CITY OF *Alexandria* VIRGINIA

MANAGING FOR RESULTS

APPROVED OPERATING BUDGET

CITY OF ALEXANDRIA VIRGINIA

FY 2008

July 1, 2007 ~ June 30, 2008

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City of Alexandria

FY 2008 BUDGET

ALEXANDRIA CITY COUNCIL

William D. Euille, Mayor

Ludwig P. Gaines

Timothy B. Lovain

Rob Krupicka

Redella S. Pepper

Paul C. Smedberg

Justin M. Wilson*

CITY MANAGER

James K. Hartmann

Michele Evans, Deputy City Manager
Mark B. Jinks, Deputy City Manager
Laura B. Triggs, Acting Director of Finance
Cindy Smith-Page, ASA, Director of Real Estate Assessments

*Elected July 17, 2008

Prepared by the Office of Management and Budget

Bruce Johnson, Director

Paul R.K. Doku, Budget/Management Analyst

Eric J. Eisinger, Budget/Management Analyst

Alicia E. James, Budget/Management Analyst

Sandra M. Murphy, Budget/Management Analyst

Morgan E. Routt, Budget/Management Analyst

Valerie R. Salerno, Budget/Management Analyst

Michael S. Stewart, Budget/Management Analyst

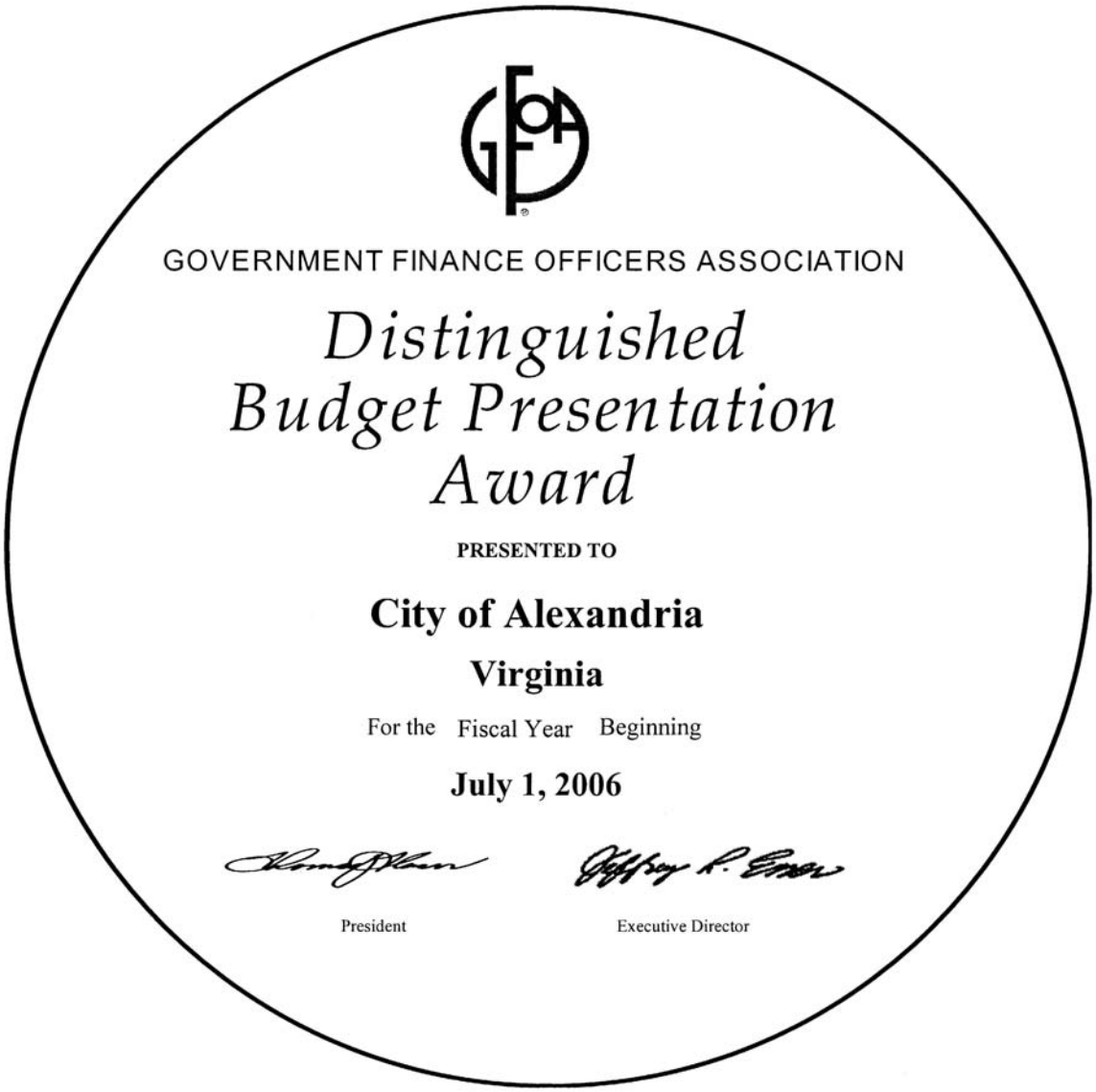
Kendel E. Taylor, Budget/Management Analyst

Elisabeth L. Wheel, Budget/Management Analyst

Dawn M. Webster, Administrative Officer

OMB staff also wish to acknowledge the contributions of the General Services staff in the Mail Services Division and the City's ITS Electronic Publishing staff 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, 2006

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2006.

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, three community meetings and a public hearing to obtain community input. The Strategic Plan was adopted by City Council on September 14, 2004 and revised on January 21, 2006. 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" Efficiency 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.
- 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).

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.

City Manager's Updated Message

July 1, 2007

To the Honorable Mayor and Members of City Council:

On May 7, 2007, City Council adopted a General Fund budget of $519.5 million for FY 2008. The approved budget reflects certain changes to the proposed budget, and ultimately reflects Council's best judgment as to the appropriate balance between the needs of community and the community's ability to meet those needs.

The City Council approved a General Fund Operating Budget of $519.5 million for FY 2008, an increase of $21.8 million or 4.38% over last year's amended budget, and a FY 2008-2013 Capital Improvement Program (CIP) calling for $66.1 million in City funding in FY 2008 and $389.1 million over six years. This Approved General Fund Operating budget increases the real estate tax rate 1.5 cents from $0.815 to $0.83 per $100 of assessed value, although the average residential tax bill will still be 1.1% lower than the previous tax year due to lower assessments and it is estimated that 52% of homeowners will pay less in real estate taxes due to declining assessments.

As I said in my message of February 13, FY 2008 was "a challenging budget to prepare." City Council also faced similar challenges during its extensive review and consideration of this budget. You held 2 public hearings and 13 public work sessions before adopting a budget. During those work sessions you examined closely about 150 programs divided into 500 some activities – each of which showed various measures of performance under our new "Managing for Results Initiative".

During the budget process, City Council considered options to add funds to the proposed $508.9 million budget, which was drafted using the initial target set by City Council allowing only 2.25% growth. These options were carefully considered and Council ultimately approved a budget $10.6 million above the target, primarily to fund a 1.5% cost of living increase for City and School employees as well as to increase funding for School operations. To balance the budget, City Council increased the real property tax rate by 1.5 cents per $100 of assessed value and made other minor tax and fee increases.

My budget message of February 13, 2007 (immediately following this updated message) describes the proposed budget in detail. As a result of its deliberations Council made the following more significant changes to the proposed budget:

- Council provided a 1.5% cost of living adjustment (COLA) for both City and Schools employees to maintain our competitive position in the regional labor market (costing $4.9 million after being partially offset by the elimination of an additional step at the top-of-grade proposed in lieu of a COLA).

- After 2 joint work sessions with the School Board, Council provided $2.65 million more to the Schools to enable the Schools to maintain the quality of education for the Alexandria's youth.
- Council provided significant additional funding ($780,000) to the Police Department to reinstate the Red Light Camera program, almost all of which will be matched with additional revenues from expected fines generated by this program. (This program was reauthorized by the Virginia General Assembly after the proposed budget was transmitted to City Council.)
- Council provided significant additional funding ($900,000) for public transit capital projects funded through an increased vehicle registration fee that was authorized by the General Assembly as part of its last minute "transportation package" approved for Northern Virginia.
- Council set aside $877,000 in contingent reserves for child care programs affected by State budget cutbacks so that fewer working poor would have to choose between a job and staying home to care for children.

These changes and all others made by Council are more specifically described in the attached "Budget Memorandum #86" that shows the specific changes made by Council to the proposed budget.

As a result of these changes, the major components of the general fund budget are changing in the following manner:

General Fund	FY 2007 Amended	FY 2008 Approved	$ Change	% Change
City Operating Expenditures	297.8	303.3	5.5	1.8%
Transit Subsidies	14.2	15.4	1.2	8.5%
Capital Projects/Debt Service	35.8	40.6	4.8	13.3%
City Appropriation to Schools	149.9	160.2	10.3	6.9%
Total General Fund Budget	**$497.7**	**$519.5**	**$21.8**	**4.38%**

As noted in the above chart, the City's operating expenditures increased by $5.5 million – only a 1.8% rate of growth. This rate of growth is below the rate of inflation and was the result of a very thorough review of all elements of the existing budget and reflects $3.5 million in savings and $2.0 million in other reductions in the cost to provide current City services. Such a low rate of growth is not likely to be able to be maintained in the future without adversely affecting the quality and quantity of City services.

During consideration of the FY 2008 budget, several longer range challenges continue to be considered and require future attention to assure the financial condition of the City is sustainable.

- The City faces future challenges in meeting competitive pressures of the regional labor market.
- Health care insurance premiums for current employees are increasing, and accounting standard changes are causing the City and Schools each to develop multi-year plans to fund long-term liabilities for retiree health and life insurance benefits. Although increased premium cost sharing with City employees helps mitigate this budget pressure, longer term strategies need to be developed.
- The City has positioned itself well financially to be ready for the slowdown in the real estate market. For future planning purposes the budget assumes little growth in assessments next year. The City has the ability to adjust City spending by slowing down planned capital projects, and staff can closely monitor spending and revenues during the year so that any negative trends in revenues or expenditures can be identified 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 Mayor's Economic Sustainability Work Group has recommended actions that the City could take to enhance and attract retail, commercial, and office prospects. Retaining existing businesses and non-profit associations is equally important. A final report from this Work Group is expected this fall.
- The funding plan for the CIP contains $85.3 million in to-be-determined funding to pay for planned CIP expenditures in FY 2009 and FY 2010. The City will have to examine closely whether it can afford those expenditures, or whether it can use pay-as-you go financing or additional borrowing to provide a portion of the additional $85.3 million needed to balance the CIP in those years. I look forward to discussing the CIP with City Council in our special work sessions on this topic scheduled for September 18 and 19.

I believe the implementation of the next phases of our Managing For Results Initiative will help us to meet these future challenges and will continue to make City government more responsive and accountable to the wishes of the City Council and the public for a more restrained and transparent budget.

Sincerely,

James K. Hartmann
City Manager

City of Alexandria, Virginia

MEMORANDUM

DATE: MAY 15, 2007

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER

SUBJECT: BUDGET MEMO #86 FY 2008 ADOPTED ADD/DELETE LIST

City Council adopted the FY 2008 General Fund Revenue and Expenditure Operating Budget in the amount of $519,494,732, with designations of fund balance of $26,713,484, and FY 2008-2013 Capital Improvement Program of $389,050,427 (City share). This budget is based on the City Manager's FY 2008 Proposed Budget of $508,897,598 with the following amendments derived from the "add/delete" process and adopted on May 7, 2007.

This memorandum is organized into five sections as follows:

I. Expenditure Budget Changes
II. Revenue Budget Changes
III. Fund Balance Designations
IV. Contingent Reserves
V. Transfer from the Non-Departmental Account
VI. Capital Improvement Program (CIP)
VII. Summary of FY 2008 General Fund Budget
VIII. Comparisons to FY 2007 Amended and FY 2008 Proposed Budgets

I. ***Expenditure Budget Changes:***

Technical Expenditure Adjustments to Proposed Budget (Budget Memo #32)		
$	30,087	Animal Welfare League contract inflationary increase
$	(26,917)	Commonwealth's Attorney impact of increase in State revenue
$	(12,791)	Other Public Safety decrease in required supplement for Adult Probation and Parole
$	(26,742)	Health Department withdrawn supplemental request
$	(11,000)	Court Service Unit increase in State revenues
$	123,800	DHS increase in Comprehensive Services Act (CSA) funding – Budget Memo #57
$	(15,000)	Cash Capital decrease
$	**61,437**	**Total Technical Expenditure Adjustments**

Expenditure Budget Changes, continued:

Changes to Proposed City General Fund Operating Budget Expenditures		
$	2,770,000	1.5% Cost-of-living Adjustment (COLA) for City Employees (after eliminating the Q-step) – Budget Memo #'s 19, 20, 21, 34 and 61
$	877,000	DHS Programs (add to Contingent Reserves) – Budget Memo # 13
$	780,000	Red Light Cameras – Budget Memo # 24
$	80,000	100 Year-old Buildings Study – Budget Memo # 47
$	75,000	Inventory of Alexandria Global Warming Emissions
$	65,000	Sheriff (Deputy Sheriff Position) – Budget Memo # 54
$	240,000	Sheriff Deputy Position Reclassification – Budget Memo # 54
$	49,000	Environmental Action Plan Efforts
$	900,000	Transportation Improvements – Budget Memo # 53
$	(40,000)	Decrease in Funds to Contingent Reserves
$	**5,796,000**	**Net City Expenditure Increases and Reductions**

Change in Proposed Transfer to Alexandria City Public Schools		
$	2,650,000	Increase in the General Fund transfer to the Alexandria Schools Operating Budget for a total transfer of $158,300,000 (FY 2008 Proposed Operating Budget, p. 9-3 and Budget Memos # 12, 16, 29, and 71)
$	2,089,697	1.5% Cost-of-living Adjustment (COLA) for School Employees
$	**4,739,697**	**Total Schools Transfer Option**

$	***10,597,134***	***Total Expenditure Budget Increases***

II. ***Revenue Budget Changes:***

Technical Revenue Re-estimates to Proposed Budget (Budget Memo #33)		
FY 2008		
	$1.9 million	Increase in Real Property Tax Revenue estimate
	$1.7 million	Increase in estimate of Intergovernmental Revenues
	$0.3 million	Increase in Transient Lodging Tax Revenue estimate
	$0.2 million	Increase in estimate of interest income on General Fund investments
	($0.2) million	Decrease in estimate of Bank Franchise Fee Tax Revenue
	($0.2) million	Decrease in estimate of Restaurant Food Tax Revenue
	($0.2) million	Decrease in estimate of Sale of Impound Lot Vehicles Revenue
	$3.5 million	**Sub-total FY 2008 Technical Revenue Re-estimates**
FY 2007		
	$0.4 million	Increase in estimate of Intergovernmental Revenues
	($0.1) million	Decrease in Transient Lodging Tax Revenue estimate
	($0.1) million	Decrease in estimate of interest income on General Fund investments
	($0.2) million	Decrease in estimate of Bank Franchise Fee Tax Revenue
	$0.0 million	**Sub-total FY 2007 Technical Revenue Re-estimates**
$	**3,500,000**	**Total Technical Revenue Re-estimates**

Changes in Proposed Tax and Fee Rates and New Revenues		
$	5,069,718	Increase in Real Estate Tax Revenues due to 1.5 cent tax rate increase effective for both payments in FY 2008
$	180,000	Increase Administrative fees for Delinquent Personal Property Tax Collection
$	200,000	Eliminate Tax Exemption for Federal Employees that Use Hotels and Pay Directly
$	900,000	Start New State Vehicle Registration Fee - Budget Memo # 53
$	750,000	Red Light Camera Revenues - Budget Memo # 24
$	(2,584)	Miscellaneous Reduction to Balance the Budget
$	**7,097,134**	**Total Increase in Tax and Fee Rates and New Revenues**
$	***10,597,134***	***Total Revenue Increases***

III. ***Fund Balance Designations***

Changes in Proposed Fund Balance Designations		
Designated		
$	400,000	National Harbor-related
$	-	Other Post-Employment Benefits
$	850,000	FY 2007 CIP Artificial Turf Field – Budget Memo #'s 52 and 68
$	500,000	CSA Designation of Fund Balance
$	300,000	FY 2008 CIP Trash Cans/Lights
$	25,000	King Street Garden
$	100,000	City Trees
$	2,175,000	Designated Total
Undesignated		
$	342,504	Contribution to Undesignated Fund Balance in FY 2008
$	342,504	Undesignated Total
$	**2,517,504**	**Changes in Fund Balance (as of the end of FY 2007)**

IV. ***Contingent Reserves***

Changes and Reservations of Proposed Council Contingent Reserves		
$	375,000	Contingent Reserves in the Proposed Budget
$	837,000	Net Amount Added by Council Member Adds in Section I
$	(90,000)	Gang Prevention Coordinator (Budget Memo # 22)
$	(877,000)	DHS Set Aside (Budget Memo #13)
$	(130,000)	Net Reduction in Undesignated Contingent Reserves
$	**245,000**	**Remaining Contingent Reserves**

V. ***Transfer from the Non-Departmental Account***

Transfer of Fringe Benefits from the Non-Departmental Account to Departments	
$ -0-*	Health Insurance budget reallocation, which reflects an updated and lower estimate of the City's cost of providing health insurance to its employees made after the departmental budget estimates were established for use in the City Manager's proposed budget.

*** Net Cost**

VI. ***Capital Improvement Program Budget Changes***

Changes in the Cash Capital Transfer to the CIP		
$	**900,000**	Transfer for Transit Improvements to be Funded by Vehicle Registration Fee Increase from Section I. (Budget Memo #53)
$	**(15,000)**	Technical Expenditure Adjustments from Section I. (Budget Memo #32)
$	**885,000**	Total FY 2008 Cash Capital Transfer to the CIP

VII. ***Summary of the FY 2008 General Fund Budget***

Summary of Growth in FY 2008 Budget		
$	**508,897,598**	FY 2008 Proposed General Fund Operating Revenues and Expenditures
$	**10,597,134**	Total Change in City General Fund Operating Budget Expenditures over Proposed
$	**519,494,732**	Resulting FY 2008 General Fund Operating Budget
$	**2,517,504**	Change in Fund Balance (at the end of FY 2007)
$	**9,765,564**	Resulting Cash Capital Funding of the FY 2008-FY 2013 CIP

VIII. ***Comparisons to the FY 2007 Amended and FY 2008 Proposed Budgets***

	City	Schools	Total
FY 2007 Amended General Fund Budget	$347.8	$149.9	$497.7
FY 2008 Target and Proposed General Fund Budget	$353.4	$155.5	$508.9
FY 2008 Possible Consensus General Fund Budget	$359.3	$160.2	$519.5
Amount Over FY 2008 Target	$5.9	$4.7	$10.6
Percent Over FY 2008 Target	1.67%	3.02%	2.08%
Amount Over FY 2007 Amended	$11.5	$10.3	$21.8
Percent Over FY 2007 Amended	3.31%	6.87%	4.38%

City Manager's Message

February 13, 2007

To the Honorable Mayor and Members of City Council:

I am pleased to present City Council with the proposed Fiscal Year 2008 Operating Budget and the proposed Fiscal Year 2008 – 2013 Capital Improvement Program.

The proposed General Fund Operating Budget meets the budget targets set by City Council last November -- $508.9 million, which is a 2.25% rate of growth over the amended FY 2007 budget. This rate of growth is the lowest in 12 years. The City share of the General Fund Operating budget increases $5.6 million or 1.6%, which is below the current rate of inflation (3.1%). The transfer to the Schools for operating expenses is funded at $155.5 million, the target set by City Council, which also represents a $5.6 million increase or 3.75% growth over the FY 2007 transfer amount to the Schools. Due partly to reductions in targeted state and federal grant aid, the proposed FY 2008 All Funds Operating budget will increase by only 1.2% to $618.9 million.

Even though budget growth is extremely constrained, the proposed budget continues to address our City's strategic challenges:

- Maintaining a quality workforce in a competitive regional labor market;
- Monitoring and reacting to the real estate market slowdown in a timely manner;
- Improving economic competitiveness for businesses, jobs and tourists;
- Providing for our physical infrastructure needs;
- Addressing inadequate federal aid and state support for imposed mandates;
- Taking care of those most in need consistent with our objective of being a caring community; and
- Improving transportation services.

To meet the targets and address the strategic challenges outlined above has required a lengthy and deliberate effort by City staff. I challenged all City departments to review and streamline departmental operations, to look carefully for savings, and to propose the reduction or elimination of marginal discretionary activities. Since the City Council retreat last November, we have closely reviewed the funding necessary to maintain current services and policies and assessed the need for new initiatives and necessary additional capital investments. In November our departmental budget submissions included $381.9 million in requests for City operations, transit subsidies and CIP

financing. The target, however, essentially provides for somewhat less than status quo funding. Consequently, this budget requests $353.4 million – $28.5 million less than was being considered in November and consistent with Council's directive. Within this amount City operations (excluding transit subsidies, debt service and pay-as-you-go cash financing for the capital improvement projects) are increasing only by $0.6 million or 0.2%. In order to meet Council's budget guidelines this budget proposes $3.5 million in budget reductions and a net of 15 fewer positions from the current services baseline. This means that City departments have reduced existing operating expenditures to achieve this. My proposed budget maintains the essential core services provided by the City.

The budget provides approximately 31% of the General Fund budget to the Schools for its operating expenses and fully meets the School Board's request for its capital needs in FY 2008. The School Board's request, approved two weeks ago, exceeds the target set by City Council and the amount provided in this budget by $6.8 million. I recognize that the proposed budget for the Schools will take center stage during City Council's deliberations. This is appropriate given the importance of the education of our children and the large share of City taxpayer revenues devoted to this purpose. City Council will be reviewing the School Board's request closely and, based on the justifications, explanatory material provided by the School Board and input from the public, will be determining whether or not it is necessary to provide more funding for the Schools.

My proposed budget is balanced without having to propose any new taxes or tax rate increases. This budget deals with the slowdown in the real estate market without having to increase the real estate tax rate. The new real estate assessments that are being released simultaneously with this budget reflect an increase of 4.43%. However, residential property owners will experience an average reduction in real estate taxes of $124 because the average residential assessment declined 2.9%. The growth in real estate values occurred primarily because of new construction and increases in commercial property assessments. In fact new construction and appreciation in the value of commercial properties are adding $2.4 million and $10.2 million respectively in new annual tax revenue.

I continue to recommend a transition to user fees as a more equitable and efficient way to finance some City operations. For instance, the budget supports studies to eventually introduce user fees to support significant capacity improvements in our storm sewers and other flood control infrastructure to address periodic problems with flooding and storm surges in our community. Some of the areas where fees will be used include solid waste collection and disposal, recreation, transportation, and support for special events so that those users benefiting from specific City services will pay a greater share for those services.

Economic development will be in the forefront in the next year. The Mayor's Economic Sustainability Task Force will recommend actions that the City can take to enhance and attract retail, commercial, and office prospects. Retaining existing business and nonprofit associations is equally important. This budget provides $2.9 million in continued funding for economic development activities such as the Alexandria Convention and Visitors Association, the Alexandria Economic Development Partnership and the Small Business Development Center. It also sets aside $300,000 for improved Old Town transit and to-be-determined initiatives to meet the challenges and opportunities posed by the National Harbor complex across the river from Alexandria that is scheduled to open April 1, 2008. Finally, the capital budget funds the next phase of the wayfinding sign program.

Steady growth in commercial real estate values and new construction in the Carlyle and Eisenhower East areas of the City are indicators of a strong marketplace. The budget also recognizes that more investment is needed in our infrastructure and our operating resources to promote economic development. However, the level of funding available to address these needs is constrained by our budget target.

The proposed Capital Improvement Program (CIP) funds critical capital improvements especially those related to maintenance and upkeep of existing City infrastructure. The CIP provides $64.9 million for expenditures in FY 2008 to meet the critical infrastructure needs for schools, transportation, sewers, historic properties, other public buildings, recreation and open space. This is an increase of $2.8 million over what was planned for FY 2008 in last year's approved CIP. Over the past two years we have conducted a number of assessments of our City infrastructure. Our priority now is to identify sufficient funding to correct deficiencies and appropriately maintain our City facilities and public spaces. Deferred maintenance will only result in future generations carrying a large financial burden. While the FY 2008 CIP addresses and funds immediate needs, certain projects have been deferred to FY 2009 and FY 2010. This presents a challenge since the cost of these projects will likely exceed available funding levels. I recommend that City Council and City staff rethink our long range CIP in fall of 2007 to address these financial issues.

Our employees continue to be our most valuable asset. We must continue to meet the competitive challenges of a very tight regional labor market. Other local jurisdictions, the federal government and the private sector are all competing for quality employees. We perform our valuable public services through our employees, and it is important that City pay and benefit levels remain competitive. As a result of our fiscal constraints, I am unable to recommend a cost-of-living adjustment (COLA) for employees in the proposed budget. Each 1% COLA provided to City and School employees would cost

$3.6 million – equal on an annual basis to slightly more than a one cent increase in the real estate tax rate.

I strongly recommend that we preserve our step increases as they are a structural salary component. Our merit pay system is not perfect, and we are about to begin a study to look at alternative pay systems. The merit pay system is a base structural component of our salary system. As employees progress through the system over the years, some become "topped out" at the end of their grade and no longer receive merit increases. In these cases a COLA provides inflationary relief. The removal of a COLA coupled with employees shouldering an increased share of health care costs is problematic. Therefore I recommend adding an additional step at the top of the pay grade for all general schedule and public safety positions. This also provides an increase in the midpoint salary levels for each grade. That improves our competitive position when benchmarking salaries against those in other local jurisdictions.

The new budget process recently established by City Council provides more time for City Council review and citizen input to determine the proper balance between the need for City services and facilities and the ability of the community to pay for them through local taxes and fees. City Council also provided clear guidance on its expectations to the City Manager and the School Board through the budget target resolution passed last November. City Council has the option, if it chooses, of adding additional funds to this budget. City staff will be ready to present a variety of possible revenue raising measures for City Council's consideration.

Our Managing For Results Initiative is a long-term effort to influence our organizational culture to focus systematically on measurable indicators of performance and to help achieve better results with limited resources. To sharpen the focus of budget deliberations, the new program and performance-based budget is designed to show the cost of approximately 500 separate City government activities and services. Measures of efficiency and service quality are provided for each activity along with measures of what items or services are being produced. Continuous improvement of our organizational efforts is my priority goal for the future. To provide increased transparency and accountability for the use of public funds, we will issue regular reports to the City Council and the public using this performance information. (A discussion of the Managing For Results Initiative is included in the Appendix to this budget.)

This has been a challenging budget to prepare. We began almost eight months ago as we launched our Managing For Results Initiative. I want to express my appreciation to all of the City staff involved in creating the program and activity budgets, the budget reduction proposals, the alternative methods to conduct City business and in producing a City government budget that increases only by 1.6%.

We sought to be responsive and accountable to the wishes of City Council and the public for a more restrained and transparent budget. I trust that we have succeeded in meeting those expectations.

Sincerely,

James K. Hartmann
City Manager

Budget Overview

Revenues

Section 4

Total FY 2008 General Fund revenues are expected to increase 4.4% compared to approved FY 2007 revenues. The average residential real property tax assessment is expected to decrease by 1.1%. The commercial tax base is projected to increase 13.3%.

New construction has added 2.2% or $715.7 million to the tax base.

Millions of Dollars

	FY 2007 Approved	FY 2007 Projected	FY 2008 Approved	%Change 07 Approved/ 08 Approved*
Real Property Taxes	$265.6	$268.7	$278.2	4.7%
Other taxes	144.7	145.4	153.7	6.3%
Non-tax revenue	29.0	29.3	31.2	7.3%
Federal & State Revenue	50.1	52.0	53.2	6.1%
Prior Year Surplus & Transfers	8.2	8.2	3.3	-59.8%
Total	$497.7	$503.6	$519.5	4.4%

* The total change from FY 2007 Projected Revenues is 3.2%.

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

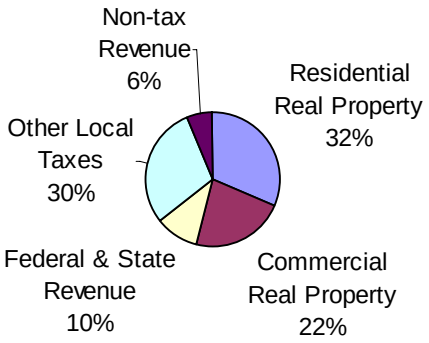
Other taxes include the personal property tax, the 1% sales tax, utility taxes, business license (BPOL) gross receipt taxes, transient lodging taxes, and others.

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. Federal and state revenue which is restricted is budgeted in the City's Special Revenue Fund.

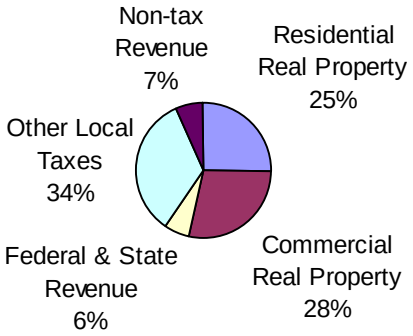
In Fiscal Year 2008, 54% of total General Fund revenues are expected to come from real estate taxes with 32% of total revenues coming from residential real estate taxes. This is a dropoff of two percentage points from the FY 2007 level of 34%.

Projected FY 2008 General Fund Revenue
$516.2 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.

FY 1991 General Fund Revenue
$221.7 million

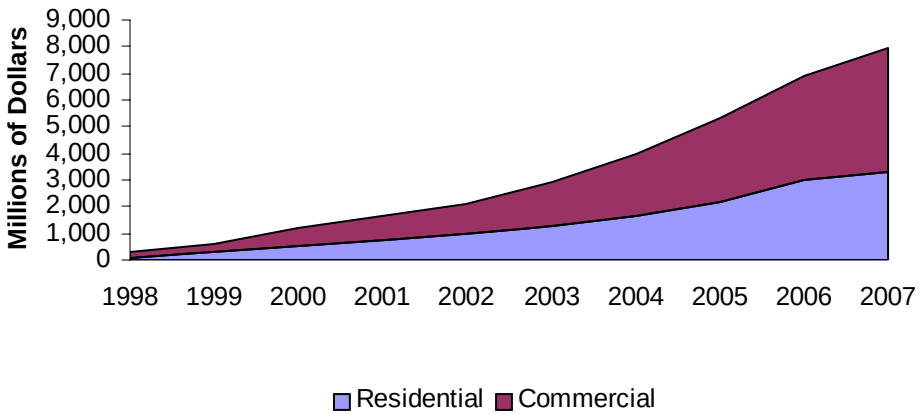


A comparison of the sources of General Fund Revenue in FY 1991 and FY 2008 reveals two major changes. Rapidly increasing residential real estate assessments, the increasing population, and the increased number of homes have increased the share that residential real property taxes contribute toward total 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. Last year, the State paid 69% of eligible car taxes. That percentage will likely remain constant in FY 2008.

A significant portion of the total 4.43% increase in the total overall value of real property is due to new construction in Alexandria.

Without this new construction, taxes would either be higher, or City services lower.

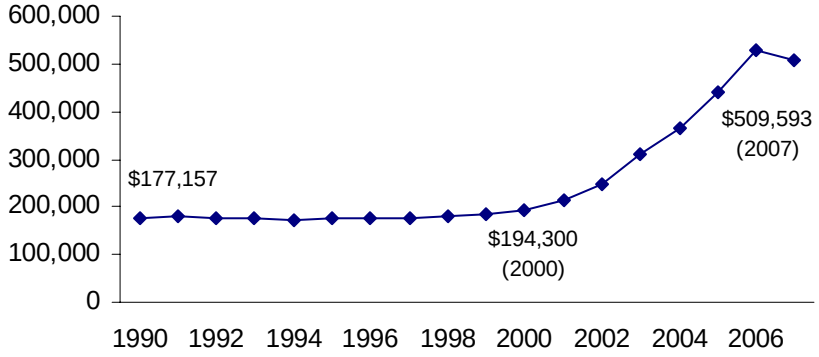
Cumulative Increase in Real Property Tax Base Attributable to New Construction Since 1998



As of 2007, the value of the tax base contributed by new construction each year since 1998 totals at least $8.0 billion or 23.3% out of a total real property tax base of $34.2 billion.

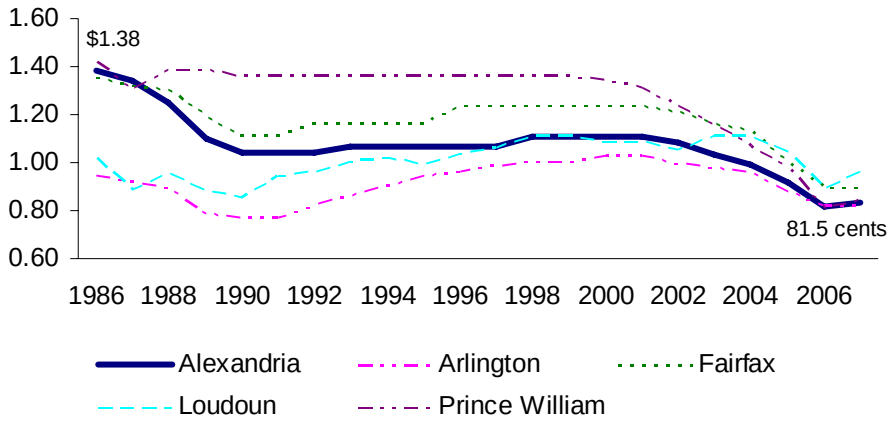
After remaining mostly flat during the 1990's, since 2000, the average assessed value of a home in Alexandria has increased by over two and one half times. For CY 2007, the average assessed value declined for the first time since the early 1990's, by 2.9%.

Residential Real Estate Assessment Increases Since 1990



In 1986, Alexandria had the second highest real estate tax rate in Northern Virginia. By 2007, it had the second lowest rate. The approved FY 2008 budget increased the tax rate by 1.5 cents.

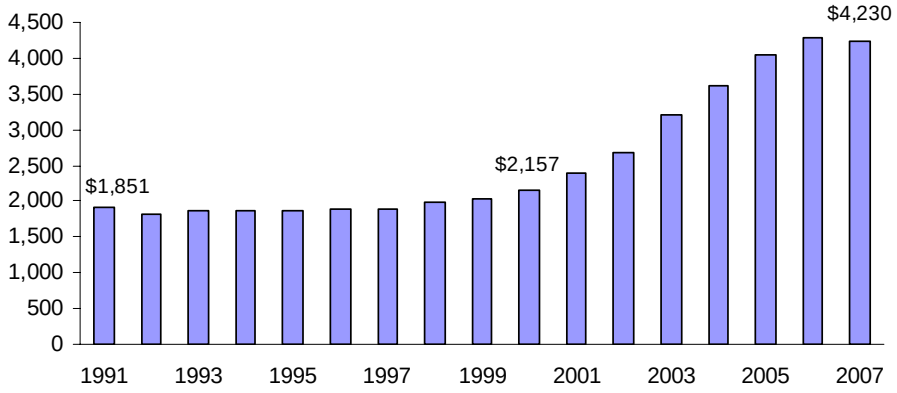
Real Estate Tax Rate
Cents Per $100 of Assessed Value



Since 2000, the City Council has responded to increasing property values by lowering the tax rate from $1.11 to 83.0 cents per $100 of assessed value in CY 2007. City Council's approved budget increased the rate by 1.5 cents in 2007.

Due to lower residential real estate values, the average residential tax bill decreased by $47 or 1.1% under FY 2008 approved budget.

Average Residential Tax Bill



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.

These programs serve over 2,400 homeowners or 6% of Alexandria homeowners.

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 $1,200 to defray the cost of rising real estate assessments. In 2006, an average of over $800 was provided to over 1,300 AHOP grantees for a total of about $1.1 million in grants.

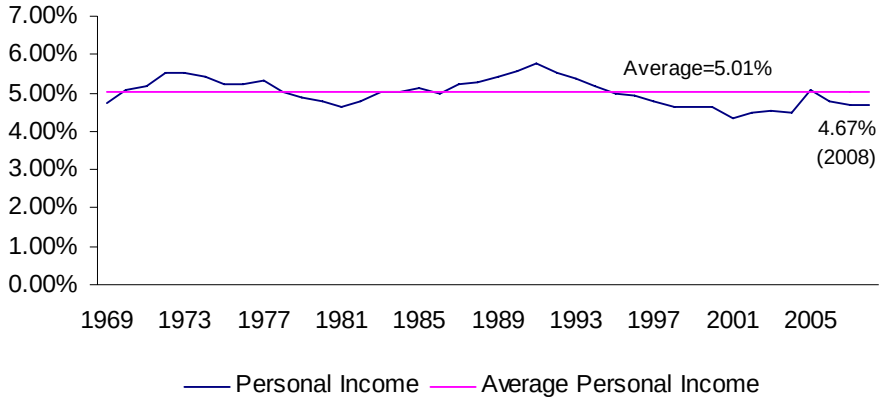
Real Estate Tax Relief Program for the Elderly or Disabled. To counter the costs of rising real estate taxes for people with fixed incomes, the City has established a program to fully or partly exempt elderly or disabled homeowners in Alexandria, based on an income limit and age. In 2006, under this program, an average of about $3,050 in tax relief was provided to nearly 1,100 people, saving taxpayers a total of $3.3 million. In FY 2007, an estimated $3.7 million is available for this program.

Other Affordable Housing Programs. Beginning in FY 2006, the City set aside 1 cent of total real estate tax revenues for new affordable housing initiatives. This set aside is now equal to over $3.38 million in FY 2008. 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.

The FY 2008 approved budget is below the long-term historical average of 5.01% of local income.

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

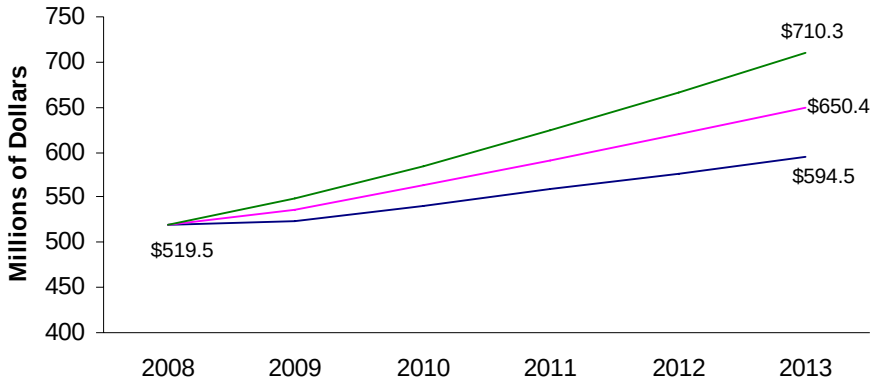


The chart above reflects the effect on taxes of the dip in the Alexandria real estate market in the 1990's, the subsequent recovery during the real estate boom through FY 2006, and the slowdown in the real estate market in FY 2007.

General Fund Revenue Outlook

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 real estate since 2000.

Projected Revenue Growth Under Low, Medium, and High Forecasts



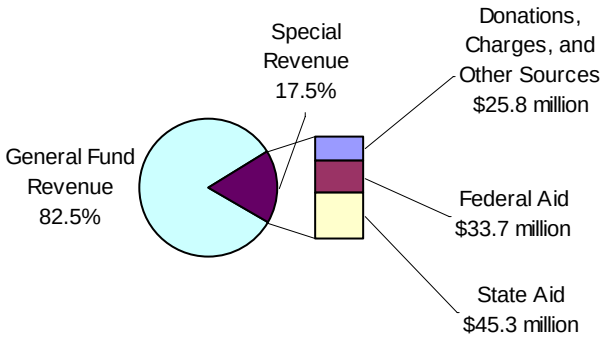
Due to Virginia laws, which limit the City's ability to expand its revenue base, for the foreseeable future the City will need to continue to rely on real property tax revenues for the majority of General Fund revenue. Without changes in tax rates, total revenue is projected to grow approximately between 2.7% to 6.4% per year, with 4.6% per year in the mid-range scenario.

Special Revenue Funds

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 2008
$629.9 million



Total Projected Fiscal Year 2008 Special Revenues
$110.4 million

Expenditures

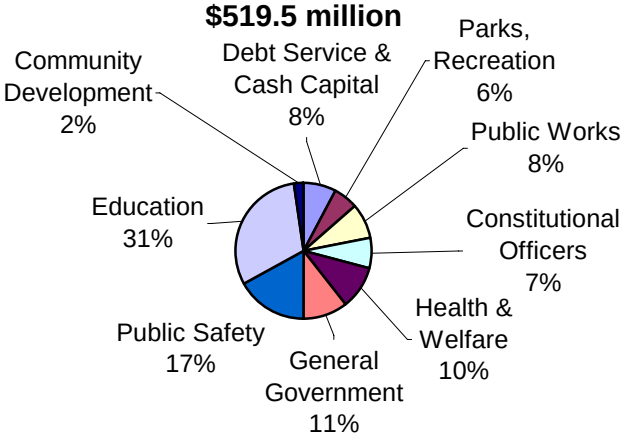
Pages 5-7 to 5-20

General Fund expenditures are proposed to increase by 4.4% over the FY 2007 amended budget.

Millions of dollars	General Fund Budget		
	FY 2007 Amended	**FY 2008 Approved**	**% Change FY 07-08**
Education	$149.9	$160.3	6.9%
Public Safety	85.4	88.6	3.8%
General Government	55.1	54.7	-0.8%
Health & Welfare	53.3	52.9	-0.7%
Public Works	40.1	42.7	6.6%
Constitutional Officers	36.8	38.2	3.8%
Cash Capital and Debt Service	35.8	40.6	13.3%
Parks, Recreation & Culture	29.9	30.0	0.3%
Community Development	11.4	11.6	1.4%
Total	$497.7	$519.5	4.4%

Spending on education and public safety (Police and Fire) makes up almost half the General Fund expenditures (48%). When the Office of Sheriff (a constitutional officer) is included, the percentage is over 52%.

Where the General Fund Money Goes
FY 2008
$519.5 million

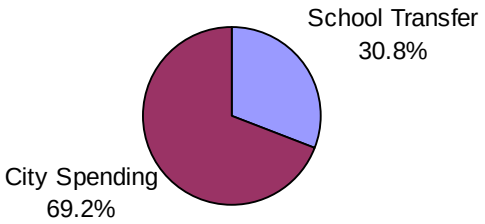


A brief guide to the departments and page references to detailed descriptions of the departments in the Proposed Operating Budget is included below:

Section 9 and the School Board's Approved Operating Budget	• Education includes the Alexandria City Public Schools.
Section 8	• Public Safety includes the Fire and Police Departments.
Section 7	• General Government includes, among other departments, General Services, Finance, Personnel Services, and Real Estate Assessments.
Section 8	• Public Works includes the Department of Transportation and Environmental Services, which maintains City streets and the City sanitary and sewer system. Transit subsidies to WMATA (METRO rail and METRO bus system), DASH (the City's bus system) and Virginia Rail Express (VRE) are also included in "Public Works."
Section 6	• 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 Office of Voter Registration and Elections.
Section 8	• 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.
Section 7	• 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 provides funds in the current operating budget designated for capital improvements.
Section 8	• Health & Welfare includes the Health Department, the Department of Human Services, and the Department of Mental Health, Mental Retardation, and Substance Abuse.
Section 8	• Community Development includes the Departments of Housing, Economic Development, and Planning and Zoning.

General fund expenditures by type of expense

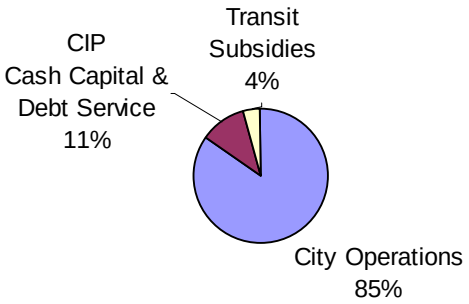
General Fund Expenditures
$519.5 Million



Under the approved budget for FY 2008, the City would transfer $160.2 million of its General Fund revenue to the Alexandria School System, 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 $359.3 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 Transfers
$359.3 Million

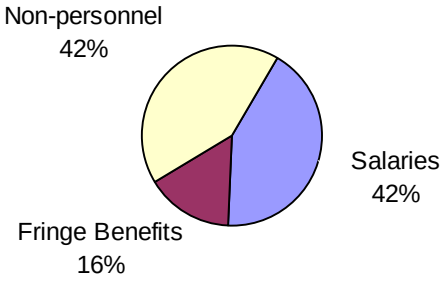


Cash Capital and Debt Service account for $40.6 million.

Transit expenditures ($15.4 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.

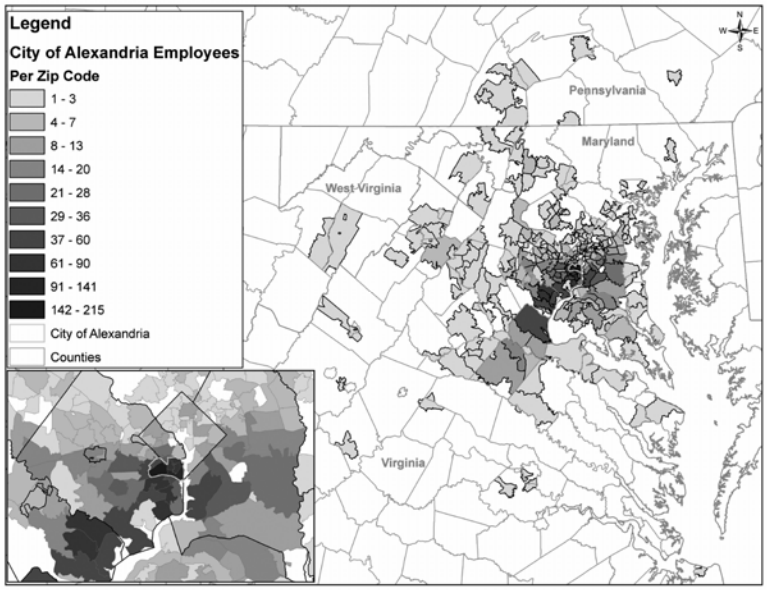
Once transit subsidies and cash capital & debt service are removed, approximately 58% of the budget is devoted toward salaries and fringe benefits.

City Operations Expenditures
$303.3 million



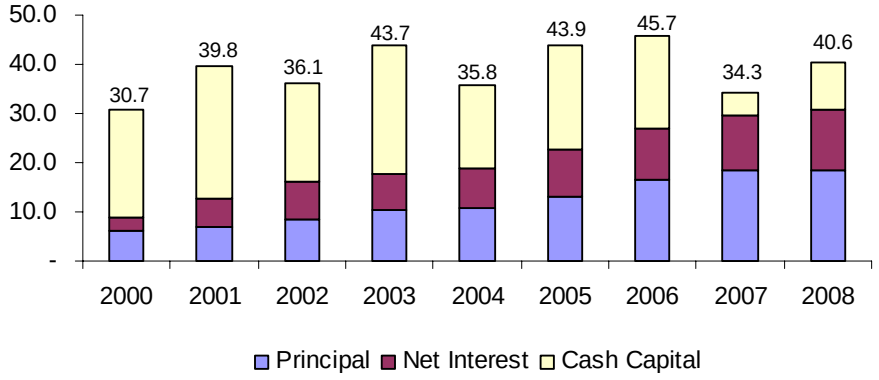
The City must pay salaries and benefits that are competitive with neighboring jurisdictions and the generally tight job market in the Washington, DC area, or risk losing good employees.

To the right is a map showing the distribution of Alexandria employee residences. In part because of the high cost of housing, only about 12% of Alexandria's employees live within the City itself.



In recent years, the City has increased the number of necessary Capital Improvement Projects, deferred during the tight budgets of the 1990's. This has led to increased debt service costs.

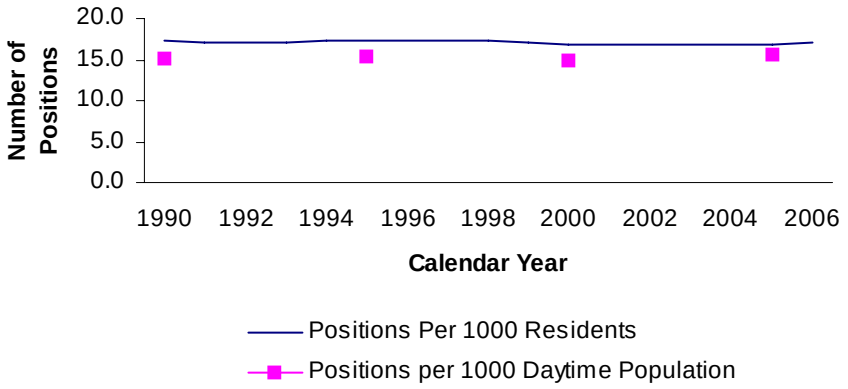
Debt Service and Cash Capital
FY 2000 to FY 2008



- 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



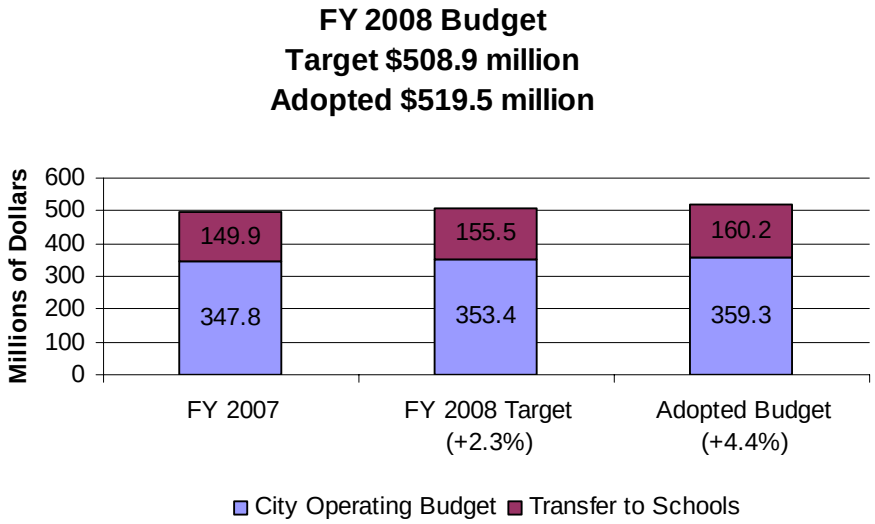
In 2007, there were 17.0 City employees per every 1,000 residents of Alexandria, not including School system employees. Since 1990, the size of the City government relative to the City's resident and daytime population has remained relatively constant.

Budget Target for FY 2008

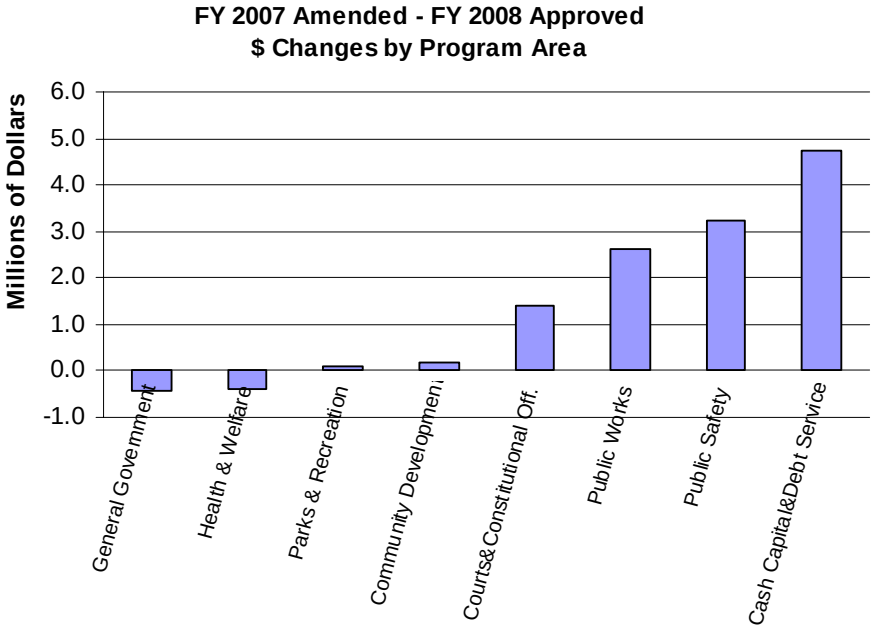
On November 4, 2006, the City Council passed a resolution establishing budget targets for the City Manager and schools to meet for FY 2008. The budget targets represented the amounts expenditures could increase over FY 2007 levels.

The budget targets were based on revenue growth of 2.25% above the amended FY 2007 Approved Budget.

The Council approved adopted budget increased expenditures by approximately 4.4%



To reach its target of $353.4 million, the City Manager asked departments to examine their budgets carefully to determine potential savings as well as areas of need.



The tables to the right shows a detailed breakdown of budgetary changes, by department, in different areas of the Alexandria government.

For detailed information on proposed service expansions and expenditure reductions, see the departmental text.

General Government, including Non-Departmental

	Current Service Adjustments*	Expansion to Services	Expenditure Reductions	Total
City Council	(31,807)		(8,100)	(39,907)
City Manager's Office	(9,219)		(183,440)	(192,659)
Office on Women	3,754		(52,725)	(48,971)
Citizen's Assistance	8,133		(25,539)	(17,406)
OMB	59,281		(38,800)	20,481
Human Rights	53,930			53,930
Internal Audit	7,190			7,190
ITS	189,218	118,495	(130,845)	176,868
City Clerk	30,975		(5,000)	25,975
Finance	409,931	60,000	(211,331)	258,600
Real Estate	14,674	12,000		26,674
Personnel	158,351	57,009		215,360
City Attorney	72,738			72,738
General Services	509,647	47,000	(583,843)	(27,196)
Cash Capital&Debt Serv.	1,073,128	3,678,720		4,751,848
Non-Departmental	(718,781)	-	(254,909)	(973,690)
Total	1,831,143	3,973,224	(1,494,532)	4,309,835

Courts and Constitutional Officers

	Current Service Adjustments*	Expansion to Services	Expenditure Reductions	Total
Circuit Court	(3,993)			(3,993)
General District Court	289		-	289
Juvenile Domestic Relations	(518)			(518)
Commonwealth Attorney	(18,505)		(26,917)	(45,422)
Sheriff	870,905	305,000	(70,000)	1,105,905
Clerk of Courts	(26,643)		-	(26,643)
Law Library	831			831
Other Public Safety	376,771			376,771
Court Service Unit	(3,507)	-	-	(3,507)
Registrar	(8,400)	23,000	(37,220)	(22,620)
Total	1,187,230	328,000	(134,137)	1,381,093

Health and Welfare

	Current Service Adjustments*	Expansion to Services	Expenditure Reductions	Total
Mental Health	343,347	24,000	(155,000)	212,347
Health	86,473	-	(120,875)	(34,402)
Human Services	(570,309)	390,762	(419,438)	(598,985)
Other Health	-	-	-	-
Human Srv Cont.	(65,590)	110,708		45,118
Total	(206,079)	525,470	(695,313)	(375,922)

*Includes 1.5% COLA.

Public Safety

	Current Service Adjustments*	Expansion to Services	Expenditure Reductions	Total
Police	1,010,361	772,000	(169,800)	1,612,561
Fire	1,432,383	319,688	(118,600)	1,633,471
Total	2,442,744	1,091,688	(288,400)	3,246,032

Parks, Recreation, and Cultural Activities

	Current Service Adjustments*	Expansion to Services	Expenditure Reductions	Total
Historic Alexandria	116,680	-		116,680
Recreation and Parks	130,448	63,010	(326,288)	(132,830)
Library	9,010	67,181		76,191
Other Recreation	18,795		-	18,795
Total	158,253	130,191	(326,288)	78,836

Community Development

	Current Service Adjustments*	Expansion to Services	Expenditure Reductions	Total
Planning & Zoning	(45,163)	90,000	-	44,837
Economic Development	94,672	-	(37,600)	57,072
Housing	139,481	-	(77,456)	62,025
Total	188,990	90,000	(115,056)	163,934

Public Works

	Current Service Adjustments*	Expansion to Services	Expenditure Reductions	Total
Transportation &	1,319,826	549,000	(437,457)	1,431,369
Environmental Services		-		-
Transit	1,207,864	-		1,207,864
Total	2,527,690	549,000	(437,457)	2,639,233

City Total (does not include School transfer)

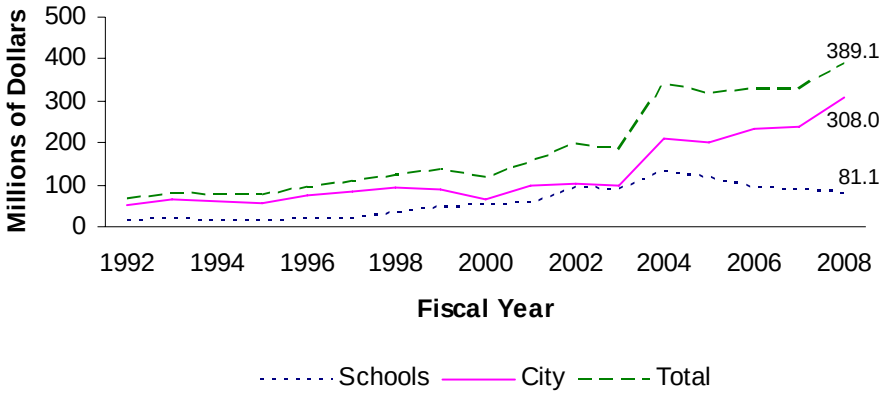
	Current Service Adjustments	Expansion to Services	Expenditure Reductions	Total
City Total	8,246,651	6,687,573	(3,491,183)	11,443,041

*Includes 1.5% COLA.

Capital Improvement Program Overview

The Capital Improvement Program (CIP) is a six-year plan that allows the City to build infrastructure improvements lasting multiple years.

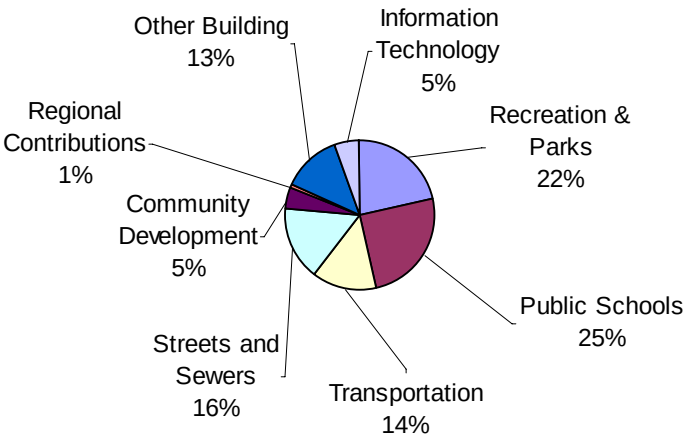
City and School Capital Improvement Project Funding



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.

For additional information see the Capital Improvement Program budget document and the Information Technology Plan budget document.

FY 2008 Capital Improvement Program by Share



Listed to the right are a few highlights of the approved Capital Improvement Program for FY 2008.

Education

- $16.2 million for the Alexandria City Public Schools, including $11.1 million in planned funding of the final phase of construction of the new T.C. Williams High School.

Public Safety

- $2.9 million for the next phase of design of a new Police Headquarters Facility on Wheeler Avenue.

Transportation and Transit

- $7.5 million for City-funded transit requirements, including DASH and WMATA.
- $2.9 million for undergrounding, streets, pedestrian improvements, and traffic calming measures.

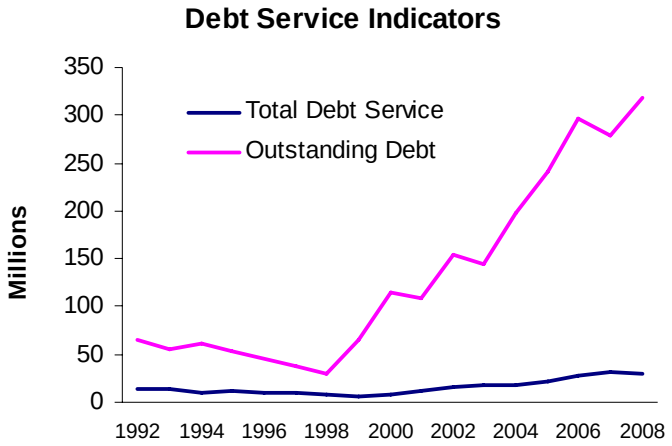
Recreation, Parks, and Open Space

- $14.1 million for parks and recreation facilities including $1.9 million for land acquisition, and $7.5 million for improvements and utility undergrounding at the new Charles Houston Recreation Center.

Environment

- $1.6 million for Holmes Run Trunk Sewer capacity expansion.
- $1.6 million for other sanitary and storm sewer work City-wide.

The issuance of bonds is one key source of funding for the Capital Improvement Program.



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 2008 is estimated to be 5.9% of general government expenditures, below the City's target guideline of 8.0%.

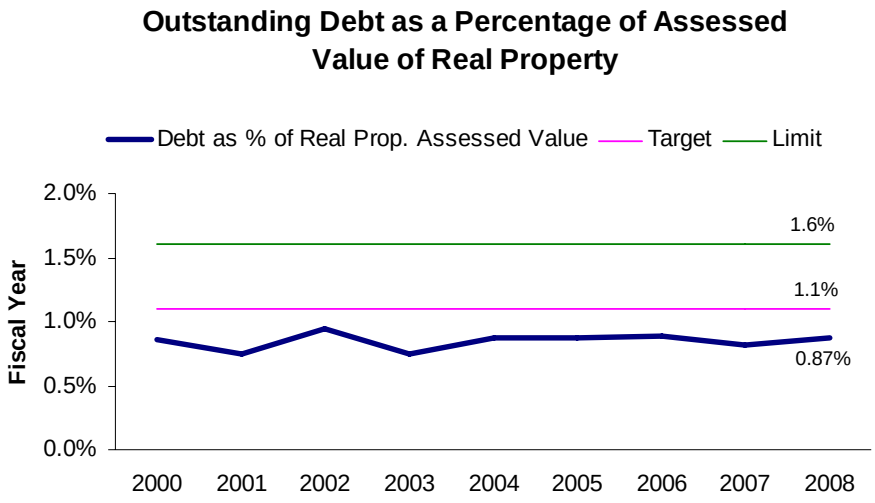
In addition to being necessary to finance long-term infrastructure improvements, tax-exempt bond debt with its very favorable interest rates (currently approximately 4.5%) makes good fiscal sense. Debt service distributes the cost of infrastructure over the life of the improvements, i.e., "pay as you use" and pushes part of the cost of the improvements into the future when the City and its future residents and business will use them, i.e., "intergenerational equity sharing."

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

Alexandria is one of only a limited number (45 as of May 2006) of jurisdictions in the United States with top AAA/Aaa bond ratings.

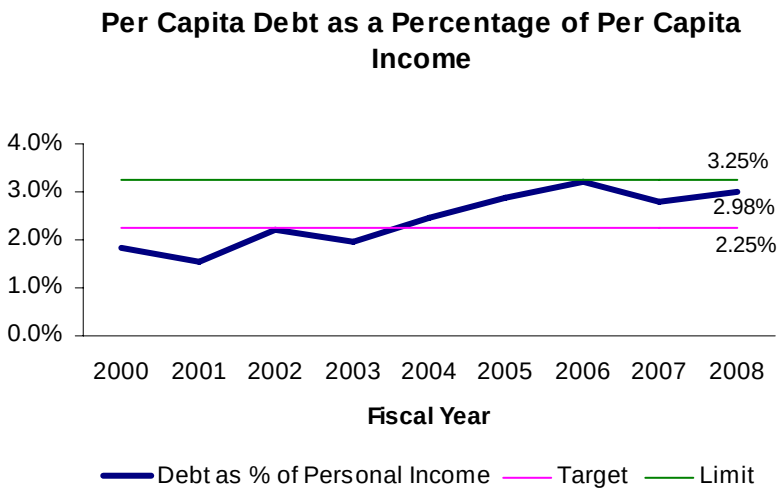
As a matter of fiscal prudence and to maintain its top bond ratings, Alexandria has adopted careful policies regarding the maximum allowable amount of bond debt. These policies are considered as "best practices" nationally. The City's high bond rating reduces interest rates on issued debt.

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 AAA/aaa rated jurisdictions.



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.

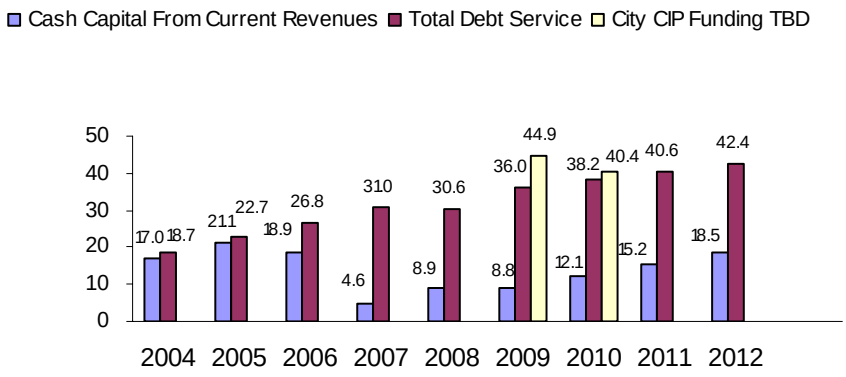
This debt-to-tax base measure is the most important measure to bond rating agencies. Rapid increases in real estate property assessments have allowed the City to catch up on infrastructure needs delayed during the 1990's without approaching its debt limit as measured against this guideline.



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.

The funding plan for the Capital Improvement Program contains about $85 million in "to be identified" funding sources to pay for a planned $90 million CIP program in FY 2009 and in FY 2010.

CIP Financing From General Fund Revenues



We will have to examine closely whether we can afford $90 million in CIP expenditures in FY 2009 and $90 million in FY 2010 or whether we can use pay-as-you go financing or additional borrowing to provide a portion of the additional $85 million in funding needed to balance the CIP budget in FY 2009 and FY 2010.

The Strategic Plan Overview

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:

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

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.

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

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

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.

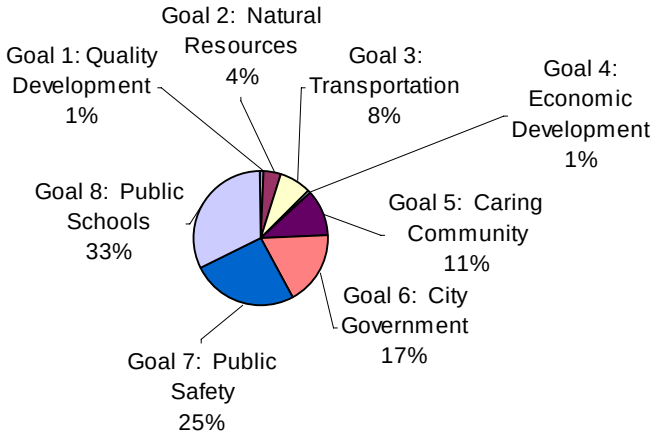
Goal 7: A city that ensures the safety, security, emergency preparedness and well being of the community.

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.

The Operating Budget and the Strategic Plan

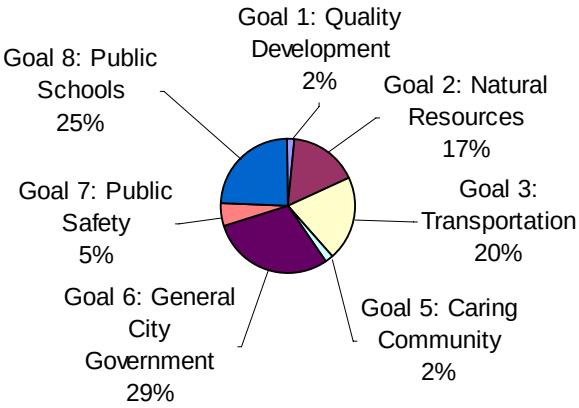


The chart on the next page attempts to allocate the Capital Improvement Program projects by the City Council's strategic goals. There is overlap in how CIP proposals apply to the strategic goals. Also not every goal is included in the pie chart. (For example, road maintenance and construction included 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.

When measured by the goals of the Strategic Plan, the second 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 Program and the City's Strategic Plan FY 2008 Approved $66.1 million



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

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More information regarding the City of Alexandria's approved FY 2008 budget can be found in the main budget document, accessible at the City of Alexandria's web site: http://alexandriava.gov.

Members of the public were and are encouraged to participate in the budget process. There were budget hearings on April 9 and a public hearing on the effective tax rate on April 24. Both meetings took place at City Hall.

Also, City Council held work sessions at the following times:

Date/Time		Location	Subject
Thursday, February 15	7PM	City Hall	Revenues
Wednesday, February 21	7PM	City Hall	Personnel Compensation
Monday, March 5	7PM	City Hall	Capital Improvement Plan
Monday, March 12	7PM	City Hall	Public Safety
Monday, March 19	7PM	City Hall	Development and Transportation
Wednesday, March 28	7PM	George Washington	Schools
Thursday, March 29	7PM	City Hall	Social Services
Wednesday, April 11	7PM	Samuel Tucker	Schools
Monday, April 16	7PM	City Hall	Recreation & Cultural Activities
Monday, April 23	7PM	City Hall	General Government
Tuesday, May 1	6PM	City Hall	Preliminary Add/Delete
Monday, May 7	7PM	City Hall	Adoption

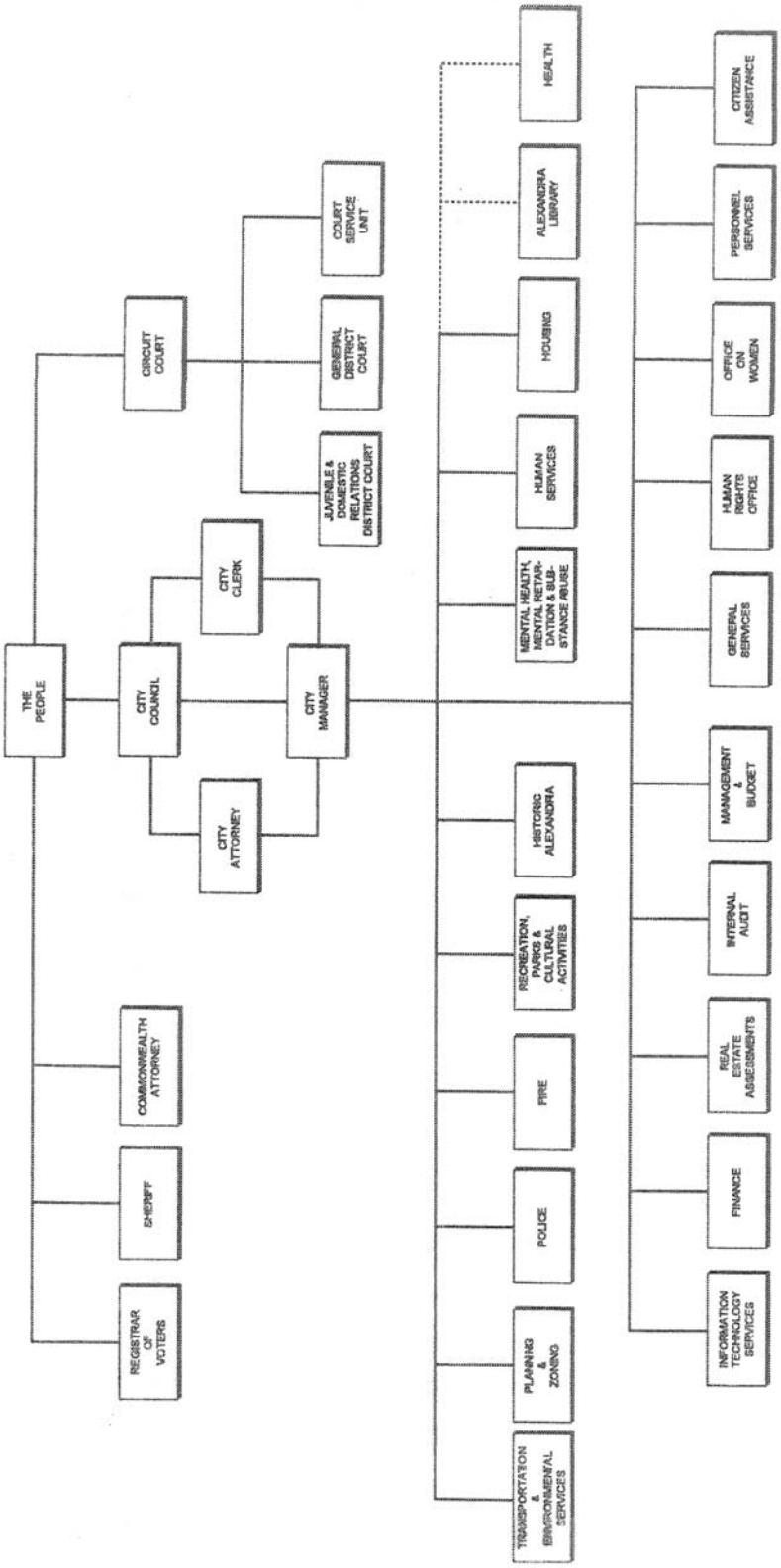
Analysis of General Fund Changes
FY 2007 Approved/Adjusted to FY 2008 Approved Budget

	FY 2007 Amended	FY 2008 Approved	FY 2007 - FY 2008 $ Change	% Change
Legislative & Executive				
City Council	568,224	528,317	(39,907)	-7.0%
City Manager	2,324,540	2,131,881	(192,659)	-8.3%
City Attorney	3,185,009	3,257,747	72,738	2.3%
City Clerk & Clerk	372,641	398,316	25,675	6.9%
Sub-Total	*6,450,414*	*6,316,261*	*(134,153)*	-2.1%
Courts & Constitutional Officers				
18th Circuit Court	1,317,287	1,313,294	(3,993)	-0.3%
18th General District Court	78,282	78,571	289	0.4%
Clerk of Court	1,632,038	1,605,395	(26,643)	-1.6%
Commonwealth's Attorney	2,691,141	2,645,719	(45,422)	-1.7%
Court Services Unit	1,323,280	1,319,773	(3,507)	-0.3%
Juvenile & Domestic Relations Court	34,845	34,327	(518)	-1.5%
Law Library	94,894	95,725	831	0.9%
Other Public Safety & Justice	4,579,768	4,956,539	376,771	8.2%
Registrar of Voters	1,082,981	1,060,361	(22,620)	-2.1%
Sheriff	23,975,748	25,081,653	1,105,905	4.6%
Sub-Total	*36,810,264*	*38,191,357*	*1,381,093*	*3.8%*
General Government				
Citizen Assistance	743,055	725,649	(17,406)	-2.3%
Finance	9,279,674	9,548,274	268,600	2.9%
General Services	12,580,796	12,553,600	(27,196)	-0.2%
Human Rights	580,020	633,950	53,930	9.3%
ITS	7,989,768	8,166,636	176,868	2.2%
Internal Audit	225,442	232,632	7,190	3.2%
Management & Budget	1,173,351	1,193,832	20,481	1.7%
Non-Departmental	9,969,137	8,995,447	(973,690)	-9.8%
Cash Capital & Debt Service	35,820,821	40,572,669	4,751,848	13.3%
Office on Women	1,477,659	1,428,688	(48,971)	-3.3%
Personnel Services	3,156,379	3,371,739	215,360	6.8%
Real Estate	1,506,579	1,533,253	26,674	1.8%
Sub-Total	*84,502,681*	*88,956,369*	*4,453,688*	*5.3%*
Operating Agencies				
Fire	35,587,483	37,220,954	1,633,471	4.6%
Police	49,766,328	51,378,889	1,612,561	3.2%
Health	6,886,841	6,852,439	(34,402)	-0.5%
Other Health Activities	998,600	998,600	0	0.0%
Human Services	27,954,639	27,400,772	(553,867)	-2.0%
Mntl. Hlth, Mntl. Retardation & Sub. Abuse	17,432,705	17,645,052	212,347	1.2%
Housing	3,569,996	3,632,021	62,025	1.7%
Economic Development Activities	2,798,072	2,855,144	57,072	2.0%
Planning & Zoning	5,025,347	5,070,184	44,837	0.9%
Historic Alexandria	2,714,771	2,831,451	116,680	4.3%
Library	7,045,031	7,121,222	76,191	1.1%
Recreation, Parks & Cultural	20,146,938	20,032,903	(114,035)	-0.6%
Transit Subsidies	14,162,066	15,369,930	1,207,864	8.5%
Transportation & Environ. Services	25,937,719	27,369,088	1,431,369	5.5%
Sub-Total	*220,026,536*	*225,778,649*	*5,752,113*	*2.6%*
Education				
Schools	149,873,621	160,239,697	10,366,076	6.9%
Other Educational Activities	12,548	12,399	(149)	-1.2%
Sub-Total	*149,886,169*	*160,252,096*	*10,365,927*	*6.9%*
Grand Total	**497,676,064**	**519,494,732**	**21,818,668**	**4.38%**

Analysis of Personnel Changes
FY 2007 Approved/Adjusted to FY 2008 Approved Budget

	Approved Total FTE	Amended Total FTE	Full-Time Perm.	Part-Time (FTE)	Approved Overhire	Total (FTE)	FY 07 to FY 08 # Change	FY 07 to FY 08 % Change
Legislative & Executive								
City Council	14.0	14.0	-	14.0	-	14.0	-	-
City Manager	16.0	16.0	15	-	-	15.0	(1.0)	-6.3%
City Attorney	15.0	15.0	15	-	-	15.0	-	-
City Clerk & Clerk	4.0	4.0	4	-	-	4.0	-	-
Sub-Total	*49.0*	*49.0*	*34*	*14.0*	*-*	*48.0*	*(1.0)*	*-2.0%*
Courts & Const.								
18th Circuit Court	13.0	13.0	13	-	-	13.0	-	-
Clerk of Court	24.0	24.0	23	-	-	23.0	(1.0)	-4.2%
Commonwealth Atty	30.6	29.6	28	1.4	-	29.4	(0.3)	-1.0%
Court Services Unit	11.0	10.2	9	1.2	-	10.2	-	-
Law Library	1.0	1.0	1	-	-	1.0	-	-
Registrar of Voters	6.6	6.6	6	0.6	-	6.6	-	-
Sheriff	215.0	215.0	216	-	-	216.0	1.0	0.5%
Sub-Total	*301.2*	*299.4*	*296*	*3.2*	*-*	*299.2*	*(0.3)*	*-0.1%*
General Government								
Citizen Assistance	7.8	7.8	6	0.8	-	6.8	(1.0)	-12.9%
Finance	98.0	98.0	91	5.3	-	96.3	(1.7)	-1.7%
General Services	79.5	79.5	74	-	-	74.0	(5.5)	-6.9%
Human Rights	6.0	6.0	5	-	1	6.0	-	-
ITS	58.5	58.5	57	0.5	-	57.5	(1.0)	-1.7%
Internal Audit	2.0	2.0	2	-	-	2.0	-	-
OMB	11.0	11.0	11	-	-	11.0	-	-
Office on Women	19.5	19.5	18	1.3	-	19.3	(0.2)	-1.0%
Personnel Services	24.6	24.6	23	0.6	1	24.6	-	-
Real Estate	15.0	15.0	15	-	-	15.0	-	0.0%
Sub-Total	*321.8*	*321.8*	*302*	*8.3*	*2*	*312.3*	*(9.5)*	*-3.0%*
Operating Agencies								
Fire	325.0	326.0	302	-	26	328.0	2.0	0.6%
Police	465.1	466.1	458	2.1	8	468.1	2.0	0.4%
Health	19.6	19.6	10	9.6	-	19.6	(0.0)	-0.1%
Human Services	235.8	235.8	219	6.8	8	233.8	(2.0)	-0.8%
MH / MR / SA	346.6	353.1	286	68.1	-	354.1	1.00	0.3%
Housing	20.0	20.0	18	-	-	18.0	(2.0)	-10.0%
Planning & Zoning	47.5	47.5	37	0.5	10	47.5	-	-
Historic Alexandria	29.4	29.4	17	12.4	-	29.4	(0.0)	-0.1%
Library	81.5	81.5	55	27.0	-	82.0	0.5	0.01
Rec, Parks & Cultural	193.9	193.9	141	53.3	-	194.3	0.4	0.2%
Transportation & Environ. Srvcs.	206.0	206.0	189	-	14	203.0	(3.0)	-1.5%
Sub-Total	*1,970.3*	*1,978.8*	*1,732*	*179.8*	*66*	*1,977.8*	*(1.0)*	*-0.1%*
Grand Total	**2,642.4**	**2,649.1**	**2,364**	**205.3**	**68**	**2,637.3**	**(11.8)**	**-0.4%**

*Some numbers may not add up correctly due to rounding errors.


THE PEOPLE
CIRCUIT COURT
COURT SERVICE UNIT
GENERAL DISTRICT COURT
JUVENILE & DOMESTIC RELATIONS DISTRICT COURT
CITY COUNCIL
CITY CLERK
CITY MANAGER
CITY ATTORNEY
COMMONWEALTH ATTORNEY
SHERIFF
REGISTRAR OF VOTERS
HEALTH
ALEXANDRIA LIBRARY
HOUSING
HUMAN SERVICES
MENTAL HEALTH, MENTAL RETARDATION & SUBSTANCE ABUSE
HISTORIC ALEXANDRIA
RECREATION, PARKS & CULTURAL ACTIVITIES
FIRE
POLICE
PLANNING & ZONING
TRANSPORTATION & ENVIRONMENTAL SERVICES
CITIZEN ASSISTANCE
PERSONNEL SERVICES
OFFICE ON WOMEN
HUMAN RIGHTS OFFICE
GENERAL SERVICES
MANAGEMENT & BUDGET
INTERNAL AUDIT
REAL ESTATE ASSESSMENTS
FINANCE
INFORMATION TECHNOLOGY SERVICES

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.

FISCAL PLAN

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.

POLICY DOCUMENT

Second, the budget is a policy and 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 prioritize and provide effective and efficient services. As a management tool, the budget serves to establish accountability for the effective and efficient operation of programs and activities 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 2008 budget on May 7, 2007, the budget process weighs short and long term objectives of stakeholders against the available financial resources.

OPERATIONS GUIDE

The budget describes the activities, services and functions carried out within each organizational unit. Every Department within in the City is characterized by Programs and Activities and includes both financial and personnel resources necessary to carry out the functions of the government. Programs and activities within each department provide a map detailing what each department does with their resources, for whom these activities are undertaken and why. Performance data are associated with each activity and help to the measure each activity in terms of output, effectiveness and quality.

FY 2008 Budget Planning

The FY 2008 budget process began in June 2006 as City Departments and the Budget Office developed maps to reflect each Department's Programs and Activities. This reorganization continued through the fall as Departments also identified additional resource needs to maintain current services.

On November 14, 2006, City Council passed a resolution establishing the expenditure growth target for the entire General Fund budget at 2.25 percent. The target allowed for a City operating budget of $353.4 million and a Schools budget of $155.5 million. These targets were based on citizen input from the FY 2008 Fall Budget public hearing as well as preliminary forecasts of revenues, expenditures, and capital needs presented at the City Council Retreat on November 4, 2006.

Given the limited growth, very few new programs or initiatives are funded in the FY 2008 operating budget. The allocation of these very limited, additional resources are based on the following eight Strategic Plan 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 2008 to FY 2013 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 2008 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.

The chart on the following page identifies the budget process as it relates to the various stakeholders in the City.

City of Alexandria
FY 2008 Budget Process

MONTH	RESIDENTS	MAYOR & CITY COUNCIL	CITY ADMINISTRATION
JUNE			**Program and Activity Mapping Process** OMB issues budget guidelines and instructions to Departments for the FY 2008 budget process. Departments develop Program and Activity maps and allocate their budgets according to the new structures.
JULY AUGUST SEPTEMBER			**Budget Requests** Departments develop their FY 2008 budget requests for submission to OMB.
OCTOBER NOVEMBER	**Budget Hearing** The fall budget hearing officially kicks off the budget process for members of the public. City Council communicates overall goals and objectives for the upcoming budget process. Members of the public present their thoughts and feelings on the budget.	**City Council Retreat** City Council holds its annual planning retreat. The upcoming budget process is discussed in detail. City staff presents information on the overall budget situation, including revenues, planned expenditures, and economic conditions. **Budget Target** City Council sets a budget target for City Staff. This target drives the budget decisions of the City Manager.	**Budget Request Analysis** OMB reviews Departmental budget requests and develops initial recommendations to the City Manager.
DECEMBER JANUARY FEBRUARY	**Community Pre-Budget Meetings** City Staff holds informational sessions around the City to help inform the public about the budget process and budget trends.		**Proposed Budget Development** OMB works with the City Manager's Office to begin developing the Proposed Budget that fits within the City Council budget target. This involves prioritizing Department requests and developing expenditure reduction options. **PROPOSED BUDGET PRESENTATION** The City Manager presents the Proposed Budget to Council.
MARCH APRIL	**BFAAC Review** Resident advisory committee holds weekly meetings to review budget and provide City Council with feedback. **Budget Public Hearings** Members of the public are welcomed to comment on the Proposed Budget and offer suggestions to City Council for the Approved Budget through the Spring public hearing or the City website.	**Budget Work Sessions** City staff meets with City Council to provides background information on the Proposed Budget. City Council requests additional information on specific budget issues from staff through Budget Memos.	**Budget Memos** OMB and other City staff respond to inquiries from City Council through Budget Memos.
MAY JUNE		**FINAL BUDGET ADOPTION** City Council makes final decisions and adopts the official City Of Alexandria Budget for the upcoming fiscal year.	**Approved Budget** OMB produces the Approved Budget document and begins to develop Budget Guidelines for the next fiscal year.

Understanding the Budget

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 and 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. Section III provides the reader with a guide to understanding the budget. Section IV includes 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 and fund balance information.

  Sections V through IX present budget information for each department. The major elements in these sections are described at the end of this section.

  Section X provides an overview of the Capital Improvement Program (CIP), it's impact upon the operating budget, and an explanation of the City's debt ratio policies. Section XI is the "Community Profile," which provides a description and basic statistical information on the City.

  Section XII provides a glossary of relevant budget terms. Section XIII includes the legislative references and charter provisions relating to the budget. Section XIV 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 XV 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 2007-2008 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 and 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 November) 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: General Fund, Special Revenue Fund, Capital Projects Fund, Internal Services Fund, and the Sanitary Sewers Enterprise Fund. The Funds are described in detail in the Fund Balance Section.

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.

Understanding the Budget

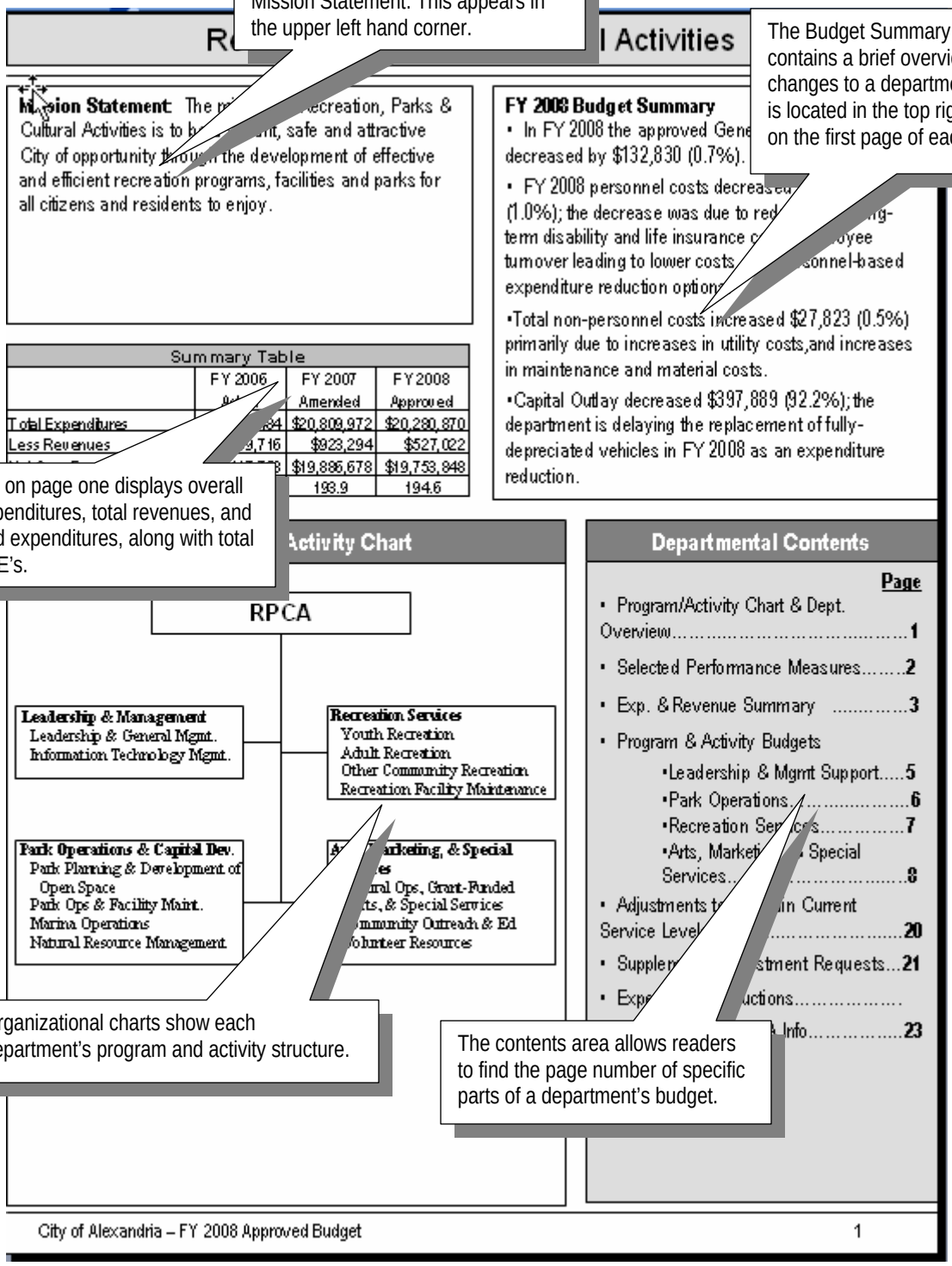
The MFRI process requires every department to have an overall Mission Statement. This appears in the upper left hand corner.

The Budget Summary section contains a brief overview of overall changes to a department's budget. It is located in the top right hand corner on the first page of each section.

A summary table on page one displays overall departmental expenditures, total revenues, and net General Fund expenditures, along with total departmental FTE's.

Organizational charts show each department's program and activity structure.

The contents area allows readers to find the page number of specific parts of a department's budget.



Recreation, Parks, &

The expenditure and revenue summary table breaks down total expenditures by personnel, non-personnel, and capital outlay costs. Revenues are also described by type. The bottom line shows the net result on the General Fund for each department.

Expenditure and R

Expenditure By Classification	FY 20 Actual		Approved	% Change 2007-2008
Personnel	$13,398	50,131	$14,991,095	-1.0%
Non-Personnel	5,3	5,228,372	5,256,195	0.5%
Capital Goods Outlay		431,469	33,580	-92.2%
Total Expenditures	$18 7,484	$20,809,972	$20,280,870	-2.5%
Less Revenues				
Internal Services	$50,500	$342,500	$22,707	-93.4%
Special Revenue Funds	419,216	580,794	504,315	-13.2%
Total Designated Funding Sources	$469,716	$923,294	$527,022	-42.9%
Net General Fund Expenditures	$18,417,768	$19,886,678	$19,753,848	-0.7%

* FY 2007 Non-personnel expenditures include transfers from the non-departmental budget of $25,000 for Alexandria Festival for the Arts and $25,000 for First Night Alexandria.

The expenditure summary table shows total departmental expenditures broken down by Program.

rogram Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Leadership & Management Support Services	$2,435,567	$3,306,585	$2,498,109	N/A
Park Operations and Capital Development	$6,679,211	$7,341,115	7,347,778	N/A
Recreation Services	$8,306,372	$8,334,555	8,150,187	N/A
Arts, Marketing, and Special Services	$1,466,334	$1,827,717	2,284,796	N/A
Total Expenditures	$18,887,484	$20,809,972	$20,280,870	-2.5%

* FY 2007 to FY 2008 percent change not valid due to the use of a more refin not comparable to the methodology to reflect FY 2007.

The staffing summary table presents each department's FTE count by Program.

Staffing Summar

Authorized Positions (FTE's) by Program	FY 2006 Actual		Approved	% Change 2007-2008
Leadership & Management Support Services	21.4	21.9	22.0	0.5%
Park Operations and Capital Development	64.5	66.0	66.2	0.3%
Recreation Services	84.4	86.5	86.8	0.3%
Arts, Marketing, and Special Services	19.1	19.5	19.6	0.5%
Total full time employees	189.4	193.9	194.6	0.4%

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Each individual Program section starts with the goal statement.

Recreation, Parks, &

Park Operations and Capital Development

The goal of Park Operations and Capital Development is to [illegible] quality facilities and development to meet the needs of the community through recreational opportunities.

The table immediately following the Program goal contains overall Program expenditures and revenues, as well as a Program outcome performance measure.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$6,679,211	$7,341,115	$7,347,778
Less Revenues	$440,688	$654,554	$230,575
Net General Fund Expenditures	$6,238,523	$6,686,561	$7,117,203
% of all parks maintained on a 7-day schedule	N/A	TBD	TBD

Activity Data

OPEN SPACE – The goal of Acquisition and [illegible] is to advance new and ongoing initiatives in the development of parks, facilities and open space for the public in order to ensure high quality urban design development.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$618,451	$679,739	$680,356
FTE's	8.6	8.8	8.8
# of Open Space acres purchased in accordance with the Open Space Master Plan	5.5	15.5	TBD
Cost per acre for Open Space purchases	$1.3 million	$1.3 million	TBD

PARK OPERATIONS AND FACILITY MAINTENANCE – The goal of Park Operations is to protect public assets in the development of parks and athletic facilities, and to ensure the regular maintenance activities are carried out on a 7-10 day schedule.			
Expenditures	$3,684,714	$4,049,865	$4,053,541
FTE's	[illegible]	[illegible]	40.5
# of athletic fields available for games each year	[illegible]	[illegible]	50
total # of facilities maintained by RPCA	[illegible]	[illegible]	234
Average cost per RPCA facility maintained	[illegible]	[illegible]	$23
% of athletic visitors satisfied with athletic fields	[illegible]	[illegible]	BD

Each Activity within a Program has its own table that contains total expenditures, FTE counts, and Activity performance measures generally for output, efficiency and service quality. These tables also include the Activity goal statement.

MARINA OPERATIONS – The goal of the Marina Operations is to provide [illegible] efficient waterfront facility that is in keeping with the historical value of th[illegible] District.			
Expenditures	[illegible]	[illegible]	046
FTE's	4.5	4.5	4.6
# of transit visitors per day (peak season)	N/A	TBD	TBD
Cost per transit visitor	N/A	TBD	TBD
% of boaters rating facilities good to excellent	98%	98%	85%

NATURAL RESOURCE MANAGEMENT – The goal of Natural Resource Management is to preserve and protect the existing population of 17,000 street trees and tens of 1000's of park trees through preventative maintenance and pruning every 5 years.			
Expenditures	$1,990,584	$2,187,849	$2,189,835
FTE's	12.0	12.3	12.3
# of work orders completed	2,020	2,800	3,000
Cost per work order completed	$985	$781	$730
% of street trees maintained on 5-year schedule	N/A	TBD	TBD
% of work orders completed within a 14-21 day timeframe	N/A	TBD	TBD

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The Summary of Budget Changes section contains any mandatory adjustments to a department's base, supplemental adjustments, and expenditure reductions.

Each adjustment to the budget contains a brief description and explanation. These tables also display the total value and the Program to which the Adjustment was applied.

At the end of each department's section is the name and contact information of the department head.

ansportation & Environmental Services

Summary of Budget Changes, continued

Supplemental Adjustments t

Supplemental Request	P	
Site Plan Review Assistance Funding for external site plan review assistance in order to enable C City Capital Improvement Program (CIP) projects.	*Pla*	
Pavement Marking Funding to initiate a program to systematically re-stripe the City's stre acting out for service beyond that which is available with in-house resources.	*Streets & Si*	$200,000
Mirant Studies Funding for testing and studies related to the Mirant power plant was transferred from a Non-Departmental account to T&ES in FY 2007 and is proposed to increase to $75,000 in FY 2008. This funding will provide for enhanced technical support for nuisance litigation, technical support for proceedings with the state DEQ and Virginia Air Quality Board, evaluation of impact from emissions, and supporting SUP reviews.	*Environmental Quality*	$25,000

Expenditure Reductions

Expenditure Reduction	Program		FY 2008 Approved
Vehicle Impounding The City impound lot located on Eisehower Avenue will be closed for an operating savings. Vehicles towed within the City would be taken to a privately operated lots. The lot owner would receive compensation through impounding fees charged to the vehicle owners. The three positions to be eliminated will be done so through attrition.	*Transportation*	- 3.0 FTEs	($375,457)

Add/Delete

Add/Delete	Program		FY 2008 Approved
Global Warming Emissions Inventory A study to determine the amount of global warming emissions generated within the City of Alexandria.	*Env. Qual.*	0.0 FTEs	$75,000
Environmental Action Plan E Funding to implement recomm		0.0 FTEs	$49,000

Rich Baier, Director of T&ES
www.alexandriava.gov/tes/index.html
Phone #: 703.838.4966
Email: @alexandriava.gov

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FY 2008

Summary Tables

(includes General Fund, Special Revenue Fund, Capital Projects Fund and All Component Unit Funds)

Revenue and Expenditure Summary Tables

Multi-Year Statement of Total Expenditures and Revenues by All Funds

Description	FY 2006 Actuals	FY 2007 Approved	FY 2008 Approved
General Fund	$478,562,230	$492,611,869	$518,193,172
Special Revenue			
Housing Special Revenue	4,684,281	1,925,242	1,983,506
Sewer Special Revenue	7,266,604	7,843,895	7,350,000
Other Special Revenue	47,147,284	48,821,553	46,583,729
Capital Projects	5,100,205	50,044,557	51,828,346
Equipment Replacement Internal Services	-	5,166,570	5,385,142
Schools	39,375,199	47,496,291	45,230,852
Library	397,472	392,862	406,661
Alexandria Transit Company	2,656,374	2,946,500	3,260,000
Total Revenues by Fund	$585,189,649	$657,249,339	$680,221,408

Description	FY 2006 Actuals	FY 2007 Approved	FY 2008 Approved
General Fund	$415,381,004	$493,675,764	$519,494,732
Grants, Donations and Other Special Revenue	74,746,785	82,391,942	80,044,739
Housing Special Revenue	13,566,757	7,097,582	5,615,527
Sewer Special Revenue	1,682,304	7,880,427	7,350,000
Capital Projects	79,100,877	60,023,662	66,125,350
Equipment Replacement Internal Services	-	5,166,570	5,385,142
Schools	183,000,125	197,369,912	205,470,549
Library	7,007,725	7,334,393	7,527,883
Alexandria Transit Company	10,590,482	10,283,524	10,785,435
Less: Interfund Transfers	(151,301,940)	(213,974,437)	(227,577,949)
Total Expenditures by Fund	$633,774,119	$657,249,339	$680,221,408

Sources:
FY 2006 – Comprehensive Annual Financial Report
FY 2007 – FY 2007 Appropriations Ordinance, Approved by City Council on June 17, 2006
FY 2008 – FY 2007 Appropriations Ordinance, Approved by City Council on June 16, 2007
The amounts listed for the Alexandria Transit Company, the Schools and the Library represent their total budgets, including the City's General Fund appropriation to each agency and any fee revenue (such as farebox revenue for the Alexandria Transit Company, grants, State Aid or other revenues that are part of the total budgets. By the City Charter City Council must appropriate all monies, including those for the Alexandria Transit Company, irrespective of the source. The "Less: Interfund Transfers "line backs out dollars counted both in the General Fund and Sewer Fund amount and each of the agency budgets for the City's appropriation to these individual agency's. The totals in this summary section will not tie to subsequent All Funds totals where interfund transfers between the Court Services Unit and Other Correctional and within the TES Department are counted in both the Source and Use activity.

Revenue and Expenditure Summary Tables

Multi-Year Statement of Total Revenues and Expenditures by Source and Use

Description	FY 2006 Actual	FY 2007 Approved	FY 2008 Approved
Revenues			
General Property Tax	$290,055,692	$298,646,458	$315,934,367
Other Local Taxes	109,495,556	111,654,640	115,930,000
Permits, Fees and Licenses	6,482,765	7,590,595	7,551,959
Fines and Forfeitures	3,536,342	4,072,300	4,722,300
Intergovernmental Revenue	129,524,154	130,018,022	132,208,103
Charges for Services	28,813,339	30,713,225	31,829,003
Revenue from Use of Money and Property	12,120,308	10,671,962	12,314,635
Miscellaneous Revenue	5,161,493	3,685,283	4,745,446
Bond Proceeds - Future Sale	-	34,291,269	40,890,000
Unreserved General Fund Balance	-	10,508,107	4,677,727
Unreserved Capital Projects Fund Balance	-	6,400,000	1,172,131
Schools' Fund Balance		4,305,319	4,471,367
Retained Earnings - Internal Services	-	4,692,159	3,774,370
Total Estimated Revenue	$585,189,649	$657,249,339	$680,221,408
Expenditures			
Current Operating			
General Government	$39,616,710	$50,024,875	$48,518,200
Judicial Administration	15,011,799	16,914,964	17,719,169
Public Safety	104,538,209	110,919,033	115,855,585
Public Works	32,557,128	38,227,847	40,523,319
Library	7,007,725	7,334,393	7,537,883
Health and Welfare	83,881,003	91,029,623	91,164,855
Transit	16,932,482	17,108,566	18,629,930
Culture and Recreation	21,816,722	23,695,897	23,649,167
Community Development	23,334,386	14,872,290	14,207,897
Education	183,013,115	197,382,460	205,482,948
Debt Service			
Principal	16,461,681	16,409,633	18,431,070
Interest and Other Charges	10,502,282	13,306,096	12,376,035
Capital Outlay	79,100,877	60,023,662	66,125,350
Total Expenditures	$633,774,119	$657,249,339	$680,221,408
Excess Revenues Over Expenditures	-$48,584,470		
Other Financing Sources (Uses)			
Sale of Surplus Property	462,900		
Issuance of Debt	71,000,000		
Bond Premium (Discount)	1,682,956		
Transfers In	59,019,231		
Transfers Out	-59,472,256		
Total Other Financing Sources and Uses	72,692,831		
Net Change in Total Governmental Funds	$24,108,361		

FY 2008 Total Revenues and Expenditures by Source and Use

Description	FY 2008 Approved
Source of Revenue	
General Property Tax	$315,934,367
Other Local Taxes	115,930,000
Permits, Fees and Licenses	7,551,959
Fines and Forfeitures	4,722,300
Intergovernmental Revenue	132,208,103
Charges for Services	31,829,003
Revenue from Use of Money and Property	12,314,635
Miscellaneous Revenue	4,745,446
Bond Proceeds - Future Sale	40,890,000
Unreserved Fund Balance - General Fund: Subsequent Year's Budget as Designated	4,677,727
Unreserved Fund Balance - Capital Projects Fund: Subsequent Year's Budget as Designated	1,172,131
Schools' Fund Balance	4,471,367
Retained Earnings - Internal Services	3,774,370
Total Estimated Revenue	$680,221,408
Object of Expenditures	
Personnel Services	$225,042,755
Non-Personnel Services	159,810,733
Capital Outlay	73,561
Component Unit - Library	7,527,883
Component Unit - Schools	205,470,549
Component Unit - Alexandria Transit Company	10,785,436
Equipment Replacement	5,385,142
Capital Projects	66,125,350
Total Appropriations	$680,221,409

Expenditure Summary

Expenditure Summary

Classification	Department/Agency	General Fund Actual FY 2006 (1)	General Fund Amended FY 2007 (2)	General Fund Approved FY 2008 (3)	General Fund Share FY 2008 (4)	All Funds Approved FY 2008 (5)	All Funds Share FY 2008 (6)
LEGISLATIVE & EXECUTIVE							
	City Council	511,319	568,224	528,317	0.1%	528,317	0.1%
	City Manager	1,722,204	2,324,540	2,131,881	0.4%	2,131,881	0.3%
	City Attorney	2,431,691	3,185,009	3,257,747	0.6%	3,257,747	0.5%
	City Clerk	336,597	372,341	398,316	0.1%	398,316	0.1%
TOTAL - LEGISLATIVE & EXECITIVE		5,001,811	6,450,114	6,316,261	**1.2%**	6,316,261	**1.0%**
COURTS AND CONSTITUTIONAL OFFICERS							
	18th Circuit Court	1,146,032	1,317,287	1,313,294	0.3%	1,313,294	0.2%
	Court Service Unit	1,061,139	1,323,280	1,319,773	0.3%	1,589,650	0.3%
	Juvenile & Domestic Relations Court	25,907	34,845	34,327	0.0%	34,327	0.0%
	18th General District Court	83,490	78,282	78,571	0.0%	78,571	0.0%
	Clerk of the Courts	1,438,228	1,632,038	1,605,395	0.3%	1,605,395	0.3%
	Commonwealth's Attorney	2,343,792	2,691,141	2,645,719	0.5%	2,892,437	0.5%
	Law Library	87,598	94,894	95,725	0.0%	149,455	0.0%
	Registrar of Voters	978,048	1,082,981	1,060,361	0.2%	1,060,361	0.2%
	Other Public Safety/Judicial Activities	4,156,560	4,579,768	4,956,539	1.0%	5,155,538	0.8%
	Office of Sheriff	22,389,492	23,975,748	25,081,653	4.8%	26,049,185	4.1%
TOTAL - COURTS AND CONSTITUTIONAL OFFICERS		33,710,286	36,810,264	38,191,357	**7.4%**	39,928,213	**6.3%**
GENERAL GOVERNMENT							
	Citizen Assistance	667,688	743,055	725,649	0.1%	731,147	0.1%
	Finance	8,462,336	9,289,674	9,548,274	1.8%	9,619,474	1.5%
	Internal Audit	160,180	225,442	232,632	0.0%	232,632	0.0%
	General Services	11,678,851	12,580,796	12,553,600	2.4%	12,759,087	2.0%
	Office on Women	1,219,366	1,477,659	1,428,688	0.3%	1,821,678	0.3%
	Human Rights Office	438,445	580,020	633,950	0.1%	676,800	0.1%
	Management and Budget	938,365	1,173,351	1,193,832	0.2%	1,193,832	0.2%
	Information Technology Services	7,661,145	7,989,765	8,166,636	1.6%	8,931,636	1.4%
	Personnel Services	2,903,164	3,156,379	3,371,739	0.6%	3,377,739	0.5%
	Real Estate Assessments	1,168,096	1,506,579	1,533,253	0.3%	1,533,253	0.2%
TOTAL - GENERAL GOVERNMENT		35,297,636	38,722,720	39,388,253	**7.6%**	40,877,278	**6.5%**
NON-DEPARTMENTAL							
	General Debt Service	26,845,016	30,985,646	30,807,105	5.9%	30,807,105	4.9%
	Bond Refinancing	0	0	0	0.0%	0	0.0%
	Insurance, City Memberships, Etc./1	11,916,464	9,779,950	7,783,447	1.5%	12,043,447	1.9%
	Contingent Reserves	0	445,257	1,212,000	0.2%	1,212,000	0.2%
	Cash Capital	23,476,597	4,579,105	9,765,564	1.9%	9,765,564	1.6%
TOTAL NON-DEPARTMENTAL		62,238,077	45,789,958	49,568,116	**9.5%**	53,828,116	**8.5%**

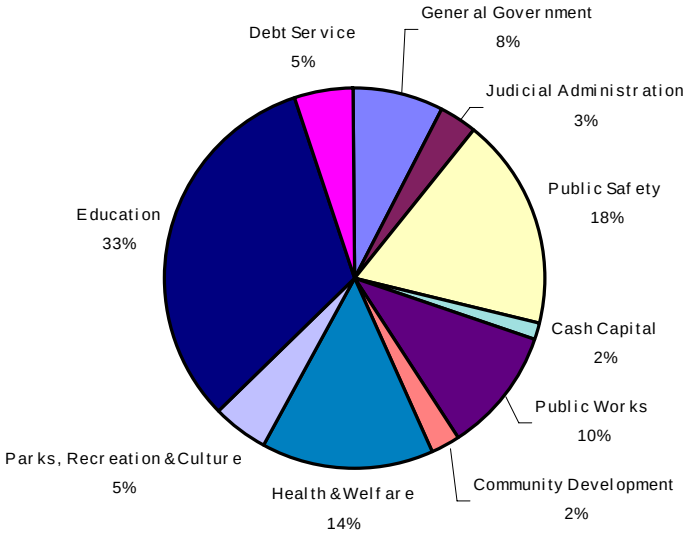
Expenditure Summary

Classification	Department/Agency	General Fund Actual FY 2006 (1)	General Fund Amended FY 2007 (2)	General Fund Approved FY 2008 (3)	General Fund Share FY 2008 (4)	All Funds Approved FY 2008 (5)	All Funds Share FY 2008 (6)
OPERATING AGENCIES							
	Fire	33,076,029	35,587,483	37,220,954	7.2%	40,838,044	6.5%
	Police	45,429,466	49,766,328	51,378,889	9.9%	53,237,209	8.5%
	Health /1	6,270,575	6,886,841	6,852,439	1.3%	6,852,439	1.1%
	Other Health /1	988,400	998,600	998,600	0.2%	998,600	0.2%
	Human Services	22,631,307	25,674,877	25,075,892	4.8%	51,244,330	8.1%
	Human Services Contributions				0.0%		
	Children's Fund	1,082,846	1,053,511	1,037,317	0.2%	1,037,317	0.2%
	Youth Fund	292,504	301,807	316,897	0.1%	316,897	0.1%
	Community Partnership Fund	924,444	924,444	970,666	0.2%	970,666	0.2%
	Housing	5,542,828	3,569,996	3,632,021	0.7%	5,615,527	0.9%
	Planning and Zoning	4,004,852	5,025,347	5,070,184	1.0%	5,737,226	0.9%
	Economic Development Activities /1	2,707,847	2,798,072	2,855,144	0.5%	2,855,144	0.5%
	Historic Alexandria	2,518,608	2,714,771	2,831,451	0.5%	3,089,242	0.5%
	Mental Health, Mental Retardation and Substance Abuse	14,900,862	17,432,705	17,645,052	3.4%	29,744,606	4.7%
	Rec, Parks & Cultural Activities	18,417,768	19,886,678	19,753,848	3.8%	20,280,870	3.2%
	Other Recreation Activities	257,152	260,260	279,055	0.1%	279,055	0.0%
	Library	6,438,429	7,045,031	7,121,222	1.4%	7,537,883	1.2%
	Transit Subsidies	12,452,372	14,162,066	15,369,930	3.0%	15,369,930	2.4%
	Trans. & Environmental Services	22,573,485	25,937,719	27,369,088	5.3%	37,414,779	5.9%
TOTAL - OPERATING AGENCIES		200,509,774	220,026,536	225,778,649	**43.5%**	283,419,764	**45.0%**
EDUCATION							
	Schools	138,753,138	149,873,621	160,239,697	30.8%	205,470,549	32.6%
	Other Educational Activities	12,990	12,548	12,399	0.0%	12,399	0.0%
TOTAL - EDUCATION		138,766,128	149,886,169	160,252,096	**30.8%**	205,482,948	**32.6%**
GRAND TOTAL		475,523,712	497,685,761	519,494,732	100.0%	629,852,580	100.0%

/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

Expenditure Summary

FY 2008 Approved Expenditures by Program Area



The above chart presents the FY 2008 approved expenditure 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 the following sections of this document. The programmatic view of the approved budget is included in the budget document at the request of the City'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 this program budget presentation 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.

Expenditure Summary

FY 2008 Approved Expenditures by Program Area

Department	General Government	Judicial Administration	Public Safety	Cash Capital	Public Works	Community Development	Health & Welfare	Parks, Recreation & Culture	Education	Debt Service	Total
City Council	528,317	0	0	0	0	0	0	0	0	0	528,317
City Manager	2,131,881	0	0	0	0	0	0	0	0	0	2,131,881
Citizen Assistance	731,147	0	0	0	0	0	0	0	0	0	731,147
Office of Management & Budget	1,193,832	0	0	0	0	0	0	0	0	0	1,193,832
Office on Women	1,821,678	0	0	0	0	0	0	0	0	0	1,821,678
Human Rights	669,050	0	0	0	0	0	7,750	0	0	0	676,800
18th Circuit Court	0	1,313,294	0	0	0	0	0	0	0	0	1,313,294
18th General District Court	0	78,571	0	0	0	0	0	0	0	0	78,571
Juvenile & Domestic Relations Court	0	34,327	0	0	0	0	0	0	0	0	34,327
Commonwealth's Attorney	0	2,892,437	0	0	0	0	0	0	0	0	2,892,437
Sheriff	0	6,827,345	19,221,840	0	0	0	0	0	0	0	26,049,185
Clerk of the Circuit Court	0	1,605,395	0	0	0	0	0	0	0	0	1,605,395
Law Library	0	149,455	0	0	0	0	0	0	0	0	149,455
Other Public Safety & Justice Activities	0	5,155,538	0	0	0	0	0	0	0	0	5,155,538
Court Service Unit	0	1,589,650	0	0	0	0	0	0	0	0	1,589,650
Information Technology Services	8,931,636	0	0	0	0	0	0	0	0	0	8,931,636
City Clerk & Clerk of Council	398,316	0	0	0	0	0	0	0	0	0	398,316
Finance	9,619,474	0	0	0	0	0	0	0	0	0	9,619,474
Internal Audit	232,632	0	0	0	0	0	0	0	0	0	232,632
Real Estate Assessment	1,533,253	0	0	0	0	0	0	0	0	0	1,533,253
Personnel	3,377,739	0	0	0	0	0	0	0	0	0	3,377,739
Planning & Zoning	0	0	0	0	0	5,737,226	0	0	0	0	5,737,226
City Attorney	3,257,747	0	0	0	0	0	0	0	0	0	3,257,747
Registrar of Voters	1,060,361	0	0	0	0	0	0	0	0	0	1,060,361
General Services	3,608,207	0	0	0	9,150,880	0	0	0	0	0	12,759,087
Transportation & Environmental Services	0	0	0	0	36,316,674	1,098,105	0	0	0	0	37,414,779
Transit Subsidies	0	0	0	0	15,369,930	0	0	0	0	0	15,369,930
Fire	0	0	40,838,044	0	0	0	0	0	0	0	40,838,044
Police	0	0	53,237,209	0	0	0	0	0	0	0	53,237,209
Housing	0	0	0	0	0	5,615,527	0	0	0	0	5,615,527
MH/MR/SA	0	0	0	0	0	0	29,744,606	0	0	0	29,744,606
Health	0	0	0	0	0	0	6,852,439	0	0	0	6,852,439
Other Health Services	0	0	0	0	0	0	998,600	0	0	0	998,600
Human Services	0	0	0	0	0	0	53,569,210	0	0	0	53,569,210
Historic Alexandria	0	0	0	0	0	0	0	3,089,242	0	0	3,089,242
Recreation, Parks & Cultural Activities	0	0	0	0	1,471,715	0	0	18,809,155	0	0	20,280,870
Other Recreational Activities	0	0	0	0	0	0	0	279,055	0	0	279,055
Library	0	0	0	0	0	0	0	7,537,883	0	0	7,537,883
Schools	0	0	0	0	0	0	0	0	205,470,549	0	205,470,549
Other Educational Activities	0	0	0	0	0	0	0	0	12,399	0	12,399
Non-Departmental	9,708,029	0	15,000	9,765,564	3,260,000	272,418	0	0	0	30,807,105	53,828,116
Economic Development Activities	0	0	0	0	0	2,855,144	0	0	0	0	2,855,144
Total	48,803,299	19,646,012	113,312,093	9,765,564	65,569,199	15,578,420	91,172,605	29,715,335	205,482,948	30,807,105	629,852,580

Budget and Fiscal Affairs Advisory Committee
FY 2008 Approved Expenditures by Category

The following tables were developed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) to summarize total City expenditures using more specific categorical detail than is presented in the departmental budget sections. The specific categories of the BFAAC table are as follows:

Salaries – Full-time, part-time, overhire and seasonal employee salaries and overtime
Fringe Benefits – Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits
Contractual Services – Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.
Internal Services – City vehicular maintenance and in-house print services
Commodities – Office, janitorial, and other operating supplies
Office Furniture & Equipment – Purchases and lease charges for furniture and equipment
Vehicular Equipment – Purchases and lease charges for vehicles
Operational Equipment – Purchase and lease charges for other operating equipment
Utilities – Payment for electricity, gas, water and fuel oil at City facilities
Travel and Education – Conference registrations and regional and long distance travel
Leases and Rentals – Leased office space and vehicle and equipment rental costs
Subsidies and 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 – General Fund transfers to support the CIP
Debt Service – Principal and interest payments on City debt obligations
Enterprise Fund – General Fund subsidy transfer to support DASH bus operations

Expenditure Summary

FY 2007 Approved BFAAC Table – All Departments

FY 2007 Approved Expense Category	Legislative & Executive	Courts & Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	3,534,177	20,771,650	28,921,804	120,933,891	126,976,917	301,138,439
Fringe Benefits	1,092,182	7,707,028	8,795,222	44,018,392	41,390,402	103,003,226
Contractual Services	753,603	2,941,592	9,289,579	29,569,445	7,467,667	50,021,886
Internal Services	79,270	235,047	410,518	5,072,287	0	5,797,122
Commodities	39,084	985,620	2,465,216	5,969,284	9,342,973	18,802,177
Office Furniture & Equipment	0	10,000	128,000	62,040	4,201,226	4,401,266
Vehicular Equipment	0	105,411	254,000	3,587,982	0	3,947,393
EDP Equipment	0	18,000	765,000	545,925	0	1,328,925
Operational Equipment	0	0	0	0	92,500	92,500
Utilities	0	0	1,323,980	3,494,704	0	4,818,684
Travel & Education	59,873	97,736	333,772	677,417	0	1,168,798
Leases & Rentals	59,914	567,132	1,430,356	4,853,119	0	6,910,521
Subsidies & Contributions	0	3,745,932	296,757	31,220,909	12,548	35,276,146
EDP Software	0	0	0	30,024	0	30,024
Other Charges	146,211	887,889	7,444,753	13,939,888	7,898,227	30,316,968
Contingent Reserves	0	0	336,500	119,373	0	455,873
Enterprise Fund	0	0	0	7,337,024	0	7,337,024
Capital Projects	0	0	4,579,105	0	0	4,579,105
Debt Service	0	0	29,715,729	0	0	29,715,729
Grant Matches	0	0	0	0	0	0
Other Special Revenue Funds	0	0	0	6,463,895	0	6,463,895
Total	5,764,314	38,073,037	96,490,291	277,895,599	197,382,460	615,605,701

Expenditure Summary

FY 2008 Approved BFAAC Table – All Departments

Expense Category	Legislative & Executive	Courts & Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	3,444,233	21,751,551	27,354,732	124,006,216	169,732,763	346,289,495
Fringe Benefits	1,147,992	7,930,946	7,411,457	45,635,834	2,436,879	64,563,108
Contractual Services	1,348,819	3,031,832	8,624,540	32,193,654	423,497	45,622,342
Internal Services	69,849	233,182	420,041	5,051,055	0	5,774,127
Commodities	36,584	1,042,547	5,133,417	6,212,855	2,463,965	14,889,368
Office Furniture & Equipment	0	10,000	72,859	49,690	468,078	600,627
Vehicular Equipment	0	203,572	250,000	3,770,370	0	4,223,942
EDP Equipment	0	0	767,009	506,880	0	1,273,889
Operational Equipment	0	0	0	0	105,000	105,000
Utilities	0	0	1,528,725	3,774,141	0	5,302,866
Travel and Education	57,873	95,651	334,335	746,917	0	1,234,776
Leases and Rentals	61,112	577,525	1,572,003	4,753,819	0	6,964,459
Subsidies and Contributions	0	4,045,736	336,471	30,802,274	12,399	35,196,880
EDP Software Development	0	0	0	3,323	0	3,323
Other Charges	149,799	906,173	6,523,136	12,495,826	29,840,367	49,915,301
Contingent Reserves	0	0	1,212,000	0	0	1,212,000
Cash Capital	0	0	9,765,564	0	0	9,765,564
Debt Service	0	0	30,807,105	0	0	30,807,105
Enterprise Fund	0	0	-7,408,000	7,525,435	0	117,435
Grant Match	0	99,498	0	58,475	0	157,973
Other Special Revenue Funds	0	0	0	5,833,000	0	5,833,000
Total	6,316,261	39,928,213	94,705,394	283,419,764	205,482,948	629,852,580

Expenditure Summary

FY 2007 Approved BFAAC Table – Operating Agencies

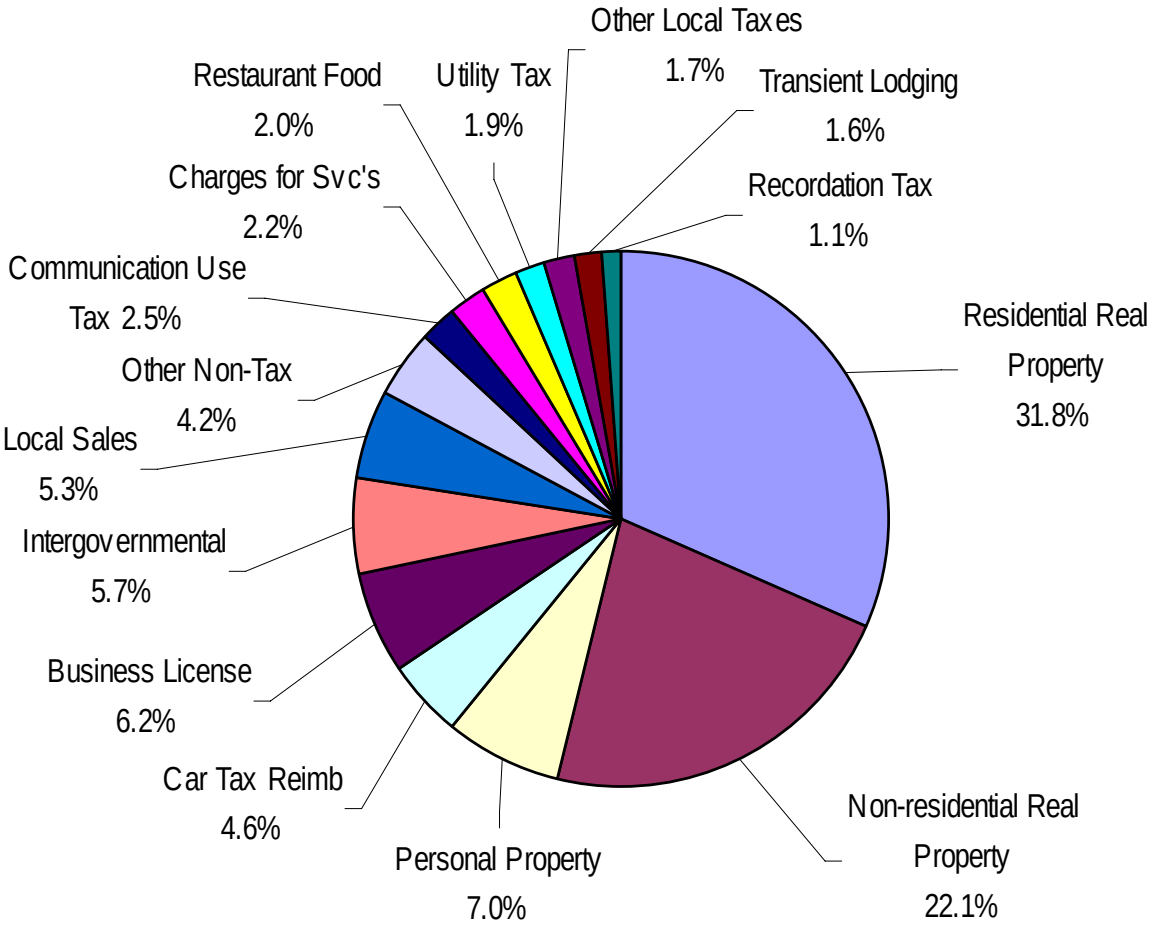
FY 2007 Approved Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation, Parks & Cultural	Library	T&ES	Economic Development	Total
Salaries	24,507,930	31,065,760	1,052,646	14,064,691	17,328,118	1,299,337	3,403,661	1,794,469	11,147,247	4,319,824	10,950,208	0	120,933,891
Fringe Benefits	8,563,903	11,892,373	670,526	5,178,745	6,293,420	482,304	996,977	523,228	3,733,084	1,322,958	4,360,874	0	44,018,392
Contractual Services	1,405,463	1,065,680	4,676,965	2,573,692	2,070,657	343,439	403,429	242,688	1,961,072	375,003	14,413,757	37,600	29,569,445
Internal Services	963,488	1,680,355	24,448	197,524	178,171	28,526	48,264	29,988	388,923	6,953	1,525,647	0	5,072,287
Commodities	1,316,084	786,320	95,077	261,839	958,225	4,224	20,000	127,562	1,327,223	71,496	1,001,234	0	5,969,284
Office Furniture & Equipment	0	0	0	0	0	0	42,690	4,500	14,850	0	0	0	62,040
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	44,095	0	0	0	545,925
Utilities	175,003	7,163	86,125	103,276	294,097	0	0	222,774	656,778	288,551	1,660,937	0	3,494,704
Travel & Education	212,340	98,755	14,488	114,307	114,929	3,662	16,097	5,915	49,224	300	47,400	0	677,417
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	25,176,097	297,413	1,415,630	0	6,000	506,697	0	60,000	2,760,472	31,220,909
EDP Software	0	0	0	0	0	0	0	0	30,024	0	0	0	30,024
Other Charges	689,036	1,154,097	21,573	5,365,602	194,747	3,323,641	33,146	-25,099	487,634	949,308	1,746,203	0	13,939,888
Contingent Reserves	0	0	119,373	0	0	0	0	0	0	0	0	0	119,373
Enterprise Funds	0	0	0	0	0	0	0	0	0	0	7,337,024	0	7,337,024
Grant Matches	0	0	0	0	0	31	0	0	0	0	0	0	31
Other Special Revenues	0	0	0	0	0	0	0	0	0	0	6,463,895	0	6,463,895
Total	38,474,335	51,635,253	7,762,441	54,587,485	28,679,697	7,097,613	4,976,636	2,945,465	20,750,432	7,334,393	50,853,808	2,798,072	277,895,630

FY 2008 Approved BFAAC Table – Operating Agencies

Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation, Parks & Cultural Activities	Library	T&ES	Economic Development Activities	Total
Salaries	25,136,148	31,801,638	1,140,642	14,149,503	18,092,033	1,254,865	3,343,057	1,879,933	11,408,685	4,444,183	11,355,529	0	124,006,216
Fringe Benefits	9,525,473	12,309,752	586,226	5,434,178	6,540,924	444,598	1,029,634	550,748	3,582,410	1,367,023	4,264,868	0	45,635,834
Contractual Services	1,638,284	1,633,894	4,863,039	1,622,640	2,174,578	423,928	1,131,296	231,763	2,104,326	382,883	15,987,023	0	32,193,654
Internal Services	1,063,571	1,645,524	23,622	173,079	158,653	23,151	57,385	27,622	338,663	5,829	1,533,956	0	5,051,055
Commodities	1,426,886	814,845	67,453	269,138	960,285	5,861	30,000	127,562	1,372,462	94,259	1,044,104	0	6,212,855
Office Furniture & Equipment	0	0	0	0	0	0	42,690	4,500	2,500	0	0	0	49,690
Vehicular Equipment	892,200	1,185,520	0	161,000	60,436	0	0	0	22,707	0	1,448,507	0	3,770,370
EDP Equipment	0	500,000	0	0	1,830	0	0	0	5,050	0	0	0	506,880
Utilities	197,792	8,646	127,784	115,815	355,338	0	0	292,553	621,092	248,397	1,806,724	0	3,774,141
Travel and Education	191,416	105,365	13,673	114,597	185,658	4,349	26,097	5,915	52,047	300	47,500	0	746,917
Leases and Rentals	165,388	2,063,785	2,620	1,388,495	721,156	207,447	39,745	13,440	61,581	0	90,162	0	4,753,819
Subsidies and Contributions	0	0	998,600	24,715,371	296,213	1,426,454	0	6,000	500,992	0	3,500	2,855,144	30,802,274
EDP Software Development	0	0	0	0	0	0	0	0	3,323	0	0	0	3,323
Other Charges	600,886	1,168,240	27,380	5,425,394	197,502	1,824,874	37,322	-50,794	484,087	994,994	1,785,941	0	12,495,826
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	7,525,435	0	7,525,435
Grant Match	0	0	0	0	0	0	0	0	0	15	58,460	0	58,475
Other Special Revenue Funds	0	0	0	0	0	0	0	0	0	0	5,833,000	0	5,833,000
Total	40,838,044	53,237,209	7,851,039	53,569,210	29,744,606	5,615,527	5,737,226	3,089,242	20,559,925	7,537,883	52,784,709	2,855,144	283,419,764

General Fund Revenue Distribution
Approved FY 2008

The pie chart below shows the distribution of estimated General Fund revenues for FY 2008, excluding the appropriation from fund balance.



Revenues

Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2006 Actual	FY 2007 Budget	FY 2007 Revised	FY 2008 Proposed	FY 2008 Approved
General Fund					
General Property Tax Revenue					
Real property tax	255,141,063	265,646,462	268,697,047	271,198,692	278,154,367
Personal property tax	33,163,126	31,500,000	33,700,000	36,100,000	36,100,000
Penaties and Interest	1,751,503	1,500,000	1,500,000	1,500,000	1,680,000
Total general property tax revenue	*290,055,692*	*298,646,462*	*303,897,047*	*308,798,692*	*315,934,367*
Other local tax revenue					
Local sales tax	25,264,689	26,100,000	26,300,000	27,400,000	27,400,000
Utility tax	17,059,480	17,900,000	13,100,000	9,600,000	9,600,000
Business licenses	28,381,583	31,000,000	30,250,000	32,100,000	32,100,000
Motor vehicle licenses	2,461,023	2,400,000	2,500,000	2,500,000	3,400,000
Recordation tax	7,818,676	5,125,640	5,700,000	5,700,000	5,700,000
Cigarette tax	2,840,486	2,800,000	2,750,000	2,750,000	2,750,000
Transient Lodging tax	7,811,884	8,200,000	7,700,000	8,300,000	8,800,000
Restaurant food tax	10,094,267	10,700,000	10,200,000	10,600,000	10,400,000
Admissions tax	1,149,538	1,200,000	1,000,000	1,000,000	1,000,000
Cell phone tax	2,305,526	2,400,000	1,425,000	-	-
Communications Sales and Use Tax	-	-	6,000,000	12,400,000	12,400,000
Other miscellaneous taxes	4,308,406	3,829,000	3,234,565	2,580,000	2,380,000
Total other local tax revenues	*109,495,558*	*111,654,640*	*110,159,565*	*114,930,000*	*115,930,000*
Non-tax revenue					
Licenses, permits, and fees	5,372,138	4,909,800	5,356,000	5,356,000	5,356,000
Fines forfeitures	3,536,342	4,072,300	3,372,300	3,972,300	4,722,300
Use of money and property	8,190,426	8,644,000	9,750,000	9,370,000	9,570,000
Charges for services	10,837,058	10,988,543	10,353,543	11,270,072	11,270,072
Intergovernmental (car tax reimbursement)	22,764,841	23,600,000	23,600,000	23,600,000	23,600,000
Intergovernmental (other)	27,468,146	26,514,305	28.448,865	27,851,520	29,556,334
Miscellaneous	842,030	427,000	460,000	460,000	245,000
Total non-tax revenue	*79,010,981*	*79,155,948*	*81,340,708*	*81,879,892*	*84,319,706*
Total General Fund Revenues	478,562,231	489,457,050	495,397,320	505,608,584	516,184,073
Other financing sources (uses)					
Appropriations from Fund Balances					
City General Fund Balance	8,607,000	7,154,819	7,154,819	1,977,905	1,999,550
Sanitary Sewer Fund (transfer in)	1,112,971	1,063,895	1,063,895	1,311,109	1,311,109
Total Fund Balance Appropriations	*9,719,971*	*8,218,714*	*8,218,714*	*3,289,014*	*3,310,659*
Total General Fund Revenues and Other Financing Sources	488,282,202	497,675,764	503,616,034	508,897,598	519,494,732

Revenues

Tax Rate Changes, Fee Changes, and New Revenues
FY 2007 – FY 2008

	Tax/Fee Rate From	Tax/Fee Rate To	Estimated Revenue Change	Details
Real Property Tax Rate	$0.815/$100	$0.830/$100	$5,069,718	Real Property Tax
Administrative Fees for Delinquent Personal Property Tax Collection	$20	$45	$180,000	Personal Property Tax
License tax (decal) fee	$25	$33	$700,000	Motor Vehicle License Tax
Refuse & Recycling Fee	$237 annually	$264 annually	$500,000	Charges for Services
Elimination of exemption for government employees on hotels	NA	NA	$200,000	Transient Lodging
Red Light Camera Program	NA	NA	$750,000	Fines & Forfeitures

Revenues

Real Property Tax Revenues

FY 2008 Approved $278.2 million
53.9% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$255,141,063	$265,646,462	$268,697,047	$278,154,367	3.5%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	10.8%	8.3%	5.3%
Inflation Adjusted Increase	8.0%	5.6%	2.5%

Background

The budget reflects a CY 2007 and CY 2008 Real Property Tax Rate of 83.0 cents per $100, an increase of 1.5 cents compared to CY 2006. As required by State law, all real estate parcels in the City are annually assessed at 100 percent of estimated fair market value. One cent of real estate tax revenue applied to the current estimated tax in CY 2007 and the first half of CY 2008 equals $5,058,148.

The chart below shows changes to the tax rate and other real property tax revenue activities since 2003.

Changes to Real Property Tax CY 2004-CY 2007

Calendar Year	Tax Rate Per $100	Changes
2003	1.035	One cent of real estate tax is dedicated to the Capital Improvement Program for Open Space Acquisition
2004	.995	One cent of real estate tax for Open Space dedication continued.
2005	.915	One cent of real estate tax dedicated for affordable housing purposes. One cent of real estate tax for Open Space dedication continued.
2006	.815	One cent of real estate tax for affordable housing continues. Open Space Fund dedication changed from one cent to one percent of real estate tax revenues.
2007	.830	One cent of real estate tax for affordable housing continues. One percent of real estate tax for Open Space dedication continues.

As detailed in the Calendar Year 2007 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2007 (calendar year) locally assessed tax base is approximately $33.4 billion, an increase of $1.4 billion, or 4.31% percent, as compared to the CY 2006 equalized tax base. Including Public Service Corporations and railroad real property, which are assessed by the State, the total real property tax base has increased to approximately $34.2 billion, an increase of $1.5 billion, or 4.3%, as compared to the 2006 equalized assessment. Of the total increase, approximately 50% ($715.7 million) is the result of new growth, including $424.1 million in new residential growth, and $291.7 million in new commercial growth. The reassessments of existing properties increased $736.7 million. Existing commercial real property appreciated $1.3 billion; the value of existing residential real property decreased by $590.2 million.

Revenues

Real Property tax revenues for the first half of FY 2008 (the second half of calendar year 2007) are based on the 2007 real property assessment, an increase in the existing rate from $0.815 to $0.830 and a 49.00 percent collection rate for the second half of the 2007 tax levy. Real property tax revenues for the second half of FY 2008 (the first half of calendar year 2008) assume a 1.4% increase in real property assessments next year and no change in the tax rate or collection rate. This projection is a conservative estimate based on the uncertainties of a modestly declining residential real estate market, a modest appreciation of commercial properties, and limited new construction. (See the Statement of Estimated Real Property Tax Revenues following this summary for calculations.)

The real property tax estimate for FY 2008 has been reduced by approximately $3.7 million to reflect the costs of the senior citizen and disabled persons tax relief program. The table below reflects tax relief extended to qualified taxpayers for the last six calendar years. CY/FY 2008 is expected to rise due to an increase in the number of program participants.

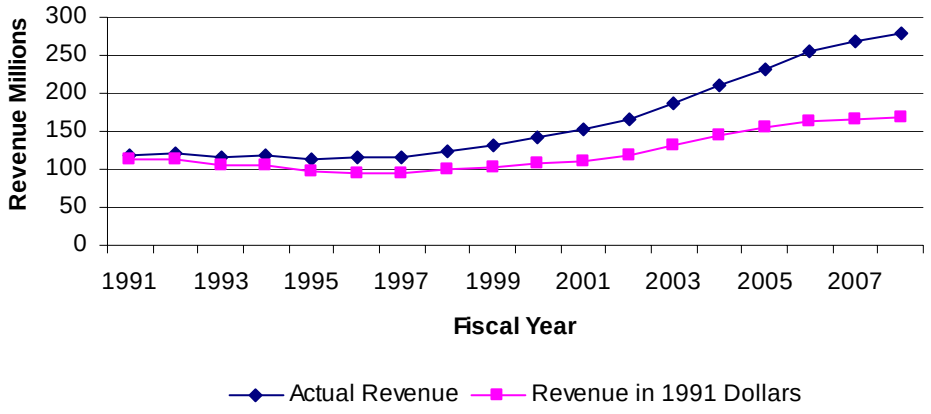
Senior Citizens and Disabled Tax Relief, CY2002-CY2008 (estimated)

2002	2003	2004	2005	2006	2007 (est)	2008 (est)
$970,677	$1,564,065	$2,229,949	$2,273,857	$3,317,005	$3,375,000	$3,670,000

Legislative Authority

Virginia Code §58.1-3200 City Code Section §3-2-181

Real Property Tax Revenue
Actual FY 1991-Approved FY 2008



City of Alexandria, Virginia
STATEMENT OF ESTIMATED REAL PROPERTY TAX REVENUES
For the fiscal years ending June 30, 2007 and June 30, 2008

	Due Date	Assessed Value (thousands)	Tax rate (per $100)	Tax Year Gross Levy	Estimated Collection rate	Net Tax revenue	Value of 1 cent
Fiscal Year 2007							
Second half tax year 2006							
Locally assessed real property	11/15/2006	32,126,728	0.815	261,832,829	49.00%	128,298,086	1,574,210
Non-locally assessed property	11/15/2006	779,992	0.815	6,356,936	49.90%	3,172,111	38,922
Total second half tax year 2006		*32,906,720*		*268,189,765*		*131,470,197*	*1,613,131*
First half tax year 2007							
Locally assessed real property	6/15/2007	33,388,968	0.830	277,128,438	49.00%	135,792,934	1,636,059
Non-locally assessed property	6/15/2007	854,062	0.830	7,088,717	49.50%	3,508,915	42,276
Total first half tax year 2007		*34,243,031*		*284,217,155*		*139,301,849*	*1,678,336*
Total fiscal year 2007 revenue						270,772,047	3,291,467
Less projected senior citizen and disability tax relief						-3,375,000	
Plus delinquent FY 2006 and prior year real estate tax revenues collected in FY 2007						1,300,000	
Total FY 2007 revenue after adjustments						268,697,047	
Fiscal Year 2008							
Second half tax year 2007							
Locally assessed real property	11/15/2007	33,388,968	0.830	277,128,438	49.00%	135,792,934	1,636,059
Non-locally assessed property	11/15/2007	854,062	0.830	7,088,717	49.50%	3,508,915	42,276
Total second half tax year 2007		*34,243,031*		*284,217,155*		*139,301,849*	*1,678,336*
First half tax year 2008							
Locally assessed real property	6/15/2008	33,861,225	0.830	281,048,171	49.00%	137,713,604	1,659,200
Non-locally assessed property	6/15/2008	854,062	0.830	7,088,715	49.50%	3,508,914	42,276
Total first half tax year 2008		*34,715,287*		*288,136,886*		*141,222,518*	*1,701,476*
Total fiscal year 2008 revenue						280,524,367	3,379,812
Less projected senior citizen and disability tax relief						-3,670,000	
Plus delinquent FY 2007 and prior year real estate tax revenues collected in FY 2008						1,300,000	
Total FY 2008 revenue after adjustments						278,154,367	

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Real Estate Assessments by Calendar Year
(Amounts in Thousands)

	1996	1997	1998	1999	2000	2001
Residential Single Family	4,151,909	4,245,411	4,387,491	4,657,845	5,119,264	5,830,209
Residential Condominium	1,506,198	1,496,966	1,495,305	1,511,210	1,597,678	1,743,688
Commercial Multi-Family	1,326,307	1,336,457	1,376,604	1,500,100	1,584,496	1,734,225
Office/Retail Property	2,806,441	2,891,476	3,094,323	3,318,516	3,744,874	4,061,051
Other Commercial	562,198	589,465	630,872	553,705	608,320	598,139
Public Service Corporation	589,222	611,029	620,694	646,144	640,676	665,038
Total	10,942,275	11,170,804	11,605,289	12,187,520	13,295,308	14,632,350
Residential Single Family	37.9%	38.0%	37.8%	38.2%	38.5%	39.8%
Residential Condominium	13.8%	13.4%	12.9%	12.4%	12.0%	11.9%
Commercial Multi-Family	12.1%	12.0%	11.9%	12.3%	11.9%	11.9%
Office/Retail Property	25.6%	25.9%	26.7%	27.2%	28.2%	27.8%
Other Commercial	5.1%	5.3%	5.4%	4.5%	4.6%	4.1%
Public Service Corporation	5.4%	5.5%	5.3%	5.3%	4.8%	4.5%
Total	100%	100%	100%	100%	100%	100%
Residential	51.7%	51.4%	50.7%	50.6%	50.5%	51.8%
Commercial	48.3%	48.6%	49.3%	49.4%	49.5%	48.2%

Sources: Assessment Values are from the 1996-2007 Real Property Assessment Reports.

Real Estate Assessments by Calendar Year
(Amounts in Thousands)

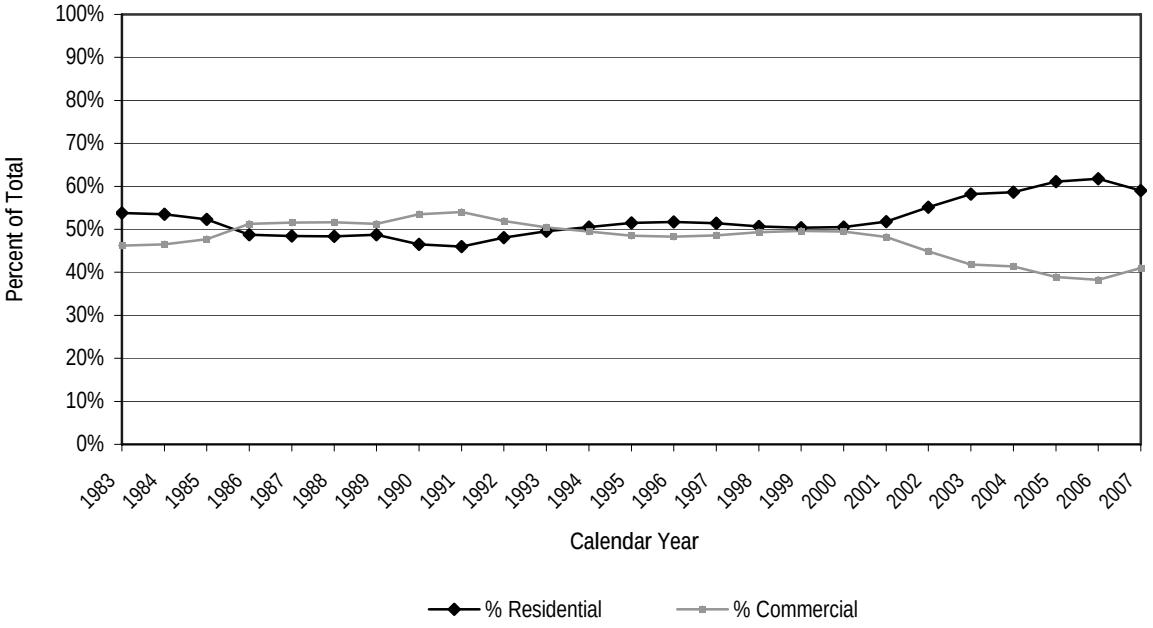
	2002	2003	2004	2005	2006	2007
Residential Single Family	6,791,096	8,361,631	9,727,249	11,604,207	13,869,777	13,810,784
Residential Condominium	2,098,194	2,830,219	3,518,100	4,668,117	6,501,762	6,394,580
Commercial Multi-Family	2,004,540	2,264,921	2,570,652	3,088,102	3,362,785	4,102,178
Office/Retail Property	4,155,509	4,623,100	5,447,070	6,499,398	7,470,506	8,386,548
Other Commercial	421,220	464,500	549,565	726,886	805,740	694,879
Public Service Corporation	662,430	681,555	76,860	772,941	779,992	854,062
Total	16,132,989	19,225,926	21,889,496	27,359,651	32,790,562	34,243,031
Residential Single Family	42.1%	43.5%	44.4%	42.4%	42.1%	40.3%
Residential Condominium	13.0%	14.7%	16.1%	17.1%	19.7%	18.7%
Commercial Multi-Family	12.4%	11.8%	11.7%	11.3%	10.3%	12.0%
Office/Retail Property	25.8%	24.0%	24.9%	23.8%	23.0%	24.5%
Other Commercial	2.6%	2.4%	2.5%	2.7%	2.6%	2.0%
Public Service Corporation	4.1%	3.5%	0.4%	2.8%	2.4%	2.5%
Total	100%	100%	100%	100%	100%	100%
Residential	55.1%	58.2%	60.5%	59.5%	61.8%	59.0%
Commercial	44.9%	41.8%	39.5%	40.5%	38.2%	41.0%

Sources: Assessment Values are from the CY 1996-2007 Real Property Assessment Reports.

CY 2006 data has been revised from the FY 2007 document and reflects equalized data as of 12/31/2006.
CY 2007 figures are estimated.

Real Property Tax Base
Residential and Commercial Assessed Value Percentages Tax Years 1983 –2007

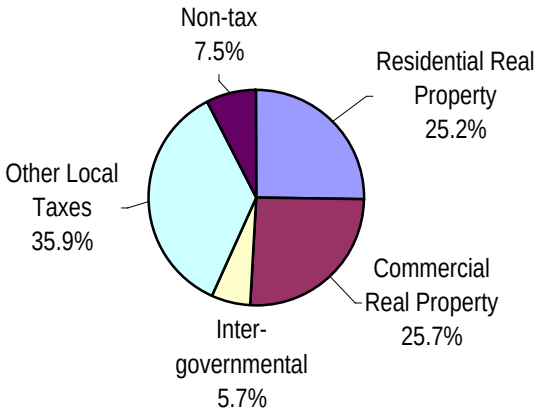
This graph displays the change in the City's real property tax base since 1983. The black line represents the share of residential property (single family and condominiums) as a percentage of the City's total assessed tax base and the gray line represents the share of commercial property. Between 1980 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. This trend continued until 2000, at which point residential assessments began to significantly increase as a share of the tax base. In 2007, that the trend has begun to reverse itself and the share of residential property has fallen by 2.8 percentage points from 61.8% of the City's tax base to 59.0%. The commercial tax base has thus commensurately increased by 2.8 percentage points from 38.2% to 41.0% of the City's tax base.



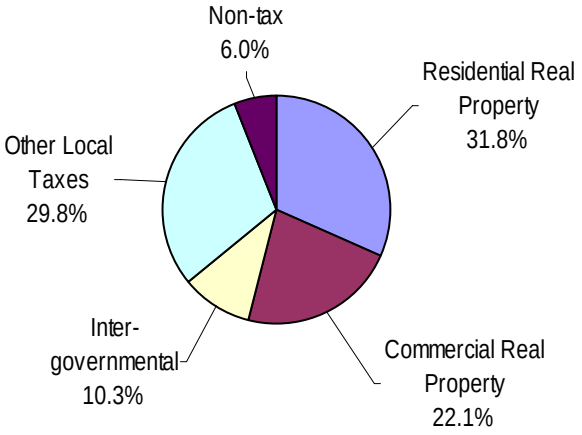
Real Property Revenue as a Share of Total General Fund Revenues
FY 1991 and FY 2008

The graphs below reflect the share of General Fund revenue of the major sources for FY 1991 and for the current fiscal year. As a share of total General Fund revenues, real property taxes remain about the same in 2008 (53.9%) as in 1991 (50.9%). However, in FY 1991, which coincided with the tax year 1990, the residential homeowner 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 around 32% of all General Fund Revenue and 59% of all real property tax revenue.

FY 1991: $222.8 Million



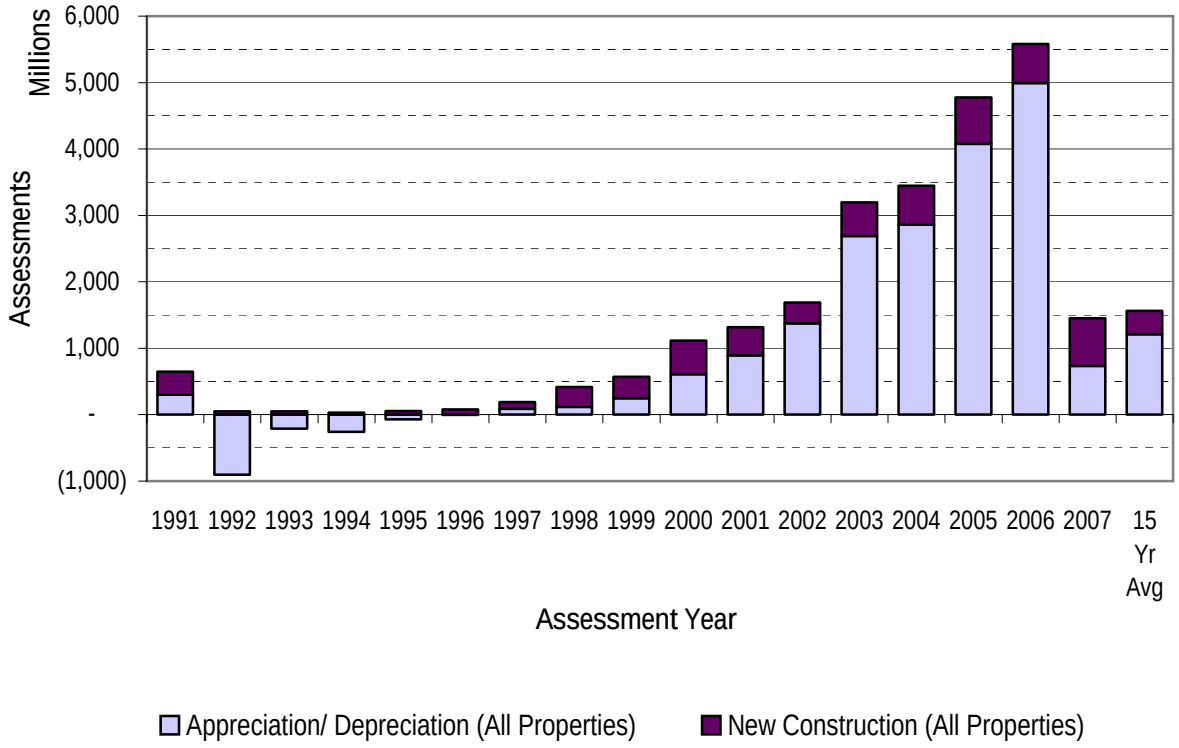
FY 2008: $516.2 Million



Real Property Tax Base
Change in Total Tax Base Years 1991-2007

The following chart compares the 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. From tax year 2001 to 2006, appreciation significantly exceeded the value of new construction. The residential real estate market has slowed recently, and as a result, in tax year 2007, only about half of the increase in the tax base was due to appreciation. As a result of significant increases in appreciation from 2001-2006, the average value of appreciation for the fifteen year period shown is almost three and a half times the average value of new construction. During this fifteen years new construction totaled some $7.2 billion or some 21.1% of the current City Tax base.

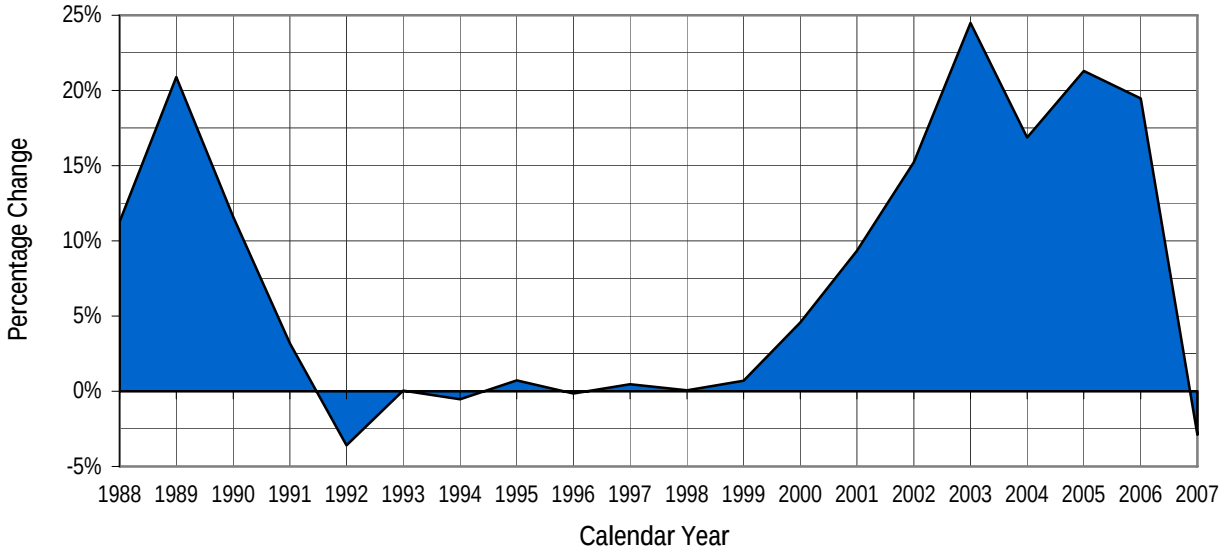
Change in Total Tax Base
Calendar Year 1991-2007



Real Property Tax Base
Residential Appreciation Tax Year 1988-2007

The following chart reflects the percentage change in appreciation of existing residential properties. Due to demand for housing in the City, driven by strong regional job growth and by relatively low mortgage interest rates, since 2001 appreciation has exceeded the historic norm. In 2006, the residential real estate market slowed dramatically, and for 2007, residential assessments decreased on average by 2.9%. If the pattern of the early 1990's and earlier real estate cycles repeat themselves, the slowdown in the real estate market will likely last a number of years.

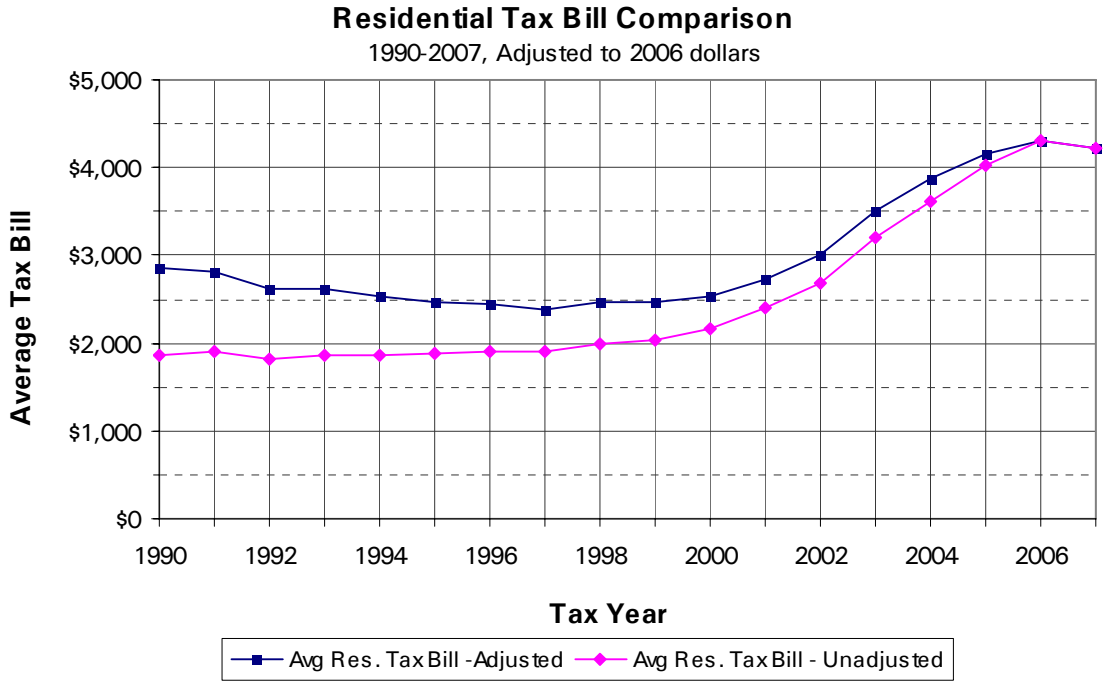
Residential Appreciation % Change
1988 to 2007



Real Property Taxes
Average Residential Tax Bills 1990-2007

The following table depicts the average residential real estate tax bill adjusted to 2006 dollars, using the U.S. Bureau of Labor Statistics Consumer Price Index (CIP) information, and using real estate tax rates in place 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 2006 dollars was $2,856. The tax bill for the average residential unit in 2006 at the $0.815 tax rate was $4,277 after equalization. Under the approved budget that increases the existing tax rate by 1.5 cents per $100, the tax bill for the average residential unit in 2007 is expected to decrease by $47 or 1.1% to $4,230 due to lower assessments.



Residential Real Estate Tax Revenue Compared to Per Capita Income
Tax Years 1991-2007

The graph depicts the proportion of City resident personal income that goes to pay the real property tax. For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums, and apartments (multi-family housing). As shown in the graph, the real property tax burden 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.

Revenues

Real Estate Tax Rates
Regional Tax Rates Tax Years 1987-2007 (Approved)

Shown below is a comparison of real estate tax rates from selected major Northern Virginia jurisdictions over the past twenty-two calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per $100 of assessed value. For the second year in a row, Alexandria's approved tax rate of $0.830 is the second lowest tax rate among major regional jurisdictions.

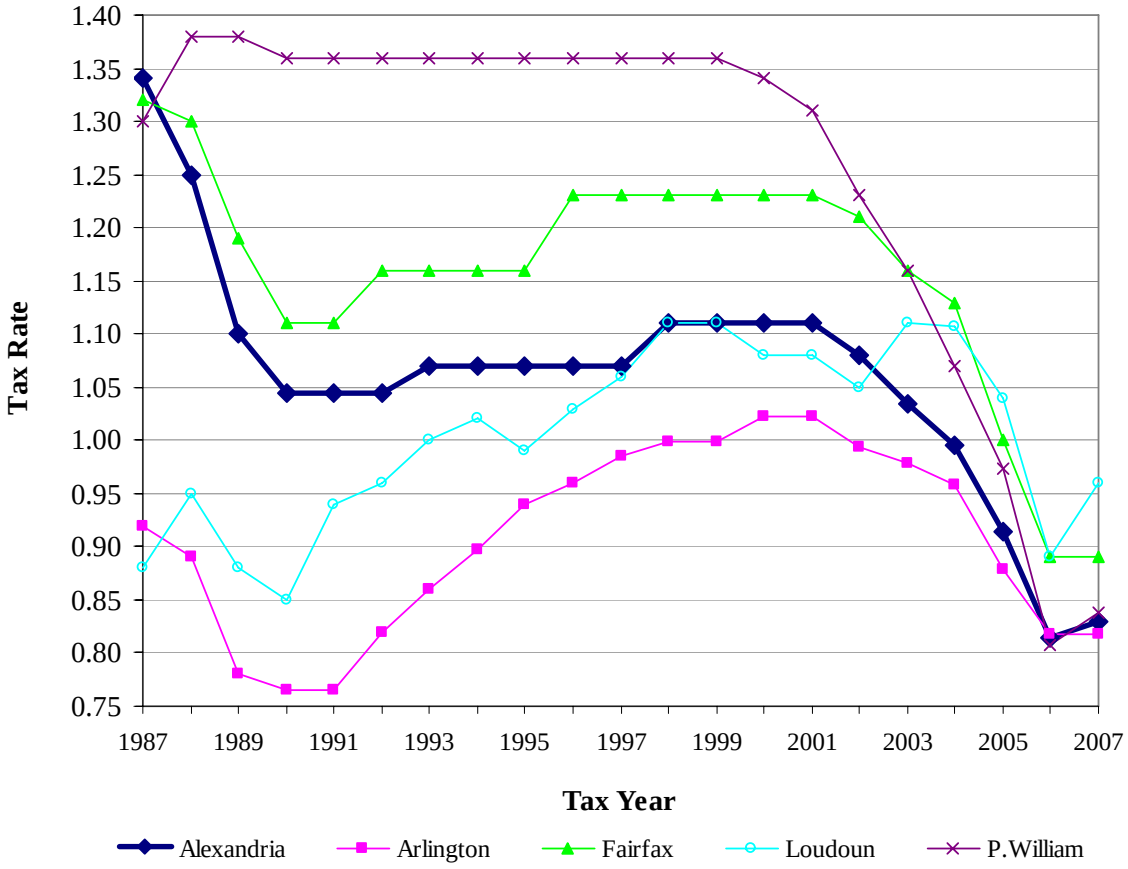
REAL ESTATE TAX RATES*

Tax YEAR	City of Alexandria	Arlington County	Fairfax County	Loudoun County	Prince William County
1987	1.34	0.92	1.32	0.88	1.30
1988	1.25	0.89	1.30	0.95	1.38
1989	1.10	0.78	1.19	0.88	1.38
1990	1.045	0.765	1.11	0.85	1.36
1991	1.045	0.765	1.11	0.94	1.36
1992	1.045	0.82	1.16	0.96	1.36
1993	1.07	0.86	1.16	1.00	1.36
1994	1.07	0.897	1.16	1.02	1.36
1995	1.07	0.94	1.16	0.99	1.36
1996	1.07	0.96	1.23	1.03	1.36
1997	1.07	0.986	1.23	1.06	1.36
1998	1.11	0.998	1.23	1.11	1.36
1999	1.11	0.998	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	0.993	1.21	1.05	1.23
2003	1.035	0.978	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	0.815	0.818	0.89	0.89	0.8071
2007	0.830	0.818	0.89	0.96	0.8379

* Prince William includes a general tax levy and two special levies that are levied throughout the County. Alexandria's tax rate includes one percent dedicated to open space acquisition.

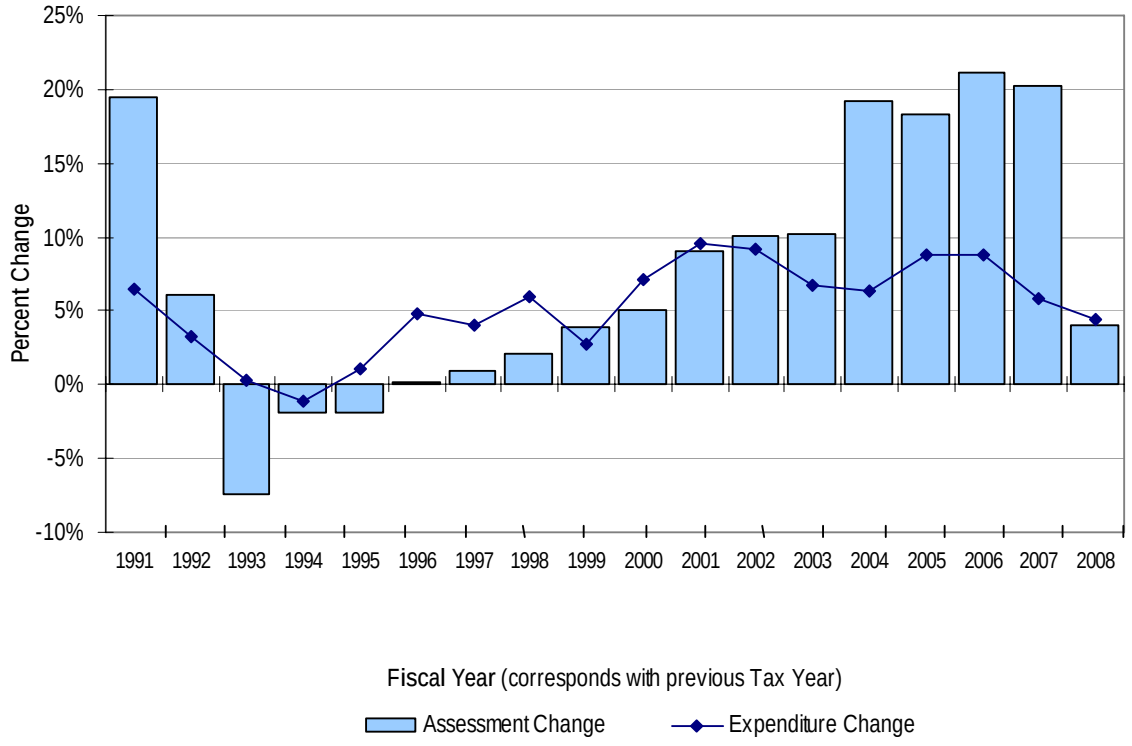
Real Estate Tax Rates
Regional Tax Rates Tax Years 1987-2007

As noted in the graph below which depicts the various tax rates of the major jurisdictions in Northern Virginia for the past twenty years, in 1987 Alexandria had the highest tax rate in the area at $1.34 per $100. In the approved 2008 budget, Alexandria increased its rate to 83.0 cents per $100. The increase was the first since 1998 after five tax rate decreases. For the second year in a row, Alexandria has the second lowest rate among Nothern Virginia jurisdictions.



Real Property Assessments Compared to General Fund Expenditures
Tax Years 1990 – 2007

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 2007) is 14.5 percent. This is compared to an average annual compounded increase in the City's General Fund amended operating budget (FY 2001- FY 2008) of 7.1 percent. The growth in the City's Approved General Fund Operating Budget for FY 2008 is 4.38%.



Personal Property Tax

FY 2008 Approved $59.7 million ($36.1 million local/$23.6 million Virginia car tax reimbursement)
11.6% of General Fund Revenues (7.0% local/4.6% Virginia reimbursement)

	FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj '07 to '08
Personal Property Tax	$33,163,126	$31,500,000	$33,700,000	$36,100,000	7.1%
State Reimbursement	*$22,764,841*	*$23,600,000*	*$23,600,000*	*$23,600,000*	*0.0%*
Total	$55,927,967	$55,100,000	$57,300,000	$59,700,000	4.2%

Average Annual Increases Total

	5 years	10 years	15 years
Nominal Increase	2.9%	5.1%	4.8%
Inflation Adjusted Increase	0.2%	2.4%	2.0%

Background

Alexandria's vehicle tax rate and business tangible equipment rate is $4.75 per $100. The City computes the value of vehicles using trade-in-value, which equals 86% of the National Automobile Dealers Association (N.A.D.A) retail value. Thus, the effective rate on vehicles is $4.09 per $100 value. Business tangible equipment is valued using established depreciation tables based on original cost. The tax is paid yearly. Personal Property tax bills are mailed in August; payment is due by October 5. If taxes are not paid on time, a 10% penalty and interest are applied.

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. For calendar year 2006, the assessed value of personal property in the City is approximately $1.4 billion, of which 66.4% is individual personal property and the 33.6% is business personal property.

Since 1999, the Commonwealth of Virginia has reimbursed all localities in Virginia for the vehicle portion of the Personal Property Tax as part of the Personal Property Tax Relief Act (PPTRA). (See italicized line above.) From CY 2002 to CY 2005, the reimbursement amount was 70% of the first $20,000 of a vehicle's assessed tax bill. Beginning in CY 2006, the State began to reimburse localities a fixed amount based on the CY 2004 level of state reimbursement. For Alexandria this totals $23,600,000. Unless the General Assembly provides additional funding, that reimbursement is not expected to increase, and with no increases, it will cover a gradually decreasing portion of the tax on vehicles. For CY 2006, the State reimbursement to the City covered 69% of the tax bill, the highest percentage of all local jurisdictions in Northern Virginia. For CY 2007, the reimbursement rate will be calculated by August and is likely to remain at approximately 69%.

Changes in FY 2008

In May 2007, Council passed an ordinance allowing the City to increase administrative fees on delinquent personal property tax accounts from $20 to $45 to help offset collection costs. The increase is expected to generate $180,000 in additional revenue.

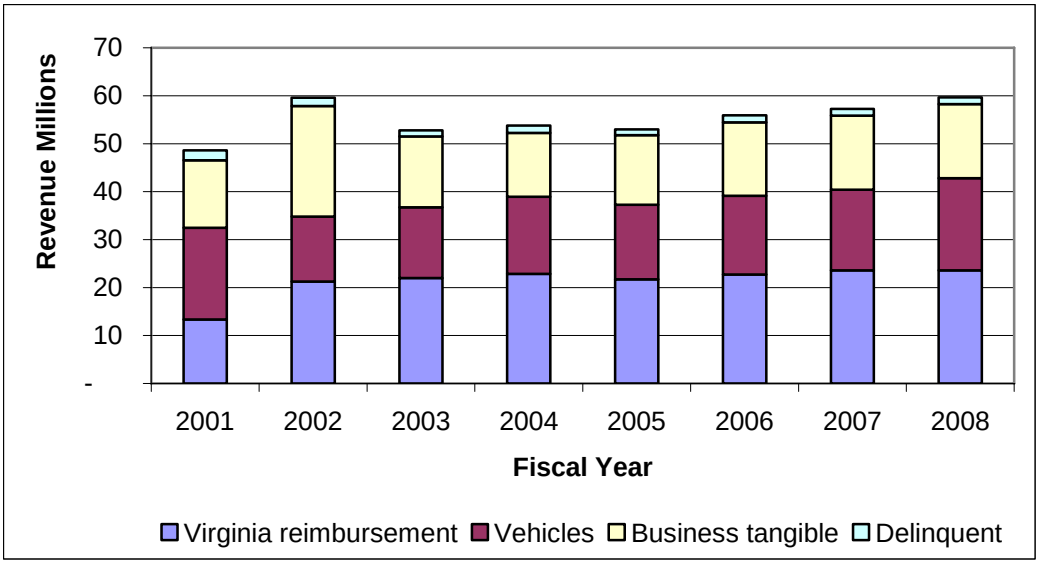
Revenues projected for FY 2007 are based on actual revenues through March 2007. For FY 2008, it is expected that total revenues from vehicles will increase by the five-year average for vehicles of 4%, based on Alexandria's increasing population, income, and wealth. State reimbursement for vehicles, as well as business personal property tax collections, are projected to remain flat for FY 2008.

Legislative Authority

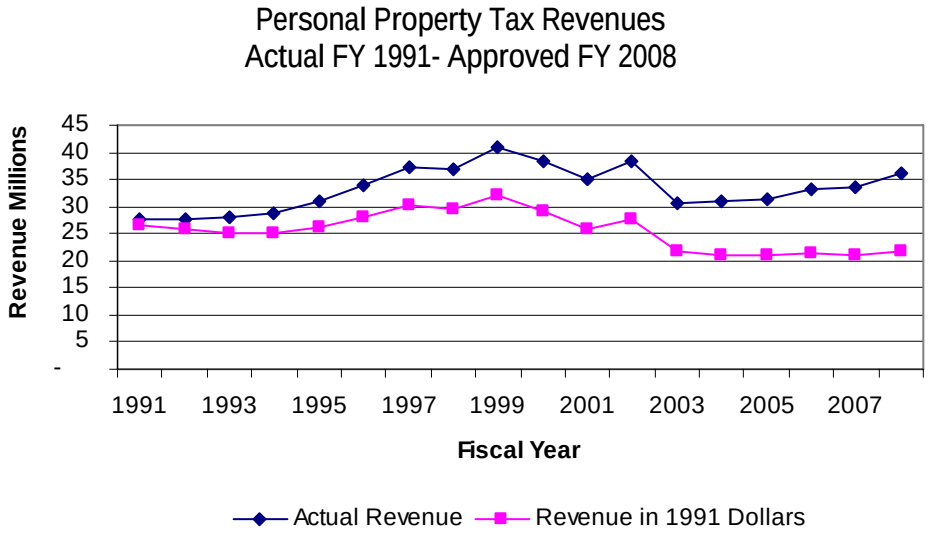
Virginia Code §58.1 –3507 City Code §3-2-324

The chart below shows the share of the Personal Property Tax from each source. Projected revenues in FY 2008 of $59,700,000 include the PPTRA reimbursement from the State (40%), individual personal property (32%), business personal property (26%), and delinquencies (2%). For budgeting purposes, the PPTRA reimbursement is considered to be an intergovernmental revenue.

Personal Property Tax Revenue
By Source, FY 2001-FY 2008 Approved



The chart below shows total Personal Property Tax Revenue since 1991, excluding the car tax (PPTRA) reimbursement. Because of the car tax reimbursement, personal property tax revenues paid directly by City taxpayers have decreased from 1999's tax payment levels.



Intergovernmental Revenues

FY 2008 Approved $53.2 million
10.3% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$50,232,988	$50,114,305	$52,048,865	$53,156,334	2.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	5.3%	13.5%	8.4%
Inflation Adjusted Increase	2.6%	10.6%	5.5%

Background

General Fund Intergovernmental revenues include state and federal aid that are generally not legally restricted to a specific program use. This excludes grant funding from the state and federal government which is accounted for in the City's Special Revenue Fund. General Fund Intergovernmental Revenues projected for FY 2008 are based on actual revenues through the first ten months of FY 2007, as well as the State biennium budget. The largest sources of intergovernmental revenue are Personal Property Tax Reimbursement (44.4%), Compensation Board Revenue (15.0%), and State Aid for Road Maintenance (11.7%). For FY 2008, it is expected that intergovernmental revenues in the General Fund will rise due to an increase in the reimbursement rate for federal prisoners held at the Detention Center and increased state aid.

Intergovernmental Revenues

	FY 2006 Actual	FY 2007 Approved	FY 2007 Projected	FY 2008 Approved
STATE AID				
HB 599 (Law Enforcement Aid)	6,624,744	6,419,996	6,624,744	6,735,814
Personal Property Tax Reimbursement	22,764,841	23,600,000	23,600,000	23,600,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	6,522,191	6,681,000	7,035,511	7,414,684
Compensation Board Reimbursements for Treasurer & Revenue Administration	564,583	530,000	562,546	579,546
State Prisoner Per Diem	984,422	900,000	1,000,000	1,000,000
Wine Taxes and Alchoholic Beverage Control (ABC) Taxes	154,033	153,000	153,000	153,000
State Aid for Road Maintenance	5,811,778	5,500,000	6,039,564	6,226,790
Other State Aid	1,409,715	1,001,400	953,500	953,500
TOTAL STATE AID	44,836,307	44,785,396	45,968,865	46,663,334
FEDERAL AID				
Federal Prisoner Per Diem	4,788,280	4,800,000	5,500,000	5,913,000
State Criminal Alien Assistance Program	165,141	128,909	165,000	165,000
Other Federal Aid (Indirect costs recovered from federal grants)	443,260	400,000	415,000	415,000
TOTAL FEDERAL AID	5,396,681	5,328,909	6,080,000	6,493,000
TOTAL INTERGOVERNMENTAL AID	50,232,988	50,114,305	52,048,865	53,156,334

Sources of General Fund Intergovernmental Revenues

HB599 Aid. The City receives funding from the Commonwealth of Virginia to help defray the costs of the Police Department.

Personal Property Tax Reimbursement. Since 1999, the Commonwealth of Virginia has paid a portion of Alexandria's personal property tax on vehicles in Alexandria, the "car tax." For additional information about the reimbursement, see the previous description of the personal property tax.

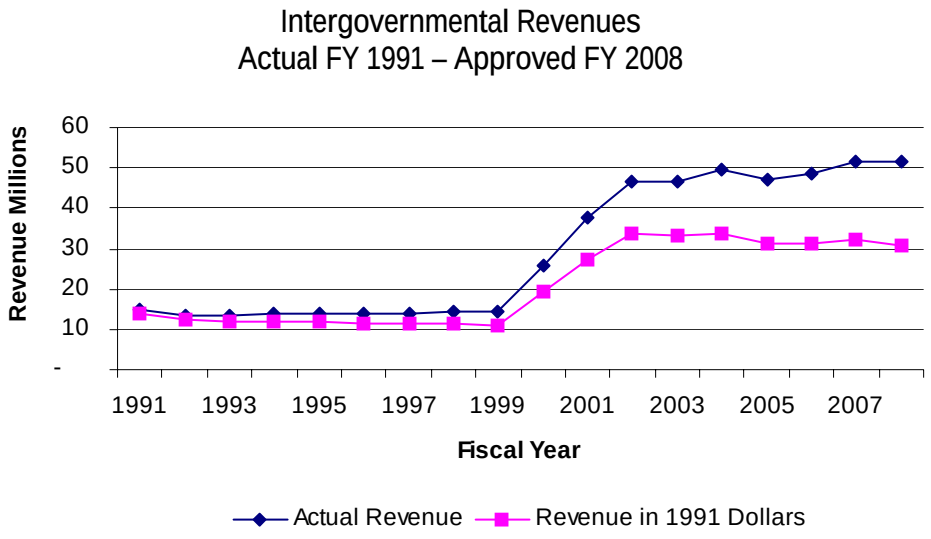
Compensation Board Reimbursement. The City receives assistance from the Virginia Compensation Board to help defray part of the cost of office operations for Constitutional Officers, including the Sheriff, the Commonwealth's Attorney, The Clerk of Court, and the Registrar. The City also receives assistance to fund part of the cost of the Finance Department.

State Prisoner Per Diem. The City receives per diem compensation from the Commonwealth of Virginia for State prisoners maintained in the Alexandria Detention Center.

State Aid for Road Maintenance. The City receives State aid for local maintenance of its primary and secondary roads based on a formula including reimbursement rate and locally maintained lane miles.

Federal Prisoner Per Diem. The City receives per diem compensation from the Federal Government for federal prisoners held in custody in the Alexandria Detention Center.

State Criminal Alien Assistance Program. The City receives aid from the Federal Government to help defray the cost of incarceration for undocumented criminal aliens.



Sales Tax Revenues

FY 2008 Approved $27.4 million
5.3% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$25,264,689	$26,100,000	$26,300,000	$27,400,000	4.2%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	4.0%	5.6%	4.7%
Inflation Adjusted Increase	1.3%	2.9%	1.9%

Background

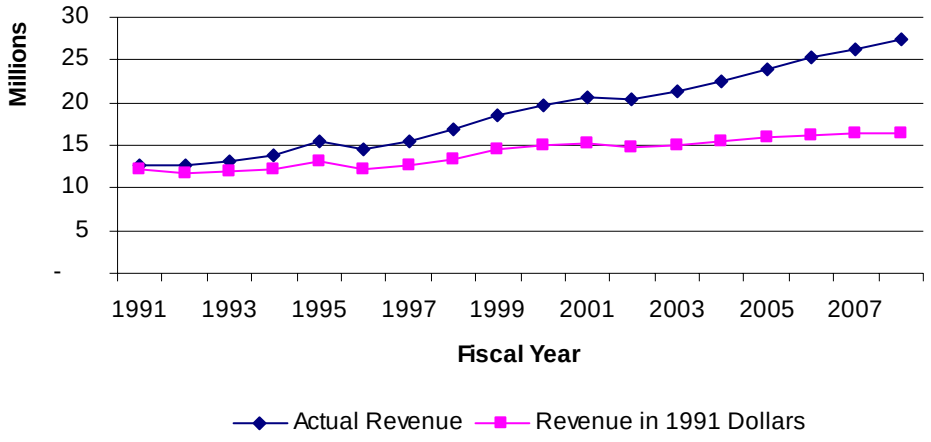
The total sales tax in Alexandria and in all Virginia localities is generally 5.0% (grocery store food is 2.5%), which includes the locally levied sales tax of 1.0% and the State sales tax of 4.0%. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 4.0% State sales tax remitted by the businesses which collect the tax to the State, 1.0% is allocated to education statewide, 0.5% is allocated to transportation projects statewide, and the balance finances other State funded programs and services.

Revenues projected for FY 2008 are based on actual revenues through the first nine months of FY 2007. For FY 2008, it is expected that this revenue will increase at approximately its five year average growth rate of 4.0%.

Legislative Authority

Virginia Code §58.1-605 City Code §3-2-91

Sales Tax Revenue
Actual FY 1991- Approved FY 2008



Consumer Utility Tax Revenues

FY 2008 Approved $9.6 million
1.9% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$17,059,480	$17,900,000	$13,100,000	$9,600,000	-26.7%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	1.3%	2.2%	2.5%
Inflation Adjusted Increase	-1.3%	-0.4%	-0.2%

Background

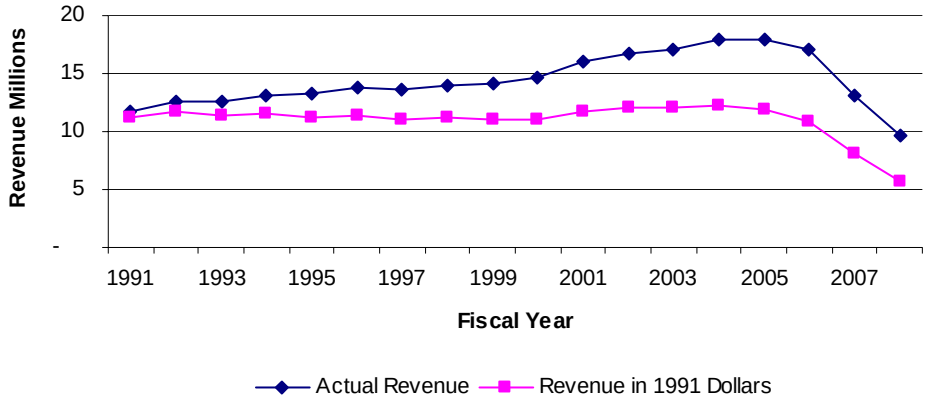
The consumer utility tax is levied on all residential and commercial users of water, natural gas, and electricity. The utility tax rates are detailed in the table titled "FY 2008 Approved Tax Rates for Major Revenue Sources" at the end of this section. Until the end of calendar year 2006, the tax on landline telephone service was also included in this category. Effective on January 1, 2007, state law was changed and the state assumed responsibility for collecting a flat 5% tax on landline telephone service. For additional information, please see the section on the Communications Sales and Use tax.

Revenues projected for FY 2007 are based on actual revenues from water, natural gas, electricity, and landline phones through the first nine months of FY 2007. Landline phone revenues are excluded from this category for the second half of FY 2007 and for all of FY 2008. Phone revenues that previously appeared in this category will now appear as part of the Communications Sales and Use tax. Other utility revenues are expected to increase at their average five-year growth rate of 1.3%.

Legislative Authority

Virginia Code §58.1-605 City Code Section §3-2-372 - §3-2-379

Consumer Utility Tax Revenue
Actual FY 1991- Approved FY 2008



Revenues

Business License Taxes

FY 2008 Approved $32.1 million
6.2% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$28,381,583	$31,000,000	$30,250,000	$32,100,000	6.1%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	6.4%	7.3%	6.1%
Inflation Adjusted Increase	3.7%	4.5%	3.3%

Background

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). The progressively increasing rates by class of business make the BPOL tax function much like a value added tax (VAT). In May 1996, 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 below the $100,000 cap.

In FY 2003, reductions in 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 by eliminating the estimating process and related tax payments. Alexandria was the first jurisdiction in the state to reform the BPOL tax in this manner.

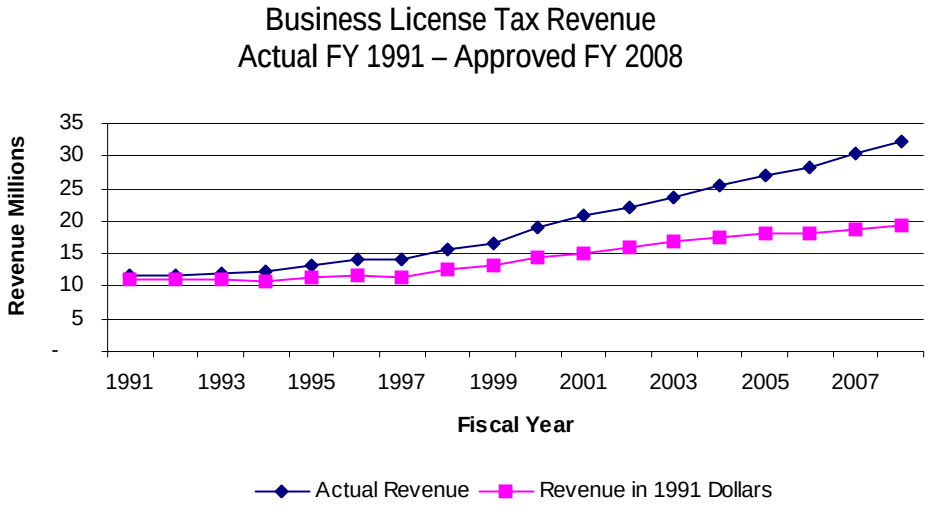
In 2005, the biggest single category contributors to the Business License Tax were Business Services (30%) and Retail Merchants (25%).

The tax is paid annually. License renewal applications and taxes are due March 1 of each year.

Revenues projected for FY 2007 are based on actual collections through March 2007. For FY 2008, it is expected that this revenue will increase at approximately the five year average growth rate of 6.4%.

Legislative Authority

Virginia Code §58.1-3703 and §58.1-3706 City Code §9-1-1 to 9-1-46, 9-1-141


Business License Tax Revenue
Actual FY 1991 – Approved FY 2008
Revenue Millions
35
30
25
20
15
10
5
-
1991
1993
1995
1997
1999
2001
2003
2005
2007
Fiscal Year
Actual Revenue
Revenue in 1991 Dollars

Communications Sales and Use Tax

FY 2008 Approved $12.4 million
2.4% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
NA	NA	$6,000,000	$12,400,000	51.6%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	NA	NA	NA
Inflation Adjusted Increase	NA	NA	NA

Background

Virginia HB 568 replaced many of the telephone and cable television taxes previously collected by the City with a State administered Communications Sales and Use Tax and a uniform statewide E-911 tax on landline telephone service. Taxes previously collected by the City such as the utility tax on phone service, the E-911 service tax, the cable franchise fee, and part of the gross receipt tax on telecommunications companies will now be collected by Virginia and remitted to Alexandria. The new tax of 5% on all communications services including landline phones, cell phones, cable television as well as satellite television service went into effect on January 1, 2007. The E-911 fee will rise from $0.50 per line per month to $0.75 per line per month. The City's FY 2007 projected budget reflects estimated collections of the Communications Sales and Use tax for the last half of the fiscal year. The City's FY 2008 Approved Budget reflects a full year of the Communications Sales and Use Tax.

The implementation of the new State collected tax was designed to be revenue neutral for local governments. Based on information provided to Virginia about Alexandria's collection of existing taxes in FY 2006 of $11,682,956 which equated to 2.6% of taxes collected statewide, the City will receive approximately 2.6% of the State's total Communications Sales and Use tax revenues. This means as total communications taxes rise statewide the City will receive 2.6% of these new tax revenues. Since this is a revenue source with no history, the estimated increase of 3% at an annual rate for the second half of FY 2007 and the additional 3% increase for FY 2008 are based on projected inflation and State population increases. It is estimated that in total Alexandria residents and businesses will pay less under the Communications Sales and Use Tax structure than they paid under the previous City tax structure.

Motor Vehicle License Revenues

FY 2008 Approved $3.4 million
0.7% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$2,461,023	$2,400,000	$2,500,000	$3,400,000	36.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	1.8%	2.2%	1.6%
Inflation Adjusted Increase	-0.8%	-0.4%	-1.1%

Background

The City levies an annual vehicle license tax on all motor vehicles, trailers, semitrailers and issues a vehicle license decal as proof that the license tax has been paid. The typical annual license tax for a passenger vehicle in FY 2008 will be $33.

Changes in FY 2008

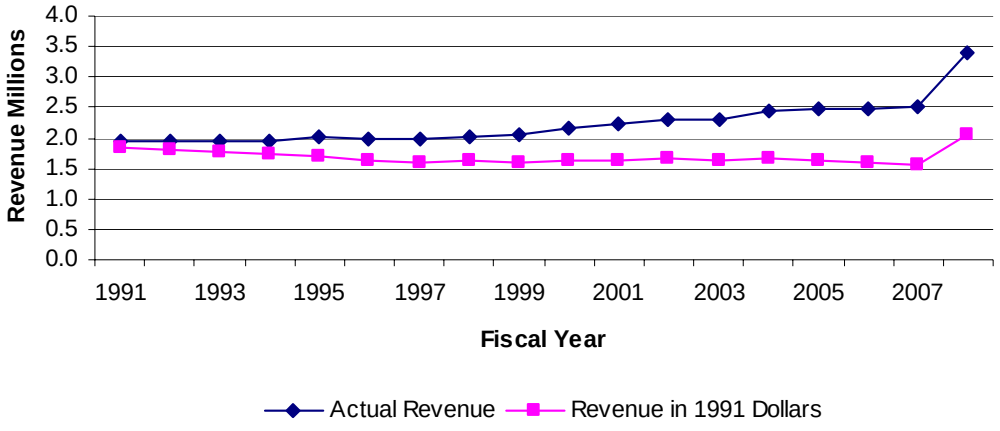
Virginia HB 3202, signed into law earlier this year, gives localities the ability to increase the license tax to fund transportation needs. In May, City Council passed an ordinance increasing the City's license tax from $25 to $33 for passenger vehicles and from $15 to $21 for motorcycles.

Revenues projected for FY 2007 are based on actual revenues through the first nine months of FY 2007. During consideration of the budget, the increase in the motor vehicle license tax was expected to raise an additional $900,000 in revenue. After adoption of the budget, this estimate has been revised to $700,000. These funds will be dedicated to increased transit capital projects.

Legislative Authority

Virginia Code §46.2-752 to §46.2-753 City Code §3-2-321 to §3-2-337

Motor Vehicle License Revenue
Actual FY 1991-FY Projected 2008



Recordation Tax Revenues

FY 2008 Approved $5.7 million
1.1% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$7,818,676	$5,125,640	$5,700,000	$5,700,000	0.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	30.9%	24.8%	15.9%
Inflation Adjusted Increase	27.6%	21.6%	12.8%

Background

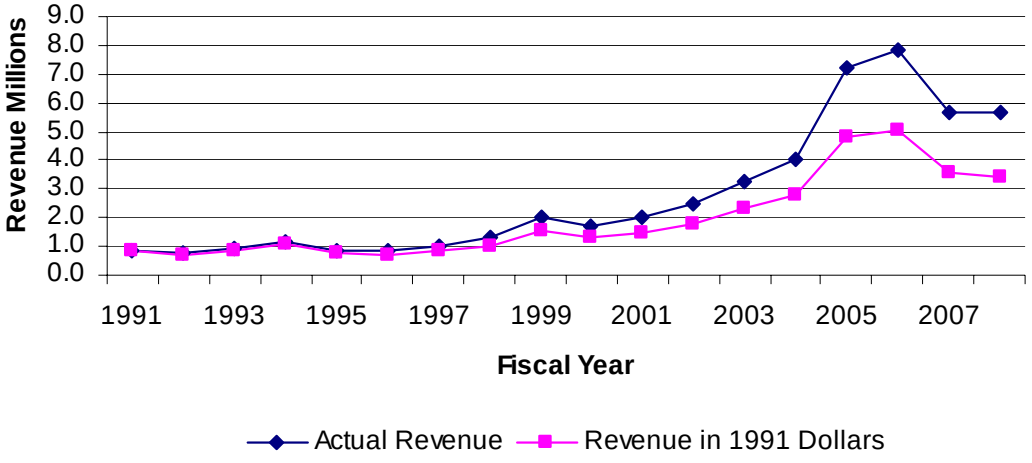
Alexandria's recordation tax rate is assessed at a rate $.083 per $100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. The City's recordation tax rate was increased from $0.050 to $0.083, effective September 1, 2004, as a result of General Assembly action increasing the State's rate. By law, Alexandria and other Virginia cities may impose a recordation tax of up to 1/3 of the State's tax rate, which is currently $0.25 per $100.

Revenues projected for FY 2007 are based on actual revenues through the first nine months of FY 2007. For FY 2008, it is expected that this revenue will hold steady due to a relatively stable area real estate market.

Legislative Authority

Virginia Code §58.1-814 City Code §3-2-41

Recordation Tax Revenue
Actual FY 1991 - Approved FY 2008



Cigarette Tax Revenues

FY 2008 Approved $2.75 million
0.5% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$2,840,486	$2,800,000	$2,750,000	$2,750,000	0.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	12.1%	5.6%	6.2%
Inflation Adjusted Increase	9.2%	2.9%	3.4%

Background

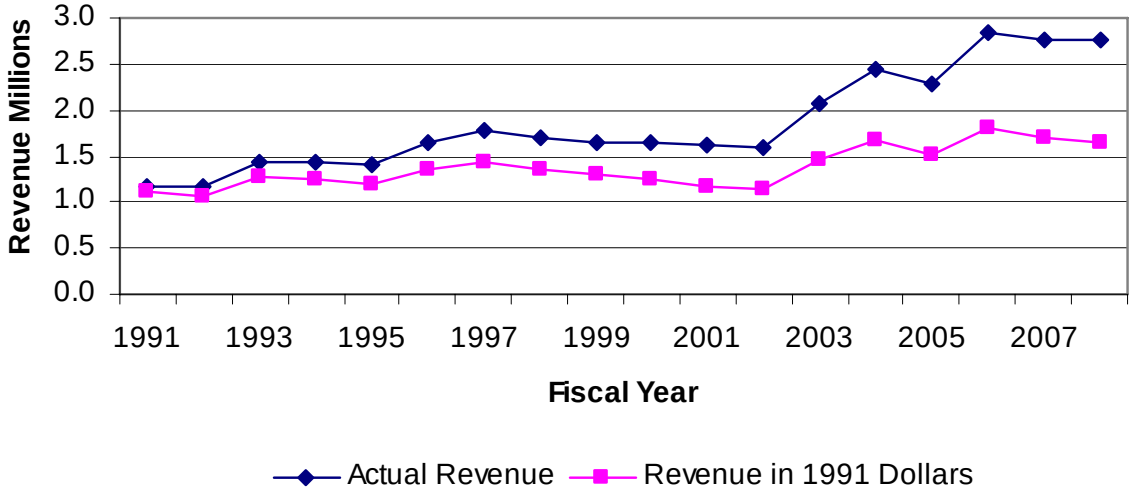
The local cigarette tax is levied at a rate of $0.70 per pack of 20 cigarettes sold in the City. The rate was increased from $0.50 in FY 2006.

Revenues projected for FY 2007 are based on actual revenues through the first nine months of FY 2007. For FY 2008, it is expected that revenues will remain constant, based on stable cigarette purchases.

Legislative Authority

Virginia Code § 58.1-3840 City Code § 3-2-102

Cigarette Tax Revenue
Actual FY 1991-FY 2008



Transient Lodging Tax Revenues

FY 2008 Approved $8.8 million
1.7% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$7,811,884	$8,200,000	$7,700,000	$8,800,000	14.2%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	6.0%	10.0%	6.4%
Inflation Adjusted Increase	3.3%	7.2%	3.6%

Background

The amount of local tax levied on the amount paid for hotel and motel rooms is 5.5% of the room charge plus a $1 per night lodging fee. Prior to FY 2000, The City levied a tax of 5.65% on the room charge and assessed no per night room charge.

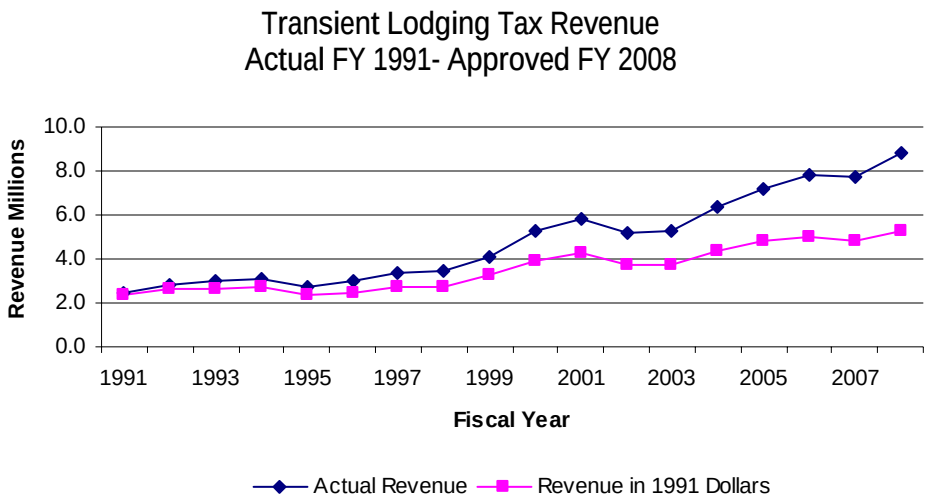
Changes in FY 2008

The City of Alexandria eliminated the transient lodging exemption for federal, state, and, and local government employees where the employee directly pays for his or her room. This change is expected to generate an estimated $0.2 million per year. If the employee pays using a federal agency purchase card then the exemption will still apply. This change makes Alexandria's tax policy in this area consistent with those in the region.

Revenues projected for FY 2007 are based on actual revenues through the first nine months of FY 2007. Occupancy rates have decreased since last year; some hotel rooms are being renovated and YTD revenue is lower than projected. In FY 2008, with the completion of renovation projects and the opening of some new hotel capacity, the return to historical vacancy levels, and the elimination of the transient lodging exemption, it is expected that revenue will grow well above the five year average of 6.0%

Legislative Authority

Virginia Code §58.1-3840 City Code §3-2-141 to 3-2-151


Transient Lodging Tax Revenue
Actual FY 1991- Approved FY 2008
Revenue Millions
10.0
8.0
6.0
4.0
2.0
0.0
1991
1993
1995
1997
1999
2001
2003
2005
2007
Fiscal Year
Actual Revenue
Revenue in 1991 Dollars

Restaurant Meals Tax

FY 2008 Approved $10.4 million
2.0% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$10,094,267	$10,700,000	$10,200,000	$10,400,000	2.0%

Average Annual Increases

	5 years	10 years	15 years
Nominal Increase	3.6%	5.7%	6.4%
Inflation Adjusted Increase	0.9%	3.0%	3.6%

Background

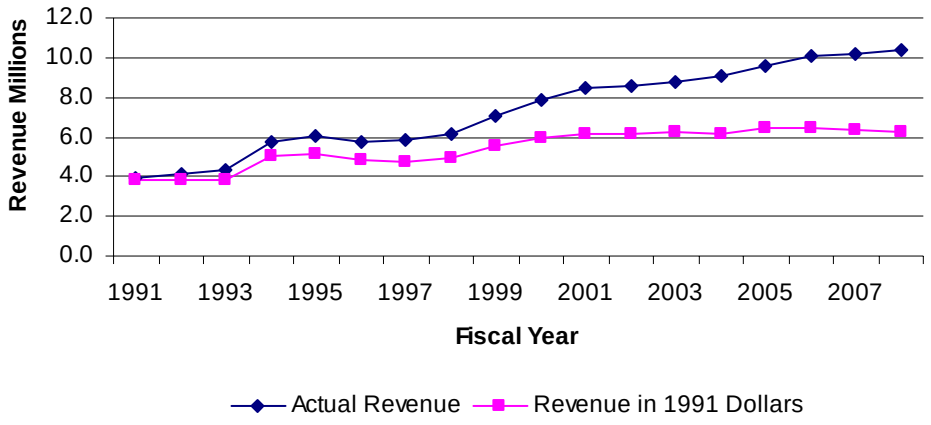
Alexandria's restaurant meals tax is 3%. The tax is in addition to a 4% sales tax and 1% local option sales tax. The tax is paid monthly. In FY 2006, approximately 84% of the meals tax came from the sale of food within a restaurant or bar; 16% came from the sale of alcohol.

Revenues projected for FY 2007 are based on actual revenues through the first nine months of FY 2007. For FY 2008, it is expected that this revenue will increase at slightly less than its average five year growth rate of 3.6%.

Legislative Authority

Virginia Code Section 58.1-3833 City Code Section 3-2-242

Restaurant Meals Tax Revenue
Actual FY 1990- Approved FY 2008



Other Miscellaneous Local Tax Revenues

FY 2008 Approved $2.4 million
0.5% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$4,308,406	$3,829,000	$3,234,565	$2,380,000	-26.4%

This category includes the State's telecommunications tax, bank and other franchise taxes, and the daily rental tax. Revenues in this category are expected to decrease because taxes previously included in this category such as the Cell Phone tax (budgeted at $2.4 million for FY 2007) and the E-911 tax (budgeted at $530,000 for FY 2007) are now collected as part of the State Communications Sales and Use tax as of January 1, 2007.

Admissions Tax

FY 2008 Approved $1.0 million
0.2% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$1,149,538	$1,200,999	$1,000,000	$1,000,000	0.0%

The admissions tax on the sale of movie and live theatre tickets was first levied by the City during FY 2006.

Licenses, Permits, and Fees

FY 2008 Approved $5.4 million
1.0% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$5,372,138	$4,909,800	$5,356,000	$5,356,000	0.0%

This category includes Building Permits (budgeted in FY 2008 at $2.6 million), Fire Protection Systems ($0.5 million), and Electrical Permits ($0.3 million). The FY 2007 and FY 2008 budget estimate for all licenses, permits, and fees is based generally on the trend in actual revenues received through January 2007, and it anticipates no change in FY 2008.

Fines and Forfeitures

FY 2008 Approved $4.7 million
0.9% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$3,536,342	$4,072,300	$3,372,300	$4,722,300	40.0%

This category includes parking fines (budgeted in FY 2008 at $3.1 million), and court fines (budgeted in FY 2008 at $800,000).

Changes in FY 2008

In January 2007, City Council passed an ordinance increasing parking fines that is expected to increase revenues in FY 2008 by $600,000 over projected FY 2007 totals. In June 2007, City Council passed an ordinance instituting a Red Light Camera Program, authorizing cameras at three intersections, all of which together are projected to generate a total of $750,000 in revenue.

Revenues from the Use of Money and Property

FY 2008 Approved $9.6 million
1.9% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$8,190,426	$8,644,000	$9,750,000	$9,570,000	-1.8%

This category includes interest on General Fund investments (budgeted at $6.7 million in FY 2008), and Parking Garage revenues (budgeted at $1.8 million in FY 2008). Due to a slowing economy and expected lower interest rates, it is expected that interest on General Fund investments is expected to fall by $0.2 million in FY 2008.

Charges for Services

FY 2008 Approved $11.3 million
2.1% of General Fund Revenues

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$10,837,058	$10,988,543	$10,353,543	$11,270,072	8.9%

This category includes the refuse user charge ($4.6 million in FY 2008) and parking meter receipts ($1.8 million in FY 2008). 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 jurisdiction. Parking meter receipts are expected to increase by $400,000 in FY 2008 as additional meters will be added in the Eisenhower East area of Alexandria.

Revenues

Changes in FY 2008

In order to continue the City's 100% solid waste fee recovery policy, the City increased the refuse and recycling pickup fee by $27 from $237 to an annual rate of $264, which is expected to raise an additional $500,000. This increase is mostly attributable to an increase in the amount paid per ton of waste for disposal at the Waste to Energy Plant serving the City of Alexandria and Arlington County.

Miscellaneous Non-Tax Revenues

FY 2008 Approved $0.2 million

FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved	% Change Proj. '07 to '08
$842,030	$427,000	$460,000	$245,000	-46.7%

This category includes such revenue sources as payment in lieu of taxes, insurance and damage recoveries, offsets to expenditures, and Freedom of Information Act fees.

Other Financing Sources

FY 2008 Approved $3.3 million

	FY 2006 Actuals	FY 2007 Budgeted	FY 2007 Projected	FY 2008 Approved
City General Fund Fund Balance	$8,607,000	$7,154,819	$7,154,819	$1,999,550
Sewer Fund (transfer in)	$1,112,971	$1,063,895	$1,063,895	$1,311,109
Total	$9,719,971	$8,218,714	$8,218,714	$3,310,659

This category reflects other non-revenue financing sources used to help finance the $3.3 million difference between the $516.2 million revenue projection and the $519.5 million projected General Fund Expenditure Budget. The elements of these financing sources include:

(a) $2.0 million in FY 2006 General Fund surplus funds designated for use in FY 2008, and
(b) $1.3 million in a FY 2008 transfer into the General Fund from the City's Sanitary Sewer Fund in order to pay sanitary sewer debt service.

FY 2008 Approved Tax Rates for Major Revenue Sources

	City Approved Rate	Virginia Code Reference	Maximum Rate Allowable by State
Real Estate Tax	$0.830 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 personal property)	58.1-3506-b	None
	$3.55 per $100 assessed value (handicap vehicles)	58.1-3506.1	None
Utility Tax	15% of water service charge	58.1-3814	20% on 1st $15
(for residential users)	$1.12 plus $.012075 for each KWh ($2.40 max)	58.1-3814	$3.00
	$1.28 plus $0.124444 of each CCF of gas delivered ($2.40 max)	58.1-3814	$3.00
	$1.28 plus $0.050909 of each CCF of gas delivered to group meter customers ($2.40 max)	58.1-3814	$3.00
	$1.28 plus $0.023267 of each CCF of gas delivered to group meter interruptible consumers ($2.40 max)	58.1-3814	$3.00
Utility Tax	15% of first $150 of water service charge		20%
(for commercial users)			
(Commercial consumer)	$0.97 plus $0.004610 of each KWh delivered	58.1-3814	20%
(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	$50.00	58.1-3703	$50.00
And less than $100,000		through	
Amusement and Entertainment	$0.36 per $100 gross receipts	58.1-3735	$0.36
Professional	$0.58 per $100 gross receipts		$0.58
Renting of Residential Property	$0.50 per $100 gross receipts		**
Renting of Commercial Property	$0.35 per $100 gross receipts		**
Finance Services	$0.35 per $100 gross receipts		$0.58
Personal, Business,& Repair Services	$0.35 per $100 gross receipts		$0.36
Retail Merchants and Restaurants	$0.20 per $100 gross receipts		$0.20
Filling Stations	$0.20 per $100 gross receipts		$0.20
Contractors	$0.16 per $100 gross receipts		$0.16
Wholesale Merchants	$0.05 per $100 gross receipts		$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 Company	$0.50 per $100 gross receipts	58.1-2960	**
Water	$0.50 per $100 gross receipts	58.1-3731	$0.50
Telecommunications Right of Way Tax	$0.61 per line per month	56-468.1	Minimum of $0.50 per line per month; annual rate calculated by VDOT
Electric Consumption Tax	$0.0038/kWh	58.1-2900	
Natural Gas Consumption Tax	$0.004/CCF	58.1-2904	
Communications Sales and Use Tax	5% of all communications services including landline phones and cell phones	58.1-648	
	E-911 tax of $0.75 per landline per month	58.1-1730	
Admissions Tax	10% of gross admissions, not to exceed $0.50 per admission		
Cigarette Tax	$0.70 on each package of 20 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 Meals Tax	3.0% on all food and drink sold in the City	58.1-3840	
Recordation Tax:			
Deed of Bargain and Sale		58.1-3800	
Grantor	$0.83 per $1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Grantee	$0.83 per $1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Deed of Trust	$0.83 per $1,000 of loan amount (equals State max)	58.1-3916	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, 2999 10% per annum for 1st year, 5% per annum thereafter. Equals refund rates.		10%

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

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Grant Funding Summary
and
Special Revenue Funds

Revenues

Special Revenue Funds account for all non-General Fund revenue. The majority of this revenue is derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. In addition to revenue received from outside sources, the City also accounts for donations and charges or fees for services in these funds.

The City receives funding from several different types of sources with a variety of requirements. Basic categories and types of grants are presented below. An example of funding currently received by the City is included.

Types of Funding (examples of City programs)

- Competitive grants (Federal or State)
- One-year funding - Victim Witness Program (Commonwealth's Attorney
- Multi-year funding – Virginia Tobacco Settlement Grant - MHMRSA
- Non-competitive (Federal or State)
    - Allocations for general program – Community Development Block Grant - Housing
    - Allocations for defined program – Susbtance Abuse Prevention and Treatment – HIV/AIDS
- General fund – Mental Health/Mental Retardation/Substance Abuse
- Federal Earmark – King Street Metro Platform Extension
- State Allocation – Gadsby's Tavern Improvements

Special Revenue Funds can rarely be used to replace or supplant City funds and the amount of funding received varies. In addition, the City's requirement to contribute funding for the program varies based on the program requirements. Program funding is described below.

- Fully-funded (100 percent)
- Partially-funded
- Level effort/minimum level spending
- Mandatory city match
- Voluntary city contribution
- In-kind contribution (mandatory or voluntary)
- Revenue Collection
    - Reimbursement (prove expenditures)
    - Payment schedule (monthly/quarterly/lump sum)

Funding Parameters

- One-time
- Multi-year
- Ongoing grant funds

The Special Revenue described in this section is separate from funding from the state and federal government described previously in the General Fund Revenue section. The revenue described in that section has no restrictions and can be used to fund overall city operations. Compensation Board Funding is also accounted for in General Fund revenue and is not restricted in anyway. This funding is received from the Commonwealth to compensate the City for positions that are equivalent to State-funded County positions, such as the Commissioner of the Revenue and the Sheriff.

Revenues

Summary of Major Revenue Sources

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change FY 07 - FY 08
General Fund	$475,523,712	$497,685,764	$519,494,732	4.4%
Non-general fund				
State	$39,677,255	$46,018,611	$45,322,947	-1.5%
Federal	$37,637,081	$33,470,102	$33,728,822	0.8%
Charges, Donations and Other Sources	$41,167,667	$25,217,313	$24,139,570	-4.3%
Total Non-General Fund Revenue	$118,482,003	$104,706,026	$103,191,339	-1.4%
Schools Fund Balance	$8,345,030	$4,305,319	$1,781,367	-58.6%
Equipment Replacement Fund	$5,540,649	$5,166,570	$5,385,142	4.2%
Total All Funds	$607,891,394	$611,863,679	$629,852,580	2.9%

FY 2006 actual Charges, Donations and Other Sources reflects $15,852,450 in general bond proceeds for Affordable Housing paid from the one cent in dedicated real estate tax revenues.

As shown in the chart on the following page the City's Special Revenue Fund budget of $102.9 million consists primarily of State Aid, Federal Aid and discretionary State and federal grants ($78.9 million) and charges for fees, donations and other sources ($23.9 million). This compares to the FY 2007 amended Special Revenue Fund budget of $104.7 million. The 1.8%, or $1.8 million, decrease is primarily attributable to federal revenue losses in DHS, the elimination of HUD revenue and client fees in MHMRSA to reflect the delay in the opening of the Safe Haven facility until 2009, re-estimates of Sewer Fund revenues based on FY 2006 actual revenues and the completion of several grant-funded studies.

Revenues

Summary of Major Revenue Sources by Department

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change FY 07 - FY 08
Schools	$40,284,523	$47,496,291	$45,230,852	-4.8%
DHS	$25,938,050	$26,982,246	$26,083,962	-3.3%
MHMRSA	$10,678,716	$12,273,292	$12,099,554	-1.4%
Other City Agencies	$41,580,714	$17,954,197	$19,776,971	10.2%
Total All Funds	$118,482,003	$104,706,026	$103,191,339	

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

	Federal Grant	FY 2007 Amended Budget Estimate	FY 2008 Approved Budget Estimate	% Change FY07 - FY 08
Mental Health Programs	Block Grant for Community Mental Health Services - Serious Emotionally Disturbed Children	$256,654	$256,654	0.0%
	Block Grant for Community Mental Health Services - Serious Mental Illness (Adults)	$411,226	$411,203	0.0%
	Projects for Assistance in Transition from Homelessness	$35,575	$35,575	0.0%
	Welfare TANF Foster Care (Title IV-E)	$143,000	$143,000	0.0%
MH and SA Programs	U.S. Department of Housing and Urban Development	$314,215	$259,606	-17.4%
Substance Abuse (SA) Programs	Substance Abuse Residential Purchase of Services (SARPOS)	$137,284	$137,284	0.0%
	Substance Abuse Federal Block Grant - Alcohol & Drug Treatment	$512,408	$506,175	-1.2%
	Substance Abuse Federal Block Grant - Primary Prevention	$208,314	$205,768	-1.2%
	Substance Abuse Prevention and Treatment - HIV/AIDS	$70,470	$69,656	-1.2%
	High Intensity Drug Trafficking Area Treatment Grant - Residential	$109,069	$109,069	0.0%
Mental Retardation Programs	Grants for Infants and Toddlers with Disabilities	$138,064	$148,774	7.8%
	Total Federal Grants	$2,336,279	$2,282,764	-2.3%

Revenues

Addendum Table II Department of Human Services Federally Funded Programs			
Federal Grant	**FY 2007 Amended Budget Estimate**	**FY 2008 Proposed Budget Estimate**	**% Change FY07 to FY08**
Welfare Administrative Cost Pool	$135,475	$135,475	0.0%
Welfare Income Maintenance Eligibility	$1,894,068	$2,595,801	37.0%
Welfare Clerical Cost Pool	$260,000	$259,999	0.0%
Welfare Refugee Resettlement	$50,000	$50,000	0.0%
Child Welfare Administration	$2,123,633	$3,156,398	48.6%
Welfare Aid to Dependent Children	$60,060	$60,060	0.0%
Adult Services Administration	$372,883	$372,883	0.0%
Child Care Administration	$982,528	$786,041	-20.0%
Foster Care IV - E	$1,514,805	$1,514,805	0.0%
Welfare Adoption Subsidy	$322,500	$322,500	0.0%
TANF/View Child Care	$709,802	$709,802	0.0%
Child Care Fee System	$2,575,644	$1,644,349	-36.2%
Older Americans Act	$144,306	$146,857	1.8%
Home Delivered Meals	$89,717	$100,394	11.9%
Congregate Meals	$57,876	$62,330	7.7%
In-Home Services to Companion	$234,090	$337,000	44.0%
WIA Summer Youth Program	$79,153	$72,999	-7.8%
Head Start	$1,766,088	$1,748,649	-1.0%
Transitional Apartment Planning & Eviction Storage (CDBG)	$197,000	$142,000	-27.9%
Community Services Block Grant (CSBG\BASIC)	$158,971	$158,971	0.0%
Virginia Refugee Resettlement Program (VRRP)	$107,000	$98,000	-8.4%
WIA Adult Training	$156,687	$71,999	-54.0%
WIA Dislocated Worker	$102,012	$103,611	1.6%
WIA Rapid Response	$0	$75,000	0.0%
VIEW	$472,297	$481,482	1.9%
Foster Parent Training	$142,998	$142,997	0.0%
TANF - Emergency Assistance	$58,942	$58,942	0.0%
Employment Advancement Project	$90,891	$83,333	-8.3%
Foster Care Administration	$217,891	$0	-100.0%
Reasonable/Necessary Revenue Maximization	$1,196,551	$0	-100.0%
TANF - HIP	$50,000	$50,000	0.0%
Food Stamp Employment	$65,619	$76,314	16.3%
Safe and Stable Families	$51,552	$51,552	0.0%
Program Improvement	$111,090	$111,090	0.0%
All other Federal grants (includes individual program grants under $50,000)	$201,333	$206,055	2.3%
Total Federal Grants	$16,753,462	$15,987,688	-4.6%

Personnel Summary

Historical FTE Count & Analysis of Personnel Changes FY 2007 (Amended) to FY 2008 Approved

	Total FTE's				FY 2008 Approved Positions				Change in FTE's		
	Approved FY 2004	Approved FY 2005	Amended FY 2006	Amended FY 2007	FT Perm.	Overhire	PT (FTE)	Total (FTE)	FY 07 to FY 08 #	%	
Legislative & Executive											
City Council	14.0	14.0	14.0	14.0	-	-	14.0	14.0	-	-	
City Manager	16.0	16.0	16.0	16.0	15	-	-	15.0	(1.0)	(6.3%)	/1
City Attorney	15.0	15.0	15.0	15.0	15	-	-	15.0	-	-	
City Clk & Clk of Cncl	3.8	3.8	4.0	4.0	4	-	-	4.0	-	-	
Subtotal	*48.8*	*48.8*	*49.0*	*49.0*	*34*	*-*	*14.0*	*48.0*	*(1.0)*	*(2.0%)*	
Courts & Constitutional Officers											
18th Circuit Court	13.0	13.0	13.0	13.0	13	-	-	13.0	-	-	
Clerk of Court	23.0	24.0	24.0	24.0	23	-	-	23.0	(1.0)	(4.2%)	/2
Commonwealth Atty	32.8	30.8	30.6	29.6	28	-	1.4	29.4	(0.3)	(0.8%)	/3
Court Services Unit	8.0	8.0	11.8	10.2	9	-	1.2	10.2	-	-	/4
Law Library	1.0	1.0	1.0	1.0	1	-	-	1.0	-	-	
Registrar of Voters	5.4	5.4	6.6	6.6	6	-	0.6	6.6	-	-	
Sheriff	211.0	212.0	212.0	215.0	216	-	-	216.0	1.0	0.5%	/5
Subtotal	*294.2*	*294.2*	*299.0*	*299.4*	*296*	*-*	*3.2*	*299.2*	*(0.3)*	*(0.1%)*	
General Government											
Citizens Assistance	7.8	7.8	7.8	7.8	6	-	0.8	6.8	(1.0)	(12.9%)	/6
Finance	97.5	98.5	99.8	98.0	91	-	5.3	96.3	(1.8)	(1.8%)	/7
General Services	81.5	81.5	81.5	79.5	74	-	-	74.0	(5.5)	(6.9%)	/8
Human Rights	6.0	6.0	6.0	6.0	5	1	-	6.0	-	-	
ITS	57.5	57.5	59.5	58.5	57	-	0.5	57.5	(1.0)	(1.7%)	/9
Internal Audit	2.0	2.0	2.0	2.0	2	-	-	2.0	-	-	
OMB	10.0	10.0	11.0	11.0	11	-	-	11.0	-	-	
Office on Women	19.5	19.5	19.5	19.5	18	-	1.3	19.3	(0.3)	(1.3%)	/10
Personnel Services	24.3	24.3	24.6	24.6	23	1	0.6	24.6	-	-	
Real Estate	12.8	13.0	14.0	15.0	15	-	-	15.0	-	-	
Subtotal	*318.8*	*320.1*	*325.6*	*321.8*	*302*	*2*	*8.3*	*312.3*	*(9.5)*	*(3.0%)*	
Operating Agencies											
Fire	297.5	308.5	323.5	326.0	302	26	-	328.0	2.0	0.6%	/11
Police	452.6	457.6	466.6	466.1	458	8	2.1	468.1	2.0	0.4%	/12
Health	14.0	17.0	18.6	19.6	10	-	9.6	19.6	-	-	
Human Services	247.8	248.8	235.8	235.8	219	8	6.8	233.8	(2.0)	(0.8%)	/13
MH / MR / SA	327.9	337.7	346.6	353.1	286	-	68.1	354.1	1.0	0.3%	/14
Housing	20.0	20.0	20.0	20.0	18	-	-	18.0	(2.0)	(10.0%)	/15
Planning & Zoning	37.5	41.0	47.5	47.5	37	10	0.5	47.5	-	-	
Historic Alexandria	29.4	29.4	30.4	29.4	17	-	12.4	29.4	-	-	
Library	80.3	81.3	81.5	81.5	55	-	27.0	82.0	0.5	0.6%	/16
Rec Parks & Cltrl Actvt's	180.8	183.8	193.4	193.9	141	-	53.3	194.3	0.5	0.2%	/17
Transp & Envir Svc's	204.0	194.0	205.0	206.0	189	14	-	203.0	(3.0)	(1.5%)	/18
Subtotal	*1891.7*	*1,919.2*	*1,968.8*	*1,978.8*	*1,732*	*66*	*179.8*	*1,977.8*	*(1.0)*	*(0.1%)*	
Grand Total	2,553.4	2,582.2	2,642.4	2,649.1	2,364	68	205.3	2,637.3	(11.8)	(0.4%)	

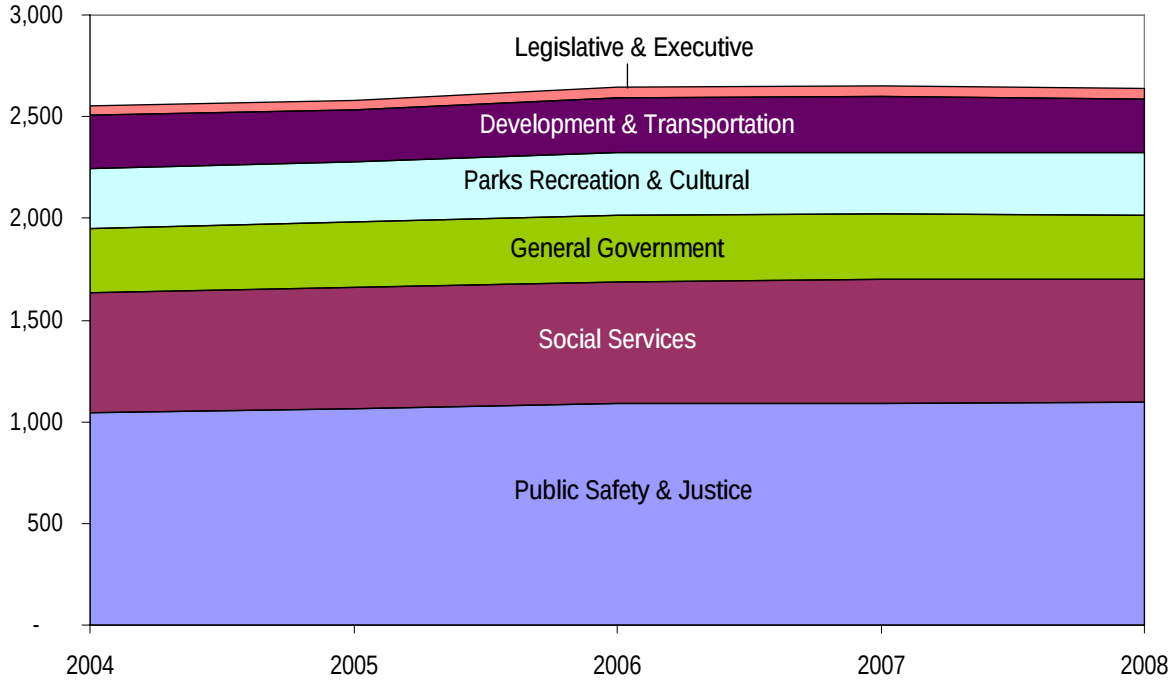
Summary of FY 2008 Approved Position Changes

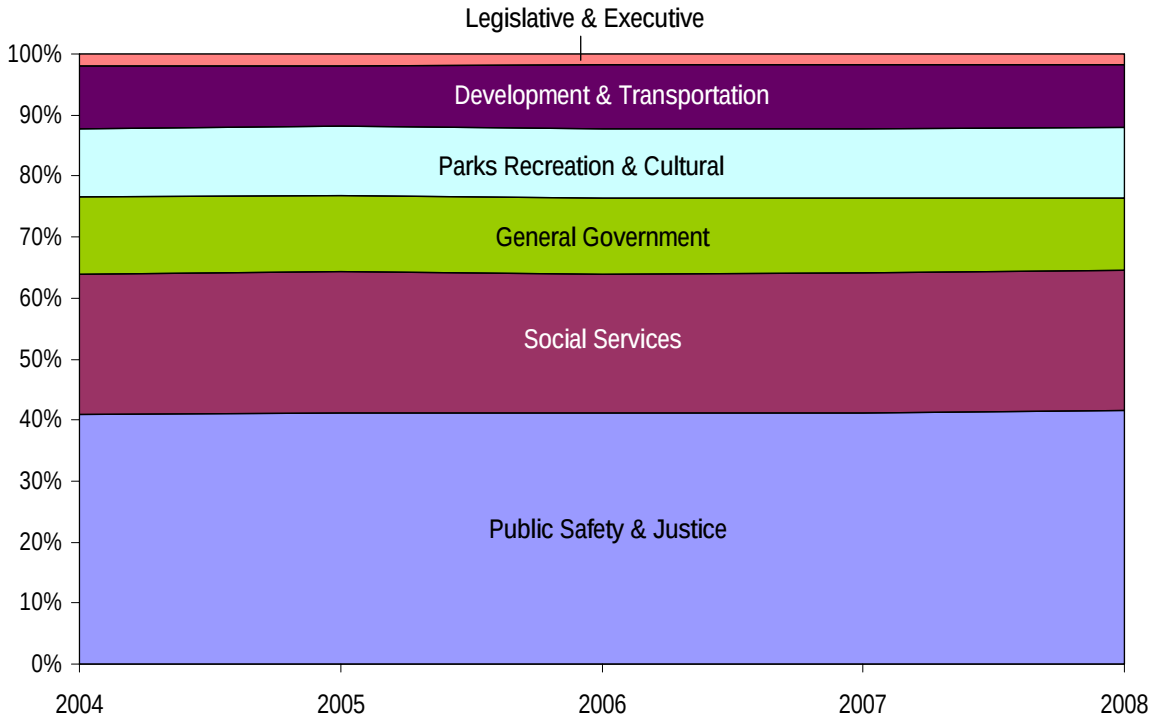
		FY 2008 Add	FY 2008 Delete
/1	**City Manager**	-	**(1.0)**
	Reflects the elimination of one full-time vacant Assistant City Manager Position.		
/2	**Clerk of the Circuit Court**	-	**(1.0)**
	Reflects the elimination of an overhire position in the Land Records program, due to a reduced level of Land Records filings.		
/3	**Commonwealth Attorney**	-	**(0.3)**
	During FY 2007, the Commonwealth Attorney eliminated one full-time position. In FY 2008, a part-time position was reduced by 0.25 FTE due to decreased grant funding.		
/4	**Court Services Unit**	-	-
	FY 2007 Amended reflects a technical correction of a 0.8 FTE reduction. There are no changes in FY 2008 Approved.		
/5	**Sheriff**	1.0	-
	Reflects the addition of a Deputy Sheriff position to allow the Sheriff's Office to create an additional supervised inmate work detail. These work details perform duties such as painting, landscaping and mowing, trash pick-up, and litter removal, and can also assist in emergency functions such as filling sandbags in anticipation of flooding.		
/6	**Citizens Assistance**	-	(1.0)
	Reflects the elimination of one full-time position due to a decline in workload and the potential ability to reorganize remaining staff. This position will be eliminated by attrition.		
/7	**Finance Department**	1.0	(2.8)
	Reflects the elimination of two full-time positions and one part-time (0.8 FTE) position in the Revenue Program. These eliminations are offset by the addition of a Cost Accounting Allocation Quality Control Staff (Accountant I) position, in order to assist with increased workload associated with the Managing for Results Initiative.		
/8	**General Services**	5.0	(10.5)
	Reflects the elimination of 4 full-time positions including two Construction Field Rep's, a Facilities Maintenance Specialist and a Building Systems Technician. The cost of these positions will be reallocated to fund professional services. Also reflects the elimination of a full-time Account Clerk, a full-time Supervisory Graphic Artist and a part-time (0.5 FTE) Custodian to be transferred to the Library. Also reflects the elimination of 4 Overhire positions providing support for capital improvement and renovation projects, all of which will be added as full-time positions. These eliminations are offset by the addition of a full-time Energy Manager position to analyze utility costs and consumption in City facilities.		
/9	**Information Technology Services**	-	(1.0)
	Reflects the elimination of a full-time Program Analyst position from the Applications Programming program.		
/10	**Office on Women**	1.5	(1.8)
	Reflects the conversion of a full-time Community Education Specialist position to part-time (0.5 FTE). Also reflects conversion of a part-time (0.8 FTE) Employment Specialist position to full-time in order to increase mentoring services for middle school aged youth.		

Summary of FY 2008 Approved Position Changes, continued

		FY 2008 Add	FY 2008 Delete
/11	**Fire Department**	2.0	-
	FY 2007 Amended reflects a technical correction of one additional full-time Division Chief of Administrative Services position as well as the conversion of one overhire position to full-time. FY 2008 Approved reflects the addition of two full-time Medic positions to assure that two ALS providers will be present on every medic unit at all times.		
/12	**Police Department**	3.0	(1.0)
	FY 2007 Amended reflects the addition of one full-time overhire position. FY 2008 Approved reflects the conversion of a full-time overhire Crime Analyst position to a full-time permanent position. It also reflects the addition of two full-time Special Police Officer positions to manage the red light camera program.		
/13	**Department of Human Services**	2.0	(4.0)
	Reflects the elimination of one full-time Social Work Supervisor and one Community Affairs position. Also reflects the elimination of 2 full-time positions with the Virginia Department of Social Services due to lost grant funding. Also reflects the addition of a full-time Social Worker position at the Ladrey Senior Center and a full-time Social Worker position for the Office for Early Childhood Development (funded out of contingent reserves).		
/14	**Mental Health, Mental Retardation & Substance Abuse**	1.0	-
	FY 2007 Amended reflects the addition of five full-time positions fully funded by the new System of Care grant; the addition of one full-time position and one part-time (0.5 FTE) position, both fully funded by the new Juvenile Justice grant; and the addition of one full-time position fully funded by the renewed Virginia Tobacco grant. These FY 2007 additions were offset by a net reduction of 1.0 FTE through some part-time reallocations (net 6.5 FTE). FY 2008 reflects the addition of one position which resulted from the transfer of Children's Fund grant funds to MH/MR/SA for the Pre-school Prevention Team.		
/15	**Office on Housing**	-	(2.0)
	Reflects the elimination of full-time Rehabilitation Loan Coordinator I and Account Clerk III positions.		
/16	**Library**	0.5	-
	Reflects the addition of a part-time (0.5 FTE) custodian, which was transferred from General Services, to provide maintenance during operating hours.		
/17	**Recreation, Parks & Cultural Activities**	4.0	(3.5)
	Reflects the elimination of a part-time (0.3 FTE) Cook position. Also reflects the addition of a full-time Clerical support position for Arborist & Park Planning programs. Also reflects the elimination of 2 overhire positions and the addition of these positions to full-time permanent. Also reflects converting 1.2 part-time FTE's into 1 full-time FTE.		
/18	**Transportation & Environmental Services**	-	(3.0)
	Reflects the elimination of 3 full-time positions resulting from privatizing the impound lot.		
	Totals	**21.0**	**(32.8)**
	Net Position Change		**(11.8)**

Changes in FTE's FY 2004 Approved through FY 2008 Approved*





* See the following page for a list of the departments in each category.

Personnel Summary

Public Safety & Justice
•Police Department
•Fire Department
•Sheriff
•18th Circuit Court
•Clerk of the Circuit Court
•Commonwealth Attorney
•Court Services Unit
•Law Library
•Registrar of Voters

Social Services
•Health Department
•Human Services Department
•Mental Health/Mental Retardation & Substance Abuse

General Government
•Citizen's Assistance
•Finance
•General Services
•Human Rights
•Information Technology
•Internal Audit
•Office of Management & Budget
•Office on Women
•Personnel Services Department
•Real Estate Assessments

Parks Recreation & Cultural
•Historic Alexandria
•Library
•Recreation, Parks & Cultural Activities

Development & Transportation
•Office on Housing
•Planning & Zoning
•Transportation & Environmental Services

Legislative & Executive
•City Council
•City Manager
•City Attorney
•City Clerk & Clerk of Council

General Salary Adjustments

The table below shows the General Salary Adjustments granted to City employees from FY 1986 through FY 2008, 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)	5.9	(1990)
	0.5 (Jan. 1, 1991)/[B]		
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)	1.7	(1997)
	3.0 (Jan. 1, 1998)/[C]		
1999	0.0	1.3	(1998)
2000	2.0	2.1	(1999)
2001	2.5	3.3	(2000)
2002	3.0	2.6	(2001)
2003	2.5	2.4	(2002)
2004	2.0	2.8	(2003)
2005	2.0	2.8	(2004)
2006	2.0	4.0	(2005)
2007	3.0 (July 1, 2006)	3.6	(2006)
	2.0 (July 1, 2006)/[D]		
2008	1.5		

/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.

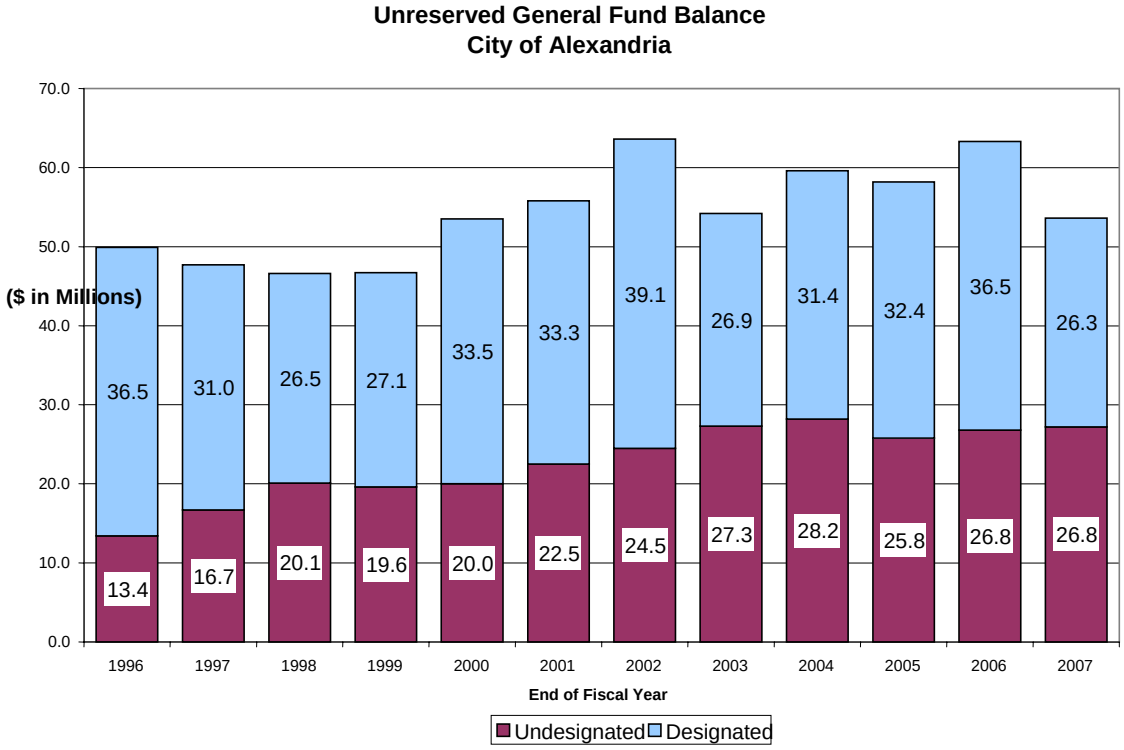
/B In FY 1991, City Council approved a 3% general salary adjustment effective from July 1, 1990, and an additional one-half of one percent general salary adjustment effective on January 1, 1991. The effective general salary adjustment for FY 1991 was 3.25%.

/C In FY 1998, City Council approved a 2% general salary adjustment (COLA) effective July 1, 1997, plus a 3% market rate adjustment effective on Jan. 1, 1998. City Council approved the market rate adjustment based on the results of a consultant survey that found some City classifications were below market comparators.

/D City Council approved a 3% COLA and a 2% market rate adjustment both effective July 1, 2006.

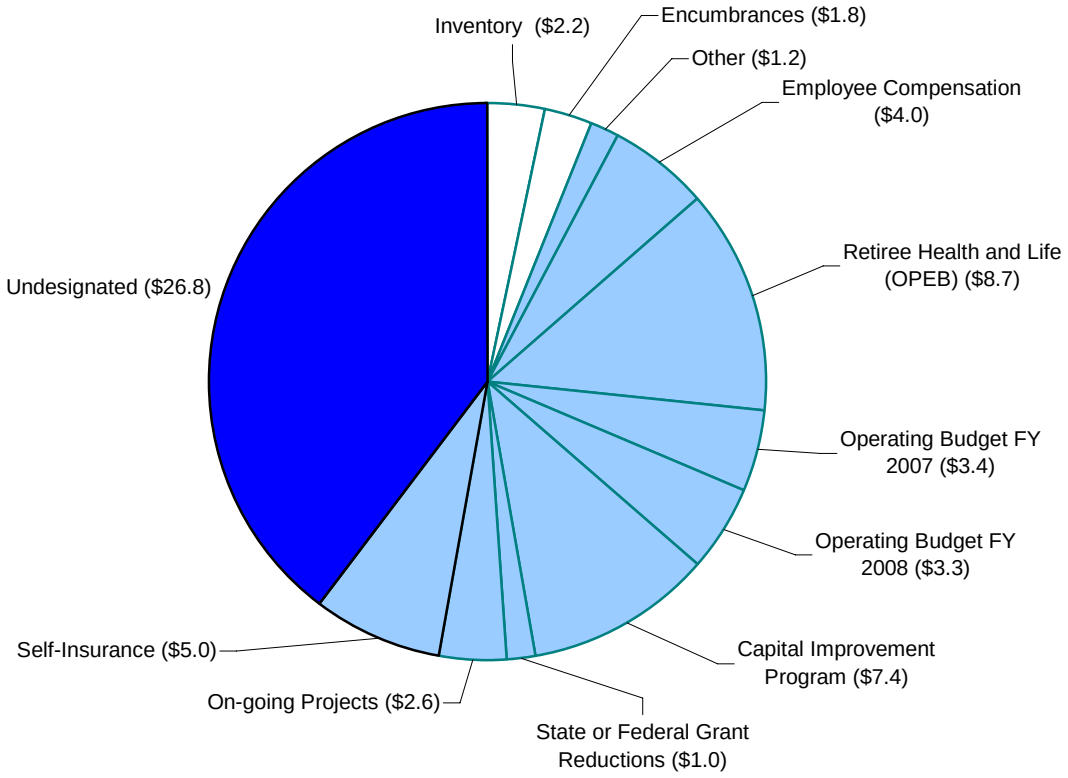
Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance that represents monies 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. A portion of the unreserved fund balance is designated for future specific uses on a contingency basis. In order to be available, the funds still must be appropriated by City Council in a future appropriations ordinance. Following this section is an Appendix entitled "Layperson's Guide to Fund Balance" written by the City's Budget and Fiscal Affairs Advisory Committee to explain these financial terms for those not involved regularly in local government finance.

The graph below shows total actual unreserved and undesignated General Fund balance from FY 1996 through FY 2006, and projected fund balance at the close of FY 2007. As proposed, the FY 2008 budget recommends use of a certain portion of fund balance for capital projects, in addition to pay-as-you-go capital funding from current revenues. Unreserved fund balance (the total amount available for appropriation, regardless of designations) is projected to be $53.6 million as of June 30, 2007, which represents 10.6 percent of FY 2007 projected General Fund revenues.



The following pie chart shows all of the components of General Fund balance – reserved (white), designated (light blue./gray) and undesignated (dark blue/black) as of June 30, 2006.

Fund Balance as of June 30, 2006
$67.4 Million



Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, the General Fund balance included the following designations (shown in light blue/gray above) as of June 30, 2006:

- $3,354,819 appropriated in fiscal year 2006 to fund the fiscal year 2007 budget as approved by City Council;
- $3,300,000 to help fund the FY 2008 operating budget;
- $7,353,288 from FY 2006 surpluses for capital expenditures, designated for capital projects contained in the adopted FY 2007 - FY 2013 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);
- $8,700,000 to cover post-employment health and life insurance benefits;
- $275,703 for Open Space purposes;
- $275,703 for Affordable Housing purposes;
- $300,000 for Affordable Home Ownership Protection (AHOP) Grants;
- $1,000,000 for possible Federal/State grant reductions;
- $300,000 for a Monroe Avenue Bridge Pedestrian Structure Design;
- $4,000,000 for possible increases in compensation for City employees ($3.0 million of these increases were implemented in June of 2006 for General Schedule employees; $0.33 million were implemented in January of 2007 for Sworn Public Safety Officers for the remainder of FY 2007. A total of $3.33 million was appropriated in supplemental appropriation ordinances in FY 2007 from these designations. The remainder, $0.67 million, is required for the full year costs of the Sworn Public Safety Officers in FY 2008);
- $2,649,421 for operating fund projects that were incomplete as of June 30, 2006;

After accounting for these designations, the undesignated General Fund balance at June 30, 2006 was $26.8 million. The $26.8 million in the undesignated fund balance was equal to 5.6 percent of FY 2006 actual General Fund revenues. The unreserved fund balance as of June 30, 2006, of $63.3 million was equal to 13.2 percent of FY 2006 actual General Fund revenues.

City Council's debt related financial policies, (originally adopted in June 1987, and subsequently reaffirmed and established a lower limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue.[1] Designated fund balances are reserve funds "earmarked" to help the City offset the

[1] The City Council's adopted debt-related financial policies are reproduced in the legislative references section of this document.

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 and updated on December 9, 1997, and amended on October 26, 1999) established a limit of 4 percent and 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, if used, it is a one-time source of revenue.

Designations in the Approved Fiscal Year 2008 Budget

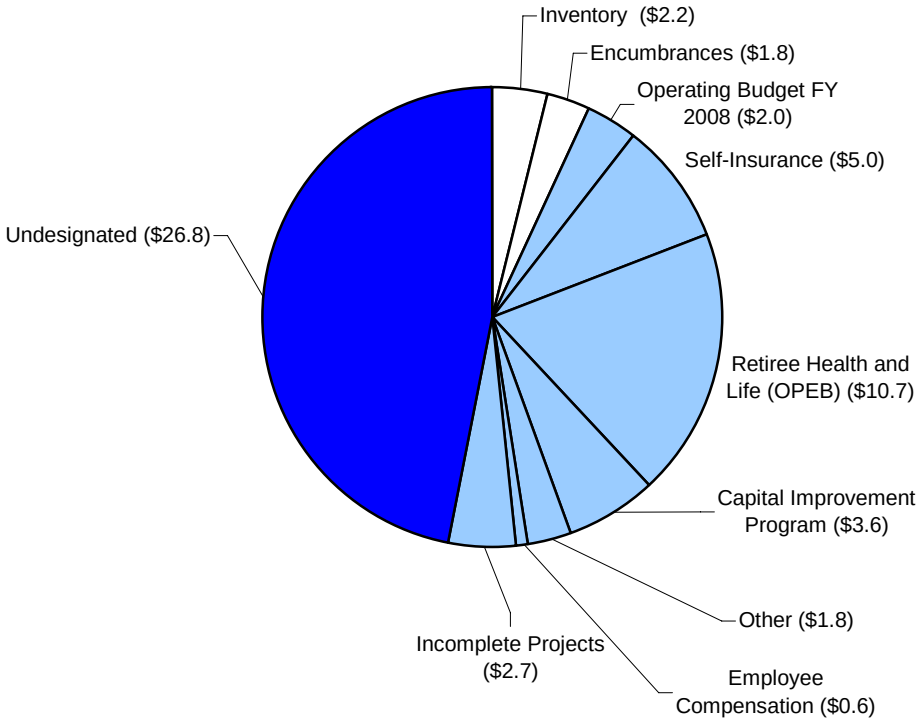
The fiscal year 2008 Operating Budget contains the following designations:

- $1,980,307 to fund the FY 2008 Operating Budget;
- $3,628,177 to fund capital projects contained in FY 2008 of the FY 2008 to 2013 Capital Improvement Program budget including $300,000 specifically for upgraded trash cans and improved lighting, $100,000 for additional tree plantings and initial maintenance and $850,000 for an additional artificial turf playing field;
- $5,000,000 for the City's self-insurance reserve;
- $561,433 for the FY 2008 costs of benchmark increases in compensation for Public Safety Officers implemented in January 2007;
- $10,700,000 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 increased by $2,000,000 from that designated as of June 30, 2006);
- $250,000 as a contingency for possible fuel cost increases;
- $280,000 for possible shortfalls in federal or state grants for social service programs;
- $500,000 for possible additional City costs for mandated foster care and special education services under the Comprehensive Services Act;
- $25,000 for King St. garden improvements;
- $700,000 for to be determined programs or initiatives related to the National Harbor project; and
- $2,650,000 in estimated incomplete projects (actual amount and projects to be determined at the end of FY 2007).

Based on projected revenues and expenditures in fiscal year 2007, the undesignated General Fund balance at June 30, 2007 is currently estimated to be $26.8 million or 5.3 percent of projected FY 2007 General Fund revenues; and the unreserved General Fund balance is estimated to be $53.6 million or 10.5 percent of projected General Fund revenues. These ratios are in accord with the minimum limits established by the debt policy guidelines.

The following pie chart shows all of the components of General Fund balance – reserved (white), designated (light blue/gray) and undesignated (dark blue/black) estimated as of June 30, 2007.

Estimated Fund Balance as of June 30, 2007
$57.7 Million



The table on the next page shows a history of fund balances, reservations and designations from FY 2002 through FY 2007 (estimated).

STATEMENT OF PROJECTED FUND BALANCE
AS OF JUNE 30, 2007

	FISCAL YEAR					
	2002	2003	2004	2005	2006	2007
Unreserved Fund Balance	**$ 63,630,924**	**$ 54,193,856**	**$ 59,589,075**	**$ 58,216,836**	**$ 63,343,040**	**$ 53,118,119**
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	$ 3,354,819	
FY 2008 Operating Budget					$ 3,300,000	$ 1,980,307
Compensated Absences	$ 7,208,635	$ 7,208,635	$ 7,208,635	$ 7,208,635		
Retiree Health and Life (OPEB)					$ 8,700,000	$ 10,700,000
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	$ 3,628,177
Self Insurance	$ 5,000,000	$ 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	$ 2,649,421	$ 2,650,000
Recycling Fund		$ 564,323				
Open Space Fund		$ 953,000			$ 275,703	
King Street Garden						$ 25,000
Affordable Housing Programs			$ 751,000		$ 275,703	
Affordable Home Ownership Protection Grants					$ 300,000	
Efficiency Reductions Fund			$ 72,489	$ 52,592		
Increased Fuel Costs				$ 1,027,000		$ 250,000
Federal Budget Reductions				$ 143,000		
Federal or State Intergovernmental Revenue or Grant Reductions					$ 1,000,000	
Comprehensive Services Act Contingency						$ 500,000
Social Service Grant Contingency						$ 280,000
Medical Services for Jail Inmates				$ 250,000		
Sworn Public Safety Compensation				$ 3,000,000		
Employee Compensation					$ 4,000,000	$ 561,433
Monroe Avenue Bridge Pedestrian Structure Design					$ 300,000	
National Harbor Initiatives						$ 700,000
Total Designations	**$ 39,085,342**	**$ 26,869,358**	**$ 31,412,278**	**$ 32,368,117**	**$ 36,508,934**	**$ 26,274,917**
Undesignated Fund Balance	**$ 24,545,582**	**$ 27,324,498**	**$ 28,176,797**	**$ 25,848,719**	**$ 26,834,106**	**$ 26,843,202**
Reserved Fund Balance	**$ 4,597,734**	**$ 3,923,872**	**$ 3,207,535**	**$ 4,058,347**	**$ 4,035,005**	**$ 4,035,005**
Total Fund Balance	**$ 68,228,658**	**$ 58,117,728**	**$ 62,796,610**	**$ 62,275,183**	**$ 67,378,045**	**$ 57,153,124**

Unreserved Fund Balance Start of FY 2007	**$ 63,343,040**
Less FY 2007 Operating Budget Balancing Appropriation	$ (3,354,819)
Less FY 2007 CIP Appropriation	$ (7,353,288)
Less FY 2006 Incomplete Projects	$ (2,649,421)
Less Open Space Fund	$ (275,703)
Less Affordable Housing Programs	$ (275,703)
Less Federal or State Int. Rev. or Grant Reductions	$ (1,000,000)
Less Monroe Ave. Pedestrian Bridge Design	$ (300,000)
Less Market Rate Adjustment for General Schedule Employee Compensation	$ (3,438,567)
Less Affordable Home Ownership Preservation Grants	$ (120,000)
Less Fee Reimbursement OHA, Clerk, Citizen Asst.	$ (28,187)
Add FY 2007 Surplus Revenue	$ 3,403,263
Add Unexpended Funds for FY 2007 Incomplete Projects	$ 2,650,000
Add FY 2007 Surplus Revenue due to Real Property Tax Rate Increase	$ 2,517,504
Unreserved Fund Balance - End of FY 2007	**$ 53,118,119**

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 7/1/06/1	$29,932,970	$157,899,702	Beginning Net Assets 7/1/06	$19,949,970	$5,584,300
Plus FY 2007 Budgeted Revenues/2	$93,653,579	$67,563,662	Plus FY 2007 Budgeted Revenues/5	$4,045,973	$7,843,895
Less FY 2007 Budgeted Expenditures/2	$93,653,579	$67,563,662	Less FY 2007 Budgeted Expenses	$4,045,973	$7,843,895
Projected Fund Balance 6/30/07	$29,932,970	$157,899,702	Projected Net Assets 6/30/07	$19,949,970	$5,584,300
Plus FY 2008 Budgeted Revenues/3	$95,502,877	$66,125,350	Plus FY 2008 Budgeted Revenues	$4,729,730	$7,350,000
Less FY 2008/3 Budgeted Expenditures	$95,502,877	$223,825,052/4	Less FY 2008 Budgeted Expenses	$5,385,142	$12,934,300/4
Projected Fund Balance 6/30/08	$29,932,970	$0	Projected Net Assets 6/30/08	$19,294,558	$0

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2006
/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2007
/3 City of Alexandria, Virginia, Proposed Operating Budget, Fiscal Year 2008
/4 In all likelihood a large portion of Capital Projects, including Sanitary Sewers, will not be expended in FY 2007 and FY 2008, as many capital projects are multi-year in execution.
/5 FY 2007 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, 2006, the Special Revenue Fund unreserved fund balance was $29,932,970. 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 $29,932,970.

- 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, 2006, the Capital Projects Fund had a total fund balance of $157,899,702. 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, 2008, 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, 2006, the Equipment Replacement Internal Services Fund had Total Net Assets of $19,949,970. 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, 2008, is $19,294,558. 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 Sewer 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. As of June 30, 2006, the Sanitary Sewers Enterprise Fund had Total Net Assets of $5,584,300. 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, 2008, would be $0.

Appendix

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 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 benefited 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 non-technical 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 "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.

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 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

Forecast Scenarios

Multi-Year Revenue and Expenditure Projections

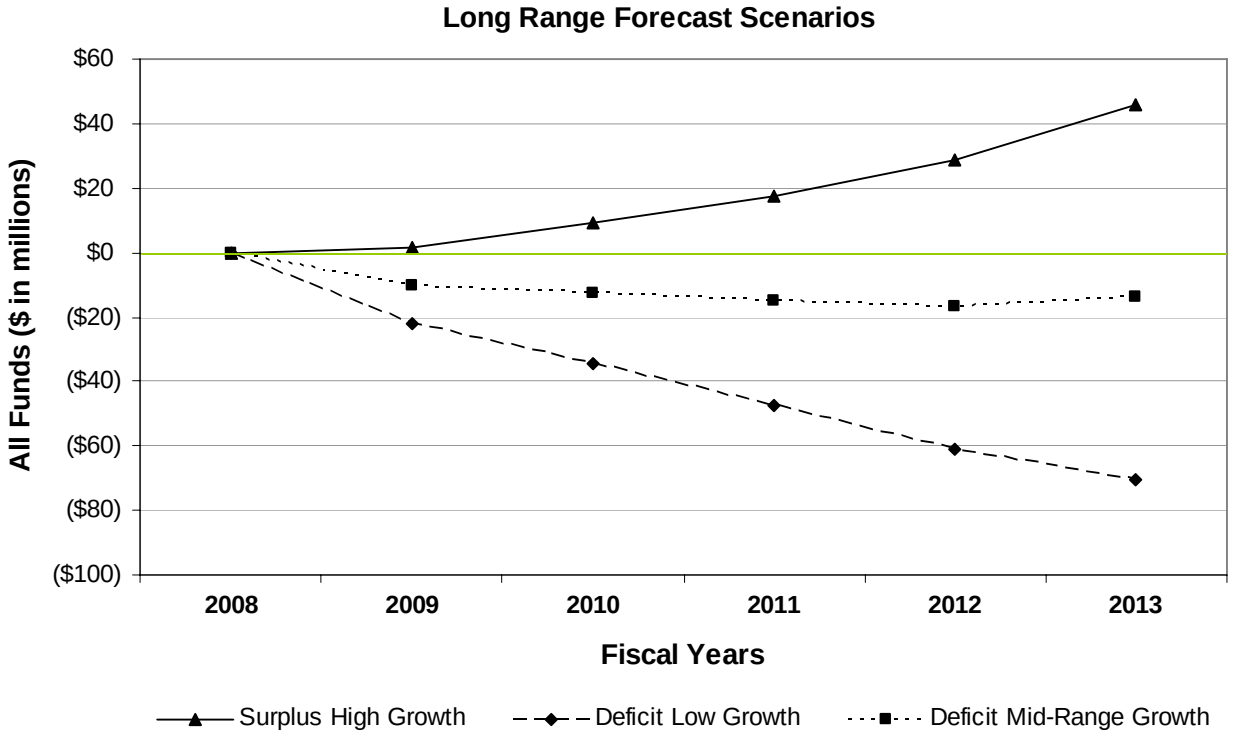
Multi-year revenue and expenditure projections have been developed as estimates of future City surpluses and shortfalls in order to examine how decisions made in the current budget could affect the City's future financial situation in a variety of potential revenue scenarios.

The tables on the following pages show the budget surpluses or shortfalls that would occur over the next six fiscal years as a result of low, medium and high revenue growth scenarios relative to projected expenditures.

The projected surplus or shortfall for the final year of the forecast, FY 2013, ranges from a $70 million shortfall in the low growth scenario to a $46 million surplus in the high growth scenario. This represents a 15% band in comparison to the total FY 2013 expenditure budget estimate. The mid range scenario shows a small shortfall in FY 2013. As a result, the conclusion one can reach is that the City's budget, based upon current services and policies and planned CIP funding, is generally in structural balance and its fiscal policies are sustainable and will remain sound. However, new programs and policies, as well as identified but unfunded CIP needs in FY 2009 and FY 2010 will require careful financial management and sound policy decision making. Also, alternatives to promote sustainable economic development will be critical to keeping the City's finances sound over the long term.

It should be noted that the City is required to adopt a balanced budget annually, and that none of the shortfalls projected for the out-years would actually occur. The shortfalls would be eliminated through expenditure reductions, revenue increases (through increased taxes or fees), or a combination of the two. The same is true for any future surplus, in which case taxes would be reduced, the surplus would be budgeted to fund increased services, or both.

The following chart illustrates the estimated surpluses or shortfalls in each of the scenarios.



Forecast Scenarios

Revenue Growth Scenarios

Three different scenarios of revenue growth have been developed for the period of FY 2008 through FY 2013 based on varying assumptions about the rate of increase for each of the revenue categories listed below. Each scenario is based on FY 2008 tax and fee rates. All projected increases are generated by economic growth or the impact of inflation on goods or services that are taxed.

Revenue Category	Low Growth	Medium Growth	High Growth
Total Weighted Growth Rate	2.7%	4.6%	6.5%
Real Estate Property*	4%	6%	8%
Personal Property	3%	5%	7%
Penalties & Interest	0%	1%	2%
Local Sales	4%	5%	6%
Utility	1%	2%	3%
Business License	4%	6%	8%
Motor Vehicle License	1%	2%	3%
Recordation	4%	6%	8%
Tobacco	-1%	0%	1%
Transient Lodging	4%	6%	8%
Restaurant Food	4%	6%	8%
Other Miscellaneous Taxes	1%	3%	5%
Licenses, Permits and Fees	2%	6%	10%
Fines and Forfeitures	0%	0%	0%
Use of Money and Property	0%	2%	4%
Charges for Services	2%	3%	5%
Intergovernmental	0%	1%	2%
Miscellaneous Non-Tax	0%	0%	0%

* Estimated growth rates are for FY 2010 - 2013. The estimated growth rates for FY 2009 are 0%, 3%, and 6%.

Expenditure Growth Scenarios

Estimated future expenditures remain constant in each of the three revenue scenarios and assume that City personnel expenditures will increase by about 4.5% annually, Schools personnel expenditures will increase by 5.0% annually, non-personnel expenditures will increase by 3.0% annually for both the City and Schools, and transit subsidy expenditures will increase by 10.0% annually. Cash capital and debt service to fund the Capital Improvements Program (CIP) reflect the amounts planned in the CIP funding summary for all years.

Low Growth Scenario

	FY 2008 Approved	FY 2009 Forecast	FY 2010 Forecast	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast
General Fund						
General property tax revenue						
Real property tax	278,154,367	278,154,000	289,281,000	300,852,000	312,886,000	325,401,000
Personal property tax	36,100,000	37,183,000	38,298,000	39,447,000	40,631,000	41,850,000
Penalties and interest	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000
Total general property tax revenue	315,934,367	317,017,000	329,259,000	341,979,000	355,197,000	368,931,000
Other Local Tax Revenue	115,930,000	119,462,000	123,355,000	127,396,000	131,588,000	135,940,000
Other Non-Tax Revenue	84,319,706	84,652,000	84,991,000	85,337,000	85,690,000	86,050,000
Total General Fund Revenues	516,184,073	521,131,000	537,605,000	554,712,000	572,475,000	590,921,000
Other Financing Sources (Uses)						
Appropriation from Fund Balance for Op. Budget	3,310,659	3,311,000	3,311,000	3,311,000	3,311,000	3,311,000
Total General Fund Revenue & Other Sources	519,494,732	524,442,000	540,916,000	558,023,000	575,786,000	594,232,000
Special Revenues & Other Funds						
Appropriation from Schools Fund Balance	1,781,367	1,781,000	1,781,000	1,781,000	1,781,000	1,781,000
Other Special Revenue (donations/charges)	95,841,339	98,717,000	101,678,000	104,728,000	107,870,000	111,106,000
Sanitary Sewer Fund	7,350,000	7,571,000	7,798,000	8,032,000	8,272,000	8,521,000
Equipment Replacement Fund	5,385,142	5,547,000	5,713,000	5,884,000	6,061,000	6,243,000
Total Special Revenue & Other Funds	110,357,848	113,616,000	116,970,000	120,425,000	123,984,000	127,651,000
Total Revenues, All Funds	629,852,580	638,058,000	657,886,000	678,448,000	699,770,000	721,883,000
Expenditures & Other Uses						
City Personnel						
Salaries	171,092,995	176,859,000	183,643,000	190,688,000	198,002,000	205,598,000
Step Increase (includes effects on fringes)	3,823,993	3,958,000	4,116,000	4,279,000	4,450,000	4,627,000
COLA (includes effects on fringes)	3,301,252	4,461,000	4,639,000	4,824,000	5,016,000	5,215,000
Social Security (excludes Step and COLA)	12,234,687	12,632,000	13,112,000	13,610,000	14,127,000	14,664,000
Health Care	18,219,794	20,042,000	22,046,000	24,251,000	26,676,000	29,343,000
Retirement (excludes Step and COLA)	28,020,859	29,259,000	30,705,000	32,222,000	33,815,000	35,486,000
LT Disability & Life Ins. (excludes Step & COLA)	1,095,511	1,138,000	1,181,000	1,226,000	1,273,000	1,321,000
Other Fringe Benefits	782,095	817,000	854,000	893,000	933,000	975,000
Total City Personnel	238,571,186	249,166,000	260,296,000	271,993,000	284,292,000	297,229,000
City Non-personnel	145,238,176	150,671,000	156,375,000	162,368,000	168,671,000	175,306,000
Debt service	30,807,105	36,301,000	38,460,000	40,892,000	42,697,000	42,649,000
Cash capital	9,765,564	8,872,000	12,055,000	15,247,000	18,456,000	18,676,000
Schools Personnel	172,169,642	180,778,000	189,817,000	199,308,000	209,273,000	219,737,000
Schools Non-personnel	33,300,907	34,300,000	35,329,000	36,389,000	37,480,000	38,605,000
Total Expenditures	629,852,580	660,088,000	692,332,000	726,197,000	760,869,000	792,202,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(22,030,000)	(34,446,000)	(47,749,000)	(61,099,000)	(70,319,000)

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

PERFORMANCE AGAINST SELECTED DEBT POLICY GUIDELINES						
Debt as a % of Real Property Assessed Value	0.9%	1.0%	0.9%	0.9%	0.8%	0.7%
Debt per capita as a % of per capita income	3.0%	3.0%	2.9%	2.8%	2.5%	2.2%
Debt Service as % of Total Expenditures	4.9%	5.5%	5.6%	5.6%	5.6%	5.4%

Medium Growth Scenario

	FY 2008 Approved	FY 2009 Forecast	FY 2010 Forecast	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast
General Fund						
General property tax revenue						
Real property tax	278,154,367	286,499,000	303,689,000	321,910,000	341,225,000	361,698,000
Personal property tax	36,100,000	37,905,000	39,800,000	41,790,000	43,880,000	46,074,000
Penalties and interest	1,680,000	1,697,000	1,714,000	1,731,000	1,748,000	1,766,000
Total general property tax revenue	315,934,367	326,101,000	345,203,000	365,431,000	386,853,000	409,538,000
Other Local Tax Revenue	115,930,000	121,282,000	127,089,000	133,204,000	139,645,000	146,429,000
Other Non-Tax Revenue	84,319,706	85,702,000	87,123,000	88,584,000	90,087,000	91,634,000
Total General Fund Revenues	516,184,073	533,085,000	559,415,000	587,219,000	616,585,000	647,601,000
Other Financing Sources (Uses)						
Appropriation from Fund Balance for Op. Budget	3,310,659	3,311,000	3,311,000	3,311,000	3,311,000	3,311,000
Total General Fund Revenue & Other Sources	519,494,732	536,396,000	562,726,000	590,530,000	619,896,000	650,912,000
Special Revenues & Other Funds						
Appropriation from Schools Fund Balance	1,781,367	1,781,000	1,781,000	1,781,000	1,781,000	1,781,000
Other Special Revenue (donations/charges)	95,841,339	98,717,000	101,678,000	104,728,000	107,870,000	111,106,000
Sanitary Sewer Fund	7,350,000	7,571,000	7,798,000	8,032,000	8,272,000	8,521,000
Equipment Replacement Fund	5,385,142	5,547,000	5,713,000	5,884,000	6,061,000	6,243,000
Total Special Revenue & Other Funds	110,357,848	113,616,000	116,970,000	120,425,000	123,984,000	127,651,000
Total Revenues, All Funds	629,852,580	650,012,000	679,696,000	710,955,000	743,880,000	778,563,000
Expenditures & Other Uses						
City Personnel						
Salaries	171,092,995	176,859,000	183,643,000	190,688,000	198,002,000	205,598,000
Step Increase (includes effects on fringes)	3,823,993	3,958,000	4,116,000	4,279,000	4,450,000	4,627,000
COLA (includes effects on fringes)	3,301,252	4,461,000	4,639,000	4,824,000	5,016,000	5,215,000
Social Security (excludes Step and COLA)	12,234,687	12,632,000	13,112,000	13,610,000	14,127,000	14,664,000
Health Care	18,219,794	20,042,000	22,046,000	24,251,000	26,676,000	29,343,000
Retirement (excludes Step and COLA)	28,020,859	29,259,000	30,705,000	32,222,000	33,815,000	35,486,000
LT Disability & Life Ins. (excludes Step & COLA)	1,095,511	1,138,000	1,181,000	1,226,000	1,273,000	1,321,000
Other Fringe Benefits	782,095	817,000	854,000	893,000	933,000	975,000
Total City Personnel	238,571,186	249,166,000	260,296,000	271,993,000	284,292,000	297,229,000
City Non-personnel	145,238,176	150,671,000	156,375,000	162,368,000	168,671,000	175,306,000
Debt service	30,807,105	36,301,000	38,460,000	40,892,000	42,697,000	42,649,000
Cash capital	9,765,564	8,872,000	12,055,000	15,247,000	18,456,000	18,676,000
Schools Personnel	172,169,642	180,778,000	189,817,000	199,308,000	209,273,000	219,737,000
Schools Non-personnel	33,300,907	34,300,000	35,329,000	36,389,000	37,480,000	38,605,000
Total Expenditures	629,852,580	660,088,000	692,332,000	726,197,000	760,869,000	792,202,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	(10,076,000)	(12,636,000)	(15,242,000)	(16,989,000)	(13,639,000)

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

PERFORMANCE AGAINST SELECTED DEBT POLICY GUIDELINES						
Debt as a % of Real Property Assessed Value	0.9%	1.0%	0.9%	0.9%	0.8%	0.7%
Debt per capita as a % of per capita income	3.0%	3.0%	2.9%	2.8%	2.5%	2.2%
Debt Service as % of Total Expenditures	4.9%	5.5%	5.6%	5.6%	5.6%	5.4%

High Growth Scenario

	FY 2008 Approved	FY 2009 Forecast	FY 2010 Forecast	FY 2011 Forecast	FY 2012 Forecast	FY 2013 Forecast
General Fund						
General property tax revenue						
Real property tax	278,154,367	294,844,000	318,431,000	343,906,000	371,418,000	401,132,000
Personal property tax	36,100,000	38,627,000	41,331,000	44,224,000	47,320,000	50,632,000
Penalties and interest	1,680,000	1,714,000	1,748,000	1,783,000	1,818,000	1,855,000
Total general property tax revenue	315,934,367	335,185,000	361,510,000	389,913,000	420,556,000	453,619,000
Other Local Tax Revenue	115,930,000	123,227,000	131,143,000	139,611,000	148,670,000	158,365,000
Other Non-Tax Revenue	84,319,706	86,301,000	88,373,000	90,541,000	92,813,000	95,196,000
Total General Fund Revenues	516,184,073	544,713,000	581,026,000	620,065,000	662,039,000	707,180,000
Other Financing Sources (Uses)						
Appropriation from Fund Balance for Op. Budget	3,310,659	3,311,000	3,311,000	3,311,000	3,311,000	3,311,000
Total General Fund Revenue & Other Sources	519,494,732	548,024,000	584,337,000	623,376,000	665,350,000	710,491,000
Special Revenues & Other Funds						
Appropriation from Schools Fund Balance	1,781,367	1,781,000	1,781,000	1,781,000	1,781,000	1,781,000
Other Special Revenue (donations/charges)	95,841,339	98,717,000	101,678,000	104,728,000	107,870,000	111,106,000
Sanitary Sewer Fund	7,350,000	7,571,000	7,798,000	8,032,000	8,272,000	8,521,000
Equipment Replacement Fund	5,385,142	5,547,000	5,713,000	5,884,000	6,061,000	6,243,000
Total Special Revenue & Other Funds	110,357,848	113,616,000	116,970,000	120,425,000	123,984,000	127,651,000
Total Revenues, All Funds	629,852,580	661,640,000	701,307,000	743,801,000	789,334,000	838,142,000
Expenditures & Other Uses						
City Personnel						
Salaries	171,092,995	176,859,000	183,643,000	190,688,000	198,002,000	205,598,000
Step Increase (includes effects on fringes)	3,823,993	3,958,000	4,116,000	4,279,000	4,450,000	4,627,000
COLA (includes effects on fringes)	3,301,252	4,461,000	4,639,000	4,824,000	5,016,000	5,215,000
Social Security (excludes Step and COLA)	12,234,687	12,632,000	13,112,000	13,610,000	14,127,000	14,664,000
Health Care	18,219,794	20,042,000	22,046,000	24,251,000	26,676,000	29,343,000
Retirement (excludes Step and COLA)	28,020,859	29,259,000	30,705,000	32,222,000	33,815,000	35,486,000
LT Disability & Life Ins. (excludes Step & COLA)	1,095,511	1,138,000	1,181,000	1,226,000	1,273,000	1,321,000
Other Fringe Benefits	782,095	817,000	854,000	893,000	933,000	975,000
Total City Personnel	238,571,186	249,166,000	260,296,000	271,993,000	284,292,000	297,229,000
City Non-personnel	145,238,176	150,671,000	156,375,000	162,368,000	168,671,000	175,306,000
Debt service	30,807,105	36,301,000	38,460,000	40,892,000	42,697,000	42,649,000
Cash capital	9,765,564	8,872,000	12,055,000	15,247,000	18,456,000	18,676,000
Schools Personnel	172,169,642	180,778,000	189,817,000	199,308,000	209,273,000	219,737,000
Schools Non-personnel	33,300,907	34,300,000	35,329,000	36,389,000	37,480,000	38,605,000
Total Expenditures	629,852,580	660,088,000	692,332,000	726,197,000	760,869,000	792,202,000
Excess/(Shortfall) of Revenues and Other Sources over Expenditures and Other Uses	-	1,552,000	8,975,000	17,604,000	28,465,000	45,940,000

Note: In reality, the projected deficits would not occur. Actions would be taken to reduce expenditures or increase revenues.

PERFORMANCE AGAINST SELECTED DEBT POLICY GUIDELINES						
Debt as a % of Real Property Assessed Value	0.9%	1.0%	0.9%	0.9%	0.8%	0.7%
Debt per capita as a % of per capita income	3.0%	3.0%	2.9%	2.8%	2.5%	2.2%
Debt Service as % of Total Expenditures	4.9%	5.5%	5.6%	5.6%	5.6%	5.4%

Legislative
and
Executive

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City Council

Mission Statement: To provide strategic and policy direction so that the 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.

Summary Table			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$511,319	$568,224	$528,317
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$511,319	$568,224	$528,317
FTE's	14.0	14.0	14.0

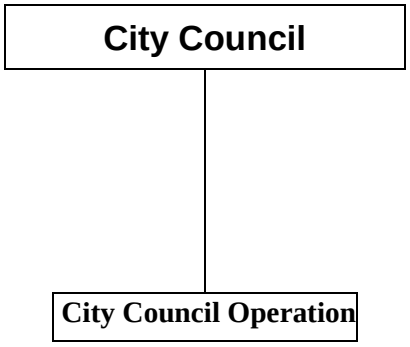
FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $39,907 (7.0%).

- FY 2008 personnel costs decreased by $29,317 or 6.2% due in part to a reduction in the number of City Council members and Council Administrative Aides utilizing City health insurance. Since City Council members and Council aides have fixed salaries, there are no step increases. Lastly, this decrease reflects a technical re-estimate of salary and retirement costs as compared to the FY 2007 amended budget.

- Total non-personnel costs decreased by $10,590 or 10.9% due to expenditure reductions. These savings include photo copying ($2,000), office supplies ($2,000), postage ($2,000), and regional travel ($2,000). The non-personnel budget also saw slight decreases in telecommunications costs and computer replacement costs.

Program and Activity Chart



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City Council

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$432,198	$471,466	$442,149	-6.2%
Non-Personnel	79,121	96,758	86,168	-10.9%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$511,319	$568,224	$528,317	-7.0%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$511,319	$568,224	$528,317	-7.0%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
City Council	$511,319	$568,224	$528,317	-7.0%

Staffing Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
City Council*	14.0	14.0	14.0	0.0%

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

Expenditure Reductions

Expenditure Reduction	Program	FY 2008 Approved
Non-Personnel Savings	*City Council*	**$8,000**

Several non-personnel areas of the City Council's budget were identified as having room for reductions. These areas include photo copying ($2,000), office supplies ($2,000), postage ($2,000), and regional travel ($2,000). The reductions in these portions of the City Council budget are based upon average actual expenditure over the last three years and should not affect service levels.

www.alexandriava.gov/city/amacc/
Phone #: 703.838.4550

City Manager

Mission Statement: The mission of the City Manager's Office is to perform executive duties of the city government, which includes: advising Council on matters pertaining to policy matters and proper administration, submitting an annual budget, preparing Comprehensive Annual Finance Reports (CAFRs) and providing monthly financial and activity reports.

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $192,659, or 8.3%.
- FY 2008 personnel costs decreased by $194,183, or 9.0%, primarily due to the elimination of one vacant Assistant City Manager position.
- Total non-personnel costs increased $1,524, or 0.9%.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,722,604	$2,324,540	$2,131,881
Less Revenues	$400	$0	$0
Net Gen. Fund Expenditures	$1,722,204	$2,324,540	$2,131,881
Authorized Positions (FTE's)	16.0	16.0	15.0

Program and Activity Chart

City Manager

City Council Policy Support
City Council Policy Support

Economic & Community Development
Economic & Community Development

Intergovernmental Relations
Grants Coordination, Administration & Compliance
Legislative Coordination (State & Federal)
Regional Coordination

Organizational Management
Organizational Management

Communications
Ombudsmanship
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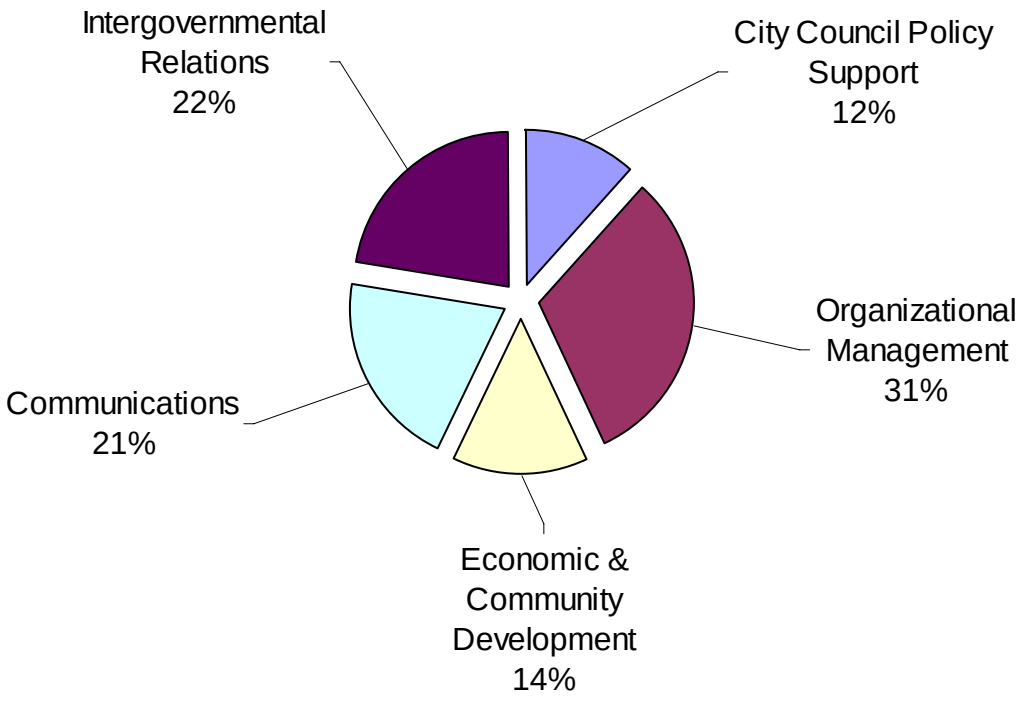
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
% of community rating overall quality of life as very good or good	97.3%	TBD	TBD
% of community rating services in relationship to taxes paid as very good or good	84.9%	TBD	TBD
% of community responding the City meets their service expectations always or most of the time	79.3%	TBD	TBD
% change in # of jobs in Alexandria	TBD	TBD	TBD
% change in retail sales	6.1%	TBD	TBD

FY 2008 Approved Expenditures by Program



City Manager

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$1,565,165	$2,160,245	$1,966,062	-9.0%
Non-Personnel	157,439	164,295	165,819	0.9%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,722,604	$2,324,540	$2,131,881	-8.3%
Less Revenues				
Internal Services	$400	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$400	$0	$0	0.0%
Net General Fund Expenditures	$1,722,204	$2,324,540	$2,131,881	-8.3%

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
City Council Policy Support	$182,935	$247,202	$251,159	1.6%
Organizational Management	633,462	852,773	667,989	-21.7%
Economic & Community Development	220,614	298,118	292,811	-1.8%
Communications	331,914	448,519	442,111	-1.4%
Intergovernmental Relations	353,678	477,929	477,811	0.0%
Total Expenditures	$1,722,603	$2,324,541	$2,131,881	-8.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
City Council Policy Support	1.5	1.5	1.5	0.0%
Organizational Management	5.7	5.7	4.7	-17.5%
Economic & Community Development	2.0	2.0	2.0	0.0%
Communications	3.1	3.1	3.1	0.0%
Intergovernmental Relations	3.7	3.7	3.7	0.0%
Total FTE's	16.0	16.0	15.0	-6.3%

City Council Policy Support Program

The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas for Council meetings, reviewing and approving docket items, and producing memos and managing work sessions during budget season.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$182,935	$247,202	$251,159
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$182,935	$247,202	$251,159
Program Outcomes			
% of community rating overall quality of life as very good or good	97.3%	TBD	TBD
% of community rating services in relationship to taxes paid as very good or good	84.9%	TBD	TBD

Activity Data

CITY COUNCIL POLICY SUPPORT - The goal of City Council Policy Support is to introduce Council to, and assist with, policy issues by developing agendas, reviewing and approving docket items, and producing memos and managing work sessions during budget season.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$182,935	$247,202	$251,159
FTE's	1.5	1.5	1.5
# of items docketed for Council	TBD	TBD	TBD
% of dockets items completed on time	TBD	TBD	TBD

Organizational Management Program

The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$633,462	$852,773	$667,989
Less Revenues	$400	$0	$0
Net General Fund Expenditures	$633,062	$852,773	$667,989
Program Outcomes			
% of community responding the City meets their service expectations always or most of the time	79.3%	TBD	TBD
% of community rating overall quality of life as very good or good	97.3%	TBD	TBD
% of community rating services in relationship to taxes paid as very good or good	84.9%	TBD	TBD

Activity Data

ORGANIZATIONAL MANAGEMENT – The goal of Organizational Management is to provide leadership for departments through budget development and execution, human resource management and organizational development.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$633,462	$852,773	$667,989
FTE's	5.7	5.7	4.7
# of City FTEs managed	2,642.4	2,650.8	2,634.5
$ value of City budget managed (in millions)	$577.7	$619.6	$629.9
# of organizational development projects completed	NA	TBD	TBD
% of City effectiveness measure targets met	NA	TBD	TBD

Economic & Community Development Program

The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic and development growth and provide economic sustainability through the appropriate growth of the local economy.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$220,614	$298,118	$292,811
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$220,614	$298,118	$292,811
Program Outcomes			
% change in # of jobs in Alexandria	NA	TBD	TBD
% change in retail sales	6.1%	TBD	TBD

Activity Data

ECONOMIC & COMMUNITY DEVELOPMENT – The goal of Economic and Community Development is to work with committees, neighborhoods and community and business leaders to facilitate and manage appropriate economic development and provide economic sustainability through the appropriate growth of the local economy.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$220,614	$298,118	$292,811
FTE's	2.0	2.0	2.0
# of businesses assisted	NA	TBD	TBD
Cost per business assisted	NA	TBD	TBD
% of business issues resolved satisfactorily	NA	TBD	TBD

Communications Program

The goal of Communications is to authenticate, prepare and disseminate accurate information to the media and public in order to inform the community and maintain a positive image of the City.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$331,914	$448,519	$442,111
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$331,914	$448,519	$442,111
Program Outcomes			
% of community rating overall quality of life as very good or good	97.3%	TBD	TBD

Activity Data

OMBUDSMANSHIP – The goal of Ombudsmanship is to coordinate committees, task forces and other community-oriented organizations to address special issues, respond to citizen inquiries and engage stakeholders in public policy development.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$92,611	$125,147	$123,483
FTE's	0.7	0.7	0.7
# of organizations assisted	NA	TBD	TBD
Cost per organization assisted	NA	TBD	TBD

PUBLIC INFORMATION – The goal of Public Information is to develop effective media relations, provide official responses, and publish information that accurately informs			
Expenditures	$239,303	$323,372	$318,628
FTE's	2.4	2.4	2.4
# of website hits	NA	TBD	TBD
# of new releases produced	329	TBD	TBD
% of community visiting the City website	54.4%	TBD	TBD
% of community reading FYI Alexandria	50.0%	TBD	TBD
Overall average positive website rating	79.7%	TBD	TBD

Intergovernmental Relations Program

The goal of Intergovernmental Relations is to work with state and federal partners, on behalf of the City, to ensure the City is connected to and represented by other levels of government.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$353,678	$477,929	$477,811
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$353,678	$477,929	$477,811

Activity Data

GRANTS COORDINATION, ADMINISTRATION & COMPLIANCE - The goal of Grants Coordination, Administration and Compliance is to locate and assist city agencies in acquiring alternative funding sources, provide technical assistance for grants management, improve grant acquisition and management procedure citywide, and ensure fiscal accountability and compliance with funding conditions.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$112,862	$152,511	$145,033
FTE's	1.3	1.3	1.3
# of grant applications submitted	NA	TBD	TBD
# of grant awards received	NA	TBD	TBD
$ value of grant awards received	NA	TBD	TBD

LEGISLATIVE COORDINATION (STATE & FEDERAL) - The goal of Legislative Coordination is to prepare the City's annual legislative package for consideration by the City Council and to monitor legislative items before the General Assembly and Congress,			
Expenditures	$215,863	$291,698	$308,963
FTE's	2.2	2.2	2.2
# of legislative positions adopted	NA	TBD	TBD

REGIONAL COORDINATION - The goal of Regional Coordination is to coordinate Alexandria city government activities with the regional bodies and to provide a point of contact for communications.			
Expenditures	$24,953	$33,720	$23,815
FTE's	0.2	0.2	0.2
# of regional organizations and initiatives staffed	NA	TBD	TBD

City Manager

Summary of Budget Changes

Expenditure Reductions			
Expenditure Reduction	**Program**		**FY 2008 Approved**
Vacant Assistant City Manager	*Organizational Management*	**(1.0 FTE)**	**($183,440)**
Elimination of salary and benefits for one vacant Assistant City Manager position.			

James K. Hartmann, City Manager

www.alexandriava.gov/city/citymanager
Phone #: 703.838.4300
Email: jim.hartmann@alexandriava.gov

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City Attorney

Mission Statement: The mission of the City Attorney's Office is to protect the legal interests of the City as a municipal corporation, and of its officers and entities, and to ensure that the City's programs and activities are executed in compliance with applicable laws and regulations.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,431,691	$3,185,009	$3,257,747
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$2,431,691	$3,185,009	$3,257,747
Authorized Positions (FTE's)	15.0	15.0	15.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $72,738 (2.3%).
- FY 2008 personnel costs increased by $70,985 (4.1%); the increase was due to step increases, increased health care costs, and a 1.5% COLA.
- Total non-personnel costs increased by $1,753 or one-tenth of a percent.

Program and Activity Chart

City Attorney

Office of the City Attorney
- Legal Counsel
- Enforcement & Compliance
- Legislative Services
- CPS/Foster Care Services
- General Litigation
- Special Projects

Risk Management
- Torts Claim Management
- Workplace & General Safety Management
- Liability/Property Insurance Management
- Workers Comp Claims Management

Departmental Contents

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- Exp. and Revenue Summary ……..17
- Program and Activity Budgets
  - •City Attorney……18
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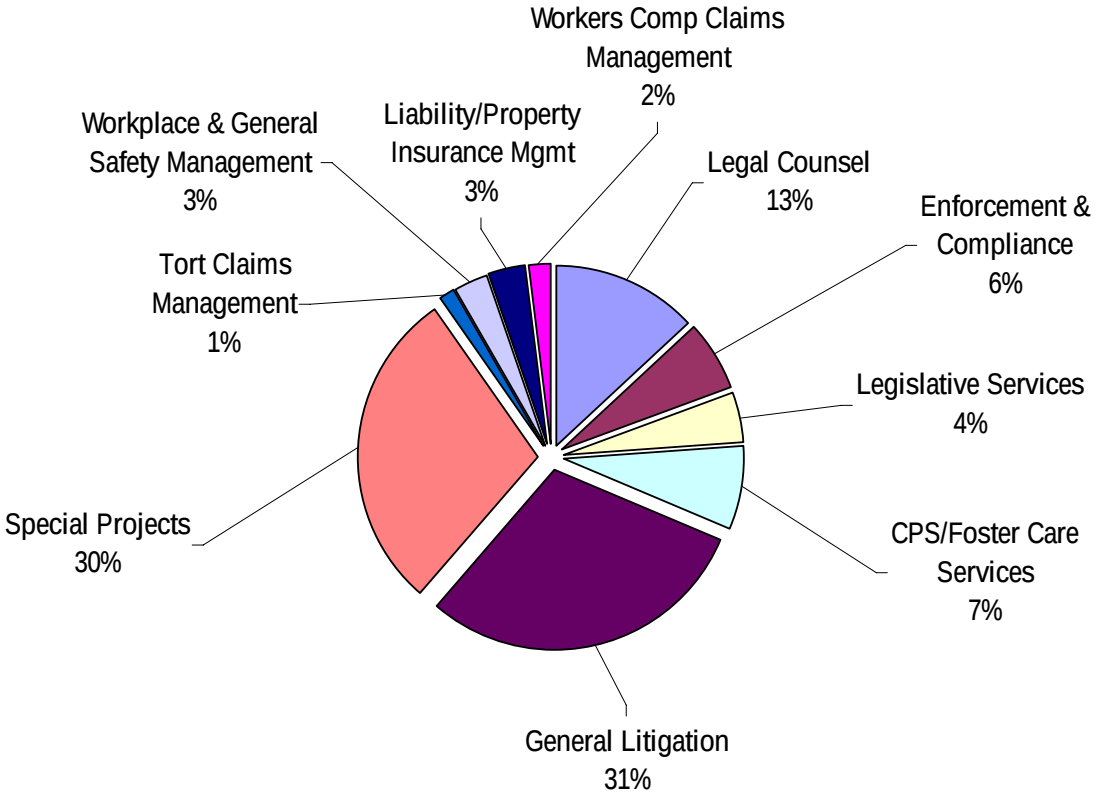
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of formal and informal legal opinions issued and advice rendered	283	280	280
Attorney hours expended per request for legal counsel	75	75	75
% of enforcement & compliance cases satisfactorily resolved within 12 months	95.0%	95.0%	95.0%
Attorney hours expended per request for drafted or reviewed legislation	25	25	25
Cost per request for workplace/general safety management consultation	$1,541	$1,850	$1,891
% of liability exposure reduced through insurance/reinsurance	50.0%	50.0%	50.0%

FY 2008 Approved Expenditures by Activity



City Attorney

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$1,540,120	$1,741,468	$1,812,453	4.1%
Non-Personnel*	891,571	1,443,541	1,445,294	0.1%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$2,431,691	$3,185,009	$3,257,747	2.3%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$2,431,691	$3,185,009	$3,257,747	2.3%

* Non-Personnel totals for FY 2007 and FY 2008 include transfers of $600,000 from the Non-Departmental budget for legal expenses related to the Mirant Power Plant issue.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Office of the City Attorney	$2,129,851	$2,789,661	$2,944,128	5.5%
Risk Management	301,840	395,348	313,619	-20.7%
Total Expenditures	$2,431,691	$3,185,009	$3,257,747	2.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Office of the City Attorney	12.0	12.0	12.0	0.0%
Risk Management	3.0	3.0	3.0	0.0%
Total full time employees	15.0	15.0	15.0	0.0%

Office of the City Attorney

The goal of the Office of the City Attorney is 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; and to represent effectively the governmental interest in civil proceedings arising from child abuse and neglect incidents and foster care placements.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,129,851	$2,789,661	$2,944,128
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,129,851	$2,789,661	$2,944,128
Program Outcomes			
No performance measure at this time	N/A	N/A	N/A

Activity Data

LEGAL COUNSEL – The goal of Legal Counsel is to provide advice and legal counsel to City officers and employees.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$255,317	$334,412	$425,793
FTE's	2.8	2.8	2.8
# of formal and informal opinions issued and advice rendered	283	280	280
Attorney hours expended per request	75	75	75
% of requests responded to within required time frame	90%	90%	90%

ENFORCEMENT & COMPLIANCE – The goal of Enforcement and Compliance is to enforce compliance with City ordinances, regulations and revenue collections.			
Expenditures	$173,616	$227,400	$210,568
FTE's	1.9	1.9	1.9
# of enforcement cases handled administratively or through litigation	250	250	250
Attorney hours expended per request	80	80	80
% of cases satisfactorily resolved within 12 months	95%	95%	95%

LEGISLATIVE SERVICES – The goal of Legislative Services is to draft legislation for consideration by City Council, and review proposed state and federal legislation and regulations.			
Expenditures	$83,558	$109,444	$145,576
FTE's	0.9	0.9	0.9
# legislation drafted/reviewed	60	60	60
Attorney hours expended per request	25	25	25
% of requests responded to within required time frame	100%	100%	100%

CPS/FOSTER CARE SERVICES – The goal of CPS/Foster Care Services is to seek and enforce civil protections against child abuse and neglect, and initiate foster care placements.			
Expenditures	$185,685	$243,209	$241,989
FTE's	2.0	2.0	2.0
# of CPS/foster care cases handled	200	181	200
Attorney hours expended per request	50	50	50
% of cases satisfactorily resolved within required statutory period	100%	100%	100%

Office of the City Attorney, continued

Activity Data

GENERAL LITIGATION – The goal of Litigation is to defend civil actions brought against the City, its officers and employees.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$731,995	$958,761	$973,164
FTE's	2.9	2.9	2.9
# of cases defended	50	50	50
Attorney hours expended per case	40	40	40
% of cases satisfactorily resolved within 12 months	90%	90%	90%

SPECIAL PROJECTS – The goal of Special Projects is to provide specialized legal and related services in connection with specific City initiatives and undertakings.			
Expenditures	$699,680	$916,435	$947,038
FTE's	1.6	1.6	1.6
# of projects handled	50	50	50
Attorney hours expended per project	30	30	30
% of projects satisfactorily resolved within required time frame	100%	100%	100%

Risk Management

The goal of Risk Management is to review safety, handle claims, manage cases, manage the City's insurance policies, and provide loss control for the City and the public in order to preserve City assets.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$301,840	$395,348	$313,619
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$301,840	$395,348	$313,619
Program Outcomes			
% reduction in number in annual claim expenses	3%	3%	3%

Activity Data

TORT CLAIMS MANAGEMENT – The goal of Tort Claims Management is to provide courteous, expeditious and fair handling of routine claims by residents and others against the City.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$38,323	$50,195	$45,400
FTE's	0.4	0.4	0.4
# of claims handled	122	140	140
Administrative cost per claim	$314	$359	$324
% of claims settled within 6 months	90%	90%	90%

Risk Management, continued

Activity Data

WORKPLACE & GENERAL SAFETY MANAGEMENT – The goal of Workplace and General Safety Management is to assist City operating departments in maintaining a safe, and OSHA and CDL compliant, work environment, and in identifying and reducing liability exposure from City operations and properties.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$84,745	$110,998	$96,042
FTE's	0.9	0.9	0.9
# of safety consultations	55	60	60
Cost per request	$1,541	$1,850	$1,601
% of requests resolved within 7 work days	80%	80%	80%

LIABILITY/PROPERTY INSURANCE MANAGEMENT – The goal of Liability/Property Insurance Management is to efficiently procure and administer the City's casualty insurance and liability reinsurance policies and programs.			
Expenditures	$103,313	$135,319	$108,688
FTE's	1.1	1.1	1.1
# of policies obtained	15	15	15
Administrative cost per policy	$6,888	$9,021	$7,246
% of exposure reduced through insurance/reinsurance	50%	50%	50%

WORKERS COMP CLAIMS MANAGEMENT – The goal of Workers Comp Claims Management is to efficiently administer the City's Workers Compensation program.			
Expenditures	$75,459	$98,836	$63,489
FTE's	0.8	0.8	0.8
# of claims handled	234	250	250
Administrative cost per claim	$322	$395	$254
% of claims closed within 12 months	80%	80%	80%

Ignacio Pessoa, City Attorney

www.alexandriava.gov
Phone #: 703.838.4433
Email: ignacio.pessoa@alexandriava.gov

City Clerk

Mission Statement: The mission of the City Clerk and Clerk of Council is to accurately record the proceedings of all Council meetings, preserve the legislative history, and prepare and assemble the Council docket material prepared by the City Manager's Office and other City departments.

Summary Table			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$336,597	$372,341	$398,316
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$336,597	$372,341	$398,316
FTE's	4.0	4.0	4.0

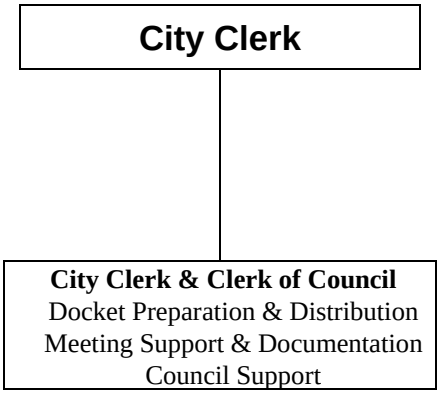
FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $25,975 (7.0%).

- FY 2008 personnel costs increased by 9.6%; the increase was due to a 1.5% COLA, step increases, increased health care costs, the conversion of the Deputy City Clerk to an administratively determined salary beginning July 1, 2006, and an administratively determined salary increase for the City Clerk.

- Total non-personnel costs decreased 19.8% due to the departmental expenditure reductions ($5,000) described on page 23 along with decreases in equipment replacement and telecommunications costs.

Program and Activity Chart



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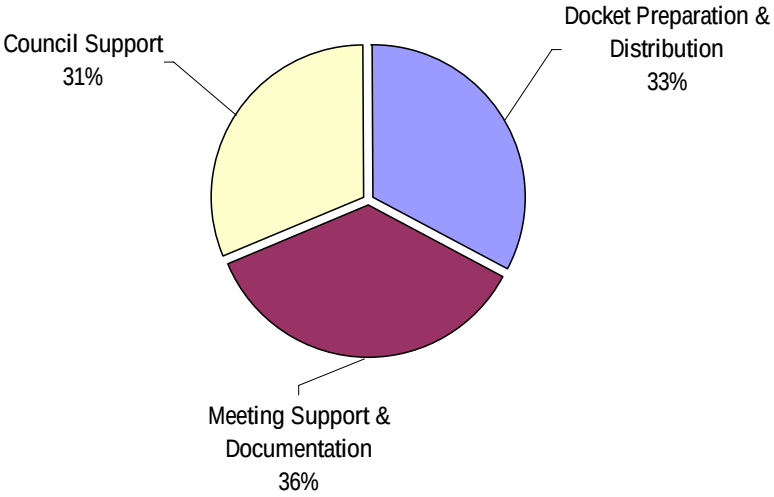
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of docket items processed	669	700	700
Cost per docket item processed	$170	$180	$187
Cost per Council meeting supported	$2,893	$3,531	$4,770
% of meeting minutes completed within 2 weeks of Council meeting	100%	100%	100%

FY 2008 Approved Expenditures by Activity



City Clerk

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$308,619	$338,980	$371,562	9.6%
Non-Personnel	27,978	33,361	26,754	-19.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$336,597	$372,341	$398,316	7.0%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$336,597	$372,341	$398,316	7.0%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
City Clerk & Clerk of Council	$336,597	$372,341	$398,316	7.0%

Staffing Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
City Clerk & Clerk of Council	4.0	4.0	4.0	0.0%

City Clerk & Clerk of Council Program

The goal of City Clerk and Clerk of Council is to maintain the official record of the activities of City Council and to preserve and distribute this information in a timely and accurate manner.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$336,597	$372,341	$398,316
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$336,597	$372,341	$398,316
Program Outcomes			
% of meeting minutes completed within two weeks of Council meeting	100%	100%	100%

Activity Data

DOCKET PREPARATION & DISTRIBUTION – The goal of Docket Preparation is to prepare and distribute items for Council consideration to members of Council and the public, and to notify the public of items scheduled before Council in accordance with state and local laws.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$113,601	$125,665	$130,623
FTE's	1.3	1.3	1.3
# of docket items processed	669	700	700
Cost per docket item processed	$170	$180	$187
% of docket items sent to Council four or more days in advance of meeting	98%	100%	100%

MEETING SUPPORT & DOCUMENTATION – The goal of Meeting Support and Documentation is to maintain a permanent record of official City Council actions in a prompt and accurate manner.			
Expenditures	$92,565	$102,394	$143,099
FTE's	1.1	1.1	1.1
# of meetings supported	32	29	30
Cost per meeting supported	$2,893	$3,531	$4,770
% of meeting minutes completed within two weeks of Council meeting	100%	100%	100%

COUNCIL SUPPORT – The goal of Council Support is to provide reception, records research, general office support and budget administration services in order to support Council's effective operation.			
Expenditures	$130,431	$144,282	$124,594
FTE's	1.6	1.6	1.6
# of hours of administrative support provided	N/A	TBD	TBD
# of record research requests filled	75	75	75
Cost per hour of administrative support	N/A	TBD	TBD
% of record research requests filled within one day	N/A	98%	100%

City Clerk

Summary of Budget Changes

Expenditure Reductions

Expenditure Reduction	Program	FY 2008 Approved
Non-Personnel Savings	*City Clerk & Clerk of Council*	**$5,000**
Several non-personnel areas of the City Clerk's budget were identified as being able to be reduced. $3,000 was taken from fees for professional services due to a decrease in the amount of microfilming required. Fees for temporary services will be reduced by $500 due to diminished need in this area. The equipment/materials budget will be reduced by $1,000 and the office supplies budget by $500. The City Clerk's Office will implement some efficiencies in order to work within the new budget for these items.		

Jackie Henderson, City Clerk & Clerk of Council

alexandriava.gov/city/cityclerk/cityclerk.html
Phone #: 703.838.4550
Email: jackie.henderson@alexandriava.gov

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18th Circuit Court

Mission Statement: The mission of the Circuit Court is to conduct proceedings for all criminal and civil cases before the 18th Circuit Court in accordance with the Code of Virginia.

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $3,993 (0.3%).
- FY 2008 personnel costs decreased by $5,647, or 0.5%; the savings is due to hiring personnel at lower steps on the pay scale, and is offset by a 1.5% COLA funded through the Council add/delete process.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,146,032	$1,317,287	$1,313,294
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$1,146,032	$1,317,287	$1,313,294
FTE's	13.0	13.0	13.0

Program and Activity Chart

18th Circuit Court

Justice Program
- Civil Cases
- Criminal Cases
- AJIS Support
- Jury Services

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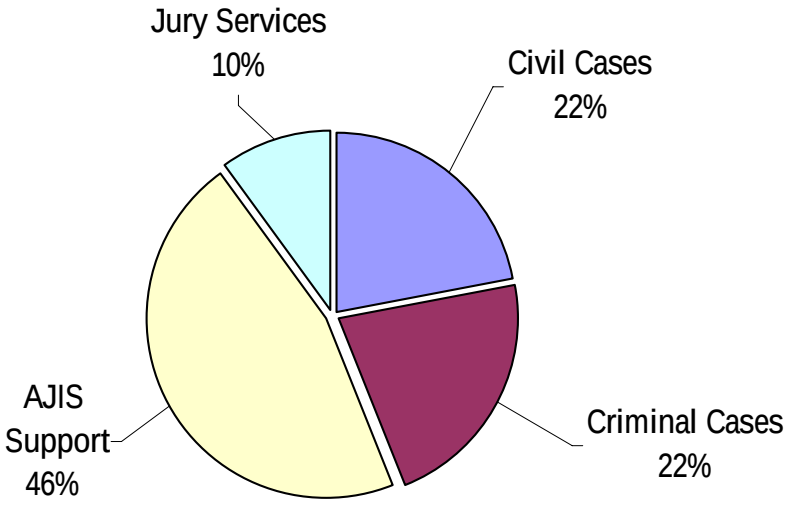
18th Circuit Court

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Number of civil cases closed	3,088	3,119	3,150
City cost per civil case closed	$82	$93	$94
Number of criminal cases closed	2,031	2,051	2,072
City cost per criminal case closed	$124	$141	$138

FY 2008 Approved Expenditures by Activity



18th Circuit Court

Expenditure and Revenue Summary

Expenditures By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$1,056,158	$1,193,676	$1,188,029	-0.5%
Non-Personnel	89,874	123,611	125,265	1.3%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,146,032	$1,317,287	$1,313,294	-0.3%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$1,146,032	$1,317,287	$1,313,294	-0.3%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Justice	$1,146,032	$1,317,287	$1,313,294	-0.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Justice	13.0	13.0	13.0	0.0%

Justice Program

The goal of Justice is to adjudicate Alexandria civil and criminal cases in a timely manner.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,146,032	$1,317,287	$1,313,294
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,146,032	$1,317,287	$1,313,294
Program Outcomes			
% of cases closed within timeframes	NA	NA	NA

Activity Data

CIVIL CASES – The goal of Civil Cases is to close Alexandria civil cases within one year of filing.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$252,127	$289,803	$264,091
FTE's	3	3	2.9
# of civil cases closed	3,088	3,119	3,150
City cost per civil case closed	$82	$93	$91
% of civil cases closed within one year of initial filing date	96%	96%	96%

CRIMINAL CASES – The goal of Criminal Cases is to close Alexandria criminal cases within 120 days of indictment.			
Expenditures	$252,127	$289,803	$264,091
FTE's	3	3	2.9
# of criminal cases closed	2,031	2,051	2,072
City cost per criminal case closed	$124	$141	$138
% of criminal cases closed within 120 days of indictment	96%	96%	96%

ALEXANDRIA JUSTICE INFORMATION SYSTEM (AJIS) SUPPORT – The goal of AJIS Support is to provide computer-related hardware, software and database support to the Circuit Court and other Alexandria justice agencies in a timely and accurate manner.			
Expenditures	$527,175	$605,952	$654,354
FTE's	6	6	6
# of records maintained	34,475,617	34,820,373	35,168,577
City cost per 1000 record maintained	$15	$17	$19
% of customers satisfied with AJIS	100%	100%	100%

JURY SERVICES – The goal of Jury Services is to provide qualified jurors on a timely basis for Circuit Court civil and criminal trials.			
Expenditures	$114,603	$131,729	$130,758
FTE's	1	1	1.2
# of qualified jurors identified	7,098	7,179	7,251
City cost per qualified juror identified	$16	$18	$18
% of juries that begin on schedule	100%	100%	100%

18th Circuit Court

Summary of Budget Changes

Adjustments to Maintain Current Service Levels		
Adjustments	**Program**	**FY 2008 Approved**
Six Nextel Blackberry Devices for AJIS Staff	*Justice*	**$5,976**
A need exists for 6 Blackberry devices for the AJIS Staff for 24/7 emergency communication purposes. The annual cost of monthly service fees for 6 devices will be $5,976.		

Donald M. Haddock, Chief Judge

http://www.alexandriava.gov/courts/acc/

Phone #: 703.838.4123

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18th General District Court

Mission Statement: The mission of the 18th General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $289 (0.4%).

- Total non-personnel costs increased by $289, or 0.4% due to slight increases in photocopying and printing costs.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$83,490	$78,282	$78,571
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$83,490	$78,282	$78,571
FTE's	0.0	0.0	0.0

Program and Activity Chart

18th General District Court

18th General District Court
18th General District Court

Departmental Contents

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18th General District Court

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of traffic cases filed	19,823	21,600	23,600
# of civil cases filed	7,703	12,000	12,500
# of criminal cases filed	5,715	6,700	7,200

Expenditure and Revenue Summary

Expenditures By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$0	$0	$0	0.0%
Non-Personnel	83,490	78,282	78,571	0.4%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$83,490	$78,282	$78,571	0.4%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$83,490	$78,282	$78,571	0.4%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
General District Court	$83,490	$78,282	$78,571	0.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
General District Court	0.0	0.0	0.0	0.0%

18th General District Court

General District Court

The goal of the General District Court is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$83,490	$78,282	$78,571
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$83,490	$78,282	$78,571
Program Outcomes			
No Program Outcome	NA	NA	NA

Activity Data

18th General District Court Activity – The goal of the 18th General District Court activity is to ensure the effective and efficient adjudication of all civil, criminal and traffic cases brought before the General District Court.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$83,490	$78,282	$78,571
FTE's	0.0	0.0	0.0
# of traffic cases filed	19,823	21,600	23,600
# of civil cases filed	7,703	12,000	12,500
# of criminal cases filed	5,715	6,700	7,200

E. Robert Giammittorio, Chief Justice
http://www.alexandriava.gov/courts/agdc/

Phone #: 703.838.4010

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Clerk of the Court

Mission Statement: The mission of the Clerk of the Court is to serve as the recorder of all deeds, wills and other legal documents filed in the City; the office provides clerical assistance to the Circuit Court judges in courtroom proceedings and processes all civil and criminal cases filed with the court.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,484,050	$1,632,038	$1,605,395
Less Revenues	$45,821	$0	$0
Net Gen. Fund Expenditures	$1,438,229	$1,632,038	$1,605,395
Authorized Positions (FTE's)	24.0	24.0	23.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $26,643 (1.6%).
- FY 2008 personnel costs decreased by $18,721 or 1.2%; the decrease was due to eliminating the funding ($42,615) for an overhire position in the Land Records program, and due to changes in healthcare elections. These decreases were offset by a 1.5% COLA funded through the Council add/delete process.
- Total non-personnel costs decreased $7,922 or 7.5% due to a reduction in the amount of funding required for scheduled computer replacement, and reductions in various accounts to more closely reflect FY 2006 actual expenditures.

Program and Activity Chart

Clerk of the Court

Court Support
- Criminal Case Process
- Civil and Criminal Case Support
- Public Inquiries
- Wills and Probate
- Leadership and Management

Public Services
- Civil Case Filings
- License, Permit and Certificate Processing
- Public Inquiries

Land Records
- Recordation of Land Documents
- Public Inquiries
- Recordation of Judgments and Financing Statements

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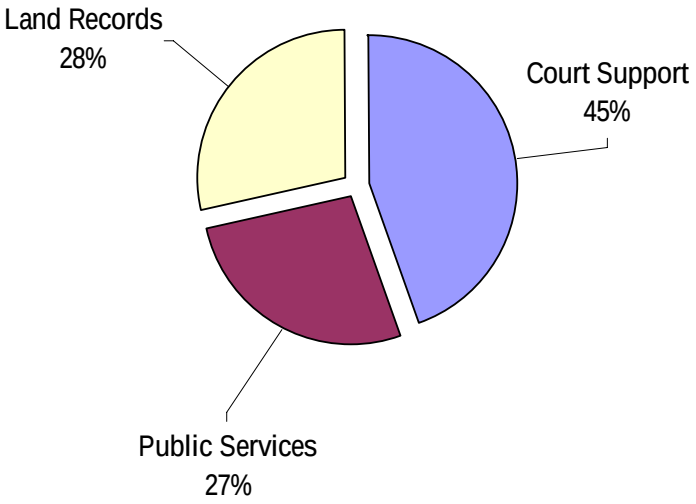
Clerk of the Court

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of criminal cases processed	2,157	2,119	2,138
Cost per criminal case processed	$18.24	$20.42	$20.74
# civil case filings processed	3,098	3,469	3,885
Cost per civil case filing processed	$29.53	$29.00	$26.26
# of recordation of land document transactions processed (total)	44,844	39,333	34,613
Cost per recordation of land document transaction	$7.34	$9.20	$9.39

FY 2008 Approved Expenditures by Program



Clerk of the Court

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$1,341,299	$1,526,952	$1,508,231	-1.2%
Non-Personnel	142,751	105,086	97,164	-7.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,484,050	$1,632,038	$1,605,395	-1.6%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	45,821	0	0	0.0%
Total Designated Funding Sources	$45,821	$0	$0	0.0%
Net General Fund Expenditures	$1,438,229	$1,632,038	$1,605,395	-1.6%

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Court Support	$632,853	$695,960	$713,049	2.5%
Public Services	390,029	428,922	435,042	1.4%
Land Records	461,168	507,156	457,304	-9.8%
Total Expenditures	$1,484,050	$1,632,038	$1,605,395	-1.6%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Court Support	8.6	8.6	8.6	0.0%
Public Services	7.2	7.2	7.2	0.0%
Land Records	8.2	8.2	7.2	-12.2%
Total full time employees	24.0	24.0	23.0	-4.2%

Court Support Program

The goal of the Court Support Program is to provide assistance at court proceedings, process criminal cases, process all civil and criminal pleadings and orders, and issue and process probate related qualifications to support the effective operation of the Circuit Court.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$632,853	$695,960	$713,049
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$632,853	$695,960	$713,049
Program Outcomes			
% of cases and transactions processed within targeted timeframes	N/A	98%	98%

Activity Data

CRIMINAL CASE PROCESS – The goal of Criminal Case Processing is to process all criminal cases in a timely manner to enable contributing agencies to access files via the Alexandria Judicial Information System (AJIS).	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$39,352	$43,277	$42,711
FTE's	0.7	0.7	0.7
# of criminal cases processed	2,157	2,119	2,138
Cost per criminal case processed	$18.24	$20.42	$19.98
% of cases processed within two business days	N/A	98%	98%

CIVIL AND CRIMINAL CASE SUPPORT – The goal of Civil and Criminal Case Support is to prepare criminal court orders and scan and index all pleadings and court orders in a timely manner in order for the public and contributing agencies to access this information.			
Expenditures	$153,877	$169,222	$174,549
FTE's	2.9	2.9	2.9
# transactions processed (total)	89,606	106,834	107,695
Cost per transaction	$1.72	$1.58	$1.62
% of transactions processed within two business days	N/A	98%	98%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$57,758	$63,518	$65,057
FTE's	1.0	1.0	1.0
# of inquiries handled	N/A	13,000	13,000
Cost per inquiry	N/A	$4.89	$5.00
% of inquiries handled in a satisfactory manner	N/A	98%	98%

Court Support Program, continued

Activity Data

WILLS AND PROBATE – The goal of Wills and Probate is to meet with and qualify executors, administrators, trustees and guardians and process and maintain wills and associated documents.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$50,453	$55,484	$56,833
FTE's	0.7	0.7	0.7
# of transactions processed (probates, qualifications, and related documents)	7,660	7,702	7,779
Cost per transaction	$6.59	$7.20	$7.31
% of transactions issued, indexed, and scanned within two business days	N/A	98%	98%

LEADERSHIP AND MANAGEMENT – The goal of Leadership and Management is to plan, organize, direct and coordinate all activities of the department in order to achieve its goals effectively and efficiently.			
Expenditures	$331,412	$364,460	$373,899
FTE's	3.5	3.5	3.5
# of activities managed	N/A	15,140	15,140
Cost per activity managed	N/A	$24.07	$24.70
% of department activities achieving effectiveness objectives	N/A	100%	100%

Public Services Program

The goal of the Public Services Program is to process all civil case filings, issue licenses, certificates and permits to the general public as mandated by the Code of Virginia.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$390,029	$428,922	$435,042
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$390,029	$428,922	$435,042
Program Outcomes			
% of transactions processed within targeted timeframes	N/A	98%	98%

Activity Data

CIVIL CASE FILINGS – The goal of Civil Case Filings is to scan, receipt, index and issue process in all divorce and law cases for attorneys and the general public in a timely manner.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$91,474	$100,596	$102,227
FTE's	1.7	1.7	1.7
# civil case filings processed	3,098	3,469	3,885
Cost per filing processed	$29.53	$29.00	$26.31
% of filings processed within two business days	N/A	98%	98%

LICENSE, PERMIT, & CERTIFICATE PROCESSING – The goal of License, Permit and Certificate Processing is to issue and process marriage licenses, concealed handgun permits, notarial certificates; register business names; qualify notaries; record military discharge certificates; and administer oaths to elected and appointed officials.			
Expenditures	$148,866	$163,710	$164,930
FTE's	2.9	2.9	2.9
# of transactions processed (total)	18,234	17,901	18,068
Cost per transaction	$8.16	$9.15	$9.13
% of licenses, permits, and certificates issued, scanned, and indexed within two business days	N/A	98%	98%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$149,689	$164,616	$167,885
FTE's	2.6	2.6	2.6
# of inquiries handled	N/A	45,320	45,320
Cost per inquiry	N/A	$3.63	$3.70
% of inquiries handled in a satisfactory manner	N/A	98%	98%

Land Records Program

The goal of the Land Records Program is to calculate, receipt, scan, index, verify indexing and maintain all land record documents in order to maintain a permanent legal record for the City including but not limited to: deeds, deeds of trust, assignments, certificates of satisfaction, power of attorneys, financing statements, judgments and plats and easements.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$461,168	$507,156	$457,304
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$461,168	$507,156	$457,304
Program Outcomes			
% of transactions processed within targeted timeframes	N/A	98%	98%

Activity Data

RECORDATION OF LAND DOCUMENTS – The goal of Recordation of Land Documents is to record and process land transactions in a timely manner to facilitate settlements and the return of the original documentation to the owner.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$329,222	$362,051	$321,563
FTE's	5.9	5.9	5.2
# of transactions processed (total)	44,844	39,333	34,613
Cost per transaction	$7.34	$9.20	$9.29
% of transactions processed within three business days (excluding time to return documents)	N/A	100%	100%

PUBLIC INQUIRIES – The goal of Public Inquiries is to answer inquiries by phone or in person in a responsive manner.			
Expenditures	$99,895	$109,857	$99,214
FTE's	1.7	1.7	1.4
# of inquiries handled	N/A	7,800	7,800
Cost per inquiry	N/A	$14.08	$12.72
% of inquiries handled in a satisfactory manner	N/A	98%	98%

RECORDATION OF JUDGMENTS & FINANCING STATEMENTS – The goal of Recordation of Judgments and Financing Statements is to record, docket and process these items in a timely manner in order to effectuate a lien on real estate.			
Expenditures	$32,052	$35,248	$36,527
FTE's	0.6	0.6	0.6
# of transactions processed (total)	6,345	7,159	8,090
Cost per transaction	$5.05	$4.92	$4.52
% of transactions processed within one business day	N/A	100%	100%

Clerk of the Court

Summary of Budget Changes

Expenditure Reductions		
Expenditure Reductions	**Program**	**FY 2008 Approved**
Eliminate Overhire Position	*Land Records*	**$42,615**
This position was included in prior budgets in order to reduce workload resulting from an increase in Land Records filings due to increased sales and refinancing activities. As these filings have decreased, the overhire position is proposed to be eliminated.		

Miscellaneous

"Net City Share" of Clerk of Court Operations

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
General Fund Expenditures			
Personnel	$ 1,341,299	$ 1,526,952	$ 1,508,231
Non-Personnel	142,751	105,086	97,164
Capital Goods	-	-	-
Total General Fund Expenditures	*$ 1,484,050*	*$ 1,632,038*	*$ 1,605,395*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 866,636	$ 919,732	$ 956,213
Excess Clerks' Fees Collected	964,251	1,000,000	1,000,000
Total General Fund Revenues	*$ 1,830,887*	*$ 1,919,732*	*$ 1,956,213*
Net City Share (General Fund Expenditures less General Fund Revenues)	$ (346,837)	$ (287,694)	$ (350,818)

[1] 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. In FY 2008, it is estimated that the City will receive $5.7 million for this tax. 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 previously 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.

Edward Semonian, Clerk of the Court

http://alexandriava.gov/courts/acc/clerkofcourt/

Phone #: 703.838.4044
Email: Edward.Semonian@alexandriava.gov

Office of the Commonwealth's Attorney

Mission Statement: The mission of the Office of the Commonwealth's Attorney is to protect the safety of the community and the rights of its citizens by just enforcement of the law.

Summary Table			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,621,283	$3,021,605	$2,892,437
Less Revenues	$277,491	$330,464	$246,718
Net Gen. Fund Expenditures	$2,343,792	$2,691,141	$2,645,719
FTE's	30.6	30.4	30.4

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $45,422 (1.7%).
- FY 2008 personnel costs decreased by $108,139, or 3.9%; the savings is due to hiring new personnel at lower steps on the pay scale than those they are replacing. Personnel costs include a 1.5% COLA funded through the Council add/delete process.
- Capital Outlay decreased $18,119 (100%).

Program and Activity Chart

Office of the Commonwealth's Attorney

Prosecution of Cases
Circuit Court Case Prosecution
General District Court Case Prosecution
Juvenile and Domestic Relations District Court Case Prosecution
Parking Case Adjudication
Victim-Witness Assistance

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- •Adjustments to Maintain Current Service Levels 26
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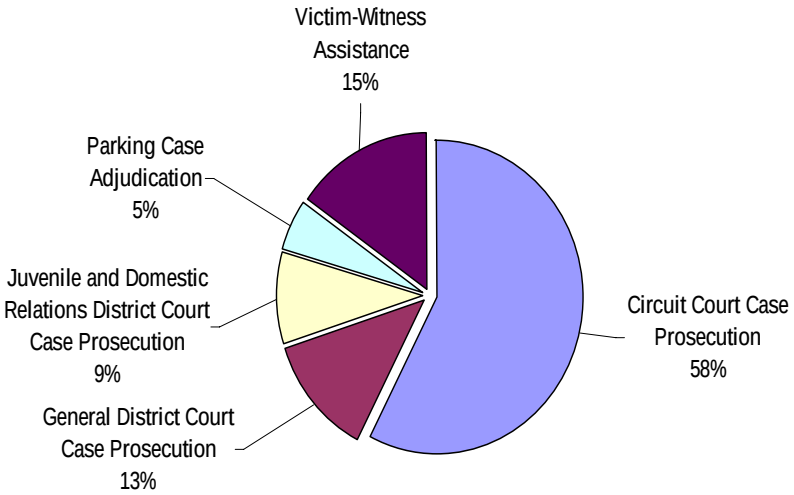
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Conviction Rate	94%	94%	94%
% of cases concluded within time guidelines	96%	96%	96%
Conviction rate for DWI cases	99.8%	98%	98%

FY 2008 Approved Expenditures by Activity



Office of the Commonwealth's Attorney

Expenditure and Revenue Summary

Expenditures By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$2,364,154	$2,765,830	$2,657,691	-3.9%
Non-Personnel	257,129	237,656	234,746	-1.2%
Capital Goods Outlay	0	18,119	0	-100.0%
Total Expenditures	$2,621,283	$3,021,605	$2,892,437	-4.3%
Funding Sources				
Internal Service	$1,134	$18,119	$0	-100.0%
Special Revenue Fund	276,357	312,345	246,718	-21.0%
Total Designated Funding Sources	$277,491	$330,464	$246,718	-25.3%
Net General Fund Expenditures	$2,343,792	$2,691,141	$2,645,719	-1.7%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Prosecution of Cases	$2,621,283	$3,021,605	$2,892,437	-4.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Prosecution of Cases	30.6	30.4	30.4	0.0%

Prosecution of Cases

The goal of Prosecution of Cases is to achieve a just and timely outcome in the prosecution of criminal cases on behalf of the citizens of Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,621,283	$3,021,605	$2,892,437
Less Revenues	$277,491	$330,464	$246,718
Net General Fund Expenditures	$2,343,792	$2,691,141	$2,645,719
Program Outcomes			
Conviction rate for felony cases	N/A	N/A	N/A
Percentile ranking within the state of VA for concluding cases within prescribed time guidelines	1	1	1

Activity Data

CIRCUIT COURT CASE PROSECUTION – The goal of Circuit Court Case Prosecution is to prosecute all felony and misdemeanor appeal cases to assure offenders are quickly brought to justice and held accountable.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,396,297	$1,609,539	$1,663,808
FTE's	17.5	17.3	15.2
# of cases concluded	2,031	2,031	2,031
Conviction rate for felony cases	94%	94%	94%
% of cases concluded within prescribed time guidelines	96%	96%	96%

GENERAL DISTRICT COURT CASE PROSECUTION – The goal of General District Court Case Prosecution is to carry out discretionary prosecution of selected misdemeanor offenses to assure targeted offenders are quickly brought to justice and held accountable.			
Expenditures	$394,204	$454,407	$364,470
FTE's	4.3	4.3	5.5
# of cases concluded	8,845	8,845	8,845
% of cases concluded within prescribed time guidelines	89%	89%	89%
Conviction rate for DWI cases	99.8%	98%	98%

Prosecution of Cases, continued

Activity Data

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT CASE PROSECUTION – The goal of J&DR District Court Case Prosecution is to prosecute all felony cases and selected misdemeanors to assure offenders are quickly brought to justice and held accountable.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$280,540	$323,384	$270,915
FTE's	3.7	3.6	4.3
# of cases concluded	2,407	2,407	2,407
% of cases concluded within prescribed time guidelines	86%	86%	86%
Conviction rate for juvenile felony cases	89%	89%	89%

PARKING CASE ADJUDICATION – The goal of Parking Case Adjudication is to provide an efficient and convenient method of adjudicating parking infractions as an alternative to Court adjudication.			
Expenditures	$125,157	$144,271	$148,081
FTE's	0	0	0
# of cases concluded	4,246	4,246	4,246
% of cases adjudicated without appeal	99.7%	99.7%	99.7%

VICTIM-WITNESS ASSISTANCE – The goal of Victim-Witness Assistance is to help victims and witnesses of crime by providing them with support, guidance, and information concerning the criminal justice system, including assistance with restitution and support services.			
Expenditures	$425,085	$490,004	$445,163
FTE's	5.2	5.2	5.4
# of victims and witnesses served	4,246	4,246	4,246
% of cases in which prosecutors rate the services provided as favorable	96%	96%	96%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels		
Adjustments	**Program**	**FY 2008 Approved**
Victim-Witness Assistance Program	*Prosecution of Cases*	**$32,910**
During the FY 2007 Council add-delete process, the Commonwealth's Attorney volunteered a $65,627 savings due to additional grant funding for this program. At the time, however, it was articulated that the grant amount would be reduced in FY 2008. The City agreed at that time to hold the Commonwealth's Attorney harmless in FY 2008 for this anticipated grant reduction. The funding level provided allows the Office of the Commonwealth's Attorney to maintain current services and meet its statutory obligation to provide services to victims and witnesses of crime in the City of Alexandria.		
TOTAL		**$32,910**

Miscellaneous Information

Summary Table of Additional Revenues			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,621,283	$3,021,605	$2,892,437
Less Revenues	$277,491	$330,464	$246,718
Gen. Fund Expenditures	$2,343,792	$2,691,141	$2,645,719
State Revenues	$1,047,435	$1,136,602	$1,136,602
General Fund Expenditures Net State Revenues	$1,296,357	$1,554,539	$1,509,117

S. Randolph Sengel, Commonwealth's Attorney

www.alexandriava.gov/cattorney/

Phone #: 703.838.4100

Court Service Unit

Mission Statement: The mission of the Court Services Unit is to provide quality, comprehensive services for youth and families who are involved with the Juvenile and Domestic Relations District Court.

FY 2008 Budget Summary

- In FY 2008 the Approved General Fund budget decreased by $3,507 or 0.3%.
- FY 2008 personnel costs decreased by $8,088 or 0.6% due to an increase in the annual vacancy savings rate.
- Total non-personnel costs increased by $771 or 0.8%.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,248,839	$1,497,469	$1,490,152
Less Revenues	$187,702	$174,189	$170,379
Net Gen. Fund Expenditures	$1,061,137	$1,323,280	$1,319,773
Authorized Positions (FTE's)	10.0	10.2	10.2

Program and Activity Chart

Court Service Unit

Intake
- Pre Trial Services
- New Complaint Legal Determination
- Diversion
- On-Call Services
- Attendance Review Panel

Probation
- Probation/Parole
- Investigation, Screening and Report Writing
- Mental Health Services
- Skills Development
- Day Reporting Center
- Adult Supervision

Domestic Relations
- Domestic Relations

Leadership & Mgmt Support
- Leadership and General Management
- Gang Prevention and Intervention

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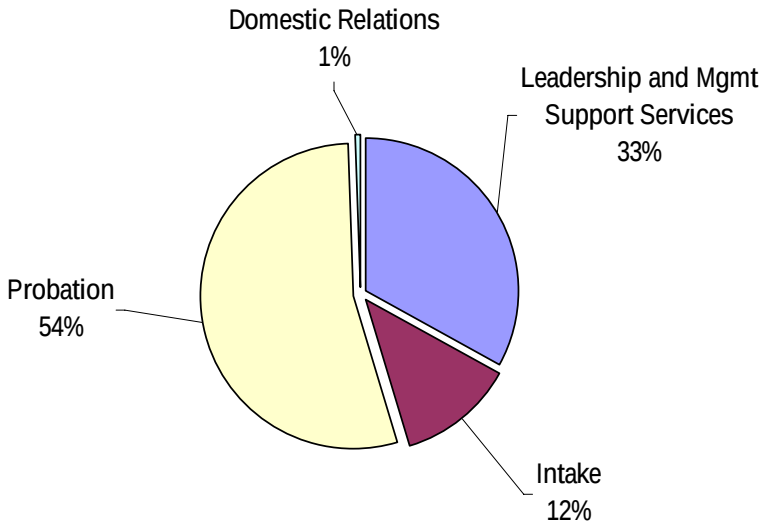
Court Service Unit

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of Pre-trial Service contacts made	315	396	396
% of children surrendered or re-arrested while under pre-trial supervision	12%	10%	10%
Number of petitions filed	2,371	2,004	2,004
% of probable cause determinations overturned	0%	0%	0%

FY 2008 Approved Expenditures by Program



Court Service Unit

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$1,133,842	$1,395,682	$1,387,594	-0.6%
Non-Personnel	110,545	101,787	102,558	0.8%
Capital Goods Outlay	4,452	0	0	0.0%
Total Expenditures*	$1,248,839	$1,497,469	$1,490,152	-0.5%
Less Revenues				
Internal Service	$12,392	$0	$0	0.0%
Special Revenue Fund	175,310	174,189	170,379	-2.2%
Total Designated Funding Sources	$187,702	$174,189	$170,379	-2.2%
Net General Fund Expenditures	$1,061,137	$1,323,280	$1,319,773	-0.3%

* Includes City expenditures only. The Court Service Unit is also funded by the Commonwealth of Virginia. The Commonwealth contributed $1,429,482 in FY 2006 and $1,470,925 in FY 2007 toward the support of the Court Service Unit. Commonwealth expenditures will increase by 4% in FY 2008 to approximately $1,530,000.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	$266,003	$318,961	$492,176	NA
Intake	174,837	209,646	182,185	NA
Probation	795,510	953,888	805,580	NA
Domestic Relations	12,488	14,975	10,211	NA
Total Expenditures	$1,248,838	$1,497,470	$1,490,152	-0.5%

FY 2007 to FY 2008 percent change is not valid due to the use of a more refined cost allocation methodology that is not comparable to the methodology to reflect FY 2007.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	2.1	2.2	2.2	0.0%
Intake	1.4	1.4	1.4	0.0%
Probation	6.4	6.5	6.5	0.0%
Domestic Relations	0.1	0.1	0.1	0.0%
Total full time employees	10.0	10.2	10.2	0.0%

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide management support for the Court Service Unit in order to meet the agency's goals in providing effective services to the public and to provide gang prevention services.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$266,003	$318,961	$492,176
Less Revenues	$0	$0	$75,490
Net General Fund Expenditures	$266,003	$318,961	$416,686
Program Outcomes			
Operating and maintenance expenditures per resident	$1.91	$2.29	$3.54
% of customers satisfied with Court Service Unit	TBD	TBD	TBD

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, planning, analysis and support services in order to facilitate the operations of the Court Service Unit.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$141,119	$169,214	$314,578
FTE's	1.1	1.1	1.1
# of activities managed	18	18	18
# of FTE's managed	10.0	10.0	10.0
$ value of budget managed	$1,248,839	$1,497,469	$1,490,152
Leadership and General Management as % of Total Expenditures	11.3	11.3	11.3
Cost per activity managed	TBD	TBD	TBD
% of activity goals achieved	100%	100%	100%

GANG PREVENTION & INTERVENTION – The goal of Gang Prevention and Intervention is to coordinate City agencies and provide information to the public in order to deter at-risk youth from joining or remaining in a gang.			
Expenditures	$124,884	$149,747	$177,598
FTE's	1.0	1.0	1.0
# of meetings coordinated	7	20	20
Cost per meeting coordinated	TBD	TBD	TBD
% increase in community awareness	TBD	TBD	TBD

Intake Program

The goal of the Intake Program is to provide a first point of contact for law enforcement, the public and other agencies in order to process matters through the juvenile and domestic court system.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$174,837	$209,646	$182,185
Less Revenues	$19,333	$17,941	$35,315
Net General Fund Expenditures	$155,504	$191,705	$146,870
Program Outcomes			
% of customers who rate Intake Services as good to excellent	TBD	TBD	TBD
% of actions completed within 30 days	TBD	TBD	TBD

Activity Data

PRE TRIAL SERVICES – The goal of Pre Trial Services is to provide after hours supervision for juveniles awaiting Court action in order to prevent further delinquent behavior.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$68,686	$82,361	$95,395
FTE's	0.6	0.6	0.6
# of contacts made	315	396	396
Cost per contact made	TBD	TBD	TBD
% of children surrendered or re-arrested while under pretrial supervision	12%	10%	10%

NEW COMPLAINT LEGAL DETERMINATION – The goal of New Complaint Legal Determination is to determine probable cause and whether there are sufficient facts to support the complaint in order to submit the petition to the court.			
Expenditures	$49,954	$59,899	$40,843
FTE's	0.4	0.4	0.4
# of petitions filed	2,371	2,004	2,004
Cost per petition filed	$21.06	TBD	TBD
% of probable cause determinations overturned	0%	0%	0%

DIVERSION – The goal of Diversion is to provide appropriate services to juveniles, to the extent possible, to minimize the number of juveniles appearing in court.			
Expenditures	$24,977	$29,949	$20,421
FTE's	0.2	0.2	0.2
# of services provided	205	188	188
Cost per service provided	$122	$159	$164
% of juveniles who successfully complete the diversion plan	70%	70%	70%

Intake Program, Continued

ON CALL SERVICES – The goal of On Call Services is to provide information to the public, agencies and law enforcement officials and make probable cause and detention decisions.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$24,977	$29,949	$20,421
FTE's	0.1	0.1	0.1
# of inquiries responded to	96	100	100
Cost per inquiry responded to	TBD	TBD	TBD
% of inquiries responded to within one hour	TBD	TBD	TBD

ATTENDANCE REVIEW PANEL - The goal of the Attendance Review Panel is to meet with parents and truant children in order to improve attendance.*			
Expenditures	NA	NA	$5,105
FTE's	NA	NA	0.1
# of Plans developed	NA	NA	55
Cost per plan developed	NA	NA	TBD
% of juveniles who successfully completed the program	NA	NA	TBD

*New Activity

Probation Program

The goal of the Probation Program is to provide counseling and supervision for juveniles on probation and/or parole, and adults ensuring public safety and reducing delinquency.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$795,510	$953,888	$805,580
Less Revenues	$68,699	$63,753	$59,574
Net General Fund Expenditures	$726,811	$890,135	$746,006
Program Outcomes			
Re-conviction rate	TBD	TBD	TBD

Activity Data

PROBATION/PAROLE – The goal of Probation/Parole is to provide supervision and treatment monitoring for juveniles in order to improve their community functioning.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$74,930	$89,848	$61,265
FTE's	0.6	0.6	0.6
# of contacts made	20,176	26,036	26,000
Cost per contact made	$3.71	$3.45	$3.55
Re-conviction rate	TBD	TBD	TBD

INVESTIGATION SCREENING & REPORT WRITING – The goal of Investigation, Screening and Report Writing is to complete a thorough investigation for the court in order to provide written recommendations for supervision and services.			
Expenditures	$37,465	$44,924	$30,634
FTE's	0.3	0.3	0.3
# of reports written	172	146	150
Cost per report written	$218	$308	$308
% of reports written within court ordered timeframe	95%	95%	95%

MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide therapy and education programs for juveniles and adults in order to improve their functioning.			
Expenditures	$234,782	$281,524	$191,962
FTE's	1.9	1.9	1.9
# of hours provided	TBD	TBD	TBD
Cost per hour provided	TBD	TBD	TBD
% of therapy goals achieved	73%	73%	73%

Probation Program, continued

SKILLS DEVELOPMENT – The goal of Skills Development is to provide educational programs for juveniles in order to improve their competency.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$192,321	$230,610	$157,247
FTE's	1.5	1.5	1.5
# of hours provided	1,430	1,500	1,500
Cost per hour provided	TBD	TBD	TBD
% change in behavior as measured by pre- and post-tests	TBD	TBD	TBD

DAY REPORTING CENTER – The goal of Day Reporting Center is to provide a structured environment for juveniles in order to improve their social and academic functioning.			
Expenditures	$256,012	$306,981	$364,472
FTE's	2.1	2.1	2.1
# of juveniles completing program	57	59	60
Cost per juvenile completing program	TBD	TBD	TBD
% of juveniles graduating program	86%	86%	86%

ADULT SUPERVISION - The goal of adult supervision is to prevent further domestic assaults and provide supervision for individuals who commit offenses against children.			
# of contacts made	1,135	1,036	1,036
Cost per contact made	TBD	TBD	TBD
# of cases closed successfully	79%	79%	79%

*Adult Supervision is funded by a grant managed by the Sheriff's Office but is run by the Court Services Unit.

Domestic Relations Program

The goal of the Domestic Relations Program is to provide domestic relations services to families and individuals in order to promote healthy family development.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$12,488	$14,975	$10,211
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$12,488	$14,975	$10,211
Program Outcomes			
% of customers satisfied with Domestic Relations	TBD	TBD	TBD

Activity Data

DOMESTIC RELATIONS – The goal of Domestic Relations is to investigate custody cases for the Court in order to provide a written report and with comprehensive information to make recommendations in custody matters and provide information for parents to educate them concerning custody issues and co-parenting skills.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$12,488	$14,975	$10,211
FTE's	0.1	0.1	0.1
# of reports written	12	20	20
Cost per report written	TBD	TBD	TBD
% of reports written within court ordered timeframes	100%	100%	100%

Court Service Unit

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustment	Program	FY 2008 Approved
Adjustments for Personnel Costs	*All Programs*	**($8,088)**
These adjustments include estimated costs of an increase in the vacancy factor. The City supplements the State paid salaries of 23 Court Service Unit employees. Personnel costs assume an increase of 4% in CSU salaries paid by Virginia.		

Technical Expenditure Adjustments to Proposed Budget

Adjustment	Program	FY 2008 Approved
Salary Adjustments	*All Programs*	**($11,000)**
The proposed budget assumed a State increase in salaries of 3%. In Virginia's approved FY 2008 budget, the actual increase was 4% reducing the City's share of the supplement to State paid employees' salaries.		

Miscellaneous Department information

The Court Service Unit is funded by both the City and the Commonwealth. The tables below show Program Level Summary Information for the CSU. It includes the total City budget expenditures shown in the table on page 3 plus Virginia budget expenditures.

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	$1,015,020	$1,124,005	$1,127,048	0.3%
Intake	326,791	361,879	386,605	6.8%
Probation	1,320,549	1,462,341	1,489,518	1.9%
Domestic Relations	14,961	16,568	16,722	0.9%
Total Expenditures	$2,677,321	$2,964,793	$3,019,893	1.9%

Includes State and City funding for CSU. State increase for FY 2008 is estimated at 4%.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	12.9	13.0	13.0	0.0%
Intake	4.1	4.1	4.1	0.0%
Probation	16.8	16.9	16.9	0.0%
Domestic Relations	0.2	0.2	0.2	0.0%
Total full time employees	34.0	34.2	34.2	0.0%

Includes State and City funded Court Service Unit employees.

Lillian Brooks, Director of Court Service Unit

www.alexandriava.gov/courts/

Phone #: 703.838.4144
Email: Lillian.Brooks@alexandriava.gov

Juvenile & Domestic Relations Court

Mission Statement: The mission of the Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $518 (1.5%).

- Total non-personnel costs decreased $518, or 1.5%.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$25,907	$34,845	$34,327
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$25,907	$34,845	$34,327
FTE's	0.0	0.0	0.0

Program and Activity Chart

Juvenile & Domestic Relations Court

Juvenile & Domestic Relations Court
Juvenile & Domestic Relations Court

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- Program & Activity Budgets
  - Juvenile & Domestic Relations Court 39

Juvenile & Domestic Relations Court

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of juvenile cases docketed	NA	TBD	TBD
# of juvenile cases concluded	NA	TBD	TBD
# of domestic relations cases docketed	NA	TBD	TBD
# of domestic relations cases concluded	NA	TBD	TBD

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$0	$0	$0	0.0%
Non-Personnel	25,907	34,845	34,327	-1.5%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$25,907	$34,845	$34,327	-1.5%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$25,907	$34,845	$34,327	-1.5%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Juvenile and Domestic Relations Court	$25,907	$34,845	$34,327	-1.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Juvenile and Domestic Relations Court	0.0	0.0	0.0	0.0%

Juvenile & Domestic Relations Court

The goal of the Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$25,907	$34,845	$34,327
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$25,907	$34,845	$34,327
Program Outcomes			
No Program Outcome	N/A	N/A	N/A

Activity Data

JUVENILE AND DOMESTICS RELATIONS COURT – The goal of Juvenile and Domestic Relations Court is to ensure the effective and efficient adjudication of all juvenile and domestic relations cases before the court.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$25,907	$34,845	$34,327
FTE's	0.0	0.0	0.0
# of juvenile cases docketed	NA	TBD	TBD
# of juvenile cases concluded	NA	TBD	TBD
# of domestic relations cases docketed	NA	TBD	TBD
# of domestic relations cases concluded	NA	TBD	TBD

Nolan B. Dawkins, Chief Judge

www.alexandriava.gov/courts/jdrdc/

Phone #: 703.838.4141

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Law Library

Mission Statement: The mission of the Law Library is 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.

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $831 (0.9%).
- FY 2008 personnel costs remained relatively steady due to hiring personnel at lower steps on the pay scale and a 1.5% COLA funded through the Council add/delete process.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$141,327	$149,394	$149,455
Less Revenues	$53,729	$54,500	$53,730
Net Gen. Fund Expenditures	$87,598	$94,894	$95,725
FTE's	1.0	1.0	1.0

Program and Activity Chart

Law Library

Law Library
Law Library

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Law Library

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
To be determined	NA	NA	NA
To be determined	NA	NA	NA

Expenditure and Revenue Summary

Expenditures By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$82,183	$92,472	$92,533	0.1%
Non-Personnel	59,144	56,922	56,922	0.0%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$141,327	$149,394	$149,455	0.0%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Other Special Revenue (Law Library Fees)	53,729	54,500	53,730	0.0%
Total Designated Funding Sources	$53,729	$54,500	$53,730	0.0%
Net General Fund Expenditures	$87,598	$94,894	$95,725	0.9%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Law Library	$141,327	$149,394	$149,455	0.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Law Library	1.0	1.0	1.0	0.0%

Law Library

The goal of the Law Library Program is 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.

Activity Data

LAW LIBRARY – The goal of the Law Library activity is 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.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$141,327	$149,394	$149,455
FTE's	1.0	1.0	1.0
# of assists provided	TBD	TBD	TBD
City costs per assist	TBD	TBD	TBD

Christine Hall, Law Librarian

Email: alexlaw@erols.com

Phone #: 703.838.4077

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Other Public Safety and Justice

Mission Statement: The mission of Other Public Safety and Justice is to provide legal, correctional or animal welfare services for the citizens of Alexandria.

Summary Table			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,354,893	$4,778,101	$5,155,538
Less Revenues	$198,333	$198,333	$198,999
Net Gen. Fund Expenditures	$4,156,560	$4,579,768	$4,956,539
FTE's	0.0	0.0	0.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $376,771 (8.2%).

- Personnel costs reflect the cost of city subsidies to the salaries paid by the state for the Office of Adult Probation and Parole and the Office of the Magistrate. These subsidies increased $46,295, or 15.4%. Personnel costs also include a 1.5% COLA funded through the Council add/delete process.

- Total non-personnel costs increased $331,142 or 7.4%.

Program and Activity Chart

Other Public Safety and Justice

Other Public Safety and Justice
Adult Probation and Parole
Alternative Community Service Program
Animal Welfare League of Alexandria
Coroner's Office
Northern Virginia Criminal Justice Training Academy
Northern Virginia Juvenile Detention Home
Office of the Magistrate
Peumansend Creek Regional Jail
Public Defender
Sheltercare Program

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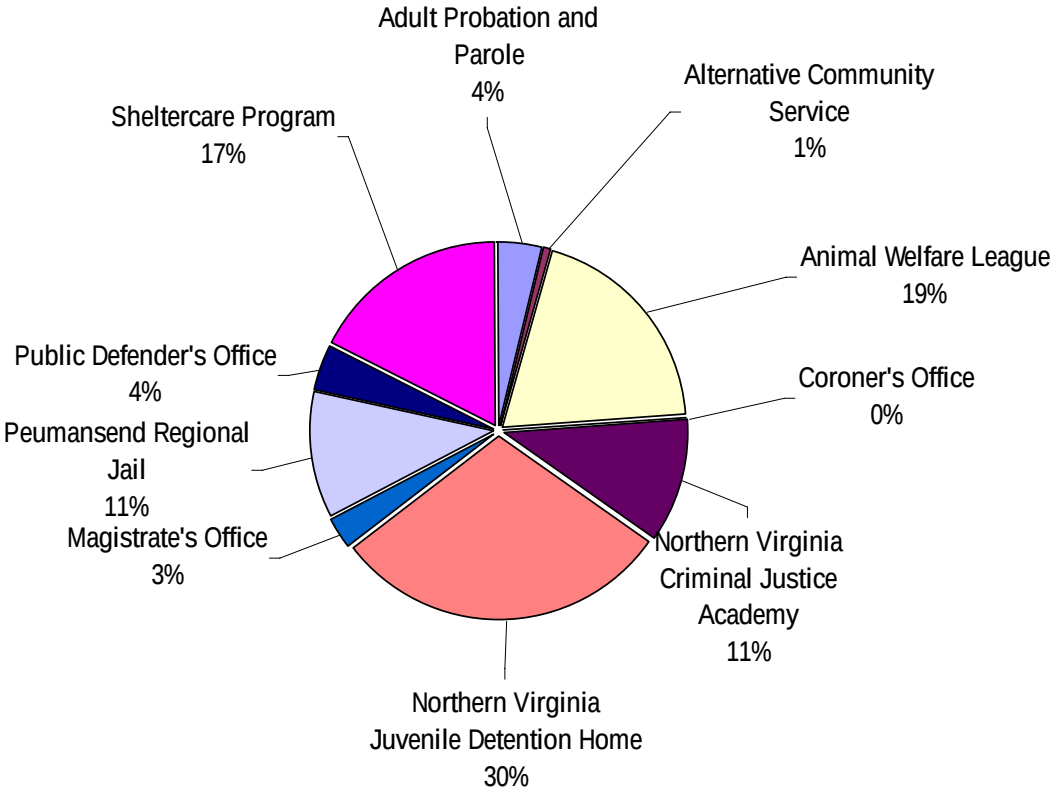
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
To Be Determined	NA	NA	NA
To Be Determined	NA	NA	NA
To Be Determined	NA	NA	NA

FY 2008 Approved Expenditures by Activity



Other Public Safety and Justice

Expenditure and Revenue Summary

Expenditures By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$141,051	$300,588	$346,883	15.4%
Non-Personnel	4,213,842	4,477,513	4,808,655	7.4%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$4,354,893	$4,778,101	$5,155,538	7.9%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	198,333	198,333	198,999	0.0%
Total Designated Funding Sources	$198,333	$198,333	$198,999	0.0%
Net General Fund Expenditures	$4,156,560	$4,579,768	$4,956,539	8.2%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Other Public Safety and Justice	$4,354,893	$4,778,101	$5,155,538	7.9%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Other Public Safety and Justice	0	0	0	0.0%

Other Public Safety and Justice

The goal of Other Public Safety and Justice is to provide legal, correctional or animal welfare services for the citizens of Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,354,893	$4,778,101	$5,155,538
Less Revenues	$198,333	$198,333	$198,999
Net General Fund Expenditures	$4,156,560	$4,579,768	$4,956,539
Program Outcomes			
No Program Outcomes	NA	NA	NA

Activity Data

ADULT PROBATION AND PAROLE – The goal of Adult Probation and Parole is to provide supervision of, and assistance and counseling to, parolees and persons on probation who live within the City.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$142,887	$164,085	$204,437
FTE's	0	0	0

ALTERNATIVE COMMUNITY SERVICE PROGRAM – The goal of the Alternative Community Service Program is to assist individuals with performing court-mandated community service within the City.			
Expenditures	$25,830	$30,000	$30,000
FTE's	0	0	0

ANIMAL WELFARE LEAGUE OF ALEXANDRIA – The goal of the Animal Welfare League of Alexandria is to educate the community about animals, promote responsible pet care, prevent animal abuse, provide animal adoption services and operate an affordable spay/neuter program.			
Expenditures	$945,789	$970,551	$997,493
FTE's	0	0	0

CORONER'S OFFICE – The goal of the Coroner's Office is to investigate all accidental or unattended deaths within the City.			
Expenditures	$1,750	$4,500	$4,500
FTE's	0	0	0

Other Public Safety and Justice, continued

Activity Data

NORTHERN VIRGINIA CRIMINAL JUSTICE TRAINING ACADEMY – The goal of the Northern Virginia Criminal Justice Training Academy is to provide certified training for sworn Police and Sheriff personnel and other law enforcement staff in 14 local governments and government-sanctioned organizations.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$489,011	$528,410	$549,175
FTE's	0	0	0

NORTHERN VIRGINIA JUVENILE DETENTION HOME – The goal of the Northern Virginia Juvenile Detention Home is to confine juveniles who are awaiting dispoition 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.			
Expenditures	$1,227,776	$1,339,975	$1,531,304
FTE's	0	0	0

OFFICE OF THE MAGISTRATE – The goal of the Office of the Magistrate is to issue arrest warrants, summonses, subpoenas, and civil warrants and conduct bond hearings to set bail for individuals charged with a criminal offense.			
Expenditures	$14,521	$145,311	$151,035
FTE's	0	0	0

PEUMANSEND CREEK REGIONAL JAIL – The goal of the Peumansend Creek Regional Jail is to house low-risk, non-violent inmates in a minimum security setting so local jail space can house higher-risk inmates.			
Expenditures	$525,661	$546,688	$573,475
FTE's	0	0	0

PUBLIC DEFENDER – The goal of the Public Defender is to serve as legal counsel for indigent Alexandria residents, both juveniles and adults, who have been charged with jailable offenses.			
Expenditures	$185,503	$209,253	$217,168
FTE's	0	0	0

SHELTERCARE PROGRAM – The goal of the Sheltercare Program is to provide counseling services for troubled youth, runaways and abused children from Alexandria and Arlington.			
Expenditures	$796,165	$839,328	$896,951
FTE's	0	0	0

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Office of Voter Registration and Elections

Mission Statement: The mission of the Office of Voter Registration and Elections is to administer elections in accordance with federal, state, and local policies to ensure the legitimate and orderly transfer of power.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$978,048	$1,082,981	$1,060,361
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$978,048	$1,082,981	$1,060,361
FTE's	6.6	6.6	6.6

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $22,620 (2.1%).
- FY 2008 personnel costs decreased by $5,945 or 0.8%; the decrease was due to hiring employees at lower grade levels, changes in health care selections, and a net reduction in DMV voter registration services discussed on pages 54 and 55. The decrease was offset a 1.5% COLA funded through the Council add/delete process and by employee step increases.
- Total non-personnel costs decreased $16,675 or 4.6% due to a decrease in Printing & Binding ($7,279) and expenditure reductions detailed on p. 55. Thedecreases were offset by adjustments to maintain current services in Equipment Maintenance and in Rent detailed on p. 56; and minor increases to Photo-copying and Telecomm.

Program and Activity Chart

Office of Voter Registration and Elections

Voter Registration & Elections
- Voter Registration
- Election Administration

Departmental Contents

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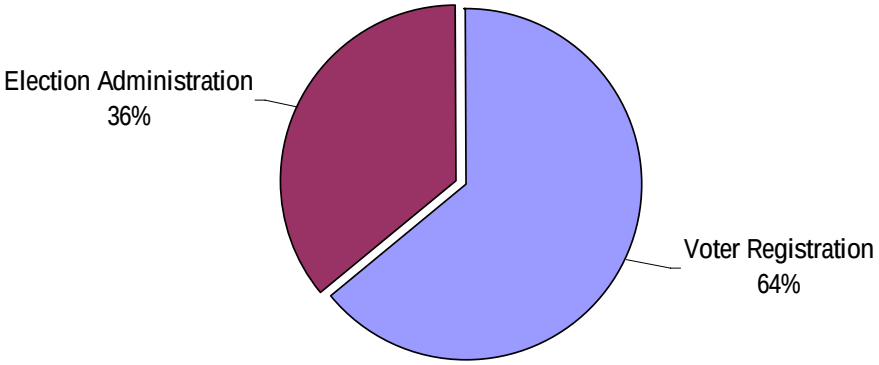
Office of Voter Registration and Elections

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of registered voters	87,767	79,988	TBD
# of voter registration transactions	104,413	100,000	80,000
Cost of Voter Registration per registered voter	$6.56	$8.68	TBD
# of elections administered	3	1	2
Cost of Election Administration per registered voter served (precincts and absentee voting)	$6.92	$8.55	$10.96

FY 2008 Approved Expenditures by Activity



Office of Voter Registration and Elections

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$660,673	$723,813	$717,868	-0.8%
Non-Personnel	317,170	359,168	342,493	-4.6%
Capital Goods Outlay	205	0	0	0.0%
Total Expenditures	$978,048	$1,082,981	$1,060,361	-2.1%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$978,048	$1,082,981	$1,060,361	-2.1%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Voter Registration and Elections	$978,048	$1,082,981	$1,060,361	-2.1%
Total Expenditures	$978,048	$1,082,981	$1,060,361	-2.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Voter Registration and Elections	6.6	6.6	6.6	0.0%
Total FTE's	6.6	6.6	6.6	0.0%

Voter Registration & Elections Program

The goal of the Voter Registration & Elections Program is to administer election programs relative to voter eligibility, voter information/education, and candidate eligibility; and to administer the electoral process for the voters, candidates, and the community in order to ensure that every voter has a fair and equal opportunity to participate in the election process.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$978,048	$1,082,981	$1,060,361
Less Revenues	0	0	0
Net General Fund Expenditures	$978,048	$1,082,981	$1,060,361
Program Outcomes			
% of Voter Registration & Election Administration activities in compliance with Election Board, state and federal laws and regulations.	99.99%	99.99%	99.99%

Activity Data

VOTER REGISTRATION – The goal of the Voter Registration activity is to educate voters with respect to voting procedures; to provide voters with other election information, including campaign finances and election statistics; to inform voters of the offices and questions on the ballot as well as the dates, times, and places of voting; and to maintain an accurate list of registered voters for citizens, political parties, and candidates to ensure each eligible citizen's right to vote and to prohibit ineligible persons from voting.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$575,771	$694,567	$676,796
FTE's	4.6	4.6	4.6
# of voter registration transactions	104,413	100,000	80,000
# of registered voters	87,767	79,988	TBD
Cost of Voter Registration per registered voter	$6.56	$8.68	TBD
% of voter registration records accurate*	84%	92%	84%

* Based on voter list, which includes both "active" and "inactive" voters. Inactive voters reflect evidence of change of address.

ELECTION ADMINISTRATION – The goal of Elections Administration is to conduct the election for citizens of Alexandria to fairly elect leadership for our government; and to ensure that all candidates file accurate finance reports, comply with filing deadlines, and provide full disclosure of the campaign's financial activities to the public.			
Expenditures	$402,277	$388,414	$383,565
FTE's	2.0	2.0	2.0
# of elections administered	3	1	2
# of absentee voters (in-person, ballots mailed and emailed) served	2,981	4,045	1,000
# of registered voters served (precincts and absentee voting)	58,091	45,410	35,000
Cost of Election Administration per registered voter served (precincts and absentee voting)	$6.92	$8.55	$10.96
# of finance reports filed	131	60	50
% of results reported within 2 hours of poll closing	100%	100%	100%

Office of Voter Registration and Elections

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Repair Costs for Voting Machines	*Voter Registration & Elections*	**$10,000**
In October 2003, the City purchased a new voting system which included a three-year warranty covering the cost of materials and labor for repairs. When the warranty expired on October 31, 2006, there was an option to extend it. This warranty was not renewed (since only one voting machine had required repairs in the previous three years). Instead, it was determined that $10,000 should be set aside each year in an Equipment Maintenance account to self-insure for this expense.		
Increase in Rent Expense	*Voter Registration & Elections*	**$2,171**
This adjustment is due to increased rent expense.		

Supplemental Adjustments to the Budget

Adjustments	Program	FY 2008 Approved
Reassign DMV positions to Tavern Square	*Voter Registration & Elections*	**$23,000**
The Registrar's Office offered to significantly reduce voter registration staffing hours at the DMV as an expenditure savings of $30,000. (See the following page for a discussion of this savings.) As the affected employees also handled overflow work from the main office at Tavern Square, the Registrar is requesting to bring one lump-sum and one approved part-time (0.6 FTE) position from the DMV to Tavern Square. These employees will handle overflow work as well as data entry related to voter registration applications that continue to arrive from the DMV. The net effect of the expenditure reduction and this supplemental request is a savings of $7,000.		

Office of Voter Registration and Elections

Summary of Budget Changes

Expenditure Reductions

Expenditure Reductions	Program	FY 2008 Approved
DMV Reduction	*Voter Registration & Elections*	**$30,000**
In early 2000, the Voter Registration Office established voter registration activities at the Alexandria branch of the DMV on Mill road to improve the accuracy of voter registration transactions. Since then, the DMV has improved their procedures for processing voter registration transactions and has significantly lowered their error rate. This reduction is intended to significantly reduce the staffing hours at the DMV. This reduction is offset by a discretionary supplemental of $23,000 to fund bringing one lump-sum position and one approved part-time (0.6 FTE) position from the DMV to the main office at Tavern Square. See the previous page for a discussion of this supplemental. The net effect is a savings of $7,000.		
Delete funding for City-wide mailing	*Voter Registration & Elections*	**$23,180**
The Office of Voter Registration & Elections annually mails information to registered voters. As this information is only essential in the year of a Presidential election, and the next election falls in FY 2009, the office will not complete a City-wide mailing in FY 2008.		
Reduce Fees for Professional Services	*Voter Registration & Elections*	**$4,000**
This efficiency is achieved through a change in the delivery method for the City's voting equipment. The Registrar's Office will change contractors and condense the delivery schedule from a two-day to a one-day period.		
Reduce Budgeted FICA payments	*Voter Registration & Elections*	**$3,220**
The Election Administration Activity has a personnel budget for lump sum staff, which includes an amount for FICA. The allocation for FICA was based on the entire lump-sum amount. However, the City has not and is not required to withhold FICA for Election Officers, who earn $42,100 of the lump sum budget. Therefore, the lump sum budget can be reduced by 7.65% of the Election Officers' portion, or $3,220. This also results in the Election Officers not paying 7.65% out of their earnings.		

"Net City Share" of Registrar's Office

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
General Fund Expenditures			
Personnel	$ 660,673	$ 723,813	$ 717,868
Non-Personnel	317,170	359,168	342,493
Capital Goods	205	-	-
Total General Fund Expenditures	*$ 978,048*	*$ 1,082,981*	*$ 1,060,361*
General Fund Revenues [1]			
State Reimbursement for Personnel Costs	$ 76,306	$ 77,140	$ 78,300
Net City Share (General Fund Expenditures less General Fund Revenues)	$ 901,742	$ 1,005,841	$ 982,061

[1] These revenues are not reflected in the Registar's budget. This revenue from the Commonwealth is for the Registrar's salary, which is supplemented by the City.

Tom Parkins, Registrar of Voters

http://www.alexandriavoter.org/

Email: thomas.parkins@alexandriava.gov

Phone #:703.838.4050

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Sheriff's Office

Mission Statement: The mission of the Sheriff's Office is to maintain the safety and security of city residents and those committed to the care of the Sheriff's Office; to discharge all duties and obligations mandated by the Constitution of the United States, the Constitution of the Commonwealth of Virginia, State Code of Virginia, and the Alexandria City Charter.

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $1,105,905 (4.6%).
- FY 2008 personnel costs increased by $1,006,391 or 4.8%; the increase is due to deputy position reclassifications and a 1.5% COLA funded through the Council add/delete process.
- Total non-personnel costs increased by $165,878 or 4.3% due primarily to inflation adjustments in service contracts and the replacement of protective equipment.
- Capital Outlay increased $98,280 (85.2%); this is due to planned vehicle replacements and the costs of equipment to outfit the new cruisers.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$23,224,576	$24,778,636	$26,049,185
Less Revenues	$835,084	$802,888	$967,532
Net Gen. Fund Expenditures	$22,389,492	$23,975,748	$25,081,653
Authorized Positions (FTE's)	212.0	215.0	216.0

Program and Activity Chart

Sheriff's Office

Leadership & Management Support Services
- Information Tech Mgmt.
- Training
- Planning and Project Mgmt.
- Leadership and General Management
- Fleet & Uniform Mgmt.

Detention Center Security
- Security Operations

Field Operations
- Transportation
- Warrant Service
- Gang Intelligence

Inmate Services
- Inmate Programs
- Inmate Alternative Programs
- Inmate Classification
- Medical Services
- Mental Health Services

Detention Center Support Services
- Records
- Facility Support
- Food Services
- Community Work Detail

Judicial Services
- Courthouse/Courtroom Security
- Legal Process Service

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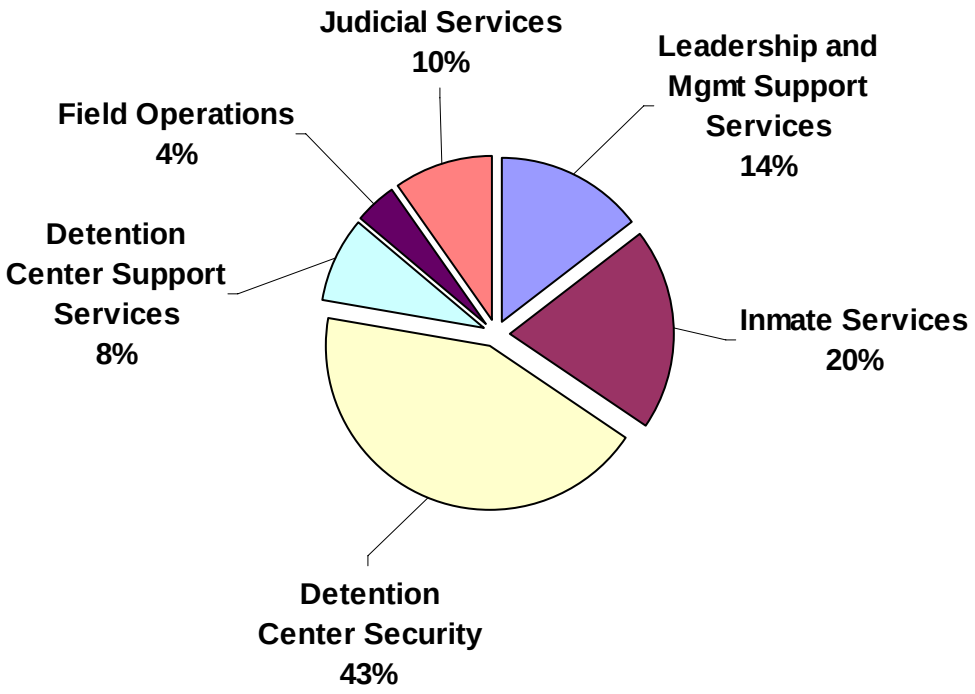
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Average daily population served	466	500	500
% of inmates held without escape	100%	100%	100%
Security operations -cost per inmate served per day	$60.23	$59.89	$62.11
# of meals served per day	1,398	1,500	1,500
Food service-cost per inmate served per day	$3.52	$3.50	$3.35
Facility support-cost per inmate served per day	$5.29	$5.26	$3.54
# of Courthouse users screened annually	302,584	305,000	305,000
Security Cost per user entering the Courthouse	$5.50	$5.82	$5.85

FY 2008 Proposed Expenditures by Program



Sheriff's Office

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$19,305,011	$20,777,265	$21,783,656	4.8%
Non-Personnel	3,833,009	3,886,079	4,051,957	4.3%
Capital Goods Outlay	86,556	115,292	213,572	85.2%
Interfund Transfers	0	0	0	0.0%
Total Expenditures	$23,224,576	$24,778,636	$26,049,185	5.1%
Less Revenues				
Internal Service	$86,805	$87,292	$213,572	144.7%
Special Revenue Fund	748,279	715,596	753,960	5.4%
Total Designated Funding Sources	$835,084	$802,888	$967,532	20.5%
Net General Fund Expenditures	$22,389,492	$23,975,748	$25,081,653	4.6%

Program Level Summary Information

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	$2,731,921	$2,914,726	$3,789,753	NA*
Inmate Services	4,626,521	4,936,102	5,148,700	4.3%
Detention Center Security	10,244,380	10,929,877	11,334,649	3.7%
Detention Center Support Services	$2,376,251	2,535,256	2,184,753	-13.8%
Field Operations	$905,033	965,593	1,078,123	11.7%
Judicial Services	$2,340,470	2,497,082	2,513,207	0.6%
Total Expenditures	$23,224,576	$24,778,636	$26,049,185	5.1%

*FY 2007 to FY 2008 percentage change not valid due to the use of a more refined cost allocation methodology that is not comparable to the methodology used to reflect FY 2007.

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	26	26.2	26.3	0.4%
Inmate Services	24.9	25.3	25.3	0.0%
Detention Center Security	110.1	111.7	112.2	0.4%
Detention Center Support Services	16.9	17.1	17.2	0.6%
Field Operations	9.7	9.9	10.0	1.0%
Judicial Services	24.4	24.8	25.0	0.8%
Total full time employees	212.0	215.0	216.0	0.5%

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel and planning support services to facilitate the operation of the Sheriff's Office.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,731,921	$2,914,726	$3,789,753
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,731,921	$2,914,726	$3,789,753
Program Outcomes			
% of effectiveness targets achieved	100%	100%	100%

Activity Data

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide computer (hardware/software) support for Sheriff's Office staff to ensure effective and efficient Sheriff's Office operations.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$406,614	$433,823	$447,098
FTE's	3.8	3.9	3.8
# of requests responded to for computer and technical issues	2,376	2,640	3,168
Cost per I.T. action (Maintenance, Installation, and Updates)	$144	$138	$116
% of requests responded to	100%	100%	100%

TRAINING – The goal of Training is to coordinate training for all staff, meet state mandated standards, and provide the City and Sheriff's Office with the most highly trained and professional work force possible.			
Expenditures	$557,872	$595,202	$661,824
FTE's	6.0	6.1	6.0
# of training hours provided	8,600	8,600	8,600
Cost per training hour	$64.87	$69.21	$76.96
% of sworn staff receiving a minimum of 40 hours of training annually	100%	100%	100%

PLANNING AND PROJECT MANAGEMENT – The goal of Planning and Project Management is to provide for on going assessment of Office strengths and weaknesses, defend lawsuits, improve staff morale, and provide for a safe productive work environment.			
Expenditures	$370,254	$395,029	$303,881
FTE's	3.8	3.9	2.4
# of audits/certifications, mock audits, accreditations conducted	2	3	3
# of Accreditation Standards applicable to the Agency	928	928	928
Cost per accreditation standard maintained per day	$1.09	$1.17	$0.90
% of successful audits	100%	100%	100%

Leadership and Management Support Services Program, continued

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, planning and support services to facilitate the operations of the Sheriff's Office.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,397,182	$1,490,672	$1,779,572
FTE's	12.4	12.5	12.5
# of departmental FTE's managed	212	215	215
Leadership & General Management support services cost as a % of dept. expend.	11.8%	11.8%	14.5%
% of dept. effectiveness targets met in all programs	100%	100%	100%

FLEET AND UNIFORM MANAGEMENT – The goal of Fleet and Uniform Management is to manage the fleet, uniforms, and equipment for the Sheriff's Office.*			
Expenditures	NA	NA	$597,378
FTE's	NA	NA	1.6
% of time fleet in operational readiness	NA	NA	TBD
% of staff adequately equipped	NA	NA	TBD
Cost per fleet maintenance requst, uniform request, and uniform issuance	NA	NA	TBD

* New Activity

Inmate Services Program

The goal of Inmate Services is to coordinate and deliver services to inmates within the Detention Center.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,626,521	$4,936,102	$5,148,700
Less Revenues	$835,084	$802,888	$967,532
Net General Fund Expenditures	$3,791,437	$4,133,214	$4,181,168
Program Outcomes			
% of inmates successfully completing programs (regular and alternative)	70%	70%	70%

Activity Data

INMATE PROGRAMS – The goal of Inmate Programs is to recruit, coordinate, and oversee volunteers and programs for the purpose of inmate rehabilitation.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$412,930	$440,561	$548,727
FTE's	2.2	2.3	2.2
# of inmate participants	27,756	27,756	27,756
Cost per inmate participant	$14.88	$15.87	$19.77
% of inmates successfully completing programs	70%	70%	70%

INMATE ALTERNATIVE PROGRAMS – The goal of Alternative Programs is to provide sentencing alternatives to the local judiciary for individuals who meet local and state requirements such as local probation, community service and work release.			
Expenditures	$1,226,990	$1,309,094	$1,387,747
FTE's	13.2	13.4	13.4
# of individuals placed in alternative programs	5,638	5,638	5,638
# of participant days provided (MWR, Weekenders, ASAP, and Pre-Trial)	149,710	149,710	149,710
Cost per participant per day	$8.20	$8.74	$9.27
% of inmates successfully completing programs	78%	80%	80%
$ saved by City for labor provided (MWR-Modified Work Release)	$158,760	$158,760	$158,760

INMATE CLASSIFICATION – The goal of Inmate Classification is to evaluate inmates to determine appropriate housing and services in order to manage inmates within the Detention Center.			
Expenditures	$857,287	$914,652	$847,480
FTE's	9.2	9.3	9.3
# of inmates classified	2,727	2,727	2,727
Average daily population served	466	500	500
# inmates classified/reclassified per FTE	303	303	303
% of inmates classified within the first 72 hours of incarceration	90%	90%	90%
% of inmates who do not commit suicide during incarceration	100%	100%	100%
Cost per inmate served (ADP) per day	$5.04	$5.01	$4.64

Inmate Services Program, continued

Activity Data

MEDICAL SERVICES – The goal of Medical Services is to provide medical care and treatment to the inmate population.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	NA	NA	$1,955,142
FTE's	NA	NA	0.2
Average Daily Population	466	500	500
Cost per inmate	NA	NA	TBD
% of mandatory medical standards met	NA	NA	TBD

MENTAL HEALTH SERVICES – The goal of Mental Health Services is to provide mental health care and treatment to the inmate population.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	NA	NA	$409,604
FTE's	NA	NA	0.2
Average daily population	466	500	500
Cost per inmate	NA	NA	TBD
% of inmates no suicide	100%	100%	100%

Detention Center Security Program

The goal of Detention Center Security is to provide staff and procedures to ensure the safety and security of inmates, staff, and the public within the confines of the Public Safety Complex and the Detention Center.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$10,244,380	$10,929,877	$11,334,649
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$10,244,380	$10,929,877	$11,334,649
Program Outcomes			
% of inmates held without escape from the Detention Center Population	100%	100%	100%

Activity Data

SECURITY OPERATIONS – The goal of security operations is to coordinate the management/supervision of all inmates (high and medium security); to minimize risk to staff, visitors, other inmates, themselves, and the general public.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$10,244,380	$10,929,877	$11,334,649
FTE's	110.1	111.7	112.2
# of inmate intakes annually	10,302	10,500	10,500
# of inmate visitors processed	21,846	22,500	22,500
Cost per inmate served (ADP) per day	$60.23	$59.89	$62.11
% of inmates held without escape	100%	100%	100%

Detention Center Support Services Program

The goal of Detention Center Support Services is to provide daily operational support to all divisions of the Sheriff's Office through safety and health inspections, procurement services, general maintenance, telephone services and custodial services.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,376,251	$2,535,256	$2,184,753
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,376,251	$2,535,256	$2,184,753
Program Outcomes			
% effectiveness of targets achieved	100%	100%	100%

Activity Data

RECORDS – The goal of Records is to process and maintain all required information on inmates committed to the custody of the Sheriff's Office in accordance with State of Virginia Code.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$877,902	$936,646	$775,659
FTE's	9.3	9.4	9.5
# of inmate records processed annually	21,804	21,913	22,023
Cost per inmate record	$40.26	$42.74	$35.22
% of incarcerations without improper detentions or erroneous releases	100%	100%	100%

FACILITY SUPPORT – The goal of Facility Support is to maintain detention center building components, provide maintenance, logistical support, supervise and coordinate inmate work details.			
Expenditures	$898,992	$959,148	$646,828
FTE's	7.4	7.5	6.2
Average Daily Population served	466	500	500
Cost per inmate served (ADP) per day to maintain upkeep of PSC	$5.29	$5.26	$3.54
% of non-mandatory accreditation standards for facilities met annually	97%	97%	97%

FOOD SERVICES – The goal of Food Services is to provide meals for inmates within the Detention Center.			
Expenditures	$599,357	$639,462	$610,523
FTE's	0.2	0.2	0.2
# of meals served per day	1,398	1,500	1,500
Cost per inmate (ADP) per day	$3.52	$3.50	$3.35
Founded meal grievances per 100,000 meals served	7	9	11

COMMUNITY WORK DETAIL – The goal of the Community Work Detail activity is to provide community service through the use of inmate labor to the City of Alexandria.*			
Expenditures	NA	NA	$151,743
FTE's	NA	NA	1.3
# of inmate participants	NA	NA	TBD
Cost per inmate hours	NA	NA	TBD
% of Community Requests responded to	NA	NA	TBD

*New activity

Field Operations Program

The goal of Field Operations is to provide for prisoner transportation for all inmates requiring transportation to required proceedings and/or services; to conduct field investigations to effect arrests of known offenders based on criminal capias' and warrants; and to coordinate intelligence gathering on inmates connected to gangs or gang affiliation.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$905,033	$965,593	$1,078,123
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$905,033	$965,593	$1,078,123
Program Outcomes			
% of prisoner transports completed without incident	100%	100%	100%

Activity Data

TRANSPORTATION – The goal of Transportation is to safely transport prisoners to and from other jails, prison facilities, hospitals, mental institutions, and per Court order.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$365,391	$389,841	$423,438
FTE's	3.9	4.0	4.0
# of transports completed	3,277	3,440	3,612
Cost per transport	$111.50	$113.33	$117.23
% of prisoner transports completed without incident	100%	100%	100%

WARRANT SERVICE – The goal of Warrant Service is to investigate and apprehend offenders on arrest warrants (capiases) issued by the courts.			
Expenditures	$360,501	$384,624	$441,385
FTE's	3.9	4.0	4.0
# of arrest warrants processed	2,740	2,740	2,740
Cost per arrest warrant processed	$131.57	$140.37	$161.09
# of attempts (Warrant Service)	8,200	8,200	8,200

GANG INTELLIGENCE – The goal of Gang Intelligence is to gather information and maintain information necessary to effectively classify and house inmates with gang affiliations in a safe and secure manner.			
Expenditures	$179,141	$191,128	$213,300
FTE's	1.9	1.9	2.0
Cost per inmate served (ADP) per day	$1.05	$1.05	$1.17
# of inmates identified having gang affiliations	85	89	93

Judicial Services Program

The goal of Judicial Services is to provide Courthouse and Courtroom security for all activities and proceedings taking place in the Alexandria Courthouse; to ensure the safe and secure transport of all prisoners whose presence is required at Courthouse proceedings; and to provide effective service of all legal documents.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,340,470	$2,497,082	$2,513,207
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,340,470	$2,497,082	$2,513,207
Program Outcomes			
% of prisoners in custody in the courthouse without escape or security incident	100%	100%	100%
% of documents served	93%	100%	100%

Activity Data

COURTHOUSE SECURITY – The goal of Courthouse Security is to screen all entrants and deliveries, maintain prisoner lockup and provide security surveillance and response in order to ensure the safety of all personnel, visitors, and prisoners in the Alexandria Courthouse.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,664,138	$1,775,493	$1,784,307
FTE's	17.8	18.1	18.2
# of Courthouse users screened annually	302,584	305,000	305,000
Security cost per user entering the Courthouse	$5.50	$5.82	$5.85
% of preceedings held without security incident	100%	100%	100%

LEGAL PROCESS SERVICE – The goal of Legal Process Service is to properly execute or serve all legal documents.			
Expenditures	$676,332	$721,589	$728,900
FTE's	6.6	6.7	6.7
# of documents received	25,011	25,500	25,500
Cost per document received	$27.04	$28.30	$28.58
% of documents served	93%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Service Contract Adjustments	*Inmate and Detention Support Services*	**$102,578**
Includes increases for the jail's Medical and Pharmaceutical contracts ($54,697), Food Services Contract ($19,224) and Mental Health Services Contract ($28,657). The increases are based on the CPI-U for the Washington-Baltimore region of about 3.1% and in the case of the Mental Health Services contract, the City's projected step increases.		
Replacement of Expired Protective Equipment	*Det. Center Security*	**$72,920**
Provides funding for replacing 103 staff ballistic vests ($58,710), and Quick 2000 Hoods designed to protect civilians, staff and visitors from biochemical attack ($14,210). The ballistic vests have a life expectancy of three years, to expire in 2008; the hoods have a life expectancy of four years to expire in 2006. Both were originally acquired using grant funding which is currently not available. The Office of Sheriff continues to seek alternative grant funding to support this replacement.		
Office Supplies, Flashlights, and Batteries	*Various Programs*	**$22,689**
This adjustment to base will allow the Office of Sheriff to purchase replacement batteries for its radios ($9,590), replacement flashlights and flashlight holders ($6,099), and printer toner cartridges ($7,000).		
Maintenance Contracts for Video Arraignment & Courthouse X-Ray Machine	*Judicial Services*	**$12,022**
This adjustment will allow the Office of Sheriff to fund its annual service agreements for the X-Ray machine in the Courthouse ($6,122), and Video Arraignment ($5,900).		
Other Contract Adjustments	*Leadership & Management Support*	**$5,160**
This adjustment will allow the Office of Sheriff to maintain information technology service agreements.		

Expenditure Reductions

Adjustments	Program	FY 2008 Approved
Food Service Contract	*Detention Center Support Services*	**$54,000**
The Office of Sheriff renegotiated the contact with the vendor reducing the cost of providing meals to inmates. This savings also eliminates 1/2 of the night shift team's meals.		
Other Savings	*Various*	**$16,000**
Other savings include reductions in the amount available to board prisoners at other detention centers, slight reductions in the amount available for background psychological and physical exams, and modest reductions in spending on inmate clothing.		

Summary of Budget Changes, continued

Add/Delete		
Adjustment	**Program**	**FY 2008 Approved**
Sheriff (Deputy Sheriff position)	*Detention Center Support Services*	**$65,000**
The new Deputy Sheriff position will allow the Sheriff's Office to create an additional supervised inmate work detail. The inmate work detail will help beautify the City and enhance City staff efforts.		
Sheriff Deputy Position Reclassification	*Various*	**$240,000**
The Sheriff Deputy Position Reclassification will allow the Sheriff's Office to maintain equality in pay with the Police Department for its Deputy III and Deputy IV positions.		

Miscellaneous Department Information

"Net City Share" of Sheriff's Office Operations

	FY 2006 Actual	FY 2007 Projected	FY 2008 Approved
General Fund Expenditures	$ 22,389,492	$ 23,975,748	$ 25,081,653
Sheriff Related General Fund Revenues			
Federal Prisoner Per Diem	$4,788,280	$5,500,000	$5,913,000
State Compensation Board	$4,531,814	$4,743,000	$4,814,145
State Prisoner Per Diem	$984,422	$1,000,000	$1,000,000
State Criminal Alien Assistance Program	$165,141	$165,000	$165,000
Sheriff's Fees	$12,101	$12,000	$12,000
Work Release Fees	$12,450	$10,000	$10,000
Total	$10,494,208	$11,430,000	$11,914,145
Net City Share (General Fund Expenditures Less Related Revenues)	$11,895,284	$12,545,748	$13,167,508

Dana Lawhorne, Sheriff

www.alexandriava.gov/sheriff/sh_index.html
Phone #: 703.838.4114
Email: Dana.Lawhorne@alexandriava.gov

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Office of Citizen Assistance

Mission Statement: The mission of the Office of Citizen Assistance is to provide citizens with an easily accessible point of contact within City government by responding to individual citizen requests for information or complaints about City services, resolving consumer complaints, regulating cable television services in the City, franchise compliance, and processing all requests for materials under the VA Freedom of Information Act (FOIA).

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$677,707	$748,553	$731,147
Less Revenues	$10,019	$5,498	$5,498
Net Gen. Fund Expenditures	$667,688	$743,055	$725,649
FTE's	7.8	7.8	6.8

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $17,406 (2.3%).
- FY 2008 personnel costs decreased by $13,148, or 2.1 %; the decrease is attributable to an efficiency-based expenditure reduction ($25,539) described on page 9; partially offset by the cost of employee step increases and a 1.5% COLA funded through the Council add/delete process. An amount of $1,500 was transferred from Non-Departmental to the Office of Citizen Assistance budget for a Summer Intern under the Sister Cities program.
- Total non-personnel costs decreased by $4,258, or 3.9%, due to decreases in printing, photocopying and postal services costs to reflect FY 2006 actual expenditures.

Program and Activity Chart

Office of Citizen Assistance

Citizen Assistance
- Citizen Inquiries, Complaints and City Hall Switchboard
- Board and Commission Administrative Support
- Council Requests Processing
- Information Dissemination
- Sister Cities Committee

Consumer Affairs
- Consumer Complaints
- Cable Television Operations

Departmental Contents

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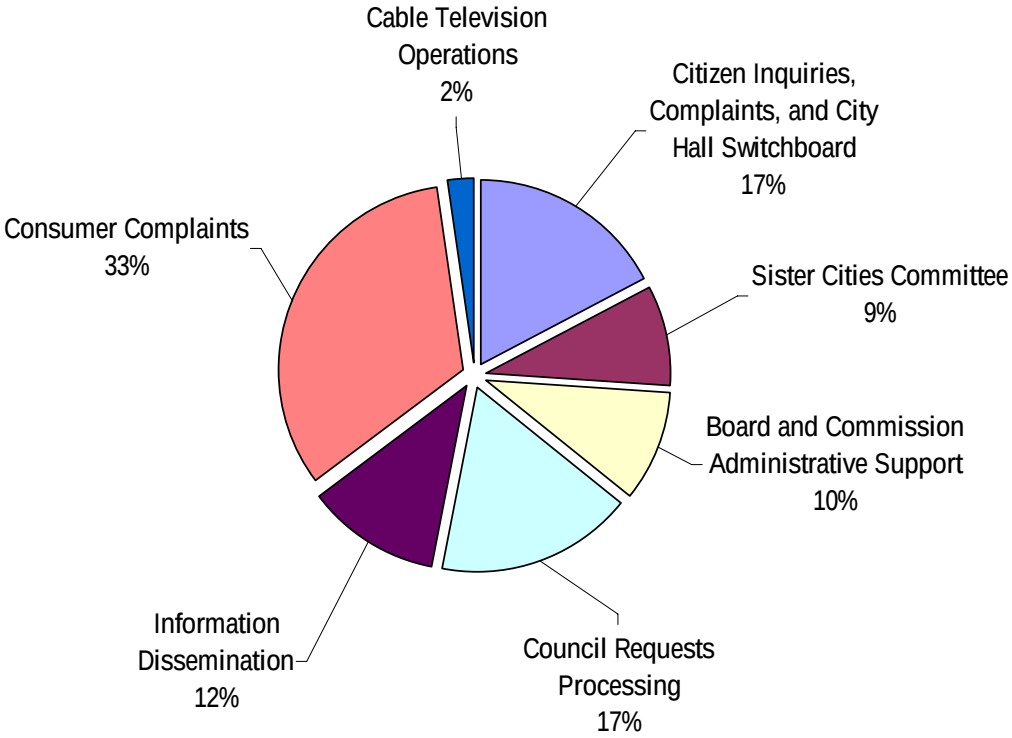
- Selected Performance Measures 4
- Exp. & Revenue Summary 5
- Program & Activity Budgets
  - Citizen Assistance 6
  - Consumer Affairs 8
- Expenditure Reductions 9

Office of Citizen Assistance

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total # of citizens assisted (transactions)	NA	64,632	64,632
# of Freedom of Information Act (FOIA) requests filed	495	550	550
# of formal Council requests processed	253	250	300
# of informal Council requests processed	516	600	600
# of consumer complaints received	383	250	250
% of consumer complaints responded to within 10 working days	100%	100%	100%

FY 2008 Approved Expenditures by Activity



Office of Citizen Assistance

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved**	% Change 2007-2008
Personnel	$579,596	$640,387	$627,239	-2.1%
Non-Personnel*	97,458	108,166	103,908	-3.9%
Capital Goods Outlay	653	0	0	0.0%
Total Expenditures	$677,707	$748,553	$731,147	-2.3%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund**	10,019	5,498	5,498	0.0%
Total Designated Funding Sources	$10,019	$5,498	$5,498	0.0%
Net General Fund Expenditures	$667,688	$743,055	$725,649	-2.3%

* The FY 2007 Amended non-personnel budget reflects the transfer of the Sister Cities Committee account ($15,000) from Non-Departmental to the Citizen Assistance budget.
**Sister City Donations.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Citizen Assistance	$439,555	$485,504	$473,391	-2.5%
Consumer Affairs	$238,152	$263,049	$257,756	-2.0%
Total Expenditures	$677,707	$748,553	$731,147	-2.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved*	% Change 2007-2008
Citizen Assistance	5.0	5.0	4.9	-2.4%
Consumer Affairs	2.8	2.8	1.9	-31.7%
Total full time employees	7.8	7.8	6.8	-12.9%

* Reflects the elimination of one position due to a decline in workload and the potential ability to reorganize the remaining staff. This position will be eliminated by attrition when the currently occupied position is vacated.

Office of Citizen Assistance

Citizen Assistance

The goal of Citizen Assistance is to assist the public in obtaining information and resolving problems related to the City of Alexandria to ensure City government is responsive to citizens and visitors.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$439,555	$485,504	$473,391
Less Revenues	6,498	5,498	5,498
Net General Fund Expenditures	$433,057	$480,006	$467,893
Program Outcomes			
% of timeliness standards met	100%	100%	100%

Activity Data

CITIZEN INQUIRIES, COMPLAINTS, & CITY HALL SWITCHBOARD – The goal of Citizen Inquiries, Complaints and City Hall Switchboard is to respond to inquiries and complaints regarding City operations, inform citizens, answer incoming calls, greet all visitors to City Hall and direct them to the proper office.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$177,765	$138,834	$126,693
FTE's	1.9	1.6	1.9
Total # of citizens assisted (transactions)	NA	64,632	64,632
# of calls processed	NA	35,474	35,474
Cost per citizen assisted	NA	TBD	TBD
% of complaints and inquiries resolved within 10 days	90%	90%	90%
% of complaints and inquiries processed within 2 days	95%	100%	100%

BOARD & COMMISSION ADMINISTRATIVE SUPPORT – The goal of Board and Commission Administrative Support is to provide advice and support to Council appointed boards.			
Expenditures	$94,081	$103,916	$71,952
FTE's	1.1	1.1	0.9
% of public meetings announced at least 3 working days in advance	NA	90%	90%
# of applications processed	373	400	400
# of vacancies filled	227	300	300
Cost per application processed	TBD	TBD	TBD
% of positions filled	TBD	TBD	TBD

COUNCIL REQUESTS PROCESSING – The goal of Council Requests Processing is to take requests from Council and coordinate with City departments to ensure a complete and timely response.			
Expenditures	$89,990	$99,398	$125,768
FTE's	1.0	1.0	0.9
# formal Council requests processed	253	250	300
# informal Council requests processed	516	600	600
Cost per request processed (total)	TBD	TBD	TBD
% of formal requests processed within 10 days	85%	100%	100%
% of informal requests processed within 5 days	100%	100%	100%

Citizen Assistance, continued

Activity Data

INFORMATION DISSEMINATION – The goal of Information Dissemination is to distribute informational items to ensure the public is informed about City government and its services, public meetings and City-wide activities and process citizens' requests for copies of City records and provide the information within the time frame allotted by the Freedom of Information Act.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$77,719	$85,841	$84,725
FTE's	1.0	1.0	0.9
# of public service announcements aired	700	850	850
# of e-News subscribers served	TBD	TBD	TBD
# of FOIA requests filed	495	550	550
Cost per resident for information dissemination	TBD	TBD	TBD
% of FOIA requests processed within state mandated timeframes	90%	90%	90%

SISTER CITIES COMMITEE – The goal of the Sister Cities Committee is to promote and encourage good relations between the City of Alexandria and its four sister cities. These cities include: Caen, France; Gyumri, Armenia; Dundee, Scotland; and Helsinborg, Sweden.			
Expenditures	NA	$57,515	$64,253
FTE's	NA	0.3	0.3
# of exchange programs planned	NA	2	2
# of official delegates hosted	NA	48	48
% of programs implemented	NA	100%	100%

Consumer Affairs

The goal of the Consumer Affairs is to investigate and resolve consumer complaints in a timely manner and to ensure compliance with cable television subscriber agreements in order to ensure consumers are treated fairly.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$238,152	$263,049	$257,756
Less Revenues	$3,521	$1,933	$1,933
Net General Fund Expenditures	$234,631	$261,116	$255,823
Program Outcomes			
% of citizens rating Citizen Assistance as good	79.3%	100%	100%

Activity Data

CONSUMER COMPLAINTS – The goal of Consumer Complaints is to resolve citizen complaints alleging unfair, fraudulent or dangerous business practices and to prevent unfair trade practices through community education and information programs.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$229,066	$253,011	$242,166
FTE's	2.6	2.6	1.8
# complaints received	383	250	250
Total # consumers assisted	18,100	18,400	18,400
Cost per consumer assisted	TBD	TBD	TBD
$ value of goods and services recovered for consumers	$89,987	$100,000	$100,000
% of consumer complaints responded to within 10 days	100%	100%	100%

CABLE TELEVISION OPERATIONS – The goal of Cable Television Operations is to monitor the activities of the cable franchisee, process complaints that cannot be resolved by the franchisee, schedule the local government programming and post information on the local government channel to ensure good customer service to subscribers.			
Expenditures	$9,086	$10,038	$15,590
FTE's	0.2	0.2	0.1
# of reports monitored	6	6	6
# cable subscribers served	32	35	35
# public meetings scheduled for taping	142	140	140
Compliance cost per cable subscriber	TBD	TBD	TBD
% of reports monitored within required timeframe	100%	100%	100%
% of customer service standards met by cable provider	NA	NA	NA

Office of Citizen Assistance

Summary of Budget Changes

Expenditure Reductions		
Expenditure Reductions	**Program**	**FY 2008 Approved**
Eliminate one position	*Consumer Affairs*	$25,539
One position in the Office of Citizen Assistance was eliminated due to a decline in workload and the potential ability to reorganize remaining staff. This position will be eliminated by attrition when a currently occupied position is vacated (assumed to occur at mid-year).		

Rose Boyd, Director

www.alexandriava.gov/city/citizen_assistance/citizen_assist_home.html

Phone #: 703.838.4800

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Finance Department

Mission Statement: The mission of the Finance Department is to provide long-term financial stability to the City through effective expenditure control, reliable and equitable revenue collection practices, sound cash and debt management policies, and responsible accounting, purchasing and pension administration practices.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$8,468,312	$9,417,674	$9,619,474
Less Revenues	$5,976	$128,000	$71,200
Net Gen. Fund Expenditures	$8,462,336	$9,289,674	$9,548,274
Authorized Positions (FTE's)	99.8	98.0	96.3

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $258,600 (2.8%).
- FY 2008 personnel costs increased by $223,214, or 3.2%; the increase is due to employee step increases and a 1.5% COLA funded through the Council add/delete process, partially offset by efficiency based expenditure reductions described on page 13. One Quality Control Cost Accountant position ($60,000) in the Accounting Program was added to provide support for implementing the new Managing For Results Initiative, and 2.75 FTE positions ($168,255) have been eliminated as part of a Revenue Division restructuring.
- Total non-personnel costs increased by $31,718 ,or 1.4%, partially attributable to increases in printing and equipment replacement costs to reflect actual expenditure trends; partially offset by expenditure reductions described on page 13.
- Capital Outlay decreased $53,132 (41.5%).

Program and Activity Chart

Finance Department

Leadership & Mgmt Support Services
- Leadership & General Mgmt

Pension Administration
- Pension Investment
- Retirement Plan Admin.

Purchasing
- Contracting & Contract Administration

Revenue
- Business & Personal Property Tax Assessment
- Delinquent Tax Collections
- Tax Auditing & Compliance
- Taxpayer Assistance/ Customer Relations

Treasury
- Payment Processing
- Tax Billing
- Cash Management/ Investment

Accounting
- Financial Reporting
- Paying & Billing Vendors/Employees
- Reconciliations

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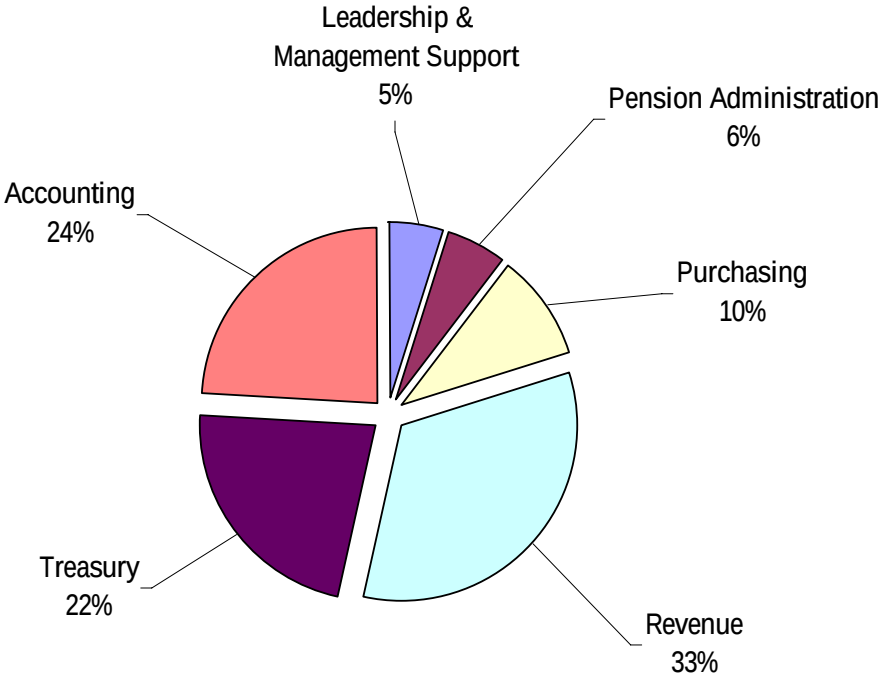
Finance Department

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Achievement of AAA/Aaa bond ratings with each bond issue	yes	yes	yes
% of compliance with City adopted debt policies in last fiscal year	92%	100%	100%
Ratio of annual pension program costs to City employer annual contributions	2%	2%	2%
Maintain an overall collection rate for current year taxes greater than 95%	yes	yes	yes
% of GFOA standards met without comment on financial reporting	100%	100%	100%

FY 2008 Approved Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended*	FY 2008 Approved	% Change 2007-2008
Personnel**	$5,924,471	$6,953,805	$7,177,019	3.2%
Non-Personnel	2,526,356	2,335,869	2,367,587	1.4%
Capital Goods Outlay	17,485	128,000	74,868	-41.5%
Total Expenditures	$8,468,312	$9,417,674	$9,619,474	2.1%
Less Revenues				
Internal Service	$5,976	$128,000	$71,200	-44.4%
Special Revenue Fund***	0	0	0	0.0%
Total Designated Funding Sources	$5,976	$128,000	$71,200	-44.4%
Net General Fund Expenditures	$8,462,336	$9,289,674	$9,548,274	2.8%

* The Amended FY 2007 budget reflects the transfer of the following costs ($514,450) from the Non-Departmental budget to the Finance budget : pension consultants, outside audit and other pension related costs ($499,500), banking fees ($10,000) and costs for printing and distribution of the Comprehensive Annual Financial Report (CAFR - $4,950).

** Part of FY 2008 personnel costs will be offset by higher State Compensation Board revenues of $73,432 as the State is now picking up part of the costs of four more Finance Department positions.

*** The Special Revenue Funds do not include $564,583 (FY 2006), $572,320 (FY 2007), $666,453 (FY 2008) in reimbursement from the State Compensation Board received as General Fund revenue.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Leadership and Management Support	$256,707	$285,467	$475,446	NA
Pension Administration	$409,660	455,574	552,184	NA
Purchasing	741,195	824,244	936,112	NA
Revenue	3,121,564	3,471,312	3,173,807	NA
Treasury	2,188,485	2,443,747	2,156,438	NA
Accounting	1,750,701	1,937,330	2,325,487	NA
Total Expenditures	$8,468,312	$9,417,674	$9,619,474	2.1%

* FY 2007 to FY 2008 percent change is not valid due to the use of a more refined cost allocation methodology in FY 2008 that is not comparable to the methodology to reflect FY 2007.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended*	FY 2008 Approved**	% Change 2007-2008
Leadership and Management Support	4.0	4.0	4.0	0.0%
Pension Administration	3.0	3.0	3.0	0.0%
Purchasing	10.0	9.0	9.0	0.0%
Revenue	44.3	43.5	40.8	-6.2%
Treasury	19.5	19.5	19.5	0.0%
Accounting	19.0	19.0	20.0	5.3%
Total full time employees	99.8	98.0	96.3	-1.7%

* The FY 2007 Amended budget reflects the elimination of a part-time (0.75FTE) Clerk Typist I ($27,442) in the Revenue program, as part of the Department's efficiency-based expenditure reductions; also, the deletion of one Purchasing Technician ($54,350) position in the Purchasing Program. The duties of these positions were re-assigned within the Programs.

**The FY 2008 Approved budget reflects the elimination of one part-time (0.75 FTE) and two full-time positions ($168,255) in the Revenue Division. These positions were eliminated as part of the Department's efficiency based expenditure reductions. The duties of the eliminated positions have been, or will be reassigned within the Revenue Division. One Quality Control Cost Accountant Position ($60,000) was added in the Accounting Program to provide support for implementing the new Managing For Results Intitiative.

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide leadership and oversight to the Department and to issue City debt in order to provide long-term financial stability for the City.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$256,707	$285,467	$475,446
Less Revenues	$5,976	$3,840	$2,136
Net General Fund Expenditures	$250,731	$281,627	$473,310
Program Outcomes			
Demonstrate long-term financial stability by maintaining AAA ratings from bond rating agencies	Yes	Yes	Yes

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT: The goal of Leadership and General Management is to maintain the City's standard of financial excellence by providing citizens, City Council, vendors and employees with competent and comprehensive financial services, sound financial policy recommendations and reporting, and oversight of the collection and disbursement of City funds.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$256,707	$285,467	$475,446
FTE	4.0	4.0	4.0
$ amount of revenue collected and funds disbursed	$1,201,424,171	$1,228,056,587	$1,273,765,900
Ratio of Finance Department costs to City budget	1.5%	1.4%	1.4%
% compliance with City adopted debt policies in last fiscal year	92% [1]	100%	100%

[1] Financial Guidelines Limit for Debt is a percent of estimated personal income, currently 3.25%. In FY 2006 the actual ratio was 3.26%.

Pension Administration Program

The goal of the Pension Administration Program is to provide retirement income for retired City employees at a controlled cost to the City.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$409,660	$455,574	$552,184
Less Revenues	$0	$6,400	$3,560
Net General Fund Expenditures	$409,660	$449,174	$548,624
Program Outcomes			
Ratio of annual pension administration program costs to City employer annual contributions	2%	2%	2%

Activity Data

PENSION INVESTMENT – The goal of Pension Investment is to provide investment earnings for each of the five pension plans in order to meet actuarial assumptions.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$285,130	$317,095	$376,900
FTE's	1.7	1.7	1.7
Funds invested at fiscal year end ($ in millions)	$253.2	$272.6	293.4 [1]

[1] Assumes actuarial rate of returns for FY2007 and FY2008.

RETIREMENT PLAN ADMINISTRATION – The goal of Retirement Plan Administration is to provide suggestions for plan improvements and to manage the outside pension administrator, investment consultant, actuarial, legal counsel and other consultants for the City in order to control pension costs.			
Expenditures	$124,530	$138,479	$175,284
FTE's	1.3	1.3	1.3
# of plans administered	6	6	6
Cost per employee/retiree served	TBD	TBD	TBD
Ratio of annual retirement plan administration costs to revised fund assets	0.2%	0.2%	0.2%

Purchasing Program

The goal of the Purchasing Program is to purchase goods, services, construction and insurance at best value in support of City Departments in order that those departments may respond to the needs of the citizens of the City in an efficient and cost effective manner and to treat all vendors equitably and with the highest standards of integrity.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$741,195	$824,244	$936,112
Less Revenues	$0	$11,520	$6,408
Net General Fund Expenditures	$741,195	$812,724	$929,704
Program Outcomes			
% overall satisfaction on customer survey	90.7%	90.7%	90.7%

Activity Data

CONTRACTING & CONTRACT ADMINISTRATION – The goal of Contracting and Contract Administration is to award contracts at best value, and to assist City Departments with post award oversight of contracts and purchase orders in order to ensure timely renewals, change orders and solution of vendor performance issues.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$741,195	$824,244	$936,112
FTE's	10	9	9
# of contracts administered	1,558	1,558	1,558
Staff cost per total contracts administered	$521	$521	$521
% of contracts renewed or re-bid prior to expiration	80%	80%	80%
% satisfied on customer survey of Solutions and Quality of Goods	82%	81.5%	81.5%

Revenue Program

The goal of the Revenue Program is to accurately, reliably and equitably assess and collect taxes, and enforce taxpayer compliance in order to maximize city revenues.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$3,121,564	$3,471,312	$3,173,807
Less Revenues	$0	$47,360	$26,344
Net General Fund Expenditures	$3,121,564	$3,423,952	$3,147,463
Program Outcomes			
Total tax revenue generated for the City in compliance with City regulations	$399,551,248	$410,301,102	$424,739,500

Revenue Program, continued

Activity Data

BUSINESS & PERSONAL PROPERTY TAX ASSESSMENT – The goal of Business and Personal Property Tax Assessment is to identify tax basis and accurately and uniformly assess the appropriate tax in order to maximize City revenues.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,282,622	$1,426,413	$1,225,493
FTE's	20.0	19.3	18.3
# of business tax accounts processed	23,026	23,548	24,108
# of vehicle account changes or actions processed	1,230,910	1,206,292	1,205,689
Cost per business tax account processed	TBD	TBD	TBD
Cost per vehicle account processed	TBD	TBD	TBD
Cost per miscellaneous tax account processed	TBD	TBD	TBD
% of tax assessments processed by due date	100%	100%	100%

DELINQUENT TAX COLLECTION – The goal of Delinquent Tax Collections is to collect delinquent taxes in order to reduce the outstanding tax balance and increase the City's general fund revenue.			
Expenditures	$471,343	$524,185	$541,019
FTE's	6	6	5.4
# of demands for payment action sent	255,450	262,111	268,960
Cost per demand for payment action	TBD	TBD	TBD
$ amount of delinquent taxes collected	$2,921,724	$2,700,000	$2,700,000
% of delinquent tax collected annually	73%	73%	73%

TAX AUDITING & COMPLIANCE – The goal of Tax Auditing and Compliance is to ensure that business tax returns are filed accurately and to identify unregistered businesses and vehicles in order to maximize City revenues and taxpayer compliance.			
Expenditures	$387,961	$431,454	$481,301
FTE's	5	5	4.6
# of tax accounts reviewed/audited	124,142	124,142	124,142
$ amount of revenue generated from audits and compliance activity	$1,545,095	$1,545,095	$1,545,095
Ratio of audit and tax compliance expenses to revenue generated from audits and compliance activities	25.1%	27.9%	31.2%

TAXPAYER ASSISTANCE/CUSTOMER RELATIONS – The goal of the Taxpayer Assistance and Customer Relations is to administer tax relief programs and provide assistance to taxpayers in order to accommodate their needs pertaining to City and State taxes.			
Expenditures	$979,452	$1,089,256	$925,994
FTE's	13.3	13.3	12.5
# of applications processed for tax relief programs	2,438	2,682	2,800
# of taxpayers assisted on City tax issues	14,509	15,075	15,678
Cost per application processed	NA	NA	NA
% of applications approved for tax relief	87%	87%	87%
% of survey participants reporting satisfaction with customer service	73.9%	100%	100%

Treasury Program

The goal of the Treasury Program is to generate accurate and timely tax bills, process revenues efficiently and invest City funds prudently to maximize City revenues and promote high quality customer service.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,188,485	$2,443,747	$2,156,438
Less Revenues	$0	$33,280	$18,512
Net General Fund Expenditures	$2,188,485	$2,410,467	$2,137,926
Program Outcomes			
Maintain an overall collection rate for current year taxes greater than 95%	Yes	Yes	Yes

Activity Data

PAYMENT PROCESSING – The goal of Payment Processing is to process City revenues in a manner that maximizes interest earnings and promotes high quality customer service.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,494,439	$1,661,977	$1,290,284
FTE's	14.6	14.6	14.6
# of tax payments processed	198,305	199,100	199,400
# of lock box payments	111,234	113,000	115,000
# of manual payments	79,240	78,000	78,000
# of tax payments processed per FTE	13,583	13,637	13,658
% of survey participants satisfied with service	84.6%	85.0%	85.0%

TAX BILLING – The goal of Tax Billing is to maximize revenues while providing high quality customer service by mailing accurate and timely tax bills.			
Expenditures	$443,880	$493,643	$573,203
FTE's	4.5	4.5	4.5
Cost per tax bill mailed	$0.55	$0.55	$0.55
% of current year personal property tax collected	96%	96%	96%
% of current year real estate tax collected	99%	99%	99%
% of current year business property tax collected (including statutory assessments)	85%	85%	85%

CASH MANAGEMENT/INVESTMENT – The goal of Cash Management and Investment is to invest City funds in a manner that safeguards principal, ensures liquidity and earns a reasonable rate of return. This function is largely contracted out.			
Expenditures	$259,082	$288,127	$292,951
FTE's	0.4	0.4	0.4
Average month end portfolio dollar balance	$134,945,228	$135,000,000	$135,000,000
Estimated earnings on City funds (($ in millions)	$4.1	$7.0	$6.5
Cost of investment management as a % of average portfolio balance	$0.00055	$0.00055	$0.00055

Accounting Program

The goal of the Accounting Program is to provide the City Manager, City Council, employees, departments and the public with internal controls and financial information to support effective financial management decisions.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,750,701	$1,937,330	$2,325,487
Less Revenues	$0	$25,600	$14,240
Net General Fund Expenditures	$1,750,701	$1,911,730	$2,311,247
Program Outcomes			
% GFOA standards met without comment on Financial Reporting	100%	100%	100%

Activity Data

FINANCIAL REPORTING – The goal of Financial Reporting is to provide financial information for City stakeholders in order to make financial decisions and comply with laws and reporting requirements.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$816,999	$908,591	$1,017,145
FTE's	6	6	7
# of audit reports issued	3	3	3
Cost per monthly financial report issued	TBD	TBD	TBD
% of audit reports issued by due date	100%	100%	100%

PAYING & BILLING EMPLOYEES/VENDORS – The goal of Paying and Billing Vendors and Employees is to provide receipt and payment processing and control for City departments, employees and vendors in order to appropriately manage their own finances.			
Expenditures	$663,659	$738,060	$797,052
FTE's	9.5	9.5	9.5
# of transactions processed	286,743	290,000	295,000
Cost per transaction	$2.53	$2.50	$2.50
% of payrolls processed within required timeframe	100%	100%	100%
% of vendors paid within desired timeframe	98%	98%	98%

RECONCILIATIONS – The goal of Reconciliation is to provide internal controls over financial information for City stakeholders in order to accurately report the results of the City's financial transactions comply with laws and reporting requirements.			
Expenditures	$261,377	$290,679	$421,290
FTE's	3.5	3.5	3.5
# of capital, debt, bank, health and workers comp reconciliations produced	1,289	1,300	1,300
Cost per reconciliation produced	NA	NA	NA
% of reconciliations issued within a desired timeframe	85%	86%	86%

Finance Department

Summary of Budget Changes

Supplemental Adjustments to the Budget

Supplemental Request	Program		FY 2008 Approved
Cost Accounting Allocation Quality Control Staff	*Accounting*	1 FTE	**$60,000**

This supplemental request will fund a Quality Control Cost Accountant position. This position will be responsible for ensuring that the Managing for Results Initiative program and activity budget structure is appropriately integrated into the City's Accounting System. The position will also be responsible for recommending and ensuring implementation of policies and procedures that capture new information as accurately as possible without creating undue workloads for department fiscal staff. In addition, the position will work with the Internal Audit staff to ensure that standards and cost allocation procedures are reviewed and that appropriate recommendations are implemented.

Expenditure Reductions to the Budget

Expenditure Reduction	Program		FY 2008 Approved
Various	*Revenue*	(2.75) FTE	**$190,331**

One part-time (0.75FTE) and two full-time positions ($168,255) were eliminated as well as costs for PPTRA-related temporary services ($22,076) as part of the Department's efficiency based reductions. The duties of the eliminated positions have been, or will be reassigned within the Revenue Program. In one case the former Personal Property Supervisor position has been eliminated and the duties of the position are job shared by two employees in the Personal Property Section.

Elimination of Saturday Hours	*Various*	**$16,000**

The City Treasury Saturday hours of operation were eliminated as part of the Department's efficiency based reductions, however, the Treasury windows will be open on Saturdays at the time of year when taxes are due.

Other Savings	*Accounting*	**$5,000**

Other savings include a reduction in printing costs for the City's Comprehensive Annual Financial Report (CAFR - $2,000) due to the availability of the report on the City's website; also, more compact disks (CDs) will be printed for alternate uses; and a limited number of printed copies of the document will be produced. Other savings also include a reduction in overtime costs needed to complete bank reconcialitions on a timely basis. The City will also require direct deposit for **new** employees beginning in FY2008.

Laura Triggs, Acting Director of Finance

www.alexandriava.gov/finance
Phone #: 703.838.4755
Email: laura.triggs@alexandriava.gov

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General Services Department

Mission Statement: The mission of the General Services Department is to provide services to City departments and agencies that facilitate their ability to carry out their individual missions, programs, and activities.

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$11,719,346	$12,644,796	$12,759,087
Less Revenues	$40,495	$64,000	$205,487
Net Gen. Fund Expenditures	$11,678,851	$12,580,796	$12,553,600
Authorized Positions (FTE's)	81.5	79.5	74.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $27,196 (0.2%).
- FY 2008 personnel costs decreased by $500,812, or 7.9%; the decrease is primarily attributable to the elimination of a net 5.5 FTE positions. An Energy Manager position ($47,000) to address utility costs and manage consumption in the City has been added as well as step increases; and, a 1.5% COLA funded through the Council add/delete process.
- Total non-personnel costs increased 9.8%, or $ 614,013, partially attributable to increases in professional services and utilities; partially offset by efficiency based expenditure reductions described on page 25.

Program and Activity Chart

General Services Department

Leadership & Mgmt Supp Services
- Leadership and General Management
- Contracts Management

Vehicle Operations & Maintenance
- Scheduled Routine Maintenance
- Repairs
- Parts
- Emergency Support Services
- VA Safety & Emissions Inspections
- Fuel Acquisition and Provisioning
- Fleet Administrative Support
- Specification and Acquisition
- Preparation/Outfitting
- Surplus Vehicle Disposal

Energy Management
- Utility Bill Payment & Energy Consumption Management

Facility Maintenance & Mgmt
- Facilities Systems Maint, Elevators & Life Safety/Security
- Snow and Ice Removal
- Custodial Services Management
- Special Event Support
- Core and Shell
- Parking Management

Capital Projects Management
- CIP Development
- Project Planning
- Construction Administration

Space Management
- Real Estate Management
- Space Planning

Printing & Mail Services
- Binding
- Graphics, Printing & Typesetting
- High-Speed Copying
- Self-Service Copy Management
- Mail Distribution

Departmental Contents

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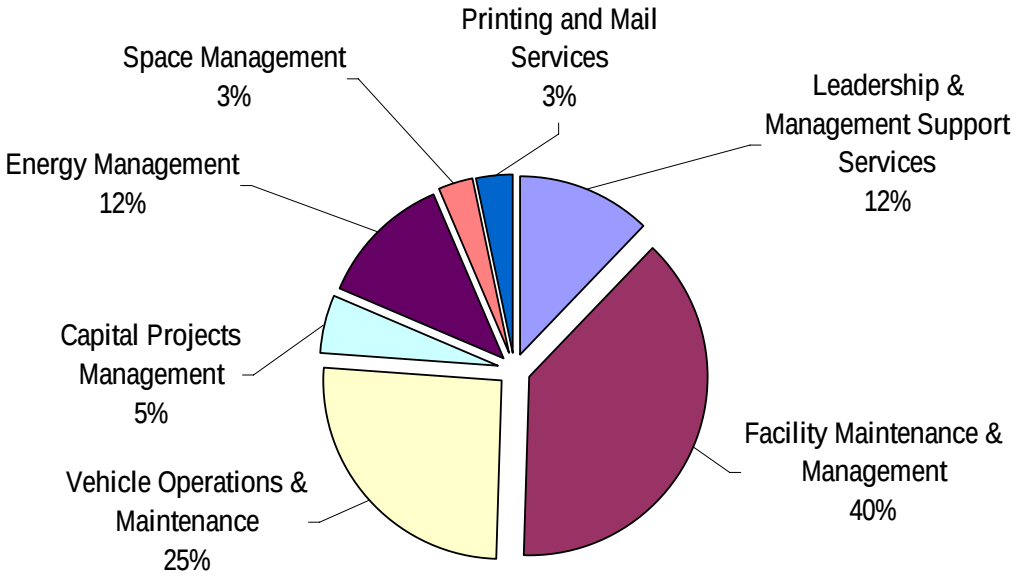
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of square feet of leased space	228,822	252,115	TBD
Total square feet of City space	1,849,000	1,947,000	1,960,860
# of vehicle preventive maintenance requests completed	2,953	3,003	3,025
# of gallons of fuel purchased	788,601	828,031	764,943
Cost per gallon of fuel	$2.48	$1.85	$2.05
% of customers who rate facilities maintenance service provision satisfactory or better	75%	TBD	TBD

FY 2008 Approved Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$5,439,586	$6,301,305	$5,800,493	-7.9%
Non-Personnel	6,278,014	6,279,491	6,893,594	9.8%
Capital Goods Outlay	1,746	64,000	65,000	1.6%
Total Expenditures [1]	$11,719,346	$12,644,796	$12,759,087	0.9%
Less Revenues				
Internal Service	$0	$64,000	$65,000	1.6%
Special Revenue Fund	40,495	0	$140,487	NA
Total Designated Funding Sources	$40,495	$64,000	$205,487	221.1%
Net General Fund Expenditures	$11,678,851	$12,580,796	$12,553,600	-0.2%

[1] Total expenditures for the Department include a negative allowance for expected recovered printing and copying costs from departments in the amount of $337,323 in FY 2006, $383,000 in FY 2007, and $524,665 in FY 2008.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved*	% Change 2007-2008
Leadership & Management Support Services	$1,107,999	$1,195,496	$1,617,560	NA
Facility Maintenance & Management	4,978,012	5,371,113	5,114,874	NA
Vehicle Operations & Maintenance	3,191,059	3,443,050	3,386,695	NA
Capital Projects Management	827,378	892,714	678,621	NA
Energy Management	1,252,498	1,351,405	1,639,559	NA
Space Management	191,140	206,234	388,641	NA
Printing and Mail Services [1]	508,584	567,784	457,802	NA
Total Expenditures	$12,056,670	$13,027,796	$13,283,752	2.0%

[1]Total expenditures do not include a negative allowance for expected recovered printing and copying costs from departments in the amount of $337,323 in FY 2006, $383,000 in FY 2007, and $524,665 in FY 2008.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended*	FY 2008 Approved**	% Change 2007-2008***
Leadership & Management Support Services	9.0	9.0	10.0	NA
Facility Maintenance & Management	28.5	28.5	24.3	NA
Vehicle Operations & Maintenance	24.0	24.0	24.0	NA
Capital Projects Management	9.0	9.0	6.9	NA
Energy Management	0.0	0.0	1.6	NA
Space Management	2.0	2.0	2.6	NA
Printing and Mail Services	9.0	7.0	4.6	NA
Total full time employees	81.5	79.5	74.0	-6.9%

* The FY 2007 position count reflects the elimination of two Offset Press Operator positions as part of an efficiency based reduction.
** The FY 2008 position count includes the addition of one full-time Energy Manager position ($47,000) to manage utility costs and consumption in the City; also, the elimination of the following positions as part of the Department's efficiencies and productivity improvements: one vacant full-time Supervisory Graphic Artist ($76,843) in Printing and Mailing Services; one vacant Account Clerk II ($52,866) in Vehicle Operations and Maintenance; and one vacant part-time Custodian ($32,595) in Facilities Maintenance that was transferred to the Library Department. Four additional positions in Facility Maintenance and Management were eliminated, the total costs ($285,656) of which were transferred to fund additional professional contract services as a more cost effective way to provide these services. These positions include: two full-time vacant Construction Field Representatives ($158,610); one vacant Facilities Maintenance Specialist ($63,523); and one Building Systems Technician ($63,253). Four temporary overhire positions have been reclassified to full-time permanent positions.

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide for clear direction administrative program support functions to line divisions in support of their programs and activities.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,107,999	$1,195,496	$1,617,560
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,107,999	$1,195,496	$1,617,560
Program Outcomes			
% of activities that meet effectiveness targets	NA	NA	NA

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide, financial, personnel and support services in order to facilitate the operations of the General Services Department.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$822,743	$887,714	$1,319,318
FTE's	7.0	7.0	7.0
# of personnel managed	81.5	79.5	74.0
Cost per FTE managed	$10,095	$11,166	$17,829
% of departmental service delivery programs within approved budget	NA	NA	TBD

CONTRACTS MANAGEMENT – The goal of Contracts Management is to provide contracting support to line divisions in relation to solicitation, award, and administration of contracts assuring compliance with City policies, practices and Code.			
Expenditures	$285,256	$307,782	$298,242
FTE's	2.0	2.0	3.0
$ value of contracts managed	TBD	TBD	TBD
Cost per contract dollar managed	TBD	TBD	TBD
% of contracts awarded and maintained without dispute or lapse	TBD	TBD	TBD

Facility Maintenance and Management Program

The goal of Facility Maintenance and Management is to provide facility maintenance and repair services to all City Departments and agencies housed in City owned or leased facilities assuring continual operation of those facilities from which the departments and agencies can carry out their missions, programs and activities, as well as provide for secure, controlled parking for users of the City of Alexandria's business and government facilities in the Old Town area.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,798,012	$5,371,113	$5,114,874
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$4,798,012	$5,371,113	$5,114,874
Program Outcomes			
% of customers who rate service provision satisfactory or better	75%	TBD	TBD

Activity Data

FACILTIES SYSTEMS MAINTENANCE, ELEVATORS, & LIFE SAFETY/SECURITY – The goal of Facilities Systems Maintenance, Elevators and Life Safety/Security is to maintain and repair facility elevator systems, heating, ventilation and cooling (HVAC) systems, electri	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,314,495	$1,418,298	$1,521,797
FTE's	8.7	8.7	8.3
# of square feet of building space serviced	1,941,332	1,947,032	1,960,800
# of systems serviced	NA	NA	TBD
Total cost per square foot of building serviced	TBD	TBD	TBD
% of work orders that are repair versus preventative	NA	NA	TBD

SNOW AND ICE REMOVAL – The goal of Snow and Ice Removal is to provide for the safe access and egress of facility occupants and users during events of snow and ice accumulation.			
Expenditures	$58,429	$63,043	$50,164
FTE's	1.4	1.4	0.5
# of linear feet of sidewalks and surface areas serviced	10,000	10,000	10,000
# of snow and ice events handled	6	TBD	TBD
% of facilities maintained accessible during snow and ice events	100%	100%	100%

Facility Maintenance and Management Program, continued

Activity Data

CUSTODIAL SERVICES MANAGEMENT – The goal of Custodial Services Management is to provide contracting and oversight of custodial services at City facilities assuring a clean environment for users and occupants.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$432,030	$466,147	$390,798
FTE's	3.0	3.0	3.2
# of square feet of buildings cleaned	371,739	TBD	TBD
Cost per square foot of building cleaned	$1.16	TBD	TBD
% of customers who rate service provision satisfactory or better	75%	100%	100%

SPECIAL EVENT SUPPORT – The goal of Special Event Support is to provide needed support services to City Departments and agencies for conferencing, public meetings, presentations, and other scheduled and non scheduled events.			
Expenditures	$298,695	$322,280	$256,624
FTE's	3.2	3.2	2.6
# of events managed	NA	TBD	TBD
Cost per event managed	NA	TBD	TBD
% of events satisfactorily executed	NA	TBD	TBD

CORE AND SHELL – The goal of Core and Shell is to provide maintenance and repair services to facility structural and architectural elements including roofs, walls, floors, doors, windows, locks, and entranceways assuring safe reliable conditions for user			
Expenditures	$2,059,546	$2,222,184	$2,007,872
FTE's	11.7	11.7	9.5
# of square feet managed	NA	TBD	TBD
Cost per square foot managed	NA	TBD	TBD
% of work orders that are repair versus preventative	NA	TBD	TBD

PARKING MANAGEMENT – The goal of Parking Management is to provide reasonably priced management services and safe and accessible parking spaces for the operation of surface and garage lots assuring maximum parking availability to prospective users.			
Expenditures	$814,817	$879,161	$887,619
FTE's	0.5	0.5	0.2
# of spaces managed and maintained	1,022	1,022	1,022
Cost per space	$797	$860	$869
% of spaces utilized and maintained	90%	90%	100%

Vehicle Operations and Maintenance Program

The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner in order to keep all vehicles operating safely and efficiently. (Excludes Fire & EMS vehicles and apparatus)

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$3,191,059	$3,443,050	$3,386,695
Less Revenues	$0	$64,000	$65,000
Net General Fund Expenditures	$3,191,059	$3,379,050	$3,321,695
Program Outcomes			
Average maintenance cost per mile	$0.45	$0.38	$0.40

Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$612,874	$661,271	$636,501
FTE's	6.0	6.0	5.2
# of vehicle preventative maintenance requests completed	2,953	3,003	3,025
Work requests per FTE	72	75	76
% of work orders completed within one day	90%	95%	100%
% of preventative maintenance completed on schedule	98%	97%	100%

REPAIRS – The goal of Repairs is to address the broken or non functioning systems or parts on City vehicles that are preventing that vehicle from operating in a safe and efficient manner and restore the vehicle to full operating condition.			
Expenditures	$629,399	$679,101	$713,606
FTE's	5.0	5.0	4.9
# of repair requests completed	4,250	4,675	4,909
# of service hours provided	15,275	15,581	15,893
Cost per service hour	$41	$44	$45
% of work orders completed in one day	80%	85%	95%

PARTS – The goal of Parts is to maintain an inventory of parts in-house that are used regularly and routinely to repair and/or maintain City vehicles and have them available for staff when needed.			
Expenditures	$278,304	$300,282	$281,612
FTE's	3.0	3.0	3.2
# of parts maintained	25,400	24,684	24,000
Parts requests per day	23.2	19.7	20
Average cost per request	$70.5	$89.5	$90.0
Fill rate for parts (%)	92%	97%	95%

Vehicle Operations and Maintenance Program, continued

Activity Data

EMERGENCY SUPPORT SERVICES – The goal of Emergency Support Services is to provide mechanic support to vehicles responding to a City-wide emergencies, including snow and debris removal.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$193,397	$208,669	$204,695
FTE's	2.0	2.0	2.0
# of emergencies requiring support	NA	NA	TBD
Cost per emergency	NA	NA	TBD
% of vehicles restored to service during events within 4 hours	NA	NA	TBD

VIRGINIA SAFETY & EMISSIONS INSPECTIONS – The goal of Virginia Safety and Emissions Inspections is to ensure applicable vehicles comply with State standards for mechanical, and electrical systems, as well as exhaust output.			
Expenditures	$99,947	$107,840	$107,724
FTE's	1.2	1.2	1.2
# of vehicles inspected/tested	690	387	387
Cost per safety inspection	$15	$15	$15
Cost per emmision inspection	$28	$28	$28
% of vehicles in full compliance with State standards	87%	92%	100%

FUEL ACQUISITION & PROVISIONING – The goal of Fuel Acquisition is to acquire and have gasoline and diesel fuel delivered, via a contractor, to the City's fueling sites in the most cost and time efficient manner possible and distribute the fuel to City users for use in City vehicles via the City's two refueling stations and monitor the distribution of the fuel through the use of City issued fueling cards.			
Expenditures (Net to General Services)	$797,175	$860,126	$650,531
FTE's	0.8	0.8	0.8
# of gallons purchased	788,601	828,031	869,433
Total cost per gallon of fuel	$2.48	$1.85	$2.05
% of fuel islands available	100%	100%	100%

FLEET ADMINISTRATIVE SUPPORT – The goal of the fleet administrative support activity is to provide clerical, procurement and fiscal management support to ensure the effective and efficient operation and maintenance of vehicles.			
Expenditures	$518,511	$559,457	$561,338
FTE's	5	5	5.9
# of vehicles supported (does not include Fire/EMS vehicles)	802	815	820
Cost per vehicle supported	$647	$686	$685
% of invoices paid timely	85%	100%	100%

Vehicle Operations and Maintenance Program, continued

Activity Data

SPECIFICATION AND ACQUISITION – The goal of Specification and Acquisition is to develop and determine the specifications in order to purchase new or replacement vehicles for City agencies through processes defined in the City Purchasing regulations.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$20,484	$22,101	$26,849
FTE's	0.5	0.5	0.3
# of service hours required	NA	NA	TBD
Cost per staff hour	NA	NA	TBD
% of vehicles within the recommended replacement schedule	NA	NA	TBD

PREPARATION/OUTFITTING – The goal of Preparation/Outfitting is to provide and install all ancillary equipment, lettering and decals on newly acquired City vehicles as required by the user agency and the City.			
Expenditures	$8,194	$8,841	$9,871
FTE's	0.1	0.1	0.1
# of vehicles prepared and outfitted	53	47	58
% of customers rating services as satisfactory or better	100%	100%	100%

SURPLUS VEHICLE DISPOSAL – The goal of Surplus Vehicle Disposal is to provide for the disposition of City vehicles determined to be surplus and beyond their useful life primarily via auction.			
Expenditures	$32,774	$35,362	$193,968
FTE's	0.4	0.4	0.4
# of vehicles disposed	86	70	60
% of sales price to Blue Book value	90%	90%	90%

Capital Projects Management Program

The goal of Capital Projects Management is to provide administrative oversight in the construction and renovation of City facilities to improve and enhance the delivery of the occupying agency's service programs.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$827,378	$892,714	$678,621
Less Revenues	$40,495	$0	$0
Net General Fund Expenditures	$786,883	$892,714	$678,621
Program Outcomes			
% of approved projects that are completed on schedule and on budget	NA	TBD	TBD

Activity Data

CIP DEVELOPMENT – The goal of CIP Development is to develop clear, detailed, Programs of Requirements for prospective capital improvement projects as submitted from City Departments and agencies, and to justify and recommend facility projects for consideration by the Capital Projects Review Committee and the City Manager.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$28,677	$30,942	$43,035
FTE's	0.3	0.3	0.3
# of projects for consideration in the Capital Improvement Program	NA	6	TBD
$ per project submitted for review	NA	NA	TBD
% of projects developed on schedule for the CIP planning process	NA	TBD	TBD

PROJECT PLANNING – The goal of Project Planning is to work with prospective users to develop the desired architectural and engineering concepts for the construction, remodeling, or renovation of City facilities, and to manage those concepts through the budgeting, scheduling and construction document and permitting phases of project mgmt.			
Expenditures	$221,225	$238,695	$200,756
FTE's	2.7	2.7	2.0
# of projects planned scope(s) of work completed through Design and Construction Documents	NA	6	TBD
# of construction estimates obtained	NA	NA	TBD
$ per project planned	NA	TBD	TBD
% of estimates within 5% of bid	NA	TBD	TBD

CONSTRUCTION ADMINISTRATION – The goal of Construction Administration is to provide management oversight to facility projects through completion within monetary, schedule, and building specifications to provide City occupants and users of the facility project with a finished facility that maintains or enhances their experience in the use and occupancy of City Facilities.			
Expenditures	$577,476	$623,077	$434,830
FTE's	6.0	6.0	4.6
# of projects managed	NA	12	TBD
Cost per project managed	NA	NA	TBD
% of projects completed on schedule	NA	TBD	TBD
% of projects completed on budget	NA	TBD	TBD

Energy Management Program

The goal of Energy Management is to provide reliable, cost-effective utilities to City agencies to support their service delivery programs.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,252,498	$1,351,405	$1,639,559
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,252,498	$1,351,405	$1,639,559
Program Outcomes			
% reduction in enery units consumed	NA	TBD	TBD

Activity Data

UTILITY BILL PAYMENT & ENERGY CONSUMPTION MANAGEMENT – The goal of Utility Bill Payment and Energy Consumption Management is to audit and remit for Electric, Natural Gas, and Water/Sewer services used by City facilities to ensure uninterrupted utilities, and to provide engineering services to reduce utility usage.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,252,498	$1,351,405	$1,639,559
FTE's	0	0	1.6
# of accounts on which payments are made	354	354	354
Cost per account managed	$3,538	$3,818	$4,632
% of accounts remitted on time	99%	100%	100%
% reduction in kilowatt-hour used	NA	TBD	TBD
% reduction in therms used	NA	TBD	TBD
% reduction in gallons used	NA	TBD	TBD

Space Management Program

The goal of Space Management is to provide adequate facility space for departments and agencies from which they can adequately carry out their missions, programs, and activities.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$191,140	$206,234	$388,641
Less Revenues	$0	$0	$140,487
Net General Fund Expenditures	$191,140	$206,234	$248,154
Program Outcomes			
% of City square footage of space needs met through City owned space	87.6%	87.1%	87.1%

Activity Data

REAL ESTATE MANAGEMENT – The goal of the real estate management activity is to provide for leased facility space to departments and agencies that require such space in support of their missions, programs and activities.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$97,125	$104,795	$253,142
FTE's	1.0	1.0	1.1
Square feet of space leased	228,822	252,115	TBD
# of lease agreements maintained	15	17	TBD
Cost per square foot of leased space managed	TBD	TBD	TBD
% of leases maintained in compliance with lease terms and conditions	100%	100%	TBD

SPACE PLANNING – The goal of the space planning activity is to maximize the efficient use of City occupied space while at the same time providing users and occupants with a quality service environment.			
Expenditures	$94,015	$101,439	$135,499
FTE's	1.0	1.0	1.5
Square feet of space managed	1,941,332	1,947,000	1,960,860
Total cost per square foot of building serviced	TBD	TBD	TBD
% of City square footage of space needs met through City owned space	TBD	TBD	TBD

Printing and Mail Services Program

The goal of Printing and Mail Services is to provide quality graphic arts, one and two color offset printing and binding services; professional high speed duplicating services; mail collection, processing and distribution services; and to maintain satellite photocopy machines for City departments and agencies.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures*	$508,584	$567,784	$457,802
Less Revenues	0	0	0
Net General Fund Expenditures	$508,584	$567,784	$457,802
Program Outcomes			
% of customers rating printing services as satisfactory or better	90%	100%	100%

*Total expenditures do not include a negative allowance for expected recovered printing and copying costs from departments in FY 2006 ($337,324), FY 2007 ($383,000), and FY 2008 ($524,665).

Activity Data

BINDING – The goal of Binding is to provide quality laminating, shrink wrapping, folding and cutting for City departments in order to meet their binding needs in a timely manner.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$57,355	$61,884	$48,348
FTE's	0.7	0.7	0.5
# of service hours provided	NA	NA	NA
Cost per service hour	NA	NA	NA

GRAPHICS, PRINTING, & TYPESETTING – The goal of Graphics, Printing and Typesetting is to provide graphic arts and offset printing and typesetting services to City departments and agencies.			
Expenditures*	$159,876	$167,451	$170,323
FTE's	0.9	0.9	0.9
# of jobs produced in-house	1,471	1,556	1,600
# of service hours provided	TBD	TBD	TBD
Cost per service hour	TBD	TBD	TBD

*Total expenditures do not include expected recovered graphics, printing and typsetting costs from departments ($134,434 in FY 2006; $140,000 in FY 2007, and $201,358 in FY 2008).

HIGH-SPEED COPYING – The goal of High-Speed Copying is to provide professional, high quality, high-speed duplicating services to City agencies.			
Expenditures*	$81,747	$112,291	$72,570
FTE's	1.2	1.2	1.3
# of copies made	3,320,378	2,480,559	2,119,666
# of staff hours to complete job	8	8	8
# of work requests per FTE	10	7	7
Cost per copy	$0.025	$0.045	$0.034
% of requests completed by promised date	90%	90%	90%

*Total expenditures do not include a negative allowance for expected recovered high-speed copying costs from departments in FY 2006 ($202,889), FY 2007 ($243,000), and $323,307 in FY 2008.

Printing and Mail Services Program, continued

Activity Data

SELF-SERVICE COPY MANAGEMENT – The goal of Self-Service Copy Management is to maintain the satellite copiers located in City Hall and to ensure that all resources and supplies are provided so that City agencies can complete independent copy jobs in a timely manner.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$41,431	$44,703	$34,334
FTE's	0.5	0.5	0.5
# of copies made	156,600	150,000	135,000
# of copy machines operated	3	3	2
Cost per copy	TBD	TBD	TBD
% of costs recovered	100%	100%	100%

MAIL DISTRIBUTION – The goal of Mail Distribution is to provide mail collection, processing and distribution services for all City agencies in a timely manner.			
Expenditures	$168,175	$181,455	$132,227
FTE's	5.7	3.7	1.4
# of pieces processed and delivered	478,919	232,486	237,135
# of service hours provided per day	8	8	8
Cost per service hour	NA	NA	TBD
% of customers rating mail delivery as satisfactory or better	90%	95%	95%

RECOVERED COSTS FROM DEPARTMENTS	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Graphics, Printing & Typesetting	$134,434	$140,000	$201,358
High Speed Copying	$202,889	$243,000	$323,307
Total Recoved Costs from Departments	$337,323	$383,000	$524,665

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program		FY 2008 Approved
Utility Increases	*Energy Management*		**$205,948**
This adjustment will fund the provision of utilities in facilities managed by General Services. These cost increases, including electricity ($177,261) expected to increase 16% and water ($49,256) expected to equal FY 2006 actuals, are offset by a decrease in costs for natural gas ($20,569) expected to decline 15% from FY 2006 actual expenditures.			
Increased Fuel Costs	*Vehicle Operations*		**$29,667**
This adjustment will fund anticipated increased fuel costs of $29,667 from $1,468,675 in FY 2007 to $1,498,342 in FY 2008. Consumption reduction of 3% assumed in the savings estimate on the next page, results in a net decrease of $15,283. An amount of $250,000 has also been set aside in designated Fund Balance for possible fuel increases in FY 2008.			
Square Feet Maintained	*Facilities Maintenance*		**$38,425**
General Services has the overall responsibililty of managing City facilities that total 1,195,482 square feet. This adjustment will fund increased maintenance costs (excluding utilities), from $2,132,902 in FY 2007 to $2,171,327 in FY 2008, including preventive maintenance, corrective repair and custodial services. Facilities maintenance costs in FY 2008 are budgeted at $1.78 per square foot. Increased costs for parking management ($32,888) and other items ($5,537) are budgeted equal to FY 2006 actual costs.			
Additional Contract Costs	*Facilities Maintenance*		**$83,356**
This adjustment will fund increased annual contract costs including preventive maintenance, corrective repair and custodial services, of $52,122, from $1,861,483 in FY 2007 to $1,913,605 in FY 2008. The adjustment will also fund Living Wage increases as required by City Code in the amount of $31,234.			
Faster Fleet Management System Upgrade	*Fleet Services*		**$4,500**
This adjustment will fund an upgrade of the Fleet Management System, which will pin point percentages and calculated averages of all fleet maintenance and fuel operations. Also, the upgrade will allow for the interface of two different computer languages used for fleet maintenance and fuel operations, respectively.			
Conversion of Overhires	*Facilities Maintenance*	**4.0FTE**	**$N/A**
This adjustment will convert four full-time, temporary, overhire positions to full-time permanent positions, resulting in no net new costs to the City. These positions include: one Mechanical Engineer, one Senior Project Manager and two Maintenance/Renovation Inspection Specialists. The positions status is being changed to reflect the permanent need for support for capital improvement and renovation projects in the City.			

Summary of Budget Changes

Expenditure Reductions

Expenditure Reduction	Program		FY 2008 Approved
Outsourcing of the Majority of Offset Printing Production	*Printing and Mailing Services*	**(1 FTE)**	**($226,843)**
These reductions include the elimination of one vacant Supervisory Graphic Artist ($76,843); and, the elimination and outsourcing of a majority of the Department's offset printing production to private vendors ($150,000). This will reduce the cost of offset printing production in-house.			
Overtime Savings by Re-Assigning 2 full-time Positions to Handle After-Hours Building Inspections	*Facility Maintenance*		**($53,102)**
This expenditure savings will reduce staff overtime costs by re-assigning two full-time daytime Building Systems Technician positions to afternoon and evening shift duties.			
Fuel Conservation Campaign	*Vehicle Operations*		**($44,950)**
This expenditure reduction will involve the initiation of a variety of educational and incentive programs for City agencies that are among the major fuel users, advocating a reduction on fuel consumed through improved vehicle maintenance, trip consolidation/car-pooling, and utilizing the optimal class vehicle for the needed task. The goal of this efficiency is to reduce City-wide fuel consumption by at least 3% over the next year, resulting in savings to the City of $44,950.			
Eliminate Seven Leased Vehicles	*Vehicle Operations*		**($29,000)**
This expenditure reduction will eliminate seven leased vehicles used by Facilities Maintenance staff to travel between City facilities during work hours. Staff will instead use retained vehicles from other departments to travel between City facilities during work hours.			
Elimination of Four Full-Time Positions	*Facilities Maintenance*	**(4.0 FTE)**	**$N/A**
This reduction in the Department's position count will eliminate four vacant full-time positions ($285,656). The costs will allow for the funding of additional professional contract services as a more cost effective way to provide these services. These positions include: two Construction Field Representatives ($158,610), one Facilities Maintenance Specialist ($63,523) and one Building Systems Technician ($63,523).			
Defer Replacement of Two Pool Cars	*Facilities Maintenance*		**($36,000)**
This expenditure reduction will defer the replacement of two City vehicles for a year at a total cost of $32,000, with related depreciation expenditures of $4,000. These vehicles have less than 62,000 miles on them and have been subject to minimum use by City staff.			
Eliminate One Part-time (0.5FTE) and One Full	*Various*	**(1.5FTE)**	**($85,641)**
One vacant part-time (0.5FTE) Custodian position ($32,595) in the Facilities Maintenance and Management Program was transferred to the Library Department; and one vacant full-time Account Clerk II ($52,866) in the Vehicle Operation and Maintenance Program was eliminated as part of the Department's efficiency based reductions. The duties for these positions will be reassigned within the programs.			
Lease Costs	*Space Planning*		**($140,487)**
This reduction reflects the transfer of lease costs associated with ACVA ($84,737) and Virginia State Court System ($55,750) from the General Fund to a Special Revenue Fund. These costs will continue to be reimbursed by ACVA and the Virginia State Court System, respectively, but the costs will be considered part of the Special Revenue Fund budget.			

Summary of Budget Changes, continued

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Energy Manager (1.0 FTE)	*Energy Management*	$47,000
This supplemental request will fund an Energy Manager position ($95,000) to analyze utility costs and consumption in City facilities. The incumbent would recommend operational, policy, or technical modifications to reduce electric, natural gas, and water commodity usage. The position will also create efficiencies which will provide savings to the City by developing energy management system standards that unify current City systems. Estimated savings will be $48,000, or 1%, of total FY 2006 actual utilities expenditures of $4.8 million. This results in net costs to the City of $47,000.		

Edward Mandley, Director of General Services
www.alexandriava.gov/general_services/general_srvcs_home.html

Phone #: 703.838.4770
Email: Edward.Mandley@alexandriava.gov

Office of Human Rights

Mission Statement: The mission of the Office of Human Rights is to enable everyone to share equally in Alexandria's quality of life, provide services to make the City more welcoming to all people, and strive to make City government more reflective of our community.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$463,874	$612,770	$676,800
Less Revenues	$25,429	$32,750	$42,850
Net Gen. Fund Expenditures	$438,445	$580,020	$633,950
FTE's	6.0	6.0	6.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $53,930 (9.3%).
- FY 2008 personnel costs increased by $59,464 or 12.4%; the increase was due to step increases, increased health care costs, an increase in the number of employees utilizing health insurance, a transfer from the Non-Departmental account for summer interns, and a technical re-estimate of retirement costs as compared to the FY 2007 amended budget, and a 1.5% COLA funded through the Council add/delete process.
- Total non-personnel costs increased 3.4% due to an increase in rent and grant-funded education and training.

Program and Activity Chart

Office of Human Rights

Enforcement
Disability Rights
Complaint Resolution, Intervention and Consultation

Community Inclusiveness and Awareness
Outreach, Training and Referrals
Assessment and Collaboration

Departmental Contents

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  - Enforcement 44
  - Community Inclusiveness and Awareness 45
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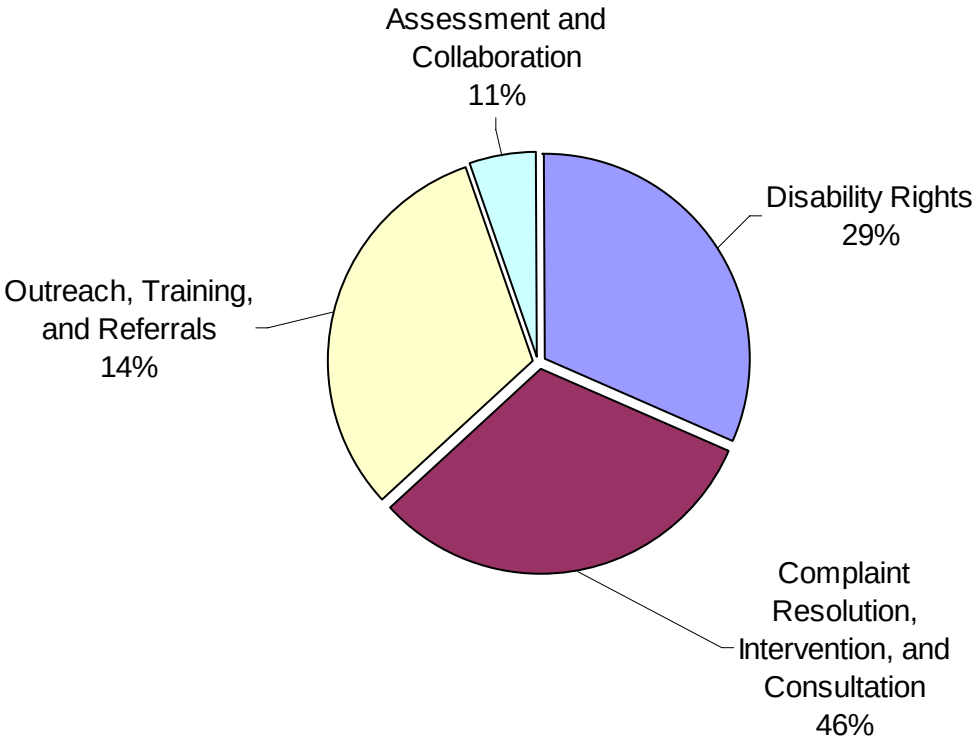
Office of Human Rights

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of cases worked	152	171	180
cost per case worked	$1,681	$1,974	$2,049
% of cases closed within 180 days	90%	90%	90%

FY 2008 Approved Expenditures by Activity



Office of Human Rights

Expenditure and Revenue Summary

Expenditures By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$371,303	$477,805	$537,269	12.4%
Non-Personnel	92,571	134,965	139,531	3.4%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$463,874	$612,770	$676,800	10.4%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	25,429	32,750	42,850	30.8%
Total Designated Funding Sources	$25,429	$32,750	$42,850	30.8%
Net General Fund Expenditures	$438,445	$580,020	$633,950	9.3%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Enforcement	325,101	429,452	507,124	18.1%
Community Inclusiveness and Awareness	138,774	183,318	169,676	-7.4%
Total Expenditures	$463,875	$612,770	$676,800	10.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Enforcement	4.2	4.2	4.2	0.0%
Community Inclusiveness and Awareness	1.8	1.8	1.8	0.0%
Total full time employees	6.0	6.0	6.0	0.0%

Enforcement

The goal of Enforcement is to eliminate discrimination for those who work in, live in or visit Alexandria by ensuring compliance with Federal, State and Local anti-discrimination laws, and striving to maintain a diverse, inclusive and vibrant community.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$325,101	$429,452	$507,124
Less Revenues	$22,839	$24,562	$32,137
Net General Fund Expenditures	$302,262	$404,890	$474,987
Program Outcomes			
% of complaints resolved within 180 days	84%	90%	90%

Activity Data

DISABILITY RIGHTS – The goal of Disability Rights is to advocate for the rights of persons with disabilities, educate the public on laws protecting persons with disabilities, and act as liaison to the community and government resources.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$69,622	$91,969	$196,541
FTE's	0.9	0.9	0.9
# of contacts	1,715	2,080	2,270
cost per contact	$41	$44	$87
% of contacts responded to same day or by close of business next day	95%	95%	100%

COMPLAINT RESOLUTION, INTERVENTION AND CONSULTATION – The goal of Complaint Resolution, Intervention and Consultation is to facilitate resolution of disputes, stop discrimination, if it has occurred, and counsel public and private entities to ensure compliance with the law.			
Expenditures	$255,479	$337,483	$310,583
FTE's	3.3	3.3	3.3
# of cases worked	152	171	180
cost per case worked	$1,681	$1,974	$1,725
% of cases closed within 180 days	90%	90%	90%

Community Inclusiveness and Awareness

The goal of Community Inclusiveness and Awareness is to educate the public and private sectors on inclusive best practices and to promote understanding, tolerance and celebration of our City's diversity, including the most vulnerable.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$138,774	$183,318	$169,676
Less Revenues	$2,590	$8,188	$10,713
Net General Fund Expenditures	$136,184	$175,131	$158,964
Program Outcomes			
% survey respondents reporting knowledge of city's diversity and inclusiveness efforts	TBD	TBD	TBD

Activity Data

OUTREACH, TRAINING, and REFERRALS – The goal of Outreach, Training and Referrals is to promote understanding of rights and responsibilities, and ensure that everyone shares equally in Alexandria's quality of life.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$76,978	$101,686	$91,700
FTE's	1.0	1.0	1.0
# of major outreach and training events	16	24	24
# of contacts	2,600	2,600	2,750
cost per contact	$30	$39	$33
% of contacts responded to by close of business next day	90%	90%	95%

ASSESSMENT AND COLLABORATION – The goal of Assessment and Collaboration is to assess social conditions that might give rise to discrimination, make the City more welcoming to all people, promote best practices, and collaborate with other agencies.			
Expenditures	$61,796	$81,631	$77,976
FTE's	0.8	0.8	0.8
# of collaborative events	39	45	50
cost per event	$1,585	$1,814	$1,560
% increase in new collaborations	N/A	12%	10%

Office of Human Rights

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Partial Third Investigator Position	*Enforcement*	**$8,975**
The third investigator position is partially funded from the General Fund and from EEOC grant funds. The remainder, 8,975, is necessary to keep the investigator position full-time.		
Rent Increase	*Enforcement*	**$5,374**
The Office on Human Rights' annual rent amount is expected to increase by $5,374 in FY 2008.		
TOTAL		**$14,349**

Jean Kelleher Niebauer, Director

www.alexandriava.gov/human/alexhumrghtshome.html

Phone #: 703.838.6390

Email: jean.niebauer@alexandriava.gov

Information Technology Services

Mission Statement: The mission of the Information Technology Services Department is to effectively manage the City's information and technology assets to guarantee a reliable computer infrastructure, deliver timely and effective responses to customer requirements, and to provide information services to City departments and the public that are credible, accurate and accessible.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$8,329,283	$8,754,768	$8,931,636
Less Revenues	$668,136	$765,000	$765,000
Net Gen. Fund Expenditures	$7,661,147	$7,989,768	$8,166,636
Authorized Positions (FTE's)	59.5	58.5	57.5

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $176,868 (2.2%).
- FY 2008 personnel costs increased by .6%; the increase was due to the inclusion of a 1.5% COLA and employee step increases coupled with the reduction of a Programmer Analyst position (1.0 FTE) in FY 2008.
- Total non-personnel costs increased $141,080 (6.5%) due in part to the addition of a Lotus Notes & Internet Connectivity Hot Site service ($118,495) and $40,000 transferred from General Services to replace an eliminated Graphic Artist position. These funds will be used by the Electronic Publishing Office to procure contract services for graphic art as needed. This position reduction and transfer yields a net decrease in City costs. Overall increases in the ITS non-personnel budget are partially offset by $91,674 in expenditure reductions.
- Capital Outlay stayed the same in FY 2008 ($765,000); the share of the Computer Replacement Program coming from the General Fund was reduced from $615,000 to $515,000.

Program and Activity Chart

ITS

Leadership & Management Support Services
- Leadership & General Mgmt.
- Planning, Project Mgmt, Contract Mgmt, Quality Assurance
- Financial Management

Customer Service
- Help Desk
- Equipment Replacement
- Training

Network Operations
- Schedule Production Processing
- Network Support
- Data Backup and Restore

Institutional Network
- Support & Maintenance
- Expansion and Upgrade

Telecom Management
- Cell Phones
- Telecom Support

Applications Programming
- Application Maintenance, Enhancements, & New Software Implementation

Enterprise Messaging
- Email Services
- Email Administration
- Network Engineering

Data Management
- Database & Data Infrastructure
- Emerging Technologies

E-Government
- Public Services
- Internal Services
- Electronic Publishing
- Electronic Payments
- Wireless
- Communications & Marketing

Citywide IT Security
- Security Operations

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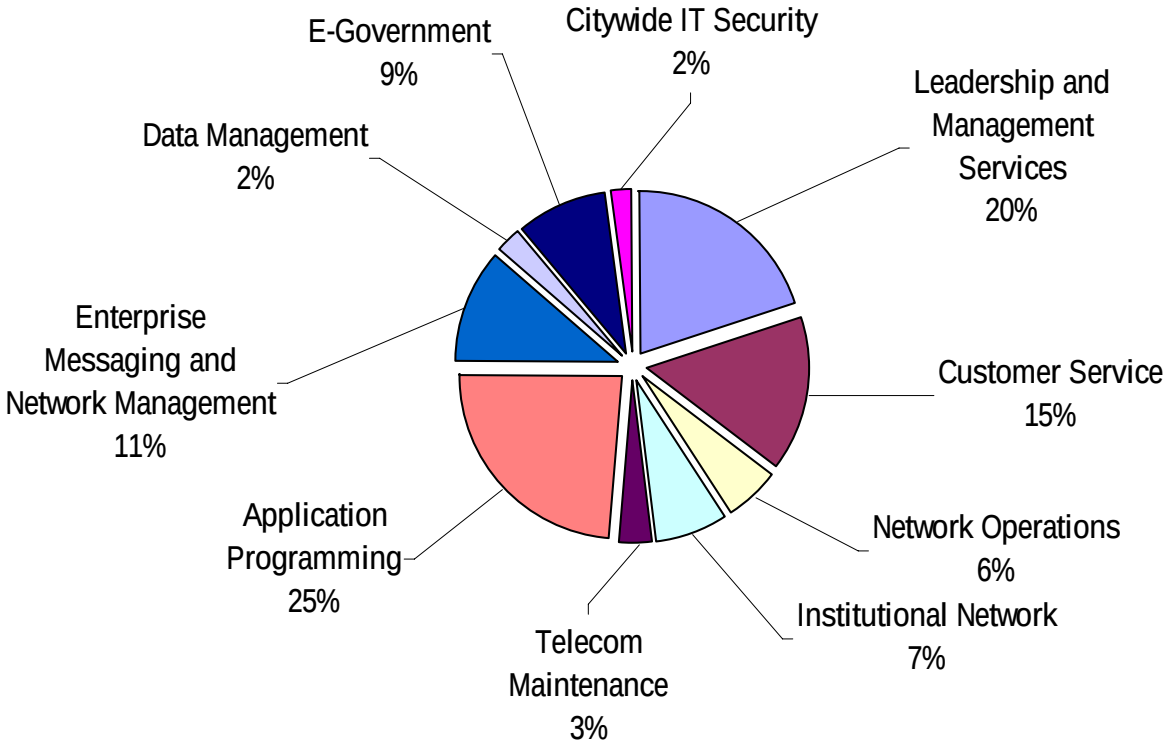
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Cost per department supported by ITS	$32,729	$34,401	$35,096
% of Help Desk work requests resolved within 24 hours of receipt	43.7%	45.0%	45.0%
% of customers rating network availability as good to excellent	93.3%	92.0%	93.0%
% of City sites connected to the Institutional Network	95.0%	95.0%	95.0%
Cost per City email account managed	$239	$251	$256
Cost per cell phone supported	$13.40	$13.00	$12.31
% of customers rating the City's web site as useful, attractive, & easy to navigate	N/A	75.6%	75.0%

FY 2008 Approved Expenditures by Program



Information Technology Services

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$4,644,205	$5,823,112	$5,858,900	0.6%
Non-Personnel	3,638,515	2,166,656	2,307,736	6.5%
Capital Goods Outlay	46,563	765,000	765,000	0.0%
Total Expenditures	$8,329,283	$8,754,768	$8,931,636	2.0%
Less Revenues				
Internal Services	$668,136	$615,000	$515,000	-16.3%
Internal Services - Fund Balance	0	150,000	250,000	66.7%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$668,136	$765,000	$765,000	0.0%
Net General Fund Expenditures	$7,661,147	$7,989,768	$8,166,636	2.2%

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Services	$1,675,484	$1,761,073	$1,796,651	2.0%
Customer Service	1,255,180	1,319,298	1,345,951	2.0%
Network Operations	467,539	491,422	501,350	2.0%
Institutional Network	612,028	643,292	656,288	2.0%
Telecom Management	250,922	263,741	269,069	2.0%
Application Programming	1,983,637	2,084,966	2,127,089	2.0%
Enterprise Messaging and Network Management	953,431	1,002,134	1,022,380	2.0%
Data Management	197,199	207,273	211,460	2.0%
E-Government	775,370	814,980	831,443	2.0%
Citywide IT Security	158,493	166,589	169,955	2.0%
Total Expenditures	$8,329,283	$8,754,768	$8,931,636	2.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Services	10.9	10.9	10.9	0.0%
Customer Service	6.2	6.2	6.2	0.0%
Network Operations	5.8	5.8	5.8	0.0%
Institutional Network	2.9	2.9	2.9	0.0%
Telecom Management	2.3	2.3	3.3	43.5%
Application Programming	14.6	14.6	13.6	-6.8%
Enterprise Messaging and Network Management	6.6	5.6	5.6	0.0%
Data Management	1.5	1.5	1.5	0.0%
E-Government	7.5	7.5	6.5	-13.3%
Citywide IT Security	1.2	1.2	1.2	0.0%
Total full time employees	59.5	58.5	57.5	-1.7%

* 1.0 FTE Programmer Analyst position was cut from ITS in FY 2008. This position was taken from the Application Programming program. Another 1.0 FTE position was reallocated from E-Government to Telecom Management to reflect changes in workload.

Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide coordination, communication, staff direction and stewardship for internal and external stakeholders.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,675,484	$1,761,073	$1,796,651
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,675,484	$1,761,073	$1,796,651
Program Outcomes			
% of customers who rate IT services as good to excellent	93.6%	93.1%	93.1%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and general support services to facilitate the operations of the Information Technology Services Department.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,210,967	$1,272,827	$1,298,541
FTE's	5.7	5.7	5.7
# of departments supported	37	37	37
# of departmental FTE's managed	59.5	58.5	57.5
$ amount of departmental expenditures	$8,329,283	$8,754,768	$8,931,636
Cost per department supported	$32,729	$34,401	$35,096
Leadership & Management Support Services expenditures as a % of total department	14.54%	14.54%	14.54%
% of departmental effectiveness targets met	N/A	TBD	TBD
% of department activity goals accomplished within budget	84%	92%	92%

PLANNING, PROJECT MANAGEMENT, CONTRACT MANAGEMENT, & QUALITY ASSURANCE – The goal of Planning, Project Management, Contract Management and Quality Assurance is to provide a variety of planning and management services to internal (departmental) and external (other departments) customers on an as needed basis to facilitate IT project planning, quality execution, and timely completion.			
Expenditures	$322,158	$338,615	$345,456
FTE's	3.3	3.3	3.3
# of projects provided assistance	16	25	30
# of staff hours of support provided	N/A	TBD	TBD
Cost per staff hour of support	N/A	TBD	TBD
% of customers who rate ITS problem solving as good to excellent	92.8%	81.3%	88.0%

FINANCIAL MANAGEMENT – The goal of Financial Management is to provide financial support services to the Department in order to efficiently and effectively monitor fiscal resources and facilitate operations .			
Expenditures	$142,359	$149,631	$152,654
FTE's	1.9	1.9	1.9
# of IT purchases processed	N/A	TBD	TBD
Cost per IT purchase processed	N/A	TBD	TBD
% customers rating hardware/software procurement services as good to excellent	N/A	TBD	TBD

Customer Service

The goal of Customer Service is to provide courteous, responsive, and effective technical support to all City computer and telecommunications users to better assist the City of Alexandria in its use of computer and telecommunications technology.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,255,180	$1,319,298	$1,345,951
Less Revenues	$668,136	$765,000	$765,000
Net General Fund Expenditures	$587,044	$554,298	$580,951
Program Outcomes			
% of customers who rate Customer Service responsiveness as good to excellent	96.9%	94.3%	95.0%

Activity Data

HELP DESK – The goal of the Help Desk is to provide first and second level customer support for City computer and telecommunications users.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$420,727	$442,219	$451,153
FTE's	5.1	5.1	5.1
# of work requests generated	9,569	9,600	9,600
# of work requests responded to per FTE	1,876	1,882	1,901
% of work requests resolved within 24 hours	43.7%	45.0%	45.0%

EQUIPMENT REPLACEMENT – The goal of Equipment Replacement is to ensure that City departments and agencies have reliable and efficient computer workstations.			
Expenditures	$739,702	$777,488	$793,195
FTE's	0.3	0.3	0.3
# of workstations replaced and inventoried	478	410	525
# of workstations replaced and inventoried per FTE	1,593	1,367	1,750
% of workstations currently under manufacturer warranty	N/A	TBD	TBD

TRAINING – The goal of Training is to provide computer and application training for City users so that they are better-equipped to use City supported software and applications.			
Expenditures	$94,751	$99,591	$101,603
FTE's	0.8	0.8	0.8
# of seats trained	738	589	750
Cost per seat trained	$128	$169	$135
% of students who rated computer training as good or excellent	95.1%	96.3%	96.0%

Network Operations

The goal of Network Operations is to process schedule production, special request, data tape backups and monitor servers for all City departments by processing the City's payroll, transferring direct deposits to banks, printing real estate bills, personal property billing, daily check processing, and month end accounting in order to provide city data.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$467,539	$491,422	$501,350
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$467,539	$491,422	$501,350
Program Outcomes			
% of customers rating network availability as good to excellent	93.3%	92.0%	93.0%

Activity Data

SCHEDULE PRODUCTION PROCESSING – The goal of Schedule Production Processing is to schedule all production updates, reports and backups to ensure that the City has the most current updates and back-ups of databases.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$192,973	$202,830	$206,928
FTE's	2.8	2.8	2.8
# of production events scheduled	45,000	50,000	50,000
Cost per production event scheduled	$4.29	$4.06	$4.14

NETWORK SUPPORT – The goal of Network Support is to produce production requests and print reports in order to provide access to City data.			
Expenditures	$219,891	$231,124	$235,793
FTE's	2.2	2.2	2.2
# of production reports produced	N/A	TBD	TBD
Cost per production report produced	N/A	TBD	TBD
% of reports produced timely and accurately	100.0%	100.0%	100.0%
% of customers rating report production as good to excellent	95.5%	91.5%	93.0%

DATA BACKUP AND RESTORE – The goal of Data Backup and Restore is to backup all file servers and restore deleted mail files, deleted and/or retrieved lost file server data for all city departments.			
Expenditures	$54,675	$57,468	$58,629
FTE's	0.8	0.8	0.8
# of backups completed	1,080	1,200	1,200
Cost per backup completed	$50.63	$47.89	$48.86
% of customers rating restoration of data as good to excellent	90.6%	91.6%	91.0%

Institutional Network

The goal of I-Net is to provide reliable network services and connection via LAN/WAN between 99 city buildings 24x7 so that City offices can communicate and access databases and the Internet.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$612,028	$643,292	$656,288
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$612,028	$643,292	$656,288
Program Outcomes			
% WAN/LAN availability	N/A	TBD	TBD

Activity Data

SUPPORT/MAINTENANCE – The goal of Support/Maintenance is to maintain I-Net equipment for all city departments to maintain LAN/WAN connectivity.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$449,162	$472,106	$481,644
FTE's	1.5	1.5	1.5
# of existing connections supported	99	104	110
Cost per existing connection supported	$4,537	$4,539	$4,379
% of customers rating network availability as good to excellent	93.3%	92.0%	93.0%

EXPANSION AND UPGRADE – The goal of Expansion and Upgrade is to expand the I Net connectivity to new sites and upgrade existing equipment for all city departments.			
Expenditures	$162,866	$171,186	$174,644
FTE's	1.4	1.4	1.4
# of new offices connected	4	6	8
Cost per new office connected	$40,717	$28,531	$21,831
% of City sites connected	95.0%	95.0%	95.0%

Telecommunications Management

The goal of Telecom Management is to provide telephones, cell phones and pagers and *Blackberry* devices to all city departments to facilitate communications.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$250,922	$263,741	$269,069
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$250,922	$263,741	$269,069
Program Outcomes			
% of City employees rating City telephone service as good to excellent	92.2%	91.0%	92.0%

Activity Data

CELL PHONES – The goal of Cell Phones is to provide cell phone support for all city departments in order to facilitate communications.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$16,075	$16,897	$17,238
FTE's	0.2	0.2	0.2
# of cell phones supported	1200	1300	1400
Cost per cell phone supported	$13.40	$13.00	$12.31
% of City employees satisfied with cell phone service	88.6%	86.8%	87.0%

TELECOM SUPPORT – The goal of Telecom Support is to provide phone support for all city departments to facilitate communications.			
Expenditures	$234,847	$246,844	$251,831
FTE's	2.1	2.1	3.1
# of desk phones supported	1,800	2,300	2,400
Cost per desk phone supported	$130	$107	$105
% of customers rating telephone problem resolution as good to excellent	90.2%	89.6%	90.0%

Applications Programming

The goal of Applications Programming is to provide production systems, application software troubleshooting and support, software maintenance and changes to all computer applications, and for the design, development, testing, implementation, and support of new computer systems.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,983,637	$2,084,966	$2,127,089
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,983,637	$2,084,966	$2,127,089
Program Outcomes			
% of customers rating Application Programming services as good to excellent	88.3%	91.3%	90.0%

Activity Data

APPLICATION MAINTENANCE, ENHANCEMENTS, & NEW SOFTWARE IMPLEMENTATION – The goal Application Maintenance, Enhancements, and New Software Implementation is to ensure that computer applications software functions correctly by applying enhancements and upgrades, correcting errors, and addressing regulatory changes for various City Departments to support service to the residents. The function also includes working on the installation of new software and interfacing those new applications with other existing City software applications.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,983,637	$2,084,966	$2,127,089
FTE's	14.6	14.6	13.6
# of major applications supported	4	4	4
Cost per major application supported	$495,909	$521,242	$531,772
% of customers rating applications solutions as good to excellent	84.6%	93.7%	92.0%

Enterprise Messaging

The goal of Enterprise Messaging is to provide messaging and networked computer services to City staff in order to support automated business processes.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$953,431	$1,002,134	$1,022,380
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$953,431	$1,002,134	$1,022,380
Program Outcomes			
% of customers rating email accessibility as good to excellent	89.1%	89.0%	89.0%

Activity Data

EMAIL SERVICES – The goal of Email Services is to provide users with enterprise messaging for City staff assigned an e-mail account.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$669,119	$703,300	$717,508
FTE's	3.1	2.6	2.6
# of Help Desk tickets responded to	N/A	TBD	TBD
# of email accounts managed	2,800	2,800	2,800
Cost per email account managed	$239	$251	$256
% of Help Desk tickets resolved within 3 business days	N/A	TBD	TBD

EMAIL ADMINISTRATION – The goal of Email Administration is to provide a solid server infrastructure in order for messaging services to be available to City employees.			
Expenditures	$63,224	$66,453	$67,796
FTE's	1.1	0.6	0.6
# of Gb's of email data administered	N/A	TBD	TBD
Cost per Gb of email data administered	N/A	TBD	TBD
% of customers rating email accessibiliity as good to excellent	89.1%	89.0%	89.0%

NETWORK ENGINEERING – The goal of Network Engineering is to provide citywide file and print services to store business data and house business applications for City staff.			
Expenditures	$221,088	$232,381	$237,076
FTE's	2.4	2.4	2.4
# of servers managed	120	130	145
Cost per server managed	$1,842	$1,788	$1,635
% of customers rating server management as good to excellent	N/A	84.2%	84.2%

Data Management

The goal of Data Management is to maintain application software and develop new software and data infrastructures for City departments and employees.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$197,199	$207,273	$211,460
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$197,199	$207,273	$211,460
Program Outcomes			
% of customers who rate Data Management services as good to excellent	97.3%	89.2%	92.0%

Activity Data

DATABASE AND DATA INFRASTRUCTURE PROGRAM – The goal of Database and Data Infrastructure is to provide a stable and available environment for the software teams and various City departments.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$96,828	$101,774	$103,830
FTE's	0.7	0.7	0.7
# of databases managed	50	60	70
Cost per GB of data	$194	$170	$148
% of customers who rate Database data availability as good to excellent	96.1%	90.6%	92.0%

EMERGING TECHNOLOGIES – The goal of Emerging Technologies is to investigate, recommend, and implement new and emerging technologies for ITS and various City Departments to more efficiently provide for application maintenance, new software development, and data infrastructure activities.			
Expenditures	$100,371	$105,499	$107,630
FTE's	0.8	0.8	0.8
# of initiatives undertaken	1	1	1
Cost per initiative undertaken	$100,371	$105,499	$107,630
% of customers rating database team's solution development as good to excellent	96.9%	81.8%	90.0%

E-Government

The goal of E-Government is to apply technology to help residents, businesses, visitors, and employees interact with government more efficiently, effectively and equitably.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$775,370	$814,980	$831,443
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$775,370	$814,980	$831,443
Program Outcomes			
% of customers who rate web site as useful, attractive, and easy to navigate	N/A	TBD	TBD

E-Government, continued

Activity Data

PUBLIC SERVICES – The goal of Public Services is to design and maintain cutting-edge web sites and services for current and potential residents, businesses, and visitors, in order to provide them with timely and useful information about City services and promote civic engagement.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$498,406	$523,867	$534,450
FTE's	3.9	3.9	3.5
# of unique visits to web site and products	N/A	TBD	TBD
Cost per visitor served	N/A	TBD	TBD
% employees rating web site's usefulness, attractiveness, and easy of navigation as good to excellent	N/A	75.6%	76%

INTERNAL SERVICES – The goal of Internal Services is to design and maintain a cutting-edge intranet web site and other miscellaneous intranet applications for City employees, in order to improve operational efficiency, provide employees with timely and useful information about City procedures and benefits, and promote employee engagement.			
Expenditures	$127,526	$134,040	$136,748
FTE's	1.8	1.8	1.4
# of unique visits to web site and products	N/A	TBD	TBD
Cost per visitor served	N/A	TBD	TBD
% employees rating intranet's usefulness, attractiveness, and easy of navigation as good to excellent	N/A	TBD	TBD

ELECTRONIC PUBLISHING – The goal of Electronic Publishing is to design and produce the City's resident newsletter, employee newsletter, signs, and miscellaneous brochures and publications; and to provide consulting services to City departments to assist with their publications in order to better inform and engage the City's audiences.			
Expenditures	$74,982	$78,812	$80,404
FTE's	0.9	0.9	0.9
# of publications and issues produced	59	80	92
Cost per publication and issue	$1,271	$985	$874
% of customers who rate publications as useful and attractive	100.0%	97.6%	98.0%

ELECTRONIC PAYMENTS – The goal of Electronic Payments is to design and implement electronic check, credit card, and other forms of payments to enable customers to make payments to and receive payments from the City.			
Expenditures	$37,414	$39,326	$40,120
FTE's	0.6	0.6	0.4
# of electronic payments processed	9,871	19,819	30,000
Cost per electronic payment processed	$3.79	$1.98	$1.34
% of transactions done electronically or remotely	N/A	TBD	TBD

E-Government, continued

Activity Data

WIRELESS – The goal of Wireless is to research and develop wireless services and applications for the public and for City purposes, in order to improve the efficiency and effectiveness of municipal services, stimulate economic development and tourism, and promote Alexandria's image as a high-tech community.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$23,836	$25,054	$25,560
FTE's	0.2	0.2	0.2
# of wireless users and devices served	N/A	TBD	TBD
Cost per wireless connection	N/A	TBD	TBD
Savings over traditional types of connections	N/A	TBD	TBD

COMMUNICATIONS AND MARKETING – The goal of Communications and Marketing is to represent the City through customer inquiries, media interviews, conferences, trade shows, and other outreach opportunities, in order to coordinate the City's messages, serve customers' needs, collaborate with other agencies, and promote Alexandria's image.			
Expenditures	$13,206	$13,881	$14,161
FTE's	0.1	0.1	0.1
# of customer inquiries	N/A	TBD	TBD
Cost per customer inquiry	N/A	TBD	TBD
% of customers who indicate that their inquiries were satisfactorily resolved	N/A	TBD	TBD

Citywide IT Security

The goal of Citywide IT Security is to engage in activities (including security planning, security management, contract management, quality assurance, and general consulting services) provided to internal (departmental) and external (other departments and agencies) users in order to develop, promote and grow a secure enterprise-wide IT environment.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$158,493	$166,589	$169,955
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$158,493	$166,589	$169,955
Program Outcomes			
% of hacks and viruses prevented	N/A	TBD	TBD

Activity Data

SECURITY OPERATIONS – The goal of Security Operations is to execute policies, plans and procedures for all City IT users to ensure the ongoing security of the City's IT environment.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$158,493	$166,589	$169,955
FTE's	1.2	1.2	1.2
# of procedures, policies, and plans maintained and implemented	2	1	1
Cost per initiative implemented	$79,247	$166,589	$169,955
% of hacks and viruses prevented	N/A	TBD	TBD

Information Technology Services

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustment	Program	FY 2008 Approved
Rent Increase	*All Programs*	**$6,021**

The Information Technology Services department has moved from City Hall to rented space at 421 King Street. This move consolidates the various divisions of ITS (with the exception of the E-Gov team) under one roof and allows for the construction of a modern data center for the housing of the City's critical data hardware and infrastructure. However, the annual rent for the new facility will be $447,803 in FY 2008, an increase of $6,021 (1.4%) over the prior year's estimate of $441,782.

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Lotus Notes & Internet Connectivity Hot Site	*Network Ops/Enterprise Messaging*	**$118,495**

In the instance that the Network Operations Center within City Hall is ever compromised, the communications abilities of City employees will be seriously diminished. The ability to communicate both within the City and with the outside world would be of primary concern to first responders. Also, all employees would lose Lotus Notes emailing capabilities. As a result, the budget funds creating a "hot site" at a state-of-the-art, secure facility in Herndon, VA. This site would provide two primary services for the City. First, the facility would contain Lotus Notes servers duplicating those in City Hall, thus allowing a seamless backup in the case of an emergency in City Hall. By having this redundant system, the City could instantly restore emailing service with no downtime. This service would cost $6,915/month or $82,980 annually, plus a one-time, upfront fee of $6,915. In addition, the vendor would provide the City redundant T1 Internet connectivity in the case that the City's access failed. Many City and Public Safety applications require Internet access and having this redundancy improves the reliability of the connection to these services. Redundant Internet connectivity would cost $2,200/month or $26,400 annually, plus a one-time, upfront fee of $2,200. The total adjustment needed for the first year would be $118,495, with $109,380 needed in each subsequent year. This supplemental request has been added to the Email Administration activity of the Enterprise Messaging program.

Expenditure Reductions

Expenditure Reduction	Program	FY 2008 Approved
Remote Access Lines	*I-Net*	**$10,000**

The City currently maintains dedicated lines for remote access, though many other options for remote connectivity have been implemented. It is possible for users to be switched to these other connectivity options. With this reduction, ITS will save $10,000 annually in subscriber fees. This reduction was taken in the Support and Maintenance activity within the I-Net program.

***Mainline* Disaster Recovery Services**	*I-Net*	**$3,600**

The City currently pays an annual fee to *Mainline* for delivery of hardware in the event of an disaster. By contract, *Mainline* is required to deliver a specific number of servers and related network hardware to a site of the City's choosing within 24 hours of request. As ITS continues to develop its disaster response capabilities, the value of this service greatly diminishes. This expenditure reduction is equal to $3,600 annually. This reduction will be taken in the Support and Maintenance activity within the I-Net program.

Summary of Budget Changes

Expenditure Reductions, continued

Expenditure Reduction	Program		FY 2008 Approved
PowerBuilder Consulting	*Applications Programming*		**$10,000**
In lieu of upgrading the Impound Lot software, ITS was asked to maintain the current system using outside contractors and was granted funds for this purpose. Instead, ITS can utilize in-house resources to maintain this application if necessary before the Impound Lot is contracted out. The funding for outside contractors to be eliminated is $10,000 per year. This reduction will be taken in the Applications Programming program.			
Arlington Mainframe Costs	*Data Mgmt./Network Operations*		**$51,074**
The City's current payroll and human resources system makes use of Arlington County's legacy mainframe for processing. A client/server version of this application is currently in development and scheduled for implementation in late FY 2007. $51,074 in funding remains in the ITS budget for six months worth of legacy payroll system access in case there are problems implementing the new system. This reduction will be split evenly between the Database and Data Infrastructure activity of the Data Management program and the Network Support activity within the Network Operations program.			
Training Instructors	*Customer Service*		**$5,000**
The City currently makes use of contract staff to provide training to City employees on many desktop productivity applications. Classes can be offered less frequently, saving the City $5,000 annually. This option could potentially lead to increased wait times for classes, although currently classes are rarely attended at capacity. This reduction will be taken in the Training activity within the Customer Service program.			
Emergency Software Support	*Network Operations*		**$7,000**
The ITS budget currently includes amounts for emergency calls to tech support, on-site visits, and rental of equipment if necessary. While the department has not had to resort to rental equipment, ITS has made use of tech support and on-site visits to assist with network problems. By reducing funding for this service by $7,000, the budget will more accurately reflect typical annual expenditures for the department. This reduction was taken in the Network Operations program.			
Customer Service Survey	*Leadership & Mgmt Support Services*		**$5,000**
ITS currently contracts with George Mason University to provide services to the department regarding the production, implementation, and analysis of a customer service survey. The department can continue to perform this survey on an annual basis while reducing funding by $5,000. However, the level of statistical analysis of the survey data provided by GMU will be significantly cut back. The City will have to rely on in-house resources for interpretation of the data. This reduction will be taken in the Planning, Project Management, Contract Management, & Quality Assurance activity within the Leadership & Management			
Programmer Analyst Position	*Applications Programming*	**(1.0 FTE)**	**$79,172**
A vacant 1.0 FTE Programmer Analyst position was eliminated from the Applications Programming program as a departmental expenditure reduction. The primary function of this position was to provide support to City Departments utilizing Microsoft Access databases and programs. By eliminating this position, City Departments will likely experience longer wait times for Access support. Funding for this position was taken from the Applications Programming program.			

Mike Herway, Director of ITS
www.alexandriava.gov/its
Phone #: 703.838.4755
Email: @alexandriava.gov

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Internal Audit

Mission Statement: The mission of the Office of Internal Audit is to provide an independent appraisal function to evaluate City programs and activities for compliance with City policies and procedures, to improve City operations, and to prevent fraud, waste, and abuse.

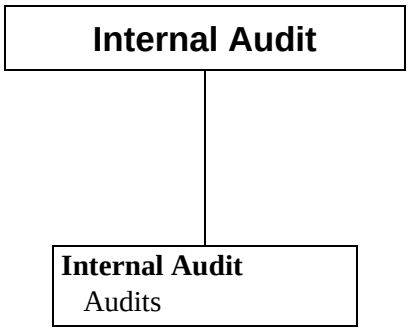
Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$160,180	$225,442	$232,632
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$160,180	$225,442	$232,632
FTE's	2.0	2.0	2.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $7,190 (3.2%).
- FY 2008 personnel costs increased by $6,303 or 3.2%; the increase was due to employee step increases, a 1.5% COLA, and increased health care costs.
- Total non-personnel costs increased by $887 or 3.2% due to slight increases in rent and telecommunications costs.

Program and Activity Chart



Departmental Contents

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Internal Audit

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
% recommendations resolved & action plans completed w/in established deadlines	79.2%	90.0%	90.0%
# of audits completed	15	14	18
Cost per audit	$10,679	$16,103	$12,924

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Proposed	% Change 2007-2008
Personnel	$135,062	$198,022	$204,325	3.2%
Non-Personnel	25,118	27,420	28,307	3.2%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$160,180	$225,442	$232,632	3.2%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$160,180	$225,442	$232,632	3.2%

Program Level Summary Information

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Internal Audit	$160,180	$225,442	$232,632	3.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Internal Audit	2.0	2.0	2.0	0.0%

Internal Audit

Internal Audit Program

The goal of Internal Audit is to evaluate internal controls to provide reasonable assurance to City staff and City Council that (a) funds are used, and activities are conducted, consistent with laws, regulations, and policies; (b) resources are safeguarded against waste, loss, fraud, abuse and misuse; (c) program activities are efficiently and effectively carried out, and (d) reports contain reliable data.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$160,180	$225,442	$232,632
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$160,180	$225,442	$232,632
Program Outcomes			
% of recommendations resolved and action plans completed within established deadlines	79.2%	90.0%	90.0%

Activity Data

AUDITS – The goal of Audits is to conduct reviews of the systems, processes and internal controls in city operations, report findings and make recommendations in order to improve city operations and ensure compliance with applicable regulations and procedures.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$160,180	$225,442	$232,632
FTE's	2.0	2.0	2.0
# of audits completed	15	14	18
Cost per audit	$10,679	$16,103	$12,924
% of recommendations resolved within established deadline	79.2%	90.0%	90.0%

Deborah Welch, City Auditor

www.alexandriava.gov/
Phone #: 703.838.4743
Email: deborah.welch@alexandriava.gov

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Office of Management and Budget

Mission Statement: The mission of the Office of Management and Budget is to administer the City's budget process and provide analyses and management services to the City Manager in order to achieve financially sustainable and excellent services valued by the community.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$938,365	$1,173,351	$1,193,832
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$938,365	$1,173,351	$1,193,832
FTE's	11	11	11

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $20,481 (1.7%).
- FY 2008 personnel costs increased by $59,552, or 5.6%. This increase is attributable to the cost of employee merit adjustments and a 1.5% COLA funded through the add/delete process.
- Total non-personnel costs decreased by $39,071, or 36.2%. This decrease is largely attributable to efficiency-based expenditure reductions ($38,800) described on page 5.

Program and Activity Chart

Office of Management & Budget

Budget and Management Services
- Budget Development & Presentation
- Budget Implementation & Monitoring
- Long Range Financial Analysis
- Management Improvements

Departmental Contents

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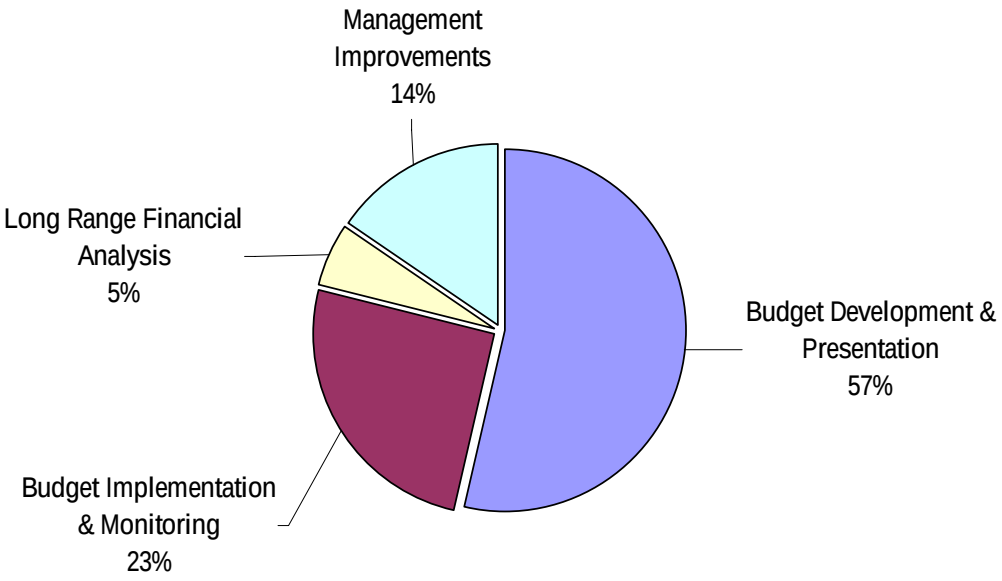
Office of Management and Budget

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
% GFOA budget document standards satisfied	84.9%	97.8%	100%
$ monitored (all funds in millions)	$585.1	$618.6	$629.9
% of departments that do not overspend	96.8%	100%	100%
% compliance with City adopted debt policies	100%	100%	100%

FY 2008 Approved Expenditures by Activity



Office of Management and Budget

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended*	FY 2008 Approved	% Change 2007-2008
Personnel	$905,276	$1,065,503	$1,125,055	5.6%
Non-Personnel	33,089	107,848	68,777	-36.2%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$938,365	$1,173,351	$1,193,832	1.7%
Funding Sources				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$938,365	$1,173,351	$1,193,832	1.7%

*The FY 2007Approved has been amended to include the transfer of budget document printing and distribution costs ($35,000) from Non-Departmental to the Office of Management and Budget.

Program Level Summary Information

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Budget & Management Services	$938,365	$1,173,351	$1,193,832	1.7%

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Budget & Management Services	11	11	11	0.0%

Budget and Management Services Program

The goal of the Budget and Management Services program is to provide the City Manager, City Council, and public with financial choices to balance the needs of the community for City services with the ability of the community to pay for them.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$938,365	$1,173,351	$1,193,832
Less Revenues	0	0	0
Net General Fund Expenditures	$938,365	$1,173,351	$1,193,832
Program Outcomes			
% of citizens who are satisfied with the overall value of services despite taxes and fees paid	84.9%	TBD	TBD

Activity Data

BUDGET DEVELOPMENT & PRESENTATION – The goal of Budget Development & Presentation is to prepare a proposed budget for the City Manager and Council that clearly explains how the proposed budget accomplishes effective and efficient operation of the City and presents the City's budget to Council and the community in a manner that supports informed Council budget deliberations and community participation.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$529,133	$661,639	$684,699
FTE's	5.9	5.9	5.9
# of activities for which budgets are developed	NA	NA	504
# of activities per FTE	NA	NA	45.8
% of GFOA budget document standards satisfied	84.9%	97.8%	100%

BUDGET IMPLEMENTATION & MONITORING – The goal of Budget Implementation & Monitoring is to regularly review revenues and expenditures throughout the fiscal year on behalf of the City Manager in order to ensure that established procedures are followed and expenditures do not exceed appropriations.			
Expenditures	$215,108	$268,976	$277,266
FTE's	3.0	3.0	3.0
$ monitored (all funds in millions)	$585.1	$618.6	$629.9
$ million monitored per FTE	$53.2	$56.2	$57.3
% of departments that do not overspend	96.8%	100%	100%

LONG RANGE FINANCIAL ANALYSIS – The goal of Long Range Financial Analysis is to gather and analyze information for City staff, City Council and the City Manager in order to ensure long range financial sustainability.			
Expenditures	$48,289	$60,382	$62,191
FTE's	0.6	0.6	0.6
# studies/analyses performed	TBD	TBD	TBD
Cost per study/analysis performed	TBD	TBD	TBD
% compliance with City adopted debt policies in last fiscal year	100%	100%	100%

Budget and Management Services Program, continued

MANAGEMENT IMPROVEMENTS – The goal of Management Improvements is to coordinate with various internal and external groups, develop new processes and plans to improve City management, and report on the progress of these and similar efforts to the City Manager.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$145,834	$182,354	$169,676
FTE's	1.5	1.5	1.5
# reports prepared	TBD	TBD	TBD
Fiscal impact of recommendations (savings and cost avoidance)	TBD	TBD	TBD

Summary of Budget Changes

Expenditure Reductions

Expenditure Reductions	Program	FY 2008 Approved
Various Non-Personnel Costs	*Budget & Management Services*	**$6,800**
Budget amounts for various non-personnel costs, including advertising, printing and binding, motor pool, photo copying, membership, education and training, long distance travel, conference and registration and regional travel, would be reduced to better reflect actual expenditures.		
Professional Services	*Budget & Management Services*	**$17,000**
Funds for possible consultant assistance for the Managing for Results Initiative would come from funds set aside in the Non-Departmental budget for benchmark and efficiency audits.		
Budget Document Production	*Budget & Management Services*	**$15,000**
These reductions will limit the number of budget documents printed for both Proposed and Approved Operating and Capital Improvement Plan (CIP) documents. In addition, 3 ring note books rather than bound documents with less expensive covers will be produced; also, more compact disks (CDs) will be printed for alternate uses. OMB will continue to promote internet availability of the budget document.		

Bruce Johnson, Director

www.alexandriava.gov/city/mgmt_budget
Phone #: 703.838.4780
Email: bruce.johnson@alexandriava.gov

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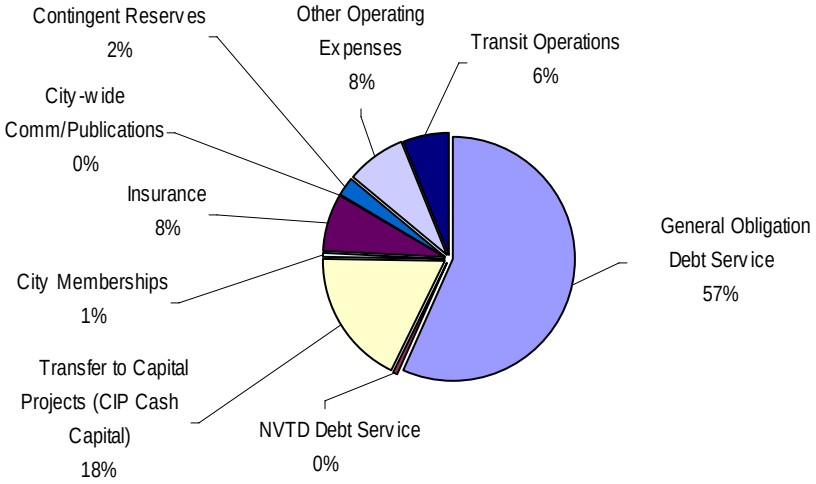
Non-Departmental

Purpose Statement: The purpose of the Non-Departmental Budget is to put into one central place all of those expenditures that support the departments that cannot otherwise be categorized. These expenditures include 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, City-wide communication and publication costs, and other miscellaneous operating costs and fringe benefits including projected increases in City-paid health retirement contributions, and projected changes in health insurance premiums paid by the City that were estimated too late to include in individual department budgets.

Non-Departmental Expenditures and Revenues

Expenditures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
CIP Related Expenses			
General Obligation Debt Service	$26,845,016	$30,985,646	$30,551,035
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Transfer to Capital Projects (CIP Cash Capital)	$23,476,596	$4,579,105	$9,765,564
City Memberships	$316,781	$282,718	$295,453
Insurance	$3,413,306	$4,522,707	$4,049,103
City-wide Communications/Publications	$122,430	$212,000	$162,000
Contingent Reserves	$0	$445,257	$1,212,000
Other Operating Expenses	$10,892,023	$5,496,455	$4,276,891
Transit Operations	$10,590,482	$2,946,500	$3,260,000
Total All Funds Non-Departmental Expenditures	**$75,912,704**	**$49,726,458**	**$53,828,116**
Revenues			
Special Revenue Fund	$3,084,145	$1,000,000	$1,000,000
DASH Revenues	$10,590,482	$2,946,500	$3,260,000
Total Revenues	**$13,674,627**	**$3,946,500**	**$4,260,000**
Total General Fund Expenditures	**$62,238,077**	**$45,779,958**	**$49,568,116**

FY 2008 Approved Non-Departmental Expenditures



Non-Departmental Expenditures

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
General Obligation Bond Debt Service	$26,845,016	$30,985,646	$30,551,035
Northern Virginia Transportation District (NVTD) Bond Debt Service	$256,070	$256,070	$256,070
Subtotal Debt Service	$27,101,086	$31,241,716	$30,807,105

Debt Service:

Total debt service costs will decline by $0.4 million, or 1.4 percent. This decline is attributable to the fact that no additional borrowing will occur until the second half of FY 2008 and therefore debt service costs for this new issuance will not occur until FY 2009. This will allow the spend-down of previously issued bond funds. In the meantime a small portion of existing debt will be paid down and debt service costs will decline accordingly.

In recognition of the City's excellent financial condition, the City's AAA/Aaa credit ratings were reaffirmed on the City's $71.0 million General Obligation bond issue of June, 2006. $56.0 million in non-taxable General Obligation bonds were issued at a true interest cost of 4.2 percent. $15.0 million in taxable bonds were also issued for affordable housing purposes at a true interest cost of 5 percent. Most recently, the City refinanced $23.2 million in General Obligation debt in May of 2007 at a true interest cost of 3.9 percent after the reaffirmation of the City's AAA/Aaa credit ratings. The City is one of 45 cities and towns across the nation (as of May 2006) with both an AAA and Aaa rating from Moody's and Standard & Poor's. The Approved FY 2008 General Fund budget includes $30.6 million for payment of the City's General Obligation debt. The detailed bond repayment schedule is included in Approved FY 2008 - FY 2013 Capital Improvement Program.

The components of FY 2008 debt service costs shown above include the following:

- $844,346 in debt service for $10,000,000 in debt issued in November of 2004 for open space purposes. This amount is subtracted from the 1.0 percent of real estate taxes dedicated to open space purposes and the remainder is transferred into the CIP as part of the annual cash capital payment.
- $1,560,375 in debt service for $15.0 million in taxable bonds issued in June of 2006. This amount is subtracted from the 1 cent of the real estate tax rate that is dedicated to affordable housing purposes and transferred into the Office of Housing budget.
- $1,301,560 in debt service for various General Obligation bonds issued prior to FY 2006 that represent the portion of those issues devoted to sanitary sewer capital projects. This amount is paid from a transfer into the General Fund from the Sanitary Sewer Enterprise Fund (established in FY 2006).
- 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 Expenditures, continued

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Transfer to Capital Projects (CIP Cash Capital)	$23,476,596	$4,579,105	$9,765,564

Transfer to Capital Projects (CIP Cash Capital):

Cash Capital expenditures will increase $5.2 million, or 113.3 percent. Total CIP expenditures increased $2.8 million above those planned for FY 2008 in last year's approved Capital Improvement Program and cash funding. This increase was enabled by a deferral of bond issuance with the resulting savings reallocated to the FY 2008 cash capital budget. Additionally, $900,000 was added via the Council add/delete process for to-be-determined transit capital improvements to be funded by a vehicle registration fee increase recently authorized by the General Assembly as part of the Northern Virginia Transportation funding package . An amount of $15,000 was deleted from the Cash Capital account as part of the Council add/delete process as a technical adjustment to reflect the net effect of required capital funding for the Flood of 2006 Restoration Project (a decrease of $177,000) and the Athletic Fields Project (an increase of $162,000).

The approved FY 2008 capital budget will be financed through a combination of General Obligation Bond proceeds, a General Fund appropriation (cash capital, including open space trust fund account transfers), the appropriation of fund balance monies from prior years designated for capital projects, sewer fee collections from the Sanitary Sewer enterprise fund, bond interest earnings, bond premiums received on prior bond issuances, reallocated prior year CIP project balances, and transportation funding for transit improvements in the City.

Funding Source	$ in millions	% of Total
Cash Capital (G.F. Revenue)	$7.00	10.6%
Cash Capital (Open Space)	$1.88	2.8%
Fund Balance from Prior Years	$2.68	4.1%
Bond Interest Earnings FY 2008	$1.75	2.6%
Bond Interest Earnings Prior Years	$0.97	1.5%
Bond Premium	$1.69	2.6%
Sanitary Sewer Enterprise Fund	$4.53	6.8%
Reallocated Prior Year CIP Balances	$3.86	5.8%
Transportation Funding (Vehicle Registration Fee Income)	$0.90	1.4%
Subtotal City Cash and Other Resources	**$25.26**	**38.2%**
General Obligation Bonds	**$40.89**	**61.8%**

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. The approved CIP contains an additional $83.5 million in funding sources that needs to be determined for FY 2009-FY 2010. An increase in pay-as-you-go financing of this magnitude is not feasible. However, borrowing significantly more than currently approved in the CIP for FY 2009 and FY 2010 may be constrained by the ability of the City's General Fund operating budget to finance large increases in debt service costs. As a result both the level of expenditures for fiscal years 2009 and 2010 as well as the financing and debt policy guidelines will need to be analyzed and reviewed prior to the preparation of next year's CIP. The complete funding plan for the Capital Improvement Program may be found in the Approved FY 2008 – FY 2013 Capital Improvement Program document.

Non-Departmental Expenditures, continued

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
City Memberships	$316,781	$282,718	$295,453

City Memberships:

The approved budget for City memberships is increasing $12,735, or 4.5 percent.

The approved budget of $295,453 for City memberships includes City memberships in the Metropolitan Washington Council of Governments, 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 USS Alexandria committees. Funding for membership in the Virginia Institute of Government was discontinued as an expenditure reduction ($10,000).

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Insurance	$3,413,306	$4,522,707	$4,049,103

Insurance:

The total approved insurance budget is decreasing $0.5 million, or 10.5 percent. This decrease is primarily attributable to declines in workers compensation, unemployment compensation, and liability property insurance, partially offset by increases in health and life insurance for retirees and general liability insurance.

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. Significant costs in this category are for such items as retired employees group health insurance ($1.9 million), general liability insurance ($532,000); workers compensation payments ($622,000), excess workers compensation insurance ($222,000) professional liability insurance ($234,500) and liability property insurance ($220,000). The retiree health insurance increase is caused by increased enrollment expected in FY 2008. No increase in the maximum $260 a month retiree health insurance subsidy is planned for FY 2008 in recognition of pending accounting requirement changes (GASB 45).

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
City-wide Communications/Publications	$122,430	$212,000	$162,000

City-wide Communications/Publications:

The approved budget for communications and publications is declining $50,000 or 23.6 percent due to the elimination of two FYI Alexandria reports (leaving four quarterly reports a year).

The approved City communications/publications account includes a total of $100,000 for the production costs (i.e. printing, overtime) and distribution costs of the FYI Alexandria community newsletter. This account also includes funding for the City Academy ($5,000) and $50,000 budgeted for a City resident survey to be conducted in FY 2008 to provide additional resident feedback and performance information to evaluate various City programs and activities. The survey was last conducted in the fall of 2006. The account also includes an amount of $7,000 for production costs for the “Know your City” publication and maps.

Non-Departmental Expenditures, continued

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Contingent Reserves	$0	$445,257	$1,212,000

Contingent Reserves:

FY 2008 Approved Contingent Reserves increased by $766,743, or 172.2 percent. This increase is attributable to an amount of $877,000 added via the Council add/delete process including:

- $800,000 to help eliminate the waiting list for child day care fee subsidies.
- $77,000 to fund the salary and benefits of a Social Worker I position in the Early Childhood Development Program (Department of Human Services) to assist with eliminating the child day care waiting list.
- The deletion of $40,000 from contingent reserves as part of the Council add/delete process.
- $90,000 is designated as a contingency for continuing a gang prevention coordinator position if grant funding does not continue to be available.

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 Approved FY 2008 budget contains a total of $1,212,000 for contingent reserves, an amount equal to 0.2 percent of the total approved General Fund Operating budget.

The Amended FY 2007 contingent reserves account includes a total of $445,257 to address Council approved general contingencies, which was less than 0.09 percent of the Amended FY 2007 General Fund budget.

- $80,000 is designated in 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;
- $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.
- $52,000 is designated in contingent reserves to fund anticipated increased costs for the Campagna Kids program.
- $90,000 is designated in contingent reserves for an Economic Development Staff Coordinator position.
- $148,673 is designated in contingent reserves to fund two Youth Services Program Specialist positions (e.g. Roving Leaders).
- $21,000 was provided from contingent reserves in September 2006 for continuation of a pilot program to close the 100 block of King St. on weekends.
- $3,500 was provided from contingent reserves for a Poet Laureate Program in May of 2006.

Non-Departmental Expenditures, continued

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Other Operating Expenses			
Public Safety Radio System	$311,410	$497,549	$431,549
Affordable Home Ownership Preservation (AHOP)	$615,613	$1,075,000	$1,200,000
Efficiency/Best Practices Studies	$308,240	$350,000	$350,000
Waste-To-Energy Plant Property Taxes	$599,805	$650,000	$650,000
Leave Accrual	$400,001	$170,000	$210,000
Pension Supplements	$1,061,762	$1,500,000	$850,000
Health Insurance Premium Adjustment	NA	NA	($600,000)
Allowance for Special Revenue Fund Grants	NA	$1,000,000	$1,000,000
Other Expenditures	$7,595,192	$253,906	$185,342
Total Other Operating Expenses	$10,892,023	$5,496,455	$4,276,891
Transit Operations	$10,590,482	$2,946,500	$3,260,000
The portion of DASH expenditures funded by fares and other revenues. The City's General Fund subsidy payment to DASH is budgeted in the Transit Subsidies section.			
Total All Funds Non-Departmental Expenditures	$75,912,704	$49,726,458	$53,828,116
Special Revenue Fund (provides budget authority for receipt of unanticipated new grants)	$3,084,145	$1,000,000	$1,000,000
DASH Revenues	$10,590,482	$2,946,500	$3,260,000
Total General Fund Non-Departmental Expenditures	$62,238,077	$45,779,958	$49,568,116

Other Operating Expenses:

Funding for these various operating expenses is declining $1.2 million, or 22.2 percent, primarily due to declines in pension supplements, health care premiums (compared to estimates used to construct individual department budgets), operating costs for the Public Safety Radio System, and the elimination of "Q" step funding as apart of the Council add/delete process.

Significant changes in this category are:

- A negative allowance of $600,000 is included in this category that reflects an expectation that the City's cost of providing health insurance to its active employees is estimated to decrease by that amount compared to estimates used to construct individual department budgets. Based on preliminary data, City health insurance premiums for the employee plans are expected to increase 10.0 percent on average in FY 2008. Individual department budgets were constructed initially based on a higher expected rate of growth in premiums. Those estimates also assumed a decrease in City healthcare costs due to an increase in premium health insurance cost-sharing by City staff from 3.3 percent to 6.6 percent of Health Maintenance Organization (HMO) plan premiums beginning July 1, 2007. New employees hired after July 1, 2006 share premium costs for HMO plans on a 90% City/10% employee basis.
- A decline of $66,000 in the operating costs for the public safety radio system.
- A decrease of $650,000 for pension supplements for the old public safety pension plan, which was closed to new members in 1979, due to fund assets, payment experiences and a change in actuarial assumptions.
- During the add/delete process, funding for a "Q" step for $530,000 was eliminated by City Council. Instead City Council added a 1.5 percent cost of living adjustment (COLA) for City employees for $3,300,000, or a net of $2,770,000. These COLA funds have been allocated to individual department budgets. In addition, $2,089,697 was funded in the School budget for the School Board approved 1.5 percent COLA for School employees.

Non-Departmental Expenditures, continued

Other Operating Expenses, continued:

- No change is approved in funding for efficiency/best practices studies of $350,000 per year. Approximately two departments are scheduled for study each year plus consultant support for the Managing for Results Initiative as necessary.
- 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 unchanged from $650,000. This amount 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.
- Gang Prevention Unit initiatives funding of $15,000.
- The City-wide summer intern program is eliminated saving $30,100 as an expenditure reduction.
- An increase in the number of grants expected to be awarded under the Affordable Home Ownership Preservation Program (AHOP) of $125,000 to at total of $1,200,000, including administrative costs. No changes are approved for the income or asset thresholds.

AHOP PROGRAM INCOME ELIGIBILITY REQUIREMENTS			
TAX RELIEF GRANT			
Annual Income	Household of One	Household of Two	Household of Three Or More
$0 - $40,000	$1,200	$1,200	$1,200
$40,001 - $55,000	$875	$875	$875
$55,001 - $72,000	$375	$375	$375
$72,001 - $87,000	NA	$200	$200
$87,001 - $100,000	NA	NA	$200

Transfers from Non-Department

As part of the City's activity-based budget re-organization, the following expenditures charged to Non-Departmental accounts in FY 2006 have been transferred to the departments in which they are managed for FY 2007 and FY 2008.

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Pension, Financial & Investment Consulting, and Banking Fees - Finance	353,610	509,500	509,500
Comprehensive Annual Financial Report (CAFR) - Finance	1,327	4,950	4,950
Planning Studies - Planning & Zoning	841,241	670,000	670,000
Americans with Disabilities Act (ADA) Compliance - Human Rights	99,912	70,000	70,000
Mirant Studies - Transportation & Environmental Services	72,888	50,000	50,000
Mirant Legal Costs - City Attorney	1,160,956	600,000	600,000
Woodrow Wilson Bridge Coordination - Transportation & Environmental Services	65,622	50,000	50,000
Transportation Studies - Transportation & Environmental Services	184,839	20,000	20,000
Festival of the Arts - Recreation, Parks & Cultural Activities	17,968	25,000	25,000
First Night Alexandria - Recreation, Parks & Cultural Activities	25,000	25,000	25,000
Teen Pregnancy Prevention - Office on Women	69,851	65,000	65,000
Operating Budget & CIP Documents - Office of Management & Budget	37,194	35,000	35,000
Sister Cities - Citizen Assistance	16,382	15,000	15,000
Total	2,946,790	2,139,450	2,139,450

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Office On Women

Mission Statement: The mission of the Office on Women is to empower women and their families by promoting equality, access to opportunities and services through advocacy and education.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,673,810	$1,850,042	$1,821,678
Less Revenues	$454,444	$372,383	$392,990
Net Gen. Fund Expenditures	$1,219,366	$1,477,659	$1,428,688
Authorized Positions (FTE's)	19.5	19.5	19.3

FY 2008 Budget Summary

- In FY 2008, the approved General Fund budget decreased by $48,971 or 3.3%.
- FY 2008 personnel costs decreased by $29,637, or 2.0% primarily due to the reduction of a Community Education Specialist position from full-time to part-time. This decrease is partially offset by employee step increases and a 1.5% COLA.
- Total non-personnel costs increased 0.4% due to slight increases in rent costs.

Program and Activity Chart

Office On Women

Leadership & Management
- Volunteer Services
- Leadership & General Mgmt.

Community Education & Awareness
- Communications & Community Education
- Walk to Fight Breast Cancer and Other Special Events

Youth Services
- Alexandria Campaign on Adolescent Pregnancy
- Youth Outreach & Education

Crisis Intervention & Advocacy
- Hotline Services
- Victim Accompaniment & Legal Advocacy
- Battered Women's Shelter
- Counseling, Support Groups & Individual Therapy

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  - •Youth Services . ……86
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- Adjustments to Maintain Current Service Levels ……88
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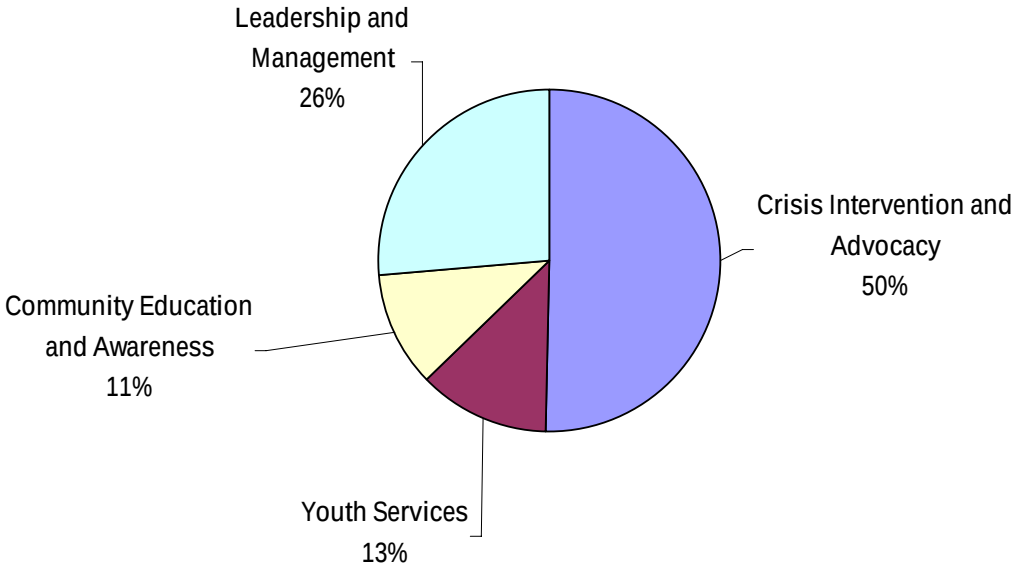
Office On Women

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of victims served	956	950	950
Cost per victim served	$275.79	$306.76	$187.45
# of clients served through supportive counseling	615	620	625
Cost per client served	$321.54	$352.52	$434.12
% decrease in teen pregnancy rate (most recent year)*	TBD	TBD	TBD

*This figure is based on 2005 State data and includes females ages 10-19.

FY 2008 Approved Expenditures by Program



Office On Women

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$1,335,896	$1,511,889	$1,482,252	-2.0%
Non-Personnel	337,914	338,153	339,426	0.4%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$1,673,810	$1,850,042	$1,821,678	-1.5%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	454,444	372,383	392,990	5.5%
Total Designated Funding Sources	$454,444	$372,383	$392,990	5.5%
Net General Fund Expenditures	$1,219,366	$1,477,659	$1,428,688	-3.3%

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Leadership and Management	$277,216	$306,403	$482,240	N/A
Community Education and Awareness	$236,608	$261,520	$193,655	N/A
Youth Services	$205,984	$227,672	$229,816	N/A
Crisis Intervention and Advocacy	$954,002	$1,054,447	$915,967	N/A
Total Expenditures	$1,673,810	$1,850,042	$1,821,678	-1.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Leadership and Management	3.2	3.2	2.3	N/A
Community Education and Awareness	2.8	2.8	2.2	N/A
Youth Services	2.4	2.4	1.9	N/A
Crisis Intervention and Advocacy	11.1	11.1	12.9	N/A
Total FTE's	19.5	19.5	19.3	-1.0%

*FY 2007 to FY 2008 percent change not valid due to the use of a more refined cost allocation methodology in FY 2008 that is not comparable to the methodology used for FY 2007.

Leadership & Management Support Services Program

The goal of Management and Support is to develop and adopt sound policies and procedures to guide the work of the Office on Women and to establish a safe and supportive environment for service recipients, volunteers, staff and commissioners.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$277,215	$306,403	$482,240
Less Revenues	$0	$0	$19,153
Net General Fund Expenditures	$277,215	$306,403	$463,087
Program Outcomes			
To be determined	N/A	N/A	TBD

Activity Data

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department and collaborate with other government and community institutions including the Commission for Women in order to achieve the Office's goals effectively and efficiently.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$182,462	$201,673	$456,990
FTE's	2.1	2.1	2.0
# of departmental FTEs managed (or supported)	19.5	19.5	19.3
$ amount of departmental budget managed (in millions)	$1.7	$1.9	$1.8
Leadership & Management Support Services cost as a % of total departmental expenditures	10.9%	10.9%	25.1%
% of departmental effectiveness targets met in all programs	N/A	N/A	TBD

VOLUNTEER SERVICES – The goal of Volunteer Services is to recruit, train, and manage a corps of volunteers who provide crisis intervention, advocacy, education, and outreach to Office on Women clients and the Alexandria community, allowing a greater number of residents to be served.			
Expenditures	$94,753	$104,729	$25,250
FTE's	1.1	1.1	0.3
# of active volunteers	130	138	145
Cost per active volunteer	$728.87	$758.91	$174.14
In-kind value of volunteer hours	$331,422	$331,422	$331,422

Community Education & Awareness Program

The goal of Community Education and Awareness is to provide information to residents to connect them to the services of the Office on Women, raise awareness about domestic violence, sexual assault, teen pregnancy, and breast cancer in the community, and raise money to support the services of the Office on Women.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$236,608	$261,520	$193,655
Less Revenues	$58,797	$19,170	$0
Net General Fund Expenditures	$177,811	$242,350	$193,655
Program Outcomes			
To be determined	N/A	N/A	TBD

Activity Data

WALK TO FIGHT BREAST CANCER & OTHER SPECIAL EVENTS – The goal of Walk to Fight Breast Cancer is to raise money to provide free mammograms and the goal of other special events is to highlight issues critical to the girls and women of Alexandria that effect the community as a whole.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$75,941	$83,936	$73,854
FTE's	0.9	0.9	0.8
$ raised through Walk to Fight Breast Cancer	$180,000	$164,000	$175,000
Cost per $ raised	$0.42	$0.51	$0.42
% increase in attendees registered	5%	5%	5%

COMMUNICATIONS & COMMUNITY EDUCATION – The goal of Communications is to raise visibility about the programs and services offered by the Office on Women, provide information to residents, allied professionals, and City staff so that they may access these services.			
Expenditures	$160,668	$177,584	$119,801
FTE's	1.9	1.9	1.4
# of presentations, workshops, and events conducted	98	100	100
Cost per resident	$1.15	$1.27	$0.85
% of participants rating workshop/presentation as good or excellent	N/A	80%	80%

Youth Services Program

The goal of Youth Services is to empower and educate Alexandria youth about sexual and domestic violence, healthy relationships, and avoiding risky behaviors that will protect their future.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$205,984	$227,672	$229,816
Less Revenues	$10,514	$10,525	$32,690
Net General Fund Expenditures	$195,470	$217,147	$197,126
Program Outcomes			
% of Youth activities achieving effectiveness objectives	N/A	TBD	80%

Activity Data

ALEXANDRIA CAMPAIGN ON ADOLESCENT PREGNANCY – The goal of ACAP is to coordinate efforts of public, private and community organizations through a community education and awareness campaign in order to reduce the rate of adolescent pregnancy by 19% (from 63 per 1000 girls aged 10-19 to 51 per 1000) by 2010.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$65,915	$72,855	$119,635
FTE's	0.8	0.8	0.8
Total contacts with community	N/A	TBD	15,000
Cost per contact	N/A	TBD	$7.98
% decrease in teen pregnancy rate (most recent year)*	TBD	TBD	TBD

YOUTH OUTREACH AND EDUCATION – The goal of Youth Outreach and Education is to provide presentations, workshops and mentoring to teach life skills that encourage healthy relationships and to educate youth about sexual and domestic abuse and teen pregnancy prevention.			
Expenditures	$140,069	$154,817	$110,181
FTE's	1.6	1.6	1.1
# of youth served	1,675	1,775	1,875
Cost per youth served	$83.62	$87.22	$58.76
% of Project STEPOUT Manhood participants who demonstrate increased knowledge about life skills in pre/post test surveys	80%	80%	80%
% of Expect Respect participants who demonstrate improved knowledge and attitudes about healthy relationships in pre/post test surveys	70%	75%	80%

*This figure is based on 2005 State data and includes females ages 10-19.

Crisis Intervention & Advocacy Program

The goal of Crisis Intervention, Counseling, and Advocacy is to advocate for and provide support to women, men, and children affected by sexual and domestic violence in order to reduce the effects of crisis in a person's life, restore balance and increase levels of functioning.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$954,002	$1,054,447	$915,967
Less Revenues	$385,133	$342,688	$341,147
Net General Fund Expenditures	$568,869	$711,759	$574,820
Program Outcomes			
% of crisis interventions and advocacy activities achieving effectiveness objectives	N/A	N/A	80%

Activity Data

HOTLINE SERVICES – The goal of Hotline Services is to provide support, information, and referrals to callers in crisis who are dealing with sexual or domestic violence in order to help them return to pre-crisis levels of functioning.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$288,378	$318,741	$275,402
FTE's	3.4	3.4	4.2
# of calls received	3,416	3,450	3,500
Cost per call received	$84.42	$92.39	$78.69
% of callers reporting the call was helpful	N/A	N/A	80%

VICTIM ACCOMPANIMENT & LEGAL ADVOCACY – The goal of Victim Accompaniment and Legal Advocacy is to provide 24-hour advocacy and assistance to victims of sexual and domestic violence for forensic examinations; related medical treatment and testing; police interviews and court proceedings to help them navigate the medical and legal systems.			
Expenditures	$263,660	$291,420	$178,075
FTE's	3.1	3.1	2.6
# of victims served	956	950	950
Cost per victim served	$275.79	$306.76	$187.45
% of allied professionals who rate sexual assault and domestic violence accompaniment as helpful	N/A	95%	95%

BATTERED WOMEN'S SHELTER – The goal of the Battered Women's Shelter is to provide emergency housing and crisis intervention services to women and children in imminent danger of violence so that they can live in a safe and supportive environment.			
Expenditures	$204,220	$225,722	$191,167
FTE's	2.4	2.4	2.1
# of bed days of care provided	3,544	3,550	3,575
Cost per bed day	$57.62	$63.58	$53.47
% of residents rating the quality of counseling received "good" or better	N/A	95%	95%

Crisis Intervention & Advocacy Program, continued

COUNSELING, SUPPORT, GROUPS, & INDIVIDUAL THERAPY – The goal of Counseling, Support Groups, and Individual Therapy is to empower victims or witnesses of sexual and domestic violence of all ages through education, support, and counseling.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$197,745	$218,565	$271,323
FTE's	2.3	2.3	4.0
# of clients served through supportive counseling	615	620	625
# of hours of client contact	5540	5550	5600
Cost per client served	$321.54	$352.52	$434.12
% of clients who found support groups helpful and said the group improved their ability to deal with their issues related to abuse	N/A	95%	95%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Adjustment for Rent Increase	*All Programs*	**$5,008**
The estimated rent amount of $134,173 reflects an increase of $5,008 over the amount budgeted in FY 2007. The amount budgeted for FY 2008 is based on projections provided by General Services, which represents a 3 percent increase in the Office on Women's base rent and increases in additional rent expenses.		

Summary of Budget Changes, continued

Expenditure Reductions

Expenditure Reductions	Program	FY 2008 Approved
CES Position Reduction to Part-time	*Community Education and Awareness*	**($45,839)**
Currently, the Community Education Specialist for the Office on Women (CES/OOW) is a full-time position, responsible for coordinating trainings; community education and outreach; media contact; and coordination of special events, specifically the Walk to Fight Breast Cancer. The Walk takes up a significant amount of this position's time for at least 6 months of the year. The Office on Women will contract out services associated with coordination of the Walk to Fight Breast Cancer. The consultant fees would be paid directly out of proceeds raised by the Walk. OOW plans to reasign some of this position's other responsibilities to the position that will be reclassified and increased from a part-time to a full-time position.		
Stepout/Manhood Salary Savings	*Youth*	**($5,206)**
The Office on Women will reclassify an Employment Specialist position and covert it from a part-time to a full-time position. The need for employment services for women has gradually changed over time and is now handled by JobLink. Currently, this position works with Project STEPOUT/MANHOOD, an after-school mentoring program for middle school aged youth. The need for mentoring services for our youth at an earlier age to prevent adolescent pregnancy and other risky behaviors has significantly increased, particularly due to the City's high rate of adolescent pregnancy. The employee currently in this position is retiring at the end of the fiscal year. As a result, savings would still be realized despite the increase in the position from part-time to full-time.		
Parking Space Reduction	*Crisis Intervention & Advocacy*	**($1,680)**
The Office on Women (OOW) currently leases 3 parking spaces, which are used by staff from the Domestic Violence and SARA Programs when accompanying clients downtown or are on-call and need to respond to victims quickly. OOW will reduce their number of leased parking spaces by one and instead use City vehicles.		

Lisa Baker, Director of Office on Women

www.alexandriava.gov/oow
Phone #: 703.838.5030
Email: Lisa.Baker@alexandriava.gov

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Personnel Services Department

Mission Statement: The mission of the Personnel Services Department is 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.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,906,541	$3,162,379	$3,377,739
Less Revenues	$3,379	$6,000	$6,000
Net Gen. Fund Expenditures	$2,903,162	$3,156,379	$3,371,739
Authorized Positions (FTE's)	24.6	24.6	24.6

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $215,360 (6.8%).
- FY 2008 personnel costs increased by $119,390 or 5.0%; the increase was due to employee step and health care costs and a 1.5% COLA funded through the Council add/delete process. In addition, the vacancy savings rate was reduced to reflect decreased vacancies.
- Total non-personnel costs increased $95,970 (12.3%) due to adjustments to maintain current services for employee service awards and temporary services (see p. 93). The increase is also a result of supplemental funding for the KRONOS payroll system upgrade and the Wellness Program (see p. 93). These increases were slightly offset by various small reductions.

Program and Activity Chart

Personnel Services Department

Leadership and Mgmt Support Services
- Leadership and General Mgmt
- KRONOS Administration

Employee Relations & Training
- Disciplinary & Grievance Process Administration
- Employee & Supervisory Development

Classification and Compensation
- Classification
- Compensation
- Fair Labor Standards Act Admin

Employee Recruitment & Selection
- Recruitment and Selection Support
- Temp Services Mgmt Support

Benefits and Records
- Current Employee Benefit Program Administration
- Retiree/Terminated Benefit Admin
- Employee Records & Payroll Admin
- Employee Wellness

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- Adjustments to Maintain Current Service Levels 100
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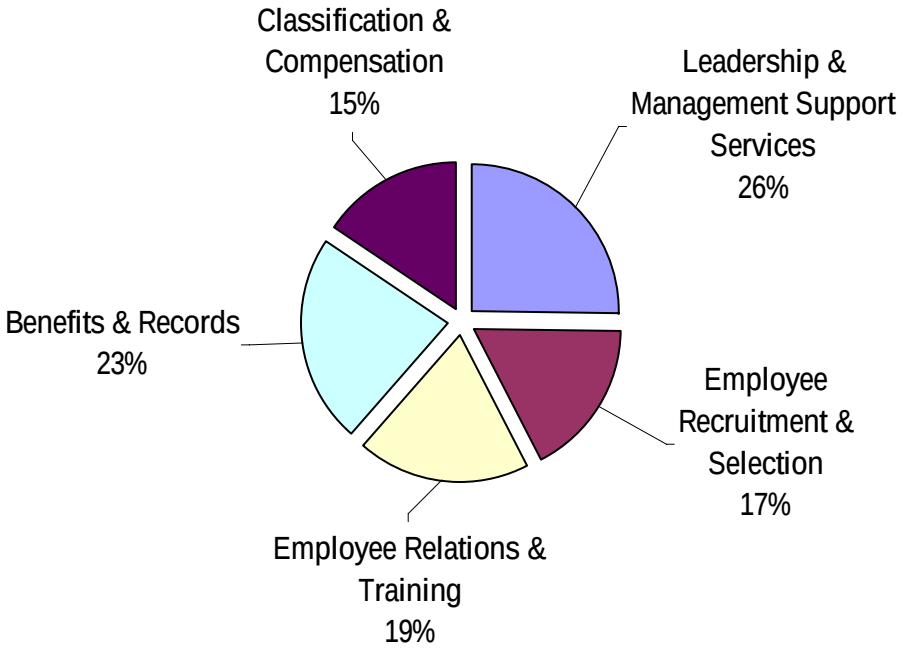
Personnel Services Department

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Cost per employee processed per pay period	$4.50	$3.52	$3.70
Cost per regular (benefited part-time and full-time) requisition received and processed	$1,159	$1,457	$1,253
# of employees attending training classes	1,016	1,100	1,175
# of wellness participants served	650	800	1,000
# of personnel actions processed	N/A	5,284	5,284
% of requests for single position job audits completed within 60 days	74%	100%	100%

FY 2008 Approved Expenditures by Program



Personnel Services Department

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$2,099,021	$2,383,773	$2,503,163	5.0%
Non-Personnel	774,590	778,606	874,576	12.3%
Capital Goods Outlay	32,930	0	0	0.0%
Total Expenditures	$2,906,541	$3,162,379	$3,377,739	6.8%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	3,379	6,000	6,000	0.0%
Total Designated Funding Sources	$3,379	$6,000	$6,000	0.0%
Net General Fund Expenditures	$2,903,162	$3,156,379	$3,371,739	6.8%

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services	$759,384	$826,227	$856,994	3.7%
Employee Recruitment & Selection	516,754	562,239	574,954	2.3%
Employee Relations & Training	552,525	601,159	640,291	6.5%
Benefits & Records	674,749	734,141	783,647	6.7%
Classification & Compensation	403,129	438,613	521,853	19.0%
Total Expenditures	$2,906,541	$3,162,379	$3,377,739	6.8%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services	6.1	6.1	5.2	-14.8%
Employee Recruitment & Selection	5.1	5.1	5.2	2.0%
Employee Relations & Training	3.1	3.1	3.1	0.0%
Benefits & Records	6.5	6.5	6.4	-1.5%
Classification & Compensation	3.8	3.8	4.7	22.4%
Total full time employees	24.6	24.6	24.6	0.0%

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$759,384	$826,227	$856,994
Less Revenues	0	0	6,000
Net General Fund Expenditures	$759,384	$826,227	$850,994
Program Outcomes			
% of departmental effectiveness targets met in all programs	N/A	TBD	TBD

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$471,493	$512,995	$496,729
FTE's	4.1	4.1	3.2
# of departmental FTEs managed	24.6	24.6	24.6
$ amount of departmental budget managed (in millions)	$2.90	$3.16	$3.37
Leadership & Management Support Services cost as a % of total departmental expenditures	16.2%	16.2%	14.7%

KRONOS ADMINISTRATION – The goal of automated KRONOS Administration is to administer the time and system application for all City departments/agencies to provide timely, efficient and cost effective payroll processing.			
Expenditures	$287,891	$313,232	$360,265
FTE's	2.0	2.0	2.0
# of employees processed per pay period	2,459	3,426	3,745
Cost per employee processed per pay period	$4.50	$3.52	$3.70
% of payroll liaisons satisfied with the KRONOS operations	N/A	80%	90%

Employee Recruitment and Selection Program

The goal of the Recruitment and Selection Program is to provide cost effective and timely services to all City departments and agencies in order to recruit, hire and promote a highly qualified and diverse workforce to meet the needs of the City.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$516,754	$562,239	$574,954
Less Revenues	0	0	0
Net General Fund Expenditures	$516,754	$562,239	$574,954
Program Outcomes			
% of new hires successfully completing probationary period	N/A	90%	90%

Activity Data

RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection Support is to assist departments in recruiting for vacancies in a cost effective and efficient manner in order to obtain diverse and well qualified applicant pools, and to assist in the screening and interviewing process of selecting the most qualified employee for the position.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$502,877	$547,141	$532,645
FTE's	5.0	5.0	4.8
# of total regular (benefited part-time and full-time) position requisitions received and processed *	434	375	425
# of total applications received	10,537	9,105	10,307
Average # of total applications reviewed per Personnel Analyst (3.0 FTE for FY 2006-2008)	3,512	3,035	3,436
# of regular (benefited part-time and full-time) positions filled*	415	254	287
Cost per regular (benefited part-time and full-time) requisition received and processed	$1,159	$1,457	$1,253
% of external applicants having positive experience (regardless of hiring decision made)	N/A	70%	70%

*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

TEMPORARY SERVICES MANAGEMENT SUPPORT - The goal of Temporary Services Management Support is to provide departments with qualified workers who meet temporary staffing needs.			
Expenditures	$13,877	$15,098	$42,309
FTE's	0.1	0.1	0.4
# of temporary placements City-wide	312	312	312
Cost per placement	$44.48	$48.39	$135.61
% of hiring officials satisfied or highly satisfied with the quality of temporary staff	N/A	TBD	80%

Employee Relations & Training Program

The goal of Employee Relations and Training (ERT) is to provide services in the area of discipline and grievance processing in a fair and timely manner, and to provide high quality and cutting edge educational opportunities and training to supervisors, managers and employees.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$552,525	$601,159	$640,291
Less Revenues	3,379	6,000	0
Net General Fund Expenditures	$549,146	$595,159	$640,291
Program Outcomes			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	3.47	3.66	3.69

Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide guidance to employees, managers, and supervisors on disciplinary issues, and to administer any proposed discipline in a fair, equitable and legal manner without undue delay.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$142,124	$154,633	$159,143
FTE's	1.4	1.4	1.3
# of disciplinary actions	129	120	120
# of grievances processed	16	15	15
Cost per disciplinary action	$551	$644	$663
Cost per grievance processed	$4,441	$5,154	$5,305
% of grievances resolved before passing from management control	100%	95%	95%

EMPLOYEE & SUPERVISORY DEVELOPMENT – The goal of Employee & Supervisory Development is to contract for, market, schedule, and evaluate city-wide classes for non-supervisory personnel in order to assist them in developing their potential in the areas of communication, customer service, and technical skills.			
Expenditures	$410,401	$446,526	$481,148
FTE's	1.7	1.7	1.8
# of employees receiving tuition assistance	113	110	110
% of employees using tuition assistance that complete the course and receive a passing grade.	N/A	TBD	TBD
# of employees attending classes	1,016	1,100	1,175
Cost per employee per class	$218.98	$230.46	$244.45
% of Employee Class evaluation scores 4.0 or above on a scale of 1-5 (5 is most satisfied)	95%	95%	95%

Benefits & Records Program

The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$674,749	$734,141	$783,647
Less Revenues	0	0	0
Net General Fund Expenditures	$674,749	$734,141	$783,647
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	3.71	3.75	3.80

Activity Data

CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$290,109	$315,645	$364,304
FTE's	2.3	2.3	2.5
# of employees served	N/A	TBD	TBD
Cost per employee served	N/A	TBD	TBD
Avg. survey score of employees satisfied with the timeliness of handling requests for info or assistance w/ benefits (1-5, where 5 is very satisfied)	N/A	3.80	3.85

RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.			
Expenditures	$144,650	$157,382	$155,769
FTE's	1.8	1.8	1.7
# of retiree reimbursement applications processed	444	444	444
# of employees receiving exit interviews	277	275	275
% of claims paid accurately	98%	98%	98%
% of payments collected timely	98%	98%	98%

Benefits & Records Program, continued

Activity Data

EMPLOYEE RECORDS & PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$142,983	$155,569	$154,946
FTE's	2.2	2.2	2.1
# of personnel actions processed	N/A	5,284	5,284
# personnel actions processed per FTE	N/A	2,402	2,516
% of actions processed accurately and on time	N/A	98%	98%

EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.			
Expenditures	$97,007	$105,546	$108,628
FTE's	0.2	0.2	0.1
# of wellness participants served	650	800	1,000
Cost per participant	$149.24	$131.93	$108.63
Avg. survey score of employees satisfied with the City's efforts to promote health and wellness (1-5, where 5 is very satisfied)	N/A	3.00	3.10

Classification & Compensation Program

The goal of the Classification and Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$403,129	$438,613	$521,853
Less Revenues	0	0	0
Net General Fund Expenditures	$403,129	$438,613	$521,853
Program Outcomes			
% of positions meeting City benchmark for market pay comparability	35%	25%	25%

Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$201,564	$219,306	$270,199
FTE's	1.9	1.9	2.4
# of appeals processed	34	35	35
Cost per appeal processed	N/A	TBD	TBD
# of total positions audits or classification specifications reviewed and completed	N/A	185	210
Cost per position audit or classification specification reviewed and completed	N/A	TBD	TBD
% of requests for single position job audits completed within 60 days	74%	100%	100%

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.			
Expenditures	$194,935	$212,094	$244,074
FTE's	1.8	1.8	2.2
# of external telephone surveys completed	N/A	155	TBD
Cost per external telephone survey completed	N/A	$342	TBD
# of comprehensive compensation studies completed	N/A	66	TBD
Cost per Benchmark compensation studies completed	N/A	$1,928	TBD
% of surveys completed within the established timeframes	100%	100%	100%

FAIR LABOR STANDARDS ACT ADMINISTRATION – The goal of FLSA Administration is to ensure all City positions are properly classified as exempt or non-exempt and comply with all provisions of the Act, City Administrative Regulations and State regulations with regard to overtime and related compensation regulations.			
Expenditures	$6,629	$7,213	$7,580
FTE's	0.1	0.1	0.1
# of requests processed	N/A	TBD	TBD
Cost per request processed	N/A	TBD	TBD
Average survey score of employees satisfied with the timeliness or responses to FLSA inquiries (1-5, where 5 is very satisfied)	3.35	3.50	3.75

Personnel Services Department

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Increase to Employee Service Award Expense	*Benefits & Records*	**$24,000**
This request reflects the actual historical expenditure for this activity, which has been under funded.		
Increase to Fees for Temporary Services	*Employee Relations and Training*	**$21,000**
The Fees for Temporary Services account pays for two Temporary staffing positions and historical expenditures have exceeded the internal budget for several years. This request will ensure that current service levels will be maintained.		

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Employee Wellness Program Increase	*Benefits & Records*	**$25,000**
The Wellness Program was initiated in the context of the FY 2006 budget process and $75,000 was allocated at that time. Since then, it has continued to grow and new programs, such as "Weight Watchers at Work" have developed and become popular. This supplemental funding is intended to support the continued development of such programs in order to help maintain or improve the health of employees and assist in tempering future healthcare cost increases.		
KRONOS Maintenance Agreement	*Leadership & Mgmt Support Services*	**$32,009**
The KRONOS application (the basis of the City's payroll system) current maintenance agreement provides for technical support from 8 AM to 5 PM, Monday through Friday. An upgrade in the level of support to 24/7 is required by Personnel, ITS and Finance because of the complexity of the application, the technical support that is necessary to resolve hardware and/or software difficulties, and the short processing time between the end of a pay period (Friday) and the normal initial transmission of direct deposit data on Tuesday- four days later. The total cost of a new maintenance agreement providing 24/7 support is $86,381.		

Henry Howard, Director of Personnel Services

www.alexandriava.gov/personnel/personnel_home.html

Phone #: 703.838.4425

Email: Henry.Howard@alexandriava.gov

Real Estate Assessments

Mission Statement: The mission of Real Estate Assessments is legally and equitably to assess all taxable and non-taxable real property, provide quality customer service and maintain community understanding of the process.

Summary Table			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,168,096	$1,506,579	$1,533,253
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$1,168,096	$1,506,579	$1,533,253
FTE's	14.0	15.0	15.0

FY 2008 Budget Summary

- In FY 2008, the approved General Fund budget increased by $26,674 (1.8%).
- FY 2008 personnel costs increased by $112,080 or 0.9% due to a 1.5% COLA funded through the Council add/delete process.
- Total non-personnel costs increased 7.9% primarily due to the approved increase in pay for the Board of Equalization from $100 to $140 per meeting, which is more in line with neighboring jurisdictions.

Program and Activity Chart

Real Estate Assessments

Real Estate Assessment
- Assessment Administration
- Administrative Reviews of Assessments
- Board of Equalization Appeals of Assessment
- Supplemental Assessments

Property Data Services
- Property Record Management
- Customer Support
- Leadership and Management Support

Departmental Contents

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- Program & Activity Budgets
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  - •Property Data Services ……..106
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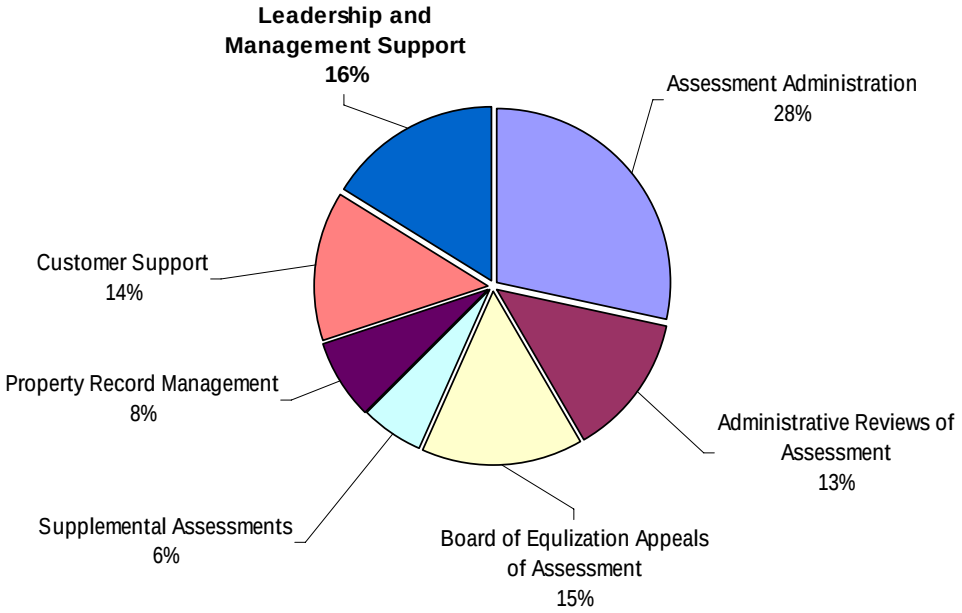
Real Estate Assessments

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of parcels assessed	40,130	41,824	42,988
Cost per parcel assessed	$8.64	$10.69	$10.10
Assessment/Sales Ratio	TBD	TBD	TBD
$ value of supplemental assessments	$93,011,400	$175,030,859	TBD

FY 2008 Approved Expenditures by Activity



Real Estate Assessments

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$962,301	$1,322,748	$1,334,828	0.9%
Non-Personnel	203,329	183,831	198,425	7.9%
Capital Goods Outlay	2,466	0	0	0.0%
Total Expenditures	$1,168,096	$1,506,579	$1,533,253	1.8%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	$0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$1,168,096	$1,506,579	$1,533,253	1.8%

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Real Estate Assessment	$732,786	$945,127	$958,056	1.4%
Property Data Services	$435,310	$561,452	$575,197	2.4%
Total	$1,168,096	$1,506,579	$1,533,253	1.8%

Staffing Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Proposed	% Change 2007-2008
Real Estate Assessment	8.8	9.4	9.4	0.0%
Property Data Services	5.2	5.6	5.6	0.0%
Total	14.0	15.0	15.0	0.0%

Real Estate Assessments

Real Estate Assessments Program

The goal of Real Estate Assessments is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value pursuant to the Code of Virginia in a uniform and equitable manner to ensure the tax burden is shared fairly by each taxpayer.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$732,786	$945,127	$958,056
Less Revenues	0	0	0
Net General Fund Expenditures	$732,786	$945,127	$958,056
Program Outcomes			
Assessment/Sales ratio	TBD	TBD	TBD
Coefficient of Dispersion*	TBD	TBD	TBD

* A coeffiient of dispersion is a ratio used to measure how sales prices vary from assessed values during a period of time.

Activity Data

ASSESSMENT ADMINISTRATION – The goal of Assessment Administration is to assess all real property within the boundaries of the City of Alexandria at 100% of fair market value as of January 1 in a uniform and equitable manner to ensure accurate taxation of real property.	FY 2006* Actual	FY 2007* Amended	FY 2008* Approved
Expenditures	$346,535	$446,952	$434,347
FTE's	4.2	4.5	4.5
# of parcels assessed	40,130	41,824	42,988
Cost per parcel assessed	$8.64	$10.69	$10.10
Parcels assessed per appraiser (FTE)	9,555	9,294	9,660
Review rate per 1000 parcels	12.4	11.9	TBD
Appeal rate per 1000 parcels	5.8	8.4	TBD

ADMINISTRATIVE REVIEWS OF ASSESSMENTS – The goal of Administrative Reviews of Assessments is to handle requests by property owners for the purposes of ensuring that the department has accurately and uniformly assessed an individual property.			
Expenditures	$154,967	$199,873	$203,752
FTE's	2.0	2.0	2.0
# of requests for reviews filed with Department	498	841	TBD
Cost per review	$311.18	$237.66	TBD
% change in value due to administrative adjustments compared to tax base	0.2%	0.1%	TBD

*Assessement figures for FY 2006, FY 2007, and FY 2008 are based on calendar year data for 2005, 2006, and 2007 respectively.

Real Estate Assessments Program, continued

BOARD OF EQUALIZATION APPEALS OF ASSESSMENT – The goal of Board of Equalization (BOE) Appeals of Assessment is to hear and give consideration to appeals and make adjustments to equalize such assessments so the burden of taxation rests equally upon all citizens.	FY 2006* Actual	FY 2007* Amended	FY 2008* Approved
Expenditures	$151,074	$194,851	$228,800
FTE's	1.8	1.9	1.9
# of appeals to BOE heard	234	352	TBD
Cost per appeal	$645.62	$553.55	TBD
% change in value due to BOE adjustments compared to tax base	0.1%	0.2%	TBD

SUPPLEMENTAL ASSESSMENTS – The goal of Supplemental Assessments is to review the progress of building activity and update assessments so that all buildings substantially completed and/or fit for use and occupancy will be assessed appropriately and timely.			
Expenditures	$80,209	$103,452	$91,157
FTE's	1.0	1.0	1.0
# of parcels receiving supplemental assessments	523	751	TBD
# of parcels per appraiser receiving supplemental assessments	87.2	107.3	TBD
$ value of supplemental assessments	$93,011,400	$175,030,859	TBD

*Assessement figures for FY 2006, FY 2007, and FY 2008 are based on calendar year data for 2005, 2006, and 2007 respectively.

Property Data Services Program

The goal of Property Data Services is to collect and maintain reliable real property information in order to maintain the foundation for a property assessment system that is highly accurate, visible and understandable to the community.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$435,309	$561,489	$575,197
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$435,309	$561,489	$575,197
Program Outcomes			
% of notices without ownership or address error	N/A	N/A	TBD
% change in web site hits annually	N/A	N/A	TBD

Activity Data

PROPERTY RECORD MANAGEMENT – The goal of Property Record Management is to maintain current and up to date information on property descriptions, ownership and sales to ensure accurate assessment of real property.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$88,775	$114,500	$115,774
FTE's	1.1	1.1	1.1
# of parcel transfers	5,972	5,214	TBD
# updates processed (total)	N/A	N/A	TBD
Cost per update transaction	N/A	N/A	TBD
% of deeds and transfers entered within 30 days	N/A	N/A	TBD

CUSTOMER SUPPORT – The goal of Customer Support is to provide timely and accurate information on property descriptions, ownership, sales and assessments in response to requests from the public and meet the real property information needs of City departments.			
Expenditures	$186,117	$240,048	$213,996
FTE's	2.2	2.4	2.4
# web site hits	N/A	N/A	TBD
# City data systems linked to the Computer Aided Mass Appraisal (CAMA) system	3	4	4
Customer support cost per 1000 parcels	$186.12	$240.05	$214.00
% of public requests filled within 14 days	N/A	N/A	TBD

Property Data Services Program, continued

LEADERSHIP & MANAGEMENT SUPPORT – The goal of Leadership and Management Support is to lead and manage all activities of the department.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$160,418	$206,904	$245,427
FTE's	1.9	2.1	2.1
# of departmental FTE's managed (or supported)	14.0	15.0	15.0
$ amount of departmental budget managed (in millions)	$1.2	$1.5	$1.5
Leadership & Management Support Services cost as a % of total departmental expenditures	13.7%	13.7%	16.0%
% of departmental effectiveness targets met in all programs	N/A	N/A	TBD

Summary of Budget Changes

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Increase Meeting Pay	*Real Estate Assessment*	$12,000

This request will fund an increase in per meeting compensation for members of the Alexandria Board of Equalization (BOE) from $100 to $140 per meeting. The current rate of $100 is among the lowest in the Northern Virginia region. Fairfax County currently pays BOE members $200 per meeting and Arlington County pays $140 per meeting. This increase is necessary to allow the City to attract and retain qualified individuals to serve on the BOE, which plays a critical role in the tax assessment process.

Cindy Smith-Page, Director of Real Estate Assessments

www.alexandriava.gov/city/realestate
Phone #: 703.838.4646
Email: Cindy.Smith-Page@alexandriava.gov

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Fire Department

Mission Statement: The mission of the Alexandria Fire Department is to plan for and deliver responsive and caring emergency service, mitigate emergencies and disasters, prevent the loss of life, protect property and enforce applicable construction, fire, and building maintenance codes and ordinances for City residences and the general public in order to maintain and enhance public safety.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$28,471,882	$29,487,146	$31,876,318
Less Revenues	$984,503	$761,443	$1,399,207
Net Gen. Fund Expenditures	$27,487,379	$28,725,703	$30,477,111
Authorized Positions (FTE's)	241.0	242.0	244.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund Fire Department budget increased by $1,751,408 (6.1%), excluding the Code Enforcement Bureau, which is presented separately.
- FY 2008 personnel costs increased by $1,691,442 (6.7%); the increase is due to employee step increases, 2 new medic positions in EMS ($119,688), and a 1.5% COLA.
- Non-personnel costs increased $174,530 (4.7%) primarily due to the need for consultant services ($200,000) to update the City's Emergency Operations Plan (EOP).
- Capital Outlay increased $523,200 (141.8%) in order to replace more apparatus and vehicles in FY 2008, including a ladder truck and an ambulance.

Program and Activity Chart

Fire Department
(excluding Code Enforcement)

Leadership & Management
- Leadership & General Mgmt.
- Health & Safety

Fire Emergency Services
- Incident Response
- Site Safety Surveys
- Volunteers

Emergency Medical Services
- Incident Response
- Special Events Support
- Police Special Ops Support
- Ambulance Billing Services

Fire Communications
- Call Taking
- Dispatch
- Maintenance
- Life Safety Alert

Emergency Management
- Emergency Planning
- Outreach & Education
- Training & Exercises
- Emergency Response

Logistics
- Facility & Equipment Maint.
- Supplies

Information Technology
- Mobile Computer Support
- Reporting & Analysis
- System Maintenance

Fire and EMS Training
- Recruit Training
- In-Service Training

Special Operations
- Hazardous Materials
- Technical Rescue
- Marine Operations

Vehicle Operations & Maint.
- Scheduled Routine Maint.
- Repair
- Vehicle Specification & Acquisition
- Fuel Acquisition & Provisioning

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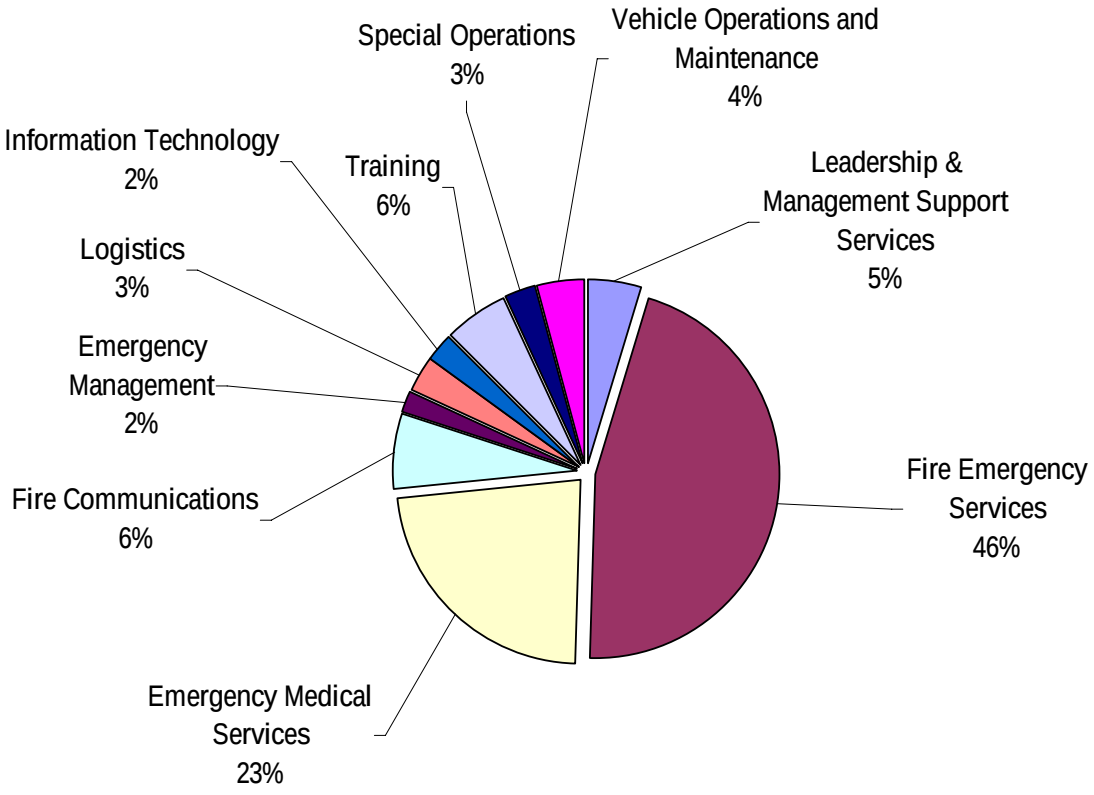
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of incidents responded to by Fire suppression (both Fire and EMS incidents)	13,133	12,497	12,658
# of incidents responded to by EMS (both EMS and fire incidents)	14,611	14,573	14,719
Cost per incident responded to by Fire suppression	$956	$1,041	$1,090
Cost per incident responded to by EMS	$432	$448	$479
% of Fire and EMS calls responded to within the department's response goals	83.4%	83.4%	83.4%
# of emergency calls answered by Communications	N/A	TBD	TBD

FY 2008 Approved Expenditures by Program



Fire Department

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$24,671,653	$25,367,361	$27,058,803	6.7%
Non-Personnel	3,499,340	3,750,785	3,925,315	4.7%
Capital Goods Outlay	300,889	369,000	892,200	141.8%
Total Expenditures	$28,471,882	$29,487,146	$31,876,318	8.1%
Less Revenues				
Internal Services	$79,275	$369,000	$892,200	141.8%
Special Revenue Funds	905,228	392,443	507,007	29.2%
Total Designated Funding Sources	$984,503	$761,443	$1,399,207	83.8%
Net General Fund Expenditures	$27,487,379	$28,725,703	$30,477,111	6.1%

Program Level Summary Information

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services	$1,346,231	$1,394,235	$1,497,694	7.4%
Fire Emergency Services	13,036,573	13,501,437	14,503,307	7.4%
Emergency Medical Services (2.0 FTE new medics)	6,533,493	6,766,468	7,388,260	9.2%
Fire Communications	1,839,671	1,905,271	2,040,051	7.1%
Emergency Management ($200,000 for Emerg. Ops Plan)	576,761	597,328	841,653	40.9%
Logistics	886,515	918,126	874,255	-4.8%
Information Technology	654,875	678,227	728,554	7.4%
Training	1,619,699	1,677,455	1,801,930	7.4%
Special Operations	797,995	826,450	887,777	7.4%
Vehicle Operations and Maintenance	1,180,069	1,222,148	1,312,837	7.4%
Total Expenditures	$28,471,882	$29,487,145	$31,876,318	8.1%

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services	10.6	10.7	10.7	0.0%
Fire Emergency Services	121.7	122.2	122.2	0.0%
Emergency Medical Services *	57.3	57.5	59.5	3.5%
Fire Communications	12.9	13.0	13.0	0.0%
Emergency Management	4.9	4.9	4.9	0.0%
Logistics	2.2	2.2	2.2	0.0%
Information Technology	4.9	4.9	4.9	0.0%
Training	14.8	14.9	14.9	0.0%
Special Operations	7.8	7.8	7.8	0.0%
Vehicle Operations and Maintenance	4.0	4.0	4.0	0.0%
Total FTEs	241.0	242.0	244.0	0.8%

* Includes 2.0 new Emergency Medics Approved in FY 2008

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to provide managerial and administrative support to department personnel to promote efficient and effective service delivery in order to enhance public safety.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,346,231	$1,394,235	$1,497,694
Less Revenues	$46,550	$36,003	$66,158
Net General Fund Expenditures	$1,299,681	$1,358,232	$1,431,536
Program Outcomes			
Fire Department operating cost per $1.0 Million valuation	$865.00	$883.00	$920.00
% of customers who rate fire services as good to excellent	89.9%	90.0%	90.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Fire Department.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,133,402	$1,173,817	$1,260,920
FTE's	9.6	9.7	9.7
$ amount of departmental expenditures (all-funds)	$28,471,882	$29,487,146	$31,876,318
Leadership & Management Support expenditures as a % of total department	4.7%	4.7%	4.7%
% of departmental effectiveness targets met	N/A	TBD	TBD
% diversity goals attained	N/A	TBD	TBD

HEALTH AND SAFETY – The goal of Health and Safety is to implement safety measures for Fire Department staff in order to reduce injuries and lost work time and decrease risks for Fire and EMS personnel.			
Expenditures	$212,829	$220,418	$236,774
FTE's	1.0	1.0	1.0
# of medical physicals managed	208	218	210
Cost per physical managed	$793	$785	$800
% of personnel who completed physicals within 12 months	95%	95%	100%

Fire Emergency Services

The goal of the Fire Emergency Services Program is to protect life and property through timely fire suppression and emergency medical response, mitigation and education for those who work, live and visit the City of Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$13,036,573	$13,501,437	$14,503,307
Less Revenues	$450,780	$348,646	$640,662
Net General Fund Expenditures	$12,585,793	$13,152,791	$13,862,645
Program Outcomes			
% of fire and EMS calls responded to within the department's response goals	83.4%	83.4%	83.4%

Activity Data

INCIDENT RESPONSE – The goal of Incident Response is to protect life and property through timely fire suppression and emergency medical services for those who work, live and visit the City of Alexandria.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$12,558,041	$13,005,841	$13,970,935
FTE's	117.0	117.5	117.5
# of fire incidents responded to	6,001	5,894	5,923
# of EMS incidents responded to	7,132	6,603	6,735
Cost per incident responded to (both fire and EMS incidents)	$956	$1,041	$1,104
% of total fire calls with a response time of four minutes or less from dispatch to arrival on scene	80.1%	80.1%	80.1%

SITE SAFETY SURVEYS – The goal of Site Safety Surveys is to do a physical walk through of commercial businesses in order to familiarize Fire and EMS companies with the structure and make up of the building visited.			
Expenditures	$452,198	$468,323	$503,075
FTE's	4.7	4.7	4.7
# of buildings surveyed	N/A	TBD	TBD
Cost per survey completed	N/A	TBD	TBD
% of assigned buildings completed within Fire Management area	N/A	TBD	TBD
% of cited violations corrected	N/A	TBD	TBD

VOLUNTEERS – The goal of Volunteer Firefighters is to supplement the career fire-fighting force with staffing in order to maintain and enhance public safety.			
Expenditures	$26,334	$27,273	$29,297
FTE's	0	0	0
# of volunteers responding to fire incidents	N/A	TBD	TBD
# of volunteers responding to EMS incidents	N/A	TBD	TBD
Cost per volunteer responding to fire incidents	N/A	TBD	TBD
Cost per volunteer responding to EMS incidents	N/A	TBD	TBD
% of calls supported by more than one volunteer	N/A	TBD	TBD

Emergency Medical Services

The goal of the Emergency Medical Services Program is to provide treatment and transport of the sick and injured, stand-by support and specialized medical support in order to preserve life, improve health and promote safety for those who work, live and visit the City of Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$6,533,493	$6,766,468	$7,388,260
Less Revenues	$225,916	$174,730	$321,079
Net General Fund Expenditures	$6,307,577	$6,591,738	$7,067,181
Program Outcomes			
% of calls responded to within standards for advanced and basic life support	84.5%	84.5%	84.5%

Activity Data

INCIDENT RESPONSE – The goal of Incident Response is to protect life through timely emergency medical services for those who work, live and visit the City of Alexandria.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$6,308,688	$6,533,646	$7,138,161
FTE's (2.0 FTE new medics approved for FY 2008)	56.4	56.6	58.6
# of EMS incidents responded to	11,968	11,468	11,583
# of fire responses supported	2,643	3,105	3,136
Cost per all incidents responded to or supported (EMS and fire)	$432	$448	$485
% of Basic Life Support calls responded to in 10 minutes or less from dispatch to arrival	93.0%	93.0%	93.0%
% of Advanced Life Support calls responded to in 6 minutes or less from dispatch to arrival	75.9%	75.9%	75.9%
Average time from dispatch to arrival on scene	3min 56sec	3min 54sec	3min 54sec

SPECIAL EVENTS SUPPORT – The goal of Special Events Support is to provide stand-by medical support for significant special events and large public gatherings held in the City of Alexandria to ensure prompt medical attention for citizens and visitors should incidents occur.			
Expenditures	$69,122	$71,587	$76,899
FTE's	0.6	0.6	0.6
# of special events supported	15	15	15
Cost per special event held	$4,608	$4,772	$5,127
% of costs recovered	31.2%	32.4%	33.8%

POLICE SPECIAL OPERATIONS SUPPORT – The goal of Police Special Operations Support is to provide the medical component of Police special operations training and deployment.			
Expenditures	$24,110	$24,970	$26,823
FTE's	0	0	0
# of incidents supported	14	15	15
Cost per incident supported	$1,722	$1,665	$1,788
% of EMS special operations staff who meet minimum training levels	100.0%	100.0%	100.0%

AMBULANCE BILLING SERVICES – The goal of Ambulance Billing Services is to facilitate insurance reimbursement of ambulance transportation conducted by City medic units.			
Expenditures	$131,573	$136,265	$146,377
FTE's	0.3	0.3	0.3
# of patients billed	6,278	6,950	7,000
Collection rate within 12 months	47.0%	47.0%	52.0%
$ recovered per transport	$103	$114	$129

Fire Communications

The goal of Fire Communications is to receive and process emergency and non-emergency calls for Fire/EMS, Code Enforcement and Emergency Management Services from the public in order to provide assistance in a timely and accurate manner.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,839,671	$1,905,270	$2,040,051
Less Revenues	$63,612	$49,200	$90,408
Net General Fund Expenditures	$1,776,059	$1,856,070	$1,949,643
Program Outcomes			
% of emergency line calls answered and dispatched within the department standards	TBD	TBD	TBD

Activity Data

CALL TAKING – The goal of Call Taking is to answer telephone requests from citizens for emergency and non-emergency services for Fire/EMS, Code Enforcement and Emergency Management in order to dispatch those calls timely and accurately.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$727,174	$753,104	$847,241
FTE's	6.1	6.1	6.3
# of calls answered	N/A	TBD	TBD
Cost per call answered	N/A	TBD	TBD
% of emergency line calls answered within the national standard of 30 seconds	N/A	TBD	TBD
% of non-emergency line calls answered within the national standard of 60 seconds	N/A	TBD	TBD

DISPATCH – The goal of Dispatch is to dispatch Fire/EMS, Code Enforcement and Emergency Management personnel to emergency and non-emergency requests for services in a timely and accurate manner.			
Expenditures	$729,177	$755,178	$834,616
FTE's	6.1	6.1	6.2
# of Fire/EMS incidents dispatched	18,157	18,200	18,245
Cost per dispatch	$40	$41	$46
% of Fire/EMS incidents dispatched within the national standard of 60 seconds of call receipt	43.2%	43.2%	43.2%

MAINTENANCE – The goal of Maintenance is to issue and maintain various communication devices for Fire/EMS, emergency management and Code Enforcement personnel so they are equipped to communicate and respond.			
Expenditures	$321,969	$333,450	$358,194
FTE's	0.5	0.5	0.5
# of devices maintained in service	N/A	TBD	TBD
Cost per device maintained in service	N/A	TBD	TBD
% of devices operational (uptime)	N/A	TBD	TBD

LIFE SAFETY ALERT – The goal of Life Safety Alert is to provide monitored alarm services for eligible citizens who subscribe to the Lifewatch Alarm system.			
Expenditures (Program transferred to DHS during FY 2008)	$61,351	$63,538	$0
FTE's	0.3	0.3	0.0
# of Life Safety Accounts	130	130	0
# of alarms received	356	360	0
Cost per Life Safety account	$472	$489	$0

Emergency Management

The goal of Emergency Management is to prepare for, respond to, mitigate, and recover from emergencies and disasters, and to facilitate City-wide outreach and life safety education/awareness for the people who live in, work in, and visit the City of Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$576,762	$597,327	$841,653
Less Revenues	$19,943	$15,425	$28,344
Net General Fund Expenditures	$556,819	$581,902	$813,309
Program Outcomes			
% of National Incident Management System criteria met	50.0%	75.0%	90.0%

Activity Data

EMERGENCY PLANNING – The goal of Emergency Planning is to develop, review and update special events and emergency plans to mitigate hazards and respond to emergency events effectively in order to save lives and property.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$214,432	$222,078	$438,558
FTE's	1.8	1.8	1.8
# of emergency management and special events plans developed/reviewed/updated	25	40	40
Cost per plan developed/reviewed/updated	$8,577	$5,552	$10,964
% of National Incident Management System criteria met	50.0%	75.0%	90.0%

OUTREACH AND EDUCATION – The goal of Outreach and Education is to deliver life safety education programs in the City in order to reduce deaths and injury.			
Expenditures	$223,469	$231,437	$248,611
FTE's	2	2	2
# of schools, businesses, citizens, and visitors reached	24,000	40,000	40,000
Cost per person or entity reached	$9.31	$5.79	$6.22
% of elementary school children in grades 1-5 reached annually	56.0%	100.0%	100.0%

TRAINING AND EXERCISES – The goal of Training and Exercises is to train and exercise City staff in disaster response and recovery operations in order to ensure proficiency in emergency response.			
Expenditures	$36,539	$37,842	$40,650
FTE's	0.4	0.4	0.4
# of City staff trained	N/A	100	100
Cost per City staff trained	N/A	$378	$407
% of targeted City staff trained in compliance with NIMS standard	N/A	75.0%	90.0%

EMERGENCY RESPONSE – The goal of Emergency Response is to respond to emergency events in order to save lives and property and coordinate disaster recovery.			
Expenditures	$102,322	$105,970	$113,834
FTE's	0.7	0.7	0.7
# of incidents supported	4	10	10
Cost per incident supported	$25,581	$10,597	$11,383
Average time to respond to incidents	1 hour	1 hour	1 hour

Logistics

The goal of Logistics is to provide maintenance, security, as well as to order, maintain, and deliver supplies and equipment to all fire department facilities to ensure safety and cleanliness.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$886,515	$918,126	$874,255
Less Revenues	$30,654	$23,709	$43,566
Net General Fund Expenditures	$855,861	$894,417	$830,689
Program Outcomes			
% of supply and maintenance requests responded to within one week of receipt	90.0%	92.0%	92.0%

Activity Data

FACILITY & EQUIPMENT MAINTENANCE – The goal of Facility and Equipment Maintenance is to provide department infrastructure preventive and emergency maintenance to ensure the safety and security of each building and the equipment used by Fire personnel.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$534,548	$553,609	$482,689
FTE's	1.2	1.2	1.2
# of maintenance calls responded to	472	480	485
Cost per maintenance call responded to	$1,133	$1,153	$995
% of maintenance calls responded to within a week	95.0%	95.0%	95.0%

SUPPLIES – The goal of Supplies is to order, track, and provide the necessary equipment and supplies needed by operations and administrative personnel in order to ensure the employees' safety and maintain the cleanliness and suitability of the work stations.			
Expenditures	$351,967	$364,517	$391,566
FTE's	1.0	1.0	1.0
# of personnel and facility supply requests filled	3,078	3,100	3,100
Cost per supply request filled	$114	$118	$126
% of orders delivered within one week of receipt	90.0%	90.0%	90.0%

Information Technology

The goal of Information Technology is to provide software solutions, computer hardware support, information management and analysis to enhance the Fire Department's delivery of essential public safety services to the residents and guests of the City of Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$654,875	$678,227	$728,554
Less Revenues	$22,644	$17,514	$32,183
Net General Fund Expenditures	$632,231	$660,713	$696,371
Program Outcomes			
% of systems that are operational	100.0%	100.0%	100.0%

Activity Data

MOBILE COMPUTER SUPPORT – The goal of the Mobile Computer Support is to deploy, maintain and enhance mobile data systems for dispatch, response, and field incident reporting.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$149,296	$154,619	$166,093
FTE's	0.9	0.9	0.9
# of mobile units maintained	42	42	75
Cost per mobile unit maintained	$3,555	$3,681	$2,215
% of mobile units operational	100.0%	100.0%	100.0%

REPORTING AND ANALYSIS – The goal of Reporting and Analysis is to collect, analyze and report information to facilitate department service delivery, quality improvement, and required federal and state-mandated reporting requirements.			
Expenditures	$142,488	$147,569	$158,519
FTE's	1.2	1.2	1.2
# of reports issued	N/A	TBD	TBD
Cost per report issued	N/A	TBD	TBD

SYSTEM MAINTENANCE – The goal of System Maintenance is to provide system support and maintenance to the Fire Communications Center and to other fire personnel.			
Expenditures	$363,091	$376,039	$403,942
FTE's	2.8	2.8	2.8
# of systems maintained	9	9	15
# of workstations maintained	140	140	140
Cost per workstation maintained	$2,594	$2,686	$2,885
% of systems that are operational	100.0%	100.0%	100.0%
% of workstations operational	95.0%	95.0%	95.0%

Fire and EMS Training

The goal of Fire and EMS Training is to provide basic and advanced level training to new and current Fire Department employees ensuring their ability to respond safely when needed, while maintaining and increasing levels of certification.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,619,700	$1,677,455	$1,801,930
Less Revenues	$56,006	$43,317	$79,598
Net General Fund Expenditures	$1,563,694	$1,634,138	$1,722,332
Program Outcomes			
% of certifications earned	96.0%	96.0%	96.0%
% of certifications maintained	100.0%	100.0%	100.0%

Activity Data

RECRUIT TRAINING – The goal of Recruit Training is to train new hires to become Fire and EMS employees for the Alexandria Fire Department.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$118,660	$122,891	$132,010
FTE's	1.0	1.0	1.0
# of individuals trained	25	25	25
Cost per recruit trained	$4,746	$4,916	$5,280
% of recruits successfully completing Academy	96.0%	96.0%	96.0%

IN-SERVICE TRAINING – The goal of In-Service Training is to provide periodic training for all suppression, EMS and special operations personnel.			
Expenditures	$1,501,040	$1,554,564	$1,669,920
FTE's	13.8	13.9	13.9
# of individuals trained (many staff trained multiple times and includes citizen academy trainings)	3,221	3,250	3,270
Cost per individual trained	$466	$478	$511
% of individuals completing required training on schedule	100.0%	100.0%	100.0%

Special Operations

The goal of Special Operations is to protect life and property through timely response, mitigation, and education for those who live, work, and visit the city of Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$797,995	$826,450	$887,777
Less Revenues	$27,593	$21,341	$39,216
Net General Fund Expenditures	$770,402	$805,109	$848,561
Program Outcomes			
% of calls responded to within recognized standards	TBD	TBD	TBD

Activity Data

HAZARDOUS MATERIALS – The goal of Hazardous Materials is to provide specialized service in preventing, mitigating, educating, and detecting hazardous materials or weapons of mass destruction incidents.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$367,712	$380,824	$409,083
FTE's	3.4	3.4	3.4
# of hazardous incidents responded to	128	130	132
Cost per haz mat incident responded to	$2,873	$2,929	$3,099
% of calls responded to within recognized standards	83.4%	83.4%	83.4%

TECHNICAL RESCUE – The goal of Technical Rescue is to provide specialized service in preventing, mitigating, educating, and detecting building collapse, high angle rescue, automobile extrication, confined space, and trench rescue incidents.			
Expenditures	$214,287	$221,928	$238,396
FTE's	2.1	2.1	2.1
# of technical rescue incidents responded to	170	172	174
Cost per rescue incident responded to	$1,261	$1,290	$1,370
% of calls responded to within recognized standards	83.4%	83.4%	83.4%

MARINE OPERATIONS – The goal of Marine Operations is to provide specialized service in preventing, mitigating, educating, and detecting water/ice rescue incidents.			
Expenditures	$215,996	$223,698	$240,298
FTE's	2.2	2.2	2.2
# of marine incidents responded to	17	19	21
Cost per marine incident responded to	$12,706	$11,774	$11,443
% of calls responded to within recognized standards	83.4%	83.4%	83.4%

Vehicle Operations and Maintenance

The goal of Vehicle Operations and Maintenance is to provide for repairs, maintenance and fueling of City owned vehicles in an efficient and cost effective manner.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,180,069	$1,222,148	$1,312,838
Less Revenues	$40,805	$31,559	$57,993
Net General Fund Expenditures	$1,139,264	$1,190,589	$1,254,845
Program Outcomes			
% of vehicles available (emergency and non-emergency)	95%	100%	100%
Average maintenance cost per mile	TBD	TBD	TBD

Activity Data

SCHEDULED ROUTINE MAINTENANCE – The goal of Scheduled Routine Maintenance is to minimize downtime due to systems or parts failure and to minimize overall maintenance costs while ensuring that the vehicles operate safely and efficiently.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$308,896	$319,911	$343,650
FTE's	1.9	1.9	1.9
# of preventative maintenance requests completed	220	220	230
# of vehicles maintained	132	132	132
Cost per work request	$1,404	$1,454	$1,494
% of preventative maintenance completed on schedule	100%	100%	100%

REPAIR – The goal of Repair is to address the broken or non functioning systems or parts on City vehicles that are preventing that vehicle from operating in a safe and efficient manner, and restore the vehicle to full operating condition.			
Expenditures	$373,838	$387,168	$415,898
FTE's	2.0	2.0	2.0
# of repair requests completed	573	560	550
# of vehicles inspected/tested	128	128	128
% emergency vehicles available	100%	100%	100%
% non-emergency vehicles available	95%	100%	100%
% vehicles in full compliance with State standards	100%	100%	100%

VEHICLE SPECIFICATION & ACQUISITION – The goal of Specification and Acquisition is to develop and determine the specifications in order to purchase new or replacement vehicles for City agencies through processes defined in the City Purchasing regulations.			
Expenditures	$366,519	$379,589	$407,756
FTE's	0.1	0.1	0.1
# of vehicles ordered and acquired	17	12	14
% of vehicles delivered on time	100%	100%	100%
% of vehicles within the recommended replacement schedule	100%	99%	100%

FUEL ACQUISITION & PROVISIONING - The goal of Fuel Acquisition and Provisioning is to acquire and deliver gasoline and diesel fuel to the City's fueling sites and distribute fuel for use in City vehicles.			
Expenditures	$130,816	$135,480	$145,534
FTE's	0.0	0.0	0.0
# of gallons of fuel purchased	24,920	23,363	24,000
% of fuel islands available	100%	100%	100%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Citizen's Corp Council	*Emergency Management*	$5,000
The Citizen's Corp Council (CCC), established by City Council, was reconstituted in January 2004. The CCC works with citizens, businesses, non-profit organizations and City staff on preparedness issues. These funds will support the activities of the CCC work plan, which includes public outreach, information and volunteer coordination. Federal funding for the Citizen Corps program has decreased and there are no other funds budgeted to support the activities of the Alexandria CCC.		
EMS Equipment	*Emergency Medical Services*	$40,000
This funding will enable the Department to maintain the required level of medical supplies and equipment in EMS. In FY 2007, the Department received a one-time supplement of $128,000 to replenish exhausted supplies. This adjustment of $40,000 in FY 2008 will provide the department with $85,000 per year for medical supplies as a recurring expense item.		
Asbestos Screening	*Health & Safety*	$16,581
This funding will provide for OSHA-mandated asbestos screening for personnel who responded on September 11, 2001 to the Pentagon plane crash and fire and also worked on that site in subsequent days. This screening is required every 5 years or earlier if medical symptoms arise.		
Annual Medical Evaluations	*Health & Safety*	$16,695
This funding provides for medical exams required for Fire and EMS employees. Currently 225 Fire and EMS employees require annual medical exams. Exam costs range from $715 for a pre-employment exam (which includes a drug screen), $650 for a comprehensive exam, to $112 for a basic exam. The current budget includes approximately $126,000 for medical exams. An adjustment of $16,695 is needed to meet required medical exam costs.		
FLH Overtime	*Fire, EMS & Communications*	$42,680
FLH is paid in compliance with the Fair Labor Standards Act. FLH overtime is the half-time portion of built-in overtime that is paid for shift workers. For example, Firefighters work 216 hours during a 28-day cycle, and the threshold is 212 hours. Fire, EMS and Communications are eligible for FLH overtime. This adjustment is based upon FY 2006 actuals for FLH overtime.		
Overtime	*Fire, EMS & Communications*	$150,000
Average overtime expenditures for the last five years were examined for Fire, EMS and Communications. Factoring in that "minimum staffing" accounts for approximately 65% of overtime expenditures, the following adjustments to overtime are approved: $105,000 for Fire Emergency Services, $18,000 for EMS, and $27,000 for Communications. The Department, in conjunction with the Special Events Committee, will review costs, primarily overtime costs associated with staffing special events, and develop a fee schedule in order to recover costs, as well at look at where costs could be reduced.		
Emergency Management Telecommunications	*Emergency Management*	$4,200
This funding will be used to maintain 25 analog phone lines for the Emergency Operations Center, in addition to providing funding for cellular phone charges and satellite phone charges.		
EVDO (EVolution-Data Optimized) Monthly Charges	*Communications*	$2,000
With the implementation of the Code Enforcement Mobility project, monthly service charges to Verizon need to be increased from $35 to $70 per device. The project has 55 devices.		

Fire Department

Summary of Budget Changes

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Increase EMS Staffing	*Emergency Medical Services*	$119,688

This supplemental funding for two additional Medic positions will assure that two Advanced Life Support (ALS) trained providers will be present on every medic unit at all times, 24 hours per day, 7 days per week. Of the 12,000 requests for EMS services per year, approximately 60% of the incidents are classified as advanced life support in nature, and require paramedic level skills. The Department anticipates this additional staffing will result in overtime savings that were assumed in developing the Department's request for overtime.

Emergency Operations Plan Improvements	*Emergency Management*	$200,000

This supplemental funding will be used to update and improve the City's Emergency Operations Plan (EOP), with the help of consulting firms. The EOP, orginally written in the early 1970s, was most recently revised in 2002, after 9/11. The EOP must be updated to ensure compliance with applicable laws and standards.

Expenditure Reductions

Adjustments	Program	FY 2008 Approved
Temporary Leased Storage Space	*Logistics*	($112,000)

The Department received supplemental funding of $112,000 in FY 2007 to lease temporary space to store equipment and apparatus. Temporary space has not been found. The completion of a new fire station in Potomac Yard in 2009 will alleviate the need for leased space. In the interim, equipment and apparatus will continue to be stored outdoors.

Life Safety Alert	*Communications*	($36,600)

In FY 2008, this program be overseen by the Department of Human Services (DHS), which currently screens persons for eligibility. ($30,000 is being budgeted in DHS for this service.) Although individuals will be referred to a private vendor for this service, DHS will subsidize elderly or frail residents who are unable to pay for the service. There will be minimal savings City-wide after this change occurs ($6,600).

Adam Thiel, Fire Chief

alexandriava.gov/fire
Phone #: 703.838.4600
Email: adam.thiel@alexandriava.gov

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Code Enforcement

Mission Statement: The mission of the Code Enforcement Bureau, an organization within the Fire Department, is to enforce the Virginia Uniform Statewide Building Code and other applicable codes and ordinances to maintain life safety standards and ensure structures are designed, built and maintained to adopted code requirements.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$6,356,931	$9,095,589	$8,961,726
Less Revenues	$768,284	$2,233,809	$2,217,883
Net Gen. Fund Expenditures	$5,588,647	$6,861,780	$6,743,843
Authorized Positions (FTE's)	86.0	84.0	84.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $117,937, or 1.7%.

- FY 2008 personnel costs decreased by $210,051, or 2.7%, primarily due to the application of a 5% vacancy factor of $298,000. This is the first year a vacancy factor has been applied to the Code Enforcement Bureau to reflect normal turnover. The decrease was offset by employee step increases and a 1.5% COLA added during the Council add/delete process.

- FY 2008 non-personnel costs increased $76,188, or 5.9% primarily due to increases in vehicle and computer replacement costs.

Program and Activity Chart

Code Enforcement

Administrative Support
- Administrative Support

Plan Review
- Building & Trade Plan Review
- One Stop Shop
- Walk Thru Plan Review
- Site Plan Review
- BAR, BZA, SUP, & Other Plan Reviews

Customer Service
- Permit Processing
- Complaint Processing
- Phone Call Processing

New Construction
- New Structures Inspections

Fire Protection Systems
- Plan Review
- New Installation Inspections
- Retesting Program

Property Maint. & Fire Prevention
- Inspections of Existing Structures

Investigations
- Investigations

Developer Supported Activities
- ACPS
- Carlyle/Eisenhower
- Potomac Yard
- Other Development

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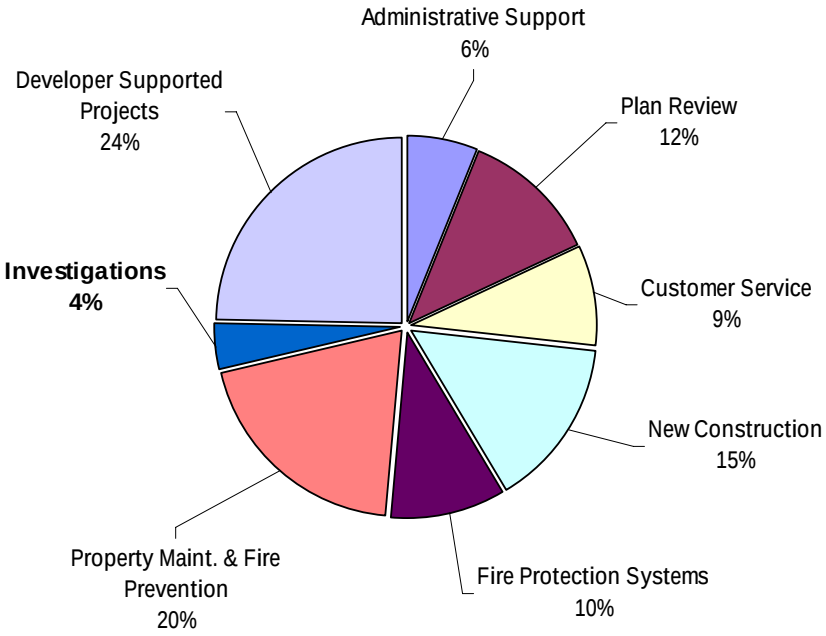
Code Enforcement

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Number of building and trade plans reviewed	8,634	8,292	9,493
% of plan reviews meeting quality standards	98%	98%	99%
Numer of new construction inspections completed	61,366	82,865	87,008
Number of Fire Protection Systems inspections conducted (new installation)	5,037	3,678	4,000
Number of Fire Prevention inspections conducted	18,650	22,128	23,889

FY 2008 Approved Expenditures by Program



Code Enforcement

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$5,375,676	$7,812,872	$7,602,821	-2.7%
Non-Personnel	941,876	1,282,717	1,358,905	5.9%
Capital Goods Outlay	$39,379	$0	$0	0.0%
Total Expenditures	$6,356,931	$9,095,589	$8,961,726	-1.5%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	768,284	2,233,809	2,217,883	-0.7%
Total Designated Funding Sources	$768,284	$2,233,809	$2,217,883	-0.7%
Net General Fund Expenditures	$5,588,647	$6,861,780	$6,743,843	-1.7%

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Administrative Support	$447,371	$549,286	$539,845	-1.7%
Plan Review	887,000	1,089,065	1,070,347	-1.7%
Customer Service	642,411	788,757	775,200	-1.7%
New Construction	1,093,034	1,342,035	1,318,969	-1.7%
Fire Protection Systems	755,580	927,707	911,762	-1.7%
Prop Maint & Fire Prevention	1,484,010	1,822,078	1,790,761	-1.7%
Investigations	279,239	342,852	336,959	-1.7%
Developer Supported Projects	768,284	2,233,809	2,217,883	-0.7%
Total Expenditures	$6,356,931	$9,095,589	$8,961,726	-1.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Administrative Support	4.9	2.9	2.9	0.0%
Plan Review	9.8	9.8	9.8	0.0%
Customer Service	10.4	10.4	10.4	0.0%
New Construction	12.9	12.9	12.9	0.0%
Fire Protection Systems	9.0	9.0	9.0	0.0%
Property Maint. & Fire Prevention	16.6	16.6	16.6	0.0%
Investigations	2.4	2.4	2.4	0.0%
Developer Supported Projects	20.0	20.0	20.0	0.0%
Total full time employees	86.0	84.0	84.0	0.0%

Of these 84.0 positons, 26.0 are overhires, which have been hired due to the increase in large and complex development projects in the City. Twenty positions are funded in the Special Revenue Fund, funded 100% by special fee-paid projects, such as Potomac Yard. During FY 2007, two IT positions were shifted from the Code Enforcement Bureau into the Fire Department's IT Program.

Administrative Support

The goal of Administrative Support is to provide overall managerial and administrative support to Code Enforcement personnel in order to ensure effective and efficient operations.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$447,371	$549,286	$539,845
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$447,371	$549,286	$539,845
Program Outcomes			
% of effectiveness targets met	N/A	TBD	TBD

Activity Data

ADMINISTRATIVE SUPPORT – The goal of Administrative Support is to provide overall managerial and administrative support to Code Enforcement personnel in order to ensure effective and efficient operations.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$447,371	$549,286	$539,845
FTE's	4.9	2.9	2.9
# of FTEs supported	86	84	84
$ amount of Code Enforcement expenditures (All Funds)	$6,356,931	$9,095,589	$8,961,726
# of FOIA requests processed	318	372	345
% of Code Enforcement effectiveness targets met	N/A	TBD	TBD

Plan Review

The goal of Plan Review is to perform plan reviews for new construction and renovation work within existing structures; perform structural and trade plan reviews; conduct reviews of site plans, Special Use Permits, BAR and BZA reviews and other plan reviews as required in order to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$887,000	$1,089,065	$1,070,347
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$887,000	$1,089,065	$1,070,347
Program Outcomes			
% of all plans reviewed within established time frames	98%	98%	99%

Plan Review, continued

Activity Data

BUILDING & TRADE PLAN REVIEW – The goal of Building and Trade Plan Review is to conduct comprehensive, quality plan reviews of construction projects within published plan review times.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$546,610	$671,132	$659,597
FTE's	5.9	5.9	5.9
# of building and trade plans reviewed	8,634	8,292	9,493
Cost per building and trade plan reviewed	$63	$81	$69
% of plans reviewed within published plan review time frames	99%	99%	99%

ONE STOP SHOP – The goal of One Stop Shop is to provide expedited plan review within one hour for specific scope of projects.			
Expenditures	$40,717	$49,992	$49,133
FTE's	0.5	0.5	0.5
# of building and trade plans reviewed	595	855	1,026
Cost per building and trade plan reviewed	$68	$58	$48
% of qualified plans approved within one hour	85%	95%	99%

WALK THRU PLAN REVIEW – The goal of Walk Thru Plan Review is to provide expedited plan review within one working day for specific scope of projects.			
Expenditures	$184,052	$225,981	$222,097
FTE's	2.4	2.4	2.4
# of plans reviewed	1,170	1,977	2,273
Cost per plan reviewed	$157	$114	$98
% of qualified plans approved within one working day	70%	78%	90%

SITE PLAN REVIEW – The goal of Site Plan Review is to conduct quality plan reviews of site plans for new projects and adress fire access and life safety concerns and provide comments back to City staff and applicants.			
Expenditures	$54,882	$67,384	$66,226
FTE's	0.5	0.5	0.5
# of site plans reviewed	237	195	215
Cost per site plan reviewed	$232	$346	$308
% of plans reviewed within assigned due dates	98%	98%	98%

BAR, BZA, SUP & OTHER PLAN REVIEWS – The goal of BAR, BZA, SUP and Other Plan Review is to perform quality reviews of applications to address code concerns and life safety issues prior to building permit application.			
Expenditures	$60,739	$74,576	$73,294
FTE's	0.6	0.6	0.6
# of other plans reviewed	569	548	607
Cost per other plan reviewed	$107	$136	$121
% of plans reviewed within assigned due dates	98%	98%	98%

Customer Service

The goal of Customer Service is to process the intake of plans for construction in a timely manner, issue permits, verify contractor licenses, process and dispatch complaint calls, and maintain files and records as well as the processing of requested documents in accordance with Bureau policy and established laws to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$642,411	$788,757	$775,200
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$642,411	$788,757	$775,200
Program Outcomes			
% of permits issued meeting quality standards	TBD	TBD	TBD
% of customers served by Service Representative within 30 minutes	TBD	TBD	TBD

Activity Data

PERMIT PROCESSING – The goal of Permit Processing is to provide timely intake of plans, ensure completeness of plan submissions, review routing information from other City agencies, verify contractor licenses, process payment of fees, and generate permits in order to maintain life safety standards.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$259,081	$318,101	$312,634
FTE's	4.3	4.3	4.3
# of permits processed	22,381	19,806	21,000
Cost per permit processed	$12	$16	$15
% of permits issued within published guidelines	TBD	TBD	TBD

COMPLAINT PROCESSING – The goal of Complaint Processing is to gather accurate information regarding complaints, prepare the associated Record of Complaint, and notify and route complaints to the appropriate Code Enforcement Unit in order to identify hazardous or non code compliant conditions.			
Expenditures	$142,317	$174,737	$171,734
FTE's	2.2	2.2	2.2
# of complaints received	6,467	8,707	7,587
Cost per complaint received	$22	$20	$23
% of complaints processed within same day of receipt	100%	100%	100%

PHONE CALL PROCESSING – The goal of Phone Call Processing is to provide timely fielding of phone calls, answer customer questions, route calls to the appropriate staff member, and process information provided by callers in order to deliver quality customer service.			
Expenditures	$241,014	$295,918	$290,832
FTE's	3.9	3.9	3.9
# of phone calls answered	TBD	TBD	TBD
Cost per phone call answered	TBD	TBD	TBD
% of dropped calls	TBD	TBD	TBD

New Construction

The goal of New Construction is to conduct inspections for new construction and renovation work within existing structures, perform structural and trade plan inspections for the Fire Prevention Section when requested, and perform damage assessment and other related duties as required to enforce the Virginia Uniform Statewide Building Code and to maintain life safety standards.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,093,034	$1,342,035	$1,318,969
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,093,034	$1,342,035	$1,318,969
Program Outcomes			
% of inspections completed within one working day of receipt	100%	98%	98%

Activity Data

INSPECTIONS OF NEW STRUCTURES – The goal of Inspections of New Structures is to conduct comprehensive, quality inspections of new construction and renovation projects to ensure compliance with approved plans.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,093,034	$1,342,035	$1,318,969
FTE's	12.9	12.9	12.9
# of inspections completed	61,366	82,865	87,008
Cost per inspection completed	$18	$16	$15
# of inspections per FTE inspector	N/A	TBD	TBD
% of inspections completed within one working day of receipt	100%	98%	98%

Fire Protection Systems

The goal of Fire Protection Systems is to provide plan review and inspection services for new and existing fire protection systems in order to ensure proper design, installation and operation as well as compliance with maintenance requirements for fire protection systems within the City.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$755,580	$927,707	$911,762
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$755,580	$927,707	$911,762
Program Outcomes			
% of inspections conducted within established compliance dates	TBD	TBD	TBD

Activity Data

PLAN REVIEW – The goal of Fire Protection Plan Review is to conduct comprehensive, quality plan reviews of fire protection systems projects to ensure public safety.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$108,112	$132,740	$130,459
FTE's	1.2	1.2	1.2
# of plans reviewed	2037	1677	2000
Cost per plan reviewed	$53	$79	$65
% of plans reviewed within published plan review timeframes	98%	98%	98%

NEW INSTALLATION INSPECTIONS – The goal of New Installation Inspection is to conduct comprehensive, quality inspections of new and renovation fire protection systems projects to ensure compliance with approved plans.			
Expenditures	$375,172	$460,639	$452,722
FTE's	4.4	4.4	4.4
# of new installation inspections completed	5,037	3,678	4,000
Cost per new installation inspection conducted	$74	$125	$113
% of inspections conducted within one working day of receipt	99%	99%	99%

RETESTING PROGRAM – The goal of Retesting is to conduct comprehensive, quality inspections of existing fire protection systems projects, on a cost recovery basis, within an established time line in order to provide the maximum area of oversight based upon severity of life safety for each occupancy.			
Expenditures	$272,296	$334,327	$328,581
FTE's	3.4	3.4	3.4
# of retesting inspections conducted	2,129	3,020	3,500
Cost per retesting inspection conducted	$128	$111	$94
% of inspections conducted within established compliance dates	99%	99%	99%
% of costs recovered	84%	84%	84%

Code Enforcement

Property Maintenance & Fire Prevention

The goal of Property Maintenance & Fire Prevention is to provide comprehensive inspection services for existing structures including enforcement of fire prevention, property maintenance and City nuisance codes in order to maintain the City's building stock and life safety standards.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,484,010	$1,822,078	$1,790,761
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,484,010	$1,822,078	$1,790,761
Program Outcomes			
% of inspections completed within specified timeframes	100%	100%	100%

Activity Data

INSPECTIONS of EXISTING STRUCTURES – The goal of Inspections of Existing Structures is to conduct comprehensive, quality inspections of existing structures for fire prevention, property maintenance and other required permits in order to maintain the City's building stock and life safety standards, identify illegal construction and code violations, and respond to complaint inspections citywide.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,484,010	$1,822,078	$1,790,761
FTE's	16.6	16.6	16.6
# of inspections conducted	18,650	22,128	23,889
Cost per inspection conducted	$80	$82	$75

Investigations

The goal of Investigations is to conduct complete and comprehensive investigations of crimes and offenses relating to fires, environmental crimes and other related offenses of City and State codes and to bring cases to closure and if necessary, to prosecute in a timely manner.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$279,239	$342,852	$336,959
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$279,239	$342,852	$336,959
Program Outcomes			
% of cases closed within specified timeframes	TBD	TBD	TBD

Activity Data

INVESTIGATIONS– The goal of Investigations is to conduct comprehensive investigations of crimes and offenses in order to determine the cause and origin of the event, and to provide timely resolution by case closure or initiation of the judicial process.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$279,239	$342,852	$336,959
FTE's	2.4	2.4	2.4
# of open case investigations conducted	176	180	184
# of investigations closed	172	176	180
Cost per open case investigation conducted	$1,587	$1,905	$1,831
% of investigations initiated within established timeframes	100%	100%	100%

Developer Supported Activities

The goal of Developer Supported Activities is to focus additional resources on specific development projects around the City in order to expedite the completion of projects, effectively deal with issues in a timely and efficient manner, and assure full cost recovery for these special services.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$768,284	$2,233,809	$2,217,883
Less Revenues	$768,284	$2,233,809	$2,217,883
Net General Fund Expenditures	$0	$0	$0
Program Outcomes			

Activity Data

SCHOOLS (ACPS) – The goal of ACPS is to focus resources on School projects in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$133,416	$90,785	$98,327
FTE's	2.0	1.0	1.0
# plans reviewed	N/A	TBD	TBD
# inspections completed	N/A	TBD	TBD
# permits issued	N/A	TBD	TBD
CARLYLE/EISENHOWER – The goal of Carlyle/Eisenhower is to focus resources on Carlyle/Eisenhower in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.			
Expenditures	$634,868	$595,182	$663,751
FTE's	5.0	6.0	6.0
# plans reviewed	N/A	TBD	TBD
# inspections completed	N/A	TBD	TBD
# permits issued	N/A	TBD	TBD
POTOMAC YARD – The goal of Potomac Yard is to focus resources on Potomac Yard in order to expedite completion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.			
Expenditures	$0	$721,944	$791,750
FTE's	6.0	6.0	6.0
# plans reviewed	N/A	TBD	TBD
# inspections completed	N/A	TBD	TBD
# permits issued	N/A	TBD	TBD
OTHER DEVELOPMENT – The goal of Other Development is to focus resources on other projects around the City of Alexandria in order to expedite completiion of projects, effectively deal with issues in a timely and efficient manner, and to assure full cost recovery for these special services.			
Expenditures	$0	$825,898	$664,055
FTE's	7.0	7.0	7.0
# plans reviewed	N/A	TBD	TBD
# inspections completed	N/A	TBD	TBD
# permits issued	N/A	TBD	TBD

Code Enforcement

Summary of Budget Changes

Adjustments to Maintain Current Service Levels		
Adjustments	**Program**	**FY 2008 Approved**
Leased Space	*All Programs*	$1,500
This adjustment is for increased lease costs at Bankers Square, until staff can move into the renovated City-owned space at 517 N. St. Asaph Street.		
Rodent Baiting	*Code Enforcement*	$8,000
This adjustment will continue stepped up rodent abatement that began in FY 2007 due to the increase in outdoor events and activities, including outdoor dining and street closures on the lower end of King Street. The FY 2007 approved budget for rodent abatement is approximately $168,000. This covers twice monthly baiting of sewers. From June through September, alleyways around lower King Street were baited at an additional cost of $2,000 per month, for four months. Although not mandated by City Code, the City acts aggressively and proactively to control rodent activity.		

John Catlett, Director

http://alexandriava.gov/city/codeenforcement/
Phone #: 703.838.4644
Email: john.catlett@alexandriava.gov

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Police Department

Mission Statement: The mission of the Police Department is to preserve the peace and to protect persons and property.

Summary Table	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$47,823,673	$51,949,653	$53,237,209
Less Revenues	$2,394,207	$2,183,325	$1,858,320
Net Gen. Fund Expenditures	$45,429,466	$49,766,328	$51,378,889
Authorized Positions (FTE's)	466.6	465.2	468.1

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $1,612,561 (3.2%).
- FY 2008 personnel costs increased by $838,857 or 1.9%; the increase was due to a 1.5% COLA funded through the Council add/delete process and two additional Special Police Officers to run the Red Light Camera Program.
- Revenues decreased $325,005 or 14.9% because of decreased transfers to the internal service fund and the expiration of a Community Oriented Policing Services (COPS) grant in FY 2007.
- Capital Outlay decreased $115,962 or 6.4% due to savings in vehicle purchases.

Program and Activity Chart

Police Department

Leadership & Management Support Services
- Leadership & General Mgmt
- Office of Intelligence and Internal Security
- Finance Management
- Human Resources Mgmt

Operations Support Services
- Property & Evidence Mgmt
- Policy Review & Maintenance
- Fleet Management
- IT Management
- Facilities & Security Mgmt
- Certification & Training

Special Operations
- Traffic and Parking
- Special Response Unit
- Special Events/Incidents
- School Resource Officers
- Community Relations

Public Services Division
- Public Information Office
- Internal Investigations

Information Services
- Report Management

Police Communications
- Call Handling and Dispatching Calls for Service (CFS)

Patrol
- Patrol
- Crime Analysis

Criminal Investigations
- Criminal Investigations
- Domestic Violence Unit
- Vice/Narcotics
- Street Crimes
- Task Forces
- Crime Scene Investigations

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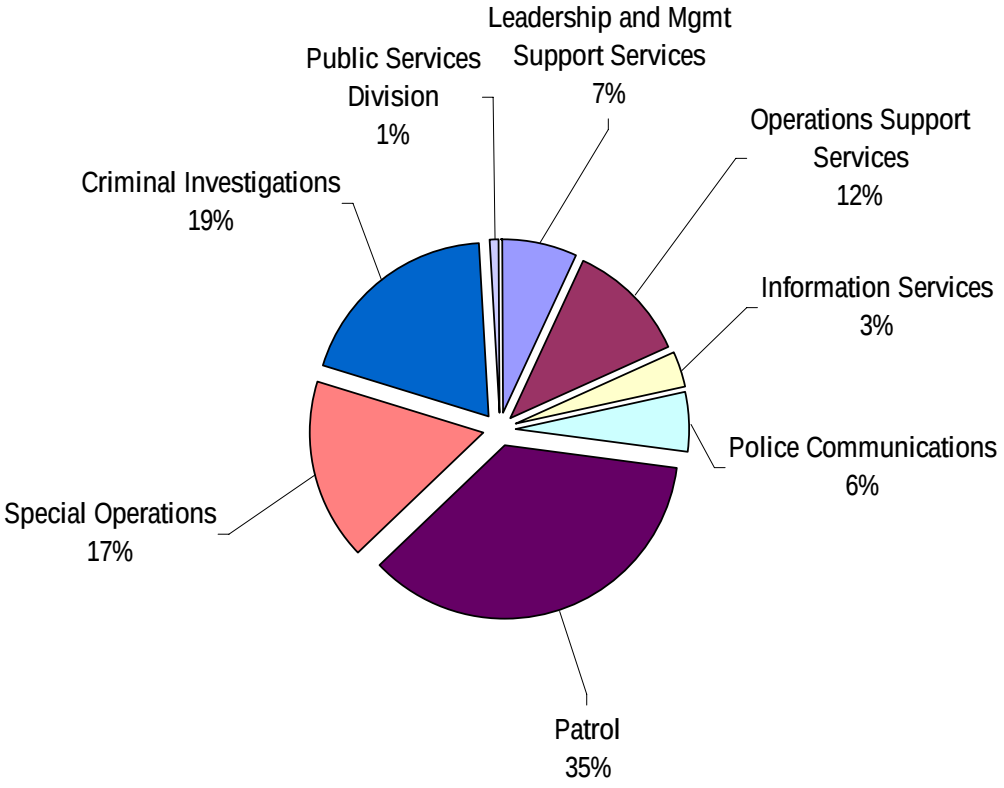
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of total calls dispatched per year	58,880	58,880	58,880
% of Police reports processed electronically	77%	77%	77%
Patrol's average response time from dispatch to arrival for emergency calls	4.36 minutes	4.36 minutes	4.36 minutes
Patrol's cost per call for service	$305	$305	$305
% of criminal investigations cases closed	79%	79%	79%
Number of applicants processed	1,045	1,045	1,045
Average cost to intake one item of evidence	$35	$35	$35
For information regarding crime statistics, please see Miscellaneous Departmental Information			

FY 2008 Approved Expenditures by Program



Police Department

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$39,636,734	$43,272,533	$44,111,390	1.9%
Non-Personnel	7,299,914	6,875,638	7,440,299	8.2%
Capital Goods Outlay	887,025	1,801,482	1,685,520	-6.4%
Total Expenditures	$47,823,673	$51,949,653	$53,237,209	2.5%
Less Revenues				
Internal Service	$462,413	$1,801,482	$1,685,520	-6.4%
Special Revenue Fund	1,931,794	381,843	172,800	-54.7%
Total Designated Funding Sources	$2,394,207	$2,183,325	$1,858,320	-14.9%
Net General Fund Expenditures	$45,429,466	$49,766,328	$51,378,889	3.2%

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Leadership and Management Support Services	$7,558,511	$8,210,620	$3,639,963	NA
Operations Support Services**	NA	NA	6,158,135	NA
Information Services	1,427,253	1,550,389	1,684,599	NA
Police Communications	2,678,248	2,909,313	3,032,936	NA
Patrol	17,413,514	18,915,862	18,883,416	NA
Special Operations	8,713,211	9,464,942	9,055,038	NA
Criminal Investigations	9,252,774	10,051,055	10,284,402	NA
Public Services	780,162	847,472	498,720	NA
Total Expenditures	$47,823,673	$51,949,653	$53,237,209	2.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	67.5	67.5	21.0	NA
Operations Support Services**	NA	NA	40.0	NA
Information Services	22.0	22.0	24.0	NA
Police Communications	33.0	33.0	34.0	NA
Patrol	172.5	172.5	186.0	NA
Special Operations	83.1	81.7	75.3	NA
Criminal Investigations	81.5	81.5	84.0	NA
Public Services Division	7.0	7.0	4.0	NA
Total full time employees	466.6	465.2	468.3	0.7%

* FY 2007 to FY 2008 percent change not vaild due to the use of a more refined cost allocation methodology in FY 2008 that is not comparable to the methodology used in FY 2007.

** A new program has been created called "Operations Support Services" which includes activities moved from other programs. Since the program is new, no funds were budgeted or expended and no authorized positions were allocated in previous years' budgets.

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide financial, personnel, planning and support services in order to facilitate the operations of the Police Department.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$7,558,511	$8,210,620	$3,639,963
Less Revenues	0	0	142,800
Net General Fund Expenditures	$7,558,511	$8,210,620	$3,497,163
Program Outcomes			
% of authorized positions filled	98%	98%	98%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide fiscal and support services in order to facilitate the operations of the Police Department.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,490,259	$2,705,106	$2,395,952
FTE's	22.5	22.5	9.0
# of activities managed	25	25	25
# of departmental FTE's managed	467	465	468
$ amount of departmental budget	$49	$52	$53
% of Departmental effectiveness targets met	TBD	TBD	TBD

OFFICE OF INTELLIGENCE & INTERNAL SECURITY – The goal of OIIS is to improve the department's ability to respond to terrorism activity and disasters through intelligence gathering and training, to protect the public.			
Expenditures	$406,298	$441,351	$414,685
FTE's	3.0	3.0	3.0
# of incidents to which OIIS staff responded to EOC or common location	827	827	827
Cost per incident	$531	$531	$531
% of incident responses met in accordance with City plans	100%	100%	100%

Leadership and Management Support Services Program, continued

Activity Data

FINANCE MANAGEMENT - The goal of Finance Management is to provide responsible stewardship of the Police Department's budget to support law enforcement operations.*	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	NA	NA	$406,660
FTE's	NA	NA	3.0
# of fiscal transactions processed per year	4,400	4,400	4,400
Departmental expenditures as % of budget	NA	NA	10.2%
Cost per fiscal transaction	NA	NA	$86.09
Departmental expenditures within budget	NA	NA	100%

*New Activity

HUMAN RESOURCES MANAGEMENT - The goal of Human Resources Management is to manage issues affecting employee compensation, staffing, and well-being in support of the Police Department's operations.*			
Expenditures	NA	NA	$422,665
FTE's	NA	NA	6.0
# of civilian applicants processed	NA	NA	843
# of sworn applicants processed	NA	NA	202
Cost per applicant processed	NA	NA	$479.90

*New Activity

Operations Support Services Program

The goal of Operations Support Services is to ensure the Police Department has the best possible human resources and necessary tools to conduct its operations.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	NA	NA	$6,158,135
Less Revenues			
Net General Fund Expenditures	NA	NA	$6,158,135
Program Outcomes			
% of authorized positions filled	NA	NA	98%

Activity Data

PROPERTY & EVIDENCE MANAGEMENT – The goal of Property and Evidence Management is to manage all incoming property and evidence, from receipt to disposal.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$258,532	$280,837	$411,727
FTE's	3.0	3.0	3.0
# of items of property and evidence processed each year	5,199	5,199	5,199
Average cost to intake one item of evidence	$35	$35	$35
% of inventory disposed of annually	31%	31%	31%

POLICY REVIEW & MAINTENANCE – The goal of Policy Review is to research, develop, and amend department policies and procedures to ensure compliance with best practices, legal requirements and accreditation standards.			
Expenditures	$449,054	$487,797	$136,730
FTE's	2.0	2.0	2.0
# of directives and addenda issued per year	36	36	36
Average cost per directive	TBD	TBD	TBD
% of accreditation standards met	100%	100%	100%

FLEET MANAGEMENT – The goal of Fleet Management is to order vehicles, and to coordinate the equipment, maintenance and deployment of them, in support of police personnel.			
Expenditures	$264,557	$287,381	$1,575,194
FTE's	3.0	3.0	3.0
# of vehicles managed	312	312	312
Cost per year to manage each vehicle	NA	NA	TBD
% of maintenance actions completed within 14 days of schedule date	89%	89%	89%

Operations Support Services Program, continued

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to maintain and enhance the department's computer infrastructure to support operations, analysis and vital electronic communication for police employees.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,031,737	$2,207,025	$2,140,251
FTE's	13.0	13.0	13.0
# of pc's in department	317	317	317
# of portable and mobile radio units supported (all City units managed by Police Department)	1625	1625	1625
# of mobile computers	370	370	370
# of users supported	459	459	459
Cost per system user	$4,779	$4,779	$4,779
% of reports processed electronically rather than by manual methods	77%	77%	77%

FACILITIES & SECURITY MANAGEMENT – The goal of Facilities and Security Management is to provide a secure, aesthetically pleasing, clean, and properly functioning facility environment that is conducive to staff fulfilling the department's mission to the public.			
Expenditures	$900,790	$978,506	$1,062,504
FTE's	13.0	13.0	13.0
# of security requests completed	230	230	230
# of maintenance requests completed	140	140	140
# of internal inspections completed	4	4	4
Cost per request/task completed	$70	$70	$70
% of customers satisfied with the physical facility environment	67%	67%	67%
% of maintenance requests completed as scheduled	TBD	TBD	TBD

CERTIFICATION AND TRAINING - The goal of Certification and Training is to coordinate training to ensure employees meet the Department of Criminal Justice certification and maintain skills to protect the public.			
Expenditures	$2,031,737	$2,207,025	$831,728
FTE's	13.0	13.0	6.0
# of mandatory training hours per sworn	44	44	44
# of mandatory training hours per civilian	2	2	2
Average cost of mandatory training per sworn officer	$1,584	$1,584	$1,584
Average cost of mandatory civilian training per employee	$56	$56	$56
% of sworn officers meeting certification	TBD	TBD	TBD
% of average sworn work year (2080 hours) spent in training	2%	2%	2%

Information Services Program

The goal of Information Services is to maintain the integrity and accountability of police reports and other vital documents, so that information is available to assist in prosecution, investigations, reporting crimes, locating wanted or missing persons, and recovering stolen property.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,427,253	$1,550,389	$1,684,599
Less Revenues	0	0	0
Net General Fund Expenditures	$1,427,253	$1,550,389	$1,684,599
Program Outcomes			
Incident Based Report System reports (IBRS) submitted on time	100%	TBD	TBD

Activity Data

REPORT MANAGEMENT – The goal of Report Management is to review, classify, record and secure police incident reports and vital documents, to report crime statistics for the City in accordance with state and federal Incident Based Reporting (IBR) guidelines.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,427,253	$1,550,389	$1,684,599
FTE's	22.0	22.0	24.0
# of incident reports processed	14,421	14,421	14,421
# of criminal reports	10,233	10,233	10,233
# of auto accident reports	1,826	1,826	1,826
Average cost to process a report	$57.00	$57.00	$57.00

Police Communications Program

The goal of Police Communications is to provide prompt answering, dispatch and resolution of incoming calls to ensure help is quickly and efficiently delivered to those needing Police, Fire or EMS services, or information.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,678,248	$2,909,313	$3,032,936
Less Revenues	0	0	0
Net General Fund Expenditures	$2,678,248	$2,909,313	$3,032,936
Program Outcomes			
% of calls taken, routed, and managed within policy	99%	TBD	TBD

Activity Data

CALL HANDLING AND DISPATCHING CALLS FOR SERVICE (CFS) –The goal of Call Handling & Dispatching Calls for Service is to route calls for service to police, fire, EMS or other city services in a timely manner.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,678,248	$2,909,313	$3,032,936
FTE's	33.0	33.0	34.0
# of total calls answered per year	274,285	274,285	274,285
Average # of calls answered per day	751	751	751
# of emergency calls dispatched per year	2,540	2,540	2,540
# of non-emergency calls dispatched per year	56,340	56,340	56,340
Average # of calls dispatched per day	147	147	147
% of emergency, Priority 1 calls dispatched within 120 seconds of receipt	81%	81%	81%
% of supervisor audits of employee performance rated satisfactory or above	TBD	TBD	TBD

Patrol Program

The goal of Patrol is to respond to calls for service and provide proactive, visible police presence to protect life and property.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$17,413,514	$18,915,862	$18,883,416
Less Revenues	0	0	0
Net General Fund Expenditures	$17,413,514	$18,915,862	$18,883,416
Program Outcomes			
Citizen satisfaction with patrol officers' response per Fall 2006 survey	84%	TBD	TBD

Activity Data

PATROL – The goal of Patrol is to provide visible police presence and timely response to citizen complaints.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$16,388,769	$17,802,708	$18,584,656
FTE's	163.0	163.0	186.0
# of calls for service needing response	58,044	58,044	58,044
# of incident reports completed	14,421	14,421	14,421
Patrol cost per call for service	$305	$305	$305
Average response time to emergency calls for service from dispatch to arrival	4.36 minutes	4.36 minutes	4.36 minutes
# of arrests made	4,979	4,979	4,979

CRIME ANALYSIS – The goal of Crime Analysis is to identify and analyze crime, calls for service and arrest data to provide actionable information through periodic reports, bulletins and maps that assist with officer deployment to combat and reduce crime.			
Expenditures	$287,743	$312,568	$298,760
FTE's	2.5	2.5	3.0
# of major crime maps per year	200	200	200
# of special requests and projects	150	150	150
Cost per staff hour	$75	$75	$75
% of crime reports submitted by established deadlines	100%	100%	100%

Special Operations Program

The goal of Special Operations is to augment patrol functions with focused problem solving efforts, and with specialized response to unusual events.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$8,713,211	$9,464,942	$9,055,038
Less Revenues	0	0	0
Net General Fund Expenditures	$8,713,211	$9,464,942	$9,055,038
Program Outcomes			
Citizen satisfaction survey	TBD	TBD	TBD

Activity Data

TRAFFIC AND PARKING – The goal of Traffic and Parking is to direct traffic, enforce traffic and parking laws, and provide education to calm traffic, reduce vehicle accidents and protect pedestrians.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$4,157,293	$4,515,962	$5,263,084
FTE's	47.6	46.2	46.3
# of parking tickets issued	64,529	64,529	64,529
Cost per parking ticket	$28	$28	$28
Net change in accident rate in city	-12%	-12%	-12%

SPECIAL RESPONSE UNIT – The goal of the Special Response Unit is to provide rapid response to crimes, incidents, or emergencies and to coordinate homeland security matters.*			
Expenditures	NA	NA	$725,943
FTE's	NA	NA	9.0
# of arrests made	NA	NA	TBD
Cost per arrest	NA	NA	TBD
Citizen satisfaction with community policing efforts	NA	NA	TBD

*new activity

SPECIAL EVENTS/INCIDENTS – The goal of Special Events/Incidents is to provide police presence at planned City special events; and to respond to unplanned, major incidents in order to control traffic, criminal and other potential hazards.			
Expenditures	$1,804,658	$1,960,355	$2,005,200
FTE's	9.5	9.5	11.0
# of planned special events handled (parades, festivals, etc.)	45	45	45
# of unplanned events handled (hostage, hazmat, etc.)	14	14	14
Average cost per planned event	$3,178	$3,178	$3,178
Average cost per unplanned event	$10,000	$10,000	$10,000
% of special event after-action reports completed within 10 days	50%	50%	50%
% of incidents resolved successfully	100%	100%	100%

Special Operations Program, continued

Activity Data

SCHOOL RESOURCE OFFICERS – The goal of SRO is to provide visible police presence, education and intervention programs in City schools to support youth and discourage criminal behavior.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$737,002	$800,587	$746,112
FTE's	7.0	7.0	7.0
# of student contacts	1,455	1,455	1,455
# of incidents involving physical altercation	38	38	38
Cost per public school student (10,284 students)	$77.38	$77.38	$77.38
School incidents per 1000 students involving physical altercation	3.7	3.7	3.7

COMMUNITY RELATIONS – The goal of Community Relations is to offer crime prevention and education to Alexandria residents to improve their knowledge of police operations and to promote personal safety.			
Expenditures	$319,693	$347,275	$314,699
FTE's	3.0	3.0	2.0
# of citizen academy participants each year	80	80	80
Cost per academy participant	TBD	TBD	TBD
% of community associations satisfied with police services	95%	95%	95%

Criminal Investigations Program

The goal of Criminal Investigations is to investigate felony and misdemeanor violations of law to identify the individuals who commit these offenses and arrest them.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$9,252,774	$10,051,055	$10,284,402
Less Revenues	0	0	0
Net General Fund Expenditures	$9,252,774	$10,051,055	$10,284,402
Program Outcomes			
Part 1 crime closure rates exceed national average of 62%	yes, by 17%	TBD	TBD

Activity Data

CRIMINAL INVESTIGATIONS – The goal of Criminal Investigations is to investigate sex, death, robbery, burglary, grand larceny, financial, gang and juvenile cases involving violations of law, with an emphasis on case closure and prosecution.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$4,304,650	$4,676,033	$4,557,371
FTE's	33.0	33.0	37.0
# of cases assigned	1,627	1,627	1,627
Cost per case	$2,857	$2,857	$2,857
% of cases closed (80% as target)	79%	79%	79%
% of multiple case closures (10% target)	8%	8%	8%

DOMESTIC VIOLENCE UNIT – The goal of the DVU is to investigate all domestic violence and stalking offenses, with an emphasis on coordinating victim services and successful prosecution.			
Expenditures	$733,016	$796,257	$695,495
FTE's	7.0	7.0	7.0
# of cases assigned	934	934	934
Cost per case	$847	$847	$847
% of cases involving arrest	48%	48%	48%
% of cases involving services to victims and no arrest	52%	52%	52%

Criminal Investigations Program, continued

Activity Data

VICE/NARCOTICS – The goal of V/N is to investigate violations of law involving vice, organized crime, and narcotics, to arrest the offenders and create a negative financial impact on violators.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,225,271	$1,330,981	$1,675,543
FTE's	10.0	10.0	10.0
# of cases assigned	172	172	172
# of arrests	99	99	99
Cost per case assigned	$ 7,738	$ 7,738	$ 7,738
% of case closures by arrest	58%	58%	58%

STREET CRIMES – The goal of SCU is to suppress street level drug dealing and nuisance offenses by identifying and arresting those responsible for the crimes.			
Expenditures	$1,081,125	$1,174,399	$795,368
FTE's	8.5	8.5	8.0
# of arrests	721	721	721
Cost per arrest	$761	$761	$761
Change in arrests compared to prior year	35%	35%	35%

TASK FORCES – The goal of TF is to investigate national and regional drug and money laundering operations for Federal prosecution, in partnership with federal, state and local agencies.			
Expenditures	$457,263	$496,713	$827,603
FTE's	7.5	7.5	7.0
# of cases assigned	52	52	52

CRIME SCENE INVESTIGATIONS – The goal of CSI is to support CIS and Patrol with crime scene processing and fingerprint identification, leading to arrests of criminal suspects.			
Expenditures	$1,451,449	$1,576,673	$1,733,020
FTE's	15.5	15.5	15.0
# of Evidence Processing Reports	1,821	1,821	1,821
% of latent fingerprints identified at crime scenes (target is 50%)	51%	51%	51%

Public Services Program

The goal of the Public Services Program is to promote public education, provide information through the media, and investigate all complaints against police employees.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$780,162	$847,472	$498,720
Less Revenues	0	0	0
Net General Fund Expenditures	$780,162	$847,472	$498,720
Program Outcomes			
Citizen survey: Citizen satisfaction with level of integrity and professionalism in the Alexandria PD	TBD	TBD	TBD

Activity Data

PUBLIC INFORMATION OFFICE – The goal of the Public Information Office is to promptly and accurately notify command staff, the public, the media and city officials of significant police-related incidents.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$222,953	$242,188	$247,067
FTE's	2.0	2.0	2.0
# of media contacts per year	10,000	10,000	10,000
# of daily crime incident reports produced per year	260	260	260
% of daily crime reports posted on the Internet within 1 business day	100	100	100
Cost per resident population	$1.74	$1.74	$1.74

INTERNAL INVESTIGATIONS – The goal of Internal Investigations is to investigate allegations of misconduct involving department personnel.			
Expenditures	$237,516	$258,008	$251,654
FTE's	2.0	2.0	2.0
# of formal complaints managed (received, investigated, resolved)	185	185	185
Cost per investigation	$1,383	$1,383	$1,383

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Annual E-911 System Maintenance Cost	*Communications*	**$62,949**
The E-911 system was previously supported through a contract with Positron which ended in August 2006. FY 2007 maintenance for a new E-911 system was included in the CIP's purchase for the total system. In FY 2008, the annual maintenance cost through Verizon will increase by $62,949.		
CALEA certification conference and assessment costs	*Leadership*	**$7,260**
In late FY 2007, the APD will undergo its tri-annual certification assessment for accreditation by the Council on Accreditation for Law Enforcement Agencies. The Police Department requests funds to attend the conference in Colorado Springs in November 2007 to receive the certification award. This will be an opportunity for the Chief, the Deputy Chief, and the Accreditation manager to publicly receive the accreditation, and to establish contacts, participate in meetings, and exchange information with other law enforcement officials.		
Annual Maintenance Costs for CSI Equipment	*Criminal Investigations*	**$6,786**
Includes $2,381 for a Live Scan connection from the jail to NOVARIS, $1,005 for the increased cost of the State's Auto Fingerprint Identification System (AFIS), and $3,400 for comprehensive maintenance of Noritsu digital photographic equipment.		
Replacement of Community Oriented Policing (COPS) grant.	*Patrol*	**$252,843**
A grant for Community Oriented Policing (COPS) from the U.S. Justice Department expires in FY 2007. Per the terms of the grant, the City must continue to fund Police Officers through the end of FY 2008. The cost of funding the police officers will be included in the Police Department's General Fund budget.		

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Crime Analyst	*Patrol*	**$92,000**
This supplemental request will allow the APD to address and identify emerging crime trends. An additional staff person is needed due to higher sworn staffing, population increases, and the development of new residential and commercial areas. The International Association of Crime Analysts recommends one analyst for every 100 Police officers; currently, the APD has 2 analysts and over 320 sworn personnel.		

Police Department

Expenditure Reductions

Approved Adjustment	Program	FY 2008 Approved
Civilianize 3 Officers	*Various*	**$24,800**
Three senior police officers due to retire in FY 2008 assigned to administrative/support functions may be replaced by civilian staff.		
Reduce Overtime for Special Events	*Patrol & Special Operations*	**$100,000**
Police presence would be reduced at some large public gatherings, parades, and other special events. The Police Department stands ready as always to respond immediately to incidents at public gatherings.		
Reassign 1 Secretary	*Leadership and Management*	**$25,000**
The Office of Chief employs two administrative staff to handle phone calls, scheduling, correspondence, payroll, and other administrative functions. One civilian employee would be transferred internally to the Personnel and Training Section or Property Section, allowing the department to reduce part-time or temporary staff.		
Convert 2 Special Police Officer positions to Public Services Cle	*Leadership and Management*	**$20,000**
The Police Department currently has five Special Police Officer positions responsible for maintaining security at Police headquarters. Police headquarters now requires security card access, and the Office of Sheriff manages security at the Mill Road facility, so it is possible to convert two of the Police Officer positions to less costly Public Services Clerks in the Records section.		

Add/Deletes

Approved Adjustment	Program	FY 2008 Approved
Red Light Camera Program	*Traffic & Parking*	**$680,000**
As part of the Add/Delete process, the City's Red Light Camera program was revived. The Police require two new Special Police Officers to run the program ($115,000). The remaining costs are projected contract costs for three cameras. The program, which is designed to stop drivers from running red lights, is expected to generate $750,000 in revenues during the first year.		

Miscellaneous Departmental Information

The table below shows the portion of the Police Department's expenditures that are paid by the Commonwealth of Virginia.

Table 1 "Net City Share" of Department of Police Operations			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
General Fund Expenditures	$45,429,466	$49,766,328	$51,378,889
Police Related General Fund Revenues			
HB599 Revenue	$6,624,744	$6,624,744	$6,624,744
Total	**$6,624,744**	**$6,624,744**	**$6,624,744**
Net City Share (General Fund Expenditures Less Related Revenues)	**$38,804,722**	**$43,141,584**	**$44,754,145**

Table 2 contains Alexandria crime statistics for CY 2004, CY 2005, and CY 2006.

Table 2	Part I Crimes in Alexandria		
	CY 2004	CY 2005	CY 2006
Homicide	2	4	5
Rape	31	23	23
Robbery	187	197	202
Aggravated Assault	213	201	178
Burglary	426	371	389
Larceny	2,937	2,699	2537
Auto Theft	635	513	380
Total	4,431	4,008	3,714

David Baker, Chief of Police

www.alexandriava.gov/police/

Phone #: 703.838.4700
Email: david.baker@alexandriava.gov

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Department of Human Services

Mission Statement: The mission of the Department of Human Services is 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.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$50,854,704	$54,691,285	$53,569,210
Less Revenues	$25,923,604	$26,736,646	$26,168,438
Net Gen. Fund Expenditures	$24,931,100	$27,954,639	$27,400,772
Authorized Positions (FTE's)	235.8	235.8	233.8

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $553,867, or 2.0% with total expenditures decreasing by $1,122,075, or 2.1%.
- FY 2008 personnel costs decreased by $58,669, or 0.3%; the decrease is due to the elimination of 2 positions and the reallocation of positions from several programs (Foster Care Administration and Title V) to other funding sources as some funding sources have decreased. Decreases are offset by the cost of step increases and a cost of living increase.
- FY 2008 non personnel costs decreased by $1.1 million or 3.3% due to various program reductions and reductions in Fees for Temporary Services.
- Capital Outlay increased $76,000 (89.4%) to reflect a revised vehicle replacement plan.

Program and Activity Chart

DHS

Leadership & Management
- Leadership & General Mgmt.
- Multicultural Services

Youth Services
- Project Discovery
- Interagency Coordination

Aging & Adult Services
- Adult Protective Services
- Companion Services
- Comm. Based Long-Term Care
- Transportation
- Residential Long-Term Care

Community Services
- Homeless Prevention
- Case Mgmt for the Homeless
- Homeless Shelter
- Emergency Services
- Rent Relief
- Ex-Offender Re-entry

Out-of-School Time Services
- Program Coord. & Monitoring
- Service Delivery

Public Assistance
- Medicaid
- State & Local Hospitalization
- Food Stamps
- Temp. Aid to Needy Families
- General Relief
- Refugee Assistance
- Auxiliary Grants

JobLink Employment Services
- *VIEW*
- Youth Employment.
- Adult Employment

Early Childhood Development
- Childcare Assistance
- Regulatory Services
- Early Intervention Services
- Head Start
- VA Preschool Initiative
- Resource Development

Child Welfare Services
- Child Protective Services Invest.
- Foster Care Case Mgmt.
- Family Services
- Adoption Case Mgmt.
- Adoption Subsidy
- Resource Development
- Mentor Home
- Child Assess. & Treatment Center

Comprehensive Services Act
- CSA Coord. & Financial Mgmt
- Foster Care Services & Maint.
- Foster Care Prevention
- Special Ed Tuition Assistance
- Other Services

Alexandria Fund for Human Services
- Children's Fund
- Youth Fund
- Community Partnership Fund

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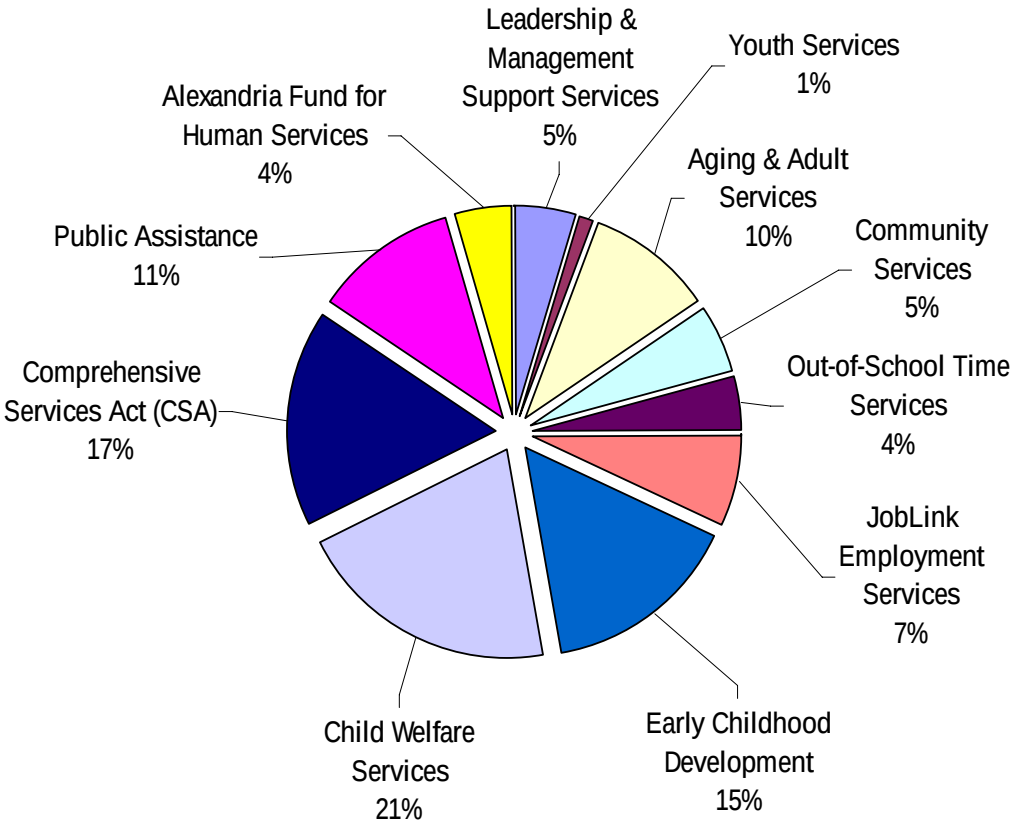
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of Human Services clients served (unduplicated)	N/A	TBD	TBD
# of meals served	77,862	80,800	82,800
# of adult clients served through Adult Employment	3,631	3,230	3,230
Of children in foster care < 12 months, % that have had no more than 2 placements	84%	80%	78%
# of ESL participants served	400	405	410
% of grant-funded programs meeting program goals and objectives	85%	85%	95%

FY 2008 Approved Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$17,070,762	$19,642,350	$19,583,681	-0.3%
Non-Personnel	33,686,323	34,963,935	33,824,529	-3.3%
Capital Goods Outlay	97,619	85,000	161,000	89.4%
Total Expenditures	$50,854,704	$54,691,285	$53,569,210	-2.1%
Less Revenues				
Internal Services	$129,609	$85,000	$161,000	89.4%
Special Revenue Funds	25,793,995	$26,651,646	26,007,438	-2.4%
Total Designated Funding Sources	$25,923,604	$26,736,646	$26,168,438	-2.1%
Net General Fund Expenditures	$24,931,100	$27,954,639	$27,400,772	-2.0%

Program Level Summary Information

Expenditure and Revenue Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership, IT & Management Support Services	$3,073,306	$2,511,220	$2,549,507	1.5%
Youth Services	561,748	670,964	543,204	-19.0%
Aging & Adult Services	4,850,430	4,999,476	5,258,837	5.2%
Community Services	2,551,029	2,802,847	2,801,283	-0.1%
Out-of-School Time Services	1,903,108	2,159,056	2,221,087	2.9%
JobLink Employment Services	2,939,381	3,909,923	3,690,482	-5.6%
Early Childhood Development	9,214,361	9,501,167	8,270,140	-13.0%
Child Welfare Services	9,798,017	11,522,956	10,767,517	-6.6%
Comprehensive Services Act (CSA)	8,957,316	8,357,637	9,093,976	8.8%
Public Assistance	4,706,214	5,976,277	6,048,297	1.2%
Alexandria Fund for Human Services	2,299,794	2,279,762	2,324,880	2.0%
Total Expenditures	$50,854,704	$54,691,285	$53,569,210	-2.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership, IT & Management Support Services	25.0	25.0	24.0	-4.0%
Youth Services	5.0	5.0	4.0	-20.0%
Aging & Adult Services	28.0	28.0	29.0	3.6%
Community Services	10.3	10.3	10.3	0.0%
Out-of-School Time Services	1.0	1.0	1.0	0.0%
JobLink Employment Services	30.1	30.1	30.1	0.0%
Early Childhood Development *	18.0	18.0	17.0	-5.6%
Child Welfare Services	54.4	54.4	54.4	0.0%
Comprehensive Services Act (CSA)	3.0	3.0	3.0	0.0%
Public Assistance	61.0	61.0	61.0	0.0%
Alexandria Fund for Human Services	0.0	0.0	0.0	N/A
Total full time employees	235.8	235.8	233.8	-0.8%

* The reduction in positions between FY 2007 and FY 2008 reflects the loss of federal Childcare Admin pass-thru revenues. One FTE is not funded in FY 2008. Additionally, a Social Worker position currently filled by a retiring employee will be eliminated. These decreases are offset by the addition of a Social Worker position to work with the AlexandriaRedevelopment Housing Authority at the Ladrey senior housing facility.

Leadership & Management Support Services

The Goal of Leadership and Management Support Services is to provide quality customer service to the community by utilizing administrative, technical and management expertise to help promote and achieve excellence in Human Services.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$3,073,306	$2,511,220	$2,549,507
Less Revenues	$620,866	$607,013	$683,013
Net General Fund Expenditures	$2,452,440	$1,904,207	$1,866,494
Program Outcomes			
% of clients rating service as good or excellent	N/A	TBD	TBD
% of departmental activities achieving effectiveness objectives	N/A	TBD	TBD

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide overall administration and guidance and financial management, information technology support, human resources and operational oversight to the Department to support the City's Human Services system, and increase the community's awareness of Human Services programs.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,886,930	$2,285,670	$2,315,591
FTE's	23.0	23.0	22.0
# of Human Services clients served (unduplicated)	N/A	TBD	TBD
# of activities managed	48	48	48
$ managed	$50,854,704	$54,691,285	$53,569,210
# of servers managed	10	11	13
% of clients rating service as good to excellent	N/A	TBD	TBD

MULTICULTURAL SERVICES – The goal of Multicultural Services is to ensure Alexandria's culturally diverse residents have access to all City services and resources, encourage participation in the life of the City and its government and enhance the City's delivery of culturally competent services.			
Expenditures	$186,376	$225,550	$233,916
FTE's	2.0	2.0	2.0
# of departments assisted in language plans	17	19	20
# of ESL participants served	400	405	410
# of language line calls - City wide	2,325	2,525	2,725

Youth Services

The goal of Youth Services is to coordinate and collaborate with City and community youth-service professionals, parents, residents and community groups to promote positive development among Alexandria's youth

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$561,748	$670,964	$543,204
Less Revenues	$118,513	$135,397	$145,772
Net General Fund Expenditures	$443,235	$535,567	$397,432
Program Outcomes			
# of youth policy initiatives initiated and/or supported by the Commission and other youth organizations	5	8	8

Activity Data

PROJECT DISCOVERY – The goal of Project Discovery is to provide workshops, college trips and group and individual counseling to low-income, first generation college-eligible students to prepare and motivate them to pursue a college education.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$196,588	$207,011	$218,865
FTE's	2.0	2.0	2.0
# of students served	131	135	135
# of college trips conducted	8	10	10
# of Americorps member hours provided	2,600	3,400	3,400
Cost per student served	$1,501	$1,533	$1,621
% of students who are accepted in post-secondary educational programs	92%	92%	92%

INTERAGENCY COORDINATION – The goal of Interagency Coordination is to coordinate and collaborate with youth serving agencies in order to improve services to youth and families.			
Expenditures	$365,160	$463,953	$324,339
FTE's	3.0	3.0	2.0
# of participating agencies	37	42	44
# of hours provided in staff support	297	317	317
% of youth service providers indicating increased knowledge of, and participating in, collaborative or interagency initiatives and services/programs	N/A	75%	75%

Aging and Adult Services

The goal of Aging and Adult Services is to provide resources and services to seniors and adults with disabilities in order to help them maintain their highest level of independence and remain safely in the community.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,850,430	$4,999,476	$5,258,837
Less Revenues	$1,322,329	$1,164,861	$1,303,210
Net General Fund Expenditures	$3,528,101	$3,834,615	$3,955,627
Program Outcomes			
% of residents age 56 or older responding that City services meet their expectations most of the time	N/A	TBD	TBD

Activity Data

ADULT PROTECTIVE SERVICES – The goal of Adult Protective Services is to investigate reports and then provide services and resources necessary to protect seniors and adults with disabilities from abuse, neglect and/or exploitation pursuant to the Code of Virginia.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$543,546	$585,863	$617,004
FTE's	5.0	5.0	5.0
# of reports received	234	250	250
# of cases managed	170	185	200
Cost per case	$3,197	$3,167	$3,085
% of investigations initiated within 24 hours of report	96%	98%	98%
% of cases without further incidence of abuse, exploitation, or neglect within 12 months	94%	96%	96%

COMPANION SERVICES – The goal of Companion Services is to provide assessment for the provision of non-medical in home services, such as light housekeeping, personal care, etc. in order for seniors and adults with disabilities to remain safely in their homes.			
Expenditures	$1,710,297	$1,801,334	$1,889,358
FTE's	4.0	4.0	4.0
# of cases managed	327	335	335
Cost per case	$5,230	$5,377	$5,640
# of days of institutional care avoided	115,340	120,450	120,450

COMMUNITY-BASED LONG TERM CARE – The goal of Community Based Long Term Care Services is to provide resources and services to seniors aged 55 and over in order for them to maintain their highest level of independence and remain safely in the community.			
Expenditures	$1,445,125	$1,520,568	$1,609,344
FTE's	12.0	12.0	13.0
# of meals served	77,862	80,800	82,800
# of adult day case hours provided	16,157	20,000	20,000
% of home meals delivered on schedule	98%	98%	98%
% of day care capacity utilized	81%	91%	93%

Agency and Adult Services, continued

TRANSPORTATION – The goal of Transportation Services is to provide accessible transportation for seniors age 60 and over to senior centers, services and shopping that help them maintain their independence.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$514,289	$567,940	$596,856
FTE's	5.0	5.0	5.0
# of one-way trips provided by Agency and Aging staff	4,362	4,400	4,500
# of one-way senior taxi trips	14,586	18,000	18,000
Cost per one-way trip	$27.14	$25.35	$26.53

RESIDENTIAL LONG-TERM CARE PLACEMENT & ASSISTANCE – The goal of Residential Long Term Care Placement and Assistance is to provide assessment and placement of indigent seniors and disabled adults in a City governed facility for nursing home and assisted living services.			
Expenditures	$637,173	$523,771	$546,275
FTE's	2.0	2.0	2.0
# of screenings for residential and community-based care	57	100	105
# of placements	15	20	25

Community Services

The goal of Community Services is to provide financial assistance, counseling and support services that allow households and individuals to re-establish or maintain self-sufficiency and affordable housing

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,551,029	$2,802,847	$2,801,283
Less Revenues	$954,546	$830,664	$793,901
Net General Fund Expenditures	$1,596,483	$1,972,183	$2,007,382
Program Outcomes			
% of effectiveness goals met by Community Services program	TBD	TBD	TBD

Activity Data

HOMELESS PREVENTION – The goal of Homeless Prevention is to provide time limited financial assistance, housing counseling and support services so homeless households and households experiencing a financial crisis beyond their control can establish and/or maintain homes.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$383,582	$397,715	$415,330
FTE's	3.0	3.0	3.0
# of households served	134	140	140
$ of assistance provided	$436,683	$425,000	$425,000
Cost per household served	$2,863	$2,841	$2,967
# of evictions avoided	121	129	129
% of households who are still in their homes 6 months later	83%	80%	80%

CASE MANAGEMENT FOR THE HOMELESS – The goal of Case Management for the Homeless is to provide a continuum of services and housing options for homeless individuals moving toward permanency and self sufficiency.			
Expenditures	$38,252	$36,595	$38,175
FTE's	0.3	0.3	0.3
# of households served	N/A	75	75
Cost per household served	N/A	$488	$509
% of transitional housing placements moving to permanent housing within 12 months	N/A	70%	70%

HOMELESS SHELTER – The goal of the Alexandria Community Shelter is to ensure The Salvation Army provides safe and secure emergency shelter and supportive services to homeless individuals and families.			
Expenditures	$1,358,551	$1,383,499	$1,391,632
FTE's	1.5	1.5	1.5
# of households served	219	220	220
# of shelter bed nights of care	14,453	16,352	16,352
Cost per shelter bed night	$94.00	$84.61	$85.10
% of households moving to stable housing or continuing in treatment programs at discharge	52%	50%	50%

Community Services, continued

EMERGENCY SERVICES – The goal of Emergency Services is to provide crisis assistance for rent, utility payments, transportation, medical needs, burial and other critical needs in order to meet the emergency needs of low-income households.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$659,536	$596,455	$563,302
FTE's	4.0	4.0	4.0
# of clients served	3,453	3,500	3,500
$ of assistance provided	$313,998	$325,000	$325,000
$ value of community donations disseminated	$172,292	$175,000	$175,000
Cost per client served	$191	$170	$161
# of evictions avoided	258	250	250

RENT RELIEF – The goal of Rent Relief is to provide monthly rent subsidy to low-income elderly or disabled adult renters in market rate units to support stability and affordability.			
Expenditures	$12,746	$287,199	$287,725
FTE's	0.5	0.5	0.5
# of clients served	68	74	75
Cost per client served	$187	$3,881	$3,836
% of households with rent burdens reduced to 50% of gross income	N/A	20%	20%

EX-OFFENDER RE-ENTRY – The goal of Ex-Offender Re-Entry is to provide counseling and supportive services that promote self-support and permanency for ex-felons transitioning from prison to the community.			
Expenditures	$98,362	$101,384	$105,119
FTE's	1.0	1.0	1.0
# of post-release clients served	91	110	110
Cost per client served	$1,081	$922	$956
% of clients not returning to prison on new felony charges within one year of enrollment	89%	90%	90%

Out of School Time Services

The goal of Out-of-School Time Services is to support, promote and provide quality before and after school programs for children of the City's working families so that they are engaged in structured and supervised activities during non-school hours

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,903,108	$2,159,056	$2,221,087
Less Revenues	$0	$0	0
Net General Fund Expenditures	$1,903,108	$2,159,056	$2,221,087
Program Outcomes			
% of parents rating City supported out-of-school time programs good or excellent	95%	95%	95%

Activity Data

PROGRAM COORDINATION & MONITORING – The goal of Program Coordination and Monitoring is to develop and monitor the implementation of high quality program standards so that parents are satisfied with the services their children receive.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$0	$119,056	$134,573
FTE's	1.0	1.0	1.0
# of monitoring visits conducted	12	12	13
Cost per site monitored	$0	$9,921	$10,352
% of parents rating City supported out-of-school time programs good or excellent	95%	95%	95%
% of sites with substantial compliance of standards in the program	100%	100%	100%

SERVICE DELIVERY – The goal of Service Delivery is to provide the funding so high quality and accessible before and after school programs can be delivered to the children of Alexandria working families.			
Expenditures	$1,903,108	$2,040,000	$2,086,514
FTE's	0.0	0.0	0.0
# of students enrolled	789	691	840
# of days of service provided	195	183	185
Cost per student per day	$12.37	$16.13	$13.43
% of City elementary school children served	14%	13%	15%

Job*Link* Employment Services

The goal of the JobLink Employment Services Program is to bring together job seekers who desire permanent employment and businesses that need reliable employees in order to increase self-sufficiency and promote economic development

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,939,381	$3,909,923	$3,690,482
Less Revenues	$1,144,017	$1,458,753	$1,358,159
Net General Fund Expenditures	$1,795,364	$2,451,170	$2,332,323
Program Outcomes			
% of clients rating service as good or excellent	81%	81%	81%
% of clients attaining employment goal	N/A	TBD	TBD

Activity Data

VIRGINIA INITIATIVE FOR EMPLOYMENT NOT WELFARE – The goal of VIEW is to provide employment services to Temporary Aid to Needy Families recipients who are required by TANF policy or volunteer to be in the VIEW program.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$888,740	$1,196,392	$1,028,332
FTE's	9.5	9.5	9.5
# of VIEW clients served	485	545	545
Cost per client served	$1,832	$2,195	$1,887
% of clients placed in work activity	70%	70%	70%

YOUTH EMPLOYMENT – The goal of Youth Employment is to provide employment services to low-income clients, ages 14 to 21, to increase employability and self-sufficiency.			
Expenditures	$473,872	$602,126	$657,829
FTE's	4.4	4.4	4.4
# of all youth served	673	673	673
Cost per youth served	$704	$895	$977
Hourly average wage per placement	$6.30	$6.30	$6.30

ADULT EMPLOYMENT – The goal of Adult Employment is to provide employment services to adults to increase self-sufficiency. Clients served include those affected by layoffs, those who are low income and unemployed or underemployed, those who have disabilities, those who were previously incarcerated, as well as refugees, food stamp recipients, and other City residents not eligible for special programs.			
Expenditures	$1,576,769	$2,111,405	$2,004,321
FTE's	16.2	16.2	16.2
# of adult clients served	3,631	3,230	3,230
Cost per adult client served	$434	$654	$621
Average hourly wage per placement	$12.42	$12.42	$12.42

Office of Early Childhood Development (OECD)

The goal of the Office of Early Childhood Development (OECD) is to develop and maintain high quality early childhood education resources for all children, but especially children in low-income families, to ensure safety and quality programs that promote school readiness

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$9,214,361	$9,501,167	$8,270,140
Less Revenues	$7,151,491	$7,559,031	$6,166,041
Net General Fund Expenditures	$2,062,870	$1,942,136	$2,104,099
Program Outcomes			
% of children attending accredited child care centers	62%	65%	65%

Activity Data

CHILD CARE ASSISTANCE – The goal of Child Care Assistance is to provide financial assistance with child care services to income eligible families to allow parents to work or to attend a school or education program leading to employment.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$6,037,605	$6,483,300	$5,271,901
FTE's	8.5	8.5	7.5
# of families that received child care services	421	333	302
# of children that received child care services	590	466	423
# of teen parents served	17	10	10
Cost per child served	$10,233	$13,913	$12,463

REGULATORY SERVICES – The goal of Regulatory Services is to determine initial and on-going compliance of family child care providers with City ordinances and DHS and State regulations to ensure the provision of a safe, high quality child care experience.			
Expenditures	$327,574	$367,726	$360,474
FTE's	2.5	2.5	2.5
# of active provider registration permits managed	256	259	260
# of corrective action plans	13	20	25
Cost per provider regulated	$1,280	$1,420	$1,386
% of applications processed within 6 weeks	50%	65%	70%

EARLY INTERVENTION SERVICES – The goal of Early Intervention Services is to provide assessment, support and referral for children with developmental delays to identify services within the community that are best suited to their unique, educational needs.			
Expenditures	$15,599	$17,511	$17,165
FTE's	0.3	0.3	0.3
# of children assessed for developmental delays	70	70	70
# of families that received supportive services	40	40	40
Cost per child served	$223	$250	$245
% of assessments completed within 2 weeks	N/A	100%	100%

Office of Early Childhood Development (OECD), continued

HEAD START – The goal of Head Start is to provide quality preschool experience and comprehensive services to low-income families to help children develop the skills necessary for school readiness through a contractual relationship with a local non-profit.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,217,126	$1,986,131	$1,967,311
FTE's	0.5	0.5	0.5
# of children served	268	268	268
Cost per child served	$8,273	$7,411	$7,341
% of children with an increase of COR scores of at least 0.9 between the beginning and the end of the school year	85%	85%	85%

VA PRESCHOOL INITIATIVE – Develop and manage a collaboration of early childhood programs that provide high quality early care and education to previously unserved at-risk four-year-olds to prepare them for school.			
Expenditures	$255,236	$246,932	$259,936
FTE's	0.5	0.5	0.5
# of children served	193	193	193
Cost per child served	$1,322	$1,279	$1,347
% of children who increased their literacy levels using a standardized assessment tool (Pre-K PALS)	N/A	TBD	TBD

RESOURCE DEVELOPMENT – The goal of Resource Development is to provide training, education, mentoring and support for family child care providers and child care center staff to develop and maintain high quality early child and education services.			
Expenditures	$361,221	$399,567	$393,353
FTE's	5.8	5.8	5.8
# of workshops for providers	24	24	24
# completing Vocational ESL class	28	28	30
# of teachers completing CDA training	N/A	TBD	TBD

Child Welfare Services

The goal of Child Welfare Services is to ensure the safety and well-being of children at risk of neglect or abuse and foster a permanent connection to family.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$9,798,017	$11,522,956	$10,767,517
Less Revenues	$7,926,530	$8,781,125	$7,895,963
Net General Fund Expenditures	$1,871,487	$2,741,831	$2,871,554
Program Outcomes			
% of children receiving services whose safety and well-being have improved	TBD	TBD	TBD

Activity Data

CHILD PROTECTIVE SERVICES INVESTIGATION – The goal of Child Protective Services Investigations is to investigate allegations of child abuse/neglect and to identify service needs to reduce risk and secure safety for children.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,446,201	$1,708,914	$1,656,592
FTE's	15.4	15.4	15.4
# of families served	741	745	745
Cost per family served	$1,952	$2,294	$2,224
% of investigations/assessments completed within 45 days	94%	100%	100%

FOSTER CARE & CASE MANAGEMENT – The goal of Foster Care and Case Management is to provide care and treatment to ensure the well being of children in foster care while working toward permanency within 12 months.			
Expenditures	$4,460,350	$5,185,698	$4,842,722
FTE's	16.0	16.0	16.0
# of children served in foster care	210	200	180
Cost per child served in foster care	$21,240	$25,928	$26,904
Of children reunified, % reuninfied within 12 months	79%	80%	80%
% of children re-entering foster care	7%	7%	7%

FAMILY SERVICES – The goal of Family Services is to provide services to at-risk families to prevent/reduce child abuse/neglect and promote safety.			
Expenditures	$1,373,096	$1,807,406	$1,633,719
FTE's	11.0	11.0	11.0
# of families served	267	280	294
# of families with founded abse served	41	40	40
Cost per family served	$5,143	$6,455	$5,557
% of children without instance of abuse or neglect	97%	97%	97%

Child Welfare Services, continued

ADOPTION CASE MANAGEMENT – The goal of Adoption Case Management is to secure permanent families for children in Department of Social Services custody.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$474,641	$637,436	$459,256
FTE's	4.0	4.0	4.0
# of children adopted	22	24	28
Cost per child adopted	$21,575	$26,560	$16,402
% of children exiting to adoption whose adoption is completed within 24 months	45%	50%	52%

ADOPTION SUBSIDY – The goal of Adoption Subsidy is to provide resources that enable adoption of children with special needs.			
Expenditures	$1,227,996	$1,038,000	$1,085,000
FTE's	0.0	0.0	0.0
# of children receiving subsidy	138	143	143
Average subsidy per child	$8,899	$7,259	$7,587
% of annual recertification completed on schedule	95%	97%	98%

RESOURCE DEVELOPMENT – The goal of Resource Development is to secure and maintain foster families, maximize federal funding reimbursement for foster children and secure other funding to support foster children activities.			
Expenditures	$593,656	$759,177	$737,383
FTE's	5.0	5.0	5.0
# of approved foster homes	123	125	125
$ of donations secured	$83,950	$85,000	$90,000
Resource development cost per child served by foster care	N/A	TBD	TBD
Of children in foster care < 12 months, % that have had no more than 2 placements	84%	80%	78%

MENTOR HOME – The goal of the Mentor Home is to provide a group living arrangement for foster care teens in preparation for independent living.			
Expenditures	$95,624	$109,012	$125,002
FTE's	1.0	1.0	1.0
# of teens served	8	6	6
Cost per teen served	$11,953	$18,169	$20,834
% of teens reaching independence while residing at the Mentor Home	62%	75%	75%

CHILD ASSESSMENT & TREATMENT CENTER (CATCH) – The goal of CATCH is to provide a comprehensive continuum of medical care for foster care children, ages 0 to 5.			
Expenditures	$126,453	$277,313	$227,843
FTE's	2.0	2.0	2.0
# of children served	108	120	120
Cost per child served	$1,171	$2,311	$1,899
% of children linked with services in less than 60 days	88%	90%	90%

Comprehensive Services Act

The goal of the Comprehensive Services Act is to provide funding for services to at risk children and to ensure that State and local agencies, parents and private service providers work together to plan and provide services

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$8,957,316	$8,357,637	$9,093,976
Less Revenues	$3,536,567	$3,837,964	$3,762,171
Net General Fund Expenditures	$5,420,749	$4,519,673	$5,331,805
Program Outcomes			
% of placements found appropriate at utilization review	100%	100%	100%
% of children receiving comprehensive assessments	100%	100%	100%

Activity Data

CSA COORDINATION & FINANCIAL MANAGEMENT – The goal of CSA Coordination and Financial Management is to provide overall coordination, financial control for Comprehensive Services Act purchase of services.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$233,645	$235,273	$240,643
FTE's	3.0	3.0	3.0
$ of funds administered	$8,863,530	$9,168,388	$8,871,825
Cost as percentage of funds administered	2.6%	2.6%	2.7%
% decrease in funding of high-end residential services	2.50%	2.50%	2.50%

FOSTER CARE SERVICES & MAINTENANCE – The goal of Foster Care Services and Maintenance is to purchase comprehensive services based on level of need in the least restrictive environment, to ensure the well-being of children in foster care.			
Expenditures	$5,932,096	$5,523,208	$6,020,267
FTE's	0.0	0.0	0.0
# of children served	373	380	380
$ of services purchased	$6,103,609	$6,066,056	$5,886,911
Cost per child served	$15,904	$14,535	$15,843
% of children receiving comprehensive assessments	100%	100%	100%

FOSTER CARE PREVENTION – The goal of Foster Care Prevention is to purchase comprehensive services based on level of need in the least restrictive environment for at risk families to prevent/reduce child abuse/neglect and promote safety.			
Expenditures	$348,947	$324,894	$354,133
FTE's	0.0	0.0	0.0
# of children served	100	105	105
$ of services purchased	$369,175	$470,153	$436,598
Cost per child served	$3,489	$3,094	$3,373
% of children receiving comprehensive assessments	100%	100%	100%

Comprehensive Services Act, continued

SPECIAL EDUCATION TUITION ASSISTANCE – The goal of Special Education Tuition Assistance is to purchase comprehensive services that are consistent with the Individual Educational Plan to ensure a quality education for children with Special Education needs.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,355,391	$2,193,038	$2,390,400
FTE's	0.0	0.0	0.0
# of children served	78	80	80
$ of services purchased	$2,531,048	$2,557,179	$2,473,316
Cost per child served	$30,197	$27,413	$29,880
% of children whose Individual Educational Plan is consistent with their placement	100%	100%	100%

OTHER SERVICES – The goal of Other Services is to purchase comprehensive services, based on level of need, in the least restrictive environment, for at risk youth and families.			
Expenditures	$87,237	$81,224	$88,533
FTE's	0.0	0.0	0.0
# of children served	16	20	20
$ of services purchased	$60,805	$75,000	$75,000
Cost per child served	$5,452	$4,061	$4,427
% of children receiving comprehensive assessments	100%	100%	100%

Public Assistance

The goal of Public Assistance is to provide financial and medical assistance to eligible residents to promote self-sufficiency and improve their standard of living.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,706,214	$5,976,277	$6,048,297
Less Revenues	$3,148,745	$3,361,838	$4,060,208
Net General Fund Expenditures	$1,557,469	$2,614,439	$1,988,089
Program Outcomes			
% of clients receiving benefits in a timely manner	92%	97%	97%

Activity Data

MEDICAID – The goal of Medicaid is to provide payment for some medical expenses for eligible citizens to improve their health and well-being.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,630,076	$1,977,171	$2,006,690
FTE's	25.0	25.0	25.0
# of clients served	5,394	5,400	5,400
Cost per client served	$302	$366	$372
% of applications processed within 45 days	97%	97%	97%

STATE AND LOCAL HOSPITALIZATION – The goal of State and Local Hospitalization is to provide payments for hospital care for citizens not eligible for Medicaid to decrease their medical liability.			
Expenditures	$229,743	$274,056	$276,936
FTE's	3.0	3.0	3.0
# of clients served	28	30	30
Cost per client served	$8,205	$9,135	$9,231
% of renewals processed within 30 days	96%	97%	97%

FOOD STAMPS – The goal of Food Stamps is to provide electronic benefits to low-income households to increase food purchasing power and alleviate hunger and malnutrition.			
Expenditures	$1,431,286	$1,736,050	$1,761,973
FTE's	21.0	21.0	21.0
# of clients served	2,492	2,500	2,500
Cost per client served	$574	$694	$705
% of applications processed within 45 days	98%	97%	97%
% of renewals processed within 30 days	97%	97%	97%

Public Assistance, continued

TEMPORARY AID TO NEEDY FAMILIES (TANF) – The goal of TANF is to provide temporary cash assistance and employment-related services to enable families with children to become self-sufficient.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$484,684	$700,298	$708,944
FTE's	7.0	7.0	7.0
# of clients served	468	470	470
Cost per client served	$1,036	$1,490	$1,508
% of applications processed within 45 days	96%	97%	97%
% of renewals processed within 30 days	97%	97%	97%

GENERAL RELIEF – The goal of General Relief is to provide financial assistance to individuals who are incapacitated for at least 12 months to assist in meeting their basic needs while awaiting the SSI decision.			
Expenditures	$446,632	$761,536	$764,423
FTE's	2.5	2.5	2.5
# of clients served	136	140	140
Cost per client served	$3,284	$5,440	$5,460
% of applications processed within 45 days	94%	97%	97%
% of renewals processed within 30 days	97%	97%	97%

REFUGEE ASSISTANCE – The goal of Refugee Assistance is to provide cash assistance to legal Refugees in the U.S. less than 8 months to assist them to achieve self-sufficiency and successful integration into their community.			
Expenditures	$123,998	$146,444	$147,887
FTE's	1.5	1.5	1.5
# of clients served	14	15	15
Cost per client served	$8,857	$9,763	$9,859
% of applications processed within 45 days	95%	97%	97%
% of renewals processed within 30 days	97%	97%	97%

AUXILLIARY GRANTS – The goal of Auxiliary Grants is to provide financial assistance to residents in state-approved homes for adults to ensure maintenance of a standard of living to meet their basic needs.			
Expenditures	$359,795	$380,722	$381,444
FTE's	1.0	1.0	1.0
# of clients served	61	60	60
Cost per client served	$5,898	$6,345	$6,357
% of applications processed within 45 days	100%	97%	97%
% of renewals processed within 30 days	100%	97%	97%

Alexandria Fund for Human Services

The goal of the Alexandria Fund for Human Services is to provide human service programs for young children, youth, seniors, immigrants and person's with disabilities, through a competitive grant award process to community-based organization, to meet human services priorities in the community

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,299,794	$2,279,762	$2,324,880
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,299,794	$2,279,762	$2,324,880
Program Outcomes			
% of grant-funded programs meeting program goals and objectives	85%	85%	95%

Activity Data

CHILDREN'S FUND – The goal of the Children's Fund is to provide increased access to high quality early childhood programs with comprehensive services to ensure safety and quality programs for at-risk children.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,082,846	$1,053,511	$1,037,317
FTE's	0.0	0.0	0.0
# of children served in classrooms with comprehensive services	511	461	461
# of children receiving intensive home-based early intervention services	245	240	240
Cost per child served	$1,432	$1,503	$1,480

YOUTH FUND – The goal of the Youth Fund is to promote and enhance youth development by mobilizing community organizations to take action to promote positive development among Youth.			
Expenditures	$292,504	$301,807	$316,897
FTE's	0.0	0.0	0.0
# of grants awarded	19	19	19
# of youth served (direct services)	1,833	1,947	2,063
Cost per youth served	$160	$155	$154
% of Youth Fund grant programs meeting program goals and objectives	95%	95%	95%

COMMUNITY PARTNERSHIP FUND – The goal of the Community Partnership Fund is to provide human services to eligible Alexandrians to meet broad human service priorities in the community.			
Expenditures	$924,444	$924,444	$970,666
FTE's	0.0	0.0	0.0
# of residents served through grant-funded programs	19,155	20,471	21,787
# of grants awarded	25	31	25
Cost per resident served	$48.26	$45.16	$44.55
% of grant-funded programs meeting program goals and objectives	84%	85%	85%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
JobLink Rent Increase	*Job Link*	$33,734
Office space rental at new site at 1900 N. Beauregard Street is expected to be $362,734 for 12 months. The current amount budgeted in FY 2007 is $329,000.		
Mt. Vernon Head Start	*Early Childhood Development*	$29,230
This funding would close the gap between the cost of the Mt Vernon Head Start program for 4 year olds and the current funding. The program receives $35,000 from the Children's Fund, $40,000 in City General Fund dollars added by City Council in FY 2006 and $17,280 from the Virginia Preschool Initiative for total funding of $92,280, however the program costs $121,510. Although this program is run by the Campagna Center and is modeled after Federal Head Start programs, it does not receive any federal Head Start funding and is separate from the Campagna Center Head Start program discussed below.		
Comprehensive Services Act	*Comprehensive Services Act*	$806,762
CSA Expenditures are expected to be $8,853,334, an increase from FY 2007's estimate of $8,122,364 by $730,970. Expected revenues associated with these expenditures are also anticipated to increase from $3,810,463 to $4,153,099, or $342,636. However, additional revenue results in an increase in the City's share of a State match for Medicaid revenues for these services. This match for Medicaid revenues ($418,428) had previously not been budgeted. The net impact of the changes in revenue is a decline of $75,792. The combination of the increased expenditures and the loss of revenues is a cost to the City of approximately $806,800. (It should be noted that the majority of this increase ($683,000) was identified in the City Manager's Proposed budget. The remaining $123,800 was added by City Council as a technical adjustment based on additional actual experience in FY 2007.)		
Contract Cost Increases	*Multiple Programs*	$73,856
The City 's purchasing contract with vendors includes an annual escalator clause based on projected increase in the area CPI. The increase Approved reflects a 3.1 percent rate of inflation.		
Mentor Home Maintenance	*Child Welfare*	$15,000
Funds are needed for maintenance at the mentor home facility at 718 N. Columbus Street, a City-owned property used as a mentor home for teens in independent living. DHS is currently working with General Services to develop a memo of understanding for maintenance, but will need funds to cover day-to-day maintenance, which is currently being absorbed by the Department. The Approved amount reflects the amount spent on maintenance in FY 2006.		
Guardianship of Last Resort	*Aging and Adult*	$60,000
These funds will pay for services of a private attorney to serve as a guardian or conservator for incapacitated adults whose cases are too complex for a volunteer to manage or is otherwise contested. In the past, costs for this program have been absorbed by surpluses in other areas. These surpluses have been exhausted. $60,000 per year will provide private attorney services for 10 incapacitated adults.		
Campagna Kids and Head Start	*Out of School Time*	$46,514
Funds are included in FY 2008 to provide the same level of funding that was added to the FY 2007 budget ($33,573 for floating aides at Head Start and $12,941 for increased food costs). It should be noted that the School's Adopted budget reduced the Campagna Center Before School Program by $96,728 to $0 support, and the City's Approved budget anticipates and provides for replacement funding.		

Summary of Budget Changes

Adjustments to Maintain Current Service Levels, continued

Adjustments	Program	FY 2008 Approved
Revenue Maximization	*Child Welfare*	$1,000,000
Funds are Approved to continue the Child Welfare initiative that was started in FY 2000 with Revenue Maximization funds. Revenue maximization funds are no longer available. DHS staff is pursuing reimbursement from other sources, but all sources are limited and shifting revenue for this program reduces available revenue in other sources. $1.0 million was made available to cover this loss in Revenue Maximization funds in FY 2007. Funds are Approved to continue this level of support in FY 2008 as an adjustment to base. A designation of $280,000 in Fund Balance is also Approved to offset any additional shortfall if reimbursement from other sources is not available.		

Summary of Budget Changes, continued

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Early Childhood Administrative Costs	*Early Childhood Development*	$135,000
Funding needed to make up for lost Virginia Department of Social Services funds. The funds pay for continuation of 2 of 4 FTEs. Elimination of 2 vacant positions can be accomplished while minimizing the impact on families and children eligible for the child day care fee system,and the training, monitoring and support for child care providers.		
Social Worker for ARHA	*Aging and Adult Services*	$77,000
Due to federal funding cuts, ARHA will no longer be able to fund one social worker position. The position will be funded with General Fund money, but will be retained in the DHS budget. This position coordinates companion care services for ARHA residents at the Ladrey House, among other duties.		
Alexandria Fund for Human Services	*Fund for HS*	$110,708
FY 2008 funding includes a 5 percent increase in each of the funds (Children's Fund - $49,396, Youth Fund - $15,090, and Community Partnership Fund - $46,222). In addition to the increase, $65,590 has been transferred from the Children's Fund to the Department of Mental Health, Mental Retardation and Substance Abuse to fund the Preschool Prevention Team Therapist, which has been funded by a Children's Fund grant in previous years.		
CATCH	*Child Welfare*	$50,000
Child Assessment and Treatment Center for Health (CATCH) is a collaborative intensification and expansion of assessment and treatment services for children ages 0-5 who are victims of child abuse and neglect. The Approved funding is necessary to replace lost Revenue Maximization funding. No change or increase in services is Approved.		
St Martin de Porres Senior Center	*Aging and Adult Services*	$5,000
These funds will provide approximately a 10 percent increase in the contract with Catholic Charities to help offset loss of grant funds.		

Summary of Budget Changes, continued

Departmental Savings Options

Expenditure Reduction	Program	FY 2008 Approved
Job*Link* Expenditures	*Employment Services*	$72,804
Elimination of funding at Job*Link* for a receptionist for Alexandria Works and other reductions related to re-estimates of expenditures at the new Job*Link* facility on Beauregard Street.		
Elimination of Core Services Representative position	*Employment Services*	$34,237
Elimination of funding for a temporary position serving customers at the Resource Center at Job*Link*		
Elimination of Social Worker position	*Fund for HS*	$70,341
Elimination of a position that will be vacated in FY 2008 due to a retirement. Human Services staff will continue to coordinate the Alexandria Fund for Human Services, but unification of the Fund will be delayed.		
Temporary Services	*Department-wide*	$150,000
Reduction in the Department's budget for temporary services. Existing staff will absorb duties and maintenance responsibilities will likely be contracted out.		
Elimination of Community Affairs position	*Aging and Adult Services*	$79,000
Elimination of a vacant position. The duties of this position, which has only been filled briefly in the past several years, will be handled by existing staff.		
Elimination of Core Services Representative position	*Employment Services*	$43,056
Elimination of a temporary position in the Core Services Unit combined with the transfer of an EmploymentTraining Specialist from JobLink's Administrative Services Unit.		
TOTAL		$449,438

Add/Delete

Adjustment	Program	FY 2008 Approved
Child Day Care Fee System Waiting List	*Early Childhood Development*	$77,000
City Council added a total of $877,000 in Contingent Reserves to the City Manager's Proposed budget to clear the waiting list created by the loss of federal pass-thru dollars that provide direct aid for eligible families to place children in qualifying childcare facilities and to pay for one social worker to bring the caseloads brought on by the additional 264 children in the system into a manageable range. $800,000 was identified to clear the waiting list and $77,000 to hire the new social worker. (Subsequent to budget adoption on June 26,2007, City Council allocated $577,000 of the funding to DHS to hire the Social Worker and to begin clearing the waiting list during the summer.		

Debra Collins, Director, Human Services

www.alexandriava.gov/dhs
Phone #: 703.838.0700
Email: debra.collins@alexandriava.gov

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Mental Health/Mental Retardation/Substance Abuse

Mission Statement: The mission of the Department of Mental Health, Mental Retardation and Substance Abuse is to provide effective and cost-efficient mental health, mental retardation and substance abuse services that measurably improve the quality of life for Alexandria's neediest citizens.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$25,562,422	$29,705,997	$29,744,606
Less Revenues	$10,661,558	$12,273,292	$12,099,554
Net Gen. Fund Expenditures	$14,900,864	$17,432,705	$17,645,052
Authorized Positions (FTE's)	346.6	353.1	354.1

FY 2008 Budget Summary

- In FY 2008, the approved General Fund budget increased by $212,347 (1.2%) due costs for personnel offset by increases in some non-General Fund revenues that replace General Funds and reallocation of General Fund money to cash capital for the Safe Haven project.
- FY 2008 personnel costs increased by $100,141 or 0.4%. The increase is primarily due to the cost of living increase offset by reduction of Safe Haven costs from the FY 08 operating budget. Funding will be restored in FY 2009 to coincide with the opening of the facility.
- Total non-personnel costs decreased $59,468 or 1.2%. Increases for contract costs were offset by decreases in professional services and depreciation.
- Capital Outlay is basically unchanged from FY 2007.

Program and Activity Chart

MH/MR/SA

Leadership & Management
- Information Technology Mgmt.
- Facilities Management
- Leadership & General Mgmt
- Quality Assurance & Program Eval.

Child & Family Treatment
- Youth & Family Outpatient Services
- Home-Based Services

Prevention & Early Intervention Services for Children & Families
- Substance Abuse Prevention for Youth
- Pre-School Services
- Early Intervention
- Parent Infant Education

Adult Mental Health Services
- Adult MH Treatment & Case Mgmt
- Medication Services
- Geriatric Outpatient MH Assessment & Treatment
- Homeless Outreach & Case Mgmt
- Psychosocial Rehabilitation
- Mental Health Vocational
- Mental Health Residential

Substance Abuse Services
- Outpatient Substance Abuse Treatment
- Opioid Replacement
- Detox Services
- Substance Abuse Residential Services
- Substance Abuse Case Mgmt.

Mental Retardation Services for Adults
- MR Residential
- MR Case Mgmt Services
- MR Day Support Services
- MR Vocational Services

Emergency & Crisis Response Services
- Crisis Response & Assessment

Jail Services
- Substance Abuse Treatment Unit
- Mental Health Treatment Unit
- Assessment & Therapy Services

Departmental Contents

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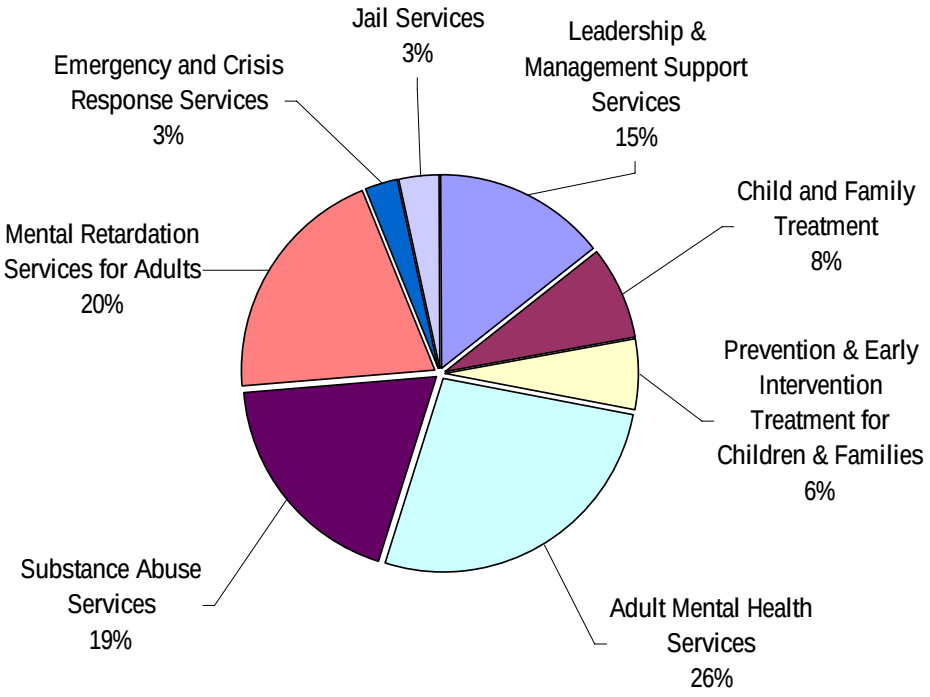
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
% of preschool services participants who show an increase in social skills and a decrease in aggressive behavior as measured by a standardized assessment tool	74%	75%	75%
% of consumers who self-report improvement in meeting vocational goals as determined on vocational services surveys	89%	75%	75%
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	90%	95%	95%
# of Adult Mental Health bed days provided - Group Homes and Supervised Apartments	26,908	29,372	29,372

FY 2008 Approved Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended*	FY 2008 Approved	% Change 2007-2008
Personnel	$20,734,227	$24,532,816	$24,632,957	0.4%
Non-Personnel	4,828,195	5,108,851	5,049,383	-1.2%
Capital Goods Outlay	0	64,330	62,266	-3.2%
Total Expenditures	$25,562,422	$29,705,997	$29,744,606	0.1%
Less Revenues				
Internal Services	$57,212	$62,500	$60,436	-3.3%
Special Revenue Funds	10,604,346	12,210,792	12,039,118	-1.4%
Total Designated Funding Sources	$10,661,558	$12,273,292	$12,099,554	-1.4%
Net General Fund Expenditures	$14,900,864	$17,432,705	$17,645,052	1.2%

* FY 2007 Amended budget reflects the addition of two new grants - $475,000 for a System of Care program and $110,000 for youth in the Northern Virginia Juvenile Detention Center. The grants provide for 5 full time and 1.5 part time positions or a total of 6.5 FTEs.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services*	$3,748,694	$3,916,460	4,334,053	10.7%
Child and Family Treatment	1,430,103	2,242,841	2,296,041	2.4%
Prevention & Early Intervention Services for Children & Families	1,640,740	1,582,244	1,673,616	5.8%
Adult Mental Health Services	6,971,232	8,526,273	7,966,310	-6.6%
Substance Abuse Services	4,838,085	5,703,016	5,592,722	-1.9%
Mental Retardation Services for Adults	5,423,636	5,947,366	6,101,814	2.6%
Emergency and Crisis Response Services	744,074	812,346	783,287	-3.6%
Jail Services	$765,858	$975,451	996,763	2.2%
Total Expenditures	$25,562,422	$29,705,997	$29,744,606	0.1%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services	43.3	43.3	43.3	0.0%
Child and Family Treatment	18.8	25.3	25.3	0.0%
Prevention & Early Intervention Services for Children & Families	18.8	19.8	20.8	5.0%
Adult Mental Health Services	105.0	104.0	104.0	0.0%
Substance Abuse Services	62.3	62.3	62.3	0.0%
Mental Retardation Services for Adults	79.0	79.0	79.0	0.0%
Emergency and Crisis Response Services	8.1	8.1	8.1	0.0%
Jail Services	11.3	11.3	11.3	0.0%
Total full time employees	346.6	353.1	354.1	0.3%

The change in positions from FY 2006 to FY 2007 reflects the addition of 5.0 FTEs for the System of Care grant, 1.5 FTEs for the Juvenile Justice Grant and 1.0 FTE for the Virignia Tobaccos Settlement Grant. These increases are offset by modifications in part time FTEs throughout the Department for optimum staffing that result in a net decrease of 1.0 FTE. The net equivalent is an 6.5 FTE equivalent increase. The increase in FY 2008 is the result of general funds being added to the MHMRSA budget for the Preschool Prevention Team position that was previously funded by a Children's Fund grant for the Alexandria Fund for Human Services. It should be noted that the FY08 Approved Budget and FTEs do not reflect any of the changes based on the FY 2008 Performance Contract with the State. The FY 2008 figures will be amended to reflect these adjustments as part of the FY09 Budget Document.

Leadership and Management Support Services

The goal of the Leadership and Management Support Services is to provide cost-efficient, effective services by the clinical divisions of the Department of Mental Health, Mental Retardation and Substance Abuse, and to ensure compliance with regulatory, licensing, accreditation and funding authorities.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$3,748,694	$3,916,460	$4,334,053
Less Revenues	$647,072	$708,247	$1,346,163
Net General Fund Expenditures	$3,101,622	$3,208,213	$2,987,890
Program Outcomes			
% of effectiveness measures achieved	N/A	TBD	TBD

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide support to the CSB and general management support for departmental activities including the maximization of revenue from all sources.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,190,141	$2,256,899	$2,326,758
FTE's	22.2	22.2	22.2
# of FTEs managed	346.6	353.1	354.1
$ of expenditures managed	$25,562,422	$29,705,997	$29,744,606
Leadership and General Management as a % of total expenditures	8.6%	7.6%	7.8%

FACILITIES MANAGEMENT – The goal of Facilities Management is to provide efficient and cost-effective maintenance, including a preventive maintenance program, to all residential and office facilities of the Department.			
Expenditures	$338,565	$326,656	$578,093
FTE's	5.2	5.2	5.2
# of work orders	N/A	TBD	TBD
Cost per work order	N/A	TBD	TBD
% of emergency call responses within 30 minutes	N/A	TBD	TBD
% of emergency work orders completed within 24 hours	N/A	TBD	TBD

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to coordinate with City of Alexandria Information Technology Services (ITS) to support the Department's personal computer users, the medical records database (Anasazi) and all information system technology needs of the Community Services Board (CSB) and its employees.			
Expenditures	$716,828	$602,189	$644,142
FTE's	1.3	2.3	3.3
Database availability	N/A	TBD	TBD
% of users responding to annual customer satisfaction survey rating MIS services as "helpful"	N/A	TBD	TBD

Leadership and Management Support Services, continued

Activity Data

REIMBURSEMENT, QUALITY ASSURANCE & PROGRAM EVALUATION – The goal of Reimbursement and Quality Assurance & Program Evaluation is to collect, maintain and evaluate data required for regulatory authorities in order to improve the quality of consumer services, mazimize revenue and maintain accreditation and licensing.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$503,160	$730,716	$785,060
FTE's	9.8	9.8	9.8
% of staff responding to annual internal customer satisfaction survey are satisfied or very satisfied with QA services	N/A	TBD	TBD
# of records sampled during regulatory visits meeting standards	N/A	TBD	TBD

Child and Family Treatment Program

The goal of the Child and Family Treatment Program is to provide effective treatment services for at-risk children and families to measurably improve their functioning.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,430,103	$2,242,841	$2,296,041
Less Revenues	$995,663	$1,674,794	$1,641,668
Net General Fund Expenditures	$434,440	$568,047	$654,373
Program Outcomes			
Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation	yes	yes	yes

Activity Data

YOUTH AND FAMILY OUTPATIENT SERVICES – The goal of Youth and Family Outpatient Services is to provide evaluation and treatment for families with children age 0-18 who have emotional disturbances and/or substance abuse problems.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$617,390	$1,274,606	$1,333,677
FTE's	7.9	14.4	14.4
# of service hours provided	9,802	9,675	13,812
Cost per service hour	$63	$132	$97

HOME BASED SERVICES – The goal of Home Based Services is to provide timely, intensive and community-based intervention for children age 0-18 and their families in order to prevent out-of-home placement.			
Expenditures	$812,713	$968,235	$962,364
FTE's	10.9	10.9	10.9
# of service hours provided	7,117	7,720	7,720
# of consumers served	120	120	120
Cost per service hour	$114	$125	$125
% of youth who remain in their homes	97%	90%	90%

Prevention & Early Intervention Services for Children and Families

The goal of Prevention Services for Children and Families is to reduce the incidence of mental illness, mental retardation and substance use by enhancing protective factors and reducing risk factors through effective prevention and early intervention programming.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,640,740	$1,582,244	$1,673,616
Less Revenues	$513,559	$562,111	$642,605
Net General Fund Expenditures	$1,127,181	$1,020,133	$1,031,011
Program Outcomes			
CARF Accreditation	yes	yes	yes

Activity Data

SUBSTANCE ABUSE PREVENTION FOR YOUTH – The goal of Substance Abuse Prevention for Youth is to support school age youth to achieve emotional wellness and avoid health risk behaviors through a variety of quality prevention programming.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$625,789	$692,640	$688,602
FTE's	9.0	9.0	9.0
# of service hours provided	9,802	8,012	8,012
Cost per service hour	$64	$86	$86
% of participants who show a positive change in attitudes towards risk behaviors	92%	90%	90%
% of programming that is evidence-based	N/A	50%	50%

PRE-SCHOOL SERVICES – The goal of Pre-School Services is to provide on-site mental health assessment and early intervention for at-risk children age 3-6 and prevention services to reduce their aggressive behavior and increase their social skills.			
Expenditures	$262,095	$127,626	$270,390
FTE's	1.3	2.3	3.3
# of service hours provided	4,259	3,513	3,513
Cost per service hour	$62	$36	$77
% of participants who show an increase in social skills and a decrease in aggressive behavior as measured by a standardized assessment tool	74%	75%	75%
% of programming that is evidence-based	N/A	N/A	N/A

EARLY INTERVENTION – The goal of Early Intervention Services is to provide evaluation and short term treatment services to measurably improve functioning and prevent the need for more intensive treatment services for children, families and adults who recently exhibited at-risk behavior.			
Expenditures	$126,340	$165,586	$142,538
FTE's	1.6	1.6	1.6
# of service hours provided	1,765	2,096	2,096
# of consumers served	200	200	200
Cost per service hour	$72	$79	$68
% of participants who show a positive change in attitudes towards risk behaviors	92%	90%	90%

Prevention & Early Intervention Services for Children and Families, continued

Activity Data

PARENT-INFANT EDUCATION – The goal of Parent-Infant Education Services is to help children 0-3 with developmental disabilities reach their full developmental potential and to provide support to their parents.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$626,516	$596,392	$572,086
FTE's	6.9	6.9	6.9
# of service hours provided	5,852	4,500	4,500
# of consumers served	333	340	340
Cost per service hour	$107	$133	$127
% of children who improve in at least one area of development	98%	85%	85%

Adult Mental Health Services

The goal of Adult Mental Health Services is to provide accurate and effective assessment, treatment, rehabilitation, case management and support to adults with a mental health or co-occurring disorders (MH/SA).

Activity Data

ADULT MENTAL HEALTH TREATMENT & CASE MANAGEMENT – The goal of Adult Mental Health Treatment and Case Management is to provide individuals with a serious mental illness or co-occuring (MH/SA) disorders, assessment, planning, linkage and monitoring services in order to increase their ability to live independently, minimize the frequency of psychiatric hospitalizations and increase periods of abstinence from substances.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,275,111	$2,144,609	$2,549,094
FTE's	33.3	29.6	29.6
# of service hours provided	N/A	TBD	20,390
# of consumers served	N/A	TBD	900
Cost per service hour	N/A	TBD	$125

MEDICATION SERVICES – The goal of Medication Services is to provide psychiatric evaluation, medications and medication management, nursing services and health education for persons experiencing psychiatric symptoms.			
Expenditures	$1,297,952	$1,426,940	$1,499,123
FTE's	10.4	10.4	10.4
# of service hours provided	5,177	4,689	4,689
# of consumers served	1,253	1,250	1,250
Cost per service hour	$251	$304	$320

Adult Mental Health Services, continued

Activity Data

GERIATRIC OUTPATIENT MENTAL HEALTH ASSESSMENT & TREATMENT – The goal of Geriatric Outpatient Mental Health Assessment and Treatment Services is to provide accurate and effective assessment and treatment to adults age 60+.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	New in 2007	$293,836	$301,698
FTE's	-	3.7	3.7
# of service hours provided	N/A	TBD	2,852
Cost per service hour	N/A	TBD	$106
% of consumers who partially or fully meet treatment goals as assessed by clinician & consumer	N/A	TBD	75%

HOMELESS OUTREACH & CASE MANAGEMENT – The goal of Homeless Outreach and Case Management services is to provide outreach, engagement and case management services to homeless adults with a serious mental illness and/ or co-occurring disorders in order to increase self-sufficiency, ability to live independently in the community and increase periods of abstinence from substances.			
Expenditures	$353,555	$624,700	$188,441
FTE's	2.1	2.1	2.1
# of service hours provided	1,786	1,748	1,748
Cost per service hour	$198	$357	$108
% of homeless consumers with mental illness who are successfully linked to MH services	74%	60%	60%

PSYCHOSOCIAL REHABILITATION (WEST END CLUBHOUSE) – The goal of the West End Clubhouse (WEC) is to provide psychosocial rehabilitation services to adults with a serious mental illness or co-occurring disorders (MH/SA) in order to improve their ability to function independently in the community.			
Expenditures	$567,811	$699,906	$663,541
FTE's	10.0	10.0	10.0
# of consumers served	173	165	165
# of consumer hours of services provided	60,713	57,875	57,875
Cost per consumer service hour	$9.35	$12.09	$11.47
% of consumers served will be maintained in the community without hospitalization	89%	80%	80%

MENTAL HEALTH VOCATIONAL – The goal of the WEC Vocational Program is to provide supported and sheltered employment services to adults with a serious mental illness obtain and maintain satisfying employment.			
Expenditures	$117,343	$89,296	$116,697
FTE's	1.3	1.3	1.3
# of service hours provided - Individual Employment	1,414	1,417	1,417
# of consumers served - -Individual and Sheltered Employment	31	32	32
# of days of service - Sheltered Employment	289	256	256
Cost per consumer served	$3,785	$2,791	$3,647
% of consumers who self-report improvement in meeting vocational goals as determined on vocational services surveys	89%	75%	75%

Adult Mental Health Services, continued

Activity Data

MENTAL HEALTH RESIDENTIAL – The goal of MH Residential and Supported Living services is to provide assistance and support to residents to develop independent living skills to successfully transition to permanent housing, or remain stable in their current permanent housing.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,359,460	$3,246,986	$2,647,716
FTE's	48.0	47.0	47.0
# of bed days provided - Group Homes	7,253	7,242	7,242
# of bed days provided - Supervised Apartments	19,655	22,130	22,130
# of residents served - Group Homes	29	30	30
# of residents served - Supervised Apartments	68	74	74
Cost per bed day - Group Homes	$203	$218	$213
Cost per bed day - Supervised Apartments	$45	$75	$50
Cost per resident served - Group Homes	$50,882	$52,567	$51,340
Cost per resident served - Supervised Apartments	$12,998	$22,567	$14,966
% of consumers who are discharged from residential programs who will transition to a similar less-intensive housing situation	70%	60%	60%

Substance Abuse Services

The goal of Substance Abuse Services is to provide effective assessment and treatment services to adults who have serious substance abuse and co-occurring mental health problems to help reduce and/or eliminate their addictive behaviors and improve their ability to function independently in the community and maintain a sober lifestyle.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,838,085	$5,703,016	$5,592,722
Less Revenues	$1,781,376	$1,949,789	$1,849,804
Net General Fund Expenditures	$3,056,709	$3,753,227	$3,742,918
Program Outcomes			
CARF Accreditation*	yes	yes	yes

* All compenents of the activities of Substance Abuse have received CARF accreditation with the exception of the residential services and Detox.

Activity Data

OUTPATIENT SUBSTANCE ABUSE TREATMENT – The goal of Outpatient Substance Abuse Treatment is to provide individualized assessment and treatment for adults (individual, group and family therapy).	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,185,445	$1,305,899	$1,314,502
FTE's	16.0	16.0	16.0
# of service hours provided	8,996	10,124	10,124
# of consumers served	772	750	750
Cost per service hour	$132	$129	$130
% of consumers who meet or partially meet treatment goals	78%	75%	75%

Substance Abuse Services, continued

Activity Data

OPIOID REPLACEMENT – The goal of Opioid Replacement is to provide medication to opioid dependent consumers as an adjunct to outpatient treatment services to help them to eliminate cravings, stabilize functioning, and improve their physical and mental health.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$975,055	$964,817	$956,388
FTE's	10.3	10.3	10.3
# of service hours provided	3,917	3,587	3,587
# of consumers served	133	150	150
Cost per service hour	$249	$269	$267
% of consumers who participate in meaningful daytime activities	83%	75%	75%

DETOX SERVICES – The goal of the Detox Unit is to safely and effectively detoxify adults addicted to drugs and/or alcohol in a non-medical setting, assist consumers in learning about addiction, and help consumers transition from the Detox Unit to ongoing substance abuse treatment so they may continue their progress toward a drug-free life.			
Expenditures	$1,434,467	$1,783,561	$1,877,556
FTE's	23.1	23.1	23.1
# of bed days provided	3,919	6,994	6,994
# of consumers	502	510	510
Cost per bed day	$366	$255	$268
% of discharged who continue in substance abuse treatment	N/A	TBD	TBD

SUBSTANCE ABUSE RESIDENTIAL SERVICES – The goal of SA Transitional Residential Services (Department operated) is to provide supervised apartments and group homes to provide sober living environments in order to enhance residents' independence, and support the residents in developing a lifestyle that is free from drug abuse or addiction.			
Expenditures	$973,931	$1,159,151	$1,035,752
FTE's	7.3	7.3	7.3
# of bed days provided - Group Homes and Supervised Apartments	11,579	12,397	12,397
# of residents served - Group Homes and Supervised Apartments	72	73	73
Cost per bed day - Group Homes and Supervised Apartments	$84	$94	$84
Cost per resident served - Group Homes and Supervised Apartments	$13,527	$15,879	$14,188
% of discharged who continue in substance abuse treatment	N/A	TBD	TBD

SUBSTANCE ABUSE CASE MANAGEMENT – The goal of Substance Abuse Case Management Services is to provide individuals with a substance abuse disorder or co-occurring (MH/SA) disorder assessment, planning, linkage and monitoring services in order to increase their ability to live self sufficiently in the community and increase periods of abstinence from substances.			
Expenditures	$269,187	$489,588	$408,524
FTE's	5.6	5.6	5.6
# of service hours	3,483	4,638	4,638
# of consumers	182	200	200
Cost per service hour	$77	$106	$88
% of consumers who will maintain or improve in functioning as measured by changes in scores on a standardized instrument	72%	65%	65%

Mental Retardation Services for Adults

The goal of the Mental Retardation Services Program is to enable adults with mental retardation to live in the community with necessary supports as independently as possible.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$5,423,636	$5,947,366	$6,101,814
Less Revenues	$2,661,966	$2,913,631	$2,862,591
Net General Fund Expenditures	$2,761,670	$3,033,735	$3,239,223
Program Outcomes			
CARF Accreditation	yes	yes	yes

* All compenents of the activities of Mental Retardation Adult Services have received CARF accreditation with the exception of the residential services.

Activity Data

MENTAL RETARDATION RESIDENTIAL SERVICES – The goal of MR Residential Services (group homes and apartments) is to provide comprehensive, supervised residential services to Alexandrians who have mental retardation and need support within the home to live in the community in order to maximize their level of functioning, increase social interaction and use of natural supports within the community.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$3,648,188	$3,929,426	$3,972,961
FTE's	51.9	51.9	51.9
# of bed days provided - Group Homes and Supervised Apartments	16,729	17,162	17,162
# of residents served - Group Homes and Supervised Apartments	52	53	53
Cost per bed day - Group Homes and Supervised Apartments	$218	$229	$231
Cost per resident served - Group Homes and Supervised Apartments	$70,157	$74,140	$74,962
% of consumers or authorized representatives who report achieving some or all residential treatment goals	95%	90%	90%

MENTAL RETARDATION CASE MANAGEMENT SERVICES – The goal of MR Case Management Services is to provide adults with mental retardation an assessment of their strengths and needs, links with services, and monitoring of progress towards their goals in order to maximize the consumer's level of functioning, increase social interaction and use of natural supports within the community.			
Expenditures	$528,504	$718,341	$775,630
FTE's	8.4	8.4	8.4
# of staff hours of service provided	4,578	5,052	5,052
# of consumers served	128	130	130
Cost per staff hours of service provided	$115	$142	$154
% of consumers who were able to reach some or all of their goals over the past year	N/A	TBD	TBD

Mental Retardation Services for Adults, continued

MENTAL RETARDATION DAY SUPPORT SERVICES – The goal of MR Day Support Services is to provide a caring, respectful, and supportive environment where adults with mental retardation can structure their days with meaningful activities.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$813,353	$859,742	$871,608
FTE's	14.3	14.3	14.3
# of consumers served	51	53	53
# of service hours provided	54,982	66,192	66,192
Cost per service hour	$14.79	$12.99	$13.17
Average daily hours consumers participate in meaningful activities	5	5	5

MENTAL RETARDATION VOCATIONAL SERVICES – The goal of MR Vocational Services is to assist individuals with mental retardation, and help them achieve the highest level of independence possible through the provision of consumer-driven, group and sheltered employment services.			
Expenditures	$433,591	$439,857	$481,615
FTE's	4.4	4.4	4.4
# of staff hours of service provided	524	400	400
# of consumers served - Group and Individual Employment	23	20	20
% of customers who will increase wages by a minimum of 2% from one year to the next	100%	100%	100%

Emergency and Crisis Response Services

The goal of Emergency and Crisis Response Services is to provide state mandated crisis intervention and assessment services to persons in Alexandria to help promote safety and stabilization, and to help individuals improve their functioning.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$744,074	$812,346	$783,287
Less Revenues	$118,099	$129,264	$129,125
Net General Fund Expenditures	$625,975	$683,082	$654,162
Program Outcomes			
CARF Accreditation	yes	yes	yes

Activity Data

CRISIS RESPONSE AND ASSESSMENT – The goal of Crisis Response and Assessment Services is to provide state mandated immediate clinical crisis intervention services, 24 hours a day, to persons and groups in Alexandria to help ensure the safety and well being of all citizens and City staff, including assistance to first responders and the public during and following critical incidents.	FY 2006 Actual	FY 2007 Approved	FY 2008 Approved
Expenditures	$744,074	$812,346	$783,287
FTE's	8.1	8.1	8.1
# of consumers served	556	500	500
# of coverage hours provided	8,760	8,760	8,760
# of critical incidents responded to	N/A	TBD	TBD
Cost per coverage hour	$85	$93	$89
% of consumers who report feeling "more hopeful" after intervention	88%	80%	80%

Jail Services

The goal of the Jail Services Program is to provide mental health and substance abuse services to City of Alexandria Detention Center (ADC) inmates to help them adjust to incarceration.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$765,858	$975,451	$996,763
Less Revenues	$483,795	$529,533	$565,889
Net General Fund Expenditures	$282,063	$445,918	$430,874
Program Outcomes			
CARF Accreditation	yes	yes	yes

Activity Data

SUBSTANCE ABUSE UNIT PROGRAM – The goal of the Substance Abuse Unit is to provide intensive substance abuse treatment within a separate structured treatment unit to help inmates achieve and maintain sobriety.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$269,410	$289,140	$295,848
FTE's	3.7	3.7	3.7
# of consumers	145	140	140
Cost per consumer	$1,858	$2,065	$2,113
% of inmates receiving substance abuse treatment who report progress toward meeting goals as collected three times during program	90%	95%	95%

MENTAL HEALTH TREATMENT UNIT – The goal of the Mental Health Treatment Unit is to provide therapy and psychiatric services to inmates identified by jail staff as needing a separate structured treatment unit.			
Expenditures	$197,814	$220,621	$227,222
FTE's	2.5	2.5	2.5
# of consumers served	85	80	80
# of consumer hours	22,814	24,180	24,180
Cost per service hour	$9	$9	$9
% of inmates who report a "more hopeful" mental status as a result of service	99%	80%	80%

ASSESSMENT AND THERAPY SERVICES – The goal of Assessment and Therapy Services is to provide triage, evaluation, and treatment to inmates housed in the Alexandria Detention Center's general population and booking units to help them adjust to incarceration and improve their functioning.			
Expenditures	$298,634	$465,690	$473,693
FTE's	5.1	5.1	5.1
# of service hours provided	2,141	3,740	3,740
Cost per service hour	$139	$125	$127
% of inmates receiving Jail Services who report a "more hopeful" mental status as a result of service	88%	75%	75%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Multi-year contract cost increases	*Multiple*	$26,712
The department uses multi-year contracts from Fairfax and Arlington Counties for the purchase of services from outside vendors for consumers(approximately 40 MR and MH clients) of residential, vocational, day support and residential substance abuse treatment. This provides for an anticipated 5% increase in vendor rates.		
Contract increases for Psychiatrists	*Adult MH Services*	$24,700
Based on a recently completed RFQ for psychiatric services, hourly rates increased by $10 per hour. This provides for that increase (47.5 hours/week of contracted psychiatric time at 52 weeks times $10 per hour).		
Anasazi Contract Increase	*Leadership and Mgt*	$15,847
The Anasazi system is the consumer tracking system used throughout MHMRSA. This provides a 3% inflationary increase in the Anaszi contract ($847) and provides $15,000 to purchase a required upgrade. The exact cost of the upgrade is not known at this time, but previous upgrades have cost $15,000. The $15,000 adjustment is a one-time increase and can be removed from the FY 2009 base.		
Lease-driven Rental Cost Increases	*Multiple*	$24,791
Provides for an increase in the cost of leased space at 720 N. St Asaph Street and 3105 Colvin Street This rental cost increase does not include the cost of renting additional space at Colvin Street, as a specific proposal has not been finalized.		
Preschool Prevention Team	*Child and Family*	$65,590
This request provides ongoing funding in the MHMRSA budget for a Therapist III to provide on-site services at Alexandria Preschools for at-risk children ages 3-6, their parents and preschool teachers. The position has been funded for the past 10 years out of the Alexandria Children's Fund. The equivalent amount is deducted from available Children's Fund grant monies; there is no net cost to the City to fund this adjustment.		

Summary of Budget Changes, continued

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Transitioning MR Youth	*MR Services for Adults*	$24,000
This request funds services for five young adults with mental retardation who are expected to graduate in June 2007 and will turn 22 during the first part of FY 2008. After age 22, individuals are no longer eligible for federally mandated early intervention and public school programs and must transition into community-based adult services.		

Summary of Budget Changes, continued

Expenditure Reductions

Expenditure Reductions	Program	FY 2008 Approved
Rehabilitative Services Revenue increase	*Child and Family*	$45,000
Revenues from the Department of Rehabilitative Services are anticipated to be higher than the amount previously estimated. The increase in charges for services lowers the need for General Fund support.		
Adjustments to State revenue	*Child and Family*	$2,000
The net affect of several changes in estimated State revenue allows the General Fund budget to be reduced by $2,000.		
Federal SAPT Block Grant Revenue increase	*Substance Abuse*	$20,000
The Department received notification of additional revenue to treat individuals with co-occurring substance use and Mental Health disorders. This additional revenue can be used to offset City General Fund support.		
Substance Abuse Residential Treatment	*Substance Abuse*	$80,000
Assuming the same level of utilization as previous years, the program can be reduced by $80,000 and all consumers who need and are appropriately qualified for the service would still be served.		
Administrative Costs for Commitment Hearings	*MR Services for Adults*	$8,000
The current budget for administrative costs for commitment hearings exceeds historical expenditures and has been reduced accordingly.		
TOTAL		**$155,000**

Michael Gilmore, Director, MHMRSA

www.alexandriava.gov/mhmrsa
Phone #: 703.838.4455
Email: mike.gilmore@alexandriava.gov

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Health Department

Mission Statement: The mission of the Alexandria Health Department (AHD) is to provide public health programs and related healthcare services for the residents of Alexandria that prevent and control disease, protect the environment, eliminate unsanitary and unsafe conditions and promote the physical and emotional well-being of all Alexandria residents.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$6,272,018	$6,886,841	$6,852,439
Less Revenues	$1,443	$0	$0
Net Gen. Fund Expenditures	$6,270,575	$6,886,841	$6,852,439
Authorized Positions (FTE's)	18.6	19.6	19.6

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $34,402, or 0.5%.
- FY 2008 personnel costs decreased by 1.9 % due to a technical adjustment in VRS expenditures. The decrease is off-set by employee step increases, increased health care costs, and a 1.5% COLA .
- Total non-personnel costs remain relatively constant.
- The Department is not scheduled to replace any vehicles during FY 2008.

Program and Activity Chart

Health

Leadership & Management
- Leadership & General Mgmt.
- Partnership for a Healthier Alexandria

Health Support
- Pharmacy Services
- Laboratory Testing

Communicable Disease
- Tuberculosis Elimination
- Sexually Transmitted Diseases Control
- Immunization
- Disease Surveillance
- HIV Outreach & Prevention

Maternal & Child Health Care Services
- Prenatal Care & Case Mgmt.
- Pediatric Care
- Family Planning
- Women, Infants, & Children Supp. Food Program (WIC)

Adult Health
- Chronic Disease Care
- HIV/AIDS Care
- Dental Care

Adolescent Services
- Teen Pregnancy Prevention
- Adolescent Health Clinic

Environmental Health
- Environ. Health Ed. & Info.
- Environ. Health Regulatory Compliance & Enforcement
- Environ. Health Monitoring
- Environ. Health Investigation Response

Emergency Preparedness
- Planning
- Training
- Community Outreach & Prep.

City Supplement to State
- City Supp. to State Budget

Departmental Contents

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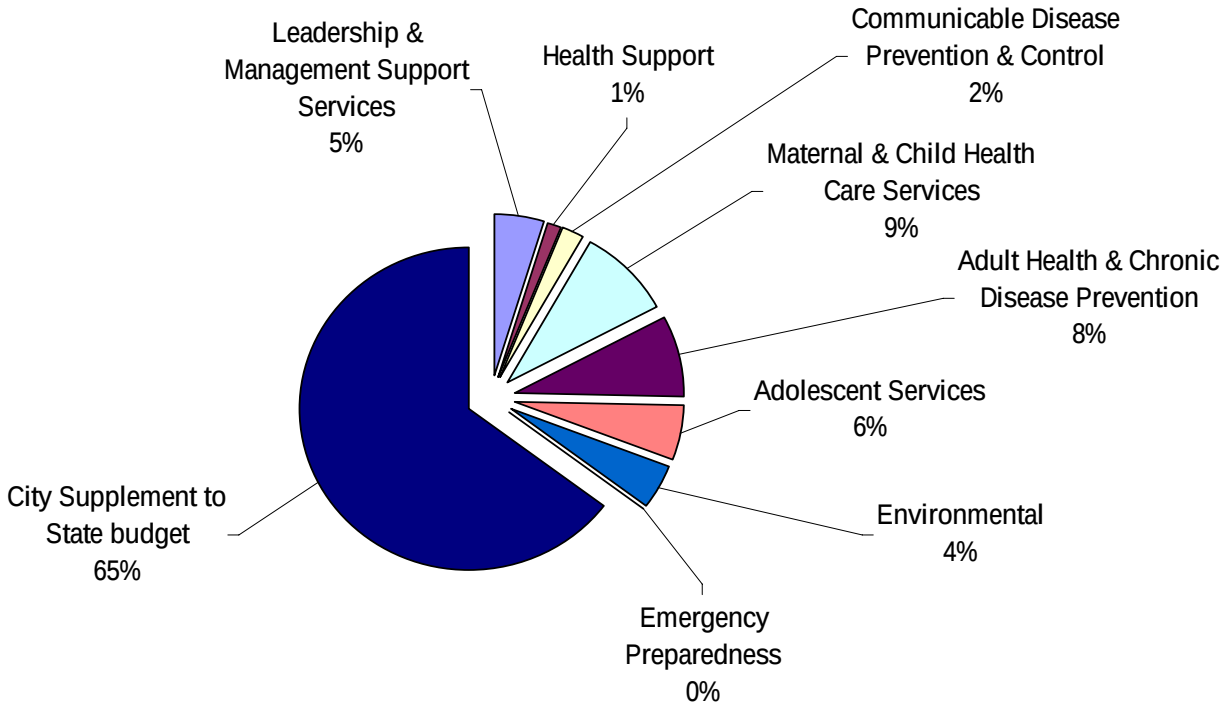
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Number of refugee health assessments	36	50	80
Number of immunization visits	4,748	5,000	5,000
Number of pre-natal care visits	6,076	6,000	6,000
Number of pediatric visits	2,833	2,800	2,800
Number of medical exams provided by Adolescent Health Clinic	2,529	2,600	2,700
Number of applications of insecticide to control mosquitos	5,344	5,400	5,400

FY 2008 Approved Expenditures by Program



Health Department

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$1,315,824	$1,759,592	$1,726,868	-1.9%
Non-Personnel	4,954,758	5,127,249	5,125,571	0.0%
Capital Goods Outlay	1,436	0	0	0.0%
Total Expenditures	$6,272,018	$6,886,841	$6,852,439	-0.5%
Less Revenues				
Internal Services	$319	$0	$0	0.0%
Special Revenue Funds	1,124	0	0	0.0%
Total Designated Funding Sources	$1,443	$0	$0	0.0%
Net General Fund Expenditures	$6,270,575	$6,886,841	$6,852,439	-0.5%

These figures do not include $3.2 million appropriated by the General Assembly from the State's General Fund to the Health Department's cooperative budget. Nor do they include $1.5 million in federal and State funds that are not reflected in the City's All Funds Budget for programs such as WIC, Emergency Preparedness, Family Planning, Immunization, and Disease Surveillance.

Health Department Program Expenditure Explanation

The Alexandria Health Department is one of 35 State health district offices of the Virginia Department of Health. It is not a department of the Alexandria City government. The Health Department is funded through a combination of City funding, City and State cooperative funding, State and federal grants, and client fees. The “cooperative budget” consists of the State’s General Fund appropriation to the Health Department, which is “matched” by the City, resulting in an allocation that is 55% State funding and 45% City funding. In addition, the City supplements the salaries of many State cooperative employees, so that they are comparable to City salary scales. The State’s General Fund appropriation to the Health Department and federal and State grants are not part of the City’s All Funds budget and thus are not reflected in the budget presented here. Consequently, some programs or activities reported show $0 City dollars or no FTEs. These activities are funded either through the cooperative budget or by federal or State grant funds. Performance measures for these programs and activities are provided, if available, since these are important functions of the Health Department, regardless of the source of funding.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008 *
Leadership & Management Support Services	$273,669	$300,495	$329,702	N/A
Health Support	50,223	55,146	93,565	N/A
Communicable Disease Prevention & Control	109,666	120,416	132,759	N/A
Maternal & Child Health Care Services	629,935	691,685	627,948	N/A
Adult Health & Chronic Disease Prevention	461,485	506,722	549,700	N/A
Adolescent Services	307,912	338,096	382,106	N/A
Environmental	281,057	308,608	294,662	N/A
Emergency Preparedness **	0	0	0	N/A
City Supplement to State budget	4,158,072	4,565,673	4,441,997	N/A
Total Expenditures	$6,272,019	$6,886,841	$6,852,439	-0.5%

* FY 2007 to FY 2008 percent change not valid due to use of a different cost allocation methodology in FY 2008 that is not comparable to the methodology used for FY 2007.

** The Emergency Preparedness Program is supported by federal funds.

Staffing Summary

Authorized Positions (FTEs) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change
Leadership & Management Support Services	1.4	2.0	2.0	0.0%
Health Support	0.7	1.0	1.0	0.0%
Communicable Disease Prevention & Control	1.7	1.5	1.5	0.0%
Maternal & Child Health Care Services	3.5	3.5	3.5	0.0%
Adult Health & Chronic Disease Prevention	4.0	4.2	4.2	0.0%
Adolescent Services	3.9	4.4	4.4	0.0%
Environmental	3.4	3.0	3.0	0.0%
Emergency Preparedness (no City-funded staff)	0.0	0.0	0.0	0.0%
City Supplement to State budget (no staff)	0.0	0.0	0.0	0.0%
Total FTE's	18.6	19.6	19.6	0.0%

It should be noted that the FTEs reported here are for City staff and do not include approximately 115.9 FTEs funded by the State cooperative budget (92.7 FTEs) or by other State and federal funds (23.2 FTEs).

Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide overall agency leadership and strategic goal setting and to provide effective and efficient management support to the agency.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$273,669	$300,495	$329,702
Less Revenues	0	0	0
Net General Fund Expenditures	$273,669	$300,495	$329,702
Program Outcomes			
% of programs developed/modified consistent with SP themes	N/A	TBD	TBD

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel and support services in order to facilitate the operations of the Alexandria Health Department (AHD).	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$225,728	$247,855	$251,768
FTE's	0.7	1.0	1.0
% of staff trained	N/A	TBD	TBD
% of revenue goals achieved	50%	75%	100%
$ amount of departmental expenditures (City All Funds budget only)	$6,272,018	$6,886,841	$6,852,439
Leadership & General Management expenditures as % of department total	3.6%	3.6%	3.7%
% of departmental effectiveness targets met	N/A	TBD	TBD

PARTNERSHIP FOR A HEALTHIER ALEXANDRIA – The goal of Partnership for a Healthier Alexandria is to promote coalition building, collaborative planning and community action for Alexandria in order to provide a safe and healthy community.			
Expenditures	$47,941	$52,640	$77,934
FTE's	0.7	1.0	1.0
# of community partnerships/linkages created	N/A	TBD	TBD
Cost per partnership/linkage created	N/A	TBD	TBD
% of identified Partnership initiatives implemented on schedule	N/A	TBD	TBD

Health Support

The goal of Health Support is to directly assist the mission of the Health Department by providing cost-effective medications, providing laboratory diagnostics, and performing appropriate administrative tasks.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$50,223	$55,146	$93,565
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$50,223	$55,146	$93,565
Program Outcomes			
% of prescriptions and lab tests that are accurate	100%	100%	100%

Activity Data

PHARMACY SERVICES – The goal of Pharmacy Services is to provide cost-effective medications to eligible patients, and to assist patients in obtaining free medications through pharmaceutical companies' patient assistance programs, in order to provide the current standard of medical care.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$0	$0	$0
FTE's	0	0	0
# of prescriptions filled	30,843	30,000	30,000
# of free prescriptions dispensed	3,024	3,100	3,100
Cost per prescription filled	$9.89	$10.20	$10.50
% of prescriptions filled accurately	100%	100%	100%
% of clients rating our service good or excellent	80%	80%	80%

LABORATORY TESTING – The goal of Laboratory Testing is to provide accurate and timely lab testing and reporting for healthcare providers that will assist them in the diagnosis and treatment of disease.			
Expenditures	$50,223	$55,146	$93,565
FTE's	0.7	1.0	1.0
# of tests provided	18,061	18,300	18,500
# of proficiency tests performed	62	68	66
Cost per test	$3	$3	$5
% of proficiency tests that are accurate	100%	100%	100%

Communicable Disease Prevention and Control

The goal of Communicable Disease Prevention and Control is to provide prevention and treatment services to the community in order to minimize exposure to, reduce incidence of, and minimize the impact of living with a communicable disease.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$109,666	$120,416	$132,759
Less Revenues	-$1,124	$0	$0
Net General Fund Expenditures	$110,790	$120,416	$132,759
Program Outcomes			
% of communicable disease outbreaks effectively contained to the population of origin	100%	100%	100%

Activity Data

TUBERCULOSIS ELIMINATION – The goal of TB Elimination is to provide clinical and intervention services to the community in order to reduce the incidence of disease.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$42,989	$47,203	$89,372
FTE's	0.7	1.0	1.0
# of Latent TB Infection (LTBI) cases initiating treatment	366	350	350
# of active TB cases receiving direct observed therapy	31	25	25
# of Refugee Health Assessments	36	50	80
Average cost per case (office and home)	N/A	TBD	TBD
Cost per refugee health assessment	$1,194	$944	$1,117
% of LTBI cases completing adequate therapy	65.8%	TBD	TBD

SEXUALLY TRANSMITTED DISEASE CONTROL – The goal of Sexually Transmitted Disease Control is to provide clinical and preventive services to the community in order to reduce the incidence of disease.			
Expenditures	$42,989	$47,203	$8,959
FTE's	0.7	0.0	0.0
# of STD Clinic visits	51	40	50
# of field visits	N/A	TBD	1,000
# of STD (gonorrhea, syphilis, chlamydia) cases investigated	382	375	375
Cost per visit (clinic and field)	N/A	TBD	TBD
% of persons attending STD clinic diagnosed and treated for an STD	10%	10%	10%
% of STD cases located and interviewed for contacts	N/A	TBD	60%

IMMUNIZATION – The goal of Immunization is to provide vaccinations and related service to the community in order to prevent and reduce the incidence of vaccine preventable diseases.			
Expenditures	$0	$0	$0
FTE's	0	0	0
# of immunization visits	4,748	5,000	5,000
Cost per immunization visit	N/A	TBD	TBD
% of kindergarteners entering school with up-to-date immunization status	N/A	95%	95%
% of 2 year olds with up-to-date immunization status	66%	67%	68%

Communicable Disease, continued

Activity Data

DISEASE SURVEILLANCE – The goal of Disease Surveillance is to detect, investigate and monitor infectious diseases for the community in order to prevent their spread in the community.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$0	$0	$0
FTE's	0	0	0
# of communicable disease reports investigated	N/A	TBD	TBD
Cost per communicable disease case investigated	N/A	TBD	TBD
% of reported cases with investigation begun within five (5) days	N/A	TBD	TBD

HIV OUTREACH & PREVENTION – The goal of HIV Outreach and Prevention is to increase awareness and knowledge, early detection and adoption of behaviors to reduce the spread of HIV infection.			
Expenditures	$23,688	$26,010	$34,428
FTE's	0.3	0.5	0.5
# of clients tested	1,929	1,900	1,900
# counseled (post test)	1,367	1,200	1,200
Cost per HIV client tested	$12	$14	$18
% of clients who return for post test counseling	71%	65%	65%

Maternal and Child Health Care Services

The goal of Maternal and Child Health Care Services is to promote and protect the health of Alexandrians through the provision of reproductive, prenatal and pediatric care and nutrition services to low income residents.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$629,934	$691,685	$627,948
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$629,934	$691,685	$627,948
Program Outcomes			
% of low birth babies below the rate of 7.0 per 1,000 live births	N/A	TBD	TBD

Maternal and Child Health Care Services, continued

Activity Data

PRENATAL CARE & CASE MANAGEMENT – The goal of Prenatal Care and Case Management is to assist high risk pregnant women and their infants to prevent low birth weight and other poor birth outcomes, and to ensure linkage to appropriate services.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$502,576	$551,842	$531,067
FTE's	2.5	2.5	2.5
# of visits	6,073	6,000	6,000
Cost per visit	$83	$92	$89
% of pregnant women enrolled in prenatal care in their first trimester	39%	40%	42%
% of newborns enrolling in pediatric care	87%	85%	80%

PEDIATRIC CARE – The goal of Pediatric Care is to provide screening and healthcare to high-risk infants and children, educate families about infant and child care, and link families to services in order to improve children's health.			
Expenditures	$116,314	$127,716	$96,881
FTE's	1.0	1.0	1.0
# of pediatric visits	2,833	2,800	2,800
# of CATCH visits (CATCH was a new program in FY 2006)	N/A	TBD	TBD
Cost per pediatric and CATCH visit	N/A	TBD	TBD
% of enrolled children (0-5) receiving EPSDT services as recommended	N/A	90%	90%
% of children (0-5) designated as founded CPS cases receiving coordinated services (CATCH)	N/A	TBD	TBD

FAMILY PLANNING – The goal of Family Planning is to provide reproductive healthcare, education and counseling to ensure that low-income women can plan pregnancies that occur by choice and under low-risk circumstances.			
Expenditures	$11,044	$12,127	$0
FTE's	0.0	0.0	0.0
# of family planning patients enrolled for one year	4,059	4,160	4,264
Cost per patient	$3	$3	$0
% of family planning patients returning for annual visits on birth control	N/A	TBD	TBD

WOMEN, INFANTS & CHILDREN SUPPLEMENTAL FOOD PROGRAM (WIC) – The goal of Women Infants and Children Supplemental Food Program is to promote the nutritional health of high risk pregnant women, infants and children and prevent poor birth outcomes through nutrition education, supplemental food vouchers and linkages to medical and social services to improve the health of children.			
Expenditures	$0	$0	$0
FTE's	0	0	0
# of active participants	2,334	2,400	2,400
Cost per participant			
% of pregnant women given appointment in first trimester	N/A	TBD	TBD

Adult Health and Chronic Disease Prevention

The goal of Adult Health & Chronic Disease Prevention is to promote and protect the health of Alexandrians through providing primary health care, nurse case management, and nutrition services to vulnerable populations and to develop partnerships that empower people within the community to improve their health status.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$461,485	$506,722	$549,700
Less Revenues	0	0	0
Net General Fund Expenditures	$461,485	$506,722	$549,700
Program Outcomes			
% of HIV/AIDS patients who remain connected to care annually	93%	93%	93%

Activity Data

CHRONIC DISEASE CARE – The goal of Chronic Disease Care is to provide health care, screening, case management, nutrition services, and education to uninsured and underinsured residents with chronic diseases to optimize health and avoid unnecessary hospitalization.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$298,282	$327,522	$327,763
FTE's	2.1	2.0	2.0
# of patients evaluated and treated	1,172	1,100	1,100
Cost per patient evaluated and treated	$255	$298	$298
% of chronic disease adult patients immunized for influenza	N/A	TBD	TBD

HIV/AIDS CARE – The goal of HIV/AIDS Care is to provide comprehensive health care services and referrals to qualifying residents with HIV or AIDS to optimize their health avoid unnecessary hospitalization and prevent the spread of infection.			
Expenditures	$33,291	$36,554	$56,804
FTE's	0.5	0.7	0.7
# of adults served	N/A	TBD	TBD
Cost per adult served	N/A	TBD	TBD
% of HIV/AIDS patients remaining connected to care	100%	100%	100%

DENTAL CARE – The goal of Dental Care is to provide selected dental services to uninsured and low income adults.			
Expenditures	$129,912	$142,646	$165,133
FTE's	1.4	1.5	1.5
# of dental visits	1,328	1,400	1,400
Cost per dental visit	$98	$102	$118
% of dental emergencies resolved (target is 98%)	N/A	TBD	TBD

Adolescent Services

The goal of the Adolescent Services Program is to provide clinical services, community educational and life skills programs that will assist in the reduction of the incidence of teen pregnancy in school age children in the City of Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$307,912	$338,096	$382,106
Less Revenues	0	0	0
Net General Fund Expenditures	$307,912	$338,096	$382,106
Program Outcomes			
Pregnancy rate (per 1,000 female residents) among youths 12-19 years old	N/A	TBD	TBD

Activity Data

TEEN PREGNANCY PREVENTION – The goal of Teen Pregnancy Prevention is to provide after school, community based life skills education programs to at risk youth and their families and provide support to collaborative programs of ACPS, MH/MR/SA and ACAP to reduce the incidence of teen pregnancy in school age youth.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$0	$0	$0
FTE's	0	0	0
# of youth attending Teen Pregnancy Prevention Program	421	350	400
% program participants whose post-test surveys show an increase in knowledge of program content and a change in attitude, decision-making, goalsetting & behaviors associated with teen pregnancy	N/A	TBD	TBD

ADOLESCENT HEALTH CLINIC – The goal of the Adolescent Health Clinic is to provide comprehensive medical services to the Alexandria adolescent population 12-19 years of age,to improve health and maximize the quality of their life in collaboration with MH/MR/SA and the Schools.			
Expenditures	$307,912	$338,096	$382,106
FTE's	3.9	4.4	4.4
# of medical exams	2,529	2,600	2,700
# of unduplicated family planning patients	849	900	1,000
# of psych/soc visits	340	400	400
Cost per visit	N/A	TBD	TBD
% of adolescent residents receiving health services at the Adolescent Health Clinic	N/A	TBD	TBD

Environmental Health

The goal of Environmental Health is to prevent disease, promote healthy environments for the community and provide environmental health services. (The Mosquitoborne Illness Prevention Program is included in the Environmental Health Program, and accounts for approximately 88 percent , or $275,000, of the total Environmental Health Program budget.)

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$281,057	$308,608	$294,662
Less Revenues	$319	0	0
Net General Fund Expenditures	$280,738	$308,608	$294,662
Program Outcomes			
# of 9 FDA National Retail Food Regulatory Program Standards met by the Food Safety Program	3	4	6
% of EH complaints by residents that are resolved within 30 days	N/A	TBD	TBD

Activity Data

ENVIRONMENTAL HEALTH EDUCATION & INFORMATION – The goal of Environmental Health Education and Information is to train and educate people about good environmental health practices, develop community partnerships, and link people with resources and information.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$89,860	$98,668	$104,704
FTE's	1.1	1.0	1.0
# of EH inquiries answered/EH documents distributed	N/A	TBD	TBD
# of inquiries answered & EH documents distributed per FTE	N/A	TBD	TBD
% of resident inquiries responded to within 2 business days	N/A	TBD	TBD

ENVIRONMENTAL HEALTH REGULATORY COMPLIANCE & ENFORCEMENT – The goal of Environmental Health Regulatory Compliance and Enforcement is to permit and inspect food establishments, pools, and other regulated facilities, to review plans and SUP applications for these facilities, and to improve sanitary conditions in these facilities.			
Expenditures	$50,036	$54,941	$37,454
FTE's	0.6	0.4	0.4
# of inspections conducted	3,456	3,500	3,500
# of inspections per FTE Environmental Health Specialist	345	350	350
% of food establishment inspections conducted within state frequency guidelines	91.6%	92.0%	92.0%

ENVIRONMENTAL HEALTH MONITORING – The goal of Environmental Health Monitoring is to assess the environmental health status of the community and to monitor human and animal health in order to identify environmental health threats to people in the community.			
Expenditures	$74,574	$81,884	$75,823
FTE's	0.9	0.8	0.8
# of animals tested for rabies	49	50	50
# of mosquito trap nights	954	950	950
$ per animal tested for rabies	N/A	TBD	TBD
$ per mosquito trap night	N/A	TBD	TBD

Environmental Health, continued

Activity Data

ENVIRONMENTAL HEALTH INVESTIGATIONS & RESPONSE – The goal of Environmental Health Investigations and Response is to investigate possible outbreaks of food borne, water borne or vector borne illness, to investigate and resolve complaints about environmental health issues, and to implement public health measures to control any outbreaks or threats identified in order to reduce the risk to the public of illness caused by environmental factors.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$66,587	$73,115	$76,681
FTE's	0.8	0.8	0.8
# of EH complaints investigated	440	440	440
# of applications of insecticide to control mosquitos	5,344	5,400	5,400
# of EH complaints investigated per FTE Environmental Health Specialist	44	44	44
$ per insecticide application	$12	$14	$14
% of complaints investigated within 2 business days	N/A	95%	95%

Emergency Preparedness

The goal of Emergency Preparedness is to better assure the health and safety of Alexandria residents and visitors; the goal of the Alexandria Health Department Emergency Preparedness Program is to conduct planning, training, and community outreach that helps all people in Alexandria be personally ready for health emergencies.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$0	$0	$0
Less Revenues			
Net General Fund Expenditures			
Program Outcomes			
% of City residents who report they are prepared for sheltering in place	N/A	TBD	60%
% of staff trained in roles for health emergencies	95%	100%	100%
% of CDC and UASI Critical Tasks completed	N/A	TBD	100%

Activity Data

PLANNING – The goal of Planning is to assure the City of Alexandria is ready for all potential public health emergencies.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$0	$0	$0
FTE's	0	0	0
# of State identified Critical Tasks met	12	19	19
# of Center for Disease Control, Urban Area Security Initiative, and Cities Readiness objectives met	N/A	TBD	TBD
% of 19 Critical Tasks completed on schedule	63%	100%	100%
% of State-specified annual tests completed	100%	100%	100%

Emergency Preparedness, continued

Activity Data

TRAINING – The goal of Training is to assure that all needed Public Health paid staff and volunteers are prepared to respond effectively in all types of potential Public Health Emergencies.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$0	$0	$0
FTE's	0	0	0
# of volunteers trained	83	200	400
Cost per staff hour of support	N/A	TBD	TBD
% of all listed volunteers who are current in their training	20%	50%	75%

COMMUNITY OUTREACH & PREPARATION – The goal of Community Outreach and Preparation is to provide accurate information and viable planning guidance to help the general public, and all relevant local government and non-government agencies, be ready for public health emergencies.			
Expenditures	$0	$0	$0
FTE's	0	0	0
# of public information contacts	350	750	1,000
Cost per public information contact	N/A	TBD	TBD
% Alex. residents reporting they know how to prepare for & respond to public health emergencies	N/A	TBD	60%

City Supplement to State Budget

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,158,072	$4,565,673	$4,441,997
Less Revenues	0	0	0
Net General Fund Expenditures	$4,158,072	$4,565,673	$4,441,997
Program Outcomes			

Activity Data

CITY SUPPLEMENT TO STATE BUDGET - The City Supplement to the State includes the City's 45% match to the State General Fund allocation; the City's salary supplement to State Co-op employees; City supplemental retirement benefits for the Health Department's full-time State employees; and the Contingent Account (if any). The City's 45% match and the salary supplement are paid quarterly to the State Department of Health, as part of the Local Agreement with the State.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$4,158,072	$4,565,673	$4,441,997
FTE's	0	0	0

Charles Konigsberg, Jr., M.D., M.P.H., Director

http://www.alexhealth.org/
charles.konigsberg@vdh.virginia.gov
Phone #: 703.838.4400

Other Health Activities

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.)

Expenditure Summary

Expenditure By Organization	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	$ Change 2007-2008
INOVA Alexandria Hospital	$700,000	$700,000	$700,000	$0
Arlandria Health Center	$275,000	$285,000	$285,000	$0
Health Systems Agency of Northern Virginia	$13,400	$13,600	$13,600	$0
Net General Fund Expenditures	$988,400	$998,600	$998,600	$0

Other Health Background

• 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 annually to the Hospital to help offset costs for indigent inpatient care. For FY 2008, the same $700,000 funding level as provided in FY 2007 is approved.

• 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) was created in 1996 to sustain and manage the clinic as the initial federal funding obtained by the Health Department ended. In late 2003, ANHSI was awarded a three-year federal grant to establish and operate a Community Health Center in Alexandria, known as the Arlandria Health Center,Northern Virginia's first Federally Qualified Community Health Center. ANHSI expects to receive $650,000 annually from the federal Community Health Center Program, under the Bureau of Primary Health Care.

In November 2005, the Health Center expanded into space at 2 East Glebe Road, which complements existing space at 3802 and 3804 Executive Avenue (Presidential Greens). The Health Center served 4,967 individuals during calendar year 2005 and provided 14,578 patient visits. Recent data provided by ANHSI indicates that 54%-60% of clients are Alexandria residents; 23% are from Fairfax County; and 11%-12% are from Arlington. Other clients are from Prince William County, Stafford County, Washington D.C. and Maryland. ANHSI requested $400,000, an increase of $115,000, or 40%. The approved budget provides no increase.

• The Health Systems Agency (HSA) 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 HSA was designated the regional health planning agency for Northern Virginia by the Virginia Health Planning Board under the authority of the Virginia Health Planning and Resources Development Act. Participating local jurisdictions are asked to contribute ten cents per capita to the HSA for FY 2008.

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Office of Housing

Mission Statement: The mission of the Office of Housing is to preserve and 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.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$13,743,734	$5,495,238	$5,615,527
Less Revenues	$8,200,903	$1,925,242	$1,983,506
Net Gen. Fund Expenditures	$5,542,831	$3,569,996	$3,632,021
Authorized Positions (FTE's)	20.0	20.0	18.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $62,025 (1.7%).
- FY 2008 personnel costs decreased by $114,578 or 6.3%; the decrease was due to eliminating two full-time positions (see p.10). The decrease was slightly offset by step increases, increased health care costs and a 1.5% COLA funded through the Council add/delete process.
- Total non-personnel costs increased by $234,867 or 6.4% due to a net increase of $142,432 in the dedication of 1 Cent of Real Estate Tax Revenue, increased rent expense of $11,503, a $69,743 increase in CDBG grant due to a lower level of funding for two DHS administered programs, and several small increases based on prior year expenditures. The increase is slightly offset by several expenditure reductions discussed on page 118.

Program and Activity Chart

Office of Housing

Leadership & Management Support Services
- Leadership & General Mgmt.
- Grant & Financial Management

Home Ownership
- Lending and Loan Management
- Counseling & Training
- Sales and Marketing

Housing Rehabilitation
- Financing & Loan/Grant Mgmt.

Landlord Tenant
- Landlord Tenant Mediation & Education
- Fair Housing Enforcement & Education

Affordable Housing Development & Preservation
- Securing and Fostering Affordable Unit Development
- Lending

Departmental Contents

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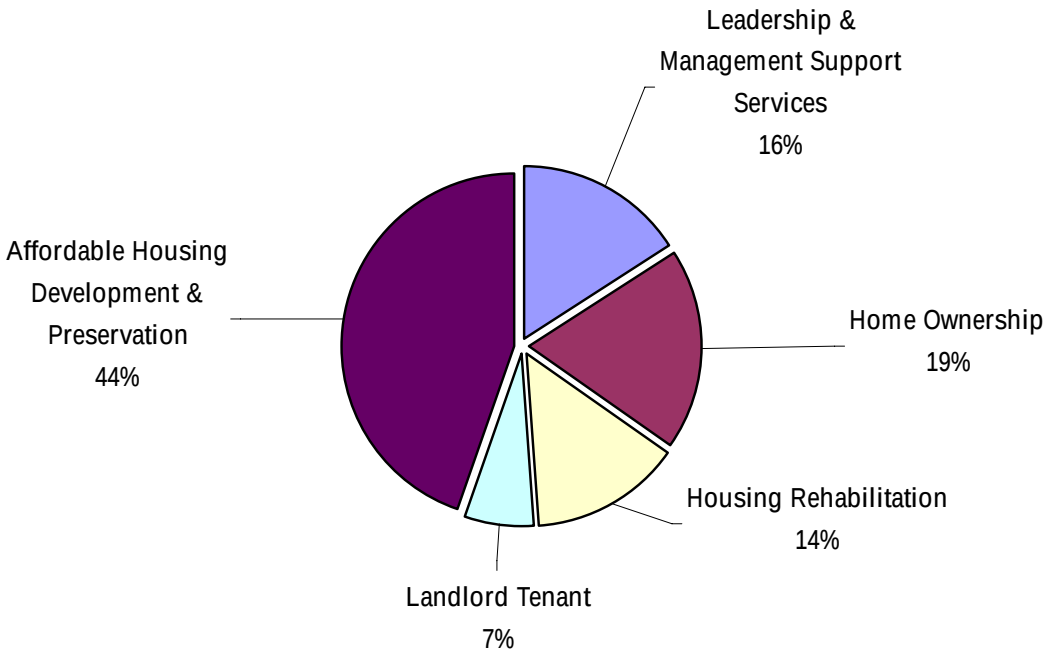
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of participants served in home buyer training and education opportunities	556	575	575
Total # of households receiving homeownership loans	110	73	84
Total # of home rehabilitation loan or grants obligated	9	17	13
# landlord tenant disputes mediated	807	750	750
% landlord tenant dispute mediations satisfactorily resolved	99%	95%	95%
# of affordable units pledged by developers	38	84	615
# of units financed (counted at City loan approval)	135	180	TBD

FY 2008 Proposed Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual*	FY 2007 Amended**	FY 2008 Approved***	% Change 2007-2008
Personnel	$1,421,497	$1,814,041	$1,699,463	-6.3%
Non-Personnel	12,316,697	3,681,197	3,916,064	6.4%
Capital Goods Outlay	5,540	0	0	0.0%
Total Expenditures	$13,743,734	$5,495,238	$5,615,527	2.2%
Less Revenues				
Internal Service	$0	$0	$0	0.0%
Special Revenue Fund	8,200,903	1,925,242	1,983,506	3.0%
Total Designated Funding Sources	$8,200,903	$1,925,242	$1,983,506	3.0%
Net General Fund Expenditures	$5,542,831	$3,569,996	$3,632,021	1.7%

* FY 2006 Actual expenditures were higher than usual. This is due to the spending of $4,450,000 in Affordable Housing Bond proceeds for the Gunston Hall acquisition deposit ($950,000) and the acquisition of Arbelo Apartments ($3.5 million); $1,662,982 in the Moderate Income Homeownership Program due to increased demand and funded by carryover; $1.5 million in Housing Opportunities Fund (HOF) for the acquisition of Beverly Park Apartments; and $167,000 in carryover Housing Trust Fund/HOF monies for the rehabilitation of Beasley Square.

** It should also be noted that FY 2007 actual non-personnel expenditures will be even higher than in FY 2006 due to spending bond monies that were not in the original budget. Specifically, $6,315,000 was spent in Carryover City bond and federal monies for the acquisition of Lacy Court Apartments; $5,796,136 will be spent in carryover bond and real estate tax monies, plus unbudgeted Housing Trust Fund income for the acquisition of ParcView Apartments; and $10.8 million is a potential remaining expenditure of bond monies for the acquisition of Gunston Hall. In addition, a $3.5 million loan to preserve ARHA's Quaker Hill as afforable housing has been approved.

*** Financial resources portrayed here do not match the "FY 2008 Housing Program Sources & Uses" table at the end of the Housing section as the table here does not include any carryover CDBG, HOME, other non-federal or Housing Trust Fund monies. Resources portrayed here include the City Council approved dedication of one cent of Real Estate Tax revenue (which nets to $1.8 million after debt service is deducted).

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services	$902,036	$775,735	$891,650	14.9%
Home Ownership	4,407,965	1,534,795	1,058,431	-31.0%
Housing Rehabilitation	1,879,031	370,272	788,023	112.8%
Landlord Tenant	305,826	375,590	372,835	-0.7%
Affordable Housing Development & Preservation	6,248,876	2,438,847	2,504,588	2.7%
Total Expenditures	$13,743,734	$5,495,238	$5,615,527	2.2%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services	7.0	7.0	5.8	-17.1%
Home Ownership	4.2	4.2	4.2	0.0%
Housing Rehabilitation	3.0	3.0	2.2	-26.7%
Landlord Tenant	3.9	3.9	3.9	0.0%
Affordable Housing Development & Preservation	1.9	1.9	1.9	0.0%
Total full time employees	20.0	20.0	18.0	-10.0%

Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively, and to work effectively with members of the public and with state and regional bodies to heighten awareness of Alexandria's housing goals, in order to advance the realization of the City's affordable housing goals.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$902,036	$775,735	$891,650
Less Revenues	432,833	339,096	277,692
Net General Fund Expenditures	$469,203	$436,638	$613,958
Program Outcomes			
% of activities achieving target service levels	N/A	TBD	TBD

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to ensure the efficient administration of departmental activities, provide support to City-appointed citizen bodies, provide input to regional or statewide housing bodies, and inform the public about housing issues and Office of Housing programs.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$387,566	$372,193	$460,727
FTE's	3.0	3.0	1.8
# of departmental FTEs supported	20	20	18
# of activities managed	10	10	10
# educational presentations made	20	20	20

GRANT AND FINANCIAL MANAGEMENT – The goal of the Grant and Financial Management Activity is to secure, monitor, and report on federal, state and local funds for housing and community development activities in order to provide adequate funding for housing programs.			
Expenditures	$514,470	$403,541	$430,923
FTE's	4.0	4.0	4.0
$ amount of federal grant funds received	$2,286,450	$2,109,242	$2,109,242
# of federal applications and reports produced	12	11	10
# households assisted through contracted Transitional Housing Program	11	12	7
% funding sources administered within budget	100%	100%	100%

Home Ownership Program

The goal of the Homeownership Program is to provide financing, training, and counseling in order to make home ownership possible for low and moderate income Alexandria residents and workers.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,407,965	$1,534,795	$1,058,431
Less Revenues	4,146,065	1,003,588	626,384
Net General Fund Expenditures	$261,900	$531,207	$432,047
Program Outcomes			
% of lender-ready applicants receiving City loan assistance	44%	40%	40%

Activity Data

LENDING & LOAN MANAGEMENT – The goal of the Lending and Loan Management Activity is to provide home purchase loans to low and moderate income Alexandria workers and residents in order to improve their economic stability.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$4,157,001	$1,343,671	$897,889
FTE's	3.3	3.3	3.3
Total # of households receiving homeownership loans	110	73	84
Cost per household receiving homeownership loan	$37,791	$18,406	$10,689
% of loans closed within 60 days of receipt of loan package	100%	100%	100%

COUNSELING & TRAINING – The goal of the Counseling and Training Activity is to provide home buyer training and education opportunities to low and moderate income Alexandria workers and residents in order to improve their readiness for home ownership.			
Expenditures	$132,304	$64,241	$21,454
FTE's	0.4	0.4	0.4
# of participants served in home buyer training and education opportunities	556	575	575
Cost per participant served	$237.96	$111.72	$37.31
% of prescreened applicants completing home buyer training curriculum	41.3%	25.0%	25.0%

SALES AND MARKETING – The goal of the Sales and Marketing Activity is to place eligible buyers in committed long term affordable units in order for the community to remain economically diverse.			
Expenditures	$118,660	$126,884	$139,088
FTE's	0.5	0.5	0.5
# of sales units placed under contract	12	TBD	TBD
Cost per unit under contract	$9,888	TBD	TBD
% of units under contract within 6 months of listing	100%	100%	100%

Housing Rehabilitation Program

The goal of the Housing Rehabilitation Program is to provide finance, consulting and project management in order to improve the quality of the City's existing housing stock and maintain accessible, decent, safe and sanitary housing for low income City residents.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,879,031	$370,272	$788,023
Less Revenues	1,879,031	300,093	788,766
Net General Fund Expenditures	$0	$70,178	-$743
Program Outcomes			
% of applicants with improved housing conditions	100%	100%	100%

Activity Data

FINANCING & LOAN/GRANT MANAGEMENT – The goal of Financing and Loan/Grant Management is to provide home rehabilitation loans to low income Alexandria home owners to improve the condition or accessibility of their housing.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,879,031	$370,272	$788,023
FTE's	3.0	3.0	2.2
Total # of home rehabilitation loan or grants obligated	9	17	13
Total # of home rehabilitation loan subordinated	18	15	15
Cost per loan transaction	$69,594	$11,571	$28,144
% of non-lead based projects completed within 6 months of contract execution	100%	100%	100%

Landlord Tenant Program

The goal of Landlord Tenant Relations is to mediate disputes, provide counseling, referrals, and information regarding the rights and responsibilities of both landlords and tenants in order to foster positive relations and prevent evictions where appropriate.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$305,826	$375,590	$372,835
Less Revenues	39,636	42,405	52,135
Net General Fund Expenditures	$266,190	$333,185	$320,700
Program Outcomes			
% of tenant issues successfully resolved	97%	95%	95%

Activity Data

LANDLORD TENANT MEDIATION & EDUCATION – The goal of Landlord Tenant Mediation and Education is to provide information and mediation to landlords and tenants based on legal rights and responsibilities, and to provide oversight of condominium conversions in order to enhance the understanding of landlord and tenant rights and responsibilities, resolve disputes satisfactorily, and ensure compliance with state and local laws regarding condominium conversion.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$239,586	$286,136	$288,298
FTE's	3.1	3.1	3.1
# landlord tenant disputes mediated	807	750	750
# Unnecessary or unlawful evictions prevented and/or successful tenant relocation	178	75	75
# of clients served for information and referral	4,411	4,000	4,000
Program cost per 1,000 Alexandria rental units	$7,473	$8,921	$8,978
% landlord tenant dispute mediations satisfactorily resolved	99%	95%	95%

FAIR HOUSING ENFORCEMENT & EDUCATION – The goal of Fair Housing Enforcement and Education is to eliminate housing discrimination through testing, training of housing industry professionals and educating consumers regarding their fair housing rights.			
Expenditures	$66,240	$89,454	$84,537
FTE's	0.8	0.8	0.8
# Testing reports completed	1	1	1
Cost per entity eligible for testing or training (apartment complex, mortgage lender, real estate firm)	N/A	TBD	TBD
% positive evaluation by participants of training	N/A	90%	90%

Affordable Housing Development & Preservation Program

The goal of Affordable Housing Development and Preservation is produce and preserve a range of permanent affordable housing types for low and moderate income Alexandria workers and residents in order to promote a diverse and vibrant community.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$6,248,876	$2,438,847	$2,504,588
Less Revenues	1,703,338	240,060	238,529
Net General Fund Expenditures	$4,545,538	$2,198,787	$2,266,059
Program Outcomes			
% of all residential/mixed-use development activity resulting in committed affordable units	20%	33%	33%

Activity Data

SECURING & FOSTERING AFFORDABLE UNIT DEVELOPMENT – The goal of Securing and Fostering Affordable Unit Development is to work with private developers to facilitate commitments of funds for affordable housing and/or commitments of on-site affordable units in new developments, and to provide affordable housing developers technical assistance, project oversight, and construction supervision, as required, to ensure that all available financial resources are leveraged to maximize opportunities for quality affordable housing production.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$55,222	$64,789	$72,195
FTE's	1.3	1.3	1.3
# of affordable units pledged by developers	38	84	615
# of units resulting from technical assistance provided by the City*	0	104	100
Total # of affordable units(rental & sales) pledged or receiving city technical assistance	38	124**	715
$ contributed to Housing Trust Fund by developers	$669,799	$343,704	$1,424,077
Cost per unit pledged or assisted (financial and/or technical assistance)	$1,453	$522	TBD
% of affordable units of total units developed	100%	100%	100%

* Counted at loan settlement

** Eliminated 64 units to avoid duplication as these units were pledged and also received technical assistance.

LENDING – The goal of Lending is to provide City-secured funds to non profit development organizations and private developers to subsidize the costs of producing and/or preserving affordable rental or special needs housing.			
Expenditures	$6,193,654	$2,374,057	$2,432,393
FTE's	0.7	0.7	0.7
# of units financed*	135	180	TBD
$ leveraged through financial assistance provided	$34,675,590	$41,070,118	TBD
Average loan amount committed per unit financed	$172,204	$74,028	TBD
% of loans approved or denied within 60 days of application	100%	100%	100%

* Counted at City loan approval

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Increase in Rent This adjustment is due to increased rent expense.	*All Programs*	**$11,503**
Dedication of 1 Cent of Real Estate Tax Revenue This adjustment reflects the budget of an expected $3.4 million in FY 2008 (equal to 1 cent) minus the debt service of $1.6 million, for a net total of $1.8 million. There was approximately $1.7 million available in FY 2007 (not including the supplemental appropriation during FY 2007 of $0.3 million for increased FY 2006 real estate tax revenues).	*Affordable Housing*	**$142,432**

Expenditure Reductions

Adjustments	Program	FY 2008 Approved
Reallocation of General Fund Personnel Costs This General Fund reduction is achieved by reallocating General Fund personnel costs to Grant-funded programs. Therefore, the level of direct assistance loans to citizens will be reduced by this amount.	*All Programs except Landlord Tenant*	**$32,968**
Reduction in Housing Staff The Office on Housing will eliminate a full-time Rehabilitation Loan Coordinator I and a full-time Account Clerk III position. Both of these positions are currently funded with a combination of General Fund ($29,604) and CDBG grant dollars ($118,418). It should be noted that by eliminating these positions, $118,418 in CDBG grant funds previously budgeted for personnel expenditures are now available for direct assistance to citizens in the Home Rehabilitation Loan Program (or other CDBG programs).	*Leadership and Mgmt & Housing Rehab* **(2 FTE)**	**$29,604**
Reduction in Other Non-Personnel Budget The Office on Housing will reduce their Other Non-Personnel budget by $10,464 through efficiencies and productivity improvements.	*All Programs except Landlord Tenant*	**$10,464**
Reduction in Postal & Messenger Services The Office on Housing will achieve this reduction by reducing the usage of couriers.	*Leadership & Mmgt Supp Svc's*	**$3,820**
Cancellation of Subscription The Office on Housing will achieve this reduction by canceling its subscription to the Housing and Development Law Institute (HDLI).	*Affordable Housing & Leadership & Mgmt*	**$600**

FY 2008 Housing Program Sources and Uses

	Home Ownership			Housing Rehabilitation	Landlord Tenant		Affordable Housing Development & Preservation		Leadership & Management Support Services		
	Lending & Loan Management (1)	Counseling & Training (2)	Sales & Marketing (3)	Financing & Loan/Grant Management (4)	Landlord Tenant Mediation & Education (5)	Fair Housing Enforcement & Education (6)	Securing & Fostering Affordable Development (7)	Lending (8)	Leadership & General Management (9)	Grant & Financial Management (10)	TOTAL
CDBG											
New	121,540			788,023		52,504			50,856	145,642	1,158,565
Carryover				495,239							495,239
	121,540			1,283,262		52,504			50,856	145,642	**1,653,804**
HOME											
New	497,445							240,000	48,898	32,598	818,941
Carryover	294,982										294,982
	792,427							240,000	48,898	32,598	**1,113,923**
GENERAL FUND											
New	270,816	27,082	243,734		288,298	32,033	78,940	39,470	394,700	276,290	1,651,363
New HOME Match	124,362							60,000			184,362
	395,178	27,082	243,734		288,298	32,033	78,940	99,470	394,700	276,290	**1,835,725**
HTF											
New								1,468,771			1,468,771
Carryover	1,970,142	113,000		6,000				435,000		210,000	2,734,142
	1,970,142	113,000		6,000				1,903,771		210,000	**4,202,913**
OTHER NON-FED											
New		6,000									**6,000**
TAX REVENUE											
Real Property Tax								1,796,296			**1,796,296**
ALL FUNDS	**$3,279,287**	**$146,082**	**$243,734**	**$1,289,262**	**$288,298**	**$84,537**	**$78,940**	**$4,039,537**	**$494,454**	**$664,530**	**$10,608,661**

Miscellaneous Information

•Approved Housing Trust Fund expenditures include a new allocation of $1,668,612* in estimated carryover Housing Trust Fund monies for the following ongoing programs:

- $400,000 for the Housing Opportunities Fund
- $845,142 for the Moderate Income Homeownership Program
- $94,470 for the Employee Homeownership Incentive Program
- $113,000 for Homeownership Counseling Services
- $210,000 for the Transitional Housing Program
- $6,000 for the Rental Accessibility Modification Program

*Carryover monies include $955,356 in remaining balances related to the Colecroft project.

• In addition to the estimated Housing Trust Fund carryover monies, new projected Housing Trust Fund revenue received in FY 2008 will be used to supplement the following ongoing programs:

- $1,000,000 for the Moderate Income Homeownership Program
- $30,530 for the Employee Homeownership Incentive Program
- $25,000 for the Home Rehabilitation Loan Program

•The FY 2008 Housing Opportunities Fund includes monies of up to $450,000 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 2007 will be applied to the $450,000 total.

Mildrilyn Davis, Director of Housing Office

www.alexandriava.gov/housing
Phone #: 703.838.4990
Email: mildrilyn.davis@alexandriava.gov

Planning & Zoning

Mission Statement: The mission of Planning and Zoning is to involve the community in creating a shared vision for Alexandria's future, and to ensure that all new development reflects this vision.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,004,852	$5,731,136	$5,737,226
Less Revenues	$0	$705,789	$667,042
Net Gen. Fund Expenditures	$4,004,852	$5,025,347	$5,070,184
Authorized Positions (FTE's)	47.6	47.6	47.5

FY 2008 Budget Summary

• In FY 2008 the approved General Fund budget increased by $44,837 (0.9%).

•FY 2008 personnel costs decreased by $112,458 or 2.5%, attributable to the hiring of new employees at lower than previously budgeted step levels; partially offset by the cost of employee step increases and a 1.5% COLA funded through the Council add/delete process.

•Total non-personnel costs increased by $118,548, or 9.9%; the increase is attributable to the transfer of $27,373 from ITS budget to Planning to fund the relocation of the GIS Program from City Hall to ITS leased space at Tavern Square. $10,000 was added to fund the attendance of local conferences by members of Planning's regulatory Boards and Commission. Additionally, $80,000 was added via the Council add/delete process for the completion of a survey of 100 year old buildings in the City.

Program and Activity Chart

Office of Planning and Zoning

Leadership & Mgmt Support Services
- Leadership and General Mgmt

Development Review
- Plan and Development Permit Review
- Urban Design Review

Geographic Information
- Data Development
- Application Support
- User Support

Land Use Regulatory Services
- Zoning Administration and Enforcement
- Permit and License Review
- Historic Preservation

Neighborhood and Community Planning
- Small Area Plans & Special Studies
- City-Wide Planning Projects

Departmental Contents

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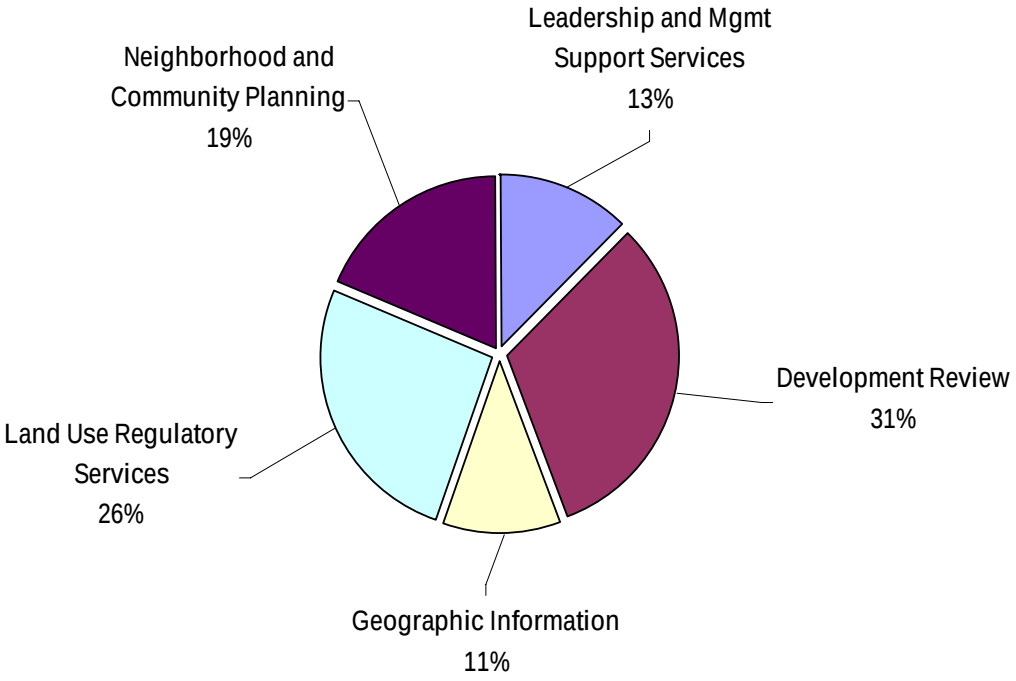
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of development plans processed	119	124	125
cost per plan processed	$6,964	$7,507	$7,566
# of zoning complaints and special use permits (SUP) monitored for compliance	544	575	600
% of zoning complaints and SUP violations resolved in 30 days	80%	80%	80%
# of historic preservation permit/applications processed	1,624	1,675	1,725
Historic preservation permit/application processed within established schedule	100%	100%	100%

FY 2008 Approved Expenditures by Program



Planning & Zoning

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$3,282,779	$4,485,138	$4,372,680	-2.5%
Non-Personnel*	623,886	1,203,308	1,321,856	9.9%
Capital Goods Outlay	98,187	42,690	42,690	0.0%
Total Expenditures	$4,004,852	$5,731,136	$5,737,226	0.1%
Less Revenues				
Internal Service	$0	$0	$0	NA
Special Revenue Fund	0	705,789	667,042	-5.5%
Total Designated Funding Sources	$0	$705,789	$667,042	-5.5%
Net General Fund Expenditures	$4,004,852	$5,025,347	$5,070,184	0.9%

*The Approved FY 2007 non-personnel budget has been amended to reflect the transfer of planning consultant costs ($670,000) from Non-Departmental to the Planning budget. $100,000 of the transferred amount was added via the FY 2007 Council Add/Delete process for the National Historic Register Surveys of Old and Historic Alexandria and Parker Gray Districts. Funding for the continuation of these surveys in FY 2008 is the second part of a four year project.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Leadership and Management Support Services	$490,593	$702,065	$724,629	NA
Development Review	1,206,462	1,726,504	1,813,182	NA
Geographic Information	479,748	686,543	637,379	NA
Land Use Regulatory Services	1,097,163	1,570,092	1,495,854	NA
Neighborhood and Community Planning	730,886	1,045,932	1,066,182	NA
Total Expenditures	$4,004,852	$5,731,136	$5,737,226	0.1%

* FY 2007 to FY 2008 percent change is not valid due to the use of a more refined cost allocation methodology in FY 2008 that is not comparable to the methodology to reflect FY 2007.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	5.4	5.4	5.4	NA
Development Review	14.1	14.1	14.1	NA
Geographic Information	5.8	5.8	5.8	NA
Land Use Regulatory Services	13.5	13.5	13.5	NA
Neighborhood and Community Planning	8.7	8.7	8.7	NA
Total FTE's	47.5	47.5	47.5	0.0%

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping people informed about important planning activities.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$490,593	$702,065	$724,629
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$490,593	$702,065	$724,629
Program Outcomes			
% of requests responded to within 10 days	100%	100%	100%

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and Management Support Services is to provide assistance to planning staff, other department staff, and the public by keeping them informed about important planning activiities	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$490,593	$702,065	$724,629
FTE's	5.4	5.4	5.4
$ Value (in millions) of departmental budget managed	$4.0	$5.7	$5.7
# of FTE's supported	47.5	47.5	47.5
Leadership and General Management expenditures as % of department total	12.2%	12.3%	12.6%
% of effectiveness targets met	NA	TBD	TBD
Council and Freedom Of Information Act (FOIA) requests processed	50	81	95
% of FTE's employed for two or more years	29%	32%	38%

Development Review Program

The goal of the Development Review Program is to retain and enhance Alexandria's quality of life by ensuring that development proposals are consistent with the Master Plan and Zoning Ordinance, consist of quality building design, urban design and site planning, and provide an overall public benefit.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,206,462	$1,726,504	$1,813,182
Less Revenues	$0	$705,789	$667,042
Net General Fund Expenditures	$1,206,462	$1,020,715	$1,146,140
Program Outcomes			
% of development plans and design reviews completed with established guidelines	80%	90%	90%

Activity Data

PLAN & DEVELOPMENT PERMIT REVIEW - The goal of Plan and Development Permit Review is to ensure that high quality development meets regulatory obligations and involves the community at the formative stage of each project.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$599,059	$857,282	$1,248,433
FTE's	7.2	7.2	7.2
# of development plans processed	119	124	125
# of permits reviewed	321	299	300
Cost per plan processed	$6,964	$7,507	$7,566
Cost per permit reviewed	$797	$813	$830
% of permits completed according to scheduled date	90%	89%	84%
% of plans completed according to scheduled date	80%	75%	70%

URBAN DESIGN REVIEW – The goal of Urban Design Review is to ensure that proposed development is compatible and appropriate for its setting, and enhances the quality and livability of the community.			
Expenditures	$607,403	$869,222	$564,749
FTE's	6.9	6.9	6.9
# of design reviews processed	595	700	700
Cost per design review	$1,021	$1,242	$807

Geographic Information Program

The goal of the Geographic Information Program is to enable the City to improve communication and decision-making to ultimately better serve the public through the innovative use of Geographic Information Systems Technology.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$479,748	$686,543	$637,379
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$479,748	$686,543	$637,379
Program Outcomes			
% of internal customers report using GIS data in decision making	NA	TBD	TBD

Activity Data

DATA DEVELOPMENT – The goal of Data Development is to develop accurate geographic data to model real world features, attributes and relationships.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$190,230	$272,229	$261,364
FTE's	2.3	2.3	2.3
# of data layers maintained	110	120	130
Cost per data layer maintained	$1,729	$2,269	$2,010
% of layer updates made within prescribed deadlines.	50%	80%	95%

APPLICATION SUPPORT – The goal of Application Support is to provide applications including internet access which address the specific needs of the City of Alexandria's GIS stakeholders.			
Expenditures	$140,170	$200,590	$186,025
FTE's	1.7	1.7	1.7
# of users served with custom GIS application	80	120	160
Cost per custom user served	NA	TBD	TBD
# hits on GIS internet map server application	30,000	48,000	60,000
Cost per internet user served	$2,601	$1,952	$1,488
% of GIS custom applications completed within agreed timeline	90%	90%	90%
% of GIS custom applications stakeholders satisfied or very satisfied with the application solution	90%	90%	90%

USER SUPPORT – The goal of User Support is to provide departments and agencies with mapping and analysis.			
Expenditures	$149,348	$213,724	$189,990
FTE's	1.8	1.8	1.8
# of requests processed	130	160	190
Cost per request processed	$1,149	$1,336	$1,000
% increase in hits (measured against base, not increase in previous)	NA	TBD	TBD
% of requests completed within agreed timeline	90%	95%	95%

Land Use Regulatory Services Program

The goal of the Land Use Regulatory Services Program is to administer and enforce zoning and subdivision regulations, review and approve construction permits and business licenses for compliance with the Zoning Ordinance, and respond to citizen complaints and inspect property for zoning compliance.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,097,163	$1,570,092	$1,495,854
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$1,097,163	$1,570,092	$1,495,854
Program Outcomes			
% of customers served within established timelines	100%	100%	100%

Activity Data

ZONING ADMINISTRATION AND ENFORCEMENT – The goal of Zoning Administration and Enforcement is to ensure compliance with zoning ordinances and applicable regulations and enforce provisions of special use permits in order to promote safe and orderly development.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$613,243	$877,580	$809,799
FTE's	7.7	7.7	7.7
# of customers served	25,000	25,500	26,000
# of zoning complaints and Special Use Permits (SUP) monitored for compliance	544	575	600
Cost per customer served	$25	$34	$31
% Zoning complaints and of SUP violations resolved within 30 days	80%	80%	80%

PERMIT & LICENSE REVIEW–The goal of Permit & License Review is to assure compliance with zoning regulations through review and approval of permit and license applications.			
Expenditures	$254,475	$364,166	$351,250
FTE's	3	3	3
# of permits/licenses/BZA applications/plot plans processed	6,766	7,100	7,450
Cost of permit/license/BZA applications/plot plans processed	$38	$51	$47
% of permits processed within established schedule	95%	95%	98%

HISTORIC PRESERVATION – The goal of Historic Preservation is to maintain the high quality, reputation and character of the City's historic buildings, and to ensure compliance with historic district requirements through the review and approval of applications for changes to structures in the City's historic districts.			
Expenditures	$229,445	$328,346	$334,805
FTE's	2.8	2.8	2.8
# of applications/permits processed within established schedule	1,624	1,675	1,725
# of special projects in process	6	6	6
Cost of application/permits processed	$141	$196	$194
Cost per special projects in process	$4,521	$4,861	$4,910
% of applications processed within established schedule	100%	100%	100%

Neighborhood and Community Planning Program

The goal of the Neighborhood and Community Planning Program is to work with City residents to create neighborhood plans, and to build consensus on a vision for the future that reflects community goals and expectations.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$730,886	$1,045,932	$1,066,182
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$730,886	$1,045,932	$1,066,182
Program Outcomes			
% of surveyed residents satisfied with local plans and programs	73.90%	100%	100%

Activity Data

SMALL AREA PLANS & SPECIAL STUDIES – The goal of Small Area Plans & Special Studies is to create a plan for an identified area that provides a vision and formulates recommendations for implementation to improve the quality of the community.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$365,443	$522,966	$533,091
FTE's	4.4	4.4	4.4
# of Small Area Plans and Special Studies	6	10	7
Cost per plan or study	$60,907	$52,297	$76,156
% of plans, special studies or City-wide projects appproved by decision making body	20%	25%	30%
% of businesses satisfied with the community planning/neighborhood development process and outcome	75%	80%	85%
% of City Departments satisfied with the community planning/neighborhood planning process and outcome	80%	85%	90%

CITYWIDE PLANNING PROJECTS – The goal of Citywide Planning Projects is to proactively plan, in response to City-wide concerns such as signage or industrial uses, to address the needs of citizens and businesses by providing necessary services and facilities.			
Expenditures	$365,443	$522,966	$533,091
FTE's	4.3	4.3	4.3
# of planning projects in process	6	10	7
Cost per planning project	$60,907	$52,297	$76,156
% of Citywide planning projects completed within program schedule	70%	80%	90%

Planning & Zoning

Summary of Budget Changes

Adjustments to Maintain Current Services

Adjustments	Program	FY 2008 Approved
Tavern Square Relocation Cost	*Geographical Information*	$27,373
An amount of $27,373 was transferred from Information Technology Services budget to the Planning budget to fund the relocation of the Geographical Information Services Program from City Hall to a leased space at the Tavern Square formally occupied by ITS.		

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Local Conferences/Seminars for Board Members	*Leadership & Management Support Services*	$10,000
This request will fund local conferences for members of the Planning Commission, Old and Historic District and Parker Gray Board of Architectural Review, and Board of Zoning Appeals. Members of these regulatory Boards and Commissions are required to make recommendations and decisions on land use cases. Obtaining information by attending these local conferences and seminars, will help assist and provide useful knowledge for when decisions are made by these regulatory bodies on land use cases.		

Add/Delete

Adjustments	Program	FY 2008 Approved
100 Year-old Buildings Study	*Leadership and Management Services*	$80,000
These funds were added via the Council add/delete process for the completion of a survey of candidate 100 year old building properties in the City.		

Faroll Hamer, Planning & Zoning Director

/www.alexandriava.gov/planningandzoning/

Phone #: 703.838.4666

Email: Faroll.Hamer@alexandriava.gov

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Economic Development Activities

Description: Economic Activities encompasses City contributions to organizations that provide economic development activities that benefit Alexandria residents.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,707,847	$2,798,072	$2,855,144
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$2,707,847	$2,798,072	$2,855,144
FTE's	0	0	0

FY 2008 Budget Summary

• In FY 2008 the approved General Fund budget increased by $57,072, or 2.0%.

•ACVA and AEDP base funding is increasing 1.6%, which is comparable to the overall increase in City operations established by City Council's target.

•AEDP also is receiving $57,000 to fund a position that they previously eliminated from their budget, but restored in FY 2007.

•All other organizations are receiving level funding compared to FY 2007. A one time reduction is taken in the Technology Achievement Award Program.

•$700,000 is designated in fund balance for to-be-determined initiatives related to the April 2008 opening of the National Harbor complex.

Program and Activity Chart

Economic Development Activities

Economic Development Activities
Alexandria Convention and Visitors Association
Alexandria Economic Development Partnership
Eisenhower Partnership
Small Business Development Center
Marketing Fund
Holiday Marketing Program
Technology Achievement Award

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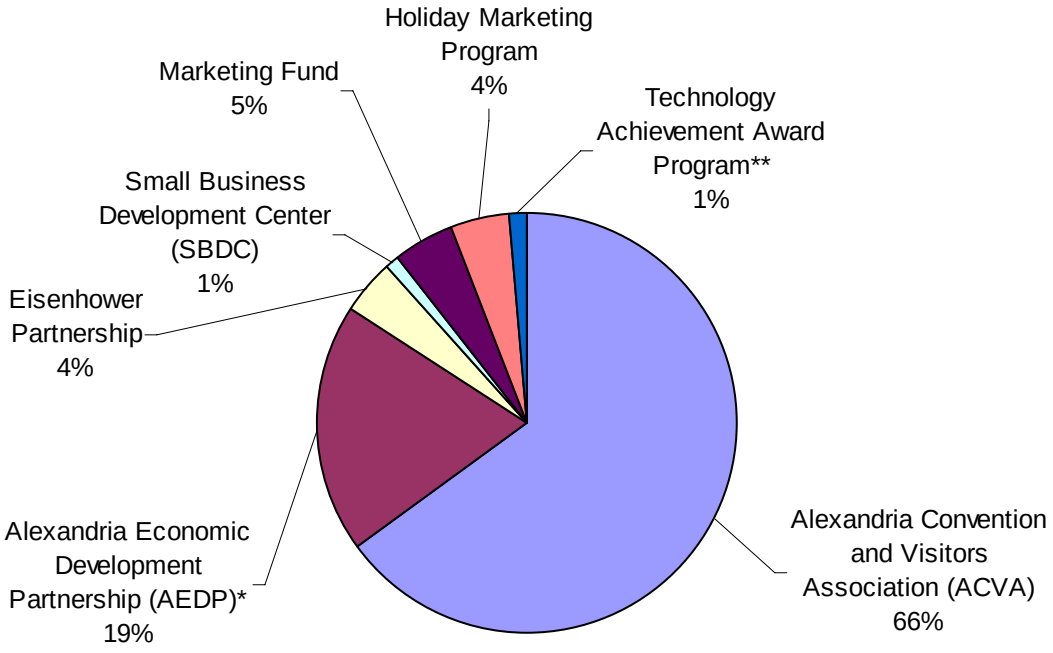
Economic Development Activities

Organization Summary Information

Expenditure By Activity	FY 2006 Actuals	FY 2007 Amended	FY 2008 Approved
Alexandria Convention and Visitors Association (ACVA)	$1,735,214	$1,821,975	$1,851,127
Alexandria Economic Development Partnership (AEDP)*	$551,122	$532,497	$598,017
Eisenhower Partnership	$122,000	$120,000	$12,000
Small Business Development Center (SBDC)	$26,000	$26,000	$26,000
Marketing Fund	$135,000	$135,000	$135,000
Holiday Marketing Program	$125,000	$125,000	$125,000
Technology Achievement Award Program**	N/A	$37,600	$0
Total Expenditures	$2,694,336	$2,798,072	$2,747,144

* Does not include Façade Program funding of $50,000 in FY 2006, $100,000 in FY 2007 or $50,000 in FY 2008.
** In FY 2006 and in prior years, the Technology Achievement Award budget was part of the AEDP budget.

FY 2008 Expenditures by Organization



Economic Development Activities

Activity Data

Alexandria Convention and Visitors Association - The 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.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,735,215	$1,821,975	$1,851,127

Alexandria Economic Development Partnership - The 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.			
Expenditures*	$551,122	$532,497	$598,017

*Expenditures for AEDP do not include Façade Improvements Funds which are not reflected in the City's overall budget.

Eisenhower Partnership - The Eisenhower Partnership is a non-profit organization formed in 1994 to promote the development and redevelopment of the 4.5 mile-long area to thenorth and south of Eisenhower Avenue between Holland Lane and the western boundary of the City.			
Expenditures	$26,000	$26,000	$26,000

Alexandria Small Business Development Center (SBDC) - The 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.			
Expenditures	$122,000	$120,000	$120,000

Marketing Fund - 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.			
Expenditures	$148,510	$135,000	$135,000

Holiday Marketing Program - The Holiday Marketing Program is a program designed to promote Alexandria as a destination for visiting, shopping and dining during the holiday season.			
Expenditures	$125,000	$125,000	$125,000

Technology Achievement Award - The Technology Achievement Award Program is a joint program between the Alexandria City Council, the Chamber of Commerce and the Alexandria Economic Development Partnership intended to recognize Alexandria businesses for the development of new technology or the innovative application of existing technology.			
Expenditures	$0	$37,600	$0

*Expenditures for AEDP do not include Façade Improvements Funds which are not reflected in the City's overall budget.

Economic Development Activities

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	FY 2008 Approved
ACVA	$29,152
Provides a 1.6% increase equivalent to that allowed by City agencies within City Council's target.	
AEDP	$65,520
Provides a 1.6% increase equivalent to that allowed by City agencies within City Council's target, plus $57,000 to restore funding for a position that AEDP previously eliminated, but restored in FY 2007.	

Designations in Fund Balance

Designation in Fund Balance	FY 2008 Approved
National Harbor Related Initiatives	$700,000
A designation exists in Fund Balance for to-be-determined programs or initiatives related to the National Harbor project.	

Alexandria Convention and Visitors Association
Stephanie Brown, President and CEO
www.funside.com
sbrown@Funside.com

Alexandria Economic Development Partnership, Inc.
Stuart Litvin, Executive Director
www.alexecon.org
litvin@alexecon.org

Alexandria Small Business Development Center
Bill Reagan, Executive Director
www.alexandriasbdc.org
billr@alexandriasbdc.org

Eisenhower Partnership
Janet Gregor, Executive Director
www.eisenhowerpartnership.org
info@eisenhowerpartnership.org

Historic Alexandria

Mission Statement: The mission of the Office of Historic Alexandria (OHA) is to inspire, educate, and foster an appreciation among members of the public for Alexandria's unique history and historic places in Alexandria.

Summary Table			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,726,337	$2,987,865	$3,089,242
Less Revenues	$207,729	$273,094	$257,791
Net Gen. Fund Expenditures	$2,518,608	$2,714,771	$2,831,451
FTE's	30.4	29.4	29.4

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $116,680 (4.3%).
- FY 2008 personnel costs increased by $70,584 or 3.0%; the increase was due to employee step increases, increased health care costs, and a 1.5% COLA funded through the Council add/delete process.
- Total non-personnel costs increased 4.9% due to significant increases in utility costs, specifically electricity at Gadsby's Tavern and the Torpedo Factory. This was partially offset by a decrease in one time costs of $16,177 related to the re-opening of the Apothecary Museum.

Program and Activity Chart

Historic Alexandria

Historic Resources
- Gadsby's Tavern Museum
- The Lyceum
- Stabler-Leadbeater Apothecary Museum
- Fort Ward Museum & Historic Site
- Alexandria Black History Museum
- Friendship Fire House
- Alexandria Archaeology
- Archives & Records Center
- Leadership & General Management/ Lloyd House

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- Program and Activity Budgets
  - Historic Resources ……..138
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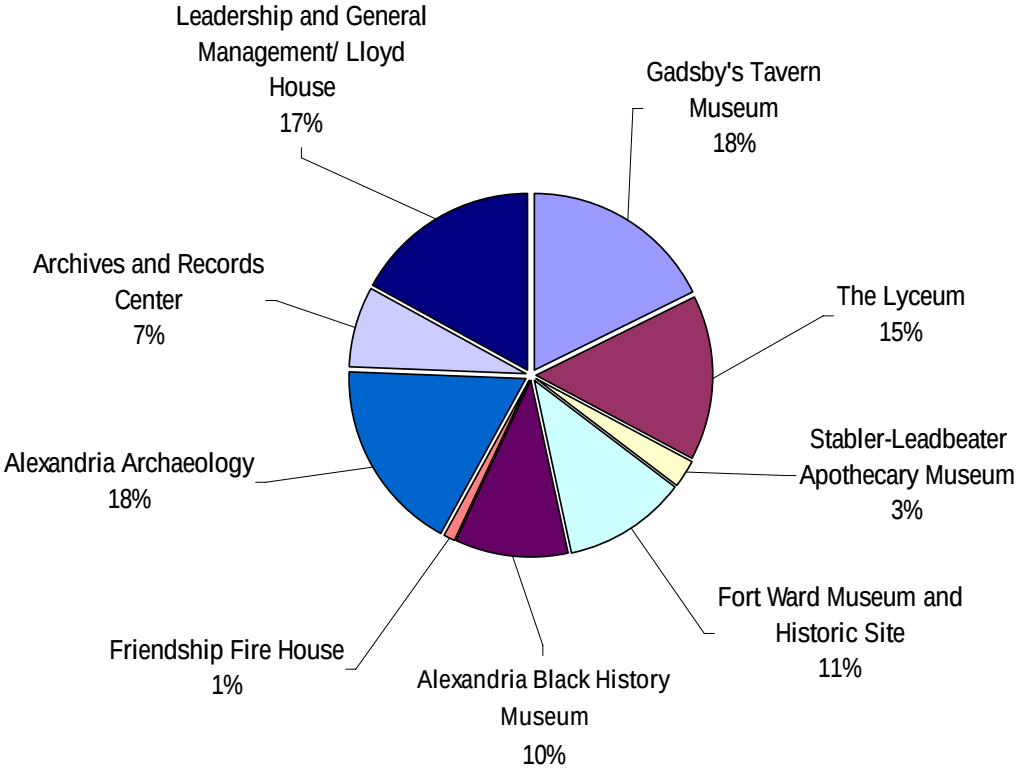
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
% of visitors to City historic sites rating their overall experience as good to excellent	95%	95%	96%
Total number of visitors/program participants served	122,000	125,000	135,000
OHA operating costs per resident	$19.59	$21.32	$21.89

FY 2008 Approved Expenditures by Activity



Historic Alexandria

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$2,096,878	$2,360,097	$2,430,681	3.0%
Non-Personnel*	$629,459	$623,268	$654,061	4.9%
Capital Goods Outlay	$0	$4,500	$4,500	0.0%
Total Expenditures	$2,726,337	$2,987,865	$3,089,242	3.4%
Funding Sources				
Internal Service	$0	$16,177	$0	-100.0%
Special Revenue Fund	$207,729	$256,917	$257,791	0.3%
Total Designated Funding Sources	$207,729	$273,094	$257,791	-5.6%
Net General Fund Expenditures	$2,518,608	$2,714,771	$2,831,451	4.3%

*FY 2008 increases in non-personnel expeditures ($30,793) can be attributed to a significant rise in utility costs, specifically electricity, at Gadsby's Tavern and the Torpedo Factory.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Historic Resources	$2,726,337	$2,987,865	$3,089,242	3.4%
Total Expenditures	$2,726,337	$2,987,865	$3,089,242	3.4%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Historic Resources	30.4	29.4	29.4	0.0%
Total FTE's	30.4	29.4	29.4	0.0%

Historic Resources Program

The goal of Historic Resources is to preserve significant buildings, places, sites, documents and artifacts on behalf of City residents, and to foster an appreciation for Alexandria's significant role in American history through public use, education and enjoyment of these resources.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,726,337	$2,987,865	$3,089,242
Less Revenues	$207,729	$273,094	$257,791
Net General Fund Expenditures	$2,518,608	$2,714,771	$2,831,451
Program Outcomes			
% of visitors to City historic sites rating their overall experience as good to excellent	95%	95%	96%
% of visitors who state they have gained an appreciation of local history	N/A	N/A	TBD

Activity Data

GADSBY'S TAVERN MUSEUM – The goal of Gadsby's Tavern Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$446,461	$483,373	$545,177
FTE's	6.0	6.0	4.6
# of visitors/program participants	22,507	18,000	18,000
Cost per visitor/program participant	$19.84	$26.85	$30.29
% of visitors who rated their experience as good to excellent	N/A	N/A	95%

THE LYCEUM – The goal of The Lyceum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$434,890	$445,496	$464,410
FTE's	4.4	4.4	4.8
# of visitors/program participants	30,594	31,000	31,500
# of public programs provided	8	8	10
$ of revenue earned	$86,779	$87,000	$88,000
Cost per visitor/program participant	$14.21	$14.37	$14.74

STABLER-LEADBEATER APOTHECARY MUSEUM – The goal of the Stabler-Leadbeater Apothecary Museum is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$26,920	$101,551	$79,247
FTE's	1.0	1.0	1.0
# of visitors/program participants	N/A	2,500	10,000
Cost per visitor/program participant	N/A	$40.62	$7.92
% of visitors who rated their experience and good to excellent	N/A	95%	95%

Historic Resources Program, continued

Activity Data

FORT WARD MUSEUM AND HISTORIC SITE – The goal of Fort Ward is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$333,042	$341,088	$353,200
FTE's	3.6	3.6	3.6
# of visitors/program participants	31,611	32,000	32,000
Cost per visitor/program participant	$10.54	$10.66	$11.04
% of visitors who rated their experience as good to excellent	95%	95%	96%

ALEXANDRIA BLACK HISTORY MUSEUM – The goal of the Alexandria Black History Museum is to present programs that foster tolerance and understanding among all cultures and to stimulate appreciation for the diversity of the African American experience.			
Expenditures	$297,780	$296,925	$320,567
FTE's	3.1	3.1	3.1
# of visitors/program participants	7,830	8,000	8,000
# of public programs provided	75	75	70
Cost per public program provided	$3,970.40	$3,959.00	$4,579.53
Cost per visitor	$38.03	$37.12	$40.07
% of visitors who rate their experience as good to excellent	98%	98%	98%

FRIENDSHIP FIRE HOUSE – The goal of Friendship Fire House is to actively preserve and interpret this historic landmark and its collections in order to foster an appreciation by City residents and the general public of its historic value.			
Expenditures	$25,244	$29,080	$28,579
FTE's	0.5	0.5	0.5
# of visitors	5,227	5,500	6,000
Cost per visitor	$4.83	$5.29	$4.76
% of visitors who rated their experience as good to excellent	N/A	N/A	95%

ALEXANDRIA ARCHAEOLOGY – The goal of Alexandria Archaeology is to discover and preserve our 10,000-year heritage in order to enhance the City's historic character and public appreciation of Alexandria's diverse past and significant archaeological collection.			
Expenditures	$498,774	$521,555	$541,977
FTE's	5.0	5.0	5.0
# of cubic feet of archaeological collections	3,199	3,280	3,360
# of visitor/program participants	29,275	30,000	30,000
Cost per resident	$3.58	$3.72	$3.84
% of visitors who rated their experience as good to excellent	90%	90%	90%

Historic Resources Program, continued

Activity Data

ARCHIVES AND RECORDS CENTER – The goal of the Archives and Records Center is to manage the records created by all City of Alexandria agencies, and to document the activities and functions of City government.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$220,360	$219,131	$228,373
FTE's	3.0	3.0	3.0
# of boxes received and destroyed	3,887	2,500	2,500
# of research/records requests processed	1,132	1,000	1,000
Cost per box received and destroyed	$42.52	$65.74	$67.86
% of boxes processed that met governmental standards	0.97	0.98	0.98
% of requests fulfilled within five days	94%	95%	96%

LEADERSHIP AND GENERAL MANAGEMENT/Lloyd House – The goal of Leadership and General Management is to administer and promote public access to the City-owned historic resources in order to enhance and encourage public use. This function is housed in and also manages Lloyd House.			
Expenditures	$442,866	$549,666	$527,712
FTE's	3.9	3.9	3.9
Total number of visitors/program participants served	122,000	125,000	135,000
OHA operating costs per resident	$19.59	$21.32	$21.89
% of department outcomes achieved	N/A	N/A	TBD

Historic Alexandria

Summary of Budget Changes

Expenditure Reductions

Expenditure Reductions	Program	FY 2008 Approved
Increased Revenue Target	*Historic Resources*	**$20,000**

The Office of Historic Alexandria has revenue goals in order to encourage entreprenuerial efforts at museums and sites that raise revenues through user fees. As an incentive, by agreement, OHA receives a reappropriation of any amounts in excess of these annual revenue goals. In FY 2006, for instance, OHA generated $20,000 more in General Fund revenues that its goal. OHA's FY 2008 overall revenue goal has been increased by $20,000 to $96,440. This has the effect of reducing General Fund support by this dollar amount, and has the same net cost effect as an expenditure reduction.

Jim Mackay, Acting Director of OHA

http://oha.alexandriava.gov
Phone #: 703.838.4554
Email: jim.mackay@alexandriava.gov

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Library

Mission Statement: The mission 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.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$7,007,722	$7,437,893	$7,537,883
Less Revenues	$340,120	$392,862	$416,661
Net Gen. Fund Expenditures	$6,667,602	$7,045,031	$7,121,222
Authorized Positions (FTE's)	81.5	81.5	82

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $76,191 (1.1%).
- FY 2008 personnel costs increased by $64,924 or 1.1%. The increase is due to step increases, increased costs in health insurance, the addition of a 0.5 FTE custodian and a 1.5% COLA funded through the Council add/delete process.
- Total non-personnel costs increased by $35,066, or 2.1%, due to increases in operating supplies, housekeeping costs, fees for professional services, as well as for other library enhancements (see Supplemental Adjustments on page 145).

Program and Activity Chart

Library

Leadership and Management Support Services
- Leadership and General Mgmt.
- Information Technology Mgmt
- Public Communication
- Facility Management
- Delivery Services
- Collection Services

Adult Services
- Reference Services
- Local History
- Adult Programming

Lending of Materials
- Adult Circulation
- Children's Circulation
- Library Cards
- Circulation Outreach
- Talking Books for the Blind and Physically Handicapped

Youth Services
- Reference Services
- Children's Programming
- Young Adult Services

Public Technology
- Internet Usage, and Electronic Reference and Catalog Services

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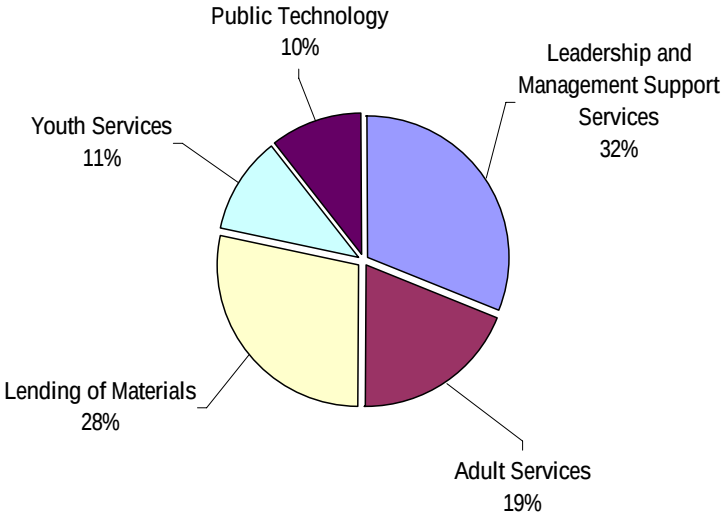
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
# of adult materials ciruclated	745,983	825,000	829,000
cost per adult item circulated	$1.17	$1.12	$1.11
Adult collection item turnover rate	4.9	5.4	5.4
# of children's materials circulated	256,898	275,000	280,000
cost per children's item circulated	$2.05	$2.03	$1.99
Children's collection turnover rate	2.3	2.5	2.5

FY 2008 Approved Expenditures by Program



Library

Expenditure and Revenue Summary

Expenditures By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$5,146,706	$5,746,282	$5,811,206	1.1%
Non-Personnel	1,839,299	1,691,611	1,726,677	2.1%
Capital Goods Outlay	21,717	0	0	0.0%
Total Expenditures	$7,007,722	$7,437,893	$7,537,883	1.3%
Less Revenues				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	340,120	392,862	416,661	6.1%
Total Designated Funding Sources	$340,120	$392,862	$416,661	6.1%
Net General Fund Expenditures	$6,667,602	$7,045,031	$7,121,222	1.1%

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	$2,179,770	$2,313,576	$2,344,678	1.3%
Adult Services	1,325,935	1,407,328	1,426,247	1.3%
Lending of Materials	1,975,686	2,096,964	2,125,155	1.3%
Youth Services	791,135	839,699	850,987	1.3%
Public Technology	735,196	780,326	790,816	1.3%
Total Expenditures	$7,007,722	$7,437,893	$7,537,883	1.3%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership and Management Support Services	25.3	25.3	26	2.8%
Adult Services	15.4	15.4	15	-2.6%
Lending of Materials	23.0	23.0	23.1	0.4%
Youth Services	9.2	9.2	9.3	1.1%
Public Technology	8.6	8.6	8.6	0.0%
Total full time equivalents	81.5	81.5	82	0.6%

Leadership and Management Support Services Program

The goal of Leadership and Management Support Services is to implement the Library Board's policies, to provide leadership, and to support library staff in order to provide library services for city residents and the general public.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,179,770	$2,313,576	$2,344,678
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$2,179,770	$2,313,576	$2,344,678
Program Outcomes			
To be determined	NA	TBD	TBD

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and support services to facilitate the operations of the Library.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,108,327	$1,176,362	$1,192,176
FTE's	12.9	12.9	13
# of monthly reports sent to library division managers within established timeframes	NA	TBD	TBD
# of purchase orders processed	1,755	1,775	1,800
# of departmental FTEs managed (or supported)	81.5	81.5	82
# of activities managed	NA	18	18
Leadership and Management Support Services costs as a percentage of total departmental expenditures	15.8%	15.8%	15.8%
Percent of departmental effectiveness targets met in all programs	NA	TBD	TBD

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to acquire and maintain state-of-the-art computer equipment and technology resources so staff can provide quality, cost-effective, and efficient public library services to Alexandria residents and the general public.			
Expenditures	$215,149	$228,356	$231,425
FTE's	2.5	2.5	2.5
# of work stations supported	245	245	245
Information technology support costs per work station	$878	$932	$945

PUBLIC COMMUNICATION – The goal of Public Communication is to market and publicize library activities and services to the general public through library publications, press releases and the library's website.			
Expenditures	$61,470	$65,245	$66,122
FTE's	0.5	0.5	0.7
# of employee information pieces produced and distributed	NA	29,700	30,000
cost per informational piece developed	NA	$2.20	$2.20

Leadership and Management Support Services Program, continued

FACILITY MANAGEMENT – The goal of Facility Management is to provide safe, attractive environments by managing and/or contracting for building and grounds maintenance services, security services, and equipment maintenance.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$135,237	$143,538	$145,468
FTE's	1.6	1.6	2.1
# of facilities maintained	4	4	4
Cost per facility maintained	$33,809	$35,885	$36,367

DELIVERY SERVICES – The goal of Delivery Services is to deliver books and other library materials between library branches in order to quickly and efficiently make them available to library patrons.			
Expenditures	$58,398	$61,982	$62,816
FTE's	0.7	0.7	0.7
# of deliveries to branches	NA	TBD	TBD
Cost per delivery	NA	TBD	TBD
% of deliveries completed within 1 business day	NA	TBD	TBD

COLLECTION SERVICES – The goal of Collection Services is to acquire, process, and prepare library materials for public use.			
Expenditures	$601,189	$638,093	$646,671
FTE's	7.0	7.0	7.0
# of materials processed	22,100	22,200	22,300
# of materials owned	401,429	430,000	460,000
Cost per material processed	$27.20	$28.74	$29.00

Adult Services Program

The goal of Adult Services is to provide reference, local history and adult programming services to Alexandria residents and the general public in order to meet information, education and recreational needs.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,325,935	$1,407,328	$1,426,247
Less Revenues	$61,222	$70,715	$74,999
Net General Fund Expenditures	$1,264,713	$1,336,613	$1,351,248
Program Outcomes			
To be determined	NA	TBD	TBD

Activity Data

REFERENCE SERVICES – The goal of Reference Services is to provide access to accurate and timely information and services in order to respond to patrons' needs.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,011,817	$1,073,927	$1,088,365
FTE's	11.8	11.8	11.8
# of reference questions answered	376,532	377,000	377,500
Cost per reference question answered	$2.69	$2.85	$2.88
Patrons rating Reference Services as good to excellent	98.7%	98.8%	98.8%

LOCAL HISTORY – The goal of Local History is to provide access to information on local history topics in order to further the development of knowledge of Alexandria and Virginia history.			
Expenditures	$221,296	$234,881	$238,038
FTE's	2.6	2.6	2.6
# of reference questions answered	14,300	14,325	14,350
Cost per reference question answered	$15.48	$16.40	$16.59
Patrons rating Local History as good to excellent	97.0%	97.1%	97.2%

ADULT PROGRAMMING – The goal of Adult Programming is to provide adult classes and literary clubs to enhance adult learning and to respond to customer interests.			
Expenditures	$92,822	$98,519	$99,844
FTE's	1.1	1.1	1.1
# of people attending	1,582	1,600	1,620
Cost per attendee	$58.67	$61.57	$61.63
Patrons rating Adult Programming as good to excellent	NA	NA	NA

Lending of Materials Program

The goal of Lending of Materials is to make items available for checkout, to issue library cards, and to hold (reserve) materials for Alexandria residents and the general public in order to meet information, education and recreational needs.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,975,686	$2,096,964	$2,125,154
Less Revenues	$176,862	$204,288	$216,664
Net General Fund Expenditures	$1,798,824	$1,892,676	$1,908,490
Program Outcomes			
Total item turnover rate	7.32	7.97	7.98

Activity Data

ADULT CIRCULATION – The goal of Adult Circulation is to loan and make materials available for checkout for Alexandria residents and the general public in order to meet information, education and recreation needs.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$870,433	$923,865	$936,284
FTE's	10.1	10.1	10.2
# of materials circulated	745,983	825,000	829,000
Cost per item circulated	$1.17	$1.12	$1.13
Adult collection turnover rate	4.9	5.4	5.4

CHILDREN'S CIRCULATION – The goal of Children's Circulation is to loan and make children's materials available for checkout for Alexandria residents and the general public in order to meet information, education and recreation needs.			
Expenditures	$525,579	$557,842	$565,341
FTE's	6.1	6.1	6.2
# of materials circulated	256,898	275,000	280,000
Cost per item circulated	$2.05	$2.03	$2.02
Children's collection turnover rate	2.3	2.5	2.5

Lending of Materials Program, continued

Activity Data

LIBRARY CARDS – The goal of issuing Library Cards is to enroll library patrons in order to provide access to library privileges.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$400,793	$425,395	$431,114
FTE's	4.7	4.7	4.7
# of cards issued annually	16,156	16,250	16,350
Cost per card issued	$24.81	$26.18	$26.37

CIRCULATION OUTREACH – The goal of Circulation Outreach is to deliver library materials to the home-bound and retirement facilities in the City of Alexandria.			
Expenditures	$82,986	$88,080	$89,265
FTE's	1.0	1.0	1.0
# of visits	269	272	275
Cost per visit	$308.50	$323.82	$324.60

TALKING BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED – The goal of Talking Books for the Blind and Physically Handicapped is to provide library services to Alexandria residents with visual and physical impairments so they can use library materials/services in an accessible format.			
Expenditures	$95,895	$101,782	$103,150
FTE's	1.1	1.1	1.1
# of registered Talking Book patrons	258	259	260
Cost per customer served	$371.69	$392.98	$396.73

Youth Services Program

The goal of Youth Services is to provide reference and youth programming services to Alexandria residents and the general public in order to meet information, education and recreational needs of children and young adults.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$791,135	$839,699	$850,987
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$791,135	$839,699	$850,987
Program Outcomes			
Patrons satisfied with Youth Services	98.4%	98.5%	98.6%

Activity Data

REFERENCE SERVICES – The goal of Reference Services is to provide access to accurate and timely information and services in order to respond to customer needs.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$443,822	$471,067	$477,399
FTE's	5.2	5.2	5.2
# of processed reference requests	NA	TBD	TBD
Cost per reference question processed	NA	TBD	TBD

CHILDREN'S PROGRAMMING – The goal of Children's Programming is to provide story times, Summerquest, and school visits to enhance children's learning and to respond to customer interests.			
Expenditures	$317,192	$336,663	$341,188
FTE's	3.7	3.7	3.7
# of children's programs provided	1,567	1,570	1,573
# of children attending programs	27,970	28,025	28,045
Cost per child enrolled	$11.34	$12.01	$12.17

YOUNG ADULT SERVICES – The goal of Young Adult Services is to provide programming and school visits, and utilize Teen Advisory Boards, in order to enhance young adult learning, and respond to customer interests.			
Expenditures	$30,121	$31,970	$32,400
FTE's	0.4	0.4	0.4
# of teens attending programs	121	124	127
Cost per teen attendance	$248.93	$257.82	$255.12

Public Technology Program

The goal of Public Technology is to provide access to electronic information and automated library services to Alexandria residents and the general public in order to meet information, education and recreational needs.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$735,196	$780,326	$790,816
Less Revenues	$102,036	$117,859	$124,998
Net General Fund Expenditures	$633,160	$662,467	$665,818
Program Outcomes			
Patrons satisfied with Public Technology services	NA	TBD	TBD

Activity Data

INTERNET USAGE AND ELECTRONIC REFERENCE AND CATALOG SERVICES – The goal of Internet Usage, and Electronic Reference and Catalog Services is to provide free access to the Internet, provide access to online databases, and provide access to the Library's collection holdings.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$735,196	$780,326	$790,816
FTE's	8.5	8.5	8.6
# of online searches	172,184	130,000	131,000
Cost per online search	$4.27	$6.00	$6.04

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Insurance	*Leadership*	**$4,526**
This adjustment will provide the Library with enough funds to pay its insurance premium. The Library has a separate insurance policy than the City. Studies have shown that it is more cost-effective for the Library to pay for a separate policy. Insurance premiums increase each year. Insurance guarantees that items, buildings and library service will quickly return to a state of normalcy in the event of accidents, theft, or damage.		

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Replacement of Public Copiers	*Leadership*	**$10,000**
Two copiers, used for public photocopying services, are eleven years old. $10,000 from the Library's Equipment Replacement Fund will cover the costs of replacing copiers at the Barrett Branch.		
Building Maintenance Supplies	*Leadership*	**$7,000**
The Library wants to add items to its building maintenance contract, such as: toilet seat covers, hanging toilet fresheners, enzyme solution for floor drain cleaning, and annual window washing and power washing of exterior walls.		
Additional Custodial Position	*Leadership*	**$17,281**
The Library requests a 0.5 FTE custodian to provide maintenance during operating hours. The custodian will improve day-time coverage at Beatley Library on weekends, and perform day-time cleaning services, Monday - Friday, at the Barrett, Duncan, Burke and Beatley Branches on a rotating schedule.		
Other Library Enhancements	*Leadership**	**$42,900**

The budget provides $42,900 in additional non-personnel funding for use as the Library chooses. This compares with the Library's request for an additional $179,292 for the following:

- training staff ($20,000)
- purchasing children's books for Duncan Branch ($52,700)
- furniture replacement at Beatley Library ($20,000)
- building maintenance services ($6,592)
- improved computer internet connections ($17,500)
- replacing out-of-date computers ($40,000)
- downloadable audiobooks ($22,500)

The budget assumes that the Library Board will prioritize the above enhancements and look to possible savings within its current operations to fund some of these supplemental requests. Possibilities include:

- eliminating redundant electronic databases ($24,000)
- closing Barrett Library on Sundays ($18,000)
- absorbing costs for new books/audiobooks in the Library's current materials budget of approximately $575,000

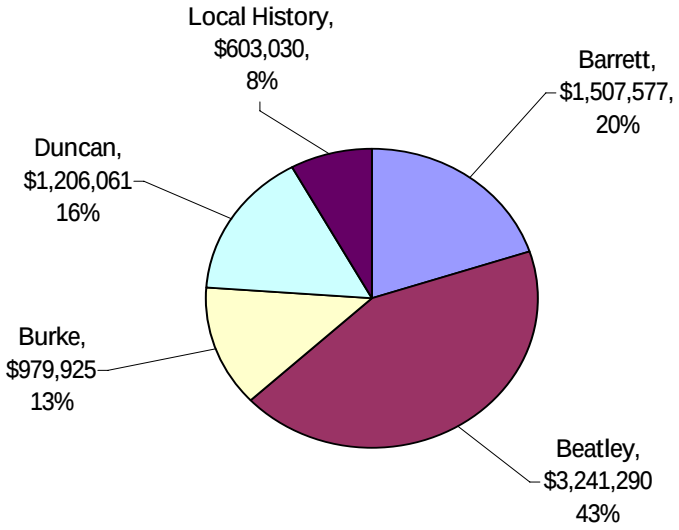
* The Library can spend this supplemental amount of $42,900 at their discretion.

Summary of Budget Changes, continued

Department Savings Options		
Approved Reductions	**Program**	**FY 2008 Approved**
Landscaping and Lawn Care	*Leadership*	**$30,000**
$30,000 will be transferred to Recreation's budget to have this Department assume responsibility for Library landscaping and grounds care.		

Miscellaneous Information

FY 2008 Approved Expenditures by Branch



Patrick M. O'Brien, Library Director

www.alexandria.lib.va.us

Phone #: 703.519.5905
Email: pobrien@alexandria.lib.va.us

Recreation, Parks, & Cultural Activities

Mission Statement: The mission of Recreation, Parks & Cultural Activities is to be a vibrant, safe and attractive City of opportunity through the development of effective and efficient recreation programs, facilities and parks for all citizens and residents to enjoy.

Summary Table			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$18,887,484	$20,809,972	$20,280,870
Less Revenues	$469,716	$923,294	$527,022
Net Gen. Fund Expenditures	$18,417,768	$19,886,678	$19,753,848
Authorized Positions (FTE's)	189.4	193.9	194.6

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget decreased by $132,830 (0.7%).
- FY 2008 personnel costs decreased by $159,036 (1.0%); the decrease was due to reductions in long-term disability and life insurance costs, employee turnover leading to lower costs, and personnel-based expenditure reduction options.
- Total non-personnel costs increased $27,823 (0.5%) primarily due to increases in utility costs,and increases in maintenance and material costs.
- Capital Outlay decreased $397,889 (92.2%); the department is delaying the replacement of fully-depreciated vehicles in FY 2008 as an expenditure reduction.

Program and Activity Chart

RPCA

Leadership & Management
- Leadership & General Mgmt.
- Information Technology Mgmt.

Recreation Services
- Youth Recreation
- Adult Recreation
- Other Community Recreation
- Recreation Facility Maintenance

Park Operations & Capital Dev.
- Park Planning & Development of Open Space
- Park Ops & Facility Maint.
- Marina Operations
- Natural Resource Management

Arts, Marketing, & Special Services
- Cultural Ops, Grant-Funded Arts, & Special Services
- Community Outreach & Ed
- Volunteer Resources

Departmental Contents

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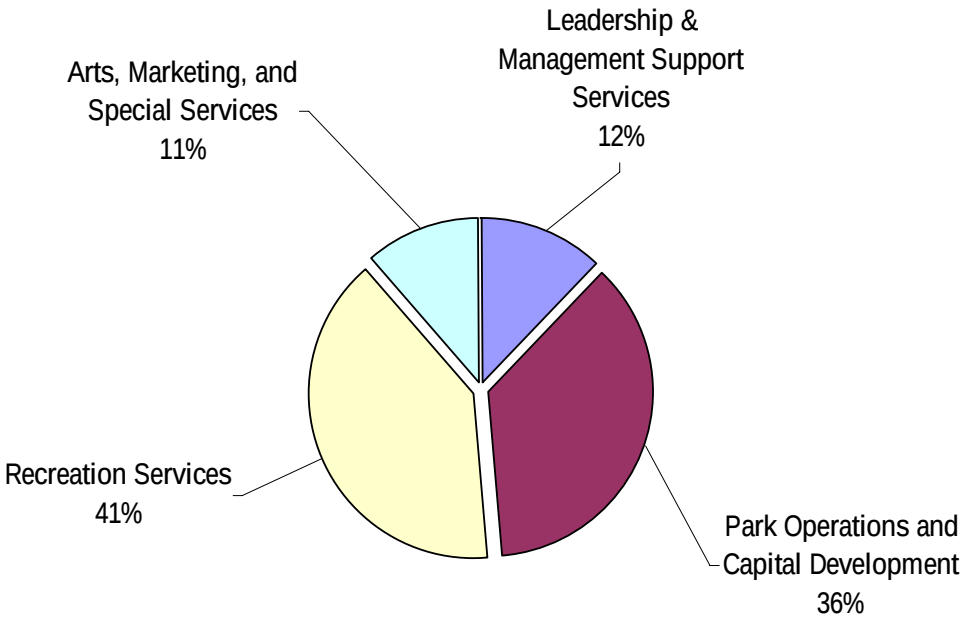
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Average cost per RPCA facility maintained	$16,980	$18,663	$17,323
% of graffiti cases removed within 3 business days	N/A	83.0%	88.0%
Cost per Urban Forestry work order completed	$320	$254	$232
Cost per adult registered in Adult Recreation activities	$128	$127	$125
Cost per Cultural Opportunities activity supported and/or coordinated	$6,885	$7,503	$9,106
$ value of in-kind volunteer time	$972,000	$1,029,600	TBD

FY 2008 Approved Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended*	FY 2008 Approved	% Change 2007-2008
Personnel	$13,398,864	$15,150,131	$14,991,095	-1.0%
Non-Personnel	5,354,076	5,228,372	5,256,195	0.5%
Capital Goods Outlay	134,544	431,469	33,580	-92.2%
Total Expenditures	$18,887,484	$20,809,972	$20,280,870	-2.5%
Less Revenues				
Internal Services	$50,500	$342,500	$22,707	-93.4%
Special Revenue Funds	419,216	580,794	504,315	-13.2%
Total Designated Funding Sources	$469,716	$923,294	$527,022	-42.9%
Net General Fund Expenditures	$18,417,768	$19,886,678	$19,753,848	-0.7%

* FY 2007 Non-personnel expenditures include transfers from the non-departmental budget of $25,000 for Alexandria Festival for the Arts and $25,000 for First Night Alexandria.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Leadership & Management Support Services	$2,435,567	$3,306,585	$2,498,109	N/A
Park Operations and Capital Development	$6,679,211	$7,341,115	7,347,778	N/A
Recreation Services	$8,306,372	$8,334,555	8,150,187	N/A
Arts, Marketing, and Special Services	$1,466,334	$1,827,717	2,284,796	N/A
Total Expenditures	$18,887,484	$20,809,972	$20,280,870	-2.5%

* FY 2007 to FY 2008 percent change not valid due to the use of a more refined cost allocation methodology in FY 2008 that is not comparable to the methodology to reflect FY 2007.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Leadership & Management Support Services	21.4	21.9	22.0	0.5%
Park Operations and Capital Development	64.5	66.0	66.2	0.3%
Recreation Services	84.4	86.5	86.8	0.3%
Arts, Marketing, and Special Services	19.1	19.5	19.6	0.5%
Total full time employees	189.4	193.9	194.6	0.4%

Leadership & Management Support Services

The goal of Leadership and Management Support Services is to provide management services that enable the Department to deliver high quality services to the citizens and residents of the community.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,435,567	$3,306,585	$2,498,109
Less Revenues	$20,713	$3,000	$22,707
Net General Fund Expenditures	$2,414,854	$3,303,585	$2,475,402
Program Outcomes			
% of department-wide performance outcomes and goals achieved	N/A	TBD	TBD

Activity Data

LEADERSHIP AND GENERAL MANAGEMENT – The goal of Leadership and General Management is to provide financial, personnel, and support services associated with the departments' mission in order to facilitate the operations of the Recreation, Parks & Cultural Activities Department.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,075,280	$2,817,450	$2,128,570
FTE's	18.7	19.1	19.2
# of department FTE's managed	189.4	193.9	194.6
$ amount of departmental expenditures	$18,887,484	$20,809,972	$20,280,870
Leadership & General Management expenditures as a % of total department	11.0%	13.5%	10.5%
% of departmental effectiveness targets met	N/A	TBD	TBD
% of community residents rating the department service/facilities good to excellent	90.0%	90.0%	90.0%

INFORMATION TECHNOLOGY MANAGEMENT – The goal of Information Technology Management is to provide PC, Recreation System, Network infrastructure and software support to department staff in a timely manner in order to support the Department in its mission.			
Expenditures	$360,287	$489,135	$369,539
FTE's	2.7	2.8	2.8
# of routine requests processed	3,165	3,200	3,200
# of hits on Department web site	1,200,000	1,300,000	1,350,000
Cost per routine request processed	$113.83	$152.85	$115.48
% of recreation Help Desk routine requests responded to within 5 days	80.0%	80.0%	80.0%

Park Operations and Capital Development

The goal of Park Operations and Capital Development is to provide quality facilities and development to meet the needs of the community through recreational opportunities.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$6,679,211	$7,341,115	$7,347,778
Less Revenues	$440,688	$654,554	$230,575
Net General Fund Expenditures	$6,238,523	$6,686,561	$7,117,203
Program Outcomes			
% of all parks maintained on a 7-day schedule	N/A	TBD	TBD

Activity Data

PARK PLANNING & DEVELOPMENT OF OPEN SPACE – The goal of Acquistion and Development of Open Space and Facilities is to advance new and ongoing initiatives in the development of parks, facilities and open space for the public in order to ensure high quality urban design development.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$618,451	$679,739	$680,356
FTE's	8.6	8.8	8.8
# of Open Space acres purchased in accordance with the Open Space Master Plan	5.5	15.5	TBD
Cost per acre for Open Space purchases	$1.3 million	$1.3 million	TBD

PARK OPERATIONS AND FACILITY MAINTENANCE – The goal of Park Operations is to protect public assets in the development of parks and athletic facilities, and to ensure the regular maintenance activities are carried out on a 7-10 day schedule.			
Expenditures	$3,684,714	$4,049,865	$4,053,541
FTE's	39.4	40.4	40.5
# of athletic fields available for games each year	48	48	50
total # of facilities maintained by RPCA	217	217	234
Average cost per RPCA facility maintained	$16,980	$18,663	$17,323
% of athletic visitors satisfied with athletic fields	N/A	TBD	TBD

MARINA OPERATIONS – The goal of the Marina Operations is to provide a safe, active, and efficient waterfront facility that is in keeping with the historical value of the city's Old Town District.			
Expenditures	$385,462	$423,662	$424,046
FTE's	4.5	4.5	4.6
# of transit visitors per day (peak season)	N/A	TBD	TBD
Cost per transit visitor	N/A	TBD	TBD
% of boaters rating facilities good to excellent	98%	98%	85%

NATURAL RESOURCE MANAGEMENT – The goal of Natural Resource Management is to preserve and protect the existing population of 17,000 street trees and tens of 1000's of park trees through preventative maintenance and pruning every 5 years.			
Expenditures	$1,990,584	$2,187,849	$2,189,835
FTE's	12.0	12.3	12.3
# of work orders completed	2,020	2,800	3,000
Cost per work order completed	$985	$781	$730
% of street trees maintained on 5-year schedule	N/A	TBD	TBD
% of work orders completed within a 14-21 day timeframe	N/A	TBD	TBD

Recreation Services

The goal of Recreation Service is to provide quality wellness, athletics, aquatics, nature-based, cultural, life long learning and other leisure opportunities and facilities for residents and visitors in order to enrich the quality of life of the Alexandria community as a whole.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$8,306,372	$8,334,555	$8,150,187
Less Revenues	$204,102	$254,447	$257,447
Net General Fund Expenditures	$8,102,270	$8,080,108	$7,892,740
Program Outcomes			
% of residents reporting they are satisfied with programs in which they participated	N/A	TBD	TBD

Activity Data

YOUTH RECREATION – The goal of Youth Recreation is to provide sports, camps, cultural and educational enrichment, and other community recreation opportunities for Alexandria's youth population so they can develop physical fitness, lifelong learning, and citizenship skills.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$4,626,484	$4,642,182	$4,539,492
FTE's	48.0	49.2	49.4
# of youth (18 and under) involved in Recreation Activities	8,349	9,100	9,300
Cost per youth involved in Recreation Activities	$554	$510	$488
Cost per program opportunity offered	N/A	TBD	TBD

ADULT RECREATION – The goal of Adult Recreation is to provide a variety of instructional and competitive programs, leagues, and social opportunities in order for adults to become physically fit, enjoy their leisure time, and pursue lifelong recreational skills.			
Expenditures	$1,624,747	$1,630,259	$1,594,197
FTE's	16.3	16.7	16.7
# of participants registered in adult sports programs	12,721	12,800	12,800
Cost per participant registered	$128	$127	$125
% of adults reporting satisfaction with the program	N/A	TBD	TBD

OTHER COMMUNITY RECREATION – The goal of Other Community Recreation is to provide social opportunities and development for families and neighborhoods through modern recreational practices in order to meet the recreation needs of the community as a whole.			
Expenditures	$526,964	$528,751	$517,055
FTE's	6.0	6.2	6.2
# of community recreation programs offered	N/A	N/A	TBD
cost per community recreation program offered	N/A	N/A	TBD
% of participants reporting satisfaction with programs	N/A	N/A	TBD

RECREATION FACILITY MAINTENANCE – The goal of Recreation Facility Maintenance is to efficiently maintain the Community Recreation Centers and other Recreational Facilities in order to provide attractive, healthy, and safe environments for public recreation.			
Expenditures	$1,528,177	$1,533,363	$1,499,443
FTE's	14.1	14.4	14.5
# of Recreation Centers	9	9	9
Cost per Recreation Center to maintain	$169,797	$170,374	$166,605
% of maintenance activitiies completed on schedule	N/A	N/A	TBD

Arts, Marketing, and Special Services

The goal of Arts, Marketing, and Special Services is to provide a diverse range of Citywide cultural arts, special events, and leisure opportunities for residents and visitors to the City in order to stimulate the economy and enhance the quality of life in Alexandria.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,466,334	$1,827,717	$2,284,796
Less Revenues	$70,486	$11,293	$16,293
Net General Fund Expenditures	$1,395,848	$1,816,424	$2,268,503
Program Outcomes			
% of public reporting awareness of events, programs & services, and cultural opportunities	89.0%	89.0%	90.0%

Activity Data

CULTURAL OPPORTUNITIES, GRANT-FUNDED ART, & SPECIAL SERVICES – The goal of Cultural Opportunities, Grant-funded Art, and Special Services is to host special events, programs, and services, and provide residents and visitors with opportunities to engage in life-long learning experiences and leisure activities.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,005,224	$1,252,965	$1,566,309
FTE's	12.6	12.9	12.9
# of activities supported and/or coordinated	146	167	172
Cost per activity supported and/or coordinated	$6,885	$7,503	$9,106
% of survey participants rating arts activities as good or excellent	N/A	TBD	TBD

COMMUNITY OUTREACH & EDUCATION - The goal of Community Outreach and Education Activity is to promote and educate the residents and draw visitors on behalf of the Department and the City about activities to provide life long learning and leisure activities.			
Expenditures	$278,053	$346,580	$433,253
FTE's	4.3	4.4	4.5
# of promotional activities	156	165	175
Cost per promotional activity	$1,782	$2,100	$2,476
% of public awareness of events, programs & services, and cultural opportunities	89.0%	89.0%	90.0%

VOLUNTEER RESOURCES – The goal of the Volunteer Resources Activity is to recruit, manage and support volunteer activities within the department in order to provide the volunteer with an opportunity to serve the community.			
Expenditures	$183,057	$228,172	$285,234
FTE's	2.2	2.2	2.2
# of volunteer hours provided	57,200	57,200	57,200
$ value of in-kind volunteer time	$972,000	$1,029,600	TBD
% of returning volunteers	N/A	TBD	TBD

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
Acquired and Increased Maintenance	*Park Operations*	**$130,905**
The Department will see increases in maintenance responsibilities due to new and aquired land such as Oak Grove, the Strand, Second Presbyterian, and Cameron Station Linear Park ($45,700). Also, the Department has taken on additional maintenance responsibilities at the Lloyd House ($28,000). Fifteen new contracted mowing areas and 20-25 one-time service areas have been added ($50,305), as well as additional tree maintenance responsibilities at Ben Brenman Park ($6,900).		
Materials Cost Increase	*Park Operations*	**$45,599**
An adjustment to base is required due to rising costs for materials used in Park Maintenance operations such as steel, auto parts, seed, fertilizers, and equipment rentals. Specifically, these added costs have necessitated increases in the budget for building materials ($19,456), infrastructure repair ($10,000), and city shop maintenance ($16,143). Without these adjustments, the City would not be able to continue to provide the current level of services.		
Marina Security Card Contract	*Park Operations*	**$1,800**
The City Marina proximity card system provides secured access to the restroom facilities. The manufacturer's warranty no longer covers the system and additional maintenance costs will be necessary for system upkeep in the future. The volume of use combined with the harsh operating environment necessitate annual maintenance in order to keep the system in working order. Costs are based on comparable services provided elsewhere in the City ($150/month x 12 months).		
Class Instruction	*Recreation Services*	**$50,000**
In recent years, the City has offered an increasing number and variety of recreation classes. These classes are regularly attended at capacity. Because instructors for these classes are paid based on a percentage of attendance, their fees also have increased in recent years. Revenues from those attending these classes more than cover the costs of instructors and administrative expenses. However, the RPCA department budget has been underfunded for these costs by $50,000. This adjustment will more accurately reflect department costs.		

Summary of Budget Changes, continued

Supplemental Adjustments to the Budget

Supplemental Request	Program		FY 2008 Approved
Graffiti Removal	*Park Operations*		**$11,000**
Park Operations has taken on graffiti removal in public areas. In FY 2007, RPCA purchased a graffiti removal machine and has been working with the Police Department on actively removing graffiti. $8,000 has been added to RPCA's budget to cover the cost of chemicals needed to operate this machine. Additionally, the City is going to extend the use of one pick-up truck beyond its normal life in order to transport the graffiti machine. $3,000 has been budgeted for maintenance costs on this vehicle.			
Urban Forestry Assistant	*Park Operations*	**1.0 FTE**	**$52,010**
Park Operations provides on-going care for 17,000 street trees and hundreds of horticultural sites throughout the City. Approximately 2,000 work orders are produced, generating 1,500 actions on trees every year. By providing support to the Urban Forestry program, RPCA will be able to reduce citizen complaints and City Council actions while providing a better product for the community. The addition of this position will provide a regular staff person to respond to inquiries relating to Urban Forestry services. Efficiencies should also be realized as urban foresters, park planners, and administrative staff spend less time dealing with conflict resolution and more time in the field. This full-time Urban Forestry Assistant position is budgeted at $52,010.			

Expenditure Reductions

Reduction	Program	FY 2008 Approved
Charles Houston Renovations	*Recreation Services*	**$163,140**
The Charles Houston Recreation Center is scheduled to be demolished and reconstructed. The demolition is scheduled for the summer of 2007, and the Center should reopen within 12 to 18 months from that time. While the Center is undergoing reconstruction, certain savings will be realized. The Center Director position is currently vacant and maintaining the vacancy until Charles Houston reopens will save the City $109,140. Also, certain operational costs such as utilities and maintenance will be reduced, saving the City $54,000.		
Contracting Camps	*Recreation Services*	**$59,000**
RPCA will contract out the management of the Performing Arts Camp and the Soccer Camp in FY 2008. These camps will be advertised, planned, and run by an outside contractor with a certain percentage of the revenues coming back to the City. This is a model the City hopes to move towards in many of its fee based recreational programs. The overall City savings are approximately $59,000 per year.		
Reduction in Printing & Binding	*Arts, Marketing, & Special Services*	**$59,000**
$59,000 will be saved by the City in RPCA printing and binding costs. Specifically, the Art's Commission will be reducing the overall number of printed items ($8,000). Also, RPCA is looking at methods for more efficiently targeting Alexandria citizens in the distribution three times per year of the main program brochure. Currently, this large brochure is delivered to all residential addresses within the City, as well as being available at numerous private businesses and community centers. By refining its delivery methods and relying more heavily on the website to provide information, the City will save $51,000 annually.		

Summary of Budget Changes

Expenditure Reductions, continued

Reduction	Program		FY 2008 Approved
Reduction in Uniform Costs	*All Programs*		**$5,000**
The City will save $5,000 by reducing the RPCA uniform budget. This savings will not cut into essential uniforms needed by RPCA employees.			
Delayed Vehicle Replacement	*Park Operations*		**$17,404**
RPCA will delay the purchase of fully depreciated equipment due to be replaced in FY 2008. This equipment includes mowers, trucks, cars, and other heavy equipment. The department will instead replace this equipment in FY 2009. Overall, the City will save $17,404 in FY 2008 depreciation costs.			
Holiday Lights Cost Reduction	*Park Operations*		**$10,000**
Utilizing in-house personnel instead of contracts to put up and take down holiday lights is more cost effective. The funds for the Holiday Lights program are being reallocated to reflect this new, more efficient practice for a savings of $10,000.			
Eliminate Cook Position	*Recreation Services*	**(0.3 FTE)**	**$12,744**
A 0.3 FTE cook position at the Chinquapin Recreation Center has been eliminated. The position has been vacant for over a year and is no longer necessary due to the closing of the Center's kitchen. This results in a savings of $12,744.			

Miscellaneous RPCA Data

FY 2008
RPCA General Fund Expenditures and Revenues

	FY 2006 Actual	FY 2007 Projected	FY 2008 Approved
General Fund Expenditures	$18,417,768	$19,886,678	$19,753,848
General Fund Revenues			
General Parks & Recreation	$910,736	$985,000	$905,000
Chinquapin Recreation Center	$753,738	$690,000	$750,000
Total Revenues	$1,664,474	$1,675,000	$1,655,000
NET GENERAL FUND IMPACT	$16,753,294	$18,211,678	$18,098,848

FY 2008 Public Recreation Statistics	
Acreage	964.62
Facilities:	
Playgrounds	46
Gymnasiums	16
Swimming Pools	7
Basketball Courts	25
Tennis Courts	39
Athletic Fields	56
Dog Parks	17

Alexandria Commission for the Arts

Alexandria Commission for the Arts FY 2007 Grant Awards to Date			
Organization	Type	Discipline	Award
Alexandria Choral Society	Operating	Music	$10,800
Alexandria Harmonizers	Operating	Music	$10,800
Alexandria Harmonizers	Tech Assistance	Music	$500
Alexandria Performing Arts Association	Operating	Interdisciplinary	$9,000
Alexandria Singers	Operating	Music	$10,800
Alexandria Symphony Orchestra	Operating	Music	$10,800
Art League	Operating	Visual Arts	$10,800
Art League	Tech Assistance	Visual Arts	$909
Choreographers Collaboration Project	Project	Dance	$2,045
Choreographers Collaboration Project	Tech Assistance	Dance	$220
Del Ray Artisans	Tech Assistance	Visual Arts	$871
Del Ray Artisans	Operating	Visual Arts	$8,982
Eclipse Chamber Orchestra	Project	Music	$10,800
Ecovoce	Operating	Music	$2,200
Ecovoce	Tech Assistance	Music	$500
Empowered Women International	Project	Interdisciplinary	$8,100
Fairfax Choral Society	Project	Music	$1,000
First Night Alexandria	Operating	Interdisciplinary	$10,800
First Night Alexandria	Tech Assistance	Interdisciplinary	$575
Jane Franklin Dance Company	Project	Dance	$5,700
Kathy Harty Gray Dance Theatre	Operating	Dance	$9,000
Kathy Harty Gray Dance Theatre	Tech Assistance	Dance	$1,000
MetroStage	Operating	Theatre	$10,800
Northern Virginia Fine Arts Association	Operating	Interdisciplinary	$10,800
Oye Palaver Hut Incorporated	Project	Interdisciplinary	$5,400
Port City Playhouse	Operating	Theatre	$4,200
Siobhan Quinn, Artist	Ind. Project	Interdisciplinary	$3,925
Retired Senior Volunteer Program	Project	Visual Arts	$600
Springwater Fiber Workshop	Operating	Visual Arts	$10,800
Tapestry Theatre	Operating	Theatre	$5,760
Tenants' and Workers' Support Committee	Project	Visual Arts	$5,400
Virginia Opera	Project	Music	$9,000
Washington Balalaika Society	Project	Music	$2,250
WA Metro Philharmonic	Operating	Music	$10,800
Washington Bach Consort	Project	Music	$9,000
TOTAL FY 2007 GRANTS			$214,937

Kirk Kincannon, Director of RPCA
alexandriava.gov/recreation
Phone #: 703.838.4842
Email: Kirk.Kincannon@alexandriava.gov

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Other Recreation

Description: The City of Alexandria is a member jurisdiction of the Northern Virginia Regional Park Authority (NVRPA). NVRPA strives to enhance the communities of Northern Virginia and enrich the lives of their citizens through the conservation of regional natural and cultural resources. It provides diverse regional recreational and educational opportunities, and fosters an understanding of the relationship between people and the environment. The City's contribution to NVRPA is based on its proportionate share of the total population of member jurisdictions. NVRPA operates two facilities within the City of Alexandria, the Carlyle House and Cameron Run Regional Park.

Summary Table

Jurisdiction	Population	Percent	Operating Budget Request
City of Alexandria	135,337	8.32%	$279,055
Arlington County	195,965	12.05%	$404,160
City of Fairfax	21,963	1.35%	$45,279
Fairfax County	1,006,529	61.90%	$2,076,143
City of Falls Church	10,781	0.66%	$22,137
Loudoun County	255,518	15.72%	$527,253
Total	**1,626,093**	**100.00%**	**$3,354,027**

FY 2008 Budget Summary

• The overall operating budget request for all member jurisdictions of the Northern Virginia Regional Park Authority increased by 4.0% from $3,225,027 to $3,354,027. Most of this increase is due to increases in personnel costs. These are attributable to a 3.75% market rate adjustment, merit increases, and an anticipated increase in health insurance rates. Most other NVRPA operating costs are remaining very close to current levels. NVRPA's total operating budget is $16,234,095 with 74.8% of this offset by user fees (Enterprise Fund).

•The City of Alexandria's share increased from 8.07% of the total to 8.32% due to a slight increase in population as compared to other member jurisdictions.

•The City's actual contribution increased by 7.2% from $260,260 to $279,055 due to the combination of Alexandria's increased share and the 4.0% overall cost increase to member jurisdictions.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$0	$0	$0	0.0%
Non-Personnel	257,152	260,260	279,055	7.2%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	$257,152	$260,260	$279,055	7.2%
Funding Sources				
Internal Services	$0	$0	$0	0.0%
Special Revenue Funds	0	0	0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$257,152	$260,260	$279,055	7.2%

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Transportation & Environmental Services

Mission Statement: The mission of Transportation & Environmental Services is to provide excellent multimodal transportation services and facilities, and to protect and enhance the natural environment to improve the quality of life for those who live in, work in, and visit the city of Alexandria.

Summary Table			
	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$26,848,893	$37,084,042	$37,414,779
Less Revenues	$4,275,408	$11,146,323	$10,045,691
Net Gen. Fund Expenditures	$22,573,485	$25,937,719	$27,369,088
Authorized Positions (FTE's)	205.0	206.0	203.0

FY 2008 Budget Summary

• In FY 2008, the approved General Fund budget increased by $1,431,369, or 5.5%.
FY 2008 personnel costs decreased by $74,691, or 0.5% primarily due to contracting out the impound lot function.
• Efficiency and best practices study implementation nets to a 1.0 FTE and $81,641 savings.
• Total non-personnel costs increased by $710,856, or 5.1% due to changes described later in this section.
• Capital Outlay increased by $267,007, or 22.6%, due to the schedule for vehicle replacement in FY 2008.
• Interfund Transfers decreased by $572,435 due to a lower Sanitary Sewer Fund cash capital transfer.

Program and Activity Chart

T&ES

Leadership & Management
- Leadership & General Mgmt.

Sewer Maintenance
- Sanitary Sewer Maintenance
- Storm Water Maintenance
- Fire Hydrant Maintenance

Recycling
- Residential Recycling Collection
- Commercial & Multi-Family
- Other Collections

Street Cleaning
- Street Sweeping
- Special Events
- Leaf Collection
- King Street Cleaning

Plan Review & Permitting
- Site Plan Review
- Development Site Inspection
- Permitting
- Flood Plain Management

Alternative Transportation
- Regional Transportation Planning
- Alt. Transport. Promote & Plan
- Paratransit Services
- Bicycle & Ped. Coordination

Streets & Sidewalks
- Street Maintenance
- Sidewalk, Curb, & Gutter Maint.
- Snow Plowing & De-Icing

Refuse Collection
- Commercial Collection
- Residential Curbside Collection
- Spring Clean-up

Environmental Quality
- Air Quality
- Water Quality
- Noise Quality
- Contaminated Land

Capital Project Management
- Design Management
- Construction Management
- Bridge Inspection & Mgmt.

Transportation Management
- Signals, Sign, & Markings
- Meters
- Plan Review
- Special Events
- Traffic Calming
- Street Lighting
- Impound Lot

Departmental Contents

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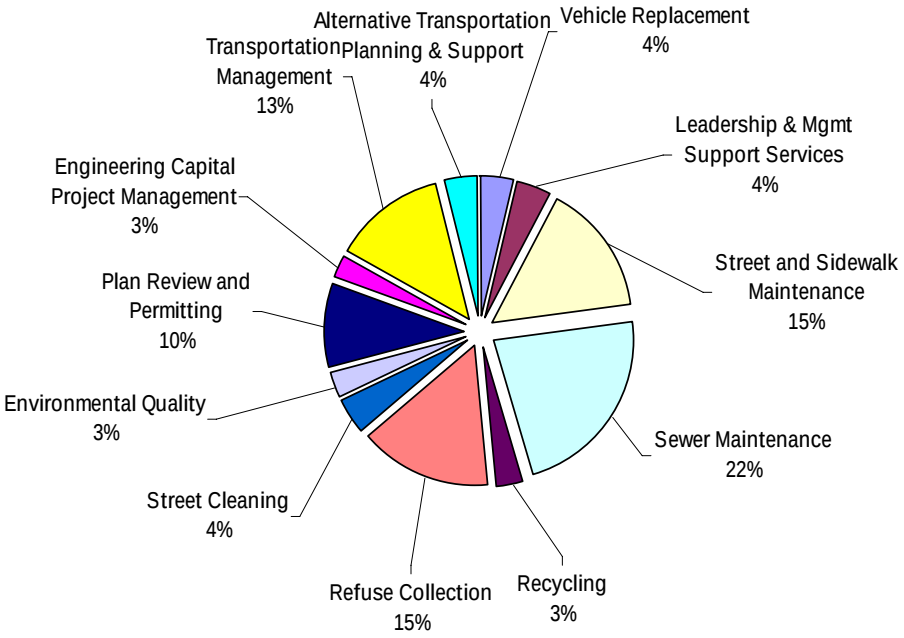
Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
% of department-wide performance outcomes and goals achieved	NA	TBD	TBD
% of streets and sidewalks in good to excellent condition	90%	90%	90%
% of sanitary sewers operational	100%	100%	100%
% of stormwater system operational	100%	100%	100%
% of citizens who use alternative transportation as indicated through a bi-annual survey	42%	TBD	TBD
% of the waste stream diverted by recycling	24%	28%	32%
% of customers who rate refuse collection as good to excellent	NA	TBD	TBD

FY 2008 Approved Expenditures by Program



Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Personnel	$13,257,337	$15,583,382	$15,508,691	-0.5%
Non-Personnel	13,162,239	13,855,265	14,566,121	5.1%
Capital Goods Outlay	429,317	1,181,500	1,448,507	22.6%
Interfund Transfers*	0	6,463,895	5,891,460	-8.9%
Total Expenditures	$26,848,893	$37,084,042	$37,414,779	0.9%
Less Revenues				
Internal Services	$422,514	$1,181,500	$1,448,507	22.6%
Sanitary Sewer Fund**	$1,682,302	$7,843,895	$7,350,000	-6.3%
Special Revenue Funds	2,170,592	2,120,928	1,247,184	-41.2%
Total Designated Funding Sources	$4,275,408	$11,146,323	$10,045,691	-9.9%
Net General Fund Expenditures	$22,573,485	$25,937,719	$27,369,088	5.5%

* Interfund transfers include sanitary sewer cash capital and debt service which were paid from sanitary sewer fees but charged to Non-Departmental accounts in FY 2006.

** Sanitary sewer cash capital and debt service funded by sewer fees were paid from Non-Departmental accounts in FY 2006 and are budgeted in T&ES in FY 2007 and FY 2008.

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Vehicle Replacement	$422,514	$1,181,500	$1,448,507	NA
Leadership & Management Support Services	$728,156	$763,508	$1,505,683	NA
Street and Sidewalk Maintenance	4,871,375	5,986,724	5,696,706	NA
Sewer Maintenance	2,732,634	8,852,422	8,282,877	NA
Recycling	962,129	1,116,465	1,126,074	NA
Refuse Collection	4,416,777	5,240,507	5,782,938	NA
Street Cleaning	2,128,152	2,372,833	1,556,155	NA
Environmental Quality	714,843	760,974	1,146,902	NA
Plan Review and Permitting	2,223,429	2,315,873	3,593,284	NA
Engineering Capital Project Management	1,835,193	1,842,189	962,031	NA
Transportation Management	4,272,651	4,861,117	4,811,942	NA
Alternative Transportation Planning and Support	1,541,038	1,789,930	1,501,680	NA
Total Expenditures	$26,848,891	$37,084,042	$37,414,779	0.9%

* FY 2007 to FY 2008 percent change not valid due to the use of a more refined cost allocation methodology in FY 2008 that is not comparable to FY 2007.

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008*
Leadership & Management Support Services	7.2	7.2	8.4	NA
Street and Sidewalk Maintenance	22.7	22.7	21.9	NA
Sewer Maintenance	24.2	23.2	23.8	NA
Recycling	8.6	8.6	7.1	NA
Refuse Collection	30.3	30.3	35.2	NA
Street Cleaning	23.4	23.4	18.1	NA
Environmental Quality	5.8	6.8	7.3	NA
Plan Review and Permitting	24.6	24.6	37.8	NA
Engineering Capital Project Management	20.8	20.8	7.4	NA
Transportation Management	28.8	29.8	27.3	NA
Alternative Transportation Planning and Support	8.8	8.8	8.8	NA
Total FTE's	205.0	206.0	203.0	-1.5%

* FY 2007 to FY 2008 percent change not valid due to the use of a more refined cost allocation methodology in FY 2008 that is not comparable to FY 2007.

Leadership & Management Support Services Program

The goal of the Leadership and Management Support Services is to provide leadership and policy guidelines for the Department of Transportation and Environmental Services, and to provide departmental support in information technology, public information, and fiscal management.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$728,156	$763,508	$1,505,683
Less Revenues	$12,420	$31,866	$38,720
Net General Fund Expenditures	$715,736	$731,642	$1,466,963
Program Outcomes			
% of department-wide performance outcomes and goals achieved	NA	TBD	TBD
T&ES operating expenditures per capita	$192.92	$264.65	$265.20

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership and General Management is to develop and administer departmental policy, manage and coordinate personnel, maintain APWA accreditation, manage the departmental budget and grants, and oversee purchasing.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$728,156	$763,508	$1,505,683
FTE's	7.2	7.2	8.4
# of department FTEs managed	205	206	203
$ amount of departmental expenditures	$26,848,893	$37,084,042	$37,414,779
Leadership & Management Support Services expenditures as % of department total	2.7%	2.1%	4.0%
% of departmental effectiveness targets met	85%	88%	90%

Streets & Sidewalks Program

The goal of Street and Sidewalk Maintenance is to maintain existing roads and sidewalks for the safe and efficient movement of vehicles and pedestrians.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,871,375	$5,986,724	$5,696,706
Less Revenues	$83,092	$249,865	$303,345
Net General Fund Expenditures	$4,788,283	$5,736,859	$5,393,361
Program Outcomes			
% of streets and sidewalks in good to excellent condition	90%	90%	90%
Average pavement condition rating	NA	TBD	TBD

Activity Data

STREET MAINTENANCE – The goal of Street Maintenance is to repair potholes within 24 hours of notification, maintain the riding surface of streets and alleys in a safe condition by resurfacing them on an as-needed basis, and restore to City standards the public right-of-way disturbed by utility companies and private contractors within 30 days of permanent underground installation.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$3,732,027	$4,585,582	$4,101,570
FTE's	17.7	17.7	20.3
# of lane miles resurfaced	38	40	40
Cost per lane mile resurfaced	$31,578	$32,525	TBD
% of potholes patched within 24 hours	100%	100%	100%
% of streets resurfaced on schedule	NA	TBD	TBD
SIDEWALK, CURB, & GUTTER MAINTENANCE – The goal of Sidewalk, Curb and Gutter Maintenance is to maintain sidewalks, provide pedestrian safety, and maintain good drainage of streets through the continued maintenance and repair of curbs and gutters.			
Expenditures	$703,023	$854,880	$904,332
FTE's	3.5	3.5	0.1
# of sidewalks replaced (square yards)	7,012	9,050	8,000
Cost per square yard of sidewalk replaced	$45	$45	$45
% of customers satisfied with sidewalk conditions	NA	TBD	TBD
SNOW PLOWING & DE-ICING – The goal of Snow Removal is to clear the City streets from snow and ice in a timely manner consistent with City standards.			
Expenditures	$436,325	$546,262	$690,804
FTE's	1.5	1.5	1.6
# of lane miles plowed	3,950	5,925	5,925
Cost per lane mile plowed	$110	$92	$117
% of streets plowed on schedule	95%	90%	90%

Sewer Maintenance Program

The goal of Sewer Maintenance is to provide inspection, cleaning and repair to the City's sanitary and storm water collection and conveyance systems to minimize property damage, health hazards and pollution of surrounding water areas.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,732,634	$8,852,422	$8,282,877
Less Revenues	$1,682,302	$8,852,422	$8,282,877
Net General Fund Expenditures	$1,050,332	$0	$0
Program Outcomes			
% of sanitary sewers operational	100%	100%	100%

Activity Data

SANITARY SEWER MAINTENANCE – The goal of Sanitary Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and to eliminate structural and health hazards.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures (FY 2007 and FY 2008 include debt service and cash capital costs of capital projects)	$1,639,665	$7,654,039	$7,350,000
FTE's	12.6	11.6	15.0
# of linear feet of sewers cleaned	1,172,160	1,250,000	1,300,000
Cost per linear foot of sewer cleaned	$1.40	$6.12	$5.65
% of linear feet of sewers cleaned on schedule	90%	95%	95%

STORMWATER SEWER MAINTENANCE – The goal of Stormwater Sewer Maintenance is to provide continuous inspection and cleaning of public sewers, inspect complaints within 2 hours of notification, and find and eliminate structural and health hazards.			
Expenditures	$1,076,806	$1,184,753	$912,957
FTE's	11.4	11.4	8.7
# of repairs completed	90	90	90
Cost per repair completed	TBD	TBD	TBD
% of storm water repairs completed within 48 hours	90%	95%	95%

FIRE HYDRANT MAINTENANCE – The goal of Fire Hydrant Maintenance is to repair existing and install new City fire hydrants in order to keep fire hydrants in working order.			
Expenditures	$16,163	$13,630	$19,920
FTE's	0.2	0.2	0.2
# of fire hydrants repaired in-house	6	8	8
Cost per fire hydrant repaired in-house	$2,694	$1,704	$2,490
% of fire hydrants operational	90%	95%	95%

Recycling Program

The goal of Recycling is to provide residential, commercial, multi-family and other collection services to divert at minimum 25% of the waste stream.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$962,129	$1,116,465	$1,126,074
Less Revenues	$16,411	$46,597	$58,819
Net General Fund Expenditures	$945,718	$1,069,868	$1,067,255
Program Outcomes			
% of the waste stream diverted	24%	28%	32%

Activity Data

RESIDENTIAL RECYCLING COLLECTION – The goal of Residential Recycling Collection is to provide residential curbside recycling collection on a weekly basis in order to divert materials from the waste stream.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$756,900	$910,296	$1,041,487
FTE's	5.7	5.7	6.2
Tons of residential recycling collected	5,116	5,250	5,400
Cost per residential ton recycled	$148	$173	$193
% of recycling complaints resolved within 24 hours	NA	TBD	TBD

COMMERCIAL & MULTI-FAMILY COLLECTION – The goal of the Commercial and Multi-family Collection program is to establish implementation plans for recycling in commercial and multi-family establishments in order to divert materials from the waste stream.			
Expenditures	$72,035	$72,764	$71,395
FTE's	0.8	0.8	0.8
Tons of commercial and multi-family recycling collected	36,370	37,825	39,338
Cost per commercial and multi-family ton recycled	$1.98	$1.92	$1.81
% increase in reportable waste stream diversion with implementation of this new program	0%	4%	4%

OTHER COLLECTIONS – The goal of Other Collections is to provide weekly collection and environmentally safe disposal of common household products that could harm our workers or the environment, to provide drop off centers for computers and electronic items, and to provide collection of white goods on a weekly basis.			
Expenditures	$133,194	$133,405	$13,192
FTE's	2.0	2.0	0.1
Tons of other items collected	1,713	1,800	1,800
Cost per ton of other items collected	$77.75	$74.11	TBD
% of residents satisfied with Other Collection service	NA	TBD	TBD

Refuse Collection Program

The goal of Refuse Collection is to provide business, church, school, and residential collections and spring clean up in order to maintain a clean environment.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,416,777	$5,240,507	$5,782,938
Less Revenues	$75,335	$218,720	$266,599
Net General Fund Expenditures	$4,341,442	$5,021,787	$5,516,339
Program Outcomes			
% of customers who rate refuse collection as good to excellent	NA	TBD	TBD

Activity Data

COMMERCIAL COLLECTION – The goal of Commercial Collection is to provide weekly refuse collection for businesses, churches and schools in order to maintain a clean environment.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$779,527	$914,043	$885,520
FTE's	6.3	6.3	6.1
Tons of commercial trash collected	2,668	3,255	3,971
Cost per ton of commercial trash collected	NA	TBD	TBD
% of routes completed on schedule	NA	TBD	TBD

RESIDENTIAL CURBSIDE COLLECTION – The goal of Residential Curbside Collection is to provide weekly refuse collection for residents in order to maintain a clean environment.			
Expenditures	$3,501,291	$4,190,198	$4,713,530
FTE's	21.8	21.8	28.9
Tons of residential curbside trash collected	26,819	28,428	30,133
Cost per ton of residential curbside trash collected	$131	$147	$156
Refuse/recycling fee (100% cost recovery rate)	$229	$237	$264
% of routes completed on schedule	NA	TBD	TBD

SPRING CLEAN-UP – The goal of Spring Clean-Up is to provide Saturday refuse collection in the spring in order to maintain a clean environment.			
Expenditures	$135,959	$136,266	$183,888
FTE's	2.2	2.2	0.1
Tons of trash collected	442	445	445
Cost per ton of trash collected	$307	$306	$413
% of customers who are satisfied with the spring cleanup program	NA	TBD	TBD

Street Cleaning Program

The goal of Street Cleaning is to provide litter and leaf collection, street cleaning and special event support in order to divert litter from the waste stream, provide clean and sanitary streets, and reduce the amount of debris collected in storm drains.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,128,152	$2,372,833	$1,556,155
Less Revenues	$36,300	$99,034	$120,528
Net General Fund Expenditures	$2,091,852	$2,273,799	$1,435,627
Program Outcomes			
% of complaints resolved within 24 hours	NA	TBD	TBD

Activity Data

STREET SWEEPING – The goal of Street Sweeping is to sweep and flush City streets in order to ensure that streets are clean and sanitary.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$1,354,402	$1,486,101	$1,006,406
FTE's	15.4	15.4	13.0
# of lane miles swept and flushed	28,600	TBD	TBD
Cost per lane mile swept and flushed	NA	TBD	TBD
% of complaints resolved within 24 hours	NA	TBD	TBD

SPECIAL EVENTS – The goal of Special Event is to provide a clean environment for event participants.			
Expenditures	$93,502	$93,800	$63,692
FTE's	1.6	1.6	0.1
Tons of material collected	14	15	16
Cost per ton of material collected	NA	TBD	TBD
% of customers satisfied with special event clean up	NA	TBD	TBD

LEAF COLLECTION – The goal of Leaf Collection is to provide vacuum and bag leaf collection for residential customers during the late fall in order to ensure that streets and catch basins are clean.			
Expenditures	$555,063	$668,237	$353,337
FTE's	3.7	3.7	3.3
Cubic yards of leaves collected	31,000	33,600	33,000
Cost per cubic yard of leaves collected	$17.91	$19.89	$10.71
% of streets cleaned on schedule	NA	TBD	TBD

KING STREET CLEANING – The goal of King Street Cleaning is to provide a desirable environment that will attract visitors to the City's historic district of shops and restaurants.			
Expenditures	$125,185	$124,695	$132,720
FTE's	2.7	2.7	1.8
# of blocks cleaned per day	18	18	18
Cost per block cleaned per day	$26.75	$26.64	$28.36
% of litter problems resolved in the same business day	NA	TBD	TBD

Environmental Quality Program

The goal of Environmental Quality is to provide air, water, noise and land quality services in order to protect and enhance the public's health and welfare and the City's environment.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$714,843	$760,974	$1,146,902
Less Revenues	$55,923	$75,490	$83,559
Net General Fund Expenditures	$658,920	$685,484	$1,063,343
Program Outcomes			
% of permits in compliance with regulatory requirements	NA	TBD	TBD

Activity Data

AIR QUALITY – The goal of Air Quality is to investigate complaints, monitor air quality and inspect regulated facilities in order to administer and enforce the City Air Pollution Control Code (Title 11,Chapter 1) to enhance air quality.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$258,634	$260,468	$773,637
FTE's	2.8	3.8	5.3
# of monitoring units maintained	6	6	6
Cost per monitoring unit maintained	NA	TBD	TBD
% of air quality data acceptable to the State	NA	TBD	TBD

WATER QUALITY – The goal of Water Quality is to conduct reviews and inspections of City site plans and ensure regulatory requirements are met for City permits in order to protect and manage the watershed.			
Expenditures	$359,725	$388,272	$254,908
FTE's	2.7	2.7	1.8
# of site plans reviewed	345	350	360
Cost per site plan reviewed	NA	TBD	TBD
% of permits in compliance with regulatory requirements	100%	100%	100%

NOISE QUALITY – The goal of Noise Quality is to investigate noise complaints in order to ensure compliance with the noise regulations to enforce the City Noise Control Code (Title 11, Chapter 5).			
Expenditures	$19,020	$19,355	$42,374
FTE's	0.2	0.2	0.3
# of complaints responded to	58	50	50
Cost per inspection conducted	NA	TBD	TBD
% of noise complaints resolved satisfactorily within 10 days	87%	90%	90%

CONTAMINATED LAND – The goal of Contaminated Land is to administer the contaminated land ordinance, manage City contaminated sites, and insure that the development of contaminated sites is done in a safe and responsible manner.			
Expenditures	$77,464	$92,879	$75,983
FTE's	0.3	0.3	0.3
# of contaminated sites managed	NA	TBD	TBD
Cost per site plan reviewed	NA	TBD	TBD
% of remediation completed	NA	TBD	TBD

Plan Review & Permitting Program

The goal of Plan Review and Permitting is to provide site plan, development site, inspection and other services to the citizens, contractors and developers in a timely manner to insure compliance with T&ES standards.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$2,223,429	$2,315,873	$3,593,284
Less Revenues	$1,642,998	$1,229,609	$860,193
Net General Fund Expenditures	$580,431	$1,086,264	$2,733,091
Program Outcomes			
% of plans and permits reviewed and approved on schedule	NA	TBD	TBD

Activity Data

SITE PLAN REVIEW – The goal of Site Plan Review is to review private development plans for conformance with T&ES design requirements.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$390,810	$391,695	$1,450,319
FTE's	4.6	5.6	14.8
# of plans reviewed	78	80	85
Cost per plan reviewed	NA	TBD	TBD
% of plans reviewed on schedule	95%	95%	95%

DEVELOPMENT SITE INSPECTION – The goal of Development Site Inspection is to conduct inspections to insure construction of public infrastructure for conformance with T&ES requirements.			
Expenditures	$1,239,457	$1,322,656	$1,639,280
FTE's	11.7	10.7	16.2
Value of bonded infrastructure	32,688,766	55,000,000	TBD
Cost per inspection conducted	$558	$673	TBD
% of inspections conducted on schedule	100%	100%	TBD

PERMITTING – The goal of Permitting is to issue permits for construction activities within the public right-of-way and review building permits for impact on the public right-of-way for conformance with T&ES requirements.			
Expenditures	$551,082	$553,968	$381,493
FTE's	8.1	8.1	5.3
# of permits issued	3,851	4,000	4,000
Cost per permit issued	NA	TBD	TBD
% of permits issued on schedule	100%	100%	100%

FLOOD PLAIN MANAGEMENT – The goal of Flood Plain Management is to comply with the National Flood Insurance program and maintain the City's participation in the community rating system in order to provide City property owners with access to discounted flood insurance.			
Expenditures	$42,080	$47,554	$122,192
FTE's	0.2	0.2	1.5
# of City property owners who received discounted flood insurance	1,356	1,356	1,356
Cost per policy obtained	NA	TBD	TBD
$ saved in flood insurance premiums	$68,235	$69,000	$69,000

Capital Project Management Program

The goal of Capital Project Management is to provide design and construction management services for City infrastructure projects to safely meet the needs of the City while minimizing the impacts on the City.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,835,193	$1,842,189	$962,031
Less Revenues	$31,303	$76,886	$93,311
Net General Fund Expenditures	$1,803,890	$1,765,303	$868,720
Program Outcomes			
% of projects constructed on time and within budget	TBD	TBD	TBD

Activity Data

DESIGN MANAGEMENT – The goal of Design Management is to provide a design solution to an infrastructure problem to maintain the integrity of the City's public infrastructure.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$279,891	$282,099	$612,047
FTE's	2.9	2.9	4.2
# of projects managed	67	70	70
Cost per project managed	NA	TBD	TBD
% of designs completed within budget	94%	94%	94%

CONSTRUCTION MANAGEMENT – The goal of Construction Management is to implement the design solutions for infrastructure problems to maintain the integrity of the City's public infrastructure.			
Expenditures	$1,377,786	$1,382,725	$336,883
FTE's	16.2	16.2	3.1
$ value of projects constructed	$8,368,999	TBD	TBD
Cost per $100,000 managed	$14,194	$14,194	$14,194
% of capital projects constructed on time and within budget	NA	TBD	TBD

BRIDGE INSPECTION & MAINTENANCE – The goal of Bridge Inspection and Maintenance is to inspect and maintain bridges in order to ensure the safety of bridge infrastructure.			
Expenditures	$177,516	$177,365	$13,101
FTE's	1.8	1.8	0.1
# of bridges inspected	9	18	15
Cost per bridge inspected	NA	TBD	TBD
% of bridges in satisfactory condition	100%	100%	100%

Transportation Management Program

The goal of the Transportation Management Program is to provide the infrastructure needed on the City's roadways in order to assure an efficient flow of traffic for residents and travelers in Alexandria, in order to enhance vehicular and pedestrian safety and to reduce air pollution.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$4,272,651	$4,861,117	$4,811,942
Less Revenues	$72,880	$202,886	$228,694
Net General Fund Expenditures	$4,199,771	$4,658,231	$4,583,248
Program Outcomes			
Citizen satisfaction with the ease of traveling through the City	NA	TBD	TBD

Activity Data

SIGNALS, SIGNS, & MARKINGS – The goal of Signals, Signs and Markings is to promote efficient flow of traffic to ensure pedestrian and vehicular safety and guide motored and non-motored traveling public through the City safely.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$2,297,976	$2,514,355	$2,070,522
FTE's	19.6	19.6	16.6
# of signal repairs	NA	1,828	1,883
Cost per repair completed	$261	$281	$285
% of repairs responded to within two hours of report	93%	95%	95%

METERS – The goal of Metering is to provide parking management to assure that there is adequate turnover of parking spaces to give motorists the opportunity of finding a place to park.			
Expenditures	$152,304	$153,469	$588,456
FTE's	1.3	2.3	5.9
# of meters that are collected from and maintained	1,026	1,500	1,500
Revenue per meter	$1,050	$1,165	$1,165
% of meters repaired within one working day of reported failure	96%	95%	95%

PLAN REVIEW – The goal of Plan Review is to ensure quality development and redevelopment that is consistent with the City's strategic plan goal and that complies with federal, state, and local regulations for traffic management.			
Expenditures	$269,515	$270,936	$189,589
FTE's	2.3	2.3	1.6
# of development plans reviewed	30	32	35
Cost per plan reviewed	NA	TBD	TBD
% of site plan reviews completed within one week of receipt	98%	95%	90%

Transportation Management Program, continued

SPECIAL EVENTS – The goal of Special Events is to assure traffic flow during times that City streets will be more crowded than usual, which will support economic development in the community.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$56,899	$56,913	$96,778
FTE's	0.8	0.8	0.5
# of special events for which the division sets up and removes traffic flow structures	10	10	10
Cost of staff time per event	NA	TBD	TBD
% of temporary traffic flow structures removed within two hours of special event	90%	95%	95%

TRAFFIC CALMING – The goal of Traffic Calming is to promote vehicular and pedestrian safety by assuring that motorists will not use excessive speed in residential areas, in areas near schools, and in other "cut through" areas of traffic.			
Expenditures	$151,948	$152,491	$338,225
FTE's	1.5	1.5	2.8
# of traffic calming projects completed	4	6	6
Average cost per traffic calming installation	NA	TBD	TBD
Average speed reduction (in mph)	NA	5	5

STREET LIGHTING – The goal of Street Lighting is to pay for electricity and report outages to Dominion Virginia Power for repair.			
Expenditures	$1,017,728	$1,351,872	$1,528,372
FTE's	0.4	0.4	0.0
# of street light outages reported to Dominion Virginia Power by the City	NA	TBD	TBD
Cost per street light	NA	TBD	TBD
% of online complaints passed on to Virginia Dominion Power within one business day	NA	TBD	TBD

IMPOUND LOT – The goal of Impounding is to provide secure storage of vehicles that have been impounded from City streets or due to traffic violations, and either restoring possession of these vehicles to their owners or disposing of the vehicles in an efficient manner. This activity will be contracted out in FY 2008.			
Expenditures	$326,281	$361,081	$0
FTE's	3.0	3.0	0.0
# of vehicles processed	2,600	2,600	0
Cost per car impounded	NA	TBD	$0
% of vehicles that are sold at auction	NA	TBD	TBD

Alternative Transportation Planning & Support Program

The goal of Alternative Transportation Planning and Support is to develop and administer plans and programs that encourage residents and employers to use alternative transportation in order to minimize the use of motorized vehicles in the City, thereby reducing traffic congestion and improving air quality.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$1,541,038	$1,789,930	$1,501,680
Less Revenues	$548,076	$1,018,950	$554,312
Net General Fund Expenditures	$992,962	$770,980	$947,368
Program Outcomes			
% of citizens who use alternative transportation modes as indicated through a bi-annual survey	42%	TBD	TBD

* FY 2007 revenues include several grant-funded transit studies that were one-time in nature. Expenditures do not vary as significantly because they were determined by allocating the total department budget to activities on a percentage basis.

Activity Data

REGIONAL TRANSPORTATION PLANNING – The goal of Regional Transportation Planning is to benefit taxpayers of the City by taking advantage of available public and private sector funding for transportation initiatives and to assure that the City's tax dollars are spent on projects that provide benefit to residents.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$856,373	$1,024,236	$175,544
FTE's	3.7	3.7	1.6
$ of grant revenues secured by the City	$3,520,000	TBD	TBD
Cost per grant administered	NA	TBD	TBD
% of grant programs that are administered and closed out on schedule	NA	100%	100%

ALTERNATIVE TRANSPORTATION PROMOTION & PLAN REVIEW – The goal of Alternative Transportation Promotion and Plan Review is to administer City employee, City resident, and private employer incentive programs and ensure that all major development projects include Transportation Management Plans (TMP) for alternative transportation in order to decrease congestion and improve air quality.			
Expenditures	$408,125	$488,860	$1,046,481
FTE's	2.2	2.2	4.9
# of City employees receiving transit benefit	289	TBD	TBD
Cost per transit benefit provided	$52.10	TBD	TBD
% of citizens using alternative transportation per annual survey of TMP's	NA	TBD	TBD

Alternative Transportation Planning & Support Program, continued

Activity Data

PARATRANSIT SERVICES ADMINISTRATION – The goal of Paratransit Services Administration is to provide Paratransit service for people from Alexandria with disabilities who are traveling to locations in the DOT service area in order to provide them with necessary travel options and to comply with the rules of the Americans with Disabilities Act.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$124,171	$124,465	$86,402
FTE's	1.4	1.4	1.1
# of van trips for persons with ambulatory disabilities	21,005	TBD	TBD
# of taxi trips for persons with non-ambulatory disabilities	38,164	TBD	TBD
Cost per trip for van	$31.17	TBD	TBD
Cost per trip for taxi	$14.66	TBD	TBD
% of pickups made within 15 minutes of scheduled time	NA	TBD	TBD

BICYCLE & PEDESTRIAN COORDINATION – The goal of Bicycle and Pedestrian Coordination is to encourage the use of non-motorized transportation modes through new development and improvement of existing facilities for bicycles and pedestrians, which will decrease congestion and improve air quality.			
Expenditures	$152,369	$152,369	$193,253
FTE's	1.5	1.5	1.3
# of miles of multi-use trails constructed and maintained by the City	0	1	0.75
Cost per mile for signs indicating bicycle lanes	$1,500	$1,500	$1,500
Cost per mile for markings indicating bicycle lanes	$13,834	$13,834	$13,834
% of streets that have appropriate bicycle lanes	NA	TBD	8%
% of streets that have appropriate pedestrian facilities	NA	TBD	50%

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program		FY 2008 Approved
Efficiency/Best Practices Recommendations	*Various*	**- 1.0 FTEs**	**($81,641)**
Reflects the following savings recommendations from the efficiency/best practices study conducted by an external consultant in FY 2007: a reduction in the thickness of street paving ($115,000); the elimination of one assistant superintendent for sewers position ($76,200); the elimination of one survey position ($51,700); the elimination of one mid-level inspector position ($53,600); and rebidding the sewer maintenance contract ($62,000). The total savings is $358,500, which is used to fund the following efficiency/best practice study recommendations to improve service: the addition of a new maintenance management system ($30,000 cost); the addition of one civil engineer position ($114,745); the upgrade of civil engineer position to a higher grade ($34,214); and the addition of one senior-level inspector ($97,900). All positions to be eliminated will be done so through current vacancies and attrition.			
Paving CPI-U Adjustment	*Streets & Sidewalks*		**$175,000**
Increase hot mix asphalt contract by a CPI-U rate of 4 percent (from $1,050,000 to $1,100,000) and add an escalator for liquid asphalt of $125,000.			
Water Supply Study	*Environmental Quality*		**$25,000**
The City's share of the state-mandated water supply to be coordinated by the Northern Virginia Regional Commission (NVRC).			
Curbside Recycling CPI-U Adjustment	*Recycling*		**$69,472**
This is the impact of increasing the residential curbside recycling collection contract by 3% in mid-year FY 2007 and mid-year FY 2008.			
Refuse Disposal Tip Fee	*Refuse Collection*		**$475,603**
The "tip fee" for the City refuse collection program to dispose of waste at the Waste-to-Energy plant is expected to increase from $64.50 per ton budgeted in FY 2007 to $78.69 per ton in FY 2008.			
NVRC Contributions	*Various*		**$13,548**
Increase in the City's contribution for the Four Mile Run Watershed Management and Northern Virginia Waste Management Programs conducted by the NVRC.			

Summary of Budget Changes, continued

Supplemental Adjustments to the Budget

Supplemental Request	Program	FY 2008 Approved
Site Plan Review Assistance	*Plan Review*	**$100,000**
Funding for external site plan review assistance in order to enable City engineers to devote more time to completing City Capital Improvement Program (CIP) projects.		
Pavement Marking	*Streets & Sidewalks*	**$200,000**
Funding to initiate a program to systematically re-stripe the City's streets by contracting out for service beyond that which is available with in-house resources.		
Mirant Studies	*Environmental Quality*	**$25,000**
Funding for testing and studies related to the Mirant power plant was transferred from a Non-Departmental account to T&ES in FY 2007 and is proposed to increase to $75,000 in FY 2008. This funding will provide for enhanced technical support for nuisance litigation, technical support for proceedings with the state DEQ and Virginia Air Quality Board, evaluation of impact from emissions, and supporting SUP reviews.		

Expenditure Reductions

Expenditure Reduction	Program		FY 2008 Approved
Vehicle Impounding	*Transportation*	**- 3.0 FTEs**	**($375,457)**
The City impound lot located on Eisehower Avenue will be closed for an operating savings. Vehicles towed within the City would be taken to a privately operated lot. The lot owner would receive compensation through impounding fees charged to the vehicle owners. The three positions to be eliminated will be done so through attrition.			

Add/Delete

Add/Delete	Program		FY 2008 Approved
Global Warming Emissions Inventory	*Env. Qual.*	**0.0 FTEs**	**$75,000**
A study to determine the amount of global warming emissions generated within the City of Alexandria.			
Environmental Action Plan Efforts	*Env. Qual.*	**0.0 FTEs**	**$49,000**
Funding to implement recommendations of the environmental action plan.			

Refuse Collection and Sanitary Sewer Cost Recovery Tables

Residential Refuse Collection Fee	FY 2007 Amended	FY 2008 Approved
Personnel Costs	$1,272,886	$1,410,978
Disposal Costs at the WTE Plant	$1,771,500	$2,161,230
Vehicles, Supplies & Materials	$585,607	$618,376
Residential Recycling Contract	$458,550	$367,054
Total Expenditures	$4,088,543	$4,557,638
Residences Served	17,273	17,273
Residential Refuse Fee	$237	$264

Sanitary Sewer Fund Sources & Uses	FY 2007 Amended	FY 2008 Approved
Operating Costs - Inspections, Cleaning & Maintenance	$1,380,000	$1,517,000
Cash Capital - Funding for CIP Repair and Expansion Projects	$5,400,000	$4,531,440
Debt Service - Bond Financing Costs for CIP Projects	$1,063,895	$1,301,560
Total Expenditures	$7,843,895	$7,350,000
Sewer Usage Fee	$4,843,895	$5,850,000
Sewer Connection Fee	$3,000,000	$1,500,000
Total Revenues	$7,843,895	$7,350,000

Rich Baier, Director of T&ES

www.alexandriava.gov/tes/index.html
Phone #: 703.838.4966
Email: rich.baier@alexandriava.gov

Transit Subsidies

Mission Statement: The mission of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors by subsidizing the operation of the DASH, DOT paratransit, Virginia Railway Express (VRE) and Washington Metropolitan Area Transit Authority (WMATA) transit systems.

Summary Table

	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$12,452,372	$14,162,066	$15,369,930
Less Revenues	$0	$0	$0
Net Gen. Fund Expenditures	$12,452,372	$14,162,066	$15,369,930
Authorized Positions (FTE's)	0.0	0.0	0.0

FY 2008 Budget Summary

- In FY 2008 the approved General Fund budget increased by $1,207,864, or 8.5% primarily due to increases in the WMATA subsidy and a 1.5% COLA for DASH employees approved by City Council in the add/delete process.

Program and Activity Chart

Transit Subsides

Transit Subsidies
- DASH Operating Subsidy
- DOT Paratransit Operating Subsidy
- VRE Contribution
- WMATA Operating Subsidy

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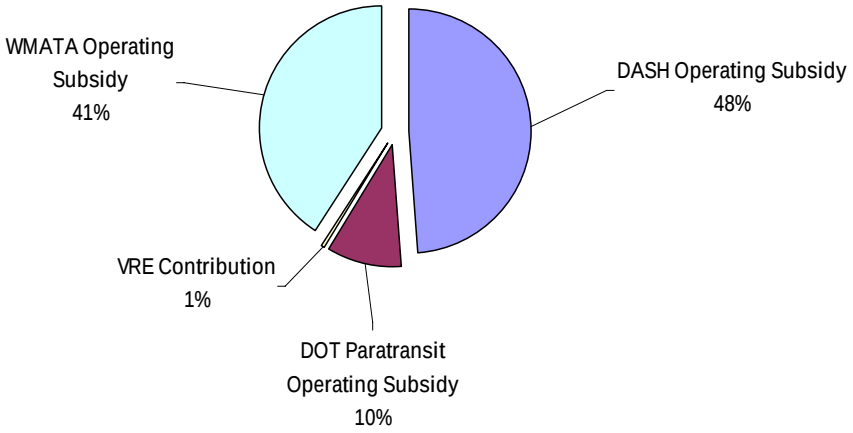
Transit Subsidies

Selected Performance Measures

Selected Performance Measures	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
DASH trips	3,556,486	3,450,000	3,822,000
Metrobus trips	NA	TBD	TBD
Metrorail trips	NA	TBD	TBD

FY 2008 Approved Expenditures by Activity



Transit Subsidies

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Non-Personnel	$12,452,372	$14,162,066	$15,369,930	8.5%
Total Expenditures	$12,452,372	$14,162,066	$15,369,930	8.5%
Less Revenues				
Special Revenue Fund	$0	$0	$0	0.0%
Total Designated Funding Sources	$0	$0	$0	0.0%
Net General Fund Expenditures	$12,452,372	$14,162,066	$15,369,930	8.5%

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Transit Subsidies	$12,452,372	$14,162,066	$15,369,930	8.5%
Total Expenditures	$12,452,372	$14,162,066	$15,369,930	8.5%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2006 FTE	FY 2007 FTE	FY 2008 FTE	% Change 2007-2008
Transit Subsidies*	0.0	0.0	0.0	0.0%
Total FTE's	0.0	0.0	0.0	0.0%

* Transit Subsidies consists of contributions to transit agencies outside the City government. There are no City employees included in this budget. FTEs for managing the City's transit subsidies are located in Transportation & Environmental Services.

Transit Subsidies

Transit Subsidies Program

The goal of Transit Subsidies is to provide cost-effective transit services to address the public transportation needs of Alexandria's residents and visitors.

Program Totals	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Total Expenditures	$12,452,372	$14,162,066	$15,369,930
Less Revenues	$0	$0	$0
Net General Fund Expenditures	$12,452,372	$14,162,066	$15,369,930
Program Outcomes			
DASH trips	3,556,486	3,450,000	3,822,000
Metrobus trips	NA	TBD	TBD
Metrorail trips	NA	TBD	TBD

Activity Data

DASH - The goal of DASH is to supplement the regional rail and bus service provided by WMATA and provide local bus service that is designed to support specific community objectives; safe, reliable, convenient, comfortable, and courteous; efficient in the use of resources, whatever their source.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$6,342,000	$7,337,024	$7,525,435
FTE's	0.0	0.0	0.0
Miles of service	1,396,590	1,400,000	1,505,000
DASH trips	3,556,486	3,450,000	3,822,000
Operating ratio (% of costs recovered through fares and other revenue)	30.1%	29.2%	29.3%

DOT Paratransit - The goal of DOT is to provide specialized transportation service for residents of Alexandria and visitors who cannot use regular transit buses or rail due to their disability.			
Expenditures	$1,377,723	$1,467,828	$1,467,828
FTE's	0.0	0.0	0.0
Total trips	59,169	TBD	TBD
Average cost per trip	$23.28	TBD	TBD

VRE - The goal of VRE is to provide safe, cost-effective, accessible, customer-responsive, reliable, rail passenger service as an integral part of a balanced, intermodal regional transportation system.			
Expenditures	$102,621	$107,752	$113,140
FTE's	0.0	0.0	0.0

Transit Subsidies Program, Cont'd

Activity Data

WMATA - The goal of WMATA is to be an integral part of the Washington metropolitan area by ensuring the best in safe, reliable, cost-effective and responsive transit services, by promoting regional mobility and by contributing toward the social, economic and environmental well-being of the community.	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Expenditures	$4,630,028	$5,249,462	$6,263,527
FTE's	0.0	0.0	0.0
Metrobus trips	NA	TBD	TBD
Metrobus operating ratio	NA	TBD	TBD
Metrorail trips	NA	TBD	TBD
Metrorail operating ratio	NA	TBD	TBD

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Adjustments	Program	FY 2008 Approved
DASH Operating Subsidy Increase	*Transit Subsidies*	**$188,411**
The amount budgeted reflects the total amount of system operating costs requested by DASH and includes $117,435 for a 1.5% COLA approved by City Council during the add/delete process. It does not include funding for capital outlays requested by DASH. The replacement bus washer requested by DASH ($75,000) is not funded due to the new facility currently being designed, which will include a new bus washer. It is recommended that the remaining capital outlays of $185,00 be purchased from DASH prior year savings (i.e. retained earnings).		
VRE Contribution Increase	*Transit Subsidies*	**$5,388**
The City's annual contribution to VRE increases by 5.0% per the VRE Master Agreement with jurisdictions.		
WMATA Operating Subsidy Increase	*Transit Subsidies*	**$1,014,065**
The City's share of the WMATA operating subsidy increases by $1,584,292, or 8.8%, from FY 2007. This increase is partially offset by a $975,170 increase in State aid and gas tax revenues used to fund a portion of the City's subsidy. WMATA prior year savings of $404,943 that were used to fund FY 2007 are not available for FY 2008. The result is a $1,014,065, or 19.3%, increase.		

Transit Subsidies

DASH Operating Budget	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Operating Revenues	$2,608,982	$2,946,500	$3,075,000
Operating Expenses	$8,681,619	$10,093,524	$10,600,435
Net Operating Cost	$6,072,637	$7,147,024	$7,525,435
Capital Outlays*	$130,174	$190,000	$0
Total City Subsidy	$6,202,811	$7,337,024	$7,525,435

* DASH requested $260,000 in FY 2008, of which $185,000 is recommended to be funded from prior year savings (i.e. retained earnings).

WMATA Subsidy Funding	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved
Proposed City Share of WMATA Subsidy	$17,373,560	$18,079,235	$19,663,527
Revenues to Offset City Expenditures			
NVTC State Aid	$10,505,633	$10,500,000	$10,985,859
Motor Vehicle Fuel Sales Tax	$2,237,899	$1,924,830	$2,414,141
WMATA Audit Adjustment	$0	$404,943	$0
Revenue Subtotal	$12,743,532	$12,829,773	$13,400,000
General Fund Budget	$4,630,028	$5,249,462	$6,263,527

Rich Baier, Director of T&ES

www.alexandriava.gov/tes
Phone #: 703.838.4966
Email: rich.baier@alexandriava.gov

Education

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Northern Virginia Community College 9-9

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Alexandria City Public Schools

Mission Statement: The mission of the ACPS School Board is "in partnership with our families and community, to effectively educate all learners to succeed in a changing world."

Operating Fund - Summary Table			
	FY 2006 Actual	FY 2007 Approved	FY 2008 Approved
Total Expenditures	$163,601,110	$182,091,160	$189,252,044
Less Revenues	$24,847,972	$32,217,539	$29,012,347
Net Gen. Fund Expenditures	$138,753,138	$149,873,621	$160,239,697
Authorized Positions (FTE's)	1,971.4	1,969.4	1,897.7

FY 2008 Budget Summary

- In FY 2008 the approved General Fund transfer for the Schools is $160.24 million, an increase of $10.4 million, or 6.9%.
- Total authorized positions in the Schools FY 2008 Final Operating budget are decreasing by 71.7, or 3.6%; 14.0 of these positions are due to declining enrollment.
- Enrollment is projected to decline slightly in FY 2008, from 10,057 down to 10,021, a decrease of 36 students.
- 14 of 16 schools are fully accredited and have met or exceeded the Standards of Learning (SOL) benchmarks established by the Virginia Department of Education.

Category and Responsibilities Chart

ACPS

Instruction and Instructional Support
- Classroom Teachers
- Special Ed. Teachers
- ESL Teachers
- Guidance Counselors
- Social Workers
- Staff & Curriculum Development
- Library & Media Services
- Instructional Tech Services
- Differentiated Resources

Operations & Maintenance
- Utilities & Leases
- Custodians/Maintenance
- Building Engineers

School Food Service & Other Non-Instructional
- Cafeteria Hostesses
- Community Services

Admin., Health, & Attendance
- Central Business Services
- Information Tech. Services
- Nurses & Psychologists
- School & Division Admin.
- Public Information
- Evaluation & Planning

Transportation
- Regular Day Transportation
- Special Ed. Transportation
- Activity Buses/Field Trips
- Summer School
- Athletic Events

Division-wide
- Division-wide Responsibilities

Departmental Contents

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Alexandria City Public Schools

Expenditure and Revenue Summary

Expenditure By Classification	FY 2006 Actual	FY 2007 Approved	FY 2008 Approved	% Change 2007-2008
Expenditures - Operating Budget				
Total	$163,601,110	$182,091,160	$189,252,044	3.9%
Less Revenues				
State Aid	$24,075,496	$27,149,125	$26,508,553	-2.4%
Fund Balance	2,855	4,305,319	1,781,367	-58.6%
Other	769,621	763,095	722,427	-5.3%
Total Designated Funding Sources	$24,847,972	$32,217,539	$29,012,347	-9.9%
Net General Fund Expenditures	$138,753,138	$149,873,621	$160,239,697	6.9%

* The Schools final Operating Budget exludes all expenditures associated with the the final approved FY 2008 School Lunch Fund ($4.5 million) and the Grants and Special Projects Fund ($12.2 million)

Expenditure Summary

ACPS Operating Budget by Major Category

Expenditure by Major Category	FY 2006 Actual	FY 2007 Approved	FY 2008 Approved	% Change 2007-2008
Instruction and Instructional Support	$126,688,230	$141,889,893	$146,132,845	3.0%
Administration, Health, and Attendance	$16,204,934	$18,173,192	$19,301,080	6.2%
Operations and Maintenance	$14,902,359	$15,372,486	$16,064,215	4.5%
Transportation	$5,426,771	$6,230,132	$6,704,457	7.6%
School Food Services & Other Non-Instructional	$378,816	$817,509	$783,736	-4.1%
Division-wide	$0	-$392,052	$265,711	N/A
Total Operating Expenditures	$163,601,110	$182,091,160	$189,252,044	3.9%

Staffing Summary by Major Category

Authorized Positions (FTE's) by Major Classification*	FY 2006 Actual	FY 2007 Approved	FY 2008 Approved	% Change 2007-2008
Instruction & Instructional Support	1,557.8	1,549.3	1,506.7	-2.7%
Administration, Health, & Attendance	120.1	121.6	116.1	-4.5%
Operations & Maintenance	157.5	156.5	135.4	-13.5%
Transportation	125.0	131.0	129.0	-1.5%
School Food Services & Other Non-Instructional	11.0	11.0	10.5	-4.5%
Total FTE's	1,971.4	1,969.4	1,897.7	-3.6%

* Staffing positions are from the School Board's final approved operating budget and do not include positions supported by the School Lunch Fund (64.0) or the Grants and Special Projects Fund (96.7).

ACPS Budget Overview

• The total transfer to the Schools for operating expenditures for FY 2008 is $160,239,697. The FY 2008 approved budget provides approximately 31% of the City's General Fund budget to the Schools for operating expenses and fully meets the School Board's request for its capital needs in FY 2008.

• In November 2006, City Council set a target of $155.5 million for the transfer to the Schools for operating expenditures for FY 2008. The target represented a $5.6 million, or 3.75%, increase over the FY 2007 transfer.

• The School Superintendent presented her Proposed Fiscal Year 2008 Operating Budget to the School Board in December 2006. Her proposed budget totaled $191.6 million and requested a transfer from the City of $162.6 million. The Superintendent's proposed operating budget included a 2.0% cost-of-living adjustment (COLA) for School employees at a cost of $2.8 million and $3.8 million for a step increase for eligible employees. Also included were: $1.1 million for an increase in the Schools VRS mandated contributions; $1.6 million for health insurance employer cost increases; $1.2 million for 19.0 reserve teacher positions; $0.5 million contingency fund costs associated with the move to the new T.C. building; and $0.4 million for increases to rent, utilities and insurance. The Superintendent's budget also included $0.7 million for a new initiative, *Literacy for the 21st Century*.

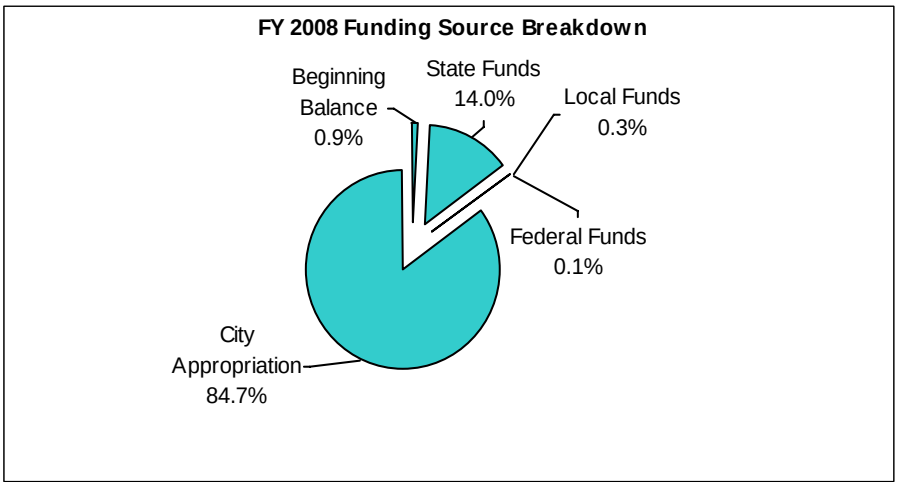
• On January 31, 2007 the School Board approved a FY 2008 Operating Budget of $191,335,630. During deliberations, the School Board made additions and deletions to the Superintendent's proposed budget, resulting in a net decrease of approximately $0.4 million. The School Board's approved Operating Budget included a requested transfer from the City of $162.3 million. The School Board's request was $6.8 million above the $155.5 target established by City Council, which was the amount included in the City Manager's proposed budget.

• During City Council's add/delete deliberations, $2,650,000 was added to the City Manager's proposed budget for the Schools, and funding for a 1.5% COLA, totaling $2,089,697, was approved for School employees. Therefore, the total City Council approved transfer to the Schools for operations for FY 2008 is $160,239,697.

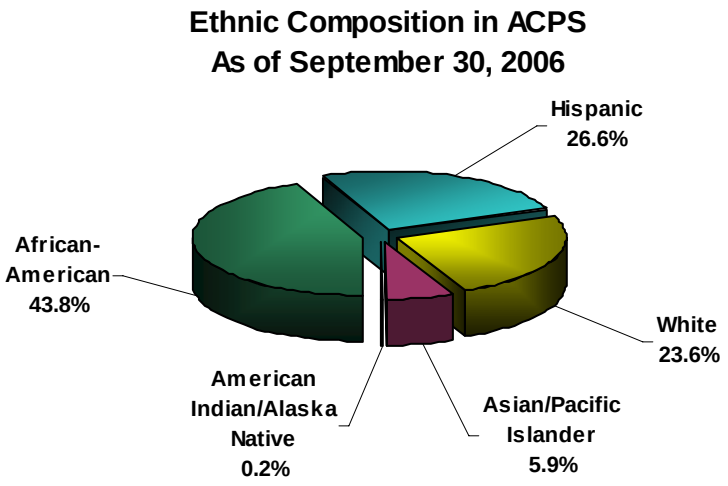
• Subsequent to Council's approval of the FY 2008 Operating Budget, the School Board met to reconcile the difference between their request and the transfer approved by Council. The Board balanced their budget by making reductions totaling $2.1 million and 10.1 FTEs, including the following: reducing their proposed COLA from 2.0% to the Council funded 1.5%; requiring more employee cost-sharing for health insurance; reducing the early retirement incentive program; reducing the IT Department budget by $147,080; reducing the Curriculum and Instruction budget by $118,500; reducing the Central Office budget by $114,646; eliminating 3.0 elementary paraprofessional positions; eliminating 2.0 administrative positions in the T.C. guidance office; eliminating 1.0 reading recovery specialist; and eliminating 1.0 teacher at T. C. Williams. Details of all changes are available in the Schools 2007-08 Final Approved Operating Budget, which is available on the ACPS website.

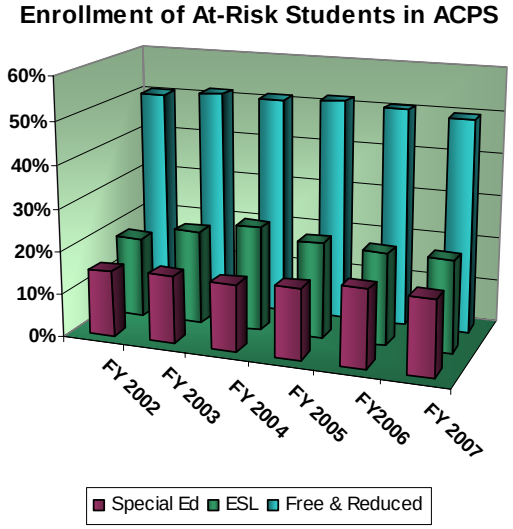
• The approved budget is based on an estimated enrollment decline of 36 students, from 10,057 in actual enrollment on September 30, 2006 down to 10,021 in the FY 2008 projected enrollment.

• In addition to the operating budget, the School Board adopted a FY 2008- FY 2013 Capital Improvement Program totaling $78.4 million, which includes a $16.2 million request for FY 2008. This CIP request is funded in full and is discussed separately in the Approved FY 2008-FY 2013 Capital Improvement Program document.



ACPS Statistics





Enrollment of Students with Disabilities School Year 2005-2006	
Division	Percent of Total Enrollment
Alexandria City	18.0%
Arlington County	16.6%
Fairfax County	14.4%
Loudoun County	10.5%
Prince William	11.9%
State Total	**14.6%**
Source: Virginia Department of Education	

Students Eligible for Free and Reduced Price Lunches WABE Guide Data	
Division	**Percent**
Alexandria City	52.0%
Arlington County	36.9%
Fairfax County	20.4%
Loudoun County	10.3%
Prince William	23.0%
WABE: Washington Area Boards of Education	

Enrollment of ESL Students WABE Guide Data School Year 2005-2006	
Division	**Percent of Total Enrollment**
Alexandria City	21.9%
Arlington County	19.4%
Fairfax County	12.8%
Loudoun County	6.5%
Prince William	10.2%
Data show students receiving services only	

Alexandria City Public Schools

ACPS Statistics

Cost per Pupil WABE Guide Data FY 2007 Approved Budget	
Jurisdiction	Cost
Alexandria City	$ 18,232
Arlington County	$ 17,958
Fairfax County	$ 12,853
Loudoun County	$ 12,023
Prince William County	$ 10,378

Students per Teacher Scale Position WABE Guide Data FY 2007 Approved Budget			
	Elementary	Intermediate or Middle	Secondary or High
Alexandria City	7.2	10.8	12.4
Arlington County	11.1	15.4	15.3
Fairfax County	12.8	17.5	18.2
Loudoun County	16.3	15.3	17.5
Prince William County	15.3	18.7	19.6

Historical Enrollment by Grade

Year	K	1	2	3	4	5	6	7	8	9	10	11	12	Sp. Ed.	Total
1987	658	969	702	637	628	623	660	688	669	705	725	796	764	251	9,475
1988	796	902	759	685	638	623	604	690	670	617	737	688	639	261	9,309
1989	719	967	755	720	672	633	628	672	665	610	676	707	551	294	9,269
1990	723	953	763	716	741	694	637	675	668	676	667	709	592	274	9,488
1991	768	888	858	808	760	744	706	638	658	657	732	664	582	45	9,508
1992	821	863	841	878	777	750	723	705	656	640	727	757	589	58	9,785
1993	823	865	787	825	824	773	725	711	694	692	712	710	632	42	9,815
1994	883	918	860	769	784	758	708	697	709	688	737	620	585	61	9,777
1995	973	989	857	834	743	779	747	698	688	759	730	666	505	75	10,043
1996	1,043	992	925	841	773	729	724	737	679	722	719	660	536	76	10,156
1997	1,075	1,107	929	878	812	772	756	720	709	700	743	667	552	68	10,488
1998	1,103	1,097	1,047	902	868	769	761	702	679	735	761	723	583	73	10,803
1999	1,072	1,200	1,013	1,001	868	841	775	731	667	701	791	700	588	69	11,017
2000	1,120 *	1,057	1,047	937	927	843	800	757	702	699	911	662	560	145 **	11,167
2001	1,028 *	1,088	953	982	907	887	803	776	707	720	899	647	555	152 **	11,104
2002	1,007 *	996	986	889	908	847	847	750	730	756	814	726	570	153 **	10,979
2003	1,021 *	963	926	896	832	868	804	805	721	724	832	662	569	129 **	10,752
2004	984 *	989	920	906	837	784	813	760	740	754	759	702	571	158 **	10,677
2005	1,001 *	916	911	823	811	760	748	760	699	763	728	694	585	85 **	10,284
2006	1,029 *	924	849	859	765	715	705	709	719	698	719	687	579	100 **	10,057

Projected Enrollment by Grade: Next Five Years

Year	K	1	2	3	4	5	6	7	8	9	10	11	12	SCSE	Total
2007	1,043	992	859	804	801	714	674	675	673	738	688	679	579	102 **	10,021
2008	1,069	994	904	799	731	735	670	634	620	683	766	626	522	104 **	9,857
2009	1,089	1,012	921	843	738	678	695	629	594	637	708	662	525	106 **	9,837
2010	1,110	1,032	939	859	779	684	641	652	589	611	661	612	556	108 **	9,833
2011	1,131	1,051	957	875	793	722	647	601	611	606	634	571	514	110 **	9,823

* Includes students over 5 years of age classified as Pre-kindergarten.

** District-wide Special Education program students who are in self-continued classrooms, including kindergarten.

ACPS Budget Statistics

2006 SOL SPRING RESULTS AND COMPARISON OF PASSING PERCENTAGES

SOL Test	2003	2004	2005	2006	Change 2005-06
Grade 3					
English	73	72	81	81	0
Mathematics	89	87	87	91	+4
History	74	81	82	88	+6
Science	74	79	82	87	+5
Grade 5					
English: Reading	80	81	82	86	+4
English: Writing	84	84	91	87	-4
Mathematics	72	75	80	85	+5
History	75	88	84	82	-2
Science	75	77	74	80	+6
Grade 8					
English: Reading	66	76	72	73	+1
English: Writing	66	80	72	90	+18
Mathematics	78	88	80	64	-16
History	78	74	74	84	+10
Science	76	87	81	78	-3
High School					
English: Reading	92	82	80	85	+5
English: Writing	88	82	85	84	-1
Algebra I	75	76	76	76	0
Geometry	76	73	71	71	0
Algebra II	81	87	90	91	+1
Earth Science	60	57	76	78	+2
Biology	83	69	68	69	+1
Chemistry	90	94	95	96	+1
World History I	84	71	80	85	+5
World History II	80	77	81	79	-2
Virginia & U.S. History	75	87	84	89	+5

Northern Virginia Community College

Description: The City of Alexandria contributes to the Local Maintenance and Operating Budget of the Northern Virginia Community College (NVCC). NVCC is a two-year institution serving Northern Virginia. The local contribution supports the College's programs for the business and educational needs of Northern Virginia residents. Local contributions provide funds for services and activities that would not be possible with State funds alone. Area governments contribute funding based upon each jurisdiction's share of the combined population of the localities served. Population data is from the Weldon Cooper Center for Public Service at the University of Virginia.

FY 2008 Budget Summary

- The total Local Maintenance and Operating Budget has remained constant from FY 2007 to FY 2008. However, population changes may result in varying requests to jurisdictions from FY 2007 to FY 2008.

- Alexandria's requested contribution has decreased by $149, or 1.2%.

- The City of Alexandria also contributes a proportionate share of NVCC's locally-funded capital costs. Please refer to the City's Approved FY 2008-2013 Capital Improvement Program document for more information.

Expenditure Summary

Program	FY 2006 Actual	FY 2007 Amended	FY 2008 Approved	% Change 2007-2008
Northern Virginia Community College	$12,990	$12,548	$12,399	-1.2%

Participating Jurisdictions – Percent Shares

Summary Table			
Jurisdiction	Population	Percent	Operating Budget Request
City of Alexandria	135,200	6.6%	$12,399
Arlington County	195,600	9.6%	$17,938
City of Fairfax	22,700	1.1%	$2,082
Fairfax County	1,022,100	50.0%	$93,733
City of Falls Church	10,800	0.5%	$990
Loudoun County	252,300	12.3%	$23,137
Manassas City	36,700	1.8%	$3,366
Manassas Park City	13,100	0.6%	$1,201
Prince William County	355,300	17.4%	$32,583
Total	**2,043,800**	**100.0%**	**$187,429**

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Capital Improvement
Related Information

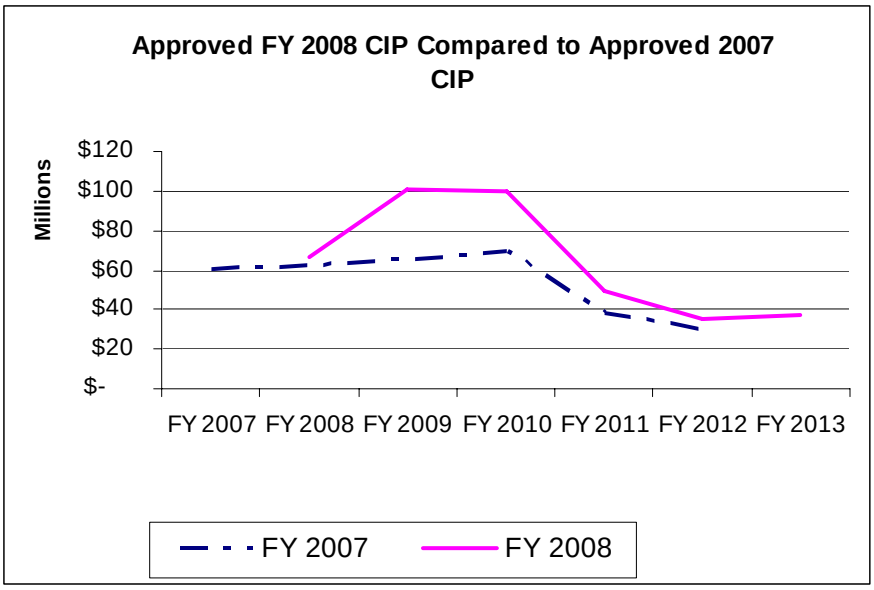
Capital Improvement Program Overview..... 10-2

Debt Ratio Policies 10-18

FY 2008-FY 2013 Capital Improvement Program Overview

The City of Alexandria's Capital Improvement Program (CIP) is a comprehensive plan, which identifies capital projects related to the City's future infrastructure needs and the corresponding funding required to meet those needs. The City defines a capital project as a public improvement project with a cost exceeding $5,000, undertaken to acquire or improve an asset with a useful life of two or more years.

The FY 2008 – FY 2013 CIP totals $389.1 million in planned local funding, $569.8 million in planned total funding. This represents a 19.2 percent increase in potential local funding and 0 percent change in total CIP funding, compared to $326.5 million in planned local funding and $569.3 million in planned total funding in the FY 2007 to FY 2012 time period. The FY 2009 and FY 2010 years of the CIP include $85.3 million in "funding to be determined" as the dollar volume of proposed projects is more than the City can likely accommodate for these two years. In the fall, this funding issue will need to be reviewed in relation to (1) capital priorities, (2) debt capacity and debt related financial policies, and (3) the ability of the FY 2009 and FY 2010 operating budgets to support either higher cash capital and/or debt service payments.



This plan addresses two broad areas of expenditure. The 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 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 2009-2010.

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 2008 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 2008 - FY 2013 CIP were initially developed by the City's internal staff 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.

After the Committee developed its recommendations, it prioritized projects, and in some cases divided the project into parts that were separately ranked. 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. 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 final decisions on recommended CIP projects.

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.

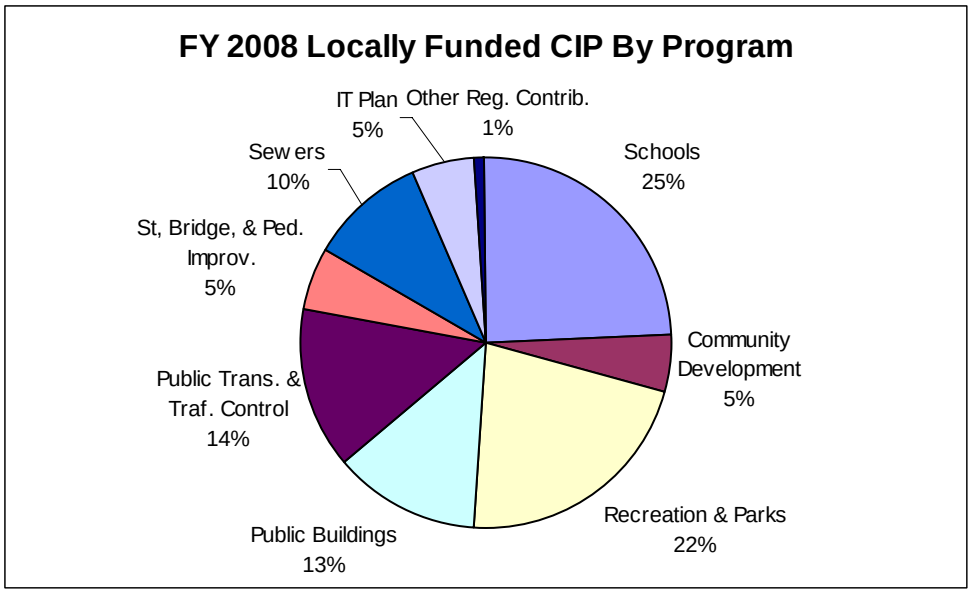
The CIP Review Committee assessed over 90 new and revised project requests for the FY 2008 - FY 2013 Capital Improvement Program. The result of the efforts of the CIP Review Committee and subsequent City Manager review and decision-making, and Council review and adoption was a proposed six-year $383.4 million City-funded CIP, representing a 17.7 percent increase as compared to the FY 2007-FY 2012 CIP of $326.5 million. During the add/delete process, Council made the following adjustments to the proposed CIP:

- From new vehicle registration fees, authorized by the General Assembly, an addition of $5.4 million over six years (FY 2008 – FY 2013) for public transit projects to be determined;

- An addition of $850,000 to the unallocated FY 2007 balance for athletic fields;
- An addition of $300,000 in FY 2008 for miscellaneous street lighting and street cans; and
- A technical adjustment representing a net decrease of $15,000 for FY 2008.

On May 7, 2007, City Council adopted the FY 2008 – FY 2013 CIP, which totals $389.1 million. The FY 2008 capital budget is $66.2 million, a $4.0 million increase over what was planned for FY 2008 in last year's approved CIP.

FY 2008 Capital Budget Summary - First Year of the Six-Year Program



The FY 2008 capital budget, which comprises the first year of the six-year plan is $66.2 million. A summary of the FY 2008 capital budget major highlights follows:

Education:

- $16.2 million for the Alexandria City Public Schools, including $11.1 million to continue the next phase of construction of the new T.C. Williams High School and adjacent parking structure.

Community Development:

- $3.1 million for various Community Development projects, including City-wide street can replacement, City marina waterfront dredging, and stream and channel maintenance.

Recreation and Parks:

- $7.5 million for improvements, renovations, and utility undergrounding at the Charles Houston Recreation Center.
- $2.0 million for other recreation facilities including ball courts and playgrounds throughout the City.

- $1.9 million in additional funds for land acquisition (open space).
- $1.3 million for renovation and construction of enhancements at Windmill Hill park.
- $1.0 million for athletic fields (In addition, City Council added $850,000 to the unallocated FY 2007 balance for athletic fields.
- $455,000 for the installation of irrigation systems and controllers.
- $150,000 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.

Public Buildings:

- $3.5 million for public safety facilities, including $2.9 million for the next phase of design of a new Police Facility.
- $3.0 million for renovation and reconstruction of other City facilities, including $1.2 million for elevator refurbishment and replacement.
- $1.4 million for public health & welfare facilities, including $1.2 million for the renovation of the Safe Haven facility.
- $532,000 for the preservation of historic facilities.

Public Transportation and Traffic Control:

- $7.5 million for City-funded transit requirements, including DASH and WMATA.
- $0.9 million for traffic control and signals.
- $0.9 million for various public transit projects to be determined (from new registration fees).

Street, Bridge, and Pedestrian Improvements:

- $2.9 million for street and pedestrian improvements, including $575,000 for undegrounding and $300,000 for traffic calming.
- $760,000 for the maintenance and rehabilitation of the City's bridges.

Sewers:

- $1.6 million for Holmes Run Trunk Sewer.
- $1.6 million for other sanitary and storm sewer work City-wide.
- $1.5 million for sanitary sewer projects to be determined
- $0.8 million for a Storm Sewer Capacity analysis.

- $0.9 million for Key Drive flood mitigation
- $0.5 million for the replacement of a culvert to prevent flooding on Taylor Run at Janney's Lane

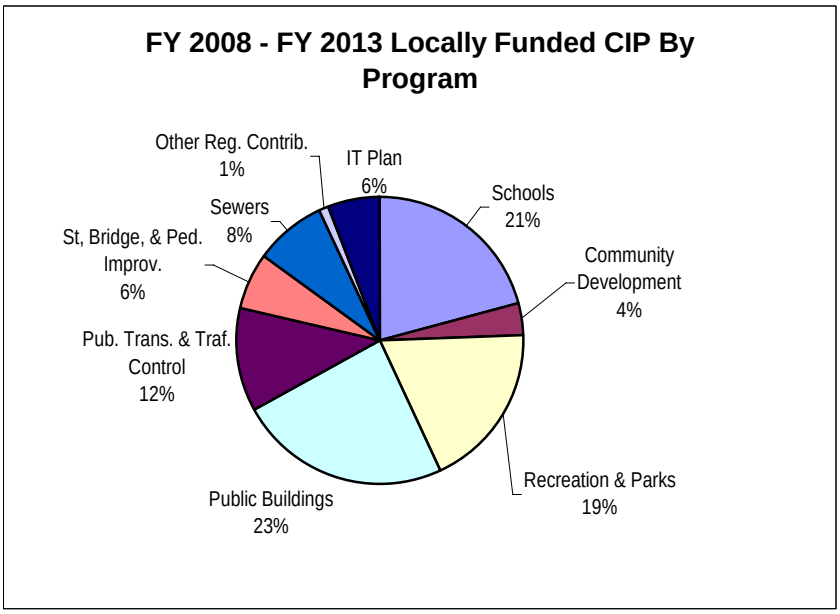
Information Technology:

- $3.6 million for Information Technology Plan projects.

Other Regional Contributions:

- $347,227 for the City's capital contribution to the Northern Virginia Regional Park Authority.
- $152,709 for the City's annual capital contribution to Peumansend Creek Regional Jail.
- $135,200 for the City's capital contribution to Northern Virginia Community College.

Highlights of the Capital Improvement Program



The locally funded FY 2008 - FY 2013 Capital Improvement Program maintains City Council's commitment to transportation and transit. This includes funds for the City's share of the Washington Metropolitan Area Transit Authority's (WMATA) "Metro Matters" and "Beyond Metro Matters" Capital Improvement Program (CIP), the replacement and expansion of the DASH bus fleet, as well as street, bridge, and alley projects. In addition, the proposed CIP calls for new capital projects to construct, enhance, and maintain City facilities and infrastructure related to education, public safety, recreation, and community development. Importantly, the funding plan for the proposed CIP will comply with the City's financial policy guidelines, for fiscal year 2008.

FY 2008-FY 2013 Capital Improvement Program Overview

The proposed locally-funded FY 2008-FY 2013 six-year program includes the following major initiatives:

Schools:

- A total of $81.1 million has been proposed in this CIP for the capital needs of the Alexandria City Public School system. The Proposed City CIP for FY 2008-FY 2013 includes $81,074,649 to fully fund the Schools' adopted CIP from FY 2008 through FY 2013. The proposed Minnie Howard Ninth Grade Renewal Project is scheduled to begin in FY 2009. As a result, the City has rescheduled previously allocated but unused funds for Minnie Howard ($2.7 million) to FY 2009 as a general source to fund the proposed FY 2009 CIP.

Community Development:

- A total of $9.5 million has been budgeted over six years (FY 2008 – FY 2013) for stream and channel maintenance. $3.6 million of this amount will address long-term flood clean-up and prevention issues, identified by T&ES after the flood events of June/July 2006.

- $2.3 million is planned over three years (FY 2008 - FY 2010) for the design and implementation of a coordinated way-finding system.

- A total of $900,000 is planned over two years (FY 2008-FY 2009) for additional dredging along the City's waterfront.

Recreation, Parks and Open Space:

- Funding for open space land acquisition over six years of $13.7 million reflects revenue estimated for FY 2008 given recently released real estate assessments and the estimated value of one percent of total revenue generated from real estate taxes (changed by City Council from one cent of the real estate taxes). The out years (FY 2009-2013) 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.

- A total of $20.0 million is planned to design and construct the expansion and renovation of the Chinquapin Recreation Center. The funding schedule, however, has been revised and is now budgeted over four years (FY 2008-FY 2011) rather than over three years. 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.

- A total of $9.7 million over two years ($6.8 million in FY 2009; and $2.9 in FY 2010) of which $5.0 million will be funded by private fund raising, for the design and construction of a All City sports complex.

- $7.5 million is budgeted in FY 2008 for improvements and utility undergrounding at the new Charles Houston Recreation Center.

- $5.1 million is planned over two years ($1.6 million in FY 2009 and $3.5 million in FY 2010) in the CIP for the Patrick Henry Recreation Center renovation.

- $3.1 million is planned over two years (FY 2008-FY 2009) for the renovation and enhancements to Windmill Hill Park.

- $1.4 million has been budgeted over six years (FY 2008 – FY 2013) for the installation of irrigation systems and controllers.

- $1.8 million is budgeted over two years (FY 2008 – FY 2009) for the design and construction associated with the replacement of Warwick Pool.

- $300,000 has been budgeted in FY 2010 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.

Public Buildings:

- $51.3 million to construct a new Police facility on Wheeler Avenue has been planned over four years in the CIP (FY 2008-FY 2011). This represents an increase of $2.5 million over from last year's approved CIP, which reflects a 5 percent increase per year to account for increases in construction costs.

- $9.7 million has been planned over four years (FY 2010-FY 2013) for the renovation and expansion of Fire Station 203 (Cameron Mills).

- $9.3 million over three years (FY 2009-FY 2011) is planned for the construction of a new fire station in Eisenhower Valley.

- $3.5 million has been added to FY 2009 to complete the Public Safety Slab Replacement project.

- $2.5 million over six years has been budgeted for the preservation of historic facilities, including $370,000 per year to begin to address capital facility maintenance requirements at the City's historic buildings and sites managed by the Office of Historic Alexandria (OHA).

- $1.4 million over six years (FY 2008 - FY 2013) has been planned for capital repairs, maintenance and improvements at facilities managed by the Office of the Sheriff, particularly the Detention Center.

- A total of $1.7 million is budgeted over six years (FY 2008 – FY 2013) for the Space Management project to provide for the relocation of several agencies as well as an assessment of space needs versus space inventory.

- A total of $395,000 has been budgeted over two years (FY 2008 – FY 2009) for the planned systematic replacement of emergency generators at City facilities has been accelerated and moved up to FY 2008.

Public Transportation and Traffic Control:

- $46.1 million has been budgeted over six years (FY 2008-FY 2013) 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 $46.1million over six years budgeted as the City's share of "Metro Matters" and "Beyond Metro Matters" will be partially offset by $10.7 million in additional State funding sources yet to be identified.

- $10.6 million over two years (FY 2008 - 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 federal revenues and are planned to be matched with revenues from the State earmarked for these City transportation projects.

- $11.5 million over six years (FY 2008-2012) has been budgeted for the replacement of a total of 23 DASH buses over this period. These buses will be primarily funded through FY 2012 by $11.3 million in State Urban Funds.

- $5.4 million over six years (FY 2008 – FY 2013) has been planned for public transportation projects to be determined. These projects will be funded through an increase in the State vehicle registration fee.

Street, Bridge, and Pedestrian Improvements:

- $17.9 million in City funds is budgeted over six years (FY 2008 – FY 2013) for street improvements, including $3.0 million for undergrounding, $3.6 million for traffic calming, and $1.9 million for the redesign and reconstruction of the most deteriorated alleys City-wide as part of the Alley Rehabilitation Program.

- $3.1 million is planned over six years (FY 2008 – FY 2013) for bridge repairs City-wide.

- $2.0 million is budgeted in FY 2009 for the design and construction of a Monroe Avenue Bridge pedestrian access ramp.

Sewers:

- A total of $32.3 million over six years (FY 2008 - FY 2013) is planned for City-wide sanitary and storm sewer projects, including $16.2 million to address unforeseen conditions and cost increases in existing sanitary sewer projects and for sanitary sewer projects to be determined in the future. Sanitary sewer projects will be financed by the revenues collected through the Sanitary Sewer Enterprise Fund (sanitary sewer connection fees).

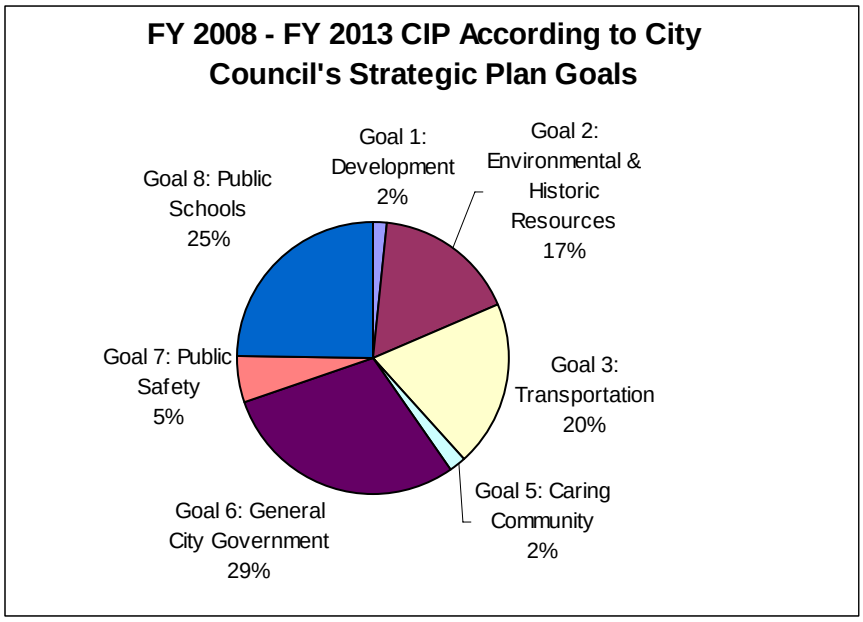
Information Technology (IT):

- The Approved FY 2008-FY 2013 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 Approved FY 2008-FY 2013 Information Technology (IT) Plan component of the CIP is $22.8 million, which represents an increase of $4.8 million, or 26.3 percent, as compared to the FY 2007-FY 2012 approved six-year plan. The largest single new element is $3.65 million in FY 2010 to fund the replacement of pubic safety radios.

FY 2008-FY 2013 Capital Improvement Program Overview

Capital Projects Related to City Council's Strategic Plan

The Proposed FY 2008 – FY 2013 CIP reflects a strong commitment to furthering the adopted goals in the City Council's Strategic Plan. The table and pie chart below illustrate the percentage of City funds dedicated to projects for each of the Strategic Goals.



- Goal 1 includes $4.7 million over six years for projects related to development. These include wayfinding and residential sign programs, street cans, waterfront improvements such as dredging, and other neighborhood planning initiatives.

- A total of $58.1 million is dedicated to furthering Goal 2 (Environmental and Historic Resources), which incorporates projects such as stream and channel maintenance, City-wide sanitary and storm sewer projects, and the preservation of historic facilities.

- $69.8 million is provided for Goal 3 and the City's transportation system. Projects related to this goal include the City's contribution to WMATA, DASH bus replacement, traffic signalization, as well as various street, bridge, and pedestrian improvements.

- A total of $2.3 million is planned for projects associated with Goal 5 (Caring Community). These include funds for renovations to the Safe Haven Facility and capital facility maintenance for the Mental Health Residential Facilities.

- $93.8 million is provided for various projects related to Goal 6 (General City government). This includes funds for the Information Technology Plan as well as renovation and maintenance of existing City-owned facilities, recreation facilities, and parks.

- A total of $78.6 million is dedicated to Goal 7 and improving Public Safety facilities, including the new police facility, new fire stations in Potomac Yard and the Eisenhower Valley, and capital facilities maintenance at various fire stations and facilities maintained by the Office of the Sheriff.

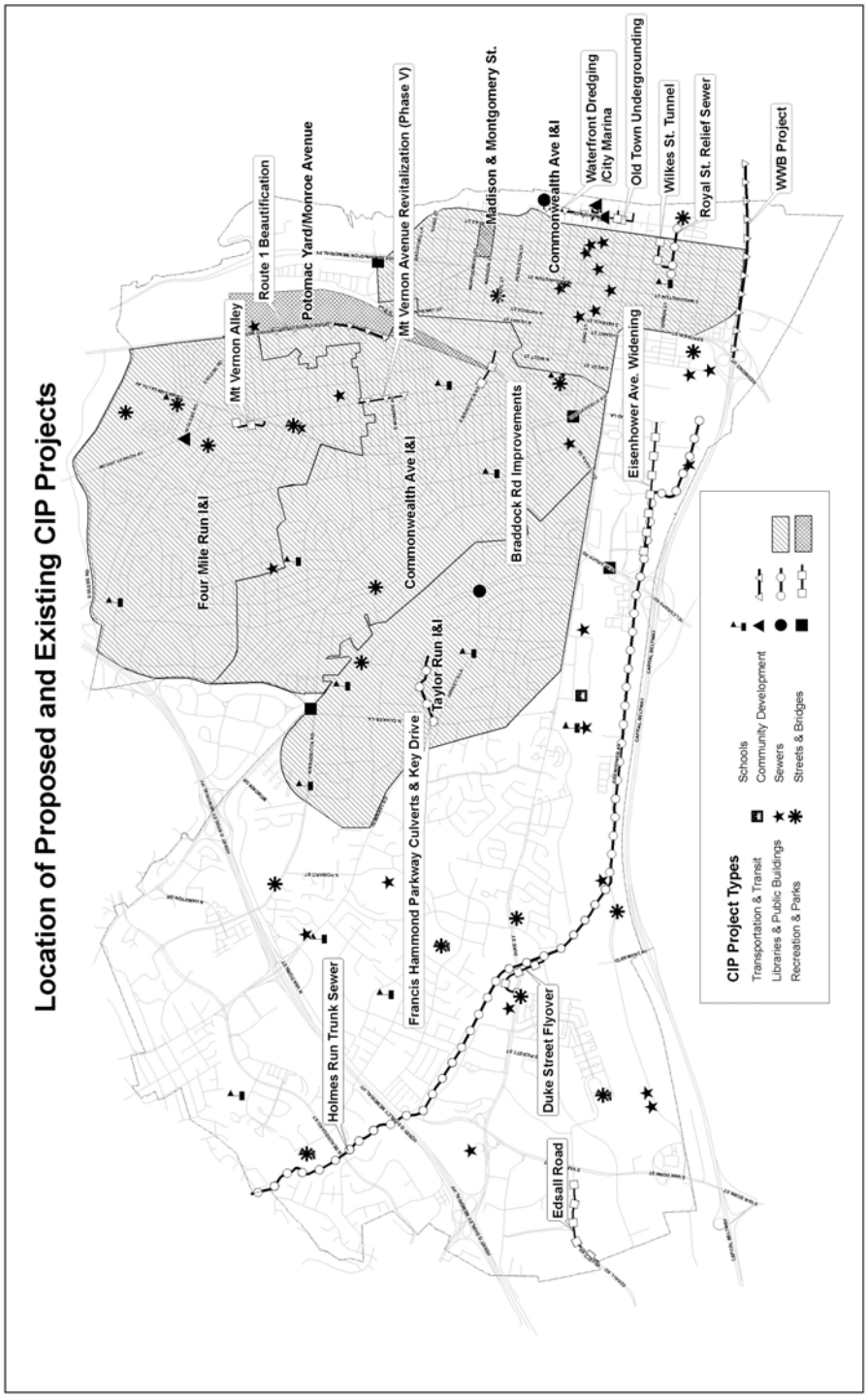
- $81.9 is planned for Goal 8, which includes renovations and maintenance to the City's public schools. This includes funds for the completion of T.C. Williams High School and the renovation and expansion of Minnie Howard Middle School.

FY 2008-FY 2013 Capital Improvement Program Overview

Table 1: FY 2008-FY 2013 CIP According to Strategic Plan Goals							
Strategic Goal	FY 2008	FY 2009	FY 2010	FY2011	FY 2012	FY 2013	Total
Goal 1: Development	$1,035,000	$2,015,000	$1,145,000	$160,000	$136,000	$161,000	$4,652,000
Goal 2: Environmental & Historic Resources	$11,344,963	$10,097,400	$9,520,248	$9,514,340	$8,723,195	$8,863,381	$58,063,527
Goal 3: Transportation	$12,932,251	$18,024,620	$12,504,000	$11,815,000	$10,823,000	$3,662,000	$69,760,871
Goal 5: Caring Community	$1,365,125	$78,750	$582,688	$86,822	$91,163	$100,721	$2,305,269
Goal 6: General City Government	$19,435,327	$23,942,922	$25,050,665	$12,976,796	$6,173,425	$6,215,811	$93,794,946
Goal 7: Public Safety	$3,628,209	$24,672,626	$32,332,300	$7,313,250	$2,653,538	$7,988,042	$78,587,965
Goal 8: Public Schools	$16,384,475	$22,221,925	$19,095,771	$7,305,112	$6,769,990	$10,108,576	$81,885,849
Total	$66,125,350	$101,053,243	$100,230,672	$49,171,320	$35,370,311	$37,099,531	$389,050,427

FY 2008-FY 2013 Capital Improvement Program Overview

The City map on the following page depicts the location of the various CIP projects approved in the FY 2007- FY 2012 CIP and new and revised capital projects approved in this FY 2008 - FY 2013 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.



Projects Not Funded in the FY 2008 to FY 2013 CIP

Funding for many capital project requests for both the City and the Schools have not been funded in this FY 2008-FY 2013 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:

- A new Alexandria City Public Schools Administration facility in lieu of continued leasing.

Economic and Community Development:

- Four Mile Run Restoration Project grant match for joint project with Arlington County and the Corp of Engineers.
- 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.
- Streetscape improvements in many parts of the City.
- Further streetscape improvements in the City's business districts.
- An improved Visitor's Center (renovated Ramsay House or 132 North Royal Street).
- Funding to implement the upcoming Waterfront Study.
- Expansion and/or major renovation of the Fort Ward Park Museum.
- Landmark Mall redevelopment infrastructure and facility funding.

Recreation, Parks and Open Space:

- Open space acquisition funding beyond the $13.7 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.
- 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 improvements to the skate park project, including Phase IV.
- Capital grants to non-profit museums in the City.

Public Safety:

- Any potential additional costs for the location and construction of the 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.
- Fire station renovations beyond what is approved in this CIP.
- 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).
- Renovations and repairs to the City's libraries beyond what is approved in this CIP.
- 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).
- Bus Rapid Transit (BRT) facilities and rollingstock.
- Eisenhower Metro station platform extension.
- Future expansion of the DASH bus fleet in FY 2009 and beyond; and eventual conversion to alternative fuel sources.
- 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 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 storm or sanitary 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 and potential future VADEQ combined sewer overflow requirements (Additional funding of $14.5 million is planned in the approved six-year CIP for to-be-determined sanitary sewer system needs).

Information Technology:

- Replacement or major upgrade of the City's various Human Resource Information, Permit Plan, or Financial Management Systems.
- Provision of laptop computers to more public school students than currently budgeted.
- Future wireless communications and information systems.

Social Services and Health:

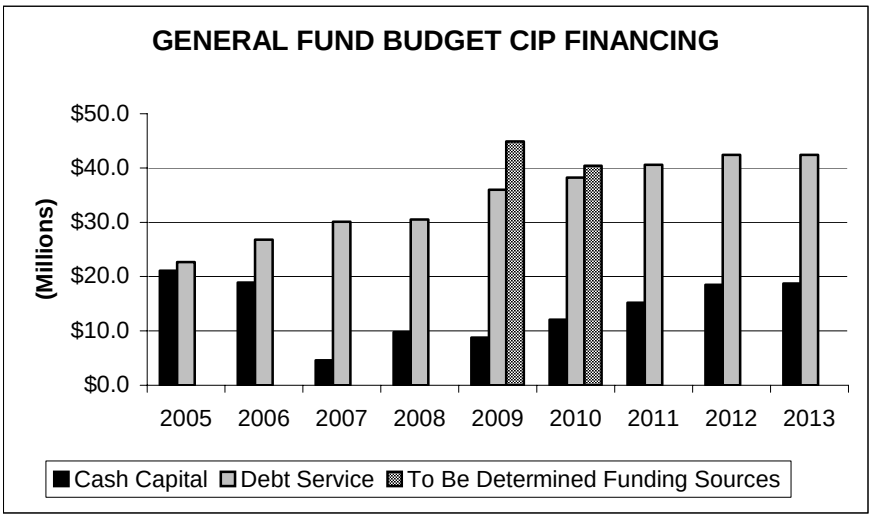
- Further Casey Clinic improvements.
- Improvements at the MH/MR/SA facility on Mill Road, as well as to all other MH/MR/SA owned or leased residential facilities.
- Capital grants to non-profit health and social service agencies in the City.
- Capital funding for public housing unit replacement or refurbishment.

Other:

- New DHS and Mental Health facilities in lieu of continued leasing.

Capital Funding Summary

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 $179.3 million in general obligation bond borrowing, cash capital appropriations of $77.7 million (includes open space cash capital), $26.3 million in cash capital from sanitary sewer fees, $6.8 million in bond interest earnings, $5.4 million in State vehicle registration fee increases, $3.9 million in re-allocated prior year balances, $2.4 million in fund balance designated for capital projects, and $1.7 million in bond premium earnings. The FY 2008-FY 2013 capital funding plan reflects a $22.8 million refinancing issuance of general obligation bonds on May 30, 2007 and the planned issuance of $40.9 million in general obligation bonds in FY 2008; $41.6 million in FY 2009; $42.5 million in FY 2010; $28.6 million in FY 2011; $11.9 million in FY 2012; and $13.8 million in FY 2013. Tables detailing the capital program funding plan appear in the section entitled "Summary Funding Totals" in this document.

While the approved plan recommended a $34.3 million bond issue planned for FY 2007 to fund the next phases of the City's Capital Improvement Program, the City actually borrowed $17.3 million of this amount on June 13, 2006 by piggybacking on its FY 2006 bond issuance. The remainder ($17.0 million) needed to fund the FY 2007 planned projects does not need to be approved until FY 2008 given the adequate cash balance on hand in the CIP fund. The FY 2007 Adopted Operating Budget reflected a 4.5 percent estimated interest rate. The most recent actual tax-exempt borrowing rate in June 2006 was 4.2 percent

In November 2004, the City issued a total of $10 million in general obligation bonds to provide for Open Space Acquisitions. In June 2006, $15 million in general obligation bonds were issued to provide for affordable housing. Table 1 represents debt service costs associated with the issuance of bonds for these purposes. These debt costs are paid by real estate tax revenues dedicated for these purposes.

Table 2: Debt Service for Dedicated Purposes

Fiscal Year	Open Space	Affordable Housing
2004	$0	$0
2005	$249,661	$0
2006	$889,407	$0
2007	$864,373	$1,634,744
2008	$844,346	$1,560,375
2009	$829,325	$1,519,125
2010	$814,305	$1,477,875
2011	$798,386	$1,436,625
2012	$783,000	$1,395,375

FY 2008-FY 2013 Capital Improvement Program Overview

In addition to the funding sources listed above, the City plans to receive a total of $60.6 million in grant and special revenue for various CIP projects during FY 2008 – FY 2013. As illustrated in the table below, this includes $16.5 million in FY 2008; $22.0 million in FY 2009; $7.0 million in FY 2010; $7.6 million in FY 2011; $5.5 million in FY 2012; and $2.0 million in FY 2013 in FY 2013. The large amounts of grant and special revenue budgeted in FY 2008 and FY 2009 can be attributed primarily to the Woodrow Wilson Bridge Project and the All-City Sports Facility.

SOURCES AND USES OF FUNDS (FY 2008 - FY2013)

Sources	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Grant and Special Revenue	$ 16,460,650	$ 22,037,080	$ 7,014,000	$ 7,576,000	$ 5,540,000	$ 2,005,000	$ 60,632,730
General Fund Planned Appropriations	$ 6,990,041	$ 6,000,000	$ 9,000,000	$ 11,997,586	$ 14,998,210	$ 14,997,951	$ 63,983,788
General Obligation Bonds	$ 40,890,000	$ 41,580,000	$ 42,505,000	$ 28,618,031	$ 11,920,000	$ 13,805,000	$ 179,318,031
Open Space Trust Fund Account Transfer	$ 1,875,523	$ 1,972,140	$ 2,155,248	$ 2,349,340	$ 2,558,195	$ 2,778,381	$ 13,688,827
Bond Interest Earnings	$ 2,710,635	$ 1,301,445	$ 935,550	$ 956,363	$ 643,906	$ 268,200	$ 6,816,099
Sewer Fees	$ 4,531,440	$ 4,350,000	$ 4,350,000	$ 4,350,000	$ 4,350,000	$ 4,350,000	$ 26,281,440
Transportation Funding (Veh. Reg. Fee)	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 5,400,000
Reallocated Prior Year Balances	$ 3,862,131	$ -	$ -	$ -	$ -	$ -	$ 3,862,131
General Fund Balances	$ 2,678,177	$ -	$ -	$ -	$ -	$ -	$ 2,678,177
Bond Premium	$ 1,687,403	$ -	$ -	$ -	$ -	$ -	$ 1,687,403
Funding TBD	$ -	$ 44,949,658	$ 40,384,874	$ -	$ -	$ -	$ 85,334,532
TOTAL SOURCES	$ 82,586,000	$ 123,090,323	$ 107,244,672	$ 56,747,320	$ 40,910,311	$ 39,104,532	$ 449,683,158

Uses	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
Schools	$ 16,249,275	$ 22,086,725	$ 18,960,571	$ 7,169,912	$ 6,634,790	$ 9,973,376	$ 81,074,649
Community Development	$ 8,981,000	$ 8,764,000	$ 2,825,000	$ 1,640,000	$ 1,366,000	$ 1,291,000	$ 24,867,000
Recreation & Parks	$ 14,293,123	$ 22,336,584	$ 18,813,460	$ 11,802,077	$ 4,858,570	$ 5,186,276	$ 77,290,090
Public Buildings	$ 8,480,625	$ 27,308,662	$ 34,985,221	$ 8,820,632	$ 4,294,812	$ 9,417,953	$ 93,307,905
Public Trans. & Traffic Control	$ 15,659,901	$ 16,219,700	$ 13,415,000	$ 14,257,000	$ 12,541,000	$ 3,832,000	$ 75,924,601
Street, Bridge, & Pedestrian Improvements	$ 7,855,000	$ 13,598,000	$ 6,098,000	$ 5,129,000	$ 3,817,000	$ 1,830,000	$ 38,327,000
Sewers	$ 6,834,440	$ 5,803,000	$ 5,303,000	$ 5,303,000	$ 4,553,000	$ 4,553,000	$ 32,349,440
Other Regional Contributions	$ 635,136	$ 628,927	$ 623,795	$ 618,699	$ 611,639	$ 612,427	$ 3,730,623
Information Technology Plan	$ 3,597,500	$ 6,344,725	$ 6,220,625	$ 2,007,000	$ 2,233,500	$ 2,408,500	$ 22,811,850
TOTAL USES	$ 82,586,000	$ 123,090,323	$ 107,244,672	$ 56,747,320	$ 40,910,311	$ 39,104,532	$ 449,683,158

Impact on the Adopted Debt-Related Financial Policies

This approved capital program, while accommodating many needs, does not address all of the requests from City agencies and the community. These requests will need to be carefully evaluated and phased-in over a longer period than six years. The increasing amount of debt outstanding will not endanger the City's hard-earned AAA/Aaa bond ratings, but will impact the annual operating budget, as the City's projected general obligation debt service payments (including those on taxable bonds issued for affordable housing purposes and funded by the one cent of the real estate tax dedicated for that purpose) – the annual repayment on the principal and interest due on our general obligation bonds – will decrease from $31.0 million in FY 2007 to $30.5 million in FY 2008, and increasing each year to a peak of $42.4 million in FY 2012 before decreasing slightly in FY 2013.

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 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 2008 to FY 2013 time period.

Debt per capita as a percent of per capita income (see Figure 1) will remain below the City's debt per capita ceiling of 3.25 percent of per capita income, peaking in FY 2006 at 3.22 percent.[1] This is not the primary debt ratio the bond rating agencies focus on. In relation to the $85.3 million in "to be determined funding" reflected in the FY 2009 - FY2010 years of this six-year CIP, City staff plans to come back to Council in the fall of 2007 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 primarily 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 2). This is the most important debt ratio considered by the bond rating agencies. The City's projected debt to tax base ratio peaks in FY 2009 at 0.89% and then steadily decreases over the next four years. This is below the 1.1 percent target and 60 percent of the City's set 1.6 percent policy limit.

Although the City will remain well below its debt policy ratio for debt service to general governmental expenditures, as Figure 3 shows on the following pages, the impact of debt service on the operating budget is increasing at a significant rate. It is the year-to-year change in debt service payments, particularly in FY 2009, that present a challenge to the City as it looks for ways to finance needed capital improvements in those years.

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 fall of 2007.

[1]This 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. However, during all years, it includes $15 million in taxable debt issued in June 2006 for affordable housing purposes.

Figure 1: Approved CIP FY 2008-2013
Debt as Percent of Personal Income

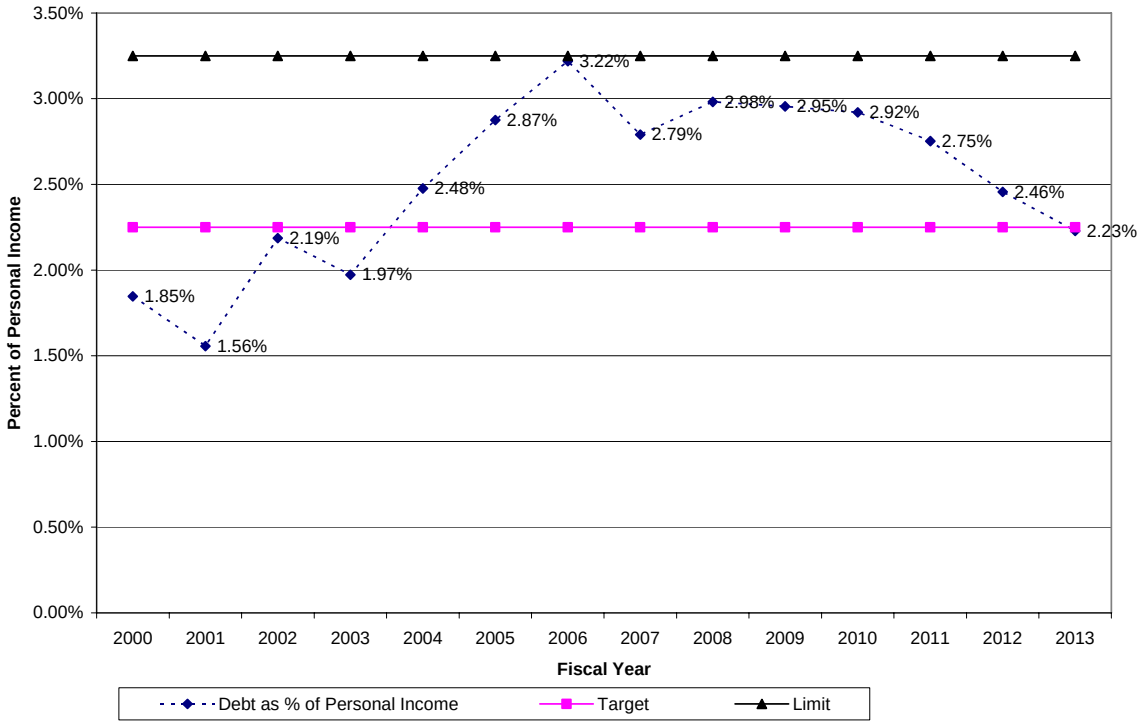


Figure 2: Approved CIP FY 2008-2013
Debt as Percent of Real Property Assessed Value
Approved CIP

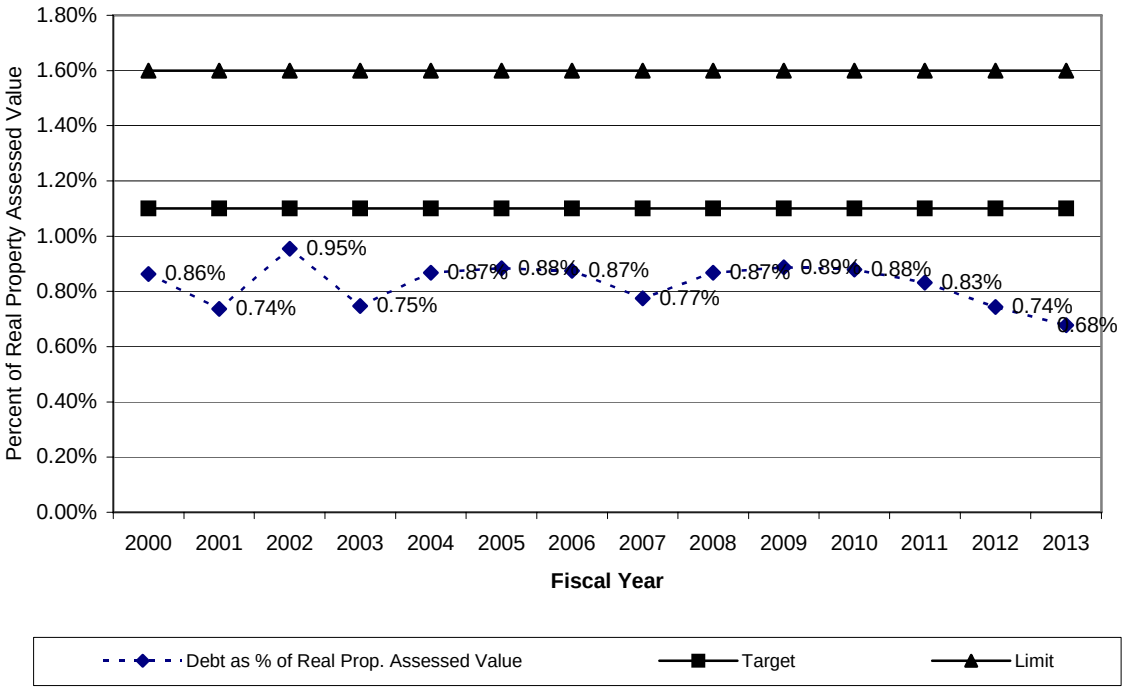
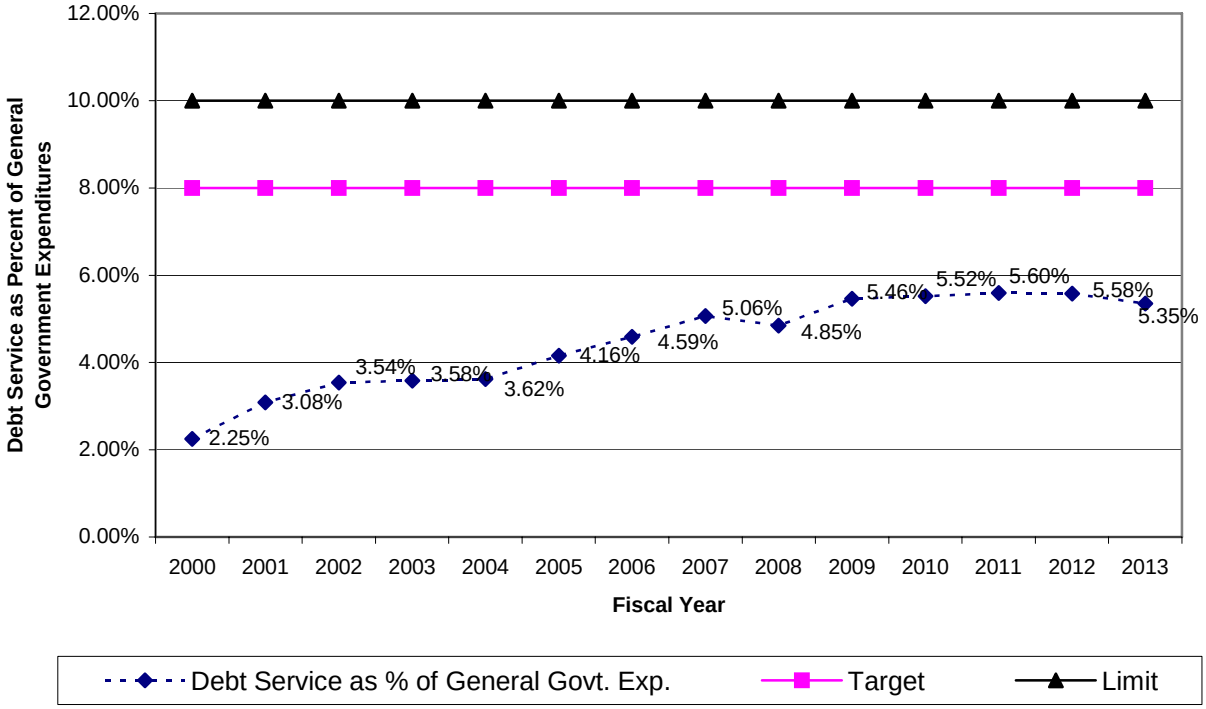


Figure 3: Approved CIP FY 2007-2012
Debt Service as Percent of General Government Expenditures



ESTIMATED OPERATING IMPACT OF CAPITAL IMPROVEMENT PROGRAM (CIP)

Capital projects often have an impact on the operating budget. This section identifies and quantifies significant financial impacts upon current and future operating budgets that are likely to result from significant non-routine capital expenditures.

The operating impact of capital projects includes both additional costs as well as savings or revenues. Examples of operating costs and savings could include additional or reduced personnel, maintenance, or utilities. For the New Police Facility, a significant savings of $2 million in annual facility lease costs will occur. These values are projected estimates based on the most current information available. As a result, these totals are subject to change in future years.

CIP PROJECT OPERATING COSTS	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	TOTAL
COMMUNITY DEVELOPMENT							
Downtown Transportation & Parking	$ 0	TBD	TBD	TBD	TBD	TBD	TBD
Lower King St Flood Mitigation*	$ 0	$ 0	TBD	TBD	TBD	TBD	TBD
Mt. Vernon Ave Improvements	$ 0	TBD	TBD	TBD	TBD	TBD	TBD
Route 1 Beautification	$ 0	TBD	TBD	TBD	TBD	TBD	TBD
RECREATION & PARKS							
Athletic Field Improvements	$ 70,000	$ 140,000	$ 410,000	$ 480,000	$ 480,000	$ 480,000	$ 2,060,000
Parkland Acquisition	$ 191,000	$ 657,000	$ 713,000	$ 719,000	$ 719,000	$ 719,000	$ 3,718,000
Windmill Hill Park	$ 0	$ 0	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 380,000
Bike Trails	$ 5,000	$ 15,000	$ 25,000	$ 35,000	$ 45,000	$ 55,000	$ 180,000
Chinquapin Recreation Center (GS)**	$ 0	$ 0	$ 0	TBD	TBD	TBD	TBD
Four Mile Run Park	$ 0	$ 0	$ 0	TBD	TBD	TBD	TBD
Charles Houston Recreation Center	$ 0	$ 0	$ 255,000	$ 255,000	$ 255,000	$ 255,000	$ 1,020,000
Patrick Henry Rec Center	$ 0	$ 0	$ 0	TBD	TBD	TBD	TBD
All-Sports Complex	$ 0	$ 0	$ 0	$ 140,000	$ 140,000	$ 140,000	$ 300,000
Warwick Pool	$ 0	$ 0	TBD	TBD	TBD	TBD	TBD
Irrigation Systems	$ 0	TBD	TBD	TBD	TBD	TBD	TBD
PUBLIC BUILDINGS							
EOC*	$ 0	$ 0	$ 0	$ 0	$ 0	TBD	TBD
405 Cameron Street Renovation*	TBD	TBD	TBD	TBD	TBD	TBD	TBD
New Fire Station (Potomac Yard)	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
New Fire Station (Eisenhower Valley)***	$ 0	$ 0	$ 0	$ 0	$ 3,500,000	$ 3,500,000	TBD
Pistol Range*	$ 0	$ 0	TBD	TBD	TBD	TBD	TBD
Animal Shelter Re-use*	TBD	TBD	TBD	TBD	TBD	TBD	TBD
New Police Facility**	$ 0	$ 0	$ 0	$ 0	TBD	TBD	TBD
Business Center Drive/Govt. Center	$ 0	TBD	TBD	TBD	TBD	TBD	TBD
Fire Station 203 (Cameron Mills Rd)*	$ 0	$ 0	TBD	TBD	TBD	TBD	TBD
Teen Center	$ 0	$ 0	$ 0	TBD	TBD	TBD	TBD
PUBLIC TRANSPORTATION & TRAFFIC CONTROL							
Bus Shelters	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 480,000
Bus Facility (DASH)	$ 0	$ 0	TBD	TBD	TBD	TBD	TBD
STORM SEWERS							
Oronoco Outfall	$ 0	$ 175,000	$ 175,000	$ 175,000	$ 175,000	$ 175,000	$ 875,000
TOTAL	$ 346,000	$ 1,067,000	$ 1,753,000	$ 1,979,000	$ 5,489,000	$ 5,499,000	$ 9,013,000

* Project has not yet reached design and/or construction phase, therefore operating costs are unknown at this time.
** Project has not yet reached design and/or construction phase, therefore operating costs are unknown at this time but will be significant with Police Facility operating costs fully offset by $1.69 million reduced lease costs.
*** This project has not yet reached the programming and/or construction phase. Therefore, exact operating costs are unknown at this time and will be refinedas the project nears completion.

PROJECT CLOSED IN THE PAST YEAR

The following projects, which were included in the Approved FY 2007 - FY 2012 CIP, have been deleted from the Proposed FY 2008 - FY 2013 CIP for the reasons noted below:

Project	Title
005-020	Impounding Office Renovations

The balance of monies for this project was allocated on September 23, 2003 and used the purchase and installation of a replacement fence on the north and east sides of the City's Vehicle Impound Lot on 5249 Eisenhower Avenue.

Project	Title
004-813	Jerome "Buddie" Ford Nature Center

The balance of monies for this project was allocated on June 24, 2003 for the renovation and expansion of the Jerome Buddie "Ford" Nature Center. This project was completed in Fall 2005. Any routine maintenance necessary for this facility will be funded out of the Recreation Facilities Renovations project.

Project	Title
111-119	Van Dorn Street Safety Improvements

The Van Dorn Street Safety Improvements project was completed in Fall 2005. As a result, the balance of unallocated monies for this project have been reprogrammed to the Street Reconstruction and Extensions project.

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City of Alexandria, Virginia

Community Profile

OVERVIEW

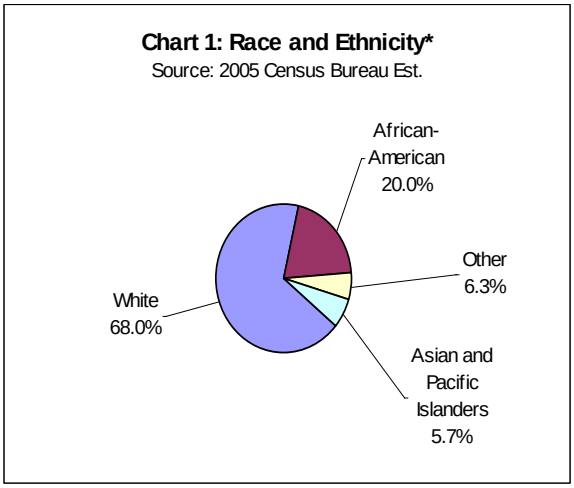
Alexandria is an independent City in Northern Virginia, just across the Potomac River from Washington, DC. Rich in history and diversity, Alexandria is nationally recognized as one of the best places to live and do business on the east coast.

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 Chart 1, Alexandria is home to a diverse population, which is expected to increase to 141,080 in FY 2008.

The per capita income is projected to be $71,949 for FY 2008. There are a total of 69,007 households, with an average size of 2.04 persons per unit.



*13.8% of Alexandrians are of Hispanic or Latino Ethnicity (of any race)

GOVERNANCE

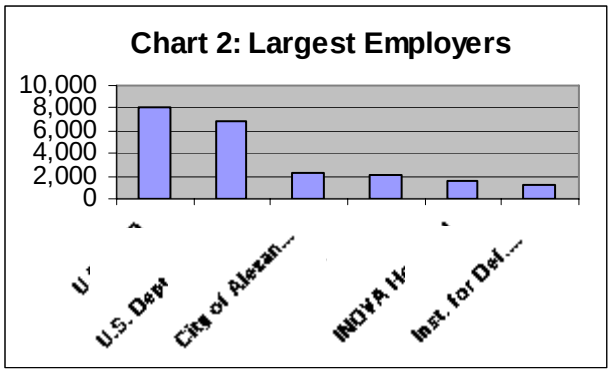
In 1921, the overwhelming majority of Alexandrians voted, by referendum, to implement the Council-Manager form of city government. As a result, legislative authority and responsibility are centralized in the elected City Council, while administrative authority resides with the City Manager.

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 operations 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 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 and Trademark Office (PTO), and a tourism industry that hosts nearly two million visitors a year. Chart 2 illustrates the City's largest employers.



Source: Comprehensive Annual Financial Report, July 2006

Alexandria's unemployment rate is 2.2 percent, while Virginia's rate is 3.2 percent and the national rate is 5.0 percent as of December 2006. There are approximately 94,000 persons employed in the City.

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 2006, the office space vacancy rate was 11.4 percent, while Northern Virginia's rate was 13.1 percent and the Washington, D.C. Metro Area's rate was 11.6 percent. Retail sales totaled $661,968,317 as of December 2006.

TOURISM

As the most visited destination in Northern Virginia, Alexandria enjoys about 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 22 hotels with 4,020 rooms within the City of Alexandria. For the 12 months ending in June 2006, the average occupancy rate was 81.4 percent. The average daily rate was $127.22.

HOUSING MARKET

In 2006, the residential real estate market slowed dramatically. In 2007, the average total residential assessed value in Alexandria is approximately $509,593, which represents a 2.9 percent decrease from 2006. The average assessed value for single-family homes is $660,866, a decrease of 1.3 percent from 2006. The average assessed value for condominiums is $341,008, a decrease of 6.4 percent from 2006.

Table 1: Median Assessed Value of Homes and Condominiums (2007)

Assessed Value	Units	Total Value	Median
Less than $100,000	31	$2,241,864	$78,200
$100,000-$249,999	4,697	$998,271,094	$216,300
$250,000-$499,999	18,989	$6,893,379,467	$353,700
$500,000-$749,999	10,029	$6,062,685,725	$594,400
$750,000-$999,999	3,764	$3,212,023,919	$845,400
$1,000,000-$1,999,999	1,667	$2,142,589,013	$1,206,500
$2,000,000 and over	230	$872,590,225	$2,423,600

Source: Department of Real Estate Assessments

(Table 1 illustrates the median assessed value of homes and condominiums in the City of Alexandria.)

The City of Alexandria has several affordable housing programs in order to assist low to moderate income individuals with home purchases. Initiatives include 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.

In addition, the City assists non-profit housing groups, as well as the City Housing Authority, by providing loans to preserve or expand multi-family rental housing. In the area of new development, the City often receives voluntary developer paid contributions of cash or units in order to provide new affordable rental or ownership units.

The number of housing units in Alexandria is 70,703, which includes 21,668 single-family units, 16,923 condominium units, and 32,112 rental apartments. According to the 2005 U.S. Census Bureau, approximately 43 percent of housing units are owned and 57 percent are rented.

RECREATION AND PARKS

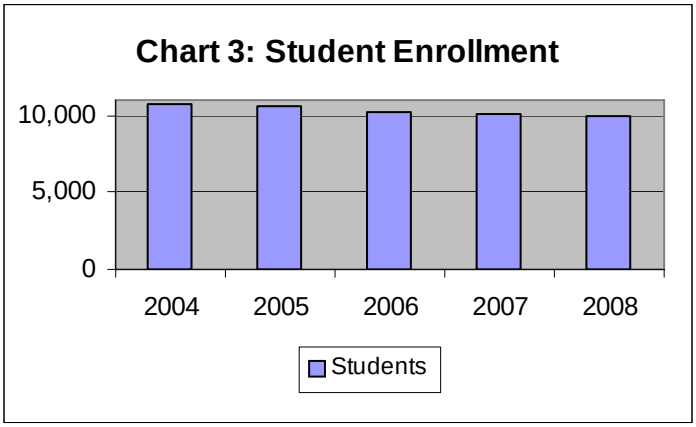
The City of Alexandria contains 964.6 acres of public parks and open space, resulting in a per capita total of about 7 acres per 1,000 residents.

There are 46 playground areas, 7 swimming pools, 16 gymnasiums, 25 outdoor basketball courts, 39 tennis courts, and 56 athletic fields.

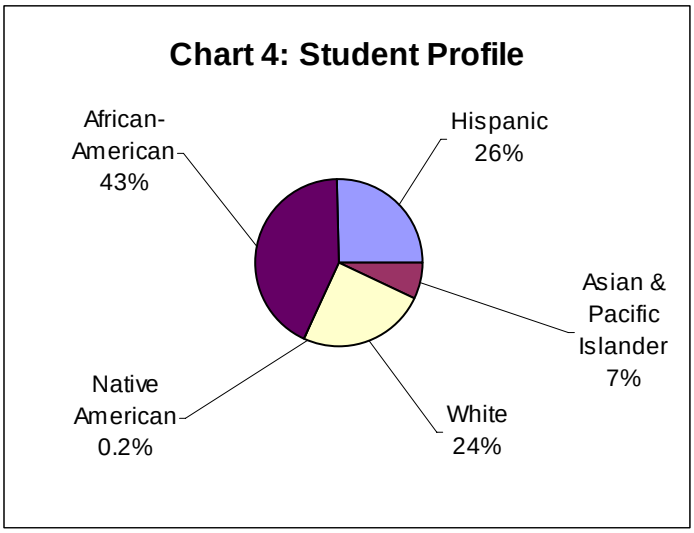
In recent years the City has adopted an Open Space Plan and has been actively purchasing property for new or expanded parks, as well as regaining open space as an element of new development projects.

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 expected for the 2007-2008 school year is 10,021, which represents a gradual decline in public school membership since 2004.



Source: Alexandria City Public Schools



*Percentages do not sum to the total due to rounding.
Source: Alexandria City Public Schools

(Chart 4 demonstrates the diversity in the student population in Alexandria City Public Schools.)

There are a number of institutions of higher education in Alexandria. These include: Northern Virginia Community College, Regent University, Virginia Tech, George Washington 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), one regional Metro bus system, the Fairfax County REX service and Metrorail subway service (4 stations and 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.

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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 within a program of an agency. Each activity has a goal statement, a separate budget and personnel allocation, as well as various output, efficiency and service quality measures.

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.

ADJUSTMENTS TO BASE: Adjustments to the budget that are deemed necessary to maintain current service levels or policies.

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 and 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.

CITY DEPARTMENTS – DEPARTMENT, PROGRAM, ACTIVITY: An entity with specific goals to fulfill. The City government is divided into Departments, Departments are divided into Programs and Activities. Programs and Activities may or may not be consistent with a Department's organizational structure.

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 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 2008 begins on July 2007, and ends on July 30, 2008.

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 EQUIVELENT (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 untie 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 replacement 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 transactions-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 Officers Association of the United States and Canada. The purpose of the GFOA is to enhance an promote the professional management of governments for the public benefit.

GIS: Geographic Information System.

GOALS: Within the City's Program and Performance Budget, each program and activity has a brief statement of its goal showing what is being done, for whom, and why. 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 Program and Performance Budget, indicators and measures are used to assess the level of achievement by the organization towards the program or activity goal. The family of indicators and measures includes inputs ($ and FTEs), 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 Manage 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 forty-five days of the fiscal year-end. Levies made prior to the fiscal year-end but which are not available are deferred. Interest income is recorded as earned. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. Expenditures, other than accrued interest on long-term debt, are recorded when the fund liability is incurred.

NON-PASS THROUGH MONIES: Monies from sources outside the City that are paid directly to an agency or vendor and are not reflected in the City's financial records.

NON-PERSONNEL SERVICES: Expenditures relating to the cost of purchasing specific goods or services required for the operation of City agencies and departments.

OBJECTIVES: See "GOALS"

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 the 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: A group of related activities within a department. Each program has a goal statement, a separate budget and personnel allocation, offsetting special revenues and a performance outcome measure.

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 that necessary to maintain current services or policies. Generally, such requests include those necessary to substitute City funds for declining federal or state revenues.

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.

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Legislative References

Relevant Budget Legislative References 13-2

Ordinance 4291 (BFAAC) 13-5

Resolution 2205 (Guidance for FY 2008 Budget Formulation) 13-8

Resolution 2211 (Target and Alternative Target For FY 2008 Budget Formulation) 13-12

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.

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.

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[1]The 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. 2205
Budget Resolution Regarding the Processes To Be Used to Plan for and
To Adopt Operating Budgets and Capital Improvement Programs

WHEREAS, the Alexandria City Council wishes to establish specific policies to guide upcoming budget deliberations to ensure responsible actions with current economic resources; and

WHEREAS, Resolutions No. 2088, 2150, and 2166 and previously adopted by City Council have now expired; and

WHEREAS, City 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, 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 increased residential real estate taxes; and

WHEREAS, the City Council is committed to continuing to perform fully its obligations, to continue to provide quality services and facilities for the residents and businesses of Alexandria; and

WHEREAS, the City Council is committed to assisting Alexandria City Public Schools in achieving its mission and being among the best in Northern Virginia; and

WHEREAS, the City Council is committed to maintaining competitive compensation for City and School employees; and

WHEREAS, the City Council committed to continuously improving City government effectiveness and efficiency; and

WHEREAS, the City Council is committed to maintaining its top AAA/Aaa credit ratings; and

WHEREAS, the City Council desires to achieve the vision and strategic goals and objectives outlined in the City Council's adopted Strategic Plan; and

WHEREAS, sufficient time for 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 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 procedures:

Section (a) The Timing of the Setting of Budget Targets by City Council and the City Manager's Budget Submission to City Council

(1) That the City Manager shall plan and prepare the proposed Operating Budget and proposed six-year 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 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 most recently approved Capital Improvement Program and estimates of the cost of an appropriate cost-of-living adjustment for City and School staff), (c) the outlook for additional requests for City operating needs in the upcoming fiscal year and future capital needs in the upcoming fiscal year and succeeding 5 fiscal years, (d) the outlook for Federal and State grants and 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 the upcoming fiscal year and capital needs through the upcoming fiscal year and the succeeding five years, (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 upcoming 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 upcoming Operating Budget and next Capital Improvement Program and that such a resolution would contain (a) a target for City General Fund expenditures (including any cost of a cost-of-living adjustment (COLA) for City staff and cash capital and debt service), and (b) a target for a budget transfer to the Alexandria City Public Schools (including the cost of any COLA for School staff).

(6) City Council shall establish for the City Manager and the Schools what preliminary percentage COLA should be included in the targets established in sections 5(a) and 5(b) above.

(7) That City Council plans to adopt such a budget resolution during the month of November.

(8) That the Board of the Alexandria City School Schools is requested to approve an Operating Budget and Capital Improvement Program by no later than January 31, prior to the upcoming fiscal year. Such budget, if it shall exceed the Council approved budget targets for the Operating Budget transfer and Capital Improvement Program given to the Alexandria City Public Schools, shall clearly identify what operating programs and activities and capital projects would be funded if additional funding were provided above that target.

(9) That the City Manager shall submit a proposed Operating Budget and Capital Improvement Program to the City Council no later than the first legislative meeting in February, 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, including a proposed real estate tax rate necessary for financing the target budget, as well as provide tax, fee and other revenue options necessary for financing the budget, as appropriate. The City Manager may recommend, and Council may adopt, a different percentage COLA in

his proposed budget than that established by City Council under section 6 above, but such a recommendation shall not change the targets established by sections 5 (a) and (b) above. The proposed Operating Budget shall include as a line item of expenditure (instead of as a designation of fund balances) the cost of any market-based salary adjustments proposed to maintain the City's ability to attract and retain any class or classes of employee.

(10) That City Council shall consider these recommendations and endeavor to enact an Operating Budget and Capital Improvement Program that balances the needs of the community with the community's ability to afford services to meet those needs.

Section (b) Proposed Budget for the City of Alexandria –

(1) For purposes of this resolution, the proposed budget of revenue rates and expenditure levels for the fiscal year shall be that proposed by the City Manager.

(2) For purposes of this resolution, the Office of Management and Budget shall provide revenue and/or expenditure projections for any motion or amendment that could affect the proposed budget specified in Section (b)(1).

Section (c) 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 (b) of this resolution, or would have the effect of reducing any specific revenues below the level contained in the proposed budget specified in Section (b) 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 (b) 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 (c)(2), 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.

(4) It shall not be in order for any member of the Alexandria City Council to initiate any amendment to the proposed budget of the City of Alexandria which would increase any specific budget outlay by more than $50,000, unless written public notice of the member's intent to offer such an amendment, and a general description of the proposed amendment, is given to the City Manager and City Clerk at least one week prior to the spring budget public hearing.

(a) The provisions of this paragraph may be waived if the proposed amendment is raised by a member of the public at the spring budget public hearing (but not an amendment raised at the separate public hearing on the effective real estate tax) and at least three members of the Alexandria

City Council formally request a budget memorandum from staff in regard to such proposed amendment within 3 days of the public hearing.

(b) The provisions of this paragraph also may be waived for good cause by an affirmative vote of five Council Members. As used in this paragraph, "good cause" shall include, but not be limited to, a change in the amount of state or federal funding included in the proposed budget.

Section (d) Adoption of Budget that exceeds target

The adoption of a budget that in total exceeds the targets established in accordance with Sections 5(a) and 5(b) (or the highest target if more than one target is established for each Section) shall require an affirmative vote of five Council Members.

Section (e) Expiration – The provisions of this resolution shall expire on June 30, 2009.

RESOLUTION NO. 2211

Budget Resolution Setting Targets for FY 2008 General Fund Operating Budget

WHEREAS, the City Council of Alexandria passed Resolution 2205 on October 10, 2006 that established the process to be used for formulating the budget during the term of this Council and requires that City Council set budget targets for the City Manager and the School Board for the FY 2008 budget;

WHEREAS, the City Council held a public hearing on the FY 2008 budget on October 24, 2006; and

WHEREAS, the City Manager and the Alexandria City Public Schools Superintendent have presented to City Council at its November 4, 2006 retreat their preliminary forecasts of revenues, expenditures and capital needs; and

WHERAS, the City 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 services to meet those needs; and

WHEREAS, the City Council is committed to continue performing fully its obligations to provide the core services expected of a municipal government and to continue to provide quality services and facilities for the residents and businesses of Alexandria; 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 increased residential real estate taxes; and

WHEREAS, the City Council is committed to assisting Alexandria City Public Schools in achieving its mission and being among the best in Northern Virginia; and

WHEREAS, the City Council is committed to maintaining a fair, reasonable and competitive compensation plan for City and School employees; and

WHEREAS, the City Council is committed to continuously improving City government effectiveness and efficiency, and expects the City Manager and City staff to focus on managing for results; and

WHEREAS, the City Council is committed to maintaining its top AAA/Aaa credit ratings; and

WHEREAS, sufficient time for 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 submit a proposed FY 2008 Operating Budget and Capital Improvement Program to the City Council no later than February 13, 2007, that does not exceed a target of $353.4 million for General Fund expenditures. The target includes the cost of whatever cost of living adjustment is to be provided to City employees. This target does not include the operating budget transfer to the Alexandria City Public Schools.

2. That the School Board of the Alexandria City Public Schools is requested to approve a FY 2008 Operating Budget and Capital Improvement Program by no later than January 31, 2007. Such budget

shall seek not to exceed a target of $155.5 million for the operating budget transfer provided to the Alexandria City Public Schools. This target includes the cost of whatever cost of living adjustment is to be provided to Schools employees. Such budget, if it shall exceed the Council approved budget target for the Operating Budget transfer, shall (as specified in section a (8) of Resolution 2205) clearly identify what operating programs and activities and capital projects would be funded if additional funding were provided above that target.

3. That the budget documents of both the City Manager and the School Board shall clearly describe what operating programs and activities and capital projects could be funded within the budget target and what operating programs and activities and capital projects and other policy options may exceed the target budget and, to the extent possible, what the impact would be on the performance of those programs (the results) that are proposed either for possible expansion or reduction.

4. That the City Manager and the School Board shall assume on a preliminary basis that a COLA of 0 % is included in the targets established in sections 1 and 2 above. The City Manager may recommend, and Council may adopt, a different percentage COLA than that assumed above, but such a recommendation shall not change the targets established by sections 1 and 2 above.

5. That the City Manager propose a real estate tax rate and other tax, fee and other revenue options necessary for financing the target budget, as appropriate.

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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 correspond 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 2006 Comprehensive Annual Financial Report, is repeated here:

City of Alexandria, Virginia
Computation of Legal Debt Margin
as of June 30, 2006

Assessed Value of Real property, January 1, 2006……	$32,906,720,000	
Debt Limit: 10 Percent of Assessed Value…….……		3,290,672,000
Amount of Debt Applicable to Debt Limit:		
General Obligation Bonds	$296,540,000	
Total General Obligation Debt……		(296,540,000)
LEGAL DEBT MARGIN……		$2,994,132,000

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.

LEGAL BASIS

The FY 2008 - FY 2013 Capital Improvement Program has been prepared pursuant to Section 6.14 of the Alexandria City Code, as amended, which states that the City Manager:

> "...shall submit to the Council a budget of the approved capital improvement projects for the ensuing fiscal year and for the five fiscal years thereafter, with his recommendations as to the means of financing the improvements approved for the ensuing fiscal year. The Council shall have power to accept with or without amendments or reject the approved program and approved means of financing the ensuing fiscal year but, except in the case of emergency as provided in subsection (d) of Section 2.02 of this Charter, the Council shall not authorize any capital improvement project or make any appropriation therefore unless such project is included in the capital budget as adopted by it."

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City of Alexandria Compensation Philosophy

The City of Alexandria's Compensation Philosophy was recommended by the Council Committee on the Watson Wyatt Report during the FY 1998 budget deliberations. The final Compensation Philosophy was adopted by City Council 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 City employee compensation. It is designed to reflect the important role that public employees play in the delivery of services and programs to this community; the fair and equitable treatment of all employees, regardless of race, gender, or disability; and adherence to EEO/AA goals. In addition, this philosophy 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.

- At least 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.

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City of Alexandria Compensation Philosophy

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 bi-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 four pay scales that include steps, one for general City employees, and one each for Police, Fire and Sheriff. 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.

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.

Pay Scale Progression

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 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.

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.

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General Salary Schedule

Effective July 1, 2007 - June 30, 2008

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	*****	*****	*****	*****	*****	26,680	27,613	28,580	29,580	30,615	31,320	32,040	32,777	33,531	34,302	35,091	1
2	*****	*****	*****	*****	26,932	27,875	28,850	29,860	30,905	31,987	32,722	33,475	34,245	35,033	35,838	36,663	2
3	*****	*****	*****	26,840	28,182	29,168	30,189	31,246	32,339	33,471	34,241	35,029	35,834	36,659	37,502	38,364	3
4	*****	*****	26,743	28,080	29,484	30,516	31,584	32,689	33,833	35,018	35,823	36,647	37,490	38,352	39,234	40,137	4
5	*****	26,642	27,974	29,373	30,842	31,921	33,038	34,195	35,391	36,630	37,473	38,334	39,216	40,118	41,041	41,985	5
6	26,536	27,862	29,255	30,718	32,254	33,383	34,551	35,761	37,012	38,308	39,189	40,090	41,012	41,956	42,921	43,908	6
7	27,771	29,159	30,617	32,148	33,756	34,937	36,160	37,426	38,735	40,091	41,013	41,957	42,922	43,909	44,919	45,952	7
8	29,067	30,520	32,046	33,648	35,331	36,567	37,847	39,172	40,543	41,962	42,927	43,914	44,924	45,957	47,014	48,096	8
9	30,524	32,050	33,653	35,335	37,102	38,401	39,745	41,136	42,576	44,066	45,079	46,116	47,177	48,262	49,372	50,507	9
10	31,860	33,453	35,126	36,882	38,726	40,082	41,485	42,937	44,439	45,995	47,053	48,135	49,242	50,375	51,533	52,718	10
11	33,365	35,033	36,784	38,624	40,555	41,974	43,443	44,964	46,538	48,166	49,274	50,408	51,567	52,753	53,966	55,207	11
12	34,937	36,684	38,518	40,444	42,466	43,952	45,491	47,083	48,731	50,436	51,597	52,783	53,997	55,239	56,510	57,809	12
13	36,589	38,418	40,339	42,356	44,474	46,031	47,642	49,309	51,035	52,821	54,036	55,279	56,550	57,851	59,181	60,543	13
14	38,436	40,358	42,376	44,495	46,720	48,355	50,047	51,799	53,612	55,488	56,764	58,070	59,406	60,772	62,170	63,600	14
15	40,353	42,370	44,489	46,713	49,049	50,766	52,542	54,381	56,285	58,255	59,594	60,965	62,367	63,802	65,269	66,770	15
16	42,374	44,493	46,717	49,053	51,506	53,309	55,174	57,105	59,104	61,173	62,580	64,019	65,492	66,998	68,539	70,115	16
17	44,490	46,714	49,050	51,503	54,078	55,971	57,930	59,957	62,056	64,227	65,705	67,216	68,762	70,343	71,961	73,616	17
18	46,718	49,054	51,507	54,082	56,786	58,774	60,831	62,960	65,163	67,444	68,995	70,582	72,206	73,866	75,565	77,303	18
19	49,050	51,502	54,077	56,781	59,620	61,707	63,866	66,102	68,415	70,810	72,438	74,105	75,809	77,553	79,336	81,161	19
20	51,499	54,074	56,778	59,617	62,598	64,789	67,056	69,403	71,832	74,346	76,056	77,806	79,595	81,426	83,299	85,214	20
21	54,075	56,778	59,617	62,598	65,728	68,029	70,410	72,874	75,425	78,064	79,860	81,697	83,576	85,498	87,464	89,476	21
22	56,774	59,613	62,594	65,723	69,009	71,425	73,925	76,512	79,190	81,962	83,847	85,775	87,748	89,766	91,831	93,943	22
23	59,614	62,595	65,725	69,011	72,462	74,998	77,623	80,339	83,151	86,062	88,041	90,066	92,137	94,257	96,424	98,642	23
24	62,592	65,722	69,008	72,458	76,081	78,744	81,500	84,352	87,305	90,360	92,439	94,565	96,740	98,965	101,241	103,569	24
25	65,715	69,001	72,451	76,073	79,877	82,673	85,566	88,561	91,661	94,869	97,051	99,283	101,566	103,902	106,292	108,737	25
26	69,003	72,453	76,076	79,880	83,874	86,809	89,847	92,992	96,247	99,616	101,907	104,251	106,648	109,101	111,611	114,178	26
27	72,254	75,867	79,660	83,643	87,825	90,899	94,080	97,373	100,781	104,309	106,708	109,162	111,673	114,241	116,869	119,557	27
28	75,867	79,660	83,643	87,825	92,216	95,444	98,784	102,242	105,820	109,524	112,043	114,620	117,256	119,953	122,712	125,534	28
29	79,663	83,646	87,828	92,220	96,831	100,220	103,727	107,358	111,115	115,004	117,650	120,355	123,124	125,955	128,852	131,816	29
30	83,642	87,824	92,215	96,826	101,667	105,225	108,908	112,720	116,665	120,748	123,526	126,367	129,273	132,246	135,288	138,400	30
31	87,818	92,209	96,819	101,660	106,743	110,479	114,346	118,348	122,490	126,777	129,693	132,676	135,728	138,849	142,043	145,310	31
32	92,209	96,819	101,660	106,743	112,080	116,003	120,063	124,266	128,615	133,116	136,178	139,310	142,514	145,792	149,145	152,576	32
33	96,819	101,660	106,743	112,080	117,684	121,803	126,066	130,479	135,046	139,772	142,987	146,276	149,640	153,082	156,603	160,204	33
34	101,660	106,743	112,080	117,684	123,569	127,894	132,370	137,003	141,798	146,761	150,136	153,589	157,122	160,736	164,433	168,215	34
35	106,743	112,080	117,684	123,569	129,747	134,288	138,988	143,853	148,888	154,099	157,643	161,269	164,978	168,773	172,654	176,625	35

Living Wage: City Council's Living Wage principles are applied to the General Salary scale for certain eligible positions . The Living Wage rate is adjusted annually and is now $12.66 per hour. The salary scale below notes the minimum salaries where the Living Wage rate has been established for eligible positions.

Police Salary Schedule

Effective July 1, 2007 - June 30, 2008

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
15	58,446	61,368	64,436	67,658	71,040	73,528	76,100	78,764	81,521	84,374	86,314	88,300	90,331	92,408	94,534	96,708	15
16	61,365	64,433	67,655	71,037	74,590	77,200	79,902	82,698	85,593	88,588	90,626	92,711	94,843	97,024	99,256	101,538	16
17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

Please note: The Salary Schedules that are published here are rounded to allow all the information to fit in the space available. For the non-rounded numbers, please refer to the City of Alexandria Classification and Pay Plans published annually by the Classification and Compensation Division the of the Personnel Services Department.

Sheriff Salary Schedule

Effective July 1, 2007 - June 30, 2008

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
15	58,446	61,368	64,436	67,658	71,040	73,528	76,100	78,764	81,521	84,374	86,314	88,300	90,331	92,408	94,534	96,708	15
16	61,365	64,433	67,655	71,037	74,590	77,200	79,902	82,698	85,593	88,588	90,626	92,711	94,843	97,024	99,256	101,538	16
17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

Please note: The Salary Schedules that are published here are rounded to allow all the information to fit in the space available. For the non-rounded numbers, please refer to the City of Alexandria Classification and Pay Plans published annually by the Classification and Compensation Division the of the Personnel Services Department.

Fire Salary Schedule

Effective July 1, 2007 - June 30, 2008

Step/ Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Step/ Grade
1	29,926	31,422	32,993	34,643	36,374	37,648	38,966	40,329	41,741	43,202	44,195	45,212	46,252	47,316	48,404	49,517	1
2	31,236	32,797	34,437	36,159	37,967	39,295	40,671	42,095	43,568	45,093	46,130	47,191	48,277	49,387	50,522	51,685	2
3	32,710	34,346	36,063	37,866	39,760	41,151	42,592	44,082	45,626	47,222	48,308	49,419	50,556	51,718	52,908	54,125	3
4	34,252	35,965	37,763	39,651	41,634	43,090	44,599	46,160	47,775	49,448	50,585	51,749	52,938	54,156	55,402	56,676	4
5	35,871	37,665	39,548	41,525	43,602	45,128	46,708	48,343	50,034	51,785	52,976	54,195	55,441	56,717	58,021	59,355	5
6	37,683	39,567	41,545	43,622	45,804	47,407	49,066	50,783	52,561	54,400	55,651	56,931	58,241	59,580	60,951	62,353	6
7	39,561	41,540	43,616	45,797	48,087	49,770	51,512	53,315	55,181	57,112	58,426	59,769	61,144	62,550	63,990	65,461	7
8	41,543	43,620	45,801	48,092	50,496	52,263	54,093	55,986	57,945	59,973	61,352	62,764	64,207	65,684	67,195	68,740	8
9	43,617	45,798	48,089	50,493	53,018	54,873	56,794	58,781	60,839	62,968	64,416	65,898	67,414	68,964	70,550	72,173	9
10	45,802	48,092	50,496	53,022	55,672	57,621	59,638	61,725	63,886	66,122	67,643	69,198	70,790	72,418	74,084	75,787	10
11	48,088	50,492	53,017	55,668	58,451	60,497	62,614	64,805	67,074	69,421	71,018	72,651	74,322	76,031	77,780	79,570	11
12	50,489	53,014	55,665	58,448	61,370	63,518	65,741	68,042	70,424	72,889	74,565	76,280	78,034	79,829	81,665	83,544	12
13	53,015	55,665	58,448	61,371	64,439	66,694	69,029	71,445	73,946	76,534	78,294	80,095	81,937	83,821	85,749	87,722	13
14	55,661	58,444	61,366	64,434	67,656	70,024	72,475	75,012	77,637	80,354	82,203	84,093	86,027	88,006	90,030	92,101	14
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17	64,426	67,648	71,030	74,581	78,310	81,052	83,888	86,824	89,863	93,008	95,148	97,336	99,575	101,866	104,208	106,605	17
18	67,650	71,033	74,584	78,314	82,229	85,107	88,085	91,168	94,360	97,662	99,908	102,206	104,558	106,962	109,422	111,939	18
19	70,837	74,379	78,098	82,003	86,103	89,117	92,236	95,464	98,805	102,263	104,615	107,022	109,483	112,001	114,577	117,212	19
20	74,379	78,098	82,003	86,103	90,408	93,572	96,847	100,237	103,745	107,376	109,846	112,372	114,957	117,601	120,306	123,073	20
21	78,101	82,006	86,106	90,411	94,932	98,255	101,694	105,253	108,937	112,749	115,343	117,996	120,709	123,486	126,326	129,231	21
22	82,002	86,102	90,407	94,927	99,673	103,162	106,773	110,510	114,378	118,381	121,104	123,889	126,738	129,653	132,635	135,686	22

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General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
PAY PLAN: Administatively Determined	
Admin. Aide/City Council	Administrative, Clerical and Office Services
Assistant Court Administrator	Legal, Paralegal and Kindred
City Attorney	Legal, Paralegal and Kindred
City Clerk and Clerk of Council	Administrative, Clerical and Office Services
City Manager	Policy Determining
Clerk of the Circuit Court	Legal, Paralegal and Kindred
Commonwealth's Attorney	Legal, Paralegal and Kindred
Council Member	Policy Determining
Court Administrator	Legal, Paralegal and Kindred
Deputy City Clerk	Administrative, Clerical and Office Services
Deputy Court Administrator	Legal, Paralegal and Kindred
Director/Public Health	Medical, Dental, Hospital and Public Health
Intern	Miscellaneous Occupations
Mayor	Policy Determining
Special City Architect	Engineering and Architecture
Vice Mayor	Policy Determining
Workshop Participant	Miscellaneous Occupations
GRADE : 01	SALARY: $26,680 to $35,091
Clinical Psychologist Trainee	Social Science and Welfare
GRADE : 02	SALARY: $26,932 to $36,663
Clerk I	Administrative, Clerical and Office Services
Custodian	Equipment, Facilities and Services
Laborer I	Equipment, Facilities and Services
Library Page	Library and Archives
Locker Room Attendant	Equipment, Facilities and Services
Messenger	Administrative, Clerical and Office Services
GRADE : 03	SALARY: $26,840 to $38,364
Assistant Registrar I	Miscellaneous Occupations
Delivery Clerk	Administrative, Clerical and Office Services
Driver	Equipment, Facilities and Services
Library Aide	Library and Archives
Refuse Collector	Equipment, Facilities and Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 04	SALARY: $26,743 to $40,137
Apprentice Tree Trimmer	Equipment, Facilities and Services
Clerk II	Administrative, Clerical and Office Services
Clerk Typist I	Administrative, Clerical and Office Services
Food Services Worker	Equipment, Facilities and Services
Motor Vehicle Operator	Equipment, Facilities and Services
Receptionist/Telephone Operator	Administrative, Clerical and Office Services
Records Center Clerk	Administrative, Clerical and Office Services
Traffic Services Worker I	Equipment, Facilities and Services
GRADE : 05	SALARY: $26,642 to $41,985
Account Clerk I	Accounting, Budget and Finance
Assistant Registrar II	Miscellaneous Occupations
Automotive Parts Driver	Equipment, Facilities and Services
Data Entry Operator I	Automatic Data Processing
Laborer II	Equipment, Facilities, and Services
Mail Distribution/Duplication Clerk	Administrative, Clerical and Office Services
Program Aide I	Social Science and Welfare
Recreation Leader I	Recreation
School Crossing Guard	Public Safety and Education
Security Monitor	Public Safety and Education
GRADE : 06	SALARY: $26,536 to $43,908
Clerk Typist II	Administrative, Clerical and Office Services
Cook	Equipment, Facilities and Services
Data Entry Operator II	Automatic Data Processing
Medical Records Assistant	Administrative, Clerical and Office Services
Personnel Clerk I	Personnel Management and Employee Relations
Property Clerk	Public Safety and Enforcement
Rod and Chain Operator	Engineering and Architecture

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 07	SALARY: $27,771 to $45,952
Account Clerk II	Accounting, Budget and Finance
Assistant Food Services Specialist	Equipment, Facilities and Services
Automotive Services Worker	Equipment, Facilities and Services
Automotive Parts Specialist	Equipment, Facilities and Services
Bus Driver	Equipment, Facilities and Services
Case Aide	Social Science and Welfare
Clerk Typist III	Administrative, Clerical and Office Services
Equipment Operator I	Equipment, Facilities and Services
Library Assistant I	Library and Archives
Museum Aide I	Information and Arts
Pharmacy Assistant	Medical, Dental, Hospital and Public Health
Program Aide II	Social Science and Welfare
Records Clerk	Administrative, Clerical and Office Services
Supply Clerk	Procurement & Supply
Traffic Services Worker II	Equipment, Facilities and Services
GRADE : 08	SALARY: $29,067 to $48,096
Building Services Assistant	Engineering and Architecture
Client Intake Services Worker	Administrative, Clerical and Office Services
Computer Operator I	Automatic Data Processing
Horticultural Assistant	Biological Sciences
Library Assistant II	Library and Archives
Maintenance Worker	Equipment, Facilities and Services
Personnel Clerk II	Personnel Management and Employee Relations
Parking Enforcement Officer I	Public Safety and Enforcement
Recreation Leader II	Recreation
Residential Detox Counselor I	Social Science and Welfare
Secretary I	Administrative, Clerical & Office Services
X-ray Technician	Medical, Dental, Hospital and Public Health
Youth Advisor	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 09	SALARY: $30,524 to $50,507
Assistant Impounding Officer I	Public Safety and Enforcement
Assistant Registrar III	Miscellaneous Occupations
Communication Clerk/T&ES	Administrative, Clerical and Office Services
Coordinator/Fleet Maintenance	Equipment, Facilities and Services
Equipment Operator II	Equipment, Facilities and Services
Lab Aide	Medical, Dental, Hospital & Public Health
Laborer III	Equipment, Facilities and Services
Mental Health/Mental Retardation Tech I	Social Science and Welfare
Museum Aide II	Information and Arts
Museum Technician	Information and Arts
Planning Assistant I	Planning and Urban Development
Police Services Clerk	Public Safety and Enforcement
Public Health Nurse Aide	Medical, Dental, Hospital & Pubic Health
Sign Fabricator	Equipment, Facilities and Services
Supervisory Custodian	Equipment, Facilities and Services
GRADE : 10	SALARY: $31,860 to $52,718
Account Clerk III	Accounting, Budget and Finance
Computer Operator II	Automatic Data Processing
Dental Assistant	Medical, Dental, Hospital & Public Health
Equipment Maintenance Specialist	Equipment, Facilities and Services
Horticultural Specialist I	Biological Sciences
Legal Secretary I	Administrative, Clerical and Office Services
Library Assistant III	Library and Archives
Licensed Practical Nurse	Medical, Dental, Hospital and Public Health
Medical Records Technician	Administrative, Clerical and Office Services
Offset Press Operator I	Equipment, Facilities and Services
Parking Enforcement Officer II	Public Safety and Enforcement
Recreation Leader III	Recreation
Sanitation Inspector	Public Safety and Enforcement
Secretary II	Administrative, Clerical and Office Services
Supervisory Bus Driver	Equipment, Facilities and Services
Supervisor/Shelter	Social Science and Welfare
Traffic Services Worker III	Equipment, Facilities and Services
Transit Services Assistant	Transportation and Environmental Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 11	SALARY: $33,365 to $55,207
Administrative Technician	Administrative, Clerical and Office Services
Assistant Dockmaster	Business and Industry
Assistant Impounding Officer II	Public Safety and Enforcement
Carpenter	Equipment, Facilities and Services
Coordinator/Building Services I	Equipment, Facilities and Services
Crime Prevention Technician	Public Safety and Enforcement
Eligibility Worker I	Social Science and Welfare
Engineering Aide I	Engineering and Architecture
Executive Secretary	Administrative, Clerical and Office Services
Fire Training Assistant	Personnel Management and Employee Relations
Heavy Equipment Operator	Equipment, Facilities and Services
Library Associate I	Library and Archives
Management Information Clerk	Automatic Data Processing
Mental Health/Mental Retardation Tech II	Social Science and Welfare
Personnel Assistant	Personnel Management and Employee Relations
Pharmacy Technician	Medical, Dental, Hospital and Public Health
Planning Assistant II	Planning and Urban Development
Parking Enforcement Officer III	Public Safety and Enforcement
Purchasing Technician	Procurement and Supply
Residential Counselor	Social Science and Welfare
Residential Detox Counselor II	Social Science and Welfare
Revenue Collection Specialist I	Business and Industry
Tree Trimmer	Equipment, Facilities and Services
GRADE : 12	SALARY: $34,937 to $57,809
Account Clerk IV	Accounting, Budget and Finance
Apprentice Mechanic	Equipment, Facilities and Services
Computer Operator III	Automatic Data Processing
Community Services Specialist I	Social Science and Welfare
Coordinator/Building Services II	Equipment, Facilities and Services
Emergency Communications Technician	Public Safety and Enforcement
ITS Scheduler/Operations Librarian	Automatic Data Processing
Offset Press Operator II	Equipment, Facilities and Services
Park Facilities Specialist	Equipment, Facilities and Services
Planning Technician	Planning and Urban Development

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 12	SALARY: $34,937 to $57,809
Police Driving Instructor	Public Safety and Enforcement
Rehabilitation Vocational Counselor I	Social Science and Welfare
Secretary III	Administrative, Clerical and Office Services
Special Police Officer	Public Safety and Enforcement
Supervisory Account Clerk	Accounting, Budget and Finance
Supervisory/School Crossing Guard	Public Safety and Enforcement
Therapeutic Recreation Leader	Medical, Dental, Hospital and Public Health
Traffic Signal Repair Technician	Equipment, Facilities and Services
GRADE : 13	SALARY: $36,589 to $60,543
Administrative Assistant	Administrative Clerical and Office Services
Assessment Records Specialist	Business and Industry
Building Systems Technician	Equipment, Facilities and Services
Caseworker	Social Science and Welfare
Code Enforcement Inspector I	Engineering and Architecture
Coordinator/Family Advocacy Project	Social Science and Welfare
Coordinator/Public Works Services	Equipment, Facilities and Services
Curator I	Information and Arts
Eligibility Worker II	Social Science and Welfare
Employment and Training Specialist	Social Science and Welfare
Engineering Aide II	Engineering and Architecture
Epidemiology Program Representative	Medical, Dental, Hospital and Public Health
Facilities Maintenance Specialist	Equipment, Facilities and Services
Food Services Specialist	Equipment, Facilities and Services
Impounding Officer	Public Safety and Enforcement
Legal Secretary II	Administrative Clerical and Office Services
Library Associate II	Library and Archives
Personnel Technician	Personnel Management and Employee Relations
Real Estate Appraiser I	Business and Industry
Recreation Leader IV	Recreation
Relocation Advisor I	Housing
Revenue Collection Specialist II	Business and Industry
Sewer Inspector (TV)	Equipment, Facilities and Services
Supervisory Administrative Technician	Administrative, Clerical and Office Services
Supervisory/Battered Women Shelter	Social Science and Welfare
Supervisor/Labor	Equipment, Facilities and Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 13	SALARY: $36,589 to $60,543
Supervisory/Parking Enforcement Officer	Public Safety and Enforcement
Supervisor/Records	Administrative, Clerical and Office Services
Supervisor/Recreation Leader I	Recreation
Surveillance Officer	Engineering and Architecture
Survey Instrument Operator	Engineering and Architecture
Traffic Survey Technician	Transportation and Environmental Services
Victim-Witness Specialist I	Legal, Paralegal and Kindred
Workplace Safety Specialist	Business and Industry
GRADE : 14	SALARY: $38,436 to $63,600
Accounting Technician	Accounting, Budget and Finance
Assistant Superintendent/Solid Waste	Equipment, Facilities and Services
Automotive Mechanic	Equipment, Facilities and Services
Automotive Services Advisor	Equipment, Facilities and Services
Code Enforcement Inspector II	Engineering and Architecture
Coordinator/Building Services III	Equipment, Facilities and Services
Customer Support Engineer I	Automatic Data Processing
Emergency Mgmt Outreach Specialist	Public Safety and Enforcement
Fleet Services Technician I	Equipment, Facilities and Services
Horticultural Specialist II	Biological Sciences
Law Clerk	Legal, Paralegal and Kindred
Law Clerk I	Legal, Paralegal and Kindred
Museum Education Specialist	Information and Arts
Outreach/Prevention Specialist	Social Science and Welfare
Senior Eligibility Worker	Social Science and Welfare
Senior Planning Technician	Planning and Urban Development
Senior Residential Counselor	Social Science and Welfare
Supervisory Cartographer	Planning and Urban Development
Supervisor Detox Center	Social Science and Welfare
Supervisor/Equipment Maintenance	Equipment, Facilities and Services
Supervisor/Facilities Maintenance	Equipment, Facilities and Services
Supervisor/Mail Distribution/Duplication	Administrative, Clerical and Office Services
Supervisor/Maintenance Project	Equipment, Facilities and Services
Supervisory Secretary III	Administrative, Clerical and Office Services
Therapist I	Social Science and Welfare
Traffic Signal Repair Technician	Equipment, Facilities and Services
Traffic Operations Technician	Transportation and Environmental Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 14	SALARY: $38,436 to $63,600
Victim-Witness Specialist II	Legal, Paralegal and Kindred
Volunteer Developer	Social Science and Welfare
Zoning Inspector	Planning and Urban Development
GRADE : 15	SALARY: $40,353 to $66,770
Accountant I	Accounting, Budget and Finance
Administrative Assistant/Mayor	Administrative, Clerical and Office Services
Administrative Officer I	Administrative, Clerical and Office Services
Assistant Director/ADHCC	Social Science and Welfare
Asst Superintendent/Construction & Maint	Equipment, Facilities and Services
Assistant Superintendent/Transportation	Transportation and Environmental Services
Buyer I	Procurement and Supply
Community Services Specialist II	Social Science and Welfare
Consumer & Citizens' Affairs Investigator	Business and Industry
Contract Administrator	Procurement and Supply
Contract Procurement Specialist	Business and Industry
Coordinator/Employment Services	Social Science and Welfare
Coordinator/Youth Services	Public Safety and Enforcement
Educational Assistant	Social Science and Welfare
Eligibility Fraud Investigator	Social Science and Welfare
Fire Inspector I	Engineering and Architecture
Fiscal Analyst	Accounting, Budget and Finance
Hack Inspector	Public Safety and Enforcement
Human Rights Investigator	Legal, Paralegal and Kindred
Landscape Architect	Engineering and Architecture
Librarian I	Library and Archives
Landlord/Tenant Investigator	Housing
Nutritionist	Medical, Dental, Hospital and Public Health
Police Personnel Recruiter	Personnel Management and Employee Relations
Police Range Officer	Public Safety and Enforcement
Polygraph Examiner	Public Safety and Enforcement
Public Information Specialist	Information and Arts
Recycling Program Specialist	Transportation and Environmental Services
Research Historian	Library and Archives
Safety Officer	Business and Industry
Supervisory Administrative Assistant	Administrative, Clerical and Office Services
Supervisory Emergency Comm Tech	Public Safety and Enforcement

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 15	SALARY: $40,353 to $66,770
Telecommunications Specialist	Equipment Facilities, and Services
T&ES Inspector I	Engineering and Architecture
Traffic Computer Specialist	Automatic Data Processing
Urban Planner I	Planning and Urban Development
Vocational Services Specialist	Social Science and Welfare
Youth Services Program Specialist	Social Science and Welfare
GRADE : 16	SALARY: $42,374 to $70,115
Assistant Superintendent/Parks & Facilities	Equipment, Facilities and Services
Assistant Superintendent/Tree Maint	Equipment, Facilities and Services
Automotive Parts Manager	Equipment, Facilities and Services
Behavior Management Specialist	Social Science and Welfare
Coordinator/Employee Development Prgm	Personnel Management & Employee Relation
Coordinator/Pool Site	Recreation
Customer Supporter Engineer II	Automatic Data Processing
Deputy Registrar	Miscellaneous Occupations
Fleet Services Specialist	Equipment, Facilities and Services
Fleet Services Technician II	Equipment, Facilities and Services
Health & Community Education Specialist	Information and Arts
Infant Development Specialist	Social Science and Welfare
Latent Print Examiner	Public Safety and Enforcement
Lease Management Assistant	Business and Industry
Management Analyst I	Administrative, Clerical & Office Services
Park Manager	Equipment, Facilities and Services
Personnel Analyst I	Personnel Management and Employee Relations
Public Health Nurse I	Medical, Dental, Hospital and Public Health
Registered Nurse	Medical, Dental, Hospital and Public Health
Rehabilitation Vocational Counselor II	Social Science and Welfare
Revenue Collection Specialist III	Business and Industry
Sanitarian I	Medical, Dental, Hospital and Public Health
Supervisor/Therapeutic Rec Leader I	Medical, Dental, Hospital and Public Health
Supervisor/Traffic Signal Repair	Equipment, Facilities and Services
Survey Party Chief	Engineering and Architecture
T&ES Inspector II	Engineering and Architecture
Therapeutic Recreation Specialist	Medical, Dental, Hospital and Public Health
Therapist II	Social Science and Welfare
Transit Specialist	Transportation and Environmental Services

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 17	SALARY: $44,490 to $73,616
Arborist	Biological Sciences
Audiologist	Medical, Dental, Hospital and Public Health
Civil Engineer I	Engineering and Architecture
Code Enforcement Inspector III	Engineering and Architecture
Coordinator/Jury	Legal, Paralegal and Kindred
Coordinator/Volunteer Services	Social Science and Welfare
Curator II	Information and Arts
Dockmaster	Business and Industry
Fire Inspector II	Engineering and Architecture
Fire Protection System Specialist	Engineering and Architecture
Inmate Classification Counselor	Public Safety and Enforcement
Internal Auditor I	Accounting, Budget and Finance
Law Clerk II	Legal, Paralegal and Kindred
Librarian II	Library and Archives
Maintenance and Renovation Specialist	Engineering and Architecture
Master Electrician	Equipment, Facilities and Services
Medical Laboratory Technician	Medical, Dental, Hospital and Public Health
Naturalist I	Biological Sciences
Police Personnel Specialist	Personnel Management and Employee Relations
Real Estate Appraiser II	Business and Industry
Relocation Advisor II	Housing
Revenue Collection Specialist IV	Business and Industry
Social Worker I	Social Science and Welfare
Supervisory Administrative Officer I	Administrative, Clerical and Office Services
Supervisor/Employment and Training	Social Science and Welfare
Supervisor/Horticulture	Biological Sciences
Supervisory Nutritionist	Medical, Dental, Hospital and Public Health
Supervisor/Recreation Leader II	Recreation
Supervisor/Technical	Equipment, Facilities and Services
Superintendent/Refuse Collection	Equipment, Facilities and Services
Superintendent/Refuse Disp & St Cleaning	Equipment, Facilities and Services
GRADE : 18	SALARY: $46,718 to $77,303
Assistant Vocational Services Manager	Social Science and Welfare
Buyer II	Procurement and Supply
Computer Programmer	Automatic Data Processing
Computer Systems Analyst I	Automatic Data Processing

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 18	SALARY: $46,718 to $77,303
Construction Field Representative	Engineering and Architecture
Coordinator/ASAP	Legal, Paralegal and Kindred
Coordinator I/Community Svc Programs	Social Science and Welfare
Coordinator I /Rehabilitation Loan	Housing
Coordinator/Special Services	Recreation
Customer Support Engineer III	Automatic Date Processing
Law Librarian	Library and Archives
Network Engineer I	Automatic Data Processing
Pharmacist I	Medical, Dental, Hospital and Public Health
Plans Examiner	Engineering and Architecture
Senior Contract Administrator	Procurement and Supply
Supervisor/Fleet Services	Equipment, Facilities and Services
Supervisory Graphic Artist	Information and Arts
Supervisor/Personal Property Tax	Business and Industry
T&ES Inspector III	Engineering and Architecture
Transportation Information Specialist	Transportation and Environmental Services
GRADE : 19	SALARY: $49,050 to $81,161
Accountant II	Accounting, Budget and Finance
Budget/Management Analyst I	Accounting, Budget and Finance
Communications Officer	Information and Arts
Computer Programmer/Analyst I	Automatic Data Processing
Computer Systems Analyst II	Automatic Data Processing
Coordinator/Assisted Residential Services	Social Science and Welfare
Coordinator/Fire Emergency Comm	Public Safety and Enforcement
Coordinator/Housing Program	Housing
Coordinator/Vocational & Pre-vocational Svc's	Social Science and Welfare
Epidemiologist	Medical, Dental, Hospital and Public Health
Fiscal Officer I	Accounting, Budget and Finance
Housing Analyst	Housing
Land Survey Analyst	Engineering and Architecture
Librarian III	Library and Archives
Personnel Analyst II	Personnel Management and Employee Relations
Program Analyst	Administrative, Clerical and Office Services
Probation Officer	Public Safety and Enforcement
Public Health Nurse II	Medical, Dental, Hospital and Public Health

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 19	SALARY: $49,050 to $81,161
Public Safety Information Officer	Information and Arts
Quality Assurance Specialist	Social Science and Welfare
Real Estate Officer	Housing
Records Administrator/Archivist	Administrative, Clerical and Office Services
Records Manager	Administrative, Clerical and Office Services
Retirement Specialist	Personnel Management and Employee Relations
Revenue Collection Specialist V	Business and Industry
Sanitarian II	Medical, Dental, Hospital and Public Health
Supervisor Alex Community Corrections Prgm's	Public Safety and Enforcement
Supervisor/Code Enforcement Field	Information and Arts
Supervisor/Community Affairs	Information and Arts
Supervisor/Eligibility	Social Science and Welfare
Supervisor/Recreation Leader III	Recreation
Supervisory Registered Nurse	Medical, Dental, Hospital and Public Health
Superintendent/Construction and Maintenance	Equipment, Facilities and Services
Superintendent/Parks & Facilities Maintenance	Equipment, Facilities and Services
Superintendent/Transportation	Transportation and Environmental Services
Urban Planner II	Planning and Urban Development
GRADE : 20	SALARY: $51,499 to $85,214
Administrative Officer II	Administrative, Clerical and Office Services
Archaeologist	Information and Arts
City Arborist	Biological Sciences
Civil Engineer II	Engineering and Architecture
Computer Systems Analyst III	Automatic Data Processing
Coordinator/Community and Family Advocacy	Social Science and Welfare
Coordinator/Emergency Planning	Public Safety and Enforcement
Coordinator/Grants	Accounting, Budget and Finance
Coordinator/Information Technology Services	Automatic Data Processing
Program Coordinator	Social Science and Welfare
Coordinator II /Rehabilitation Loan	Housing
Coordinator/Site Plan/Administrative Assistant	Planning and Urban Development
Coordinator/Telecommunications	Equipment, Facilities, and Services
Coordinator/Victim-Witness Assistance	Legal, Paralegal and Kindred
Director/Adult Day Services Center	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 20	SALARY: $51,499 to $85,214
Early Childhood Dvlpmnt Training Specialist	Social Science and Welfare
Emergency Management Planner	Public Safety and Enforcement
Emergency Mgmt/Citizen Corporation Liaison	Public Safety and Enforcement
Fiscal Officer II	Accounting, Budget and Finance
Inmate Records/Classification Manager	Public Safety and Enforcement
Librarian IV	Library and Archives
Naturalist II	Biological Sciences
Network Engineer II	Automatic Data Processing
Nurse Practitioner	Medical, Dental, Hospital and Public Health
Personnel Analyst III	Personnel Management and Employee Relations
Psychiatric Nurse	Medical, Dental, Hospital and Public Health
Public Health Nurse III	Medical, Dental, Hospital and Public Health
Social Worker II	Social Science and Welfare
Space Planner	Planning and Urban Development
Senior Probation Officer	Public Safety and Enforcement
Senior Real Estate Appraiser	Business and Industry
Supervisory Admin Assistant to Counsel	Administrative, Clerical and Office Services
Supervisor/Electronic Publishing Office	Automatic Data Processing
Supervisor/Business and Professional License	Business and Industry
Supervisor/Fire Personnel	Personnel Management and Employee Relations
Supervisor/Identification	Public Safety and Enforcement
Supervisor/Police Personnel and Training	Personnel Management and Employee Relations
Supervisor/Recreation Leader IV	Recreation
Supervisor/Revenue	Business and Industry
Supervisor/Tax Services & Enforcement	Business and Industry
Supervisor/Therapeutic Recreation Leader II	Medical, Dental, Hospital and Public Health
Systems Programmer Specialist	Automatic Data Processing
Transportation Planner	Transportation and Environmental Services
GRADE : 21	SALARY: $54,075 to $89,476
Air Pollution Control Specialist	Transportation and Environmental Services
Architect	Engineering and Architecture
Assistant City Attorney I	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney I	Legal, Paralegal and Kindred

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 21	SALARY: $54,075 to $89,476
Budget/Management Analyst II	Accounting, Budget and Finance
Buyer III	Procurement and Supply
Circuit Court Law Clerk	Legal, Paralegal and Kindred
Code Enforcement Engineer I	Engineering and Architecture
Computer Programmer/Analyst II	Automatic Data Processing
Coordinator II/Community Services Program	Social Science and Welfare
Coordinator/Residential Services	Social Science and Welfare
Coordinator/Transportation	Transportation and Environmental Services
Director/Museum	Information and Arts
Division Chief/Communications	Equipment, Facilities and Services
Elections Administrator	Policy Determining
Librarian V	Library and Archives
Mechanical Engineer	Engineering and Architecture
Pharmacist II	Medical, Dental, Hospital and Public Health
Registrar	Policy Determining
Supervisor/Business Tax Audit	Business and Industry
Supervisor/Crime Analysis	Automatic Data Processing
Supervisor/Financial Reporting	Accounting, Budget and Finance
Supervisor/Fire Maintenance	Public Safety and Enforcement
Supervisor/Public Health Nurse	Medical, Dental, Hospital and Public Health
Supervisor/Recreation Leader V	Recreation
Supervisory/Sanitarian	Medical, Dental, Hospital and Public Health
Supervisor/Treasury	Accounting, Budget and Finance
Therapist III	Social Science and Welfare
Urban Designer	Planning and Urban Development
Urban Planner III	Planning and Urban Development
Water Quality Comp Specialist	Transportation and Environmental Services
GRADE : 22	SALARY: $56,774 to $93,943
Chief of Surveys	Engineering and Architecture
City Archaeologist	Information and Arts
Civil Engineer III	Engineering and Architecture
Code Enforcement Engineer II	Engineering and Architecture
Computer Systems Analyst IV	Automatic Data Processing

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 22	SALARY: $56,774 to $93,943
Consumer Affairs Administrator	Business and Industry
Coordinator/Domestic Violence Program	Social Science and Welfare
Coordinator/Long-Term Care Services	Social Science and Welfare
Director/Alternative Programs	Public Safety and Enforcement
Director/Residential Programs	Social Science and Welfare
Division Chief/ITS Customer Services	Automatic Data Processing
Gang Prevention & Intervention Liaison	Social Science and Welfare
Human Services Program Administrator	Social Science and Welfare
Internal Auditor II	Accounting, Budget and Finance
Lotus Notes Support Engineer	Automatic Data Processing
Network Engineer III	Automatic Data Processing
Risk Manager	Business and Industry
Senior Circuit Court Law Clerk	Legal, Paralegal and Kindred
Supervisory Administrative Officer II	Administrative, Clerical and Office Services
Supervisor/Court Services	Legal, Paralegal and Kindred
Supervisor/Laboratory	Medical, Dental, Hospital and Public Health
Supervisor/PIE Program	Social Science and Welfare
Supervisory Program Analyst	Administrative, Clerical and Office Services
Supervisory Social Worker	Social Science and Welfare
Supervisory Therapist	Social Science and Welfare
Traffic Signal Systems Engineer	Engineering and Architecture
Watershed Program Administrator	Engineering and Architecture
GRADE : 23	SALARY: $59,614 to $98,642
Assistant to the City Manager	Administrative, Clerical and Office Services
Business Facilitator	Business and Industry
Clinical Psychologist I	Social Science and Welfare
Code Enforcement Engineer III	Engineering and Architecture
Computer Programmer/Analyst III	Automatic Data Processing
Day Support Services Coordinator	Social Science and Welfare
Database Administrator I	Automatic Data Processing
Radio System Manager	Public Safety and Enforcement
Supervisor/Clinical Substance Abuse Services	Social Science and Welfare
Supervisory Urban Planner	Planning and Urban Development
Web Architect	Automatic Data Processing

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 24	SALARY: $62,592 to $103,569
Assistant City Attorney II	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney II	Legal, Paralegal and Kindred
Budget/Management Analyst III	Accounting, Budget and Finance
Civil Engineer IV	Engineering and Architecture
Clinical Psychologist II	Social Science and Welfare
Computer Programmer/Analyst IV	Automatic Data Processing
Coordinator/CJIS	Automatic Data Processing
Coordinator/Emergency Management	Public Safety and Enforcement
Coordinator/Organizational Development	Policy Determining
Coordinator/Special Project/Recreation	Administrative, Clerical and Office Services
Database Administrator II	Automatic Data Processing
Director/Aging and Adult Services	Social Science and Welfare
Director/Alexandria Works!	Social Science and Welfare
Director/Office for Early Childhood Dvlpmnt	Social Science and Welfare
Director/Office of Community Services	Social Science and Welfare
Director/Office of Employment and Training	Social Science and Welfare
Director/Office on Youth	Social Science and Welfare
Division Chief/Administrative Services	Administrative, Clerical and Office Services
Division Chief/Capital Projects	Engineering and Architecture
Division Chief/Facilities Maintenance	Equipment, Facilities and Services
Division Chief/Fleet Services	Equipment, Facilities and Services
Division Chief/GIS	Planning and Urban Development
Division Chief/Housing Prgm Implementation	Housing
Division Chief/Housing Prgm Admin	Housing
Division Chief/Landlord-Tenant Relations	Housing
Division Chief/Maintenance	Equipment, Facilities and Services
Division Chief/Real Estate	Business and Industry
Division Chief/Solid Waste	Equipment, Facilities and Services
Division Chief/Special Events & CA	Recreation
Division Chief/Treasury	Accounting, Budget and Finance
Pension Administrator	Personnel Management and Employee Relations
Principal Planner	Planning and Urban Development
Supervisor/Chief of Eligibility	Social Science and Welfare
Supervisor/Environmental Quality Program	Transportation and Environmental Services
Supervisor/Mental Health Team	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 25	SALARY: $65,715 to $108,737
City Architect	Engineering and Architecture
Coordinator/Special Projects/Personnel Svc's	Personnel Management and Employee Relations
Director/Acute Care Emergency Svc's Division	Social Science and Welfare
Director/Community Support Program	Social Science and Welfare
Director/Outpatient Program/Mental Health	Social Science and Welfare
Director/Research and Evaluation	Social Science and Welfare
Division Chief/Construction	Engineering and Architecture
Division Chief/Design	Engineering and Architecture
Division Chief/Park Planning	Engineering and Architecture
Division Chief/Personnel Services	Personnel Management and Employee Relations
Division Chief/Planning & Zoning	Planning and Urban Development
Division Chief/Recreation	Recreation
Division Chief/Revenue Administration	Business and Industry
Division Chief/Transit Services	Transportation and Environmental Services
Division Chief/Transportation	Transportation and Environmental Services
Fiscal Officer III	Accounting, Budget and Finance
Supervisor/Extended Care Services	Social Science and Welfare
GRADE : 26	SALARY: $69,003 to $114,178
Assistant City Attorney III	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney III	Legal, Paralegal and Kindred
Deputy Director/General Services	Equipment, Facilities and Services
Deputy Director/Library	Library and Archives
Deputy Director/Office of Housing	Housing
Deputy Finance Director/Comptroller	Accounting, Budget and Finance
Director/Dental Services	Medical, Dental, Hospital and Public Health
Director/Nursing	Medical, Dental, Hospital and Public Health
Division Chief/Database Management	Automatic Data Processing
Division Chief/Network Services	Automatic Data Processing
Supervisor/Chief Social Worker	Social Science and Welfare
GRADE : 27	SALARY: $72,254 to $119,557
Associate Director/Acute & Emergency Srvc's	Social Science and Welfare
Associate Director/Administrative Services	Administrative, Clerical and Office Services
Associate Director/Child Family & Prv Svc's	Social Science and Welfare
Associate Director/Extended Care Services	Social Science and Welfare

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 27	SALARY: $72,254 to $119,557
Assistant City Attorney IV	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney IV	Legal, Paralegal and Kindred
Deputy Director/Office of Code Enforcement	Engineering and Architecture
Deputy Director/Personnel Services	Personnel Management and Employee Relations
Deputy Director/Planning and Zoning	Planning and Urban Development
Deputy Director/Public Health	Administrative, Clerical and Office Services
Deputy Director/Real Estate Assessments	Business and Industry
Deputy Director/Recreation Services	Recreation
Dep Dir/Rec & Nat Resources & Cap Projects	Recreation
Deputy Director/Recreation/Prgm Operations	Recreation
Director/Court Services	Legal, Paralegal and Kindred
Director/Office on Human Rights	Legal, Paralegal and Kindred
Director/Office on Women	Social Science and Welfare
Division Chief/Applications	Automatic Data Processing
Division Chief/Environmental Health	Medical, Dental, Hospital and Public Health
Division Chief/Environmental Services	Transportation and Environmental Services
Division Chief/Network and Security Service	Automatic Data Processing
Legislative Director	Policy Determining
Purchasing Agent	Procurement and Supply
Special Assistant/City Manager	Policy Determining
Special Assistant/Parks and Recreation	Recreation
GRADE : 28	SALARY: $75,867 to $125,534
Assistant City Attorney V	Legal, Paralegal and Kindred
Assistant Commonwealth's Attorney V	Legal, Paralegal and Kindred
Deputy Director/Human Services	Social Science and Welfare
Deputy Director/ITS	Automatic Data Processing
Deputy Director/T&ES Engineering	Engineering and Architecture
Deputy Director/T&ES Operations	Transportation and Environmental Services
Deputy Director/T&ES Transportation & Transit	Transportation and Environmental Services
Director/Division of Job Link	Social Science and Welfare
Director/Social Services Division	Social Science and Welfare
GRADE : 29	SALARY: $79,663 to $131,816
Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
Deputy Commonwealth's Attorney	Legal, Paralegal and Kindred
Director/Communications	Policy Determining
Medical Supervisor	Medical, Dental, Hospital and Public Health

General Schedule Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 30	SALARY: $83,642 to $138,400
Director/Finance	Accounting, Budget and Finance
Director/General Services	Equipment, Facilities, and Services
Director/Library	Library and Archives
Director/Management & Budget	Accounting, Budget and Finance
Director/Office of Citizen Assistance	Policy Determining
Director/Office of Code Enforcement	Engineering and Architecture
Director/Office of Historic Alexandria	Information and Arts
Director/Office of Housing	Housing
Director/Personnel Services	Personnel Management and Employee Relations
Director/Real Estate Assessments	Business and Industry
Director/Recreation, Parks & Cultural Activities	Recreation
Senior Clinical Psychiatrist	Medical, Dental, Hospital and Public Health
GRADE : 31	SALARY: $87,818 to $145,310
Director/Human Services	Social Science and Welfare
Director/ITS	Automatic Data Processing
Director/MH, MR & SA	Social Science and Welfare
Director/Planning and Zoning	Planning and Urban Development
Director/T&ES	Transportation and Environmental Services
Fire Chief	Public Safety and Enforcement
Chief of Police	Public Safety and Enforcement
Sheriff	Public Safety and Enforcement
GRADE : 32	SALARY: $92,209 to $152,576
Deputy City Manager	Policy Determining
GRADE : 33	SALARY: $96,819 to $160,204
GRADE : 34	SALARY: $101,660 to $168,215
GRADE : 35	SALARY: $106,743 to $176,625

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Police Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 09	SALARY: $43,617 to $72,173
Police Officer I	Public Safety and Enforcement
Police Officer II	Public Safety and Enforcement
GRADE : 11	SALARY: $48,088 to $79,570
Police Officer III	Public Safety and Enforcement
GRADE : 12	SALARY: $50,489 to $83,544
Police Officer IV	Public Safety and Enforcement
GRADE : 13	SALARY: $53,015 to $87,722
Police Corporal	Public Safety and Enforcement
GRADE : 14	SALARY: $55,661 to $92,101
Police Sergeant	Public Safety and Enforcement
GRADE : 16	SALARY: $61,365 to $101,538
Police Lieutenant	Public Safety and Enforcement
GRADE : 19	SALARY: $70,837 to $117,212
Police Captain	Public Safety and Enforcement
GRADE : 22	SALARY: $82,002 to $135,686
Deputy Chief/Police	Public Safety and Enforcement

NOTE: The Chief of Police position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.

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Sheriff Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 09	SALARY: $43,617 to $72,173
Deputy Sheriff I	Public Safety and Enforcement
Deputy Sheriff II	Public Safety and Enforcement
GRADE : 11	SALARY: $48,088 to $79,570
Deputy Sheriff III	Public Safety and Enforcement
GRADE : 12	SALARY: $50,489 to $83,544
Deputy Sheriff IV	Public Safety and Enforcement
GRADE : 14	SALARY: $55,661 to $92,101
Deputy Sheriff/Sergeant	Public Safety and Enforcement
GRADE : 16	SALARY: $61,365 to $101,538
Deputy Sheriff/Lieutenant	Public Safety and Enforcement
GRADE : 19	SALARY: $70,837 to $117,212
Deputy Sheriff/Captain	Public Safety and Enforcement
GRADE : 21	SALARY: $78,101 to $129,231
Deputy Sheriff/Chief	Public Safety and Enforcement
GRADE : 22	SALARY: $82,002 to $135,686
Undersheriff	Public Safety and Enforcement

NOTE: The Sheriff position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.

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Fire Classification Plan

JOB TITLE	OCCUPATIONAL GROUP
GRADE : 08	SALARY: $41,543 to $68,740
Medic/Emergency Rescue Technician I	Medical, Dental, Hospital & Public Health
GRADE : 09	SALARY: $43,617 to $72,173
Fire Fighter I	Public Safety and Enforcement
GRADE : 10	SALARY: $45,802 to $75,787
Fire Fighter II	Public Safety and Enforcement
Medic/Emergency Rescue Technician II	Medical, Dental, Hospital & Public Health
GRADE : 11	SALARY: $48,088 to $79,570
Deputy Fire Marshal I	Public Safety and Enforcement
GRADE : 13	SALARY: $53,015 to $87,722
Deputy Fire Marshal II	Public Safety and Enforcement
GRADE : 14	SALARY: $55,661 to $92,101
Fire Lieutenant	Public Safety and Enforcement
Medic/Emergency Rescue Technician III	Medical, Dental, Hospital & Public Health
GRADE : 15	SALARY: $58,446 to $96,708
Deputy Fire Marshal III	Public Safety and Enforcement
GRADE : 16	SALARY: $61,365 to $101,538
Asst Fire Marshal	Public Safety and Enforcement
Fire Captain	Public Safety and Enforcement
GRADE : 18	SALARY: $67,650 to $111,939
Fire Marshal	Public Safety and Enforcement
GRADE : 20	SALARY: $74,379 to $123,073
Fire Battalion Chief	Public Safety and Enforcement
GRADE : 22	SALARY: $82,002 to $135,686
Asst Fire Chief	Public Safety and Enforcement

NOTE: The Fire Chief position is reflected in the General Schedule Classification Plan. It should also be noted that this schedule does not reflect any possible changes as a result of a Benchmark Analysis with comparator jurisdictions currently being conducted.

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FY 2008 City Compensated Holidays

July 1, 2007 through June 30, 2008

Independence Day	Wednesday	July 4, 2007
Labor Day	Monday	September 3, 2007
Columbus Day	Monday	October 8, 2007
Thanksgiving Day	Thursday	November 22, 2007
Day after Thanksgiving (in lieu of Veteran's Day)	Friday	November 23, 2007
Christmas Eve (observed)	Monday	December 24, 2007
Christmas Day (observed)	Tuesday	December 25, 2007
New Year's Holiday (observed)	Tuesday	January 1, 2008
Martin Luther King, Jr. Day	Monday	January 21, 2008
Presidents' Day	Monday	February 18, 2008
Memorial Day (observed)	Monday	May 26, 2008

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Managing for results is both a management philosophy and a process used to focus government on achieving the results the community values.

City Council's Mission Statement for the City:

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

City of Alexandria's

Managing for Results Initiative

Alexandria initiated in 2006 a Managing for Results initiative (MFRI) to achieve City Council's vision for results-focused, financially sustainable, and accountable government. Managing for results is both a management philosophy and a process used to focus government on achieving the results the community values.

City Council's Strategic Plan Goal #6

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

What is MFRI?

Identifies community needs

Develops plans for addressing the needs

Establishes policies, programs and services according to plans

Tracks performance and costs

Evaluates and revises plans and services based on performance results

MFRI is a long-term investment and effort

What is the Managing for Results Initiative?

Alexandria joins a growing number of government organizations who are adopting results-focused management systems. According to the Government Accounting Standards Board (GASB):

> "the ideas behind (managing for results) are basic: to identify the needs a government is trying to address; to develop an overall plan (mission, goals, objectives, and strategies) for addressing those needs; to come up with policies, programs, and services to meet those needs; to organize and implement budgeting, accounting, and management systems that support the strategies, goals, and objectives laid out in the overall plan; and finally to develop and track cost and performance data that allow the government to gauge its progress in reaching its goals and objectives, and tweaking (or changing) strategies, programs, policies, management systems, or budgets when necessary. Approaching government operations in such terms can have powerful impacts on government decision making and results."[1]

Developing a managing for results system is a long term investment where managing for results elements will be brought on line over time, and organizational capacity will increase with experience.

While the overall premise of managing for results is quite simple, execution of the practices will be challenging. The experience of other organizations has demonstrated that a long term commitment to building systems, engaging stakeholders and changing organizational culture is needed in order to achieve sustained success. With this in mind, the City Manager's Office began the initiative early in 2006 working with a team of consultants highly experienced in managing for results to assess current practices, identify assets in place and establish strategies for success honed by lessons learned from other organizations.

The MFRI is a long term commitment to develop lasting systems that consistently deliver valued results for Alexandria.

[1] http://www.seagov.org/aboutpmg/mfr_intro.pdf current on 1/09/07. The Governmental Accounting Standards Board (GASB) is the entity responsible for establishing the standards by which government organizations report their financial condition to stakeholders.

How MFRI Works:

Plans for Services

Measures Performance

Uses Results to Inform Budget Decisions

Uses Plans and Performance Data to Manage Programs & Activities

Continuously Improves through Assessment of Results

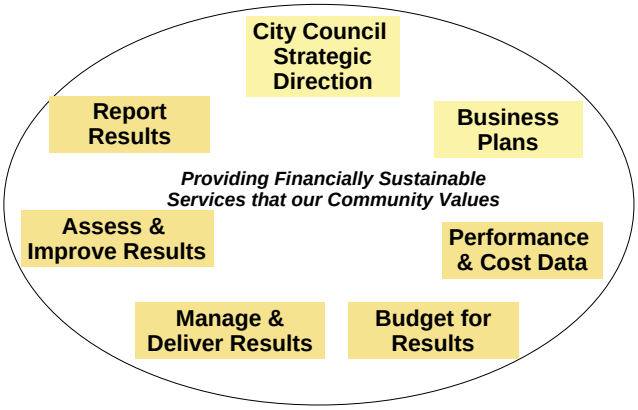
Provides Accountability to the Community

How Does the System Achieve Results?

Alexandria's system has seven major components illustrated in the model below.

City Council's strategic plan and policy direction provide the overall guidance, and the City Manager's Office will translate that guidance into action by developing "business plans" for major results areas in the government.

The City of Alexandria's Managing for Results Initiative



Development of a performance information and cost data system will provide a fundamental foundation that enables the City to define the major programs and activities it provides; assign and track the costs; and measure the quantity, quality and impact of these services.

Budgeting will be informed by the cost and performance information, and decision makers at all levels can align investment of budget dollars with the results Council wants to achieve for the community.

Managers will use goals, objectives, targets and data systems to manage, monitor and ultimately deliver the planned results.

Performance information will help everyone with a role in achieving results find ways to continuously improve performance and efficiency.

Finally, reports to Council and the public will demonstrate accountability for achieving results. As the model's cyclical pattern illustrates, future strategic direction and plans will be informed and enriched by the lessons learned in prior cycles.

Why MFRI:

Focus on Services Provided to the Community

Identify Levels of Service Provided and Areas for Improvement

Reallocate Resources for Better Services

Modify Programs, Activities & Policies as Needed

Improve Government Effectiveness and Efficiency

Communicate More Clearly

What Benefits are Expected?

Managing for results delivers many benefits to governments adopting the practices. According to GASB,

> "the advantages of (managing for results) are straightforward: (managing for results) allows governments to organize around an evaluation of what they are trying to accomplish, and what is working and what is not based on program performance and cost information. Is the government efficiently and effectively achieving its goals and objectives? Reasons that individual governments may consider pursuing (managing for results) include:
>
> - To focus government more clearly on citizens (including citizens as "customers" or "clients") and the services they need or want, and less on organization and process
> - To establish goals and objectives and to track whether those goals and objectives are being achieved
> - To answer such questions as: How efficient and effective are the government's services? What are the services' quality levels and how can they be improved?
> - To allocate resources, set policies, and organize government in as close accord as possible with desired outcomes
> - To determine the degree to which programs and services are aligned with the results the government is trying to achieve
> - To modify policies, programs, services, or budgets in midstream based on performance data and results as they flow in
> - To compare the government's performance to itself over time, or with that of other governments (or in certain circumstances, the private sector if such a comparison is appropriate)
> - To better communicate to the public and legislative bodies what government is accomplishing, the extent to which goals and objectives are being achieved, and how efficiently and effectively government is functioning "[1]

[1] http://72.3.167.245/aboutpmg/mfr_why.pdf current on 1/09/07.

Implementation Steps:

Assessment of Current Practices – Completed in FY 2006

Identification of Programs and Activities with Performance Measures – Completed in FY 2007

Development of Reporting Tools – Underway in FY 2007

Development of Business Plans – Planned for FY 2008

Cycle of Re-evaluation and Improvement – Ongoing

How Will the City Move Forward with MFRI?

The City is implementing its results-management system in planned phases so it can reap immediate benefits while the long-term development work of MFRI continues.

Assessment of Current Practices

After an assessment of practices and capacity with the consulting team, the City Manager's Office and the Office of Management and Budget agreed to make the first step in identification of all programs and activities delivered by all departments.

MFRI Implementation Schedule

Calendar Year	Period	Program/ Perform Budget	Qtrly Perf Reporting	Business Plans (Selected Areas)	Dept Use of Perform Measures	Annual Rpt to Public/ Council	Modify/ Refine Strategic Plan
2006	July - Dec	Develop					
2007	Jan - June	Use	Develop		Train		
	July - Dec	Refine	Use & Refine	Develop	Use & Refine		
2008	Jan - June	Use				Develop	
	July - Dec	Refine		Develop & Use		Use, Refine & Expand	Change as Approp
2009	Jan - June	Use					
	July - Dec	Refine					
2010	Jan - June	Use					
	July - Dec	Refine					

Identification of Programs & Activities with Performance Measures

Following a briefing session for the City's senior management staff, departments embarked on identifying services and developing and/or refining a set of performance measures for each of those services.

As a result of Phase II, the City government has been divided into 153 different programs, each with its own goal, budget and performance measures.

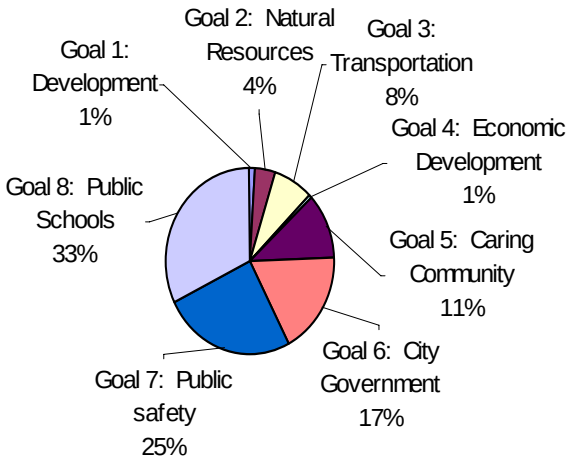
FY 2008 Proposed Program and Activity Budget by Strategic Plan Goal

The 153 programs are subdivided into 507 individual activities, each with its own goal, budget and performance measures.

Connecting Budgets to Results

Once the services and measures were in place, the consultants and the Office of Management and Budget assisted departments in allocating costs to the services (programs and activities). These important steps will provide the initial foundation for the City's performance and cost infrastructure. The first benefit of this information is evident during preparation of the FY 2008 budget, where the services and their costs are presented for the first time. This ability to connect resources to results is the first step in budgeting for results and will enable managers, Council and the public to assess the investment of resources and the intended goals of services. In subsequent budget years when more complete cost and performance data are available, services can be evaluated both for alignment with the City's goals and for the effectiveness and quality they deliver.

The Operating Budget and the Strategic Plan



Building the performance and cost data infrastructure is one of the greatest challenges in results management; this capability requires a number of years and considerable effort to build. In many cases, individual departments have not been requested to detail program input, outcome and service quality data as rigorously or consistently as now required for it to be useful for management and budget purposes. The Office of Management and Budget will work with departments during the first half of calendar year 2007 to assess data availability and develop plans to collect and track data consistently and accurately. In particular, departmental cost data that has been historically budgeted and expended by organization will need to be reallocated and accounted for on a program and activity basis. This will include accounting for payroll data on a program and activity basis, as well as charging vendor payments and other non-personnel costs to appropriate program and activity categories.

The FY 2008 Proposed Budget contains a total of 1,839 program and activity performance measures.

Regular Reporting of Performance Information

This is an essential capability for measuring proper performance and managing programs as well as for accountability and continuous improvement. While departments have always reported their performance to the City Manager's Office, the form and usefulness of these reports have varied. During calendar year 2007, the City will work with selected pilot departments and the City Manager's Office to test, refine and develop internal reporting formats to begin reporting in FY 2008 the sets of performance measures that were developed during the program and activity identification phase. The set of measures for each program and activity includes output, efficiency, service quality and outcome measures.

Types of Performance Measures

Type	Definition	Example
Output	Amount of Service Provided	# of lane miles resurfaced
Efficiency	Cost Per Unit of Service	Cost per lane mile resurfaced
Service Quality	Quality of Service Provided	% streets resurfaced on schedule
Outcome	Impact on the Community	% of streets in good to excellent condition

The complete set of measures is intended to measure the volume of service provided to the community (output), the unit cost of the service (efficiency), the quality of the service provided (service quality), and the impact the service has on the community (outcome). Outcome measures focus on the broader impact of the programs and activities on the community as a whole, such as teen pregnancy rates, criminal investigation cases closed, or the percent of the waste stream diverted through recycling. By implementing the full set of measures, staff and the community are able to evaluate programs and activities from multiple perspectives.

Once internal management reporting is well established, attention will be turned to translating relevant performance information into reports that will be useful and informative to Council and ultimately to the public.

Business Plans for City services to be developed beginning in FY 2008

Business Planning Links Strategic Plan Goals to Departmental Service Efforts

Business Planning

When pursuing results of the significance and magnitude reflected in City Council's strategic plan, it is clear that efforts beyond single departments and often beyond the government alone will be required. The role of the City Manager's Office is to integrate and manage strategies, projects and programs so they achieve the results Council and the community want. Beginning in FY 2008, coordinated business plans will be developed for key results areas that support Council's strategic plan and policies. The City Manager's Office and the Office of Management and Budget will develop an approach and timeline and begin this important work during FY 2008. Development of business plans to encompass key results areas will require at least several years to cover the breadth of topics. During their development, the business plans will provide an opportunity for dialogue with Council when validating proposed strategies and objectives. These plans should prove useful when Council updates its own Strategic Plan in future years and will accelerate the cycle of achieving better results.

Managing for results is a philosophy and process rather than a project with a beginning or end. City Council, the City Manager's Office and departments will all play an important role in advancing the MFRI. All share the commitment to implementing lasting systems that deliver the very best results for the community we serve.

Continuous Improvement

Moving from collecting performance information to managing performance requires a combination of improvements in many areas. Advancements to systems, learning and organizational culture must be continually driven by committed leadership.

Continuous improvement requires the setting of goals and measurable objectives, the use of feedback mechanisms that enable organizations to become more proficient and efficient, and the practice of regular, interactive forums to evaluate performance.

The City Manager's Office and the Office of Management and Budget will establish a series of training, knowledge sharing, and development opportunities to help managers at all levels understand and successfully practice results management. As evidenced by the initial assessment, many departments have well functioning, exemplary practices in place in some program areas. This knowledge base can be tapped and extended.

Additionally, the City will continue to work with the International City and County Management Association (ICMA) and other professional organizations to learn and adapt best practices. In particular, the City will continue to participate in ICMA's national performance measurement project where City costs, outputs and other data can be benchmarked with other similar local governments in the United States.

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