Kelly Community Day	S	Ckelly Cntr	RPCA	\$1,200	\$0	\$1,200
Earth Day	S	Brenman	RPCA/EPC	\$7,831	\$250	\$7,581
M.L.King	S	Lee Ctr	City	\$223	\$0	\$223
City Days of Remembrance	S	Mkt Sq	City	\$2,274	\$0	\$2,274
Farmers Market	S	Mkt Sq	City	\$26,642	\$0	\$26,642
Farmers Mkt Chef Demos	S	Mkt Sq	General Services	\$880	\$0	\$880
MEDIUM EVENT (1,000-5,000)						
Family Fall Festival	M	Boothe	RPCA	\$10,073	\$150	\$9,923
Friendship Fire Festival	M	Alfred St	OHA	\$1,187	\$0	\$1,187
City Tree Lighting	M	Mkt Sq	RPCA	\$5,427	\$0	\$5,427
G.W. Re-enactment	M	Ft Ward	GWPC/OHA	\$3,360	\$0	\$3,360
LARGE EVENT (5,000+)						
USA/Alexandria's Birthday	L	OB Park	RPCA	\$87,698	\$1,175	\$86,523
Memorial Day Jazz Festival	L	Ft Ward	RPCA	\$15,262	\$500	\$14,762
RACES						
Project Discovery Walkathon	S	Ft Ward	DHS	\$400	\$0	\$400
Walk for Breast Cancer	M	Eisnhr Ave	Office on Women	\$5,176	\$3,176	\$2,000
G.W. Parade Race	L	Esnhr Ave	GWPC/Pacers	\$3,687	\$0	\$3,687
PARADES						
G.W. Parade	L	Old Twn	GWPC	\$33,173	\$0	\$33,173
TOTALS				\$249,492	\$6,537	\$242,955
			FY 2007 Total for Comparison	\$248,955	\$28,684	\$220,271

Total Costs by City Department	
RPCA	\$154,843
Fire/Code*	\$1,238
Fire EMS	\$2,250
Police	\$41,178
T&ES*	\$4,756
DASH	\$0
Health	\$6,560
Gen'l Svs	\$38,667
Total	\$249,492

*Fire Dept & T&ES unable to confirm cost estimates at this time

Special Events - FY 2008 Event Support Costs

Table B

for events co-sponsored with other groups and City

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
CONCERTS						
Canal Plaza Concerts (4) *	S	Canal Cntr	RPCA/Tishman Speyer	\$500	\$0	\$500
Supper Under the Stars (1)	S	KSG	OTBA	\$815	\$0	\$815
SMALL EVENT (<1,000)						
Potomac West Tree Lighting	S	Colasanto	RPCA/PWBA	\$540	\$0	\$540
Taste of Old Town North	S	Montg Park	RPCA/OTNCP	\$540	\$0	\$540
Spring for Alexandria	S	Mkt Sq	AVB/City	\$349	\$0	\$349
One Love Festival	S	Brad Fld	Operation Hope	\$9,589	\$1,000	\$8,589
MEDIUM EVENT (1,000-5,000)						
African Heritage Cultural Fest	M	Mkt Sq	AHCFC	\$3,517	\$0	\$3,517
Armenian Festival	M	Mkt Sq	Gyumri Sister City	\$3,947	\$0	\$3,947
Irish Heritage Festival	M	Wtrfrt Pk	Ballyshanner's	\$4,548	\$1,200	\$3,348
Cambodian	M	Brenman	CCDC	\$4,485	\$300	\$4,185
Scottish Festival	M	Fort Ward	ASHFC	\$4,207	\$450	\$3,757
Comcast Outdoor Film Fest.	M	Brenman	RPCA/Comcast	\$10,239	\$2,826	\$7,413
LARGE EVENT (5,000+)						
Chiralagua Festival	L	Arlandria	Tenants & Workers United	\$30,094	\$12,885	\$17,209
Alex Festival of the Arts	L	King St	City/H Allen Productions	\$35,210	\$29,190	\$6,020
First Night Alexandria	L	M Temple	First Night Alexandria	\$15,424	\$13,742	\$1,682
TOTALS				\$124,004	\$61,593	\$62,411
* Paid directly for other concerts			FY 2007 Total for Comparison	\$194,308	\$71,314	\$122,994

Total Costs by City Department	
RPCA	\$35,231
Fire/Code**	\$2,298
Fire EMS	\$9,365
Police	\$55,320
T&ES**	\$7,669
DASH	\$0
Health	\$5,960
Gen'l Svs	\$8,161
Total	\$124,004

**Fire Dept & T&ES unable to confirm cost estimates at this time

Special Events - FY 2008 Event Support Costs

Table C

sponsored by Alexandria City Public Schools

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
TC Williams Grand Opening	1X	TCWHS	ACPS	\$979	\$0	\$979
SMALL EVENT (<1,000)						
Mt. Vernon School Fun Fair	S	MtV field	Mt Vernon School PTA	\$2,025	\$0	\$2,025
Tucker Fun Day	S	Tucker	Tucker School PTA	\$0	\$0	\$0
Ch. Barrett School Bazaar	S	Barrett	Barrett School PTA	\$280	\$0	\$280
MEDIUM EVENT (1,000-5,000)						
Titan Expo	M	Ching Pk	TCWHS PTA/Key Clubs	\$1,950	\$0	\$1,950
RACES						
Run vs. Row - cancelled 08	M	OB Pk/St	TCWHS Crew Boosters	\$0	\$0	\$0
TOTALS				\$5,234	\$0	\$5,234
<i>FY 2007 Total for Comparison</i>				\$8,269	\$0	\$8,269

Total Costs by City Department	
RPCA	\$3,645
Fire/Code*	\$50
Fire EMS	\$979
Police	\$0
T&ES*	\$0
DASH	\$0
Health	\$560
Gen'l Svs	\$0
Total	\$5,234

*Fire Dept & T&ES unable to confirm cost estimates at this time

Special Events - FY 2008 Event Support Costs

Table D

for Private Organizations

EVENT	Size	Location	Sponsor	TOTALS		
				TOTAL COST	PAID TO CITY	NET CITY COST
UNIQUE EVENTS						
Free Chili Dog Give Away	1X	Market Sq		\$480	\$0	\$480
Wilson Bridge Ribbon Cutting	1X	PotomacYrd		\$1,570	\$1,286	\$284
NFL Film Shoot	1X	Old Town		\$534	\$534	\$0
Obama Campaign Rally	1X	TCHS		\$17,790	\$0	\$17,790
VP Dick Cheney visit	1X			\$2,225	\$0	\$2,225
PM of Denmark	1X			\$666	\$0	\$666
Bittersweet Anniversary	1X		Bittersweet	\$680	\$680	\$0
July 4 US Park Police	1X		US Park Police	\$8,836	\$8,836	\$0
SMALL EVENT (<1,000)						
Back to School BB Slam	S	Lee Center	Felicia Sharpe	\$340	\$0	\$340
Easter Sunrise Service	S	Mkt Sq		\$132	\$0	\$132
No Family Left Behind	S	Lee Center	Sherman Harris	\$400	\$0	\$400
Seaport Day	S	Wtrfrt Pk	Seaport Foundation	\$1,040	\$0	\$1,040
DelRay Music Festival	S	MtV field	PWBA	\$3,097	\$2,340	\$757
Mt Vernon Ave - 1st Thurs.	S	MtV Ave	PWBA	\$320	\$0	\$320
Taste of Old Town North	S	Montg Pk	Old Town North BA	\$1,511	\$0	\$1,511
St Patrick's Day Dog Show	S	Mkt Sq	Ballyshanner's	\$248	\$0	\$248
LARGE EVENT (5,000+)						
Art on the Avenue	L	MtV Ave	PWBA	\$17,807	\$9,458	\$8,349
ARC Waterfront Fest	L	OB Park	RC Alex Chpt	\$38,558	\$35,438	\$3,120
USPTO Community Day	L	D Grdns	USPTO	\$5,571	\$2,021	\$3,550
Volunteer Bureau Arts/Craft Festival	L	Mkt Sq	Alex Volunteer Bureau	\$1,960	\$0	\$1,960
RACES						
G.W. Parkway 10k Classic	L	GW Pkwy	Pacers	\$13,105	\$10,105	\$3,000
March for Babies	S	Eisnhr Ave	March of Dimes	\$400	\$0	\$400
Multiple Myeloma 5K	M	Eisnhr Ave	MM Organization	\$807	\$532	\$275
Colin Casey 5K/St Mary's Fair	M	SM Schl	St. Mary's School	\$655	\$0	\$655
Kelly Cares 5K	M	Brad Fld	Kelly Cares Foundation	\$7,017	\$5,662	\$1,355
Turkey Trot	M	CK/St	PWBA	\$6,189	\$0	\$6,189
Gulf Coast Relief Race 5K	M	OB Pk/St	Pacers	\$5,819	\$5,819	\$0
PARADES						
Halloween Parade	M	MtV Ave	PWBA	\$4,466	\$0	\$4,466
Centennial Parade	M	MtV Ave	PWBA	\$3,801	\$3,081	\$720
Scottish Xmas Walk	L	Old Twn	Campagna	\$21,024	\$0	\$21,024
St. Patrick's Day Parade	L	King St	Ballyshanner's	\$29,185	\$0	\$29,185
TOTALS				\$196,233	\$85,792	\$110,441
			FY 2007 Total for Comparison	\$230,292	\$114,967	\$115,325

Total Costs by City/Department	
RPCA	\$22,151
Fire/Code*	\$2,446
Fire EMS	\$10,256
Police	\$135,092
T&ES*	\$31,432
DASH	\$0
Health	\$11,900
Gen'l Svs	\$2,223
Total	\$215,500

*Fire Dept & T&ES unable to confirm cost estimates at this time

Special Events - Cost Recovery Trends

Table E

Event Classification	Year		Change
	2007	2008	
City Agency Sponsored			
Total Cost	\$ 248,955	\$ 249,492	\$ 537
Paid to City	\$ 28,684	\$ 6,537	\$ (22,147)
Net City Cost	\$ 220,271	\$ 242,955	\$ 22,684
Co-Sponsored*			
Total Cost	\$ 194,308	\$ 124,004	\$ (70,304)
Paid to City	\$ 71,314	\$ 61,593	\$ (9,721)
Net City Cost	\$ 122,994	\$ 62,411	\$ (60,583)
ACPS Sponsored			
Total Cost	\$ 8,269	\$ 5,234	\$ (3,035)
Paid to City	\$ -	\$ -	\$ -
Net City Cost	\$ 8,269	\$ 5,234	\$ (3,035)
Private Org. Sponsored			
Total Cost	\$ 230,292	\$ 196,233	\$ (34,059)
Paid to City	\$ 114,967	\$ 85,792	\$ (29,175)
Net City Cost	\$ 115,325	\$ 110,441	\$ (4,884)

Event Classification	City %		Change			
	2007	2008	%	Total Costs	Paid to City	Net Cost
City Agency Sponsored	88%	97%	9%	\$ 537	\$ (22,147)	\$ 22,684
Co-Sponsored	63%	50%	-13%	\$ (70,304)	\$ (9,721)	\$ (60,583)
ACPS Sponsored	100%	100%	0%	\$ (3,035)	\$ -	\$ (3,035)
Private Orgs. Sponsored	50%	56%	6%	\$ (34,059)	\$ (29,175)	\$ (4,884)
TOTALS			2%	\$ (106,861)	\$ (61,043)	\$ (45,818)

Special Events - FY 2008 Legend and explanations

Tishman Speyer partnered with City to sponsor concerts; paid direct services of sound/performers

Races net revenues are donated to charitable causes or support an event

DHS - Department of Human Services
USPTO - US Patent & Trade Mark Office
GWPC - George Washington Parade Committee
PWBA - Potomac West Business Association
TCWHS - TC Williams High School
OTBA - Old Town Business Association
OTNCP - Old Town North Community Partnership
RPCA - Recreation, Parks & Cultural Activities
OHA - Office of Historic Alexandria
EPC - Environmental Policy Commission
ACVA - Alexandria Convention & Visitors Association
Cameron Station Civic Association
WEBA - West End Business Association

Ethnic Festival Co-sponsors

AHCFC - African Heritage Cultural Festival Committee
ASHFC - Alexandria Scottish Heritage Fair Council
AIHEA - American Indian Heritage & Educational Association
CCDC - Cambodian Community Day Committee

City of Alexandria Proposed Special Events Policies

1. It is the policy of the City of Alexandria, as implemented through related adopted policies and procedures, to recognize the substantial community benefits that result from special events. These events provide cultural enrichment, promote economic vitality, enhance community identity and pride, and provide opportunities for fundraising for the community's nonprofit agencies. To promote these objectives, at times it is appropriate within appropriated funds for the City to bear all, some portion, or no portion of the costs. Cost sharing must be done in an equitable and reasonable manner.
2. Partnerships between the City of Alexandria, event sponsors and the community are valuable in ensuring successful events. The City of Alexandria recognizes that events require logistical support and commitment from the sponsoring entities and that the City requirements may represent a significant portion of an event's costs. When setting fees and conditions for events, the City will consider impacts on the event's costs while balancing the City obligation to protect public health, safety, and financial oversight obligation to the citizens of Alexandria. In general, all special events must provide full cost recovery to the City, unless it is specifically determined by City Council that the special event has economic and social value and provides the City with an equivalent or higher benefit when compared to the event's operational cost.
3. Outside entities receiving financial assistance for Special Events from the City (Model II) should be required to provide to the Special Events Committee a business plan and/or provide a full disclosure of all expenses and revenues related to the event.
4. It is the policy of the City to support and encourage staff to seek private and corporate sponsorships that help to offset the cost of City supported and co-sponsored events, programs and activities, so that these events move towards becoming cost neutral to the City in a defined number of years from the point of inception.
5. It is the policy goal of the City to have successful cost-effective special events that enrich and enliven the community and provide opportunities for the use of volunteer services from the volunteer agencies and organizations where deemed feasible and practical, and where cost savings will be achieved that will not negatively impact public health and safety.