

# FY2013 ADOPTED BUDGET ANNUAL EXPENDITURES AND REVENUES AND FIVE-YEAR CAPITAL IMPROVEMENTS PROGRAM

City of Falls Church, VA





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## **Policy of Non-Discrimination on the Basis of Disability**

The City of Falls Church does not discriminate on the basis of disability in its employment practices or in the admission to, access to, or operations of its services, programs, or activities. Cindy Mester, 300 Park Avenue, Falls Church, VA 22046 has been designated to coordinate compliance with the ADA non-discrimination requirement.





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# CITY OF FALLS CHURCH

Harry E. Wells Building  
 300 Park Avenue  
 Falls Church, VA 22046  
 Tel: 703-248-5004 (TTY 711)  
 Fax: 703-248-5146

**F. Wyatt Shields**  
 City Manager

April 24, 2012

Honorable Mayor and Members of the Falls Church City Council, and  
 Taxpayers and Citizens of the City of Falls Church:

The adopted FY2013 Budget and Capital Improvements Program, is balanced within revenue estimates, maintains the City's financial security, and meets demands for outstanding services to our community. The annual budget process, which culminated in the vote to adopt the budget as amended on April 23, 2012, allows the City to allocate resources to meet community needs, as expressed in the City Council's Vision Statement, adopted goals and plans, and Budget Guidance Statement.

With the strong actions taken by the City Council and management in response to financial challenges over the past several years, the City is in a strong financial position to apply resources toward key initiatives and needs. The adopted Budget provides for a moderate increase in general government operating expenditures and a significant increase in expenditures to meet long term infrastructure and capital needs. The adopted Budget fully funds the request adopted by the School Board on March 6, 2012. The Budget requires no change to the current real estate and personal property tax rates. The Budget reflects a 9% increase in sewer fees, as recommended in the City's 2011 sewer rate study.

**Overview:**

The FY2013 Budget sets revenue and expenditures at \$69,317,704, an increase of \$4,277,091 or 6.6% over FY2012. The following chart summarizes the change in expenditures from FY2012 to FY2013:

	Adopted FY2012	Proposed FY2013	\$ Change	% Change
<b>General Government</b>	<b>\$ 29,773,227</b>	<b>\$ 31,475,074</b>	<b>\$ 1,701,847</b>	<b>5.7%</b>
<b>Debt Service*</b>	<b>3,922,568</b>	<b>4,397,379</b>	<b>474,811</b>	<b>12.1%</b>
<b>School Transfer</b>	<b>27,861,600</b>	<b>29,903,800</b>	<b>2,042,200</b>	<b>7.3%</b>
<b>Capital, Grants &amp; Reserves</b>	<b>1,222,076</b>	<b>2,441,451</b>	<b>1,219,375</b>	<b>99.8%</b>
<b>Fund Balance Restoration</b>	<b>2,261,142</b>	<b>1,100,000</b>	<b>(1,161,142)</b>	<b>-51.4%</b>
<b>Total</b>	<b>\$ 65,040,613</b>	<b>\$ 69,317,704</b>	<b>\$ 4,277,091</b>	<b>6.6%</b>

\*Includes debt service for schools.

The FY2013 General Government operating budget, not including debt service or pay as you go capital projects, provides for operating expenditures of \$31,475,074, a 5.7% increase over the current Budget year.

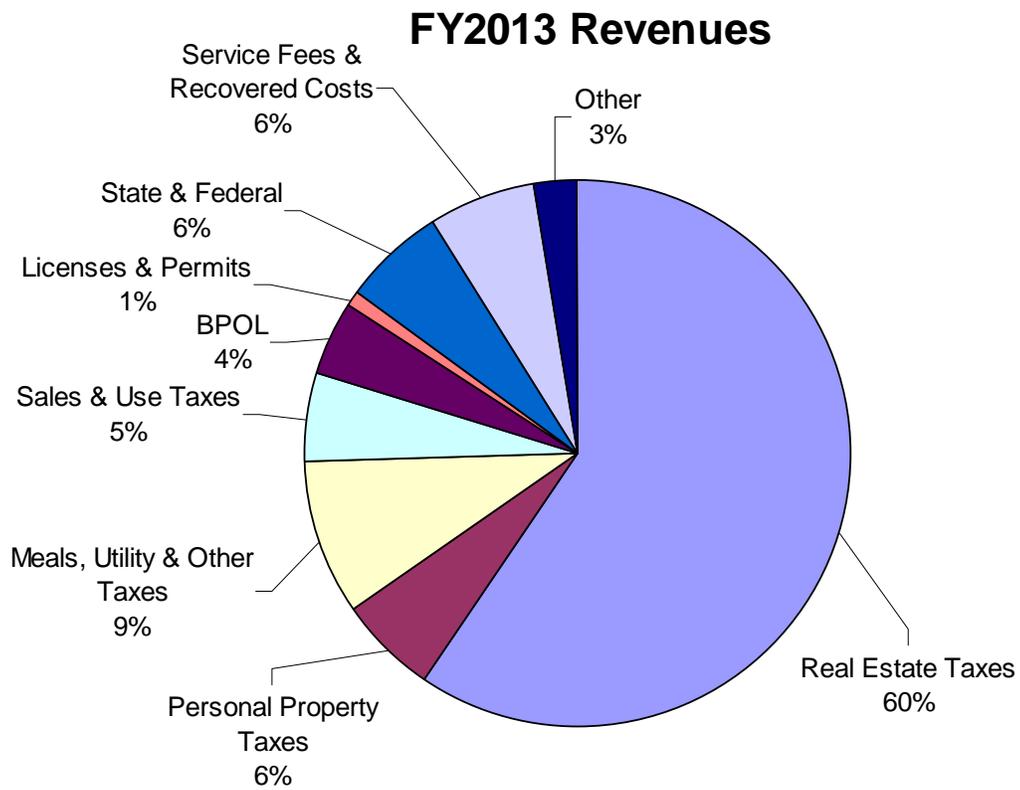
The School Board request is \$29,903,800 which represents a 7.3% change from the transfer in FY2012. The total School Division budget of \$40,712,160 represents a 6.1% increase over the FY2012 budget.

Restoring unassigned fund balance levels to policy targets is key to the City's financial condition and is a prerequisite to meeting the City's long term capital needs. The Budget sets aside \$1.1 million to restore fund balance toward the policy target of 17% of annual expenditures by the end of FY2013.

What follows is a more detailed summary of key provisions of this Budget, beginning with revenue projections.

### **FY2013 REVENUE PROJECTIONS**

The chart below provides a summary of the relative size of various sources of revenues for the City Budget.



A breakdown of key revenue projections for FY2013 as compared to FY2012 is provided in the table below.

### Comparative Summary of Estimated Revenues

	Adopted FY2012	Proposed FY2013	\$ Change	% Change
<b>Real Estate Taxes</b>	<b>\$ 39,276,000</b>	<b>\$ 41,319,000</b>	<b>\$ 2,043,000</b>	<b>5.2%</b>
<b>Personal Property</b>	<b>3,569,518</b>	<b>3,911,500</b>	<b>341,982</b>	<b>9.6%</b>
<b>Meals, Utility &amp; Other Taxes</b>	<b>5,974,941</b>	<b>6,336,600</b>	<b>361,659</b>	<b>6.1%</b>
<b>Sales Tax</b>	<b>3,300,000</b>	<b>3,795,000</b>	<b>495,000</b>	<b>15.0%</b>
<b>Business Licenses</b>	<b>2,722,941</b>	<b>3,023,000</b>	<b>300,059</b>	<b>11.0%</b>
<b>Building Permits</b>	<b>542,641</b>	<b>543,210</b>	<b>569</b>	<b>0.1%</b>
<b>State &amp; Federal</b>	<b>4,017,377</b>	<b>4,298,022</b>	<b>280,645</b>	<b>7.0%</b>
<b>Service Charges</b>	<b>4,426,195</b>	<b>4,393,772</b>	<b>(32,423)</b>	<b>-0.7%</b>
<b>Other</b>	<b>1,211,000</b>	<b>1,697,600</b>	<b>486,600</b>	<b>40.2%</b>
<b>Total</b>	<b>\$ 65,040,613</b>	<b>\$ 69,317,704</b>	<b>\$ 4,277,091</b>	<b>6.6%</b>

The Summary of Estimated Revenues chart above reflects an improved City economy, relative to the period of 2008 - 2010. The City revenue picture over the past five years was marked by a significant slowdown in the regional economy, and a shift in the tax burden from the commercial sector (commercial real estate, sales and use taxes, business licenses (BPOL) and construction-related fees) to the residential sector. The actual "year to date" revenues in FY2012 show growth in the business sector for the first time in approximately five years, and this trend is reflected in our FY2013 revenue projections. Notably, sales taxes are projected to increase 15%, meals tax receipts 6%, and business license receipts 11%, as compared to the FY2012 Budget projections. These projections are based on FY2011 experience and FY2012 year-to-date activity. We remain cautious about the strength and duration of the economic recovery in our assumptions for FY2013.

With respect to real estate revenues, the following chart summarizes changes to assessed value by property class over the past two years:

	<u>2011</u>	<u>2012</u>
Single Family:	up 4%	up 4%
Townhouses:	Flat	up 4%
Condominiums:	Flat	up 2%
Commercial:	down 1%	up 5%
Apartments:	up 1%	up 5%

The growth in assessed value reflects market appreciation and approximately \$18.2 million in new construction in the City.

The City and other localities in the region experienced a decline in commercial valuation relative to other property classes during the recession. The chart below illustrates that City's breakdown of real estate valuations by class of property, with a comparison with nearby localities. The City's push to revitalize its commercial districts is driven in part by a desire to lower the share of property taxes borne by the homeowner.

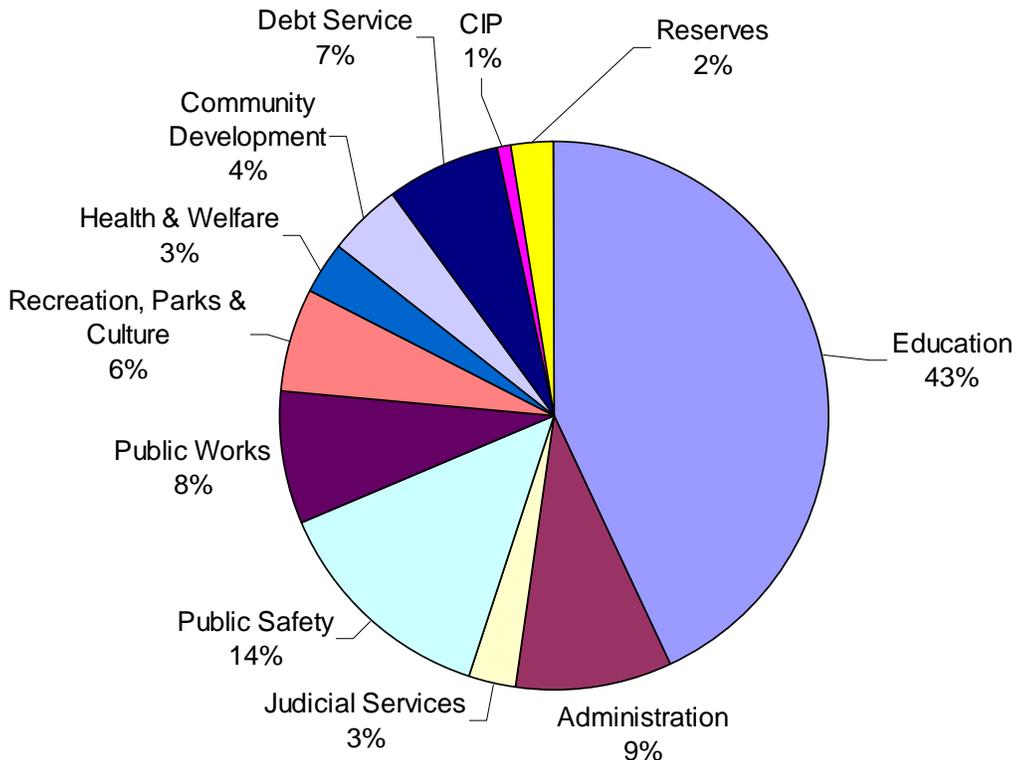
**Commercial Real Estate as Percentage of All Real Estate**

<b>2012</b>	<b>Residential</b>	<b>Apartments</b>	<b>Commercial</b>
Falls Church	73	5	22
Alexandria	57	15	28
Arlington	51	18	31
Fairfax City	61	5	34
Fairfax County	74	5	21

**FY2013 SUMMARY OF EXPENDITURES**

The following pie chart provides an overview of the distribution of General Fund expenditures across City operations.

**FY2013 Expenditures**



*Staffing Levels*

The FY2013 Budget funds 182 permanent positions in the General Fund, which is up from 179 positions in FY2012, and down from 206 positions in FY2009. As the City has adjusted to new financial reality, City staffing has been reduced by 24 positions, or 11% over the past five years. This has required City

employees to adjust to increased work load associated with these very significant staff reductions, and citizens have had to adjust to changes in service levels as well.

The graph below shows the number of City employees over the past ten years.



**New positions:**

*Economic Development and Planning:* Two new Planner positions are added this year to add capacity for small area plans and updating the 2005 Comprehensive Plan. The City has committed to develop detailed small area plans for the eight opportunity areas identified in the 2005 Comprehensive plan. These plans will provide a vision, analysis and recommendations for the future development of these key commercial and industrially zoned areas. Staff analysis during the past year revealed that these areas are underdeveloped with a low FAR. The land is worth considerably more than the buildings and many sites contain automobile oriented uses and produce fewer taxes for the City of Falls Church. New small area plans are a key method of attracting appropriate redevelopment that will build the city’s tax base with high quality office, retail and mixed use development.

*Facility Maintenance:* The adopted Budget includes a Facilities Manager position to provide needed capacity in planning, contract management, and project management. The City maintains 8 buildings, with one maintenance technician, and several contracted vendors. The Public Works Director currently spends significant time on facility maintenance and this position will allow the Director to move forward key initiatives on stormwater and transportation improvements.

*Deputy Sheriff:*

**Budget Guidance:** The City Council adopted a Budget Guidance Statement for the City Manager on November 28, 2011 after a review of preliminary revenue forecasts and the City’s overall financial condition in a joint session with the School Board. Budget Guidance is a very useful way for Council to provide broad parameters for budget development and set expectations for key priorities and initiatives. What follows is a summary of Council guidance and how it is met (or some cases, such as Employee Compensation, not met) in the adopted Budget.

- Review all City government programs and operations to achieve the most cost effective delivery of community services possible, and present alternatives that reduce costs through consolidation, mergers, contracting, partnerships, and other means. *City operations have been reviewed for efficiency, including consideration of possible mergers. Particular focus has been on attempting to mitigate increases in inter-jurisdictional contract costs.*
- Present a budget in which any increases in revenues for expenses (which include at minimum \$95,000 in “pay as you go” and debt service which was projected for FY2013) are generated solely by economic growth. *There is no increase in tax rates with the adopted budget. Pay as you go capital funding is increased.*
- Present a budget in which no less than \$1.3 million in revenue is used only for additional “pay as you go” capital projects, or set aside for capital reserves, unassigned fund balance, and other identified long term financial obligations. *In the adopted Budget, \$ 667,076 is allocated to “pay go” and \$1.1 million is allocated to fund balance restoration.*
- Present a budget for operating expenditures that fully considers the spending constraints included in the multi-year financial model reviewed by Council as part of FY2012 Budget adoption. *The multi-year forecasts were fully considered, and the aggregate expenditure growth is within forecasts developed last year. There is significant variance within the aggregate, due to changing conditions.*
- Present a budget that focuses on capital improvements and infrastructure. *The adopted Budget calls for \$16.7 million in capital funding, including \$5.3 million in grant or proffer funded projects, and \$.7million in pay as you go funding. A more detailed description is provided below, and in the Capital Improvements Program section of this budget.*
- Present a capital improvements plan for meeting the City’s critical needs, including schools, parks, buildings, transportation, and storm water infrastructure. *See above.*
- Provide the Council with options for dedicated funding long term storm water system capital improvements, including the option of the creation of a stand alone storm water enterprise fund. *The City Council adopted a resolution on March 14 that sets a schedule for considering an enterprise fund structure, with a dedicated revenue stream for stormwater improvements over the coming months.*
- Present a five year capital plan that: a) maintains an unassigned fund balance above the policy minimums as set by the City Council resolution; and b) maintains annual debt service expenditures below policy limits set by Council resolution. *The adopted budget is in compliance with adopted policies with respect to fund balance and debt service.*
- Multi-year projections: present detailed revenue and expenditure projections for FY14, and more general projections for FY15 through FY17, so that FY13 budget decisions can be assessed in the context of long term sustainability. The multi year forecasts should include operating and capital expenditure projections. *This budget document provides a multiyear outlook (page 53) in the Financial Summary section. The Finance Director will provide a long range financial overview at worksession on March 15.*
- Present a budget that provides a level of employee compensation that is competitive within the regional labor market, and sustainable over the long term. *The adopted Budget provides a 5.5% increase in compensation for employees, which is the first salary increase since 2008, and is offset by increased employee contributions to the City Basic (5% employee contribution) and Police Pension Plans (7% employee contribution).*

- Present a budget that fully funds City Basic and Police pension plan actuarially required contributions (ARC) as called for in the actuarial report of 2011. *The ARC is fully funded.*
- Identify current and potential future financial risks to the City stemming from state decisions regarding VRS and provide the Council with options, including possibly setting aside funds for future VRS obligations, in light of the state's current under funding of those obligations. *The School Board has agreed that savings from the General Assembly's actions to decrease the City's required VRS funding for teachers pensions relative to the Governors proposal will be set aside to defray future VRS increases.*

### **CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The CIP contains very significant projects in FY2013 and the subsequent four year period. As with last year's CIP, major funding is provided for City public facility improvements, transportation improvements on the primary corridors, storm water mitigation and park improvements; primarily funded through grants or debt. The overarching theme this funding cycle is that with the financial foundation stabilizing and a funding commitment to capital infrastructure this CIP adopts initiatives for the restoration of deferred system integrity work to begin.

The chart below summarizes the project amounts, by area.

<b>PROJECT AREA</b>	<b>FY2013</b>	<b>FY2013-FY2017</b>
INFORMATION TECHNOLOGY	\$550,000	\$1,057,500
PUBLIC SAFETY	\$ -	\$ 250,000
PUBLIC FACILITIES (includes general government & schools)	8,676,500	26,982,649
ENVIRONMENT	1,415,000	10,215,000
TRANSPORTATION	5,732,447	10,199,447
PARKS & RECREATION	310,000	1,523,500
<b>TOTAL GENERAL GOVERNMENT &amp; SCHOOLS</b>	<b>\$16,683,947</b>	<b>\$50,228,096</b>
WATER FUND	\$ 4,930,000	\$ 45,464,574
SEWER FUND	759,000	11,537,425
<b>TOTAL UTILITY FUNDS</b>	<b>\$ 5,689,000</b>	<b>\$ 57,001,999</b>

The projects are described in more detail in the Capital Improvements Program section of this Budget. The projects are targeted in the following areas: school and general government facilities, transportation, pedestrian and traffic calming improvements, park master plan implementation, maintaining facility infrastructure, maintaining a reliable and safe water distribution system, and continuing improvements in the collection and treatment of wastewater.

City Council has placed a strong focus on restoring the financial stability of the City as expressed in its adopted Vision statement on Sound Finances, the FY2013 Budget Guidance and the 2011 Financial Policies. Additionally, the FY2013 Budget places strong emphasis on planning for and funding improvements to City infrastructure. This adopted CIP for FY2013-FY2017 executes and is consistent with these policies. The \$1.3M is dedicated to fund balance reserves and pay as you go in FY2013 and in the subsequent four years for fund balance reserve, pay as you go and capital reserves.

## Water and Sewer Funds

Sewer Utility commodity rates will increase by 9.1% to a rate of \$7.91 per 1,000 gallons. The increases are necessary to pay for EPA mandates for nitrogen and phosphate removal at the sewer treatment plants that serve the City by contract. The rates are in keeping with the financial plan laid out in a rate study completed in January 2011. This budget funds the Sewer Fund Operating and Maintenance Reserves and the Repairs, Replacement, and Rehabilitation Reserve, while continuing to fully fund our obligations with regards to EPA regulations.

The City's FY2012 water rate of \$3.27 per 1,000 gallons will remain unchanged. The City's water rates will remain below average for utilities located in the Washington Capital Region, in the lowest quartile statewide.

### Water Fund

	<u>FY 2012</u>	<u>FY 2013</u>
<b>Expenditures:</b>	\$20,257,486	\$21,315,000
<b>Rates:</b>	\$3.27	\$3.27

### Sewer Fund

	<u>FY 2012</u>	<u>FY 2013</u>
<b>Expenditures:</b>	\$3,035,922	\$3,055,000
<b>Rates:</b>	\$7.25	\$7.91

\*These numbers include operating expenditures and exclude capital projects.

## LOOKING AHEAD

The FY2013 Adopted Budget is influenced by continuing uncertainty in the economic forecast for the Washington Metropolitan Region. The City uses a comprehensive multi year budget model that enhances our ability to test assumptions about future costs and revenue trends. By understanding the assumptions behind financial forecasts, we can think more clearly about our long term objectives for infrastructure and operations, and options for achieving them.

Significant issues for the future include:

- Continued uncertainty in the real estate markets. This FY2013 Budget assumes a modest increase of 2% real estate values in calendar year 2013. Commercial real estate values rose more than residential values in the City for the first time since 2008. This indicator of near-term recovery in office and retail properties is overshadowed by concern about reduced federal contracting.
- Trends at the state and federal level point to continued reductions in inter-governmental aid. The City will rely more each year on locally generated revenues as the primary funding source to pay for local services. The state government has been unsuccessful in providing new transportation funding for the region, and the state share of services provided by the City, such as education and public safety, continues to decline. As the federal government tackles its budget deficit, declines in all streams of domestic discretionary spending can be expected.
- The significant decline in 2008 in the value of the investments of both the Virginia Retirement System (VRS) and the City's independent retirement plans has been partially restored in subsequent years. Nonetheless, higher contributions to those funds will likely be necessary in future years in order to maintain full funding of future obligations. At the time of Budget presentation the General Assembly has not adopted a budget or decided on the level of local contributions for teacher

pensions in VRS. However, even the Governor's proposal, which calls for the highest contribution levels for VRS among the competing proposals, still significantly under-funds the actuarially required contributions as determined by the VRS officers.

- To maintain excellent services, it is necessary to invest in the City's workforce. In the past four years employee take home pay has remained essentially flat, as the salary increase this year is offset by higher employee pension contributions enacted last year. This puts pressure on the City's competitiveness as an employer as other localities in the immediate region provide raises to employees.
- City debt levels are well within adopted policy limits at the present time, but projected capital spending for new facilities, as planned in the Capital Improvements Program, will present the Council with difficult choices involving additional spending reductions to provide room for debt service or additional revenues from existing or newly-identified sources. This budget sets aside \$1.1 million to restore unassigned fund balance and to establish a new capital reserve fund, which will help smooth the cost of new debt service.
- Inter-jurisdictional agreement costs are increasing at rates that far exceed revenue growth rates.

Alongside these areas of concern, there are many reasons to remain confident that the financial challenges faced by the City of Falls Church will be successfully overcome. The City's highly educated citizenry translates into a per capita income that remains high in comparison to other counties and cities in the nation. Residential property values are supported by the City's strategic location, as well as our abundant economic, cultural and educational resources. Developer interest in the City's key commercial areas continues, and presents the City with an opportunity to shape its own future. All this helps explain why the City of Falls Church continues to enjoy strong credit ratings: Moody's Aa1; Standard & Poor's AA; and Fitch AAA. The City Council has adopted financial policies related to fund balance and debt issuance that reflect a conservative approach to fiscal management while still allowing for a targeted use of borrowing and pay-as-you-go funding to meet community needs.

This Budget upholds these sound management policies and charts a path toward implementing the Council's adopted Vision and Strategic Plan, albeit with a host of tough decisions given the very difficult current national economic picture. This Budget sharpens our focus on priorities and allows us to move forward on a sound foundation of reduced operating costs, careful revenue forecasts, and long term financial planning.

Respectfully,



F. Wyatt Shields  
City Manager

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**FY2013 ADOPTED BUDGET  
CITY  
INTRODUCTION**



**CITY COUNCIL**

Nader Baroukh

*Mayor*

David E. Snyder

*Vice Mayor*

Johannah Barry

Robin Gardner

Ira Kaylin

Ronald Peppe

Lawrence Webb

\*\*\*\*\*

**CITY OFFICIALS**

F. Wyatt Shields, *City Manager*

Cindy L. Mester, *Assistant City Manager*

Richard A. La Condre, MPA, *Director of Finance*

John E. Foster, *City Attorney*

Kathleen C. Buschow, *City Clerk*

Catherine Kaye, *City Treasurer*

Thomas D. Clinton, *Commissioner of the Revenue*

S. Stephen Bittle, *Sheriff*

Dr. Toni Jones, *Superintendent of Schools*

In 2025, Falls Church is an independent city that respects its citizens and provides personal attention to meeting their needs. It is a unique place to live, work, and shop, offering diversity in housing, amenities, and services. Its historic charm reflects the stewardship of residents and their local government. It is built on a human scale, where visitors and residents alike can find everything they need while experiencing the fabric of life in a friendly, close-knit community. Falls Church is celebrated as a city that offers the benefits of small town life in a 21st century urban village. The City is financially sound, environmentally sustainable, and a leader in one of our nation's most dynamic metropolitan areas.

The people of the City of Falls Church have built a community that expresses their belief in certain unifying principles:



**WORLD CLASS PUBLIC SCHOOLS**

The Falls Church City public school system is at the heart of our identity as a community. Public schools are why the City was established and have always been central to its success. The people of Falls Church are committed to providing all children with the tools and skills necessary to achieve personal and professional success in a fast-changing and highly competitive world economy. This requires a continuing focus on outstanding staff, up-to-date facilities, innovative leadership, and the efficient use of resources.



**OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH**

City Staff provide first-class, professional services to all citizens. The City Council and City Manager actively reach out to assure that the whole community is engaged in decisions affecting the City's well-being and sustainability. In this pursuit, the Council and City Staff are guided by the core values of accountability, transparency, and responsiveness. Citizens receive accurate and timely information and have the opportunity to be heard and influence the outcome of the deliberative process. The City Council demonstrates bold leadership in setting priorities and making decisions as necessary to sustain the City's viability and unique small-town quality of life.



**SOUND FINANCES**

Sound finances are a key benchmark of efficient and effective government in Falls Church. City staff and elected officials use fiscal policies, budget procedures, and investment strategies that incorporate best practices in support of prudent decision-making. The budget is balanced every year and current and future liabilities and expenditures are covered by identified revenue sources. The City adheres to all statutory and policy requirements regarding debt funding limits and always meets its short- and long-term financial obligations. It has long maintained a strong bond rating and responsibly managed its finances to achieve optimal value for its citizens and minimize the burden on taxpayers.



**SUCCESSFUL DEVELOPMENT**

Falls Church City offers a harmonious mix of residential, commercial, and retail venues due to the community's focus on smart design, walkability, and human scale. Innovative, clear, and enforceable standards are in place that reflect attention to historic preservation, environmental sensitivity, and long-term sustainability. New development is compatible with existing neighborhood aesthetics, density, and scale. The City government works with regional counterparts to share this vision and ensure that Falls Church retains its distinctiveness and competitiveness in the region. Falls Church's City Center is a focal point where residents and visitors gather to work and play, helping to sustain the City's special sense of community and place.



**NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

Falls Church welcomes the participation of its citizens in creating an environment where everyone is a neighbor. City neighborhoods are attractive, pleasant, safe, and welcoming places to live. In Falls Church, people join together to shape their streets, sidewalks, and public spaces. City streets and thoroughfares are tree-lined, pedestrian-friendly, and offer visitors and passersby a true window into our community and its values.



**DIVERSITY**

Falls Church is a place where people of all means and backgrounds are welcomed and encouraged to participate in all aspects of community life. Racial, ethnic, economic, and other facets of human experience enrich the community by providing it with a diverse mix of outlooks and views on world, national, and local issues and problems. Falls Church is a vibrant and successful community because it welcomes and promotes diversity.



**ENVIRONMENTAL HARMONY**

The people of Falls Church believe protecting and nurturing a healthy natural environment is one of their highest callings. The City’s public and private development reflect this belief in tangible ways. Parks, open spaces, and clean waterways are valued as recreational, ecological, and economic resources. Environmentally friendly residential and commercial buildings throughout the City incorporate nationally accepted benchmarks for the design, construction, and operation of high performance green-buildings. The City integrates sustainability into all of its operations, including a strong emphasis on reducing dependence on fossil fuels.



**INNOVATION**

The people of Falls Church are leaders and innovators in many areas of human endeavor. The City capitalizes on this resource by finding and nurturing emerging ideas and bringing them together with public and private capital. Falls Church is one of the leaders among area jurisdictions in evolving and promoting forward-thinking businesses that combine capital investment with stewardship of our natural resources. The City has a variety of special enterprise zones serving the “green technology entrepreneur” as well as the basic needs of its residents.



**A SPECIAL PLACE**

Falls Church is a place where people enjoy doing everyday tasks, as well as experiencing diverse cultural, recreational, and civic opportunities. The Falls Church, Tinner Hill, Cherry Hill Farm, the State Theatre, residential neighborhoods, and quaint 19th century homes are alive with historical meaning and testify to the City’s rich heritage, which is both respected and enhanced by the 21st century redevelopment of City Center. The City is a magnet for artists, artisans, and musicians, with many venues for performances and exhibits. Its dozens of fine restaurants and other eateries make it a destination of choice for residents and countless people from elsewhere in the metropolitan area. The City’s vibrant, pedestrian-friendly commercial corridor and City Center include attractive shops and boutiques, as well as retail stores that respond to every shopper’s interests and pocketbook. There is always something going on in Falls Church, whether it be the Saturday Farmers Market, the famous Memorial Day Parade, concerts in the park, or one of many other events.

*Adopted by City Council January 12, 2009  
Resolution 2009-04*



**WORLD CLASS PUBLIC SCHOOLS**

**GOAL 1 City Council/School Board Collaboration** - Facilitate collaboration between the City Council and School Board, and between the professional staff of General Government and Schools so that City resources are shared and put to their best and fullest use.

OBJECTIVE 1 - Establish regular meetings between the City Council and School Board to communicate key issues and coordinate budget and policies.

OBJECTIVE 2 - Ensure efficient organization of Human Resources by fostering closer functional collaboration between the general government and non-instructional school staffs, to improve service delivery and promote the best allocation of City resources.

OBJECTIVE 3 - Ensure efficient use of facilities by maximizing the public use of general government and school recreation facilities, such as gyms, playing fields, parks, and public buildings, for the use and enjoyment of the whole community.



**OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH**

**GOAL 1 Civic Engagement** - Provide citizens with meaningful, relevant, and convenient ways to participate in local government.

OBJECTIVE 1 - Provide opportunities for groups and individuals to share ideas, inform government decisions, and actively participate in civic life.

**GOAL 2 Government Accessibility** - Provide City services in form and function in a manner that is responsive to citizen needs.

OBJECTIVE 1 - Provide simple and intuitive access to public services and information.

OBJECTIVE 2 - Adopt best practices to ensure a positive customer experience

**GOAL 3 High Performance** - Cultivate a customer driven focus for the City organization, in which leadership, initiative, diversity, and teamwork are celebrated, and high performance is expected and rewarded.

OBJECTIVE 1 - Cultivate a customer driven focus for the City organization, in which leadership, initiative, diversity, and teamwork are celebrated, and high performance is expected and rewarded.

OBJECTIVE 2 - Provide systematic and ongoing opportunities for professional development, training, ethical cultural development and promotion.

OBJECTIVE 3 - Ensure accountable, transparent, and responsive service by achieving work plan goals and objectives.

**GOAL 4 City Hall** - Reshape City Hall to make it more accessible and “user friendly” for the public, and enhance its visual appeal in a way that reflects its position at the center of civic life of the City.

OBJECTIVE 1 - Lead an effective public decision making process for the redesign/relocation of City Hall.

**GOAL 5 High Performing Water Utility** - Maintain a high performing Water and Sewer Utility that supports the economic growth within its service territory in the County and City, and provides responsive customer service.

OBJECTIVE 1 - Adopt performance measures to track our progress in reducing costs and improving service to our customers.

**GOAL 6 Strengthen Children and Families** - Provide a comprehensive system of human services that promotes health, independence, and personal growth for all City residents.

OBJECTIVE 1 - Create a structure that promotes collaboration among all prevention and intervention service providers.

OBJECTIVE 2 - Promote the personal growth and well-being of youth and families through a comprehensive and coordinated array of community and school-based services.



**SOUND FINANCES**

The long-term strategic plan for this vision is currently being developed.



**SUCCESSFUL DEVELOPMENT**

**GOAL 1 City Center Development** - Facilitate mixed use development plans and a review process that provides new goods and services, enhances revenue, and is compatible with the Comprehensive Plan and community values.

OBJECTIVE 1 - Leverage market opportunities and forge public/private partnerships for phased City Center development that creates a vibrant, distinct, sustainable, great place.

**GOAL 2 Mixed Use Development** - Facilitate mixed use development plans and a review process that provides new goods and services, enhances revenue, and is compatible with the Comprehensive Plan and community values.

OBJECTIVE 1 - Seek and encourage redevelopment for areas identified in the Comprehensive Plan.

**GOAL 3 Infrastructure to Support Redevelopment** - Build infrastructure that supports citywide redevelopment that creates a vibrant, distinct, sustainable, great place.

OBJECTIVE 1 - Meet current and future needs for sanitary sewer, water, and storm water facilities.

OBJECTIVE 2 - Plan and implement street improvements- Plan and implement street improvements to promote pedestrian safety and commercial vitality as well as addressing multi-modal transportation and parking.

**GOAL 4 Land Use Tools** - Create new land use tools that encourage creative, compatible and sustainable development

OBJECTIVE 1 - Develop user-friendly, Web-based, uniform development code that contains innovative zoning tools and community design standards with integration of all development regulations including green building, affordable housing, historic preservation and transportation.



**NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

**GOAL 1 Traffic Calming** - Preserve the quiet, residential character of neighborhood streets, through traffic calming measures, sidewalks, and effective parking regulations.

OBJECTIVE 1 - Install new traffic calming features and pedestrian connections in City neighborhoods.

OBJECTIVE 2 - Protect neighborhoods from parking impacts, through the development, implementation, and consistent enforcement of neighborhood parking regulations.

**GOAL 2 Neighborhood Based Programs** - Improve safety and security in neighborhoods through closer collaboration with police and citizens.

OBJECTIVE 1 - Actively promote citizen volunteer involvement and partnership with Police to reduce property crime in neighborhoods.

**GOAL 3 Zoning** - Preserve neighborhood character and quality of life through effective zoning regulations.

OBJECTIVE 1 - Create better tools for neighborhood preservation through a comprehensive update of City Zoning Codes.



**DIVERSITY**

**GOAL 1 Affordable Housing** - Preserve and develop affordable housing as a means to ensure economic diversity in the City.

OBJECTIVE 1 - Implement the city wide affordable housing strategy that includes investment, acquisition, and building/development.

OBJECTIVE 2 - Expand housing choices by increasing the number of new affordable housing units and housing and services for low, moderate, and middle income households through inclusionary zoning.

**GOAL 2 Attract and Celebrate Diverse Populations** - Provide public activities, programs, and events that promote and celebrate the City's diversity.

OBJECTIVE 1 - Use City efforts to improve the business climate, reach out to all businesses and ensure that the full community is engaged in the civic and business life of the City

OBJECTIVE 2 - Promote the community's diversity through citywide events, and festivals so that the City is perceived as welcoming to all people.

**GOAL 3 Employment and Civic Volunteerism** - Recruit people from diverse backgrounds for employment and civic volunteerism.

OBJECTIVE 1 - Ensure that membership on City boards and commissions reflects the full diversity of the community.

OBJECTIVE 2 - Ensure that City workforce and staff leadership reflects the diversity of the community, and that the culture of the City Organization is one that embraces and celebrates that strength that comes through diversity.



**ENVIRONMENTAL HARMONY**

**GOAL 1 Expand Parklands** - Implement plans and sustain resources to expand and improve City parklands, walking trails, and athletic fields.

OBJECTIVE 1 - Create the policies for advance planning and acquisition to provide the linkage.

**GOAL 2 Regulatory Tools** - Protect and improve natural resources through the enforcement of existing regulations, and through the development of appropriate new regulatory tools.

OBJECTIVE 1 - Adopt and implement best practices in watershed management to improve community water quality.

OBJECTIVE 2 - Incorporate “Green” Building Practices into City building permit process.

**GOAL 3 Community Education** - Create and implement community education programs on best management practices that achieve environmental harmony.

OBJECTIVE 1 - Develop, implement, and sustain community education and environmental programs to include addressing energy management/reduction/production.

**GOAL 4 Green City Facilities** - Implement best management practices at City facilities to promote a healthy environment and be more efficient in our use of natural resources.

OBJECTIVE 1 - Use the opportunities of new purchases and construction of new facilities or major renovations of existing facilities to implement green technology.



**INNOVATION**

**GOAL 1 IT Infrastructure** - Build and upgrade Citywide IT infrastructure to support innovation.

OBJECTIVE 1 - Create an environment where IT enhances the delivery of governmental services.

OBJECTIVE 2 - Undertake cooperative ventures with the private sector that are scalable for the future, to facilitate expansion and growth and new technologies such as WiFi.



**A SPECIAL PLACE**

**GOAL 1 Visual Aesthetic Identity** - Create a clear and distinct visual aesthetic identity that differentiates the City.

OBJECTIVE 1 - Create and maintain an attractive and distinct entrance ways and commercial corridors to the City.

**GOAL 2 Artistic Venues** - Increase the number of venues for artistic performance display.

OBJECTIVE 1 - Encourage the development of public/private venues for artisans and artists to work and to showcase their work.

**GOAL 3 Festivals and Events** - Develop, promote, and maintain festivals and special events that celebrate the City's unique character

OBJECTIVE 1 - Plan, organize and support a variety of quality community wide special events each year.

Falls Church is an independent city lying just a few miles from the national capital. This proximity has been a major influence on its development, especially over the last century. Falls Church is small in area (2.2 square miles) and population (12,332 in 2010 Census), but its heritage predates America's colonial era.

As far back as 12,000 years ago, before the English came to Jamestown in 1607, the gently rolling landscape of Falls Church was traversed by Native American hunter-gatherers. As they moved inland from the north and east, they traveled two trails that intersected within the present boundaries of Falls Church. After a series of wars ending in 1677, they left the region and settlers gradually moved in.

The City's history dates back to the late 1600's when it was an early colonial settlement shared with native Indians. The community grew up around The Falls Church, which was founded in 1734 and whose congregation has included president George Washington and Virginia statesman George Mason. Falls Church slowly grew around the intersection of two Indian trails leading to the lower Potomac River falls, not far from the current intersection of Broad Street (Route 7) and Washington Street (Route 29). By 1875 it gained township status. Falls Church became an independent City in 1948 led by parents determined to improve the quality of local schools. Named an All-America City in 1962, Falls Church has also earned the Tree City USA award for 31 consecutive years from the National Arbor Day Foundation.

Falls Church ranks first in the nation in the percentage of persons with at least a college degree. In 2006, 75 percent of the persons 25 years of age or older living in Falls Church had at least a bachelor's degree. Approximately 40.7 percent of the population had a Master's, professional, or doctorate degree, which is almost four times the national average. Only one location in the United States had a higher percentage of persons with advanced degrees in 2000: Los Alamos, New Mexico, which is a major scientific research community.

- Council-Manager form of government
- Chartered as independent city in 1948
- Seven member City Council, elected at-large for four year term
- Mayor and Vice Mayor selected by Council for two year terms



**City Council.** From left to right standing are: Council Members Ira Kaylin, Johannah Barry, Robin Gardner, Ronald Peppe. Seated from left to right are: Lawrence Webb, Mayor Nader Baroukh and Vice Mayor David Snyder.

**CITY OF FALLS CHURCH, VIRGINIA  
 DIRECTORY OF OFFICIALS**

F. Wyatt Shields, City Manager

Cindy Mester, Assistant City Manager

Richard A. La Condre, MPA, Chief Financial Officer

John Foster, City Attorney

Kathleen C. Buschow, City Clerk

Catherine Kaye, City Treasurer

Thomas D. Clinton, Commissioner of Revenue

S. Stephen Bittle, Sheriff

Dr. Toni Jones, Superintendent of Schools

**CITY STATISTICS**

- 2.2 square miles
- Population of 12,567 (Estimate for 2011 by Weldon Cooper Center for Public Service)
- \$3,455,946,300 assessed value of real estate at January 1, 2012
- Percentage of population with a bachelor's degree or higher is 71% (US Census Bureau 2010 census data)

	WASHINGTON		
	FALLS CHURCH	METRO	U.S.
January 1, 2012 Median Home value	\$630,500 <sup>1</sup>	\$325,000 <sup>2</sup>	\$165,100 <sup>3</sup>
Unemployment Rate, November 2011 <sup>4</sup>	7.2%	4.2%	8.2%
Per Capita Income <sup>5</sup>	\$55,389	\$44,732	\$26,059

**RACE AND ETHNICITY, 2010**

White	80.0%
African American	4.3%
Asian	9.4%
Other, unknown	2.4%
Two or more races	4.0%
<b>Total</b>	<b>100.0%</b>
<i>Hispanic (any race)</i>	<i>9.0%</i>

Source: U.S. Census Bureau

**AGE DISTRIBUTION, 2010**

0-19	26.4%
20-44	32.9%
45-64	30.2%
65+	10.5%
<b>Total</b>	<b>100.0%</b>
Median Age	39

Source: US Census Bureau

**OCCUPATIONS OF CITY RESIDENTS**

Construction	469	5.0%
Manufacturing	78	0.8%
Transportation	111	1.2%
Information	406	4.3%
Wholesale Trade	129	1.4%
Retail Trade	1,092	11.5%
Finance, insurance, and real estate	193	2.0%
Real estate and rental and leasing	95	1.0%
Professional, scientific, management	1,009	10.7%
Management of companies and enterprises	65	0.7%
Administrative and Support and Waste Management and Remediation	1,068	11.3%
Health care and social assistance	1,839	19.4%
Educational, health, and social services	820	8.7%
Arts, entertainment and recreation	161	1.7%
Accommodation and food services	887	9.4%
Other services (except Public Administration)	875	9.2%
Public administration	169	1.8%
<b>Total Employed</b>	<b>9,466</b>	<b>100.0%</b>

Source: Virginia Employment Commission, as of December 2010

**REGIONAL COOPERATION**

- Memberships:**
- Northern Virginia Regional Commission
  - Northern Virginia Transportation Commission (NVTC)
  - Northern Virginia Transportation Authority (NVTA)
  - Northern Virginia Regional Park Authority
  - Fairfax-Falls Church Community Services Board
  - Metropolitan Washington Council of Governments
  - Northern Virginia Criminal Justice Academy

**Services provided by contract to other localities:**  
Aurora House (residential group home for girls)

- Services provided by contract by other localities:**
- |                                       |                         |
|---------------------------------------|-------------------------|
| Arlington County                      | Fairfax County          |
| • Jails                               | • Health                |
| • Commonwealth Attorney               | • Area Agency for Aging |
| • Circuit Court                       | • Social Services       |
| • Fire                                |                         |
| • E-911                               |                         |
| • Boys residential home (Argus House) |                         |

<sup>1</sup> Source: City of Falls Church Real Estate Assessor's Office; assessments for single family homes and townhouses.  
<sup>2</sup> Source: National Association of Realtors; sales price for single family homes and townhouses, excluding foreclosures.  
<sup>3</sup> Source: Bloomberg; sales price for single family homes, townhouses and condominiums, excluding foreclosures.  
<sup>4</sup> Source: Bureau of Labor Statistics, Local Area Unemployment Statistics  
<sup>5</sup> Source: US Census Bureau American Community Survey.

## ECONOMIC DEVELOPMENT TRENDS IN FALLS CHURCH

### The Local Marketplace

The City of Falls Church has benefited from an unprecedented wave of new development and investment that has occurred along several of its primary commercial corridors starting with the Broadway project in 2002. The Byron, the Spectrum, the Read Building, and Pearson Square followed the Broadway and its formula of higher-density, mixed-use development. Collectively these projects produce about \$4.9 million in gross revenue and \$2.1 million in net revenue for the city annually.

Commercial space in the Broadway, Byron, Read Building, and Pearson Square is mostly filled or in transition to new uses, while each of these buildings is at full residential occupancy. The Tax Analysts Building, a physically detached component of the Pearson Square project on South Maple Avenue, contains 85,000 square feet of office and retail space that is 95 percent occupied. It was the largest office building constructed in the city in 20 years when it was delivered to market in 2008. Tax Analysts, a nonprofit publisher of printed and online material, owns its headquarters building and is one of the city's largest employers.

Commercial space in the mostly residential Pearson Square building next door is anchored by Falls Church ArtSpace and Edwards Jones. Body Dynamics, a physical therapy and wellness center, has been approved to occupy much of the remaining space on the ground level of the building.

The Spectrum has continued to make steady progress in the sale of its residential units. About 125 of 189 Spectrum condos are occupied and another 11 are under contract in a building delivered to the market in early 2008 when regional condo supply greatly exceeded condo demand. The Spectrum also contains 32,000 square feet of condo office, which is three-quarters occupied. Mad Fox Brewery and For Eyes anchor the building's retail space, which still remains only one-third occupied. Mad Fox, a craft microbrewery and restaurant, signed a 15-year lease for 8,600 square feet and opened for business in July 2010. It has proven to be a popular regional draw and in 2011 was the highest revenue producing restaurant in the city.

### Office Trends

Through the third quarter of 2011 the vacancy rate for office space in the greater Falls Church submarket was 9.7 percent, according to CoStar and Delta Associates. Most of the available office space is located in older buildings, some of which are targeted for renovation or are impacted by site redevelopment plans. The Falls Church submarket vacancy rate compares favorably with a direct vacancy rate in the overall Northern Virginia (NOVA) office market of 14.9 percent through fourth quarter 2011 (source: Cushman & Wakefield).

The commercial real estate company Cassidy Turley reported in February 2012 that the NOVA office market is showing moderate leasing activity, slow rent increases, and recovering sales volume. There is currently the lowest supply of new office buildings in NOVA in the last 17 years and 56 percent of the inventory of office buildings is more than 20 years old. There is a premium for quality new buildings inside the Beltway if financing can be obtained in a tight credit market. Staff is working with several property owners that are interested in office expansion projects.

### Retail Trends

Occupancy rates in older properties are still holding strong for retail tenants. As space occasionally becomes available it has quickly backfilled, and at higher rent. Restaurants have been the source of greatest demand for space in the city. In the past two years Pizzeria Orso (a gourmet restaurant), Chipotle, Pisano's, Sfizi, Famous Dave's Barbeque, Honeybaked Ham, Mad Fox and others have opened in Falls Church, bolstering the city's meals tax revenue. The former Syms store on the city's east end has been leased by 24-Hour Fitness, which is investing in a substantial building renovation in advance of a business launch in 2012. Spacebar, a small nightclub owned by and modeled after Arlington's popular Galaxy Hut, will open in 2012 at 709 W. Broad Street.

**Pipeline Projects**

After several years in a holding pattern due to the Great Recession and a tight credit market, the Hekemian Company has broken ground for a mixed-use project in the 400 block of North Washington Street. The “Northgate” is located within close proximity to the East Falls Church Metro Station and the developer will use that advantage to market its 105 residential units, office and retail space. Delivery of the Northgate is expected in 2013.

A 110-room Hilton Garden Inn hotel was approved by the city in early 2011 for the 700 block of W. Broad Street. A final site plan has been approved and the Hilton franchisee is working to obtain financing to move to the construction phase of the project.

The Flower Building, located in the 800 block of W. Broad Street, was completed in 2009 and is now fully occupied with a mix of commercial uses. The 44,000-square-foot office and retail building houses the Falls Church U.S. Postal Service customer center, two restaurants, and multiple office tenants.

The Akridge Company received approval for “The Gateway” project in January 2011. This mixed-use development project is planned for the 500 block of N. Washington Street, at the city’s entrance to Arlington County. The development plan includes 71,000 square feet of Class A office, 14,000 square feet of retail, and 200 residential units. Like the Northgate next door, the Gateway is designed to be Metro Transit oriented.

In 2011 there was intense activity by developers seeking land assembly and higher density development opportunities in Falls Church. Prospects have emerged for grocery store, hotel, office and mixed use projects on various sites in the city. The multi-family residential market is very strong for new rental housing, especially units targeted to young professionals as the Washington, DC area continues to add jobs and attract a workforce from outside the region. The city aggressively seeks to capture investment and new development with the right mix of uses to strengthen, broaden and balance its tax base.

**The Eden Center**

One of the most remarkable commercial success stories in Falls Church and, indeed, the metropolitan Washington region, is the Eden Center on Wilson Boulevard. The center is Northern Virginia’s premier Asian shopping destination, with over 130 businesses. Its Vietnamese restaurants, eclectic array of shops, vendors and cultural events regularly draw chartered buses from surrounding states and Canada. The closure several years ago of a National Wholesale Liquidator’s store at the center provides an opportunity for the owner to add more ethnic businesses and expand the power of Eden Center’s draw.

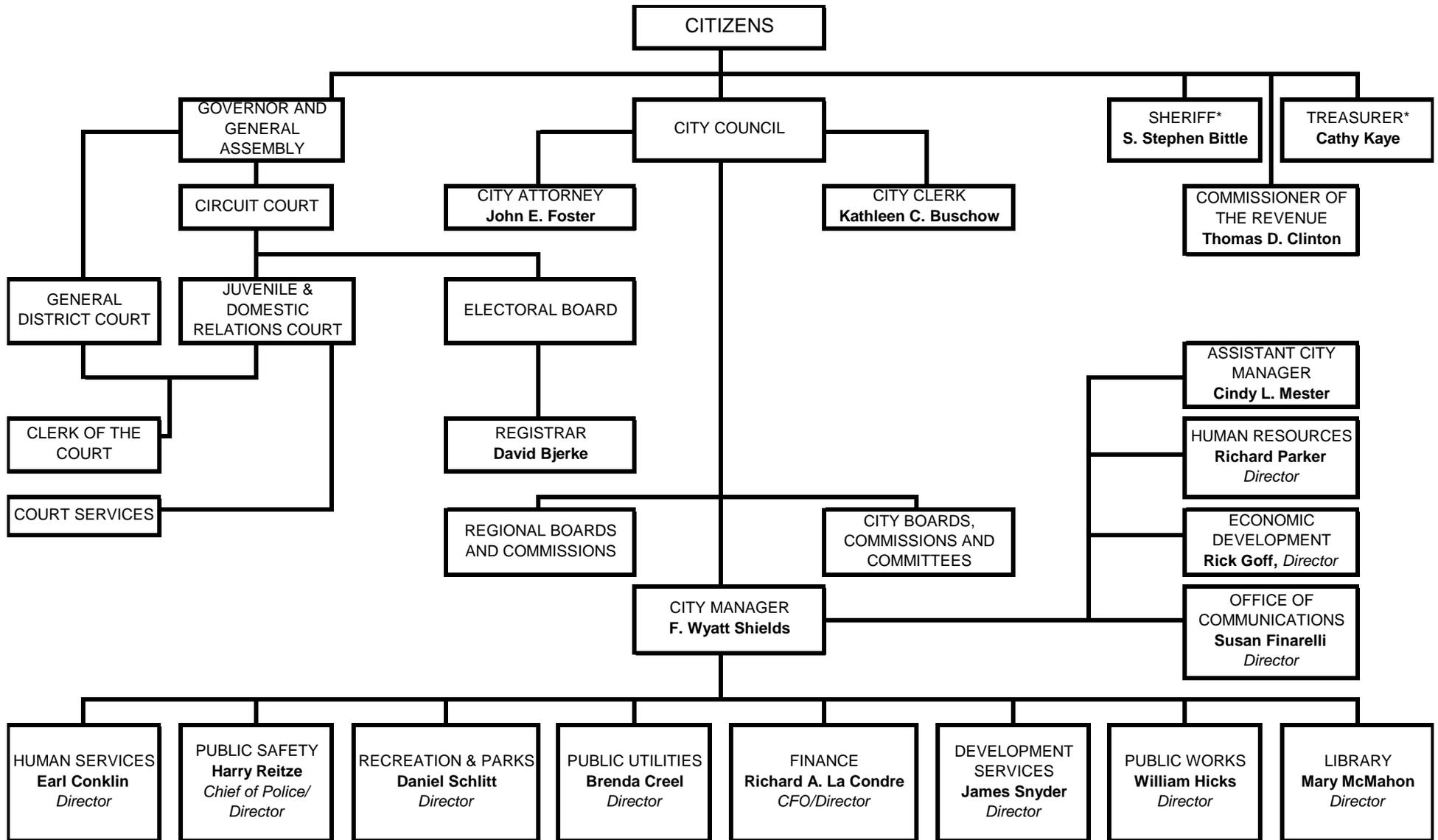
**BJ’s Comes to Town**

BJ’s Wholesale Club opened its 87,000 square foot Falls Church store in fall 2010. It signed a 20-year lease on an eight-acre former light industrial site on Wilson Boulevard. This deal was facilitated by an agreement between the city and developer JBG Rosenfeld Retail to share a portion of taxes generated by the new store over a 12-year period. It was the second largest retail lease signed in the entire Washington, DC region in 2009. Sales performance in 2011 for the Falls Church store was strong as well as consistent with the city’s revenue projections.

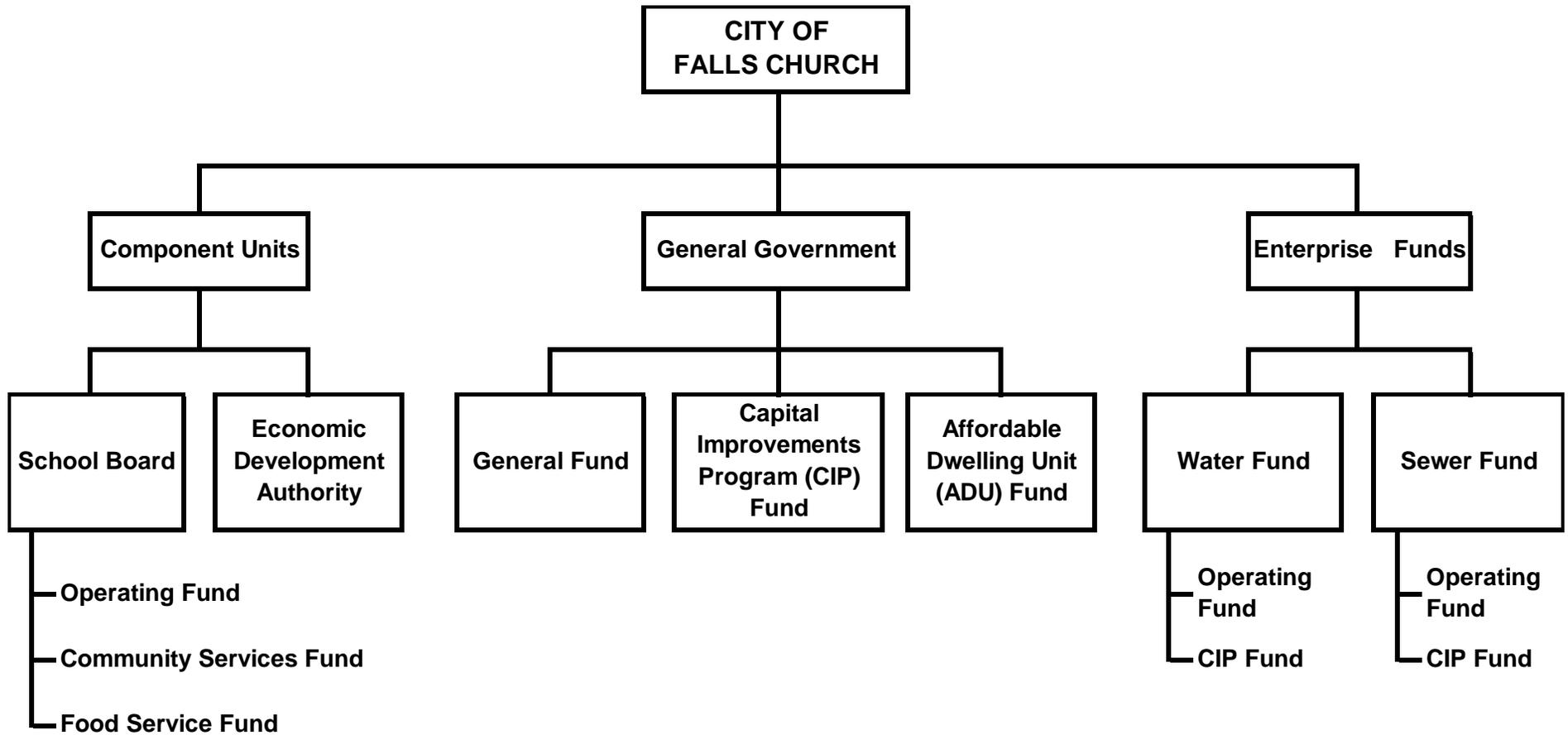
**COMPREHENSIVE PLAN OUTLOOK FOR THE FUTURE**

- The City will continue as a vibrant and thriving enclave in the Northern Virginia region, inhabited by citizens and businesses who believe strongly in community involvement and spirit.
- The City will continue to be recognized as a predominantly residential community, and will retain its small-town character. This character will be conveyed visually through the cohesive architecture and urban design of the commercial districts, which complement the residential neighborhoods, and through the successful preservation and rehabilitation of the City’s historic resources.

- The City's commercial base will be strong and serve the greater Falls Church community, while also attracting people from throughout the region to eat, shop, and conduct business in the commercial centers. The City will have attractive office spaces located within walking distance of restaurants and shops. Public-private collaboration will result in the creation of public gathering places for cultural events and meetings.
- Education will continue to be a high priority for the City. Schools will be maintained as high quality public facilities, commensurate with the continuing academic excellence for which the City is known, and will serve as an important focus for community, social, and cultural activities.
- Local educational services will expand to include institutes of higher education and an extension of educational opportunities to all City residents. The addition of these higher education resources will draw new ideas from the region and perhaps from beyond, from which the entire community will benefit. The City's library will remain an integral component of the excellent educational system.
- Planning for open space will also provide for active recreation and sports.
- The City will remain attractive to a wide range of family types, cultures, and generations, including single-person households, those with children, and citizens in retirement, embracing the City's varied ethnic and cultural diversity. A diverse housing stock will provide opportunities to all income levels and family types.



\*Constitutional Officers will participate in coordination with Public Safety and Administrative Teams



## **GENERAL GOVERNMENT**

**General Fund:** The General Fund accounts for all expenditures and revenues not otherwise included in the other funds. It has an annual appropriation. Any unexpended and unencumbered amounts at the end of the fiscal year revert back to fund balance.

**CIP Fund:** The CIP Fund accounts for major capital outlays of the General Government and School Board, generally those exceeding \$100,000. The City's Planning Commission reviews and approves a five-year program with an eye towards the City's financial policies. The City Council makes the final approval through an Ordinance. The five-year program is reviewed each year and adopted every year to ensure that needs are addressed in relation to the City's fiscal environment.

**Affordable Dwelling Unit Fund:** The ADU Fund was established to accumulate dedicated funding for affordable dwelling programs. Initial funding was transferred from the General Fund. Other sources of funds have included developer contributions. In FY2013, no plan has been established to expend the funds, and no revenues are expected to be earned by the fund. Therefore, no budget was adopted for this fund.

## **ENTERPRISE FUNDS**

**Water Fund:** The Water Fund accounts for the revenues and expenditures that pertain to the operation of the City's water system. A separate fund was established for the operating revenues and expenditures and for its capital improvement program. Similar to the General Government's CIP, the Planning Commission also reviews and approves a five-year program. The City Council makes the final approval through an Ordinance. A five-year program is reviewed and re-adopted each year.

**Sewer Fund:** The Sewer Fund accounts for the revenues and expenditures that relate to the operations of the City's sewer system. There is a separate fund for the Sewer's operating activities and another for capital improvement program. The City's Planning Commission also reviews and recommends to the City Council a five-year program. The City Council adopts the program through an Ordinance. The five-year program is also reviewed and re-adopted each year.

## **COMPONENT UNITS**

**School Board:** The School Board is a publicly-elected body consisting of seven members. A chairperson and a vice-chairperson is elected by the members. The School Board has jurisdiction over the administration of the City's pre-Kindergarten to High School education system, and other ancillary activities. The School Board sets its own budget and requests an annual transfer from the General Government. Excess of revenues over expenditures remain in each of the School Board funds and is available for their use in future years. The School Board does not have the ability to raise taxes or issue debt. All debts are issued by the General Government and associated debt service payments are budgeted by the General Government. The School Board established three funds to account for its operations:

- Operating Fund – The Operating Fund accounts for all expenditures and revenues that pertain to the operation of the City's pre-Kindergarten to High School education system and not otherwise included in the other funds.
- Community Service Fund – The Community Service Fund accounts for all expenditures and revenues that relate to the operation of a daycare, the television access programs and other community education programs.
- Food Service Fund – The Food Service Fund accounts for all expenditures and revenues relating to the provision of food and beverages to the students of the City.

## **I. PLANNING AND BUDGETING – ALL FUNDS**

### **A. Governing Legislation**

The adoption and implementation of the City of Falls Church's (the City) budget shall be governed by Chapter 6 of the City Charter and Chapter 10 of the City Code. This policy shall not override any of the provisions of the Charter and the Code, but rather, shall provide supplemental guidance on the adoption and implementation of the City's budget.

### **B. General**

The City of Falls Church will adopt an annual General Fund budget in which the budgeted revenues and expenditures are equal (a balanced budget). The budget shall clearly delineate the sources of funding for each year's expenditures. Any one-time revenues or use of unassigned fund balance will be used for one-time, non-recurring expenditures such as capital assets, pay-as-you-go projects in the Capital Improvement Program (CIP), equipment, special studies, debt reduction, and reserve contributions. Restricted or committed fund balances may only be used for the purpose so stated.

Each year's budget may include a General Fund Contingent appropriation ("Council Reserve") to cover unforeseen expenditures, new projects initiated after a fiscal year has begun, or revenue shortfalls. Unexpended amounts in this reserve at fiscal year end may be re-appropriated by Council for use in the subsequent fiscal year. Funding may be allocated from this contingent appropriation only by resolution of City Council.

The City will adopt annual Utility Funds budgets in which the budgeted revenues from fees and charges, investment earnings, and operating grants will be sufficient to meet operating expenses and debt service. Availability fees, including availability fees accumulated from previous years, will only be used to offset the costs of providing additional capacity, including debt service on any debt incurred to finance such projects. Any one-time revenues or use of unrestricted net assets will be used for one-time, non-recurring expenses such as capital, equipment, special studies, debt reduction, and reserve contributions. Restricted net assets may only be used for the purpose so stated.

The City will prepare and update annually a five-year Capital Improvement Program (CIP) to be approved by City Council. At the same time, the City Council will adopt an annual budget for the Capital Fund including a resolution to bond projects requiring that source of funding. The CIP will be developed with an analysis of the City's infrastructure and other capital needs, and the financial impact of the debt service required to meet the recommended financing plan.

Except for trust funds, the City will adopt an annual budget for all other funds including the School Board and the Economic Development Authority.

The City Council will adopt all budgets by Ordinance.

### **C. Budget Amendments**

Amendments to any budget that require an increase in revenue and/or expenditure requires an Ordinance to be passed by the City Council.

Transfers of funding between departments, as defined by the City's organization structure, requires a resolution by the City Council. Any transfers to and from the Water Fund and Sewer Fund constitute an increase in each of the Funds' budgets and therefore requires an Ordinance to be passed by the City Council.

Transfers within departments require an approval by the City Manager and by the Chief Financial Officer.

Transfers between capital projects require a resolution by the City Council.

#### **D. Funding of Post-Retirement Benefits**

The City will use an actuarially-accepted method of funding its pension system to maintain a fully-funded position. The City's contribution to employee retirement costs will be adjusted annually as necessary to fully fund its actuarially-required contributions (defined as City and employee contributions, if any, that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due).

The City will use an actuarially-accepted method of funding its other post-employment benefits to maintain a fully-funded position. The extent of the City's other post-employment benefits and its contribution to them will be adjusted annually as necessary to fully fund its actuarially-required contribution (defined as City and employee contributions, if any, that when expressed as a percent of annual covered payroll are sufficient to accumulate assets to pay benefits when due).

#### **E. Transfers from Utility Funds**

Transfers from the Utility Funds to the General Fund may be done for reimbursement of administrative expenses based on a reasonable method of calculation and payment in lieu of taxes.

## **II. DEBT MANAGEMENT**

### **A. General Fund**

The City of Falls Church will adhere to the following policies whenever the City issues new bonds:

1. Total General Fund supported debt shall not exceed 5% of the net assessed valuation of taxable real estate property in the City.
2. Annual debt service expenditures for all General Fund supported debt shall not exceed twelve percent (12%) of total General Fund operating expenditures, including school board transfer and debt service.
3. The term of any debt issue shall not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
4. The city shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.
5. The City shall comply with all requirements of Title 15.2 Code of Virginia and all other legal requirements regarding the issuance of bonds and certificates of the City or its debt issuing authorities.
6. At least 25% of total debt will be repaid within five years and at least 50% of total debt within ten years.
7. Debt shall be defined as bonds, capital leases, lines of credit, and certificates of participation or any other instruments that constitute evidence of indebtedness on the part of the City.

The Council shall put to referendum certain general obligation bonds:

1. Where the aggregate amount of the bond, for the bonded project or portion thereof exceeds ten percent of the General Fund budget for the fiscal year in which the bond(s) are anticipated to be issued.

2. The referendum requirement does not apply to bonds issued for water, sewer, fire, police and medical services projects.

In addition, Article VII of the Constitution of the Commonwealth of Virginia limits the City's debt capacity to not more than 10% of the assessed valuation of taxable real estate property in the City.

## **B. Utility Funds**

The City may issue bonds to fund enterprise activities, such as water and sewer utilities, or for capital projects which will generate a revenue stream.

1. The bonds will be issued only if revenue sources are identified that are sufficient to fund the debt service requirements.
2. Costs of issuance, debt service reserve funds, and capitalized interest may be included in the capital project costs and thus are fully eligible for reimbursement from bond proceeds.
3. Bonds may be issued either as revenue bonds or as City general obligation bonds. In either case, the debt service coverage for the fund supporting the debt shall be at least 105%. Debt service coverage is calculated by dividing operating income by the bonds' total debt service.

## **III. FUND BALANCE AND NET ASSETS**

### **A. General Fund**

Unassigned fund balance is a key element of financial resilience for any municipal organization. An unassigned fund balance at 17% of expenditures represents two months of operating expenditures, and is held in reserve to mitigate the impacts of unanticipated revenue shortfalls, and provide a buffer for unexpected expenditure requirements. Capital reserves, similarly, allow the City to execute a multi year capital plan with a buffer against unforeseen economic events.

The City of Falls Church adopts the following policy for its Unassigned General Fund balance:

1. The goal for unassigned fund balance shall be 17%, but not less than 12%, of the actual General Fund expenditures for the then current Fiscal Year, and these funds shall be appropriated by the City Council.
2. In the event that the unassigned fund balance is used to provide for temporary funding of unforeseen emergency needs or used to mitigate effect of unbudgeted revenue shortfall, the City shall restore the unassigned fund balance to 12% of the actual General Fund expenditures for the then current fiscal year within two fiscal years following the fiscal year within which the event occurred. To the extent additional funds are necessary to restore the unassigned General Fund Balance to 17% of the actual General Fund expenditures for the then current year, such funds shall be accumulated in no more than three approximately equal contributions each fiscal year; this shall provide for full recovery of the targeted fund balance amount within five years following the fiscal year in which the event occurred.
3. The following are other types of fund balance as defined by Governmental Accounting Standards Board (GASB) and should not be included in the calculation of the ratio discussed in item 1:
  - a. Restricted fund balance represents that portion of fund balance that is restricted for a specific future use either by enabling legislation, donor, or bond covenant. This fund balance is required to be used or maintained for the specific purpose so stated.

- b. Committed fund balance represents fund balance that is committed by the City Council to be used for a specific purpose, such as funds committed to be used for capital projects in the Capital Improvement Project fund. Such commitment may only be reversed by similar action that committed it. Such commitment should be supported by definitive plans approved by the City Council.
  - c. Non-spendable fund balance represents that portion of the fund balance that is not available for future spending such as prepaid items, inventory and long-term notes receivables.
  - d. Assigned fund balance represents amounts that are constrained to be used for specific purpose (such as towards contracts) by either the City Council or the City Manager.
4. The City shall establish a capital reserve fund balance and it shall be a committed fund balance. The balance shall be maintained at 5% of General Fund fixed assets OR \$3,750,000, whichever is lower. The City shall meet this goal by FY2021 through annual appropriations of \$500,000, and thereafter appropriate no less than \$375,000 per annum to capital reserve. The capital reserve fund balance shall be used to pay for projects in the Capital Improvement Program or for debt service for those projects. The use of this fund balance shall be included in the annual appropriation or in budget amendments passed by the City Council through an Ordinance. The City may go below the minimum balance to fund unforeseen emergency capital needs. In the event that this happens, the City shall restore the required balance within three (3) fiscal years.

## **B. Utility Funds**

It is the City's goal, pursuant to the utility rate studies provided by consultants, to have positive unrestricted net assets for its Utility Funds in its Statement of Net Assets that reflect economic well-being.

1. Unrestricted net assets shall be greater than 25% of total operating expenses at fiscal year-end, to provide reserves for operations and future capital improvements.
2. There will be a restriction of net assets for investment in capital assets, net of related debt, as required by Generally Accepted Accounting Principles.
3. Designation of unrestricted net assets represents plans by management. Such designations should be supported by definitive plans approved either by the City Council or the City Manager.
4. The City shall establish a capital reserve for the Water Fund. The balance shall be maintained at 2% of fixed assets OR \$2,500,000, whichever is lower. The City shall meet this goal by FY2016 through annual appropriations, and thereafter appropriations of \$500,000 per annum. The capital reserve shall be used to pay for projects in the Capital Improvement Program or for debt service for those projects. The use of these funds shall be included in the annual appropriation or in budget amendments passed by the City Council through an Ordinance. The City may go below the minimum balance to fund unforeseen emergency capital needs. In the event that this happens, the City shall restore the required balance within three (3) fiscal years.
5. The City shall establish a capital reserve for the Sewer Fund. The balance shall be maintained at 2% of fixed assets OR \$400,000, whichever is lower. The City shall meet this goal by FY2022.
6. Through appropriation of \$50,000 per annum commencing in FY2014. The capital reserve shall be used to pay for projects in the Capital Improvement Program or for debt service for those projects. The use of these funds shall be included in the annual appropriation or in budget amendments passed by the City Council through an Ordinance. The City may go

below the minimum balance to fund unforeseen emergency capital needs. In the event that this happens, the City shall restore the required balance within three (3) fiscal years.

All definitions of "fund balance", "net assets", "revenues", "operating revenues", "expenditures" and "expenses" shall comply with Government Accounting Standards Board definitions.

#### **IV. FISCAL POLICIES – ADOPTION**

1. The City's fiscal policies shall be adopted by resolution of the City Council.
2. The fiscal policies shall remain in effect until such time as they are amended or repealed by subsequent Council action, and will be presented to City Council every two years within ninety days of a new Council taking office.

*Adopted by Council December 12, 2011  
Resolution 2011-45*

**FY2013 ADOPTED BUDGET  
BUDGET  
INTRODUCTION**



**ORDINANCE 1875**

AN ORDINANCE FIXING AND DETERMINING THE BUDGET OF EXPENDITURES AND REVENUES, APPROPRIATING FUNDS FOR THE FISCAL YEAR 2013: GENERAL FUND; SCHOOL OPERATING FUND; SCHOOL COMMUNITY SERVICE FUND; AND SCHOOL FOOD SERVICE FUND; WATER REVENUE FUND AND SEWER REVENUE FUND

THE CITY OF FALLS CHURCH HEREBY ORDAINS THAT:

SECTION 1: The annual budget of the City of Falls Church, Virginia, for the General Fund, School Operating Fund, School Community Service Fund, and School Food Service Fund, Water Revenue Fund and Sewer Revenue Fund, for the Fiscal Year 2013, is hereby fixed, determined and appropriated as hereinafter set forth:

- a. \$69,317,704 for the General Fund revenues; and  
\$69,317,704 for the General Fund expenditures.
- b. \$37,707,400 for the School Operating Fund revenues, \$2,022,760 for the School Community Service Fund revenues; and  
\$37,707,400 for the School Operating Fund expenditures, \$2,022,760 for the School Community Service Fund expenditures.
- c. \$982,000 for the School Food Service Fund revenues; and  
\$982,000 for the School Food Service Fund expenditures.
- d. \$23,315,000 for the Water Fund revenues; and  
\$23,315,000 for the Water Fund expenditures.
- e. \$3,955,000 for the Sewer Fund revenues; and  
\$3,955,000 for the Sewer Fund expenditures.

<b>FY 2013 APPROPRIATION OF FUNDS</b>				
		<b>FY2012</b>	<b>FY2013</b>	<b>Ordinance</b>
		<b>Adopted</b>	<b>Proposed</b>	<b>FY2013</b>
				<b>Adopted</b>
1	<b>General Fund – Expenditures by Department</b>			
2				
3	Legislative	672,310	663,020	671,663
4	Executive	2,723,535	3,087,982	3,109,080
5	Finance	1,229,485	1,292,230	1,305,334
6	Commissioner of the Revenue	634,479	678,490	688,225
7	Treasurer	491,734	565,715	572,679
8	Registrar	301,719	284,364	286,689
9	Sheriff	1,408,419	1,506,453	1,516,561
10	Clerk of Court	28,931	28,931	28,931
11	Public Safety	7,370,127	7,744,458	7,727,841
12	Public Works	5,458,840	5,567,032	5,698,038
13	Human Services	3,856,555	4,100,982	4,121,964

<b>FY 2013 APPROPRIATION OF FUNDS</b>				
				<b>Ordinance 1875</b>
		<b>FY2012</b>	<b>FY2013</b>	<b>FY2013</b>
		<b>Adopted</b>	<b>Proposed</b>	<b>Adopted</b>
14	Recreation and Parks	2,557,430	2,600,797	2,668,847
15	Library	1,828,406	1,843,582	1,864,270
16	Development Services	1,337,615	1,895,506	1,895,623
17	Education and Transfers to Schools	27,880,182	29,922,382	29,926,504
18	Non-departmental	7,260,846	7,605,455	7,235,455
19				
20	<b>Total General Fund</b>	65,040,613	69,387,379	69,317,704
21				
22	<b>General Fund Revenue</b>			
23				
24	Property Taxes	42,845,518	45,230,500	45,230,500
25	Property Taxes - Non Assessed	180,000	309,000	309,000
26	General Sales & Use Taxes	3,300,000	3,795,000	3,795,000
27	Selective Sales & Use Taxes	4,976,941	5,167,600	5,167,600
28	Gross Receipts Business Taxes	2,722,941	3,023,000	3,023,000
29	Other Taxes	818,000	860,000	860,000
30	Licenses & Permits	542,641	534,260	534,260
31	Federal Grants	178,500	471,073	471,073
32	State Operating Grants	963,000	949,572	949,572
33	State Shared Revenue	2,870,877	2,870,877	2,870,877
34	Payments in lieu of Taxes	150,000	150,000	150,000
35	Charges for Services	4,426,195	4,401,397	4,393,772
36	Fines & Forfeitures	750,000	888,600	897,550
37	Investment Revenues	0	0	0
38	Rental Income	40,000	69,000	69,000
39	Contributions Private Sources	5,000	6,500	6,500
40	Interfund Operating Transfers	0	0	0
41	Use of Fund Balance	0	60,000	60,000
42	Dispositions & Sales	55,000	55,000	55,000
43	Recovered Costs	30,000	30,000	30,000
44	Debt Proceeds	0	330,000	259,000
45	Transfer from School Operating Fund	186,000	186,000	186,000
46	<b>Total General Fund Revenues</b>	65,040,613	69,387,379	69,317,704
47				
48				
49	<b>School Operating Fund - Expenditures</b>			
50				
51	Uses of Funds	35,718,500	37,707,400	37,707,400
52	<b>Total School Operating Fund Expenditures</b>	35,718,500	37,707,400	37,707,400
50	<b>School Operating Funds - Revenues</b>			

<b>FY 2013 APPROPRIATION OF FUNDS</b>				
		<b>FY2012</b>	<b>FY2013</b>	<b>Ordinance 1875</b>
		<b>Adopted</b>	<b>Proposed</b>	<b>FY2013 Adopted</b>
53				
54	<b>School Operating Funds - Revenues</b>			
55				
56	Beginning Balance	1,386,000	1,450,000	1,450,000
57	Sales Tax	2,125,600	2,125,000	2,125,000
58	Federal Funds	1,061,200	503,700	503,700
59	State Funds	2,932,800	3,105,800	3,105,800
60	Other	780,500	1,047,700	1,047,700
61	City Appropriation	27,433,000	29,475,200	29,475,200
62	<b>Total School Operating Fund Revenues</b>	<b>35,718,500</b>	<b>37,707,400</b>	<b>37,707,400</b>
63				
64	<b>School Community Service Fund - Expenditures</b>			
65				
66	Non-Instructional	1,744,300	2,022,760	2,022,760
67	<b>Total School Community Services Fund Expenditures</b>	<b>1,744,300</b>	<b>2,022,760</b>	<b>2,022,760</b>
68				
69	<b>School Community Services Fund - Revenue</b>			
70				
71	Beginning Balance	185,500	428,500	428,500
72	Day Care Receipts	831,690	871,010	871,010
73	User Fees - Tuition	14,600	14,600	14,600
74	Rental Fees - Personnel	122,710	109,450	109,450
75	Rental Fees	77,700	67,300	67,300
76	Interest Income	0	0	0
77	Miscellaneous	83,500	103,300	103,300
78	City Appropriation	398,900	398,900	398,900
79	City Appropriation - Day Care	29,700	29,700	29,700
80	<b>Total Community Services Fund Revenues</b>	<b>1,744,300</b>	<b>2,022,760</b>	<b>2,022,760</b>
81				
82	<b>School Food Service Fund Expenditures</b>			
83				
84	Non-Instructional	895,700	982,000	982,000
85	<b>Total School Food Service Fund Expenditures</b>	<b>895,700</b>	<b>982,000</b>	<b>982,000</b>
86				
87	<b>School Food Service Fund Revenues</b>			
88				
89	Beginning Balance	94,500	97,700	97,700
90	Federal Subsidy	115,000	135,600	135,600
91	State Subsidy	7,670	10,000	10,000
92	Investment Income	0	0	0
93	Cafeteria Sales	673,730	734,100	734,100

FY 2013 APPROPRIATION OF FUNDS				
				Ordinance 1875
		FY2012	FY2013	FY2013
		Adopted	Proposed	Adopted
94	Miscellaneous Income	1,800	1,600	1,600
95	School Board Transfer	3,000	3,000	3,000
96	<b>Total School Food Service Fund Revenues</b>	895,700	982,000	982,000
97				
98				
99	<b>Water Fund Expenditures</b>			
100				
101	Water Division	20,557,486	23,315,000	23,315,000
102	<b>Total Water Fund Expenditures</b>	20,557,486	23,315,000	23,315,000
103				
104	<b>Water Fund Revenues</b>			
105				
106	Charges For Services	19,608,491	23,093,000	23,093,000
107	Investment Income	42,000	42,000	42,000
108	Rental Income	180,000	180,000	180,000
109	Other Income	6,000	0	0
110	Borrowings and Use of Fund Balance	720,995	0	0
111	<b>Total Water Fund Revenues</b>	20,557,486	23,315,000	23,315,000
112				
113				
114	<b>Sewer Fund Expenditures</b>			
115				
116	Sewer Division	3,455,922	3,955,000	3,955,000
117	<b>Total Sewer Fund Expenditures</b>	3,455,922	3,955,000	3,955,000
118				
119	<b>Sewer Fund Revenues</b>			
120				
121	Charges for Services	3,092,822	3,945,000	3,945,000
122	Investment Income	10,000	10,000	10,000
123	Borrowings and Use of Fund Balance	353,100	0	0
124	Federal Grants	0	0	0
125	<b>Total Sewer Revenue</b>	3,455,922	3,955,000	3,955,000

1st Reading: 3-26-12  
 2nd Reading: 4-23-12  
 Adoption: 4-23-12  
 (TO12-07)

IN WITNESS WHEREOF, the foregoing was adopted by the City Council of the City of Falls Church, Virginia on April 23, 2012 as Ordinance 1875



Kathleen Clarken Buschow  
City Clerk

**ORDINANCE 1876**

AN ORDINANCE FIXING AND DETERMINING THE FY2013-FY2017 CAPITAL IMPROVEMENTS PROGRAM AND APPROPRIATING EXPENDITURE AND REVENUE FUNDS FOR THE FISCAL YEAR 2013

THE CITY COUNCIL OF THE OF FALLS CHURCH HEREBY ORDAINS THAT:

The Capital Improvements Program for FY2013 is hereby fixed, determined, and appropriated, and the Capital Improvements Program for the years FY2014 through FY2017 is hereby adopted, as follows:

Capital Improvements Program (CIP) for FY2013-FY2017

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
<b>INFORMATION TECHNOLOGY</b>					
General Govt/Schools					
Infrastructure/Telecommunications	\$550,000	\$507,500	\$-	\$-	\$-
Total Information Technology	550,000	507,500	-	-	-
<b>PUBLIC SAFETY</b>					
Fire Station Upgrades	-	250,000	-	-	-
Total Public Safety	-	250,000	-	-	-
<b>PUBLIC FACILITIES</b>					
General Govt Reinvestment	220,000	305,000	245,000	240,000	190,000
City Govt City Hall/Public Safety Expansion (Front Project)	1,300,000	-	-	-	-
General Govt City Hall/Public Safety Renovations (Rear Project)	675,000	3,825,000	-	-	-
General Govt City Hall/Public Safety Central Renovations	796,500	2,603,500	-	-	-
Library Expansion	-	2,000,000	-	-	-
City Campus Parking (City Hall/Community Ctr/Library/Schools)	06301,200,000	-	-	-	-
Schools Replacement/Modern. Pre-school Cherry Street Renovation	485,000	220,000	225,000	440,000	-
Mt. Daniel Expansion	-	2,000,000	-	-	-
TJ Schools Construction	4,000,000	-	2,000,000	4,012,649	-
Total Public Facilities	8,676,500	10,953,500	2,470,000	4,692,649	190,000
<b>ENVIRONMENT</b>					
Stream Bank Restoration	215,000	-	-	-	-
Storm Water Facility Investment	1,200,000	1,800,000	2,000,000	2,500,000	2,500,000
Total Environment	1,415,000	1,800,000	2,000,000	2,500,000	2,500,000
<b>TRANSPORTATION</b>					
Washington Street and Maple Signal Installation	345,000	-	-	-	-
Signal Conversion	147,500	-	-	-	-
Sign Retroreflectivity Fed. Mandate	45,000	75,000	75,000	75,000	50,000
Bus Stop Improvements	129,648	-	-	-	-

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Gresham PI & N Washington Signal Upgrade	779,250	-	-	-	-
N. Washington St. Streetscape Improvements	348,200	-	-	-	-
Roadbed Assessment & Reconstruction	558,358	-	-	-	-
Commercial Corridor Transportation Improvements	-	748,000	748,000	748,000	748,000
Pedestrian, Bicycle & Traffic Calming Improvements	2,921,360	300,000	300,000	300,000	300,000
N. West Street Improvements	361,131	-	-	-	-
Mary Ellen MS Drop Off	97,000	-	-	-	-
<b>Total Transportation</b>	<b>5,732,447</b>	<b>1,123,000</b>	<b>1,123,000</b>	<b>1,123,000</b>	<b>1,098,000</b>

**RECREATION & PARKS**

Park Master Plan Implementation	200,000	-	200,000	-	200,000
Howard E. Herman Stream Valley Park	-	-	-	463,500	-
West End Park Dev	-	350,000	-	-	-
Baseball/Softball Field Lights	110,000	-	-	-	-
<b>Total Recreation &amp; Parks</b>	<b>310,000</b>	<b>350,000</b>	<b>200,000</b>	<b>463,500</b>	<b>200,000</b>
<b>TOTAL GENERAL FUND</b>	<b>16,683,947</b>	<b>14,984,000</b>	<b>5,793,000</b>	<b>8,779,149</b>	<b>3,988,000</b>

**SOURCES**

Grant/Other Funded	5,326,120	300,000	300,000	300,000	300,000
Total Debt Financed	10,626,500	11,536,000	2,200,000	4,476,149	200,000
Only if grant/revenue offset	-	2,548,000	2,748,000	3,248,000	3,248,000
Total "Pay as you go" Financed	731,327	600,000	545,000	755,000	240,000
<b>Total Sources</b>	<b>16,683,947</b>	<b>14,984,000</b>	<b>5,793,000</b>	<b>8,779,149</b>	<b>3,988,000</b>

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
<b>WATER UTILITY</b>					
Kirby Road (Chain Bridge-Chesterbrook)	2,630,000	3,600,000	2,670,000	-	-
Kirby Road (Chesterbrook-George Mason)	-	-	-	200,000	950,000
McLean Pumping Station Improvements	-	1,000,000	-	-	-
Water Main Replacement Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Dolley Madison-McLean PS Water Main	200,000	1,200,000	-	-	-
Tysons Tank No. 1 (Tysons to Tank 2 Water Main)	-	750,000	575,000	-	-
Tysons Tank No. 2	100,000	400,000	2,000,000	3,000,000	500,000
Scotts Run Pump Station Modification	-	-	-	40,000	300,000
<b>Total Water Utility</b>	<b>4,930,000</b>	<b>8,950,000</b>	<b>7,245,000</b>	<b>5,240,000</b>	<b>3,750,000</b>

**SOURCES**

Debt Funded	4,930,000	8,950,000	7,245,000	5,240,000	3,750,000
Total Sources	4,930,000	8,950,000	7,245,000	5,240,000	3,750,000

	FY2013	FY2014	FY2015	FY2016	FY2017
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**SEWER UTILITY**

Fairfax Wastewater Treatment Plant Upgrades Phase II	359,000	106,000	66,000	97,000	205,000
Falls Church Sewer Rehabilitation	400,000	450,000	500,000	550,000	600,000
WWTP Capacity Expansion	-	-	5,600,000	-	-
Total Sewer Utility	759,000	556,000	6,166,000	647,000	805,000

**SOURCES**

Debt Funded	359,000	106,000	5,666,000	97,000	205,000
"Pay as you go"	400,000	450,000	500,000	550,000	600,000
Total Sources	759,000	556,000	6,166,000	647,000	805,000

The adoption of the CIP by the City Council signifies the Council's identification of priorities for capital spending over a five-year period. Bond funding and execution of multiple year projects should be based on an assumed approval of the CIP for all five years.

Council further directs that a 20-year integrated master facility plan, reflecting all general government and school facilities, be adopted by and reflected within the FY2014 budget development. Furthermore, that project approval for the City Hall/Public Safety is a commitment to the facility for the full life of the bond financing and that land exchanges and/or other use changes are not to occur during this period.

1st Reading: 3-26-12  
 2nd Reading: 4-09-12  
 Adoption: 4-23-12  
 (TO12-08)

IN WITNESS WHEREOF, the foregoing was adopted by the City Council of the City of Falls Church, Virginia on April 23, 2012 as Ordinance 1876.

\_\_\_\_\_  
 Kathleen Clarken Buschow  
 City Clerk

The City follows an established set of procedures for setting the annual budget for all City funds: This process is designed for maximum public input while adhering to the constraints and timelines established by Section 6 of the City's charter and relevant State code.

- a. The Superintendent of Schools submits a proposed budget to the School Board in January. The School Board is required to act upon this proposal prior to the City Manager presenting his overall budget proposal. Section 6.02 of the City charter states that the School Board's request must be included in the City Manager's proposed budget as adopted by the Board.
- b. The Capital Improvements Program (CIP) is presented to the Planning Commission in Mid-January. The Planning Commission provides a recommended CIP to the City Manager who may make adjustments prior to inclusion of the CIP in the proposed budget. However, the CIP projects requested by the School Board must be included in the proposed budget as they were presented to the Planning Commission.
- c. On a date in March fixed by the City Council, the City Manager submits proposed budgets for the general operation of the City government, the Water Fund, the Sewer Fund and the Five-Year Capital Improvements Program (CIP) for the fiscal year commencing July 1. The budget presentation must include proposals for tax rates necessary to support the expenditure proposals. Tax rates are adopted as a separate ordinance.
- d. At least two public hearings are required to obtain citizen comments. It has been the City's practice to hold three public hearings, including one at the meeting where the budget is to be adopted. Beginning with the FY2010 budget process, the City has also scheduled "town hall" meetings for greater citizen input.
- e. The operating budget and the CIP are enacted through passage of an appropriation ordinance. If, for any reason, the City Council fails to adopt the appropriation ordinance prior to July 1, the previous fiscal year's budget remains in effect on a month-to-month basis until the City Council adopts the budgets. The CIP must be adopted no later than 28 days after the adoption of the annual budget. As a general rule the operating budget and the CIP are adopted at the same time with the same ordinance.
- f. The appropriation action of the City Council on the school budget relates to the total budget only; the School Board has the authority to expend at its discretion the sum appropriated for its use. The School Board has the power to authorize transfers from one item of appropriation to another during the course of the fiscal year provided the total appropriation is not exceeded.

Budgets for all funds are adopted by the City Council on an annual basis consistent with the modified-cash basis of Generally Accepted Accounting Principles as used in the City's Comprehensive Annual Financial Report (CAFR). Debt issuance and payments are appropriated using the cash basis, as is the purchase of capital items. Only payments of capital leases are "subject to appropriation".

Formal budgetary integration is employed as a management control device during the year. The appropriation ordinance places legal restrictions on expenditures at the fund level. During the course of the fiscal year, the City Council may revise the appropriation for each fund through an ordinance. The City Council may also revise the appropriations for each department through a resolution as long as the overall level of expenditure remains unchanged. The City Manager is authorized to transfer unencumbered balances within departments.

The following calendar is being followed for the FY2013 budget process:

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**2011**

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Tuesday, Nov 1	FY13 Budget Planning Session City Council & School Board Joint Work Session
Monday, Nov 14	City Council Adopts FY2013 Budget Guidance Resolution for City Manager

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**2012**

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Tuesday, Jan 10	School Superintendent Presents FY2013 Budget Recommendations to School Board School Board Adopts Schools Capital Improvement Program (CIP) and submits to City Manager for inclusion in the 5-year proposed CIP
Wednesday, Jan 12	Departmental Budget Requests due to City Manager
Tuesday, Jan 17	FY2013-FY2017 CIP presented to the Planning Commission
Saturday, Jan 21	School Board Budget Work Session #1
Tuesday, Jan 24	School Board Budget Public Hearing #1
Monday, Jan 30	CIP Work Session with Planning Commission
Tuesday, Feb 7	School Board Budget Work Session & Public Hearing
Monday, Feb 6	Planning Commission CIP Work Session #2
Tuesday, Feb 14	Regular School Board meeting, Public Hearing
Saturday, Feb 18	School Board Work Session #3
Tuesday, Feb 21	Planning Commission Adopts CIP Recommendations
Tuesday, Feb 28	School Board Adopts FY2013 Budget Request
Monday, March 12	City Manager Presents FY2013 Operating Budget and FY2013-2017 CIP Recommendation
Thursday, March 15	Financial Overview - Joint with City Council/School Board/Planning Commission
Saturday, March 17	Town Hall Meeting #1
Thursday, March 22	Work Session - Budget
Monday, March 26	Public Hearing #1, 1st Reading of Budget Ordinance & Tax Rate Ordinance
Thursday, March 29	Work Session - Budget
Monday, April 2	Work Session - Budget
Thursday, April 5	Work Session - Budget
Monday, April 9	Public Hearing #2, 2nd Reading of Budget Ordinance & Tax Rate Ordinance
Thursday, April 12	Work Session - Budget

Saturday, April 14	Town Hall Meeting #2
Thursday, April 16	Work Session – Budget
Monday, April 23	Public Hearing #3 and Adoption of FY2013 Operating Budget and CIP
Tuesday, May 8	School Board Adopts FY2013 School Budget

**GENERAL FUND**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Taxes	\$ 55,525,475	\$ 54,843,400	\$ 58,385,100	6.46%
Licenses and Permits	404,899	542,641	543,210	0.10%
Grants & Contributions	4,174,815	4,017,377	4,298,022	6.99%
Charges for Services	4,492,400	4,426,195	4,393,772	-0.73%
Fines and Forfeitures	727,990	750,000	888,600	18.48%
Revenue from Property and Money	74,456	40,000	69,000	72.50%
Miscellaneous	1,082,302	235,000	235,000	0.00%
Trasnfers from School Board	2,791	186,000	186,000	0.00%
Other Financing Sources	-	-	319,000	-
<b>Total General Fund Revenues</b>	<b>\$ 66,485,128</b>	<b>\$ 65,040,613</b>	<b>\$ 69,317,704</b>	<b>6.58%</b>
<b>Expenditures</b>				
<b>Legislative</b>				
City Council	\$ 87,600	\$ 100,469	\$ 101,948	1.47%
City Clerk	202,384	213,872	219,002	2.40%
City Attorney	481,800	357,969	350,713	-2.03%
Total Legislative	771,784	672,310	671,663	-0.10%
<b>Executive</b>				
City Manager	486,808	493,128	504,255	2.26%
Communications	277,464	253,213	231,264	-8.67%
Human Resources	321,422	353,556	444,310	25.67%
Risk Management	143,344	133,082	214,684	61.32%
Information Technology	1,027,690	1,135,676	1,366,445	20.32%
Economic Development	316,857	354,880	348,122	-1.90%
Total Executive	2,573,586	2,723,535	3,109,080	14.16%
<b>Department of Administrative Services</b>				
Finance	783,711	875,456	933,261	6.60%
Real Estate Assessment	335,322	354,029	372,073	5.10%
Total Department of Administrative Services	1,119,033	1,229,485	1,305,334	6.17%
Commissioner of The Revenue	653,711	634,479	688,225	8.47%
<b>Treasurer</b>				
Treasurer	400,640	416,734	472,679	13.42%
Property Relief Programs	-	75,000	100,000	33.33%
Total Treasurer	400,640	491,734	572,679	16.46%
Registrar	209,506	301,719	286,689	-4.98%
<b>Sheriff</b>				
Sheriff	601,765	598,353	689,478	15.23%
Adult Corrections	561,397	810,066	827,083	2.10%
Total Sheriff	1,163,163	1,408,419	1,516,561	7.68%
Clerk of Court	13,284	28,931	28,931	0.00%

**GENERAL FUND – CONTINUED**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures - Continued</b>				
Department of Public Safety				
Police Chief	441,397	451,359	467,261	3.52%
Police - Red Light Program	132,308	227,266	232,404	2.26%
Police Operations	2,553,233	2,674,438	2,884,842	7.87%
Police Services	1,303,358	1,453,572	1,417,470	-2.48%
Police Dispatch	343,348	367,942	532,220	44.65%
Animal Control	35,545	31,554	31,554	0.00%
Emergency Operations	51,042	91,079	83,279	-8.56%
Fire Services - Arlington Fire Department	1,800,570	1,761,944	1,750,215	-0.67%
Fire Marshall Services	(2,147)	42,182	58,660	39.06%
Fire Services - Falls Church VFD	502,604	263,791	269,936	2.33%
<b>Total Department of Public Safety</b>	<b>7,161,258</b>	<b>7,365,127</b>	<b>7,727,841</b>	<b>4.92%</b>
Department of Public Works				
Administration	681,906	687,406	719,737	4.70%
Solid Waste & Recycling	703,869	818,844	829,290	1.28%
Highways, Streets, & Sidewalks	1,445,739	1,225,838	1,231,432	0.46%
Stormwater Sewer	323,468	313,528	353,213	12.66%
Snow & Ice Removal	175,195	149,337	160,706	7.61%
Traffic Sign Maintenance	261,967	332,086	348,862	5.05%
Street Cleaning	12,000	36,667	36,667	0.00%
Leaf Collection	137,612	185,451	173,507	-6.44%
General Services	736,456	652,893	768,346	17.68%
Fleet Maintenance	583,713	482,549	490,761	1.70%
Urban Forestry	487,411	574,242	585,517	1.96%
<b>Total Department of Public Works</b>	<b>5,549,335</b>	<b>5,458,840</b>	<b>5,698,038</b>	<b>4.38%</b>
Department of Human Services				
Court Services	363,465	390,420	369,942	-5.25%
Juvenile Services	381,660	501,871	489,009	-2.56%
Aurora House	697,694	763,205	826,146	8.25%
Judicial Services	173,815	186,586	284,115	52.27%
Housing and Human Services	537,618	434,508	450,098	3.59%
Public Assistance Programs	775,484	768,645	869,459	13.12%
Community Services Board	593,720	593,720	605,595	2.00%
Health Department	214,966	217,600	227,600	4.60%
<b>Total Department of Human Services</b>	<b>3,738,422</b>	<b>3,856,555</b>	<b>4,121,964</b>	<b>6.88%</b>
Department of Recreation and Parks				
Recreation Administration	860,155	720,928	738,322	2.41%
Parks Maintenance	263,886	315,188	317,420	0.71%
Recreation Programs & Special Events	1,230,031	1,224,950	1,307,028	6.70%
Athletic Programs	285,484	296,364	306,077	3.28%
<b>Total Department of Recreation and Parks</b>	<b>2,639,557</b>	<b>2,557,430</b>	<b>2,668,847</b>	<b>4.36%</b>
Library	1,814,572	1,828,406	1,864,270	1.96%
Department of Development Services	1,171,632	1,337,615	1,895,623	41.72%

**GENERAL FUND – CONTINUED**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures - Continued</b>				
<b>Education</b>				
Transfers to Schools	27,861,600	27,861,600	29,903,800	7.33%
Community College Programs and Other Education	15,260	18,582	22,704	22.18%
<b>Total Education</b>	<b>27,876,860</b>	<b>27,880,182</b>	<b>29,926,504</b>	<b>7.34%</b>
Post-Retirement Benefits	(42,858)	120,636	144,000	19.37%
WMATA Payments	54,998	408,000	208,000	-49.02%
Debt Service	5,094,752	3,938,568	4,519,379	14.75%
<b>Transfers</b>				
Transfers to CIP	318,250	200,000	667,076	233.54%
Transfers to Water Fund	60,396	-	-	-
<b>Total Transfers</b>	<b>378,646</b>	<b>200,000</b>	<b>667,076</b>	<b>233.54%</b>
<b>Reserves</b>				
Contingency	-	332,500	411,000	23.61%
Reserves	-	-	186,000	#DIV/0!
Restoration of Fund Balance	-	2,261,142	1,100,000	-51.35%
<b>Total Reserves</b>	<b>-</b>	<b>2,593,642</b>	<b>1,697,000</b>	<b>-34.57%</b>
<b>Total General Fund Expenditures</b>	<b>\$ 62,341,880</b>	<b>\$ 65,035,613</b>	<b>\$ 69,317,704</b>	<b>6.58%</b>

**CAPITAL IMPROVEMENTS PROGRAM (CIP) FUND – GENERAL GOVERNMENT**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from General Fund	\$ 318,250	\$ 200,000	\$ 667,076	233.54%
Proceeds from issuance of bonds	-	13,450,000	10,626,500	-
Grants	556,946	525,000	5,326,120	914.50%
Use of fund balance	-	-	64,251	-
Proceeds from sale of property	-	-	-	-
<b>Total CIP Fund Revenues - General Fund &amp; School Board</b>	<b>\$ 875,196</b>	<b>\$ 14,175,000</b>	<b>\$ 16,683,947</b>	<b>17.70%</b>
<b>Expenditures</b>				
Transportation	\$ 551,611	\$ 6,525,000	\$ 5,732,447	-12.15%
Environment	120,035	-	1,415,000	-
Facilities	201,349	7,450,000	8,676,500	16.46%
Library	-	-	-	-
Public Safety	-	-	-	-
Recreation & Parks	58,508	200,000	310,000	55.00%
Information Technology	-	-	550,000	-
<b>Total CIP Fund Revenues - General Fund &amp; School Board</b>	<b>\$ 931,503</b>	<b>\$ 14,175,000</b>	<b>\$ 16,683,947</b>	<b>17.70%</b>

**WATER FUND**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Charges for Services	\$ 21,710,933	\$ 19,608,491	\$ 23,093,000	17.77%
Revenue from Use of Property and Money	202,930	222,000	222,000	0.00%
Miscellaneous	140,461	6,000	-	-100.00%
Transfer from the General Fund	60,396	-	-	-
Use of Fund Balance		720,995	-	-100.00%
<b>Total Water Fund Revenues</b>	<b>\$ 22,114,720</b>	<b>\$ 20,557,486</b>	<b>\$ 23,315,000</b>	<b>13.41%</b>
<b>Expenditures</b>				
Water Administration	\$ 3,300,193	\$ 3,192,507	\$ 4,208,472	31.82%
Water Customer Service	1,195,049	1,349,191	1,471,750	9.08%
Source of Supply	8,829,779	10,137,866	9,752,679	-3.80%
Water Distribution	2,315,398	2,594,978	2,800,443	7.92%
Connection	539,617	655,338	732,579	11.79%
Debt Service	830,729	2,289,807	2,304,077	0.62%
Other Post-Employment Benefits	52,700	37,800	45,000	19.05%
Transfers to CIP	-	300,000	2,000,000	566.67%
<b>Total Water Fund Expenditures</b>	<b>\$ 17,063,466</b>	<b>\$ 20,557,486</b>	<b>\$ 23,315,000</b>	<b>13.41%</b>

**CAPITAL IMPROVEMENTS PROGRAM (CIP) FUND - WATER UTILITY**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from Water Fund - Bond Proceeds	\$ 2,593,143	\$ 3,650,000	\$ 3,650,000	0.00%
<b>Total CIP Fund Revenues - Water Utility</b>	<b>\$ 2,593,143</b>	<b>\$ 3,650,000</b>	<b>\$ 3,650,000</b>	<b>0.00%</b>
<b>Expenditures</b>				
Capital improvements	\$ 2,439,675	\$ 3,650,000	\$ 3,650,000	0.00%
<b>Total CIP Fund Expenditures - Water Utility</b>	<b>\$ 2,439,675</b>	<b>\$ 3,650,000</b>	<b>\$ 3,650,000</b>	<b>0.00%</b>

**SEWER FUND**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Charges for Services	\$ 2,641,876	\$ 3,092,822	\$ 3,945,000	27.55%
Revenue from Use of Property and Money	10,287	10,000	10,000	0.00%
Other Financing Sources	-	353,100	-	-100.00%
<b>Total Sewer Fund Revenues</b>	<b>\$ 2,751,010</b>	<b>\$ 3,455,922</b>	<b>\$ 3,955,000</b>	<b>14.44%</b>
<b>Expenditures</b>				
Sewer Administration	\$ 256,798	\$ 258,597	\$ 276,862	7.06%
Sewer Customer Service	52,269	59,910	63,759	6.42%
Collection and Disposal	1,230,681	1,530,186	1,462,677	-4.41%
Debt Service	145,909	1,184,829	1,116,311	-5.78%
Other Post-Employment Benefits	3,300	2,400	2,500	4.17%
Rtransfers to CIP	400,000	420,000	900,000	114.29%
Reserves	-	-	132,891	-
<b>Total Sewer Fund Expenditures</b>	<b>\$ 2,088,957</b>	<b>\$ 3,455,922</b>	<b>\$ 3,955,000</b>	<b>14.44%</b>

**CAPITAL IMPROVEMENTS PROGRAM (CIP) FUND – SEWER UTILITY**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from Sewer Fund - Bond Proceeds	\$ 3,415,373	\$ 1,131,000	\$ 1,131,000	-
Transfer from Sewer Fund - Use of Fund Balance	400,000	400,000	400,000	0.00%
<b>Total CIP Fund Revenues - Sewer Utility</b>	<b>\$ 3,815,373</b>	<b>\$ 1,531,000</b>	<b>\$ 1,531,000</b>	<b>0.00%</b>
<b>Expenditures</b>				
Capital improvements	\$ 1,400,701	\$ 1,531,000	\$ 1,531,000	0.00%
<b>Total CIP Fund Expenditures - Sewer Utility</b>	<b>\$ 1,400,701</b>	<b>\$ 1,531,000</b>	<b>\$ 1,531,000</b>	<b>0.00%</b>

**SCHOOL BOARD – OPERATING FUND**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from City	\$ 27,435,800	\$ 27,433,000	\$ 29,475,200	7.44%
State Grants	2,678,700	2,932,800	3,105,800	5.90%
Sales Tax	2,025,633	2,125,000	2,125,000	0.00%
Federal Grants	818,902	1,061,200	503,700	-52.53%
Other	516,605	780,500	1,047,700	34.23%
Use of Fund Balance	-	1,386,000	1,450,000	4.62%
<b>Total School Board Operating Fund Revenue</b>	<b>\$ 33,475,640</b>	<b>\$ 35,718,500</b>	<b>\$ 37,707,400</b>	<b>5.57%</b>
<b>Expenditures</b>				
Education	\$ 33,149,322	\$ 35,718,500	\$ 37,707,400	5.57%
<b>Total School Board Operating Fund Expenditures</b>	<b>\$ 33,149,322</b>	<b>\$ 35,718,500</b>	<b>\$ 37,707,400</b>	<b>5.57%</b>

**SCHOOL BOARD – COMMUNITY SERVICES FUND**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
User Fees	\$ 1,039,224	\$ 1,048,200	\$ 1,082,160	3.24%
Transfer from City	428,600	428,600	428,600	0.00%
Other	65,650	82,000	83,500	1.83%
Use of Fund Balance	-	185,500	428,500	131.00%
<b>Total School Board Community Service Fund Revenue</b>	<b>\$ 1,533,474</b>	<b>\$ 1,744,300</b>	<b>\$ 2,022,760</b>	<b>15.96%</b>
<b>Expenditures</b>				
Community Services Expenditures	\$ 1,377,419	\$ 1,744,300	\$ 2,022,760	15.96%
<b>Total School Board Community Service Fund Expenditures</b>	<b>\$ 1,377,419</b>	<b>\$ 1,744,300</b>	<b>\$ 2,022,760</b>	<b>15.96%</b>

**SCHOOL BOARD – FOOD SERVICES FUND**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Proposed</b>	<b>Percent Change</b>
<b>Revenues</b>				
User Fees	\$ 642,589	\$ 673,730	\$ 735,700	9.20%
State and Federal Funds	101,047	122,670	145,600	18.69%
Other	2,845	4,800	3,000	-37.50%
Use of Fund Balance	-	94,500	97,700	3.39%
<b>Total School Board Food Service Fund Revenue</b>	<b>\$ 746,481</b>	<b>\$ 895,700</b>	<b>\$ 982,000</b>	<b>9.63%</b>
<b>Expenditures</b>				
Food Service	\$ 725,980	\$ 895,700	\$ 982,000	9.63%
<b>Total School Board Food Service Fund Expenditures</b>	<b>\$ 725,980</b>	<b>\$ 895,700</b>	<b>\$ 982,000</b>	<b>9.63%</b>

**FY2013 ADOPTED BUDGET****POSITION SUMMARY**

The following are the adopted permanent positions in full-time equivalency (FTE).

	<b>FY2011 Adopted</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>
<b>General Fund</b>			
<u>Legislative</u>			
City Clerk	2.00	2.00	2.00
City Attorney	2.25	2.25	2.00
<u>Executive</u>			
City Manager	3.00	3.00	3.00
Office of Communications	3.00	2.00	2.00
Human Resources	2.05	2.35	2.50
Risk Management	0.45	0.45	0.50
Economic Development	2.00	2.00	2.00
Information Technology	1.00	1.00	1.40
<u>Department of Administrative Services</u>			
Finance	6.67	7.00	7.00
Real Estate Assessment	3.00	3.00	3.00
Voter Registration and Electoral Board	1.50	1.50	1.50
Commissioner of The Revenue	7.00	7.00	7.00
Treasurer	4.00	4.00	4.00
Sheriff	5.38	4.88	5.88
<u>Department of Public Safety</u>			
Police Administration	2.50	2.50	2.50
Police Red Light Program	0.50	0.50	0.50
Police Operations	22.75	22.75	22.75
Police Services	12.70	12.70	12.25
Dispatch	6.00	5.00	5.00
Emergency Management	0.50	0.50	0.50
Fire Marshall	0.50	0.50	0.50
<u>Department of Public Works</u>			
Public Works Administration	6.00	5.85	5.94
Highways, Streets, and Sidewalks	12.80	12.65	12.00
Storm Water System	1.20	1.10	1.00
Recycling and Solid Waste	1.00	1.00	1.00
General Services	-	1.00	2.00
Fleet Maintenance	4.00	4.00	4.00
Urban Forestry	4.00	4.00	4.00
<u>Department of Human Services</u>			
Aurora House	7.88	7.88	7.88
Court Services	3.75	3.75	3.75
Housing and Human Services Administration	5.90	5.00	5.00
<u>Department of Recreation and Parks</u>			
Parks and Recreation Administration	6.80	5.80	5.80
Parks Maintenance	3.00	3.00	3.00
Special and Cultural Events	5.00	5.00	5.30
Athletic Programs	1.00	1.00	1.00
Library	18.75	18.25	17.85
<u>Department of Developmental Services</u>			
Planning, Zoning and Building Safety	12.81	12.81	14.81
<b>Total General Fund</b>	<b>182.63</b>	<b>178.96</b>	<b>182.11</b>

**FY2013 ADOPTED BUDGET****POSITION SUMMARY**

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	<b>FY2011 Adopted</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>
<b>Water Fund</b>			
Administration	10.35	10.40	10.40
Customer Service	13.63	13.30	13.30
Source of Supply	10.00	10.00	10.00
Distribution	18.00	18.15	17.90
Connection	5.00	6.00	6.00
<b>Total Water Fund</b>	<b>56.98</b>	<b>57.85</b>	<b>57.60</b>
<b>Sewer Fund</b>			
Administration	0.40	0.50	0.50
Customer Service	0.70	0.70	0.70
Collection and Disposal	3.00	3.10	3.10
<b>Total Sewer Fund</b>	<b>4.10</b>	<b>4.30</b>	<b>4.30</b>

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	ADOPTED RATE	PER
<b>Property Taxes</b> <i>(Rates Effective January 1, 2012)</i>		
Real Estate	\$1.27	\$100
Personal Property	\$4.84	\$100
Local Sales & Use Tax	1%	total sale
<b>Consumer's Utility Taxes</b>		
Residential telephone	10.00%	first \$50 of bill
Commercial telephone	20.00%	first \$50 of bill
Water & Sewer, residential	10.00%	first \$50 of bill
Water & Sewer, multi unit	8.00%	monthly bill
Water & sewer, commercial	8.00%	monthly bill
Electric, residential	\$0.70 + \$0.007575 not to exceed \$5.00	kWh
Electric, commercial	\$0.92 + \$0.004807	kWh
Natural gas, single unit residential	\$0.70 + \$0.0039	CCF
Natural gas, multi-unit residential	\$1.016 + \$0.01759	CCF
Natural gas, commercial	\$0.676 + \$0.04098	CCF
Natural gas, industrial	\$0.676 + \$0.098	CCF
Cigarette Taxes	\$0.75	pack
Admission & Amusement Tax - Bowling	\$0.05	admission
Transient Occupancy Tax	5.00%	total bill
Restaurant Food Tax	4.00%	total bill
<b>Gross Receipts Business Taxes</b> <i>(Minimum fee of \$30 on gross receipts over \$10,000 up to \$50,000)</i>		
Contracting Services	\$0.16	\$100
Retail Sales	\$0.19	\$100
Professional Services	\$0.52	\$100
Repair & Personal Service	\$0.36	\$100
Wholesale	\$0.08	\$100
Rental Owner - Commercial	\$0.52	\$100
Rental Owner - Residential	\$0.38	\$100
Public Utilities	\$0.50	\$100
Specialized Occupations	\$0.36	\$100
Wholesale sales	\$0.08	\$100
Alcoholic Beverages	\$50-\$1,500	year
<b>Other Taxes</b>		
Short Term Rental Tax	1.00%	gross rentals
<b>Vehicle License</b>		
Automobiles and motorhomes	\$33	vehicle
Motorcycle	\$28	vehicle
Vehicles for transportation of property in excess of 4,000 Lbs	\$45	vehicle
Taxis & limousines	\$30	vehicle

Note: No tax rate changes were adopted in the FY2013 budget.

While the budget process concentrates on activities for the upcoming year, it is necessary to understand where FY2013 fits into the larger picture of both the past and the future. Each budget should be thought of both as a culmination of prior years' activity and as a basis for building future budgets.

Due to planned and unplanned uses of fund balance over the last few years, the City's undesignated fund balance had dropped below the minimum requirement of 8% of revenues (expenditures) in FY2009 as shown in the following table.

	<b>FY2009</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012 (Projected)</b>	<b>FY2013 (Adopted Budget)</b>
Revenues	\$ 59,374,065	\$ 61,542,577	\$ 64,323,359	\$ 65,954,613	\$ 68,812,704
Expenditures	66,654,116	64,260,210	60,757,230	62,779,471	68,031,704
Other Financing Sources/(Uses)	115,561	2,356,131	555,597	186,000	505,000
Net	(7,164,490)	(361,502)	4,121,726	3,361,142	1,286,000
Beginning Fund Balance	11,325,328	4,160,838	3,799,336	7,921,062	11,282,204
Ending Fund Balance	<u>\$ 4,160,838</u>	<u>\$ 3,799,336</u>	<u>\$ 7,921,062</u>	<u>\$ 11,282,204</u>	<u>\$ 12,568,204</u>
Unassigned Fund Balance	\$ 2,894,988	\$ 2,674,638	\$ 7,041,658	\$ 10,402,800	\$ 11,502,800
As a Percent of Expenditures	4.3%	4.2%	11.6%	16.6%	16.9%

In the midst of a nationwide economic downturn, the major decline in FY2009 was due to correction of sales tax situs resulting in decline in sales tax revenue of \$2M as well as not realizing the amount budgeted for real estate taxes, producing a budget shortfall of \$2.7M. In FY2010, the City's General Fund returned the FY2009 management fee previously received from the water fund in the amount of \$2.3 million in accordance with a court decree resulting from a lawsuit by Fairfax Water Authority.

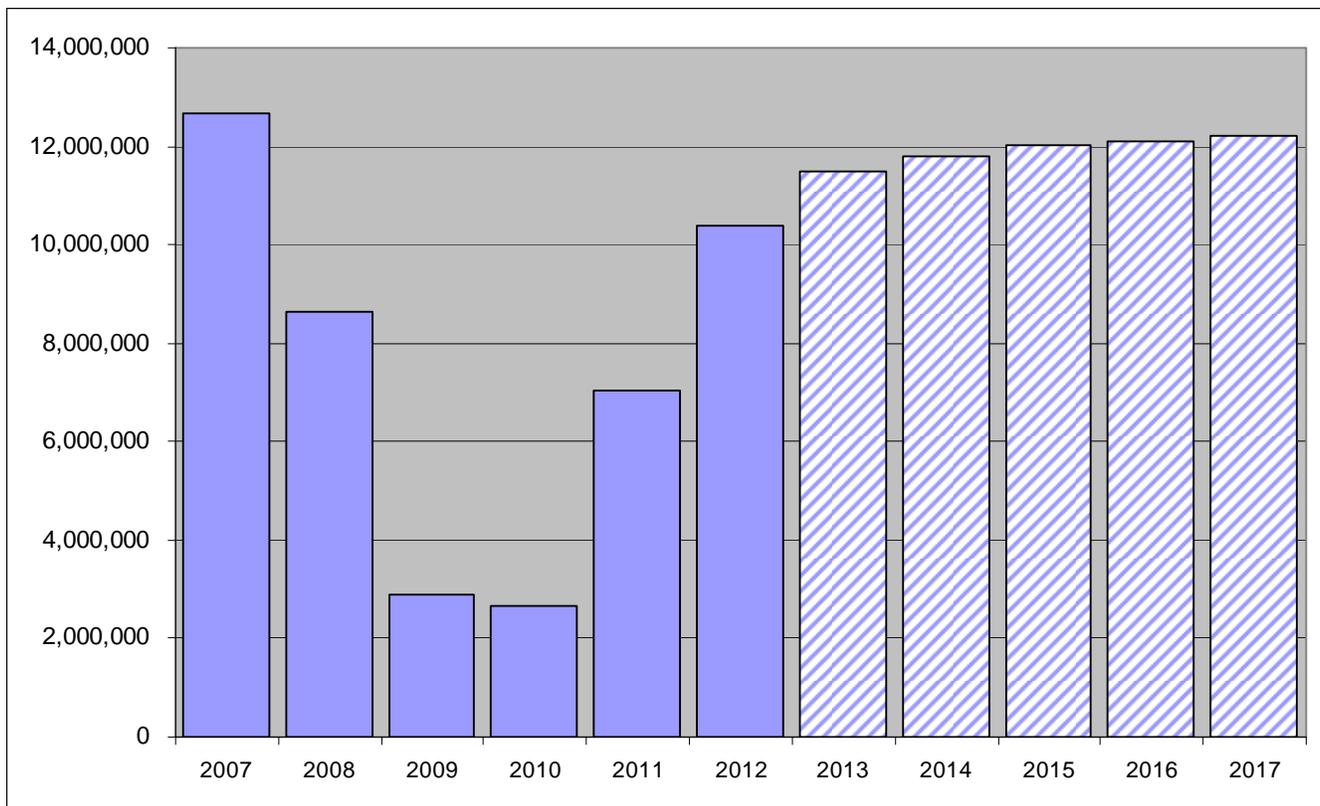
The City's previous financial policy dictates that the fund balance should be restored back to the minimum target of 8% of revenues within three years of the fiscal year in which it went down below the minimum requirement, and at or above the maximum requirement of 12% within five years. In order to begin the fund balance restoration process, in May 2010 the City Council approved the defunding of \$4.67 million of capital projects and restored monies previously transferred to the Capital Improvement Projects Fund back to the General Fund. In FY2011, the City's financial results of operations produced a \$4.1 million surplus. In FY2012, the City adopted a budget that includes \$2.26 million to restore fund balance. As a result of these actions, the City is projected to have fund balance at 16.6% of expenditures by the end of FY2012, in compliance with its revised financial policy, adopted in December 2011.

As part of the planning process for the City's Capital Improvement Program (CIP), a five year financial projection is prepared to ensure the Program does not result in either debt service that exceeds the City's financial policies or expenditures that will result in a fund balance below the policy minimum. The table below is a summary of the financial projection for FY2013 through FY2017.

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>
Revenues	\$ 68,812,704	\$ 70,518,058	\$ 71,397,235	\$ 71,367,235	\$ 72,090,412
Expenditures	68,031,704	69,718,058	70,697,235	70,797,235	71,490,412
Other Financing Sources/(Uses)	505,000	186,000	-	-	-
Net	1,286,000	986,000	700,000	570,000	600,000
Beginning Fund Balance	11,282,204	12,568,204	13,554,204	14,254,204	14,824,204
Ending Fund Balance	<b>\$ 12,568,204</b>	<b>\$ 13,554,204</b>	<b>\$ 14,254,204</b>	<b>\$ 14,824,204</b>	<b>\$ 15,424,204</b>
Undesignated Fund Balance	\$ 11,502,800	\$ 11,802,800	\$ 12,002,800	\$ 12,102,800	\$ 12,202,800
As a Percent of Expenditures	16.9%	16.9%	17.0%	17.1%	17.1%

These projections include revenue assumptions of 0%-2.5% growth from FY2014 through FY2017. The projections also assume that the City will control expenditures sufficient to provide increases in fund balance over the next five years. With this plan, the City's General Fund undesignated fund balance will continue increasing toward the 17% target pursuant to the City's revised financial policy.

The graph below shows the changes in undesignated fund balance, actual for FY2007 through FY2010 and projected through FY2017:



The restoration of the City's fund balance is both a matter of compliance with policy and an expressed priority of the City Council.

A more extensive table outlining projected financial activity and compliance with financial policies is included in the Capital Improvements Program section of this document on page 220.

The City issues general obligation debt to fund the acquisition of assets such as land or buildings or to fund major renovations, expansions or improvements to existing facilities. The projected outstanding principal balances for the City’s general obligation debt at June 30, 2012 is as follows:

	<u><b>FY2012</b></u>
Schools	\$30,467,122
General Government	7,173,061
Water	17,235,000
Sewer	<u>6,667,864</u>
Total	<u><u>\$60,858,147</u></u>

Both the Water Fund and the Sewer Fund also hold notes payable to other jurisdictions as a result of its participation in regional treatment plants. The balance as of June 30, 2012 for the Water Fund is \$4,092,865 and \$3,278,398 for the Sewer Fund. The Sewer Fund also has a revenue bond payable with a balance as of June 30, 2012 of \$2,560,574.

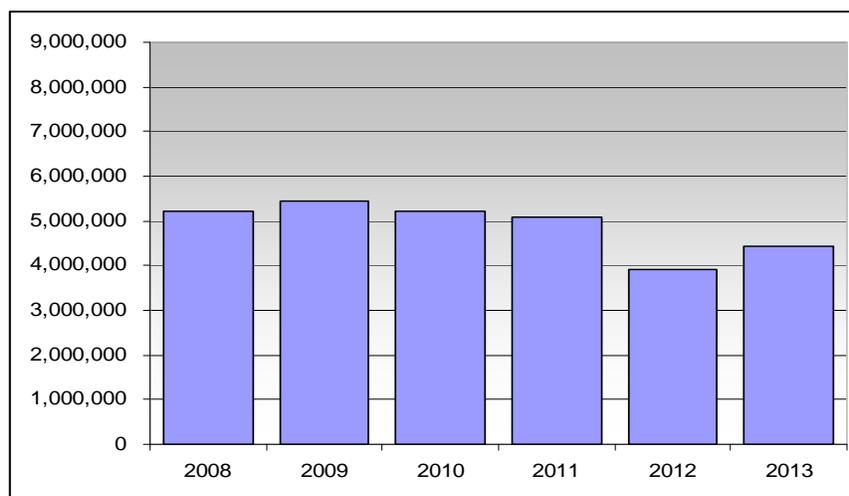
Virginia school divisions cannot issue their own debt; therefore both the liabilities and the debt service payments for debt issued for School purposes are budgeted and accounted for in the General Fund. Debt for water or sewer projects is issued as general obligation in order to realize favorable borrowing terms, however the liabilities and debt service are budgeted and accounted for in the respective enterprise funds.

The following table shows the allocation of current and estimated new debt service for FY2013 in the General Fund between General Government projects and School Division projects:

Function	Existing	New	Total FY2013	Percent
School	\$ 3,255,210	\$ 88,632	\$ 3,343,842	75.7%
General Government	<u>902,169</u>	<u>171,368</u>	<u>1,073,537</u>	<u>24.3%</u>
Total	<u><u>\$ 4,157,379</u></u>	<u><u>\$ 260,000</u></u>	<u><u>\$ 4,417,379</u></u>	<u><u>100.0%</u></u>

Section II (A) (2) of the City’s financial policies states that: “debt service expenditures for all General Fund supported debt shall not exceed twelve percent (12%) of total General Fund expenditures.” Debt service for FY2013 is budgeted to be 6.5% of total expenditures excluding fund balance restoration.

The City’s debt service payments, including principal, interest and other fiscal charges, over six years (including FY2012 and FY2013 budget) are:

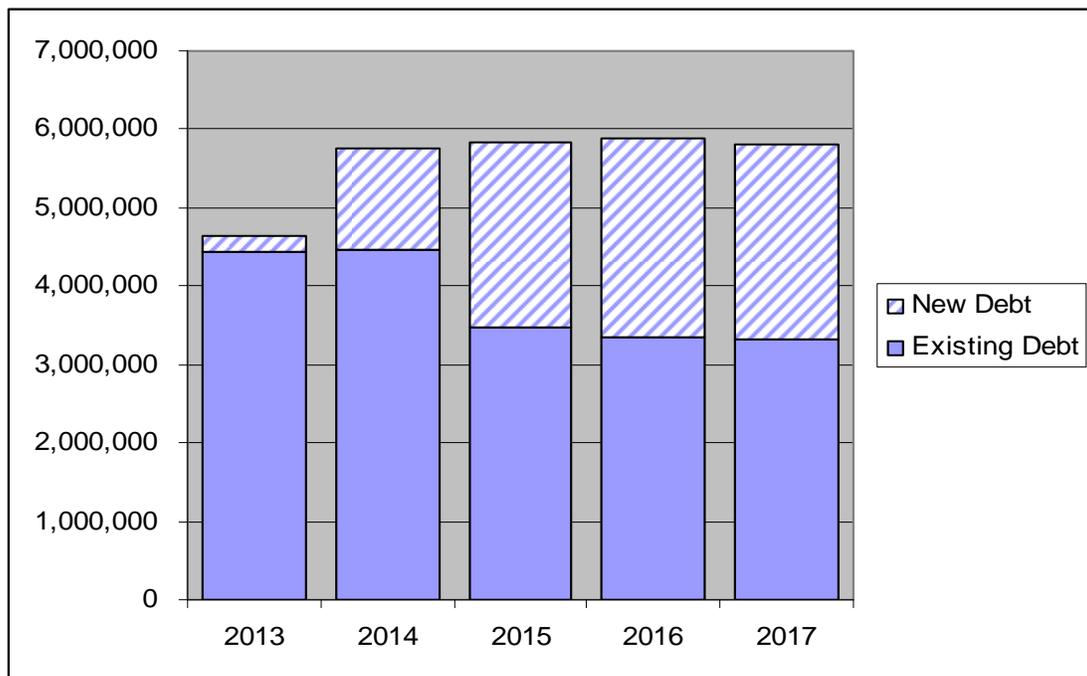


The City last issued General Fund supported debt in December 2011. The City also just refinanced the 2004 General Obligation bond that was issued to finance the construction of the Mary Ellen Henderson Middle School. We anticipate issuing \$12.0M in FY2013.

Section II (A) (6) of the City’s financial policies states that: “At least 25% of total debt will be repaid within five years and at least 50% of total debt within ten years.” By adhering to this policy the City avoids large fluctuations in debt service or future budgetary challenges associated with back-loading of principal payments. At June 30, 2012 the projected debt repayment schedule for General Fund supported debt will be:

Fiscal Years	Principal Amount	Percent
2013-2017	\$ 13,825,183	37.4%
2018-2022	13,905,000	37.6%
2023-2027	7,844,999	21.2%
2028-2032	1,380,001	3.7%
<b>Total Principal</b>	<b>\$ 36,955,183</b>	

The Five-Year Capital Improvement Program assumes the issuance of new debt in the amount of \$29,038,649 to fund projects for both the School Division and General Government. The chart below shows projected debt service through FY2017, indicating the share attributable to existing debt and new debt:



Debt service is projected to be 8.0% of total expenditures in the General Fund by FY2017.

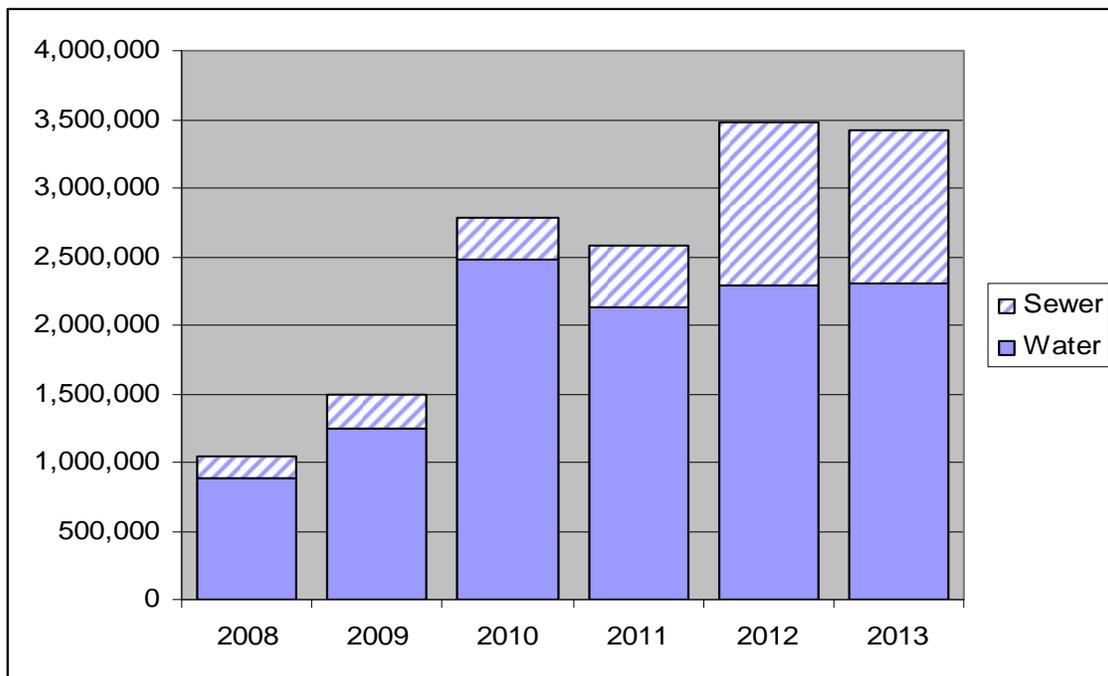
Both the City and the School Division have entered into capital lease agreements for the use of equipment. A capital lease is a type of lease classified and accounted for by a lessee (the City) as a purchase and by the lessor (the vendor) as a sale or financing, if it meets any one of the following criteria: (a) the lessor transfers ownership to the lessee at the end of the lease term; (b) the lease contains an option to purchase the asset at a bargain price; (c) the lease term is equal to 75 percent or more of the estimated economic life of the property (exceptions for used property leased toward the end of its useful life); or (d) the present value of minimum lease rental payments is equal to 90 percent or more of the fair market value of the leased asset less related investment tax credits retained by the lessor. The future minimum lease payments as of the beginning of FY2012 are:

Fiscal Year	School Division
2013	20,664
2014	17,653
	<u>\$ 38,317</u>

A portion of the minimum lease payments is attributed to interest.

The City’s financial policies allow for debt for projects related to the water or sewer enterprise funds to be issued only if sufficient revenues are anticipated to cover the debt service. Debt may be issued either as revenue bonds or general obligation bonds. Except for one sewer revenue bond, all bonds issued for the City’s water and sewer systems have been issued as general obligation bonds in order to realize lower interest costs by pledging the City’s full faith and credit.

Although debt issued for water and sewer projects has been issued as general obligation bonds, the liabilities are accounted for in the respective enterprise funds and the debt service expense is budgeted to be paid from the net revenues of the funds. The Water Fund also issued notes payable to the US Treasury and the District of Columbia with regards to its participation in the operations of the Army Corp of Engineers Washington Aqueduct. The City issued a note payable to Fairfax County with regards to its participation in the operations of the Alexandria Sanitation Authority. Principal and interest payments from the enterprise funds for five years, including budgeted for FY2012 and FY2013 are:



Due to the requirement to fund improvements at the Washington Aqueduct and the Arlington wastewater treatment plant plus the need to position the water system to serve anticipated development in the service area the City has committed to debt-funding major projects. To fund the CIP for the water and sewer funds the City anticipates issuing \$42,000,000 in bonds over the next five years.

More detail on planned debt issuance and the debt-funded projects can be found in the CIP section of this document beginning on page 209.

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**FY2013 ADOPTED BUDGET  
GENERAL FUND**



# FY2013 ADOPTED BUDGET

# GENERAL FUND REVENUES

	FY2011 Actual	FY2012 Adopted	FY2013 Adopted	Percent Change
Real Estate Taxes	\$ 38,539,377	\$ 39,276,000	\$ 41,319,000	5.20%
Personal Property Taxes	3,607,060	3,569,518	3,911,500	9.58%
Non-Assessed Property Taxes	409,591	180,000	309,000	71.67%
Local Sales and Use Taxes	3,619,912	3,300,000	3,795,000	15.00%
Utility Tax	2,128,301	1,927,800	1,975,000	2.45%
Cigarette Tax	414,734	420,000	420,000	0.00%
Meals Tax	2,547,770	2,350,000	2,500,000	6.38%
Other Sales and Use Taxes	326,839	279,141	272,600	-2.34%
Gross Receipts Business Taxes	3,151,668	2,722,941	3,023,000	11.02%
Other Taxes	780,223	818,000	860,000	5.13%
<b>Total Taxes</b>	<b>55,525,475</b>	<b>54,843,400</b>	<b>58,385,100</b>	<b>6.46%</b>
Building and Inspection Fees	220,102	354,500	374,500	5.64%
Other Licenses, Fees & Permits	184,797	188,141	168,710	-10.33%
<b>Total Licenses, Fees &amp; Permits</b>	<b>404,899</b>	<b>542,641</b>	<b>543,210</b>	<b>0.10%</b>
Grant Revenue - Federal	241,271	178,500	471,073	163.91%
Other State CategoricalAid	622,962	623,567	610,267	-2.13%
State Non-Categorical	2,901,936	2,870,877	2,870,877	0.00%
State Categorical	330,959	339,433	339,305	-0.04%
Developer Contributions	-	-	-	-
Other Contributions	77,687	5,000	6,500	30.00%
<b>Total Grants &amp; Contributions</b>	<b>4,174,815</b>	<b>4,017,377</b>	<b>4,298,022</b>	<b>6.99%</b>
Charges for Services - GenGovt	84,051	90,120	86,200	-4.35%
Charges for Services - Judicial	102,611	95,292	96,492	1.26%
Charges for Services - Public Safety	827,754	814,183	880,480	8.14%
Charges for Services - Sanitation	40,326	52,000	58,000	11.54%
Charges for Services - HHS	5,920	10,100	5,100	-49.50%
Charges for Services - Culture and Recreation	1,776,825	1,620,000	1,620,000	0.00%
Admin & Motor Pool Fees - Water Fund	240,922	231,000	231,000	0.00%
Admin & Motor Pool Fees - Sewer Fund	20,451	32,000	32,000	0.00%
Other Charges	1,393,540	1,465,500	1,384,000	-5.56%
<b>Total Charges for Services</b>	<b>4,492,400</b>	<b>4,426,195</b>	<b>4,393,772</b>	<b>-0.73%</b>
Court Fines & Forfeitures	563,350	441,000	597,600	35.51%
Red Light Violations	77,475	241,000	204,000	-15.35%
Parking Fines	35,090	18,000	37,000	105.56%
Library Fines	46,025	45,000	45,000	0.00%
Other	6,050	5,000	5,000	0.00%
<b>Total Fines and Forfeitures</b>	<b>727,990</b>	<b>750,000</b>	<b>888,600</b>	<b>18.48%</b>

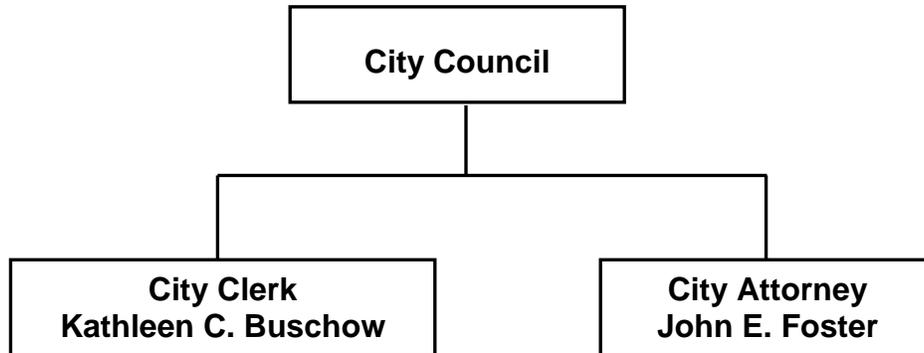
**FY2013 ADOPTED BUDGET**

**GENERAL FUND REVENUES**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Investment Revenues	(53,013)	-	-	-
Rental Income	127,469	40,000	69,000	72.50%
<b>Total Revenue from Use of Property and Money</b>	<b>74,456</b>	<b>40,000</b>	<b>69,000</b>	<b>72.50%</b>
Dispositions and Sales	868,139	55,000	55,000	0.00%
Recovered Costs	31,042	30,000	30,000	0.00%
Payments in Lieu of Taxes	150,000	150,000	150,000	0.00%
Other	33,121	-	-	-
<b>Total Miscellaneous</b>	<b>1,082,302</b>	<b>235,000</b>	<b>235,000</b>	<b>0.00%</b>
Transfer from School Board	2,791	186,000	186,000	0.00%
<b>Total Interfund Transfers</b>	<b>2,791</b>	<b>186,000</b>	<b>186,000</b>	<b>0.00%</b>
Proceeds from sale of bonds	-	-	259,000	-
Use of Fund Balance	-	-	60,000	-
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>319,000</b>	<b>-</b>
<b>TOTAL REVENUES - GENERAL FUND</b>	<b>\$ 66,485,128</b>	<b>\$ 65,040,613</b>	<b>\$ 69,317,704</b>	<b>6.58%</b>

# **GENERAL FUND EXPENDITURES**

**ORGANIZATIONAL CHART**



**MAYOR AND CITY COUNCIL**

- Mayor Nader Baroukh
- Vice Mayor David E. Snyder
- Council Member Johannah Barry
- Council Member Robin Gardner
- Council Member Ira Kaylin
- Council Member Ronald Peppe
- Council Member Lawrence Webb

The City of Falls Church is governed by a seven-member City Council that elects its Mayor and Vice Mayor. The City Council establishes City policies; reviews and approves the City’s annual operating and capital budgets; adopts ordinances; appropriates funds; approves rezoning and special exceptions to the zoning ordinance; and carries out other responsibilities set forth in the City Charter and State Code. The City Council also appoints members of boards and commissions and meets in regular session the second and fourth Monday of the month, and in work session on alternating Mondays.

**Activities:**

- Attend 22 regular meetings and 22 work sessions held annually, in addition to special meetings and work sessions.
- Travel to Richmond to lobby for legislation during the Virginia General Assembly sessions.
- Membership and participation in the Metropolitan Washington Council of Governments (COG) through service on various COG committees.
- Membership and participation in the Northern Virginia Regional Commission (NVRC).
- Membership and participation in the Transportation Planning Board (TPB).
- Membership and participation in the Virginia Municipal League (VML), including attendance at both the VML Conference and Legislative Day.
- Council Committees may meet as often as once a week (Economic Development Committee (EDC), Budget/Finance Committee; once a month (Appointments Committee), or as needed (Legislative Committee, Government Operations, and School Board/Council Liaison Group).
- Serve as liaisons to boards and commissions (attend meetings and work with groups): CACT, HARB, FC Cable Access Corporation Board, EDA, Girls’ Home Advisory Board, Historical Commission, Housing

Commission, HSAC, Library Board of Trustees, Recreation & Parks Advisory Board, Environmental Services Commission, and Tree Commission.

- Conduct an annual one-day Council retreat to plan Council objectives for the upcoming year.
- Participate in other retreats with the School Board and Planning Commission.

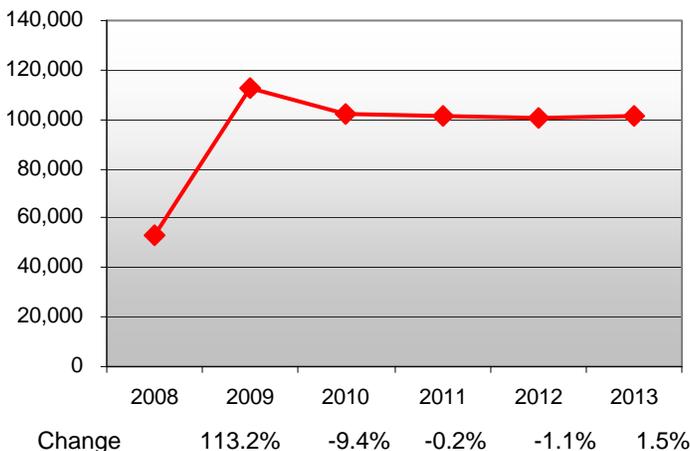
Aside from the regular Council meetings, work sessions, and board and commission meetings the Mayor and Council Members attend in connection with City business, Council Members meet (individually or collectively) with constituent groups about various issues important to the City and in public forums. In the evenings and on the weekends, while at home, they respond to phone calls and mail from citizens. Council Members also work one-on-one with other jurisdictions for the betterment of the City on various issues.

The Mayor and Council Members are also invited to attend multiple civic and community events, including but not limited to: Cub Scouts Derby Day, Boy Scouts Annual Bike Ride; presentation of Eagle Scout badges; monthly Greater Falls Church Chamber of Commerce luncheons and annual Gala; Memorial Day Parade and Festival; Fall Festival; annual Falls Church Education Foundation fund raising event; the Hunger Tour hosted by the Capital Area Food Bank; monthly FIRSTfriday events; openings of new businesses in the city; Town Hall meetings with state and federal legislators; League of Women Voters events; regional Transportation meetings; events hosted by the Vietnamese community at the Eden Center; and events hosted by the Falls Church Housing Corporation.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 58,211	\$ 65,000	\$ 65,000	0.00%
Benefits	4,452	4,973	4,973	0.00%
Materials, Supplies, and Other	24,937	30,496	31,975	4.85%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 87,600</b>	<b>\$ 100,469</b>	<b>\$ 101,948</b>	<b>1.47%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- The increase between FY2007 and FY2008 was due to increased costs related to the Northern Virginia Regional Commission (NVRC).
- The increase in FY2009 is mostly due to a salary increase for council members.
- Council's Special Activities budget was reduced by nearly 50% in FY2010.

## **CITY CLERK**

To meet the Council's Vision of providing outstanding government and public outreach, the objective of the City Clerk's Office is to make local government more accessible to the public; to provide citizens with meaningful, relevant, and convenient ways to participate in local government; to provide a human link between the City Council and individual citizens; and to maintain the history of the City's governing body.

Annually, this office provides administrative support to the City Council by attending 22 regular City Council meetings; 22 or more work sessions, and preparing the official minutes of each meeting. Prior to each City Council meeting, the City Clerk's Office manages and coordinates the organization and collection of materials for the upcoming meeting and distributes such packages to Council and key staff. The City Clerk's Office also assists staff with writing staff reports and legislation to present to Council. Immediately following a City Council meeting, the Legislative Update summarizing Council actions is sent out to the public via email and posted on the City website the following morning.

The City Clerk's Office supports the City Council Appointments Committee by advertising board and commission vacancies each month, collecting applications, and facilitating interviews to fill vacant positions. The City Clerk or Deputy swears in newly appointed board and commission members and also serves as staff liaison for the Historical Commission. The City Clerk's Office facilitates boards and commissions in discussing issues with the Council. The City Clerk's Office has a visible presence at the Fall Festival to encourage citizen participation in boards and commissions, and provide information in that regard; as well as offer citizens information about City government and City Council.

This office updates the City Code by coordinating delivery of new ordinances passed by the City Council to the Municipal Code Corporation for regular updates of the Code on the Web. The City Clerk also facilitates the publication of an annual Code Supplement and distributes them to appropriate City departments.

The City Clerk's Office actively reaches out to the citizenry to assure that the community is engaged in decisions affecting the City's well-being and sustainability. Citizens receive accurate and timely information and have every opportunity to be heard and participate in the deliberative process through regular notifications of upcoming meetings, copies of documents supporting proposed legislation, and follow-up reports on Council actions via the internet and city website. The City Clerk's Office drafts, tracks, and makes available to City Council, City staff, board and commission members, and citizens staff reports and related documents for approximately 75 new pieces of legislation each year via the city website or an e-mail distribution list. The office also notifies the community of City Council activities by preparing and posting approximately 90 notices of public meetings. Notices concerning legislation are regularly prepared and distributed to the local publication of record -- in accordance with state law -- and copies are maintained by the City Clerk's Office. In late 2009, City Council meetings and work sessions began to be posted on the city website through a new video streaming and agenda publishing program. This program allows citizens to view City Council meetings on their computer in real time or they may view the meeting later, at their convenience. With this new program, citizens can select the topic portion of the meeting they wish to view, click that item on the agenda and immediately go to that portion of the video. Additionally, relevant staff reports are immediately available to the public by clicking on the link in the agenda. Work sessions are video-streamed live, if the Planning Commission is not meeting at the same time, or available for viewing on the web immediately thereafter as a new service.

The City Clerk's Office receives, opens, copies, and distributes approximately 1,500 pieces of mail to the Mayor and City Council annually, and maintains the official calendar for all of the Mayor and Council's upcoming events. In addition, the City Clerk swears in approximately 65 newly appointed members of Boards and Commissions and newly elected City Council members. The City Clerk prepares notes of the weekly staff meeting with the Mayor for distribution to Council, serves as the City's Records Manager and FOIA Coordinator, initiates FOIA and Records Management training, and conducts research for staff of historical documents/records.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Civic Engagement – Provide citizens with meaningful, relevant, and convenient ways to participate in local government.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>City Council Web Page to have the most current data, information, and minutes.</li> </ul>	<ul style="list-style-type: none"> <li>Information on how the City Council operates, how City Council meetings are run, and how to access City Council is available on the city website.</li> <li>Meetings are video-streamed on the web and available to viewers in real time for City Council Meetings and immediately thereafter for work sessions.</li> <li>Minutes of City Council meetings are posted on the web along with relative documents and linked to discussion in the meeting with Granicus technology.</li> <li>Legislative Update posted after each City Council Meeting</li> </ul>
<ul style="list-style-type: none"> <li>Inform citizens of government process.</li> </ul>	<ul style="list-style-type: none"> <li>Notification of City Council meetings and work sessions are posted on the City website and also sent out via email</li> </ul>
<ul style="list-style-type: none"> <li>Clearly defined roles for city boards and commissions and opportunity for communication with Council</li> </ul>	<ul style="list-style-type: none"> <li>Hold board/commission roundtable discussions with City Council to listen to Board member concerns and to share information among the City boards and commissions.</li> </ul>
<ul style="list-style-type: none"> <li>Seek out qualified and interested volunteers to work with the city government in a supportive/advisory role</li> </ul>	<ul style="list-style-type: none"> <li>Regularly publish notices seeking volunteers and participate in City-wide events, such as the Fall Festival, to provide public outreach/education on volunteer opportunities.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

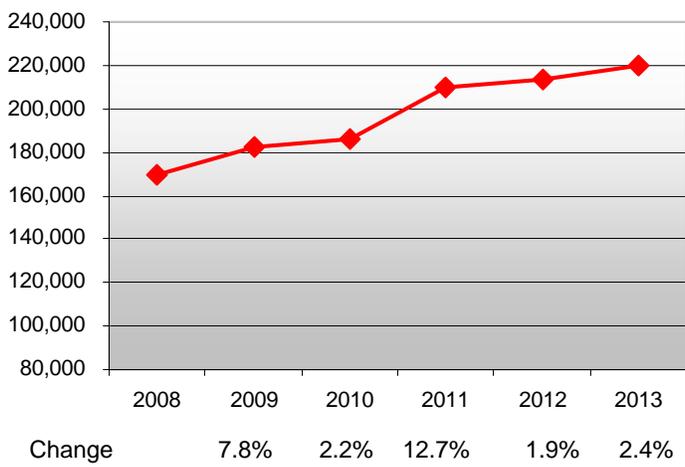
**ADOPTED POSITIONS BY FTE – 2.00 TOTAL**

- 1.00 City Clerk
- 1.00 Deputy City Clerk

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 138,578	\$ 141,647	\$ 145,613	2.80%
Benefits	34,993	37,521	38,685	3.10%
Professional and Contractual	24,017	26,000	26,000	0.00%
Materials, Supplies, and Other	4,796	8,704	8,704	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 202,384</b>	<b>\$ 213,872</b>	<b>\$ 219,002</b>	<b>2.40%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- Increase in the FY2011 budget was due to funding the Granicus video streaming of City Council meetings and work sessions.

**CITY ATTORNEY**

The mission of the City Attorney's Office is to provide legal counsel and advice to the City Council, School Board, City Departments, Boards and Commissions, and represent the City in litigation before state and federal courts, as well as before various administrative agencies. In addition, the City Attorney drafts and reviews amendments to ordinances and other legislation, and serves as the prosecuting attorney in Falls Church General District and Juvenile and Domestic Relations Courts. The City Attorney also represents the City on the Council of Governments committee of regional local government attorneys.

The office of the City Attorney provides effective, competent legal service to the City government and schools. Legal services include trial and appellate practice; contracts; and land use. In addition to meeting litigation demands, legal analysis and advice is also routinely provided for city officials on a wide range of topics such as zoning; Freedom of Information Act compliance; building code enforcement; employment disputes including grievances and mediation; and economic development issues.

The demand for legal services is expected to increase in the next fiscal year given the ongoing redevelopment of the City and the continued litigation regarding the City's water system.

**STAFFING AND BUDGET RESOURCES**

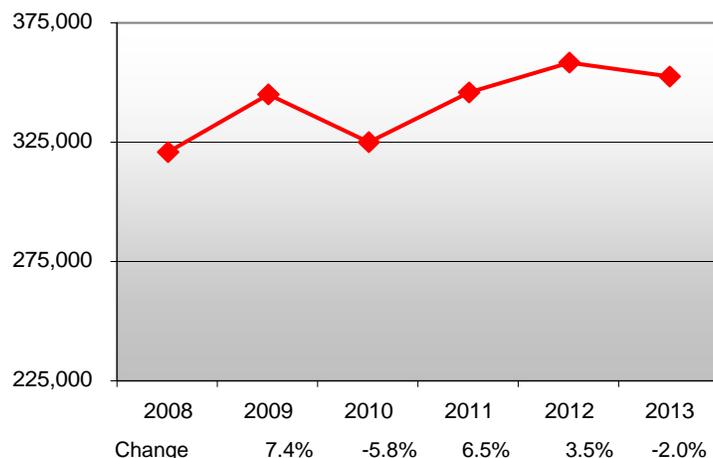
**ADOPTED POSITIONS BY FTE – 2.25 TOTAL**

- 1.00 City Attorney
- 1.00 Paralegal
- 0.25 Assistant Prosecutor

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 228,578	\$ 230,995	\$ 209,543	-9.29%
Benefits	53,319	57,014	56,210	-1.41%
Professional and Contractual	190,371	60,300	75,300	24.88%
Materials, Supplies, and Other	9,531	9,660	9,660	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 481,800</b>	<b>\$ 357,969</b>	<b>\$ 350,713</b>	<b>-2.03%</b>

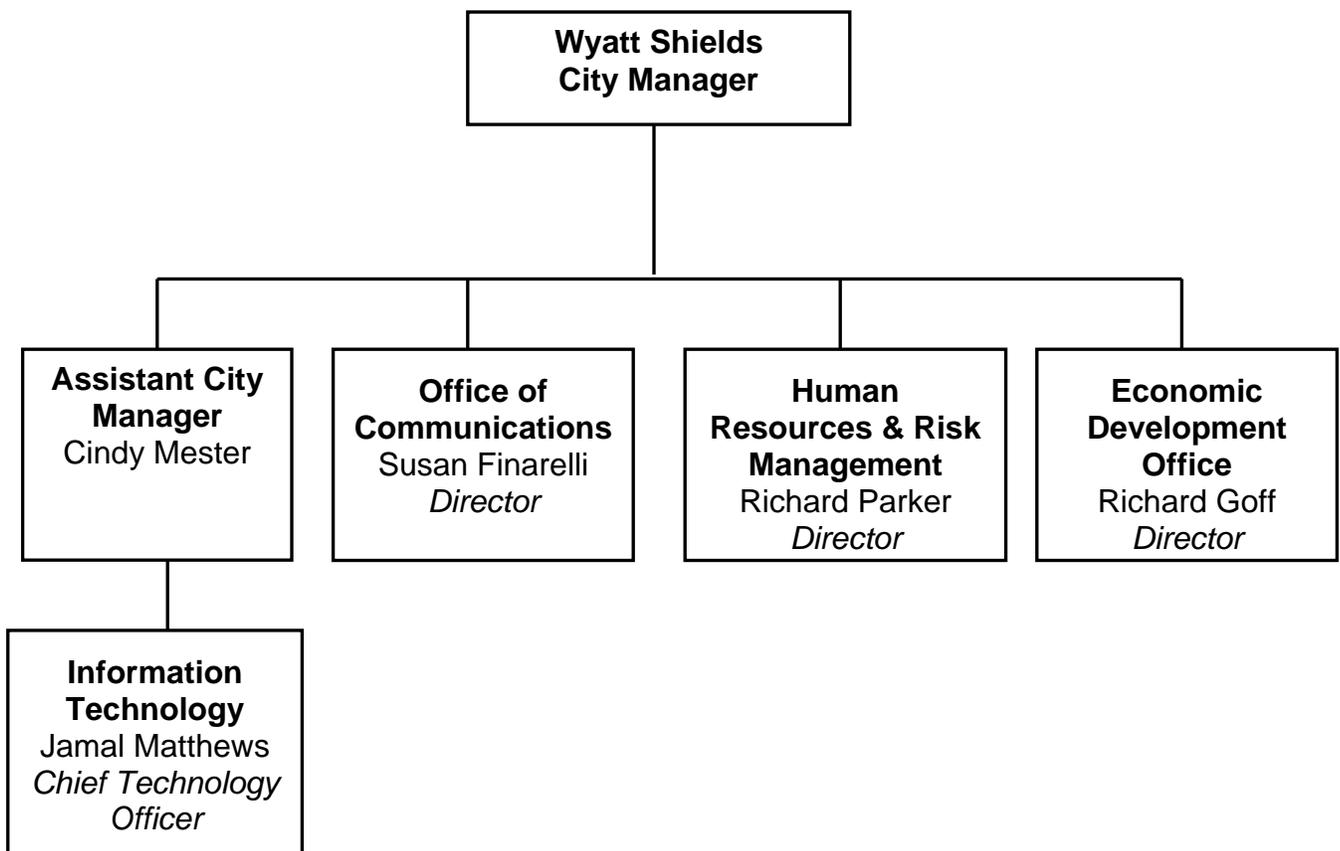
**ADOPTED BUDGET TREND: FY2008-2013**



**Note:**

- The increase in FY2009 is mostly due to funding of other post-employment benefits.
- The decrease in FY2010 is primarily due to decrease in professional fees attributed to lesser need for outside counsel.
- The increase in FY2011 is primarily due to an increase in professional services for complex litigation.
- The increase in FY2012 is a result of increase in costs of benefits.
- The reduction in FY2013 is a result of the proposed transfer of all misdemeanor cases to the Commonwealth's Attorney's office. This cost is reflected in Judicial Services.

## EXECUTIVE MANAGEMENT



**CITY MANAGER**

The mission of the City Manager's Office is to provide timely, professional recommendations and implement the vision and policies of the City Council; to ensure the delivery of high quality services with outstanding customer service at a good value to taxpayers, residents and visitors of the City; and, to foster economic and fiscal sustainability; to enhance the City's reputation as a high performing, learning, and caring governmental organization that operates in a manner consistent with its mission and values.

In fulfilling this mission, the City Manager and team develops and implements the strategic plan designed to fulfill the City Council's vision; implements all policies adopted by the City Council; facilitates community dialog on Citywide issues; develops a high performing organization utilizing best practices and system-process improvements; and implements and monitors the City's annual operating budget and capital improvements program.

To fully execute this mission, the City Manager ensures that the general government organization actively participates in all City Council meetings; routinely participates in regional/statewide organizational meetings; participates in the federal and state legislative process; and provides technical assistance to numerous boards and commissions, as well as community advocacy and non-profit groups (i.e., VPIS/FCHC/FCA/THHF/Victorian Society) to promote an informed citizenry. In addition, the City Manager ensures effective internal communication among the organization through weekly management meetings, bi-weekly meetings with department managers, meetings with front line staff, and by attending the monthly Employee Advisory Committee meeting.

A valuable customer service tool managed by this office is the constituent comment system, whereby citizens can notify City management of a concern, complaint and/or question. Last year, the system manager responded to approximately 100 submissions. Additional emails and phone calls were responded to as well.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To provide first-class, professional service to an appreciative community creating a 2025 City that is a wonderful place to live, work and shop while retaining the benefits of small town life and is financially sustainable. Citizens and employees are active participants in civic and public life.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Annually implement all strategic goals and objectives as established by the City Council and consistent with the adopted Vision.</li> </ul>	<ul style="list-style-type: none"> <li>At least 95% of all strategic plan goals and objectives are annually implemented on time.</li> </ul>
<ul style="list-style-type: none"> <li>Actively engage the community in an ongoing deliberative decision making process to formulate policy recommendations to Council.</li> </ul>	<ul style="list-style-type: none"> <li>City staff ensures effective citizen participation in at least 40 Council regular and work session meetings through distribution of fact based informative staff reports.</li> <li>City staff will actively participate in community sponsored events.</li> </ul>
<ul style="list-style-type: none"> <li>Provide timely and responsive customer service to all citizens, external agencies and internal departments to ensure convenient access to City services and officials.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate response to 100% of constituent comment system submissions within three business days.</li> <li>Respond to 100% of customer inquiries within three business days.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and implement the City's annual operating budget and capital improvements program to execute the Council's adopted Budget Guidance, Vision, and Strategic Plan and comply with fiscal policies.</li> </ul>	<ul style="list-style-type: none"> <li>Annually adopt a balanced budget by May 1.</li> <li>Annually prepare the budget with prioritized and required resources to deliver quality core services efficiently/timely and fairly.</li> <li>Implement 95% of CIP infrastructure projects within overall budget allocation.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

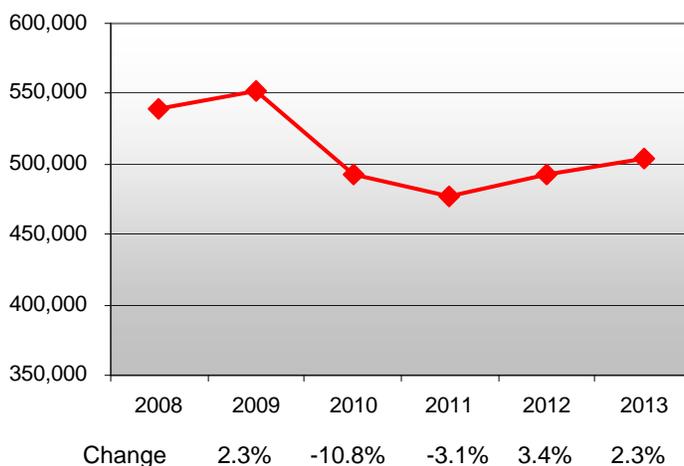
**ADOPTED POSITIONS BY FTE – 3.00 TOTAL**

- 1.00 City Manager
- 1.00 Executive Assistant
- 1.00 Assistant City Manager

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 361,720	\$ 363,934	\$ 374,124	2.80%
Benefits	102,850	112,656	112,391	-0.24%
Professional and Contractual	7,849	960	960	0.00%
Materials, Supplies, and Other	14,389	15,578	16,780	7.72%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 486,808</b>	<b>\$ 493,128</b>	<b>\$ 504,255</b>	<b>2.26%</b>

**ADOPTED BUDGET TREND: FY2008–2013**



**Notes:**

- The decrease in funding between FY2009 and FY2010 is due to the elimination of the Administrative Assistant position, along with other reductions in special events, travel, and professional services.
- The decrease in funding between FY2010 and FY2011 is due to elimination of the City contribution to deferred compensation for City Manager and Assistant City Manager.

**OFFICE OF COMMUNICATIONS**

The Office of Communications provides information about City government programs, services and activities to the public and employees in a variety of ways, using electronic/online, print and social media. Each year the Office serves as spokesperson for the City and distributes more than 100 news releases and media advisories to local, regional and national media, creates over 330 Facebook posts for 1,100 followers and distributes 50 eFocus Newsletters to 1,400 subscribers each year.

Working with the Police Department and Fire Marshal/Emergency Manager, as well as NVRC and the Metropolitan Washington Council of Governments, the Office of Communications is responsible for the City's emergency communications outreach to the public and employees which includes notifying radio, TV and online media; posting critical updates on the City's website [www.fallschurchva.gov](http://www.fallschurchva.gov), Facebook page, Falls Church Cable TV (FCCTV), citizen and employee "hotlines"; the City's emergency alert notification network [alert.fallschurchva.gov](http://alert.fallschurchva.gov), and the City's emergency broadcast radio station, 1680 am.

The City’s Director of Communications also provides communications assistance as needed to Falls Church City Public Schools and serves as General Manager of FCCTV, the City’s cable television station.

The Office of Communications counsels all City departments on promoting the City “brand”, publicity, publications and media relations; and promotes more than 20 annual City-wide events, which is critical to the amount of public participation as well as level of revenue generated by those events.

The FY12 Budget eliminated funding in the Office of Communications for the Senior Graphics Designer. The change to fewer printed materials is a disadvantage for residents and the public who do not have access to online media and who rely on printed communication.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Increased public awareness and understanding of the City government’s programs, services and activities.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Upgrade and update the City’s website to provide more interactive features and online services and to improve the site’s ease of navigation.</li> </ul>	<ul style="list-style-type: none"> <li>Convert the most-used public forms to fillable PDFs, thereby increasing public convenience for the public and increasing accuracy and efficient processing by staff.</li> <li>Upgrade e-newsletter to better target content to readers, ensuring more awareness and comprehension.</li> <li>Continue to streamline navigation and webpage logic.</li> </ul>
<ul style="list-style-type: none"> <li>Expand City government programming for and integration with FCCTV.</li> </ul>	<ul style="list-style-type: none"> <li>Produce 2-3 programs about City government services by June 30, 2013.</li> <li>Integrate appropriate video into City website.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

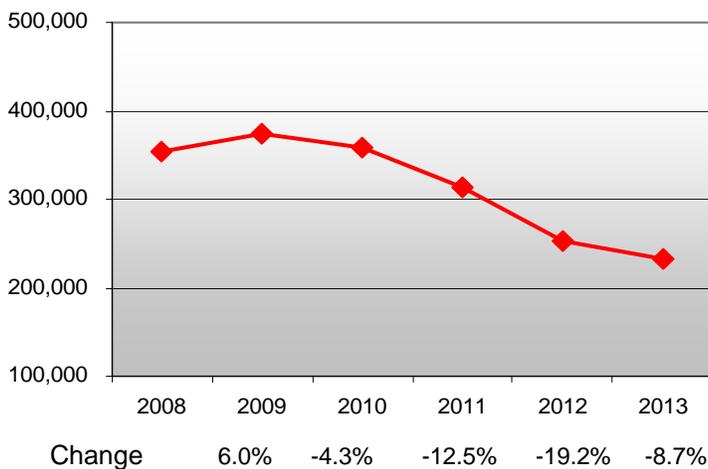
**ADOPTED POSITIONS BY FTE – 2.00 TOTAL**

- 1.00 Communications Director
- 1.00 Online Communications Specialist

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 212,192	\$ 177,600	\$ 149,882	-15.61%
Benefits	56,563	44,113	49,281	11.72%
Professional and Contractual	6,816	27,650	27,650	0.00%
Materials, Supplies, and Other	1,893	3,850	4,451	15.61%
Capital Outlay	-	-	-	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 277,464</b>	<b>\$ 253,213</b>	<b>\$ 231,264</b>	<b>-8.67%</b>

**ADOPTED BUDGET TREND: FY2008–2013**



**Note:**

- The decrease in FY2010 is due to reductions in travel and education and the elimination of the annual City calendar.
- FY2011 reduction reflects a change to the weekly City Focus to a monthly publication.
- FY2012 reduction reflects the elimination of the senior graphics designer position.
- FY2013 reduction is due to turnover in the two positions.

**HUMAN RESOURCES**

The Human Resources Division provides a full range of Human Resources services to all permanent full-time and part-time employees, a large pool of seasonal and temporary employees and all retirees. These services include the general administration of personnel matters, including but not limited to leave policies, development and maintenance of a classification plan, a uniform pay plan for employees, development and revision of administrative regulations, organization and development of employee task forces and procedures for resolving grievances of employees. Human Resources provides feasibility analysis of reorganization functions, job-sharing and the impact on city services rendered, fiscal cost comparisons and other pertinent data.

This Division conducts recruitments for all vacancies, full-time, part-time, seasonal and temporary hires, and averages approximately 70 vacancies annually. Attracting the right applicants and selecting the right employees are vital to the City’s success. To that end, Human Resources coordinates with the hiring division, develops the Recruitment Announcements and advertisements, screens thousands of resumes received from applicants and forwards the ones received from the top candidates to the hiring division, serves on the interview panels, makes hiring decisions, provides guidance and oversight to supervisors regarding the contacting of references for all prospective hires, negotiates salary offers and extends written offers to selected hires.

For new employees, the Division processes all pre-employment screening such as criminal history checks and drug screening; processes all tax forms and documentation for I-9 Employment Eligibility Verification Forms and

conducts orientation for all new employees. The Division also follows up with new employees to ensure their transition to City employment is smooth.

This Division maintains personnel files for all employees, ensuring they contain accurate information and are properly stored and secured at all times. The City identification and access cards that are required for all employees are issued through Human Resources and building access problems are resolved through this Division.

Human Resources maintains job specifications for all positions and conducts classification studies for positions as required to ensure that positions are correctly classified and that compensation is comparable to neighboring jurisdictions for positions. Annual market studies are conducted and selected positions are benchmarked to ensure parity with assigned responsibilities and salaries of comparable positions elsewhere.

The Human Resources Division also is responsible for providing staff assistance to the City's Retirement Board and the Human Resources Director serves as the Administrator of the City's Basic and Police Pension Plans. Information is provided to all employees each year about the City's Retirement Plans by this office. Retirement estimates and counseling are provided to employees by this Division. Annually, Human Resources administers open season enrollment for dental, medical, Flexible Benefits Plan, Sick Leave Bank and life insurance. In addition, the Human Resources Division administers the City's Section 125, Flexible Benefits Plan, the City's Deferred Compensation Plan, the Commonwealth of Virginia College Savings Plans, Workers' Compensation Program, the Employee Assistance Program and Long-Term Disability. These benefits support over 1,000 active and retired employees and their dependents. This section also provides post retirement health insurance benefits to retirees and benefit services to the employees of the Northern Virginia Criminal Justice Training Academy and the City's Constitutional Offices.

The Human Resources Division provides leadership and career development for all levels of employees for the purpose of team building, leadership, management and supervisory skills, career development and enhancement of customer service and communications skills. Human Resources also advises management on issues regarding Human Resources law, interpreting policy, gathering facts, conducting research, diagnosing problems, providing solutions and offering objective assistance and guidance on employee-related issues.

The Human Resources Division also handles all grievance issues and serves as mediator between supervisors and employees as needed, and works to resolve issues at the employee-supervisor level so that it will not be necessary for employees to file grievances. The staff serves as liaison to the City Employee Review Board, the City Council's Personnel Policy Committee, the Employee Advisory Council, and the Retirement Board.

The Division administers the Employee of the Year program to recognize employees doing an outstanding job above and beyond the requirements of their assigned duties. Also, the annual Service Award program is administered to positively recognize employees who have reached certain milestones in their career with the City for their loyal service.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To maintain competitive pay plans and benefits packages for City employees that enables the City to attract candidates from diverse backgrounds and retain high performing employees.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Ensure the City's Pay Plans are comparable with surrounding jurisdictions.</li> </ul>	<ul style="list-style-type: none"> <li>Survey surrounding government compensation plans by March 1 each year so any adjustment can be included in the proposed budget.</li> </ul>

**HUMAN RESOURCES**

<ul style="list-style-type: none"> <li>Ensure that the City’s Benefits Package is competitive with surrounding governments.</li> </ul>	<ul style="list-style-type: none"> <li>An Employees Benefits Task Force has been established to ensure the City’s Benefits Package is competitive with surrounding jurisdictions.</li> <li>Obtained very competitive Life Insurance and Long-Term Disability rates that are guaranteed through FY13.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that classification studies are done on a continual basis so the City remains competitive with surrounding jurisdictions.</li> </ul>	<ul style="list-style-type: none"> <li>Classification studies are concluded within 60 days of receipt of position analysis questionnaire.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure that the City workforce and staff leadership reflects the diversity of the community, and the City embraces and celebrates the strength that comes through diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Advertise vacant positions in a manner to reach a diverse pool of applicants. Encourage qualified employees from other governments who will add diversity to the City to apply for openings.</li> <li>Provide diversity training for all employees.</li> </ul>
<b>GOAL</b>	<b>To provide employee development to enable City employees to provide better services to citizens and to identify and prepare employees to compete for higher level positions.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide systematic and ongoing opportunities for professional development.</li> </ul>	<ul style="list-style-type: none"> <li>Every City employee will be encouraged to take at least two training programs of interest to them in FY13.</li> </ul>
<ul style="list-style-type: none"> <li>Cultivate leaders at all levels of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Identify employees with leadership potential and prepare them for future opportunities by using a mentor and/or attending specific leadership training.</li> </ul>
<ul style="list-style-type: none"> <li>Prepare for the retirement of key employees.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure employees prepared through career succession planning are appointed to take their place.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

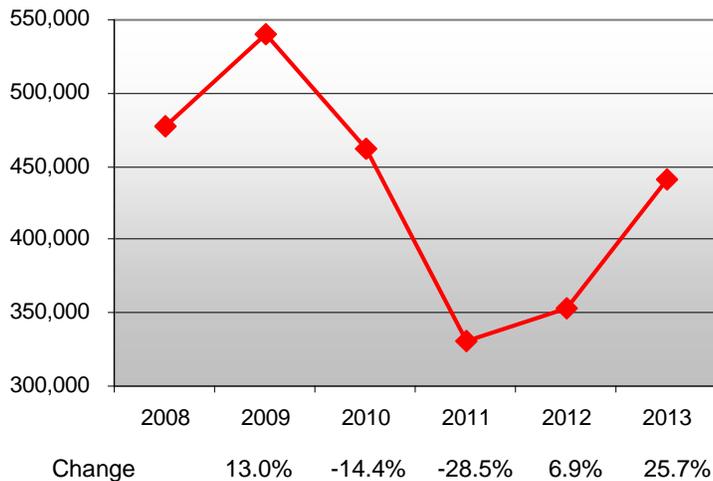
**ADOPTED POSITIONS BY FTE – 2.5 TOTAL**

- 0.75 Human Resources Director
- 0.75 Human Resources Generalist
- 1.0 Human Resources Analyst

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Proposed</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 205,794	\$ 207,835	\$ 227,107	9.27%
Benefits	69,250	75,253	75,556	0.40%
Professional and Contractual	33,348	40,000	63,300	58.25%
Materials, Supplies, and Other	13,030	30,468	78,347	157.15%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 321,422</b>	<b>\$ 353,556</b>	<b>\$ 444,310</b>	<b>25.67%</b>

**ADOPTED BUDGET TREND: FY2008–2013**



- Notes:**
- The decrease in FY2011 is due to the following:
    - Elimination of the part-time HR Assistant position.
    - Reduction in hours of the HR Analyst.
    - Reduction in funding for employee training and tuition assistance.
    - Suspension of the Commuter Incentive Program.
  - The increase in Adopted FY2013 is due to the following:
    - Human Resources Analyst position has been restored to full-time.
    - \$50,000 increase in City's Training Program.

**RISK MANAGEMENT**

The purpose of this section of the Human Resources Division is to develop and monitor the Risk Management Program that includes obtaining, implementing and monitoring all insurances that cover the City's personnel, operations and infrastructure. This section administers the City's Safety Program and administers the Department of Transportation Random Drug Testing program as required by Federal law. This section also provides Federal Occupational Safety and Health Act (OSHA) training for all new and current employees. The OSHA training includes BloodBorne Pathogen, Confined Space Entry, Hazardous Chemicals, and the Department of Transportation Drug and Alcohol Program.

This section also administers the City's Workers' Compensation Program in conjunction with provisions of the State Workers' Compensation Act to ensure prompt reporting of on-the-job accidents, and ensuring that employees who have been injured while on the job receive prompt medical attention and return to work on regular or restricted duty as soon as they receive medical clearance.

This section also handles all property and casualty claims in conjunction with the Virginia Municipal Liability Pool. Claims due to damages caused by water breaks or sewer backups are also administered by the Human Resources Director in his role as the City's Risk Manager.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To maintain a Risk Management Program that protects the assets of the City and provides a safe working environment for employees.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Ensure the City protects its assets and financial exposures through the purchase of insurance, and requiring certificates of insurance for all contractors.</li> <li>• To provide employees with a safe working environment.</li> </ul>	<ul style="list-style-type: none"> <li>• City's financial exposures are reviewed by March each year and the City maintains its insurance.</li> <li>• Outside safety consultant conducted a safety inspection of City facilities and operations. The City is implementing the recommended changes.</li> </ul>

<ul style="list-style-type: none"> <li>Ensure that the City is in compliance with all OSHA standards and employees receive proper training.</li> </ul>	<ul style="list-style-type: none"> <li>Training for Confined Spaces, Bloodborne Pathogens and Trenching and Shoring will be held each year. Other OSHA training will be conducted as needed.</li> </ul>
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**STAFFING AND BUDGET RESOURCES**

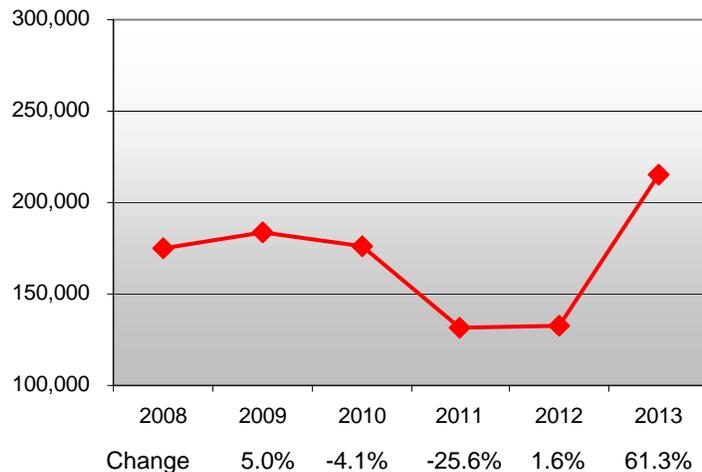
**ADOPTED POSITIONS BY FTE – .50 TOTAL**

- 0.25 Human Resources Director
- 0.25 Human Resources Generalist

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 44,927	\$ 40,766	\$ 48,101	17.99%
Benefits	23,462	14,266	15,133	6.08%
Professional and Contractual	2,964	4,000	4,700	17.50%
Materials, Supplies, and Other	71,991	74,050	146,750	98.18%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 143,344</b>	<b>\$ 133,082</b>	<b>\$ 214,684</b>	<b>61.32%</b>

**ADOPTED BUDGET TREND: FY2008–2013**



**Notes:**

- Most of the increase in FY2013 is due to the \$75,000 increase to the General Fund for the City's Public Officials Insurance.

**INFORMATION TECHNOLOGY**

The Information Technology (IT) Division's vision is that all information and information-based services are acquired, monitored, tuned, maintained and kept in the most cost-effective manner possible, consistent with organizational priorities that are aligned with City Council's strategic plan, in order to deliver exceptional services while ensuring data availability, data integrity and data confidentiality.

The IT Division is responsible for managing the installation and maintenance of all IT infrastructure, systems, and networks that provide computer technology, telecommunication services (phone/cell/pagers) and audio visual for General Government organization. Core IT services includes support of: public safety computer aided dispatch (CAD), records management system, mobile dispatch terminal and field reporting systems, accounting/finance/electronic resource planning (ERP) systems, telecommunications systems & software,

websites and on-line services, library database systems, fleet management systems, network infrastructure, security hardware & software, IT asset management, and general staff desktop hardware & software support.

The City outsources the majority of its information technology services. Current City IT staffing is: one full-time City Chief Technology Officer (CTO) / Security Officer, one full-time Automation Application Specialist (shared between the Public Library and General Government functions, 60/40% split respectively) and three full-time contract employees with targeted website and systems administration contract hours not to exceed 550 hours per year. The CTO is responsible for procuring and administering all IT services, telephony, and other technology related service contracts, serves as the IT security officer, managing strategic IT projects, facilitating employee training, and developing and implementing a City-wide IT strategic plan. The IT contractor, acting under the guidance of the CTO, ensures the City's IT environment is secure and critical systems and services are fully operational 24 x 7. Utilizing general industry standards, based on a Gartner Group 2009 Survey Report, the total IT employees as a percentage of all employees in the organizations surveyed was around 6.1%- based on 178 general fund employees but IT also supports 62 utility employees, the City is closer to 2.1% (employee and contractors). Using the Gartner Group Report as a reference the City IT staffing should be 14 FTEs.

In 2011, the City conducted a full IT Assessment that included General Government, Schools, and Public Library. The assessment outlines priority items and costs with a five year strategic plan. The report was received on February 28, 2011, and from that time both City leadership and general City staff focus teams have been assessing the implications for FY2012 and subsequent budget years. The review is being performed in conjunction with school management to consolidate efforts and maximize cost savings where possible. Key findings include improving IT governance to better meet internal and external IT needs across all segments.

The FY2013 Adopted Budget reflects the following principal changes stemming from the IT Assessment recommendations and the City's new CTO:

- Assessment recommendations on governance by re-staffing and adding some of the highly recommended appropriate staffing. The funding for the CTO position was maintained and has been finally filled, along with partially adding the funding for the highly recommended Automation Application Specialist position which was staffed at the beginning of the fiscal year. This recommended position was only partially filled at 40% since the other 60% was consolidated with the reallocated library IT staff position; and
- To address assessment recommendations on modernization and continuity of operation (COOP) enhancements, Adopted items include a number of operating and CIP initiatives for FY2013:
  - Proposal is to complete two major portions of the overall Citywide Telecommunication & Infrastructure in the CIP: 1) Critical Continuity and Modernization Investment through Public Safety Dispatch telecommunications modernization; and 2) repairing and enhancing the infrastructure connection to the Public Library from City Hall. Estimated cost: \$550,000.
  - Adopted in the operational budget are: 1) an updated email archive and COOP solution to address growing mailbox sizes, FOIA compliance and resolve issues with existing solution; 2) update core desktop software, MS Office and Windows (currently 2003 and XP respectively) to modern standards for proper document interoperability and operating system support; 3) begin to virtualize servers for both cost savings and energy efficiencies; 4) expand critical systems disaster recovery (DR) and add continuity of operations (COOP) capability through implementing a crucial software enhancement to the City's off-site DR storage appliance; and 5) finally restoring a portion of the equipment refresh budget so now can maintain a five year refresh cycle on most equipment. Estimated initial one time cost: \$190,000. These necessary initiatives will have ongoing maintenance funding estimated at 15-25% of initial implementation cost and might be netted out of FY2013 funds depending on FY2014 IT strategic plan critical initiatives.

CITY VISION

 <b>INNOVATION</b>	
<b>GOAL</b>	<b>IT Infrastructure - Build and upgrade Citywide IT infrastructure to support innovation</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Create an environment where IT enhances the delivery of governmental services.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan is adopted and 20% of 5-year strategic plan actions are funded and implemented annually.</li> <li>Requests for service will be answered within the established priority SLA 95% of the time.</li> <li>Evaluate for existing and new cost effective systems &amp; software solutions to leverage and communicate efficiently to citizen and improve customer service delivery.</li> <li>Breaches of security will be responded to within four hours 100% of the time.</li> </ul>
 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Government Accessibility - Provide City services in form and function in a manner that is responsive to citizen needs</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Adopt best practices to ensure a positive external and internal customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>IT staff will participate in Northern Virginia and regional CIO meetings to assess best practices and other efficiencies used or being planned by our counterpart jurisdictions.</li> <li>IT policies and procedures will be reviewed and updated as needed and at least annually.</li> <li>Business case model framework adopted.</li> </ul>
<ul style="list-style-type: none"> <li>Provide simple and intuitive access to public services and information.</li> </ul>	<ul style="list-style-type: none"> <li>IT will continue to support departmental e-commerce and other online communications and reporting support initiatives, with at least one to be implemented during FY2013.</li> <li>The City will maximize use of the IT Support contract to continue to enhance the City's website and content.</li> <li>The City will standardize the form creation process to help streamline and simplify forms used by the public to request service and conduct business with the City.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

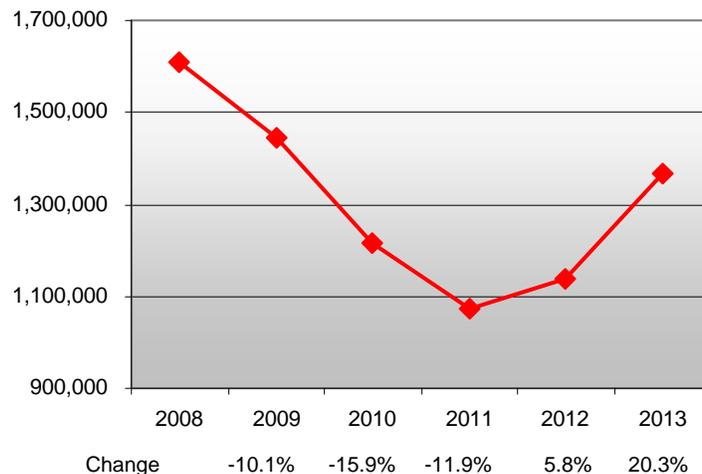
**ADOPTED POSITIONS BY FTE – 1.00 TOTAL**

- 1.00 Chief Technology/Security Officer
- 0.40 Automation Application Specialist

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 16,894	\$ 100,706	\$ 134,257	3.32%
Benefits	3,935	31,968	43,543	36.21%
Professional and Contractual	870,936	875,926	877,550	0.19%
Materials, Supplies, and Other	53,289	39,400	42,443	7.72%
Capital Outlay	82,637	87,676	268,652	206.41%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,027,690</b>	<b>\$ 1,135,676</b>	<b>\$ 1,366,445</b>	<b>20.32%</b>

**ADOPTED BUDGET TREND: FY2008–2013**



**Notes:**

- Expenditures decreased in FY2009 and FY2010 due to network renewal project completion, contracts renegotiation and system enhancement reductions.
- The FY2011 \$122,000 decrease in IT services funding and \$50,000 decrease in computer equipment funding reduces service levels to internal customers and available funding for technology upgrade projects.
- FY2012 increase reflects IT Services funding restoration to FY2010 levels, increased phone maintenance support as now off initial contract warranty and projected increase for health insurance for vacant CTO position.
- FY2013 reflects .4 FTE for Automation Application Specialist's salary transferred from Library cost center not net new funding.
- FY2013 increases result from actual CTO benefit costs and operating initiatives as described above.
- Average expenditure adjustments between FY2008 and FY2012 remains -11.9%.

**ECONOMIC DEVELOPMENT**

Economic development is critical to the long-term fiscal health and stability of the City. The mission of the Economic Development Office (EDO) is to provide services, programs and initiatives that retain, attract and expand business activity in the City. Successful economic development will provide employment opportunities, convenient goods and services for residents, and an expanded City tax base. The EDO works with developers to deliver new projects, investment and high quality commercial space that will attract businesses that are a good fit for the City. Staff also works with existing businesses to help them grow and thrive in Falls Church.

Through multiple channels, staff will communicate to the region and beyond why Falls Church is a great place to invest and do business. The Economic Development Authority's "Little City®" branding initiative continues to convey a positive message about the City to business prospects and visitors through marketing materials and

special events sponsored by the EDA. Staff supports the EDA Board of Directors and its many activities, including “Developer Forums” that have explored topics such as the hotel and hospitality market, Smart Growth principles, the economics of mixed use development, retail recruitment strategies, measuring the fiscal impact of economic development, the Eden Center, and the Eastern Gateway 2050.

Staff collects, maintains and posts extensive data on commercial properties in the City, demographics, and retail trade area information in an easily accessible format on the City’s website. The EDO conducts a campaign of focused business recruitment consistent with knowledge of the Falls Church market and works with brokers and property owners to match business prospects with good locations in the City. Mad Fox Brewing Company is one example of successful EDO match-making. Staff produces a quarterly report on business and real estate activity in the City.

The EDO uses state-of-the-art tools and outside expertise as needed to provide analysis for a variety of business and development-related proposals and projects. The City’s fiscal impact model provides net revenue projections for mixed use and commercial development proposals. The model has been updated to reflect the very latest information from across the City organization and public school system on the costs and benefits of new development.

Staff conducts a systematic program of business retention visits in the City where valuable information is obtained about business trends and follow-up services are provided by staff. Several key EDO business development and assistance programs are Technology Zone tax incentives, Industrial Revenue Bond financing, site location services, co-sponsorships of Entrepreneur Express, Franchise Express, and special programming of interest to small businesses. In 2012 the EDO partnered with the Virginia Department of Business Assistance and the Virginia Asian Chamber of Commerce to provide onsite business counseling in the Vietnamese language to Eden Center businesses.

Challenging economic conditions require creative economic development strategies. In 2008, the City approved a unique tax-sharing agreement with a property owner to secure the commitment of BJ’s Wholesale Club to build and operate an 87,000 square foot store in the City. The Washington Business Journal ranked this project among the top three largest retail leases by square feet in the entire DC region in 2009. In 2011 the EDO presented for City Council approval a City policy for “Financial Incentives for Commercial Redevelopment” – an initiative influenced by the success of the BJ’s project.

With an eye to the future, the EDO and EDA worked in 2009 and 2010 with four graduate level classes of Virginia Tech’s Urban Design and Planning Program to complete studio work on the City’s Eastern Gateway, the N. Washington Street/W. Jefferson Street commercial corridor, City Center “North,” and the West End/Gordon Road area. The students created bold, long range plans for higher density land uses that the City is now using as starting points for small area plans and potential changes to the zoning code. In 2011 the EDO hired a student intern to complete research on property values in commercial opportunity areas throughout the City and projections for the fiscal impact of higher density development in these areas.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Facilitate mixed use development plans and review process that provides new goods and services, enhances revenue, and is compatible with the Comprehensive Plan and community values.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>“The City government works with regional counterparts to share [its] vision and ensure that Falls Church retains its distinctiveness and competitiveness in the region.”</li> </ul>	<ul style="list-style-type: none"> <li>Devise and implement new applications of The Little City brand that can be used to raise positive, regional awareness of the City of Falls Church.</li> </ul>

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| <ul style="list-style-type: none"> <li>Support the retention, expansion and attraction of businesses that complement and enhance the community's quality of life, while diversifying and strengthening the City's tax base.</li> </ul> | <ul style="list-style-type: none"> <li>Conduct 30 retention visits to Falls Church businesses by June 30, 2013.</li> <li>Continue ongoing contact through June 30, 2013 with 100-150 commercial brokers using email blasts to raise awareness of available office and retail space in the City.</li> </ul> |
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**STAFFING AND BUDGET RESOURCES**

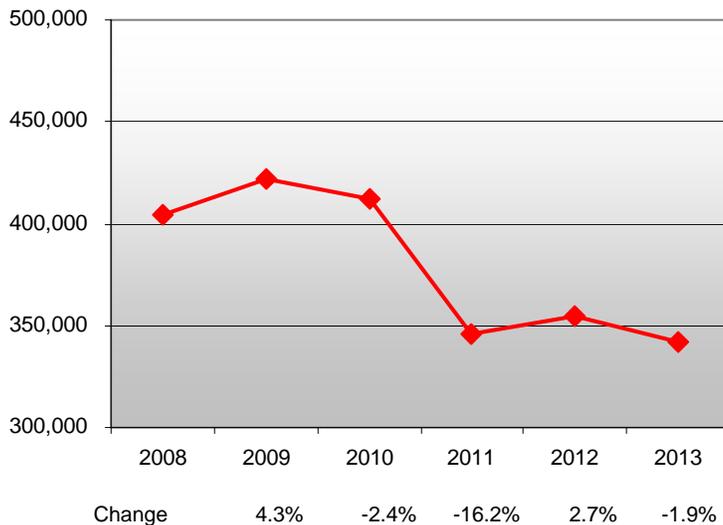
**ADOPTED POSITIONS BY FTE – 2.00 TOTAL**

- 1.00 Economic Development Director
- 1.00 Business Development Manager

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 225,413	\$ 228,150	\$ 234,538	2.80%
Benefits	65,469	72,730	59,584	-18.08%
Professional and Contractual	12,122	36,000	37,000	2.78%
Materials, Supplies, and Other	13,853	18,000	17,000	-5.56%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 316,857</b>	<b>\$ 354,880</b>	<b>\$ 348,122</b>	<b>-1.90%</b>

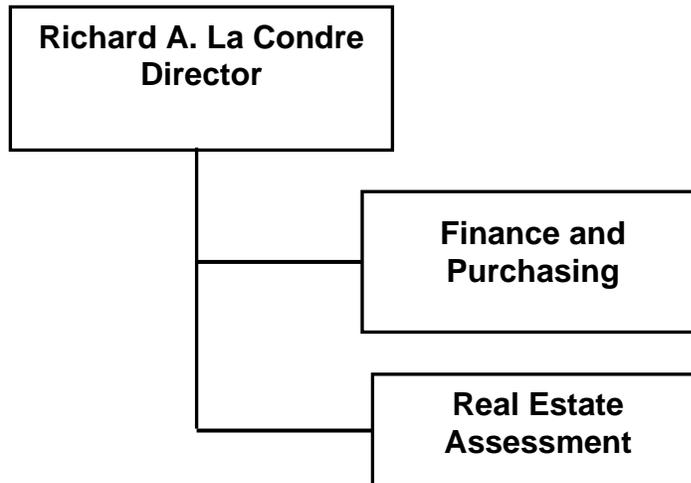
**ADOPTED BUDGET TREND: FY2008–2013**



**Note:**

- The decrease in FY2011 is due to the loss of a full-time senior administrative assistant position.

## FINANCE



## FINANCE AND PURCHASING

The Finance Division serves the residents of the City of Falls Church, its vendors, intergovernmental partners, employees, and all the departments and divisions of the City government. It is responsible for the City’s financial reporting and accounting, payment of obligations to vendors and employees, and purchasing of goods and services that require competitive pricing. The Division’s functions include reconciliation of all bank and investment accounts, preparation of financial reports for submission to the City Council, the public, the Commonwealth of Virginia, rating agencies, and others, and supporting the City Manager in the development of the City’s annual budget. The Chief Financial Officer assists the City Manager and City Council in making strategic decisions concerning the fiscal health of the City, and also facilitates the borrowing of funds that may be needed to fund the City’s Capital Improvements Program. The Division pays over 13,000 invoices annually, and pays about 300 employees on a bi-weekly basis. The Division also ensures compliance with taxing authorities for the remittance of payroll and sales taxes. The Purchasing Agent assists in the competitive procurement of more than 55 purchases each year for both the General Government and School Division.

## CITY VISION

 <span style="font-size: 1.2em; font-weight: bold; margin-left: 10px;">SOUND FINANCES</span>	
<b>GOAL</b>	<b>To maintain the fiscal health of the City and provide support to the City’s various divisions and departments in order for them to accomplish their own objectives.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Monitor adherence to Council-adopted and state-mandated financial policies and ratios.</li> </ul>	<ul style="list-style-type: none"> <li>• Debt and fund balance ratios and policies for General Fund and Utility Funds and all policies as</li> </ul>

	set forth in the financial policies adopted by City Council on December 11, 2011 (refer to Financial Policies Section on pages 53-54 of this document).
<ul style="list-style-type: none"> <li>Financial reports are timely and accurate.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare the City's Comprehensive Annual Financial Report (CAFR) by November 30, 2012.</li> <li>The City's CAFR will have an unqualified audit opinion.</li> <li>Budget documents are prepared prior to City Council deliberation.</li> <li>Quarterly reports to City Council are done by the second work session after the quarter-end.</li> </ul>
<ul style="list-style-type: none"> <li>Reconcile bank and investment accounts on a timely and regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>100% of bank and investment account reconciliations are completed within 20 business days of the end of the period.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure timely and accurate payment of vendors and employees.</li> </ul>	<ul style="list-style-type: none"> <li>0% error rate in employee payments.</li> <li>Vendors are paid within 10 business days of payment approval 95% of the time.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure compliance with procurement rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>100% of purchases of \$50,000 or more are competitively bid or have sole-source justification.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

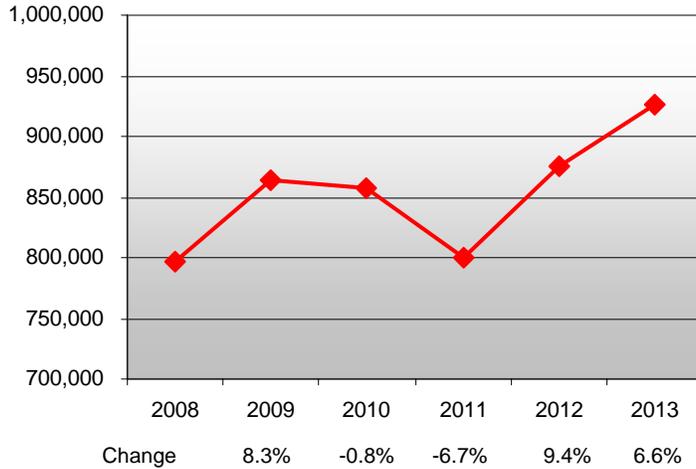
**ADOPTED POSITIONS BY FTE – 7.0 TOTAL**

- 1.00 Director/Chief Financial Officer
- 1.00 Deputy Finance Director
- 1.00 Purchasing Agent
- 1.00 Staff Accountant
- 1.00 Payroll Specialist
- 1.00 Benefits Specialist
- 1.00 Accounts Payable Specialist

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 508,889	\$ 576,702	\$ 630,905	9.40%
Benefits	156,097	184,304	190,299	3.25%
Professional and Contractual	84,822	76,025	76,600	0.76%
Materials, Supplies, and Other	33,903	38,425	35,457	-7.72%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 783,711</b>	<b>\$ 875,456</b>	<b>\$ 933,261</b>	<b>6.60%</b>

**ADOPTED BUDGET TREND: FY2008–2013**



**Note:**

- Increase in FY2009 was mostly due to funding of other post-employment benefits.
- Decrease in FY2011 was mostly due to the reallocation of the CFO's salary as well as reduction in professional service fees.
- Increase in FY2012 was primarily due to the reallocation of the CFO's salary as a result of the reorganization and to the increase in benefit costs.
- Increase in FY2013 reflects the hiring of a temporary part-time accounting position.

**REAL ESTATE ASSESSOR'S OFFICE**

The primary responsibility of the Real Estate Assessor's Office is the assessment of every parcel located in the City on an annual basis, at market value as required by Virginia Code. The goal is to assess and maintain real property information in the City of Falls Church in a fair and equitable manner to ensure that each taxpayer bears only their fair share of the real property tax burden as determined by the City Council of Falls Church.

This office collects and maintains a history of all land parcels in the City with computerized current information specific to each parcel which includes: ownership, deed and plat references, ownership history, and specific house characteristic information. This information is widely used by realtors, attorneys, title search personnel, prospective homebuyers, sellers, private appraisers (both local and out-of-city/state), and surveyors. Assessment information is available to all users through a web portal maintained by the Assessor's Office. Other services provided by the Assessor's Office include: notification of assessments, responses to inquiries concerning assessments and assessment procedures, hearing administrative appeals, and preparing the Board of Equalization for public appeals. This office produces the annual land book.

Annually, this division reviews approximately 300 real estate listings and sales, adjusts the values of approximately 4,700 parcels as indicated by the market data, inspects 120+ parcels that have been issued a building permit, and 100+ parcels as the result of a sale or an appeal. The division also maintains and periodically updates the real estate database containing approximately 4,700 parcels, provides online real estate information, and serves as staff to the Board of Equalization, which meets approximately 10 times each year.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To provide fair and equitable assessments and outstanding customer service.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Update the City's real estate database and issue assessment valuation notices as of January 1, 2013 for all City properties by February 27, 2013.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a Coefficient of Dispersion of 10 or less and a regression index of <math>\pm 0.03</math> in the Virginia Department of Taxation Residential Sales Ratio Study.</li> </ul>

	<ul style="list-style-type: none"> <li>Maintain a Coefficient of Dispersion of 15 or less and a regression index of <math>\pm 0.03</math> in the Virginia Department of Taxation Commercial Sales Ratio Study.</li> <li>Return phone calls and e-mail inquiries within one day.</li> </ul>
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**STAFFING AND BUDGET RESOURCES**

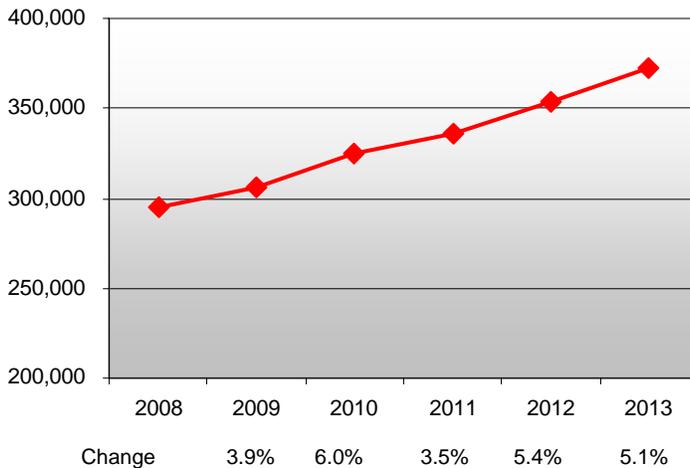
**ADOPTED POSITIONS BY FTE – 3.00 TOTAL**

- 1.00 Real Estate Assessor
- 1.00 Senior Administrative Assistant
- 1.00 Senior Real Estate Appraiser

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 226,132	\$ 239,380	\$ 248,403	3.77%
Benefits	66,953	74,857	77,531	3.57%
Professional and Contractual	28,922	26,700	27,450	2.81%
Materials, Supplies, and Other	13,315	13,092	18,689	42.75%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 335,322</b>	<b>\$ 354,029</b>	<b>\$ 372,073</b>	<b>5.10%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Note:**

- Included in FY2010 and subsequent year's funding is the maintenance for the new real estate website which was implemented on July 7, 2009.

The Office of the Commissioner of the Revenue was established by the Constitution of the State of Virginia in 1851, making the Commissioner an elected "Constitutional Officer." The Commissioner, Tom Clinton, is a direct elected representative of the citizens of the City of Falls Church. The Office is responsible for the administration and assessment of taxes on businesses and residents that are levied by the state of Virginia, and the City of Falls Church. The Commissioner also operates the popular and rapidly growing Falls Church City DMV Select Office.

The Commissioner's duties include assessing taxes on many different types of business activities and assets that are located in the City, except the assessment of real estate, which is done by the City Assessor. These revenue assessments and collections represent a cumulative total of about \$16,000,000, or about 20 percent of all gross revenues received by the City, ensuring that everyone that lives, works or visits here, pays their fair share of taxes. This averages over \$2,300,000 of revenue generation per employee in the small seven person office. Revenue collection is essential to provide the funding for those critical public services that residents and business owners demand in a first-class independent city operating in a sophisticated metropolitan environment.

Commissioner Clinton opened the Falls Church City DMV Select Office on March 6, 2006, bringing the high demand for DMV services directly to Falls Church City residents, business owners and City employees. In FY2013, the DMV Select is expected to conduct more than 25,000 total paid transactions and generate more than \$100,000 in commissions. The service has gotten rave reviews by new and existing customers who have sought an alternative to the crowded full-service DMV offices. 80% of this revenue is supposed to be returned to the COR office as written in the Virginia State Code in Transportation Budget Bill 441, which was designed to help Constitutional Officers offset the costs of running the DMV Select Office. The state code and the practice of transferring 80% of the DMV Select commissions to the offices doing the actual DMV work was reviewed and upheld by the State Attorney General's Office in it's Hunley versus Mathews County opinion on August 19, 2011.

The DMV Select Office is conveniently located in suite #104E in the Commissioner's Office, which is on the first floor of the East Wing of City Hall. This service allows people to conduct many vehicle-related DMV transactions for both their personal and their company's needs. The office has assisted many departments and employees within City Hall by providing them with license plates, disabled placards, titles, registrations, renewal stickers, address changes, voter registration applications and driving record transcripts, all without our City and School staff, and/or their clients, having to spend hours at the crowded Tyson's Corner DMV Office. This large additional DMV Select workload has been absorbed by the existing COR staff for 6 years. One additional staff member has been proposed in the FY2013 budget to more efficiently perform the COR and the DMV Select work. The cost is entirely funded by the Select commission earned, which previously hadn't been included in the office's budget.

The office annually issues approximately 12,000 personal property tax assessments, which later become personal property (vehicle) tax bills. In July, the office mails out 10,000 Vehicle Verification Forms to all registered vehicle owners and we process the hundreds of annual address changes related to those vehicles. The office generates all of the vehicle decal bills and decal transfers; tasks that are usually done by the Treasurer's Office in most jurisdictions. The office performs about 2,000 annual personal property assessment adjustments, including vehicle dispositions and other assessment changes, saving our taxpayer's money.

Annually, the office issues 1,800 business licenses and processes 1,800 tangible personal property tax assessments on the business equipment used by companies operating in the City. The office processes other business taxes including: utility, right-of-way, phone line charges, hotel occupancy, short-term rental, and the labor intensive Meals Tax which generates \$2,500,000 (this was transferred from the Treasurer's Office in 2005, with no workload exchange and no transfer of staff). We assess franchise fees for cable companies and banks.

The office annually processes about 2,500 state income tax refunds, 500 estimated tax payments and 500 tax due payments for City taxpayers on behalf of the Virginia Department of Taxation. State income tax returns are first desk audited, and then entered directly into the state's computers resulting in faster refunds. That money is then deposited by the state directly into our citizen's bank accounts, usually within 2-3 days. The office assists citizens in resolving complex tax problems with the Department of Taxation by having them call or visit our office. This service saves citizen's time, aggravation and the long distance phone costs if they had to do it on their own.

The Commissioner also provides critical tax and business related information to many City departments including the Economic Development Office and the EDA, so the City can make well researched and fiscally sound economic development decisions. This important research impacts the office's overtime budget. The Commissioner works closely with the Falls Church Chamber of Commerce and the local business community. Our goal is simple: to make the assessment and payment of taxes as easy as possible, while still providing the high-quality, small-town personal service that our businesses and residents have come to expect.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To deliver the highest level of small-town customer service to the City’s residents, businesses and visitors every day, while still paying careful attention to maximize every tax dollar collected and spent.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Assessing personal property (on vehicles), tangible personal property (on business equipment) and business licenses accurately, timely and equitably.</li> </ul>	<ul style="list-style-type: none"> <li>Register vehicles within one day of receiving the vehicle registration form 90% of the time.</li> <li>Enter and approve business licenses within one day 95% of the time.</li> <li>Enter, process, and transfer checks for various business taxes to the Treasurer’s Office for deposit within one day of receipt 97% of the time.</li> <li>Review and audit businesses annually to ensure tax compliance.</li> </ul>
<ul style="list-style-type: none"> <li>Objective towards administering state income taxes.</li> </ul>	<ul style="list-style-type: none"> <li>Process Virginia State income tax refunds, tax due payments and estimated taxes within one day of receipt 96% of the time. Resolve complex taxpayer problems with the VA Dept. of Taxation.</li> </ul>
<ul style="list-style-type: none"> <li>Objective towards customer service in general.</li> </ul>	<ul style="list-style-type: none"> <li>Provide fast, friendly customer service to every customer every day.</li> <li>Return all phone calls and e-mails within one day 95% of the time.</li> <li>Answer every phone call live 99% of the time. We do not utilize a voicemail cue to redirect our large volume of phone calls.</li> </ul>
<ul style="list-style-type: none"> <li>Objective towards operating a DMV office.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver quick and courteous DMV Select services within 10 minutes 95% of the time.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

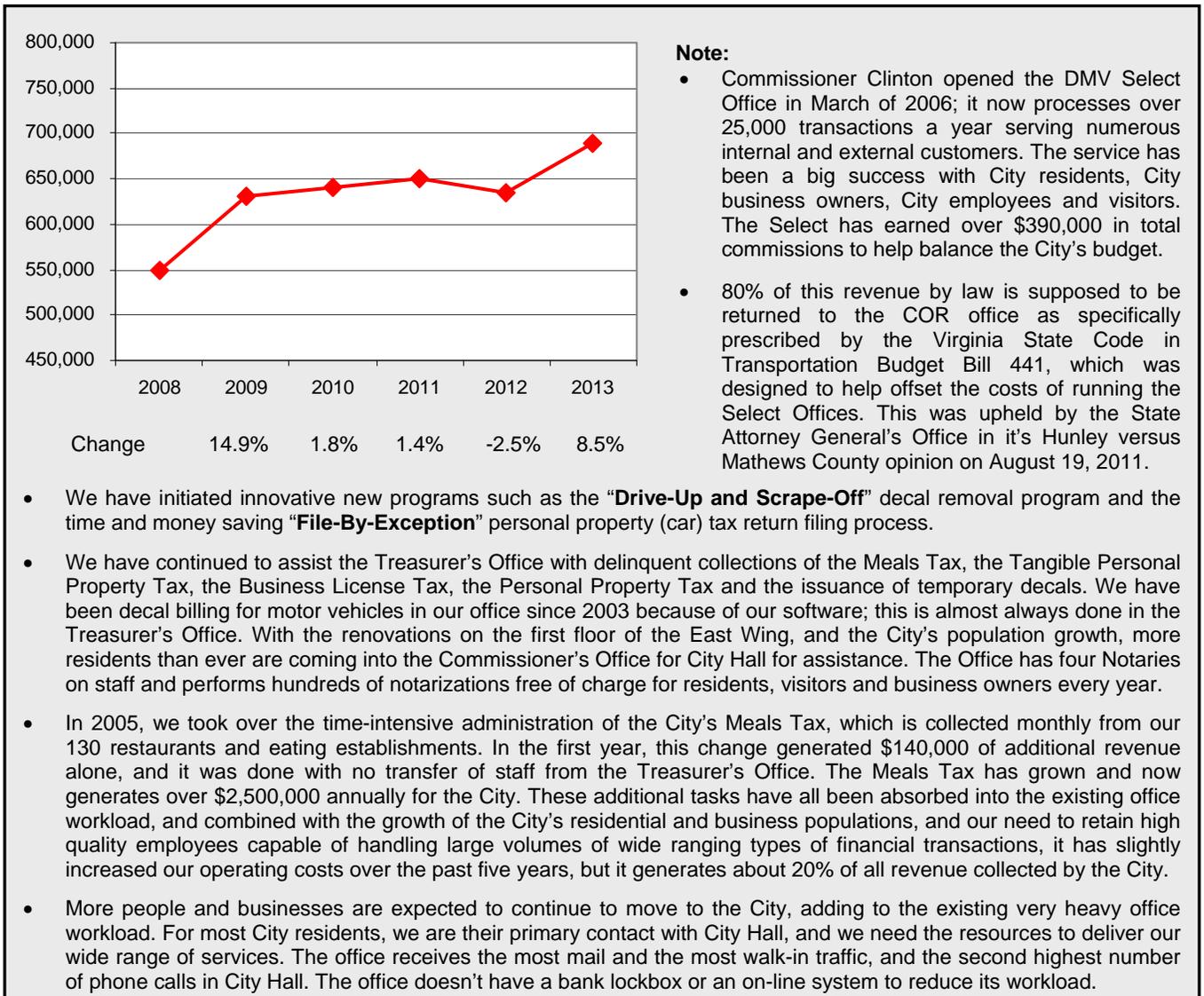
**ADOPTED POSITIONS BY FTE – 8.00 TOTAL**

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| <ul style="list-style-type: none"> <li>1.00 Commissioner of the Revenue</li> <li>1.00 Chief Deputy Commissioner</li> </ul> | <ul style="list-style-type: none"> <li>1.00 Business Revenue Auditor</li> <li>5.00 Senior Revenue Assistants</li> </ul> |
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**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 494,414	\$ 463,539	\$ 496,508	7.11%
Benefits	138,013	151,065	168,742	11.70%
Professional and Contractual	6,798	7,000	9,100	30.00%
Materials, Supplies, and Other	14,486	12,875	13,875	7.77%
<b>Total Expenditures</b>	<b>653,711</b>	<b>634,479</b>	<b>688,225</b>	<b>8.47%</b>
<b>Revenues</b>				
State Grants	79,682	87,000	87,000	0.00%
Charges for Services	69,283	72,800	70,000	-3.85%
<b>Total Revenues</b>	<b>148,966</b>	<b>159,800</b>	<b>157,000</b>	<b>-1.75%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 504,746</b>	<b>\$ 474,679</b>	<b>\$ 531,225</b>	<b>11.91%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



The Office of the Treasurer is established by the Constitution of the Commonwealth of Virginia, and the Treasurer, Cathy Kaye, a certified Master Governmental Treasurer, is an elected Constitutional Officer who serves the citizens of the City of Falls Church. The City Treasurer's elected status ensures that City funds will be safeguarded by an official who reports directly to the City's citizens.

The primary functions of the Treasurer's Office fall into four major categories: collection (billing) of Real Estate and Personal Property taxes as well as State taxes; receipting and processing all revenue coming into the City; safeguarding (investing) funds; and finally, the disbursement of funds.

Ms. Kaye works closely with the Director of Finance to ensure the City's operating funds are safely invested in accordance with her established Investment Policy. The goal of the Treasurer's Investment Policy is to limit the City's exposure to risk and to ensure the availability of cash to meet its expenses while still generating revenue from funds that might otherwise remain idle.

In the Treasurer's Office, we process more than 9,000 real estate bills each year, prepare and mail bills to all property owners, and administer an additional billing and payment program for 198 mortgage companies. Our office also bills, collects and processes personal property tax payments for more than 11,000 vehicles, as well as the tangible personal property payments from over 1,700 businesses.

In 2010, Ms. Kaye moved payment options "into the Cloud". This program has been very successful. In 2011, 9% of City tax bills were paid online. The Treasurer's Office is pleased to offer this long-requested, convenient, cost-saving service to City residents. We will be expanding the services to include other departments in FY13.

The Treasurer's Office processes and deposits daily all receipts for the Falls Church City Schools Department of Finance as well as the General Government side. Our office provides services to: the Department of Public Works, Mary Riley Styles Public Library, Parks and Recreation Department, The Commissioner of the Revenue, Public Utilities Department, Sheriff's Office, Clerk of the Court, the Falls Church City Police Department, Housing and Human Services, Department of Finance, Court Services, Aurora House, Planning Division, Urban Forestry, Zoning, City Clerk, Economic Development Office, Human Resources as well as Red-Light Camera collections.

In 2011, the Falls Church City Treasurer's Office was awarded accreditation by the Treasurer's Association of Virginia.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To ensure the fiscal integrity of all public funds and to provide superior, individualized, customer service to all City residents.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Deliver prompt, efficient, and courteous service.</li> </ul>	<ul style="list-style-type: none"> <li>Return phone calls and e-mail within one day.</li> <li>Print and mail supplemental bills within two days.</li> <li>Post deposits and payments same day received.</li> <li>Issue refunds within 10 days.</li> <li>Process Virginia State income tax refunds and estimated taxes within one day of receipt.</li> <li>Provide information to mortgage lenders within one hour of request during business hours.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to refine our relationship with the City's banking partners to ensure that the most efficient and advanced products are brought to the City.</li> </ul>	<ul style="list-style-type: none"> <li>Increased efficiency of banking processes.</li> <li>Take advantage of newer banking technologies and programs resulting in greater office efficiency and faster access to deposited funds.</li> </ul>
<ul style="list-style-type: none"> <li>Administer the City's tax relief/deferral programs.</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness of the City's relief and deferral programs by the City's elderly population.</li> </ul>
<ul style="list-style-type: none"> <li>Refine the technologies and options used in our collections program.</li> </ul>	<ul style="list-style-type: none"> <li>Increase revenue from faster, more efficient collection of all monies due to the City.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

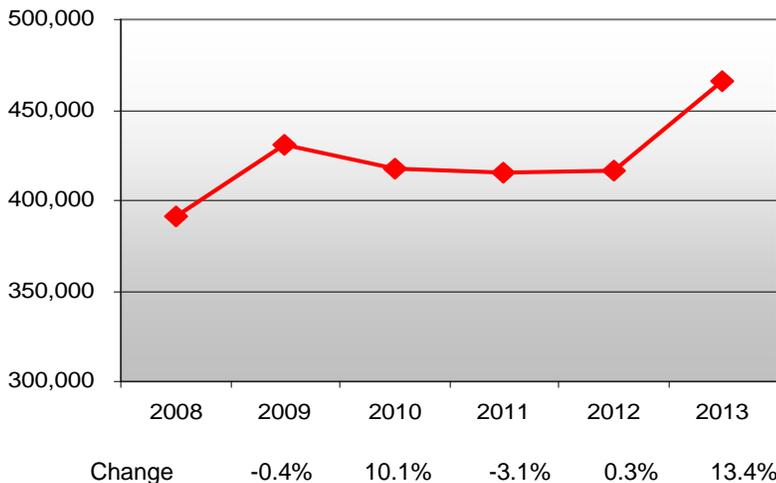
**ADOPTED POSITIONS BY FTE – 4.00 TOTAL**

- 1.00 Treasurer (Elected)
- 1.00 Chief Deputy Treasurer
- 1.00 Deputy Treasurer
- 1.00 Treasurer Assistant

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 289,971	\$ 284,808	\$ 328,846	15.46%
Benefits	70,714	72,376	89,514	23.68%
Professional and Contractual	13,195	25,850	25,850	0.00%
Materials, Supplies, and Other	26,760	33,700	28,469	-15.52%
Capital Outlay	-	-	-	0.00%
<b>Total Expenditures</b>	<b>400,640</b>	<b>416,734</b>	<b>472,679</b>	<b>13.42%</b>
<b>Revenues</b>				
State Grants	71,088	69,000	69,000	0.00%
Charges for Services	6,585	9,000	8,000	-11.11%
<b>Total Revenues</b>	<b>77,673</b>	<b>78,000</b>	<b>77,000</b>	<b>-1.28%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 322,967</b>	<b>\$ 338,734</b>	<b>\$ 395,679</b>	<b>16.81%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Note:**

- The 2013 increase is due to additional funds that would allow us to process and collect new sources of income, as well as to augment collections that are not currently being maximized. Our new collection software allows us to be able to more efficiently find, bill and collect. We anticipate a 10 to 1 return in the 1<sup>st</sup> year.

**PROPERTY TAX RELIEF PROGRAM**

The City sponsors Real Estate Tax, Personal Property Tax, and Automobile Decal Fee Relief programs for residents who are age 65 years or older or who are permanently disabled. The goal of these programs, which target residents who have incomes less than 50 percent of the area median, is to help participants remain in their homes and/or maximize their available income. In 2011, the State of Virginia passed an Amendment to its Constitution allowing any 100% disabled Veteran, 100% Real Estate Tax Relief. In 2011, this cost the City \$21,146.94. In 2012, this amount will increase by at least \$10,000.

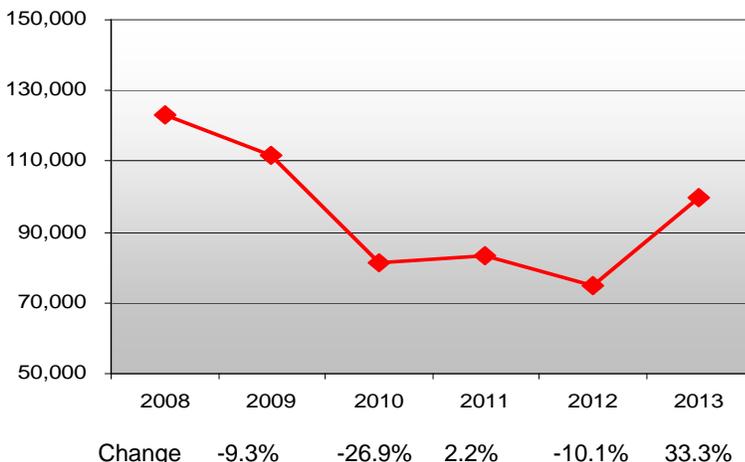
The Tax Relief program is administered by the Treasurer; however, Rent Relief is administered by the Department of Housing and Human Services. In 2011, the Treasurer’s Office prepared and mailed 82 Tax Relief Applications. Looking at 2012, 36 possible new participants requested applications. In 2011, we received and processed 69 completed Applications, and granted Tax Relief and/or Deferral to 63 individuals. In 2011, the cost for traditional Tax Relief was \$72,432.82; adding in the cost for the new Veteran’s Relief Program, \$21,146.94; the total cost of Relief in 2011 was \$93,579.73.

<b>Program</b>	<b>Benefit</b>
Real Estate Tax Relief	Real Estate Tax relief through exemption and deferrals to offset the burden of tax increases and enable participants to remain in their homes.
Personal Property/Auto Decal Relief	Exempts eligible residents from the \$33 sticker fee and also exempts \$25 of personal property taxes to help offset the burden of transportation costs for very low income households, many of whom rely on disability or social security.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Property Tax Relief	\$ -	\$ 75,000	\$ 100,000	33.33%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 100,000</b>	<b>33.33%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Note:**

- In previous years, Rent Relief was included as part of this program. In FY2009, Rent Relief was included in the Public Assistance Program administered by the Housing and Human Services Division.

The Office of Voter Registration and the Electoral Board work together to conduct elections in the City in accordance with the Constitution and Code of the Commonwealth of Virginia. Duties include maintaining an accurate list of registered voters, processing and validating candidate filings, establishing polling places staffed by trained election officials, offering convenient and reliable absentee voting, holding elections, and certifying election results.

The FY2013 budget includes enough funds for two elections. In FY2013, there will be a Presidential General Election on November 6<sup>th</sup>, 2012 and a primary election on June 11<sup>th</sup>, 2013. (However, depending on the Congressional Redistricting process, the primary elections on June 12<sup>th</sup>, 2012 may be moved to August 2012, and those funds already slated for the June 12 election in FY2012 would need to be forwarded to FY2013). Most election expenses are incurred without regard to the size of the election. However, FY2013 will include the Presidential General Election which is our most work intensive and highest turnout election of the four year cycle and will therefore require additional funding.

Funding for personnel working in the Office of Voter Registration and the Electoral Board comes from a variety of state and local sources. The General Registrar is appointed by the Electoral Board for a four-year term. The Registrar receives a full time salary, which is paid by the City and partially reimbursed by the Commonwealth. All benefits are City benefits. The one half-time Assistant Registrar and three part-time Assistant Registrars are regular City employees; however, only the one half-time Assistant Registrar receives benefits.

The three-member Electoral Board is appointed by the Circuit Court, based on recommendations made by the local political party chairs. Two members of the Board represent the political party of the current governor, while the third member represents the party that had the second highest number of votes statewide in the last gubernatorial election. The Electoral Board members serve staggered three-year terms. Electoral Board remuneration is a stipend paid by the City and reimbursed by the Commonwealth.

## **CHANGES**

The biggest change to this budget concerns funding three fewer elections than last year's budget but keeping in mind that one of the elections will be the Presidential. Based on the cost of an average non-Presidential election, \$19,000 should be budgeted for the primary election, and \$35,000 should be budgeted for the Presidential for vendor support, election officers, and supplies/equipment.

Voting will take place in the 3-ward configuration in FY2013.

The Electoral Board budgets \$6,500 per election for vendor support on election equipment. Now that the office has full control on all aspects of the election from start to finish, the office can reasonably be expected to support its own equipment now. By bringing this service in-house for three elections in FY2012, approximately \$19,500 was saved. This \$6,500 savings will continue for the primary election in FY2013. However, due to the increased interest of a Presidential General Election, the office plans on having vendor support for the Presidential General Election.

Currently, the Electoral Board houses all election equipment in a commercial storage building which sets the rates. The last three years that rate has been raised by about \$400 each year. Another \$400 increase is budgeted for this year.

The Election industry has changed drastically since 2000 and new legislation is enacted every year on both the federal and state levels. These new requirements continue to demand a trained staff to conduct efficient, cost effective, and lawful elections. Part of conducting elections and registration is the legal requirement that the Electoral Board, General Registrar, Staff, and Election Officers receive adequate training. This training now includes state and national certifications. In order to continue this necessary ongoing training, it will be necessary to raise the conference and travel budgets for both the Electoral Board and the Registrar's office by \$1,000 each.

On a national level, The Election Center, together with the EAC, has developed a Professional Education Program called Certified Elections/Registration Administrator (CERA), and it has become an essential training requirement in the last six years for election and registration offices nationwide. There are twelve core courses

taught by Auburn University's Master's in Public Administration faculty ranging from ethics to voter registration and elections law, planning, communications, and voter participation, among others. This training is conducted all over the country to reduce travel costs for local jurisdictions because it has become so important to receive. Recently, local training was conducted in Annapolis, Maryland, and Charlotte, North Carolina. The next local training is expected to be in Charlotte, North Carolina. In addition to these 12 credits, certification also requires attendance at two national conferences that take place in different parts of the country.

On a state level, the State Board requires training once a year. Additionally, membership in VRAV, VEBA, and JEOLC each require meetings once a year. The Election Center now has individual state programs as well. For Virginia, the program is Virginia Registered Election Officer Certification. It is imperative that the Registrar and staff begin taking these state and national courses in order to continue satisfying the legal requirement for adequate training and lawful elections.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To provide each qualified citizen with the opportunity to register and vote in an efficient and equitable manner while guarding the integrity of elections held in Falls Church by implementing and enforcing election laws established in the Constitution and Code of the Commonwealth of Virginia.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Maintain an accurate list of registered voters.</li> </ul>	<ul style="list-style-type: none"> <li>Process information in the VERIS hopper daily.</li> <li>Process applications and change forms within three days of receipt.</li> <li>Print the E&amp;V report daily and check against the previous day's work.</li> </ul>
<ul style="list-style-type: none"> <li>Reduce voter wait time by providing short lines at the polls.</li> </ul>	<ul style="list-style-type: none"> <li>Keep lines moving efficiently by requiring that each officer of election attend a training class.</li> <li>Promote absentee voting by advertising its availability in the e-FOCUS and by advising callers and email correspondents of its availability.</li> <li>Educate voters in advance about what they will find on the ballot by publishing a sample ballot on the City web page.</li> </ul>
<ul style="list-style-type: none"> <li>Increase voter familiarity with voting equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Have eSlate demonstration and instruction fliers available on front office counter at all times.</li> <li>Coordinate with League of Women Voters, party chairs, and other city groups to provide eSlate demonstrations at City functions (Fall Festival, Memorial Day) at least twice per year.</li> <li>Offer information about using the equipment on the City web page.</li> </ul>
<ul style="list-style-type: none"> <li>Adequately train office for continued successful elections and registration.</li> </ul>	<ul style="list-style-type: none"> <li>Attain CERA Certification, a national accreditation.</li> <li>Attain VREO Certification, a statewide accreditation.</li> <li>Attend SBE annual training.</li> <li>Attend VRAV, VEBA, and JEOLC annual meetings.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

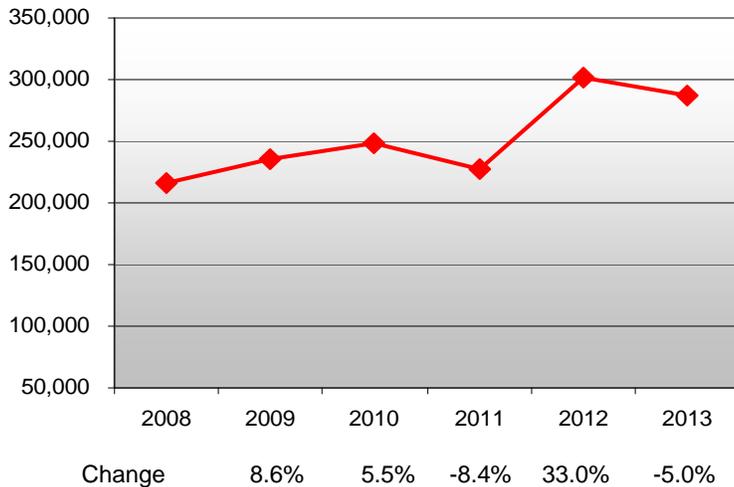
**ADOPTED POSITIONS BY FTE – 1.50 TOTAL**

- 1.00 Registrar
- 0.50 Assistant Registrar

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 126,859	\$ 191,263	\$ 173,192	-9.45%
Benefits	42,853	51,406	51,947	1.05%
Professional and Contractual	19,824	33,150	34,150	3.02%
Materials, Supplies, and Other	19,971	25,900	27,400	5.79%
<b>Total Expenditures</b>	<b>209,506</b>	<b>301,719</b>	<b>286,689</b>	<b>-4.98%</b>
Revenues				
State Grants	43,292	51,305	51,305	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 166,214</b>	<b>\$ 250,414</b>	<b>\$ 235,384</b>	<b>-6.00%</b>

**ADOPTED BUDGET TREND: FY2008–2013**



**Note:**

- The increase in FY2010 included funding for 1 additional election (City Council election in May 2010).
- The decrease in FY2011 is mainly due to 1 less election being held that year and reclassification of 0.5 permanent employee to temporary status.
- The increase in FY2012 is primarily due to 3 more elections to be held that year than was held in FY2011.
- The decrease in FY2013 is primarily due to 3 less elections to be held during this year than was held in FY2012.

The Falls Church City Sheriff's Office is a constitutional office responsible, in accordance with the Code of Virginia, for courtroom security (General District and Juvenile and Domestic Relations Courts), prisoner transportation, civil and criminal service of process, conducting eviction and Sheriff's sales, maintaining peace and order, upholding the laws of the Commonwealth and protecting civil rights within the jurisdiction of the City of Falls Church.

The Sheriff's Office as the executive officer of the Courts is responsible for the security and other functions of the Falls Church General District Court and the Juvenile and Domestic Relations Court. The Sheriff's Office maintains facility and court security for 49 General District Court and 27 Juvenile and Domestic Relations court days as well as other specially set court days. In addition, this Office transports approximately 300 prisoners to and from correctional facilities for the Courts. Approximately 130 individuals ordered by the courts to provide community service in lieu of traditional sentencing are monitored by the Sheriff's Office. This Office also processes approximately 3,000 court papers and handles approximately 45 writs of possession (evictions) annually.

As part of its requirement to maintain peace and order, the Sheriff's Office assists the Falls Church Police Department with traffic enforcement and control, walking patrols, crowd and traffic control at major events, and participating in regional law enforcement programs. As a result of these actions, the Sheriff's Office makes approximately 45 arrests each year. The Sheriff's Office also provides funeral escorts as needed through the City. The Sheriff's Office receives grants to conduct traffic enforcement and educational programs.

The Sheriff's Office also provides a community outreach effort as part of its requirement to maintain peace and order. The Sheriff's Office fingerprints approximately 1,000 persons annually, including city residents, children and non-residents. The Sheriff's Office also provides education to parents, guardians, caregivers, and/or anyone transporting children and checks for proper installation of approximately 300 child safety seats annually.

The Sheriff's Office also hosts the following programs for the residents of the City of Falls Church:

**Community Service Program:**

In December 2005, the Sheriff's Office created the Falls Church Community Service Program. This diversion program provides an alternative sentencing option for the Courts for persons sentenced by the court. In 2011, 130 people were diverted from jail and assigned to the Program. These people completed a total of approximately 4,692 hours which included volunteering at local churches and at Sunrise Assisted Living facility, cleaning City vehicles, cleaning the courtroom and various areas of City Hall and picking up trash from the grounds of City Hall, the Community Center and Cherry Hill Park.

**Special Programs:**

Explosive Detection Canine Unit - The K-9 Unit was created in 2008 as a proactive measure to provide antiterrorist support to the citizens of the City of Falls Church. The primary mission of the K-9 Unit is to provide specialized support to the Falls Church Sheriff's Office and mutual aid and inter-agency partners in the area of explosive detection and to serve as a hedge against terrorist and criminal use of explosives. The K-9 Team regularly sweeps the Falls Church Courtroom and surrounding areas for explosive devices and is present at major City events and activities. The K-9 Unit is completely funded through outside contributions by corporate and individual donors, at no cost to City taxpayers.

Operation Safe Halloween - Since 1990, the Sheriff's Office has conducted this program to promote safety and responsible citizenship with the youth of the City of Falls Church participating in Halloween. Deputies patrol the City and distribute small treat bags to trick-or-treaters. The treat bags are prepared and donated by the deputies at no cost to the City of Falls Church.

Santa Rides - The Sheriff's Office helps collect and distribute toys for area needy and underprivileged families. The Sheriff's Office's Motor Squad participates in the Santa Ride for Children along with motor officers from Fairfax County Police, Fairfax County Sheriff's Office, Fairfax City Police, State Police, and Vienna Police to provide escort services for Santa to visit area elementary schools in the middle of December. The Sheriff's Motor Squad also participates in the NOVA Fraternal Order of Police Santa Ride

with motor officers from Arlington County Police. The toys are donated by deputies as well as area residents at no cost to the City of Falls Church.

Anti-Terrorism Task Force - The Sheriff's Office works with state, federal, and local law enforcement agencies to keep abreast of events and share information. The Sheriff's Office is also part of the Stockpile Service Advance Group (SSAG) Force Protection Team.

Ident-A-Child - The Sheriff's Office provides a free service for residents whereby deputies create a booklet containing a photo I.D. and fingerprints of the child. The booklet contains a physical description of the child, which includes information such as height/weight/hair color/eye color – vital information for parents to have available that could assist authorities in search for their lost child.

Cell Phone Collection Program - The Sheriff's Office provides a secure call cell phone program in which persons who wish to turn in their old cell phones can turn them in to be reprogrammed to allow those without phone service to dial 911 in the case of an emergency. The phones are given to domestic violence victims, senior citizens, and/or other persons without phone access in the case of emergencies. This is provided at no cost to the City of Falls Church.

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>The Sheriff's Office is committed to diligently and fairly providing the most effective and safe delivery of services in the areas of court security, transportation of individuals to and from detention centers, timely service of civil process, execution of lawful orders of the court, law enforcement, and community relations programs that are beneficial to the community by interacting with citizens, court personnel, city officials, and other law enforcement agencies.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide heightened court security on court days to ensure safe and orderly operation of the court.</li> </ul>	<ul style="list-style-type: none"> <li>Follow guidelines set by the National Court Security Association.</li> <li>Provide explosive detection sweeps.</li> </ul>
<ul style="list-style-type: none"> <li>Provide prisoner and suspect transportation to and from correctional facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Safe and consistent transportation.</li> </ul>
<ul style="list-style-type: none"> <li>Increase technology training for staff to better meet today's technological law enforcement abilities.</li> </ul>	<ul style="list-style-type: none"> <li>All paid personnel will attend a VCIN and LiveScan training by September 2012.</li> </ul>
<ul style="list-style-type: none"> <li>Serve all court papers in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>95% of court papers received are served the same day.</li> </ul>
<ul style="list-style-type: none"> <li>Provide alternative sentencing monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>Provide accurate documentation and verification of community service reports to courts.</li> </ul>
<ul style="list-style-type: none"> <li>Increase visibility in residential areas and reduce traffic violations.</li> </ul>	<ul style="list-style-type: none"> <li>Issued approximately 510 moving motor vehicle violations, issued 100 warnings and made 45 physical arrests.</li> <li>Issued 170 parking tickets.</li> </ul>
<ul style="list-style-type: none"> <li>Process and transport suspects on Friday and Saturday evenings.</li> </ul>	<ul style="list-style-type: none"> <li>Provide assistance to Police Department during times Magistrate is on-site in City.</li> </ul>
<ul style="list-style-type: none"> <li>Enhance current community oriented safety programs to reflect our diverse community.</li> </ul>	<ul style="list-style-type: none"> <li>Provide instruction to caregivers on correct installation of child safety seats.</li> <li>Provide motorcycle safety instruction.</li> <li>Ident-A-Child program at Fall Festival.</li> </ul>
<ul style="list-style-type: none"> <li>Assist in Tax Enforcement/Collection.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in percentage of unpaid taxes collected by the City Treasurer's Office.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 5.875 TOTAL**

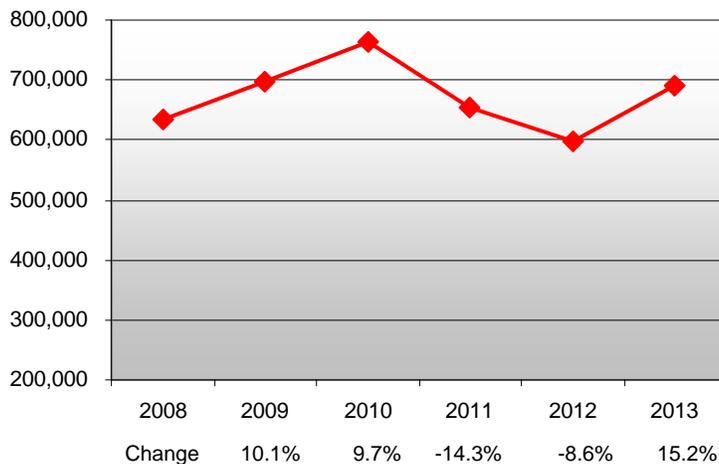
- 1.00 Sheriff (Elected)
- 3.00 Deputy Sheriffs (2 Full and 2 Part-time)
- 1.00 Chief Deputy Sheriff
- 0.875 Administrative Assistant

The Sheriff’s Office also has one part-time sergeant, two part-time deputy sheriffs, and seventeen volunteer reserve deputy sheriffs who assist the office on a part-time and temporary basis. The savings to the City by utilizing volunteer services is approximately \$81,000.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 400,725	\$ 401,760	\$ 446,901	11.24%
Benefits	124,305	125,013	170,609	36.47%
Professional and Contractual	10,174	12,600	12,600	0.00%
Materials, Supplies, and Other	64,075	58,980	59,368	0.66%
Capital Outlay	2,487	-	-	0.00%
<b>Total Expenditures</b>	<b>601,765</b>	<b>598,353</b>	<b>689,478</b>	<b>15.23%</b>
<b>Revenues</b>				
Federal Grants	3,230	-	-	0.00%
State Grants	136,896	132,000	132,000	0.00%
Charges for Services	102,611	95,292	96,492	1.26%
Fines	79,593	61,047	84,402	38.26%
<b>Total Revenues</b>	<b>322,329</b>	<b>288,339</b>	<b>312,894</b>	<b>8.52%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 279,436</b>	<b>\$ 310,014</b>	<b>\$ 376,584</b>	<b>21.47%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Note:**

- In FY2010, the Sheriff’s Office replaced two vehicles.
- FY2012 reductions included the reduction of hours of a deputy sheriff from full-time to 0.5 part-time position.
- In FY2013, the Sheriff’s Office added a full-time deputy sheriff position to address prisoner transportation and booking requirements.

**ADULT CORRECTION SERVICES**

In addition, the Adult Detention Center (ADC) houses prisoners for the City and provides outreach services with Offender Aid and Restoration Services (OAR), a private, nonprofit organization offering community-managed programs aimed at restoring offenders in Arlington, Falls Church and Alexandria. Through alternative sentencing options, OAR assists in reducing the overcrowding of the local adult and juvenile detention facilities. Community Services Program (CSP) staff members interview, place and often directly supervise referrals from all Court levels, as well as adult and juvenile probation offices. Each year, approximately 1,100 individuals provide at least 34,000 hours of community service, sometimes continuing to volunteer or receive employment with their work sites. Jail based programs include life skills, 12 step groups, mentoring, tutoring and employment classes. After release, the Employment and Transition Services (ETS) staff work with clients on transitional and employment issues, as well as make referrals for substance abuse, mental and physical health and other needed treatment.

**STAFFING AND BUDGET RESOURCES**

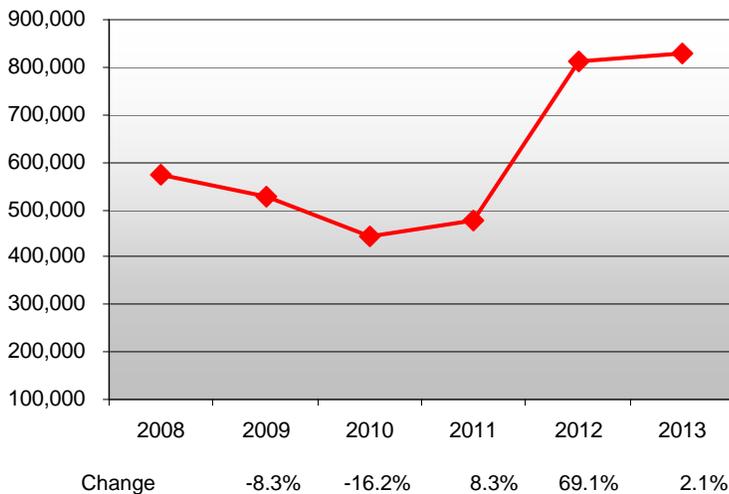
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Contract with Arlington County for Adult Detention Services (ADC)

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 561,397	\$ 810,066	\$ 827,083	2.10%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 561,397</b>	<b>\$ 810,066</b>	<b>\$ 827,083</b>	<b>2.10%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Note:**

- Cost decreases and increases in this cost center are driven by the number of individuals held in the Adult Detention Center.

The Commonwealth of Virginia provides district courts for the City of Falls Church. It is a state agency, which is part of the Seventeenth Judicial District. The Juvenile and Domestic Relations section has exclusive jurisdiction over offenses where complainant and defendant are related or are household members, and delinquency cases, including foster care and abuse cases. The General District Court has jurisdiction over all misdemeanor cases (City and State Codes), traffic cases, and non-compliance matters with agencies such as the Alcohol Safety Action Program (ASAP). The Civil Division of the General District Court hears civil cases of limited jurisdiction (\$25,000 or less) and includes a Small Claims Division for self-represented litigants (\$5,000 or less). Mediation services are available for those cases, which occur within the corporate limits of the City of Falls Church.

The District Court Clerk’s Office is the administrative arm of the court. The Clerk is the chief administrative officer and is accountable to the presiding Chief Judges of the General District and Juvenile and Domestic Relations courts for all office functions. The Clerk is responsible for the organization, managing the flow of cases through the court and, ensuring that the policies of the court are followed. Further, the Clerk is responsible for the accounting of all funds handled by the court and the proper distribution thereof. Court personnel are all state employees.

**Current Year Accomplishments**

The clerk’s office has made available several information pamphlets, forms, and resources in an effort to assist the public in understanding the court system. Several new computer programs were updated to assist the staff in more proficient and timely customer service. The staff, working together with the Sheriff’s Office staff, has improved communication and security issues during court sessions.

**Historical Data**

	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011*</b>
Traffic	9,404	9,321	6,231	5,890	10,162	10,338	10,417	10,243
Criminal	1,229	1,132	1,144	879	1,053	1,141	1,010	1,149
Civil	1,105	973	906	876	843	905	958	846
Juvenile	545	480	574	408	305	466	474	484
Domestic	203	221	217	126	102	117	109	156
<b>Total Case Load</b>	<b>12,486</b>	<b>12,127</b>	<b>9,072</b>	<b>8,179</b>	<b>12,465</b>	<b>12,967</b>	<b>12,968</b>	<b>12,878</b>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

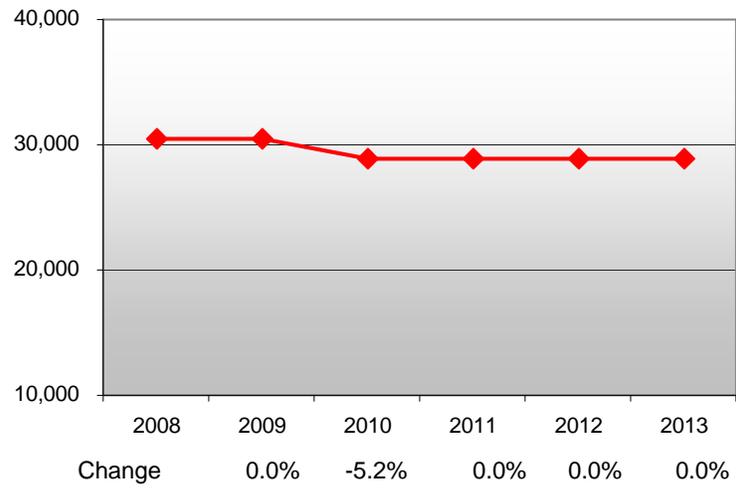
The courts have the following employees which are paid by The Supreme Court of Virginia:

- 4.00 General District Court Judges (rotating each month every Wednesday)
- 2.00 Juvenile & Domestic Relations Judges (rotating each month 2<sup>nd</sup> & 4<sup>th</sup> Tuesdays)
- 1.00 Clerk of the Court
- 1.00 Deputy Clerk
- 1.00 Account/Deputy Clerk
- 0.50 Part-time Typist/Deputy Clerk

**ADOPTED BUDGET**

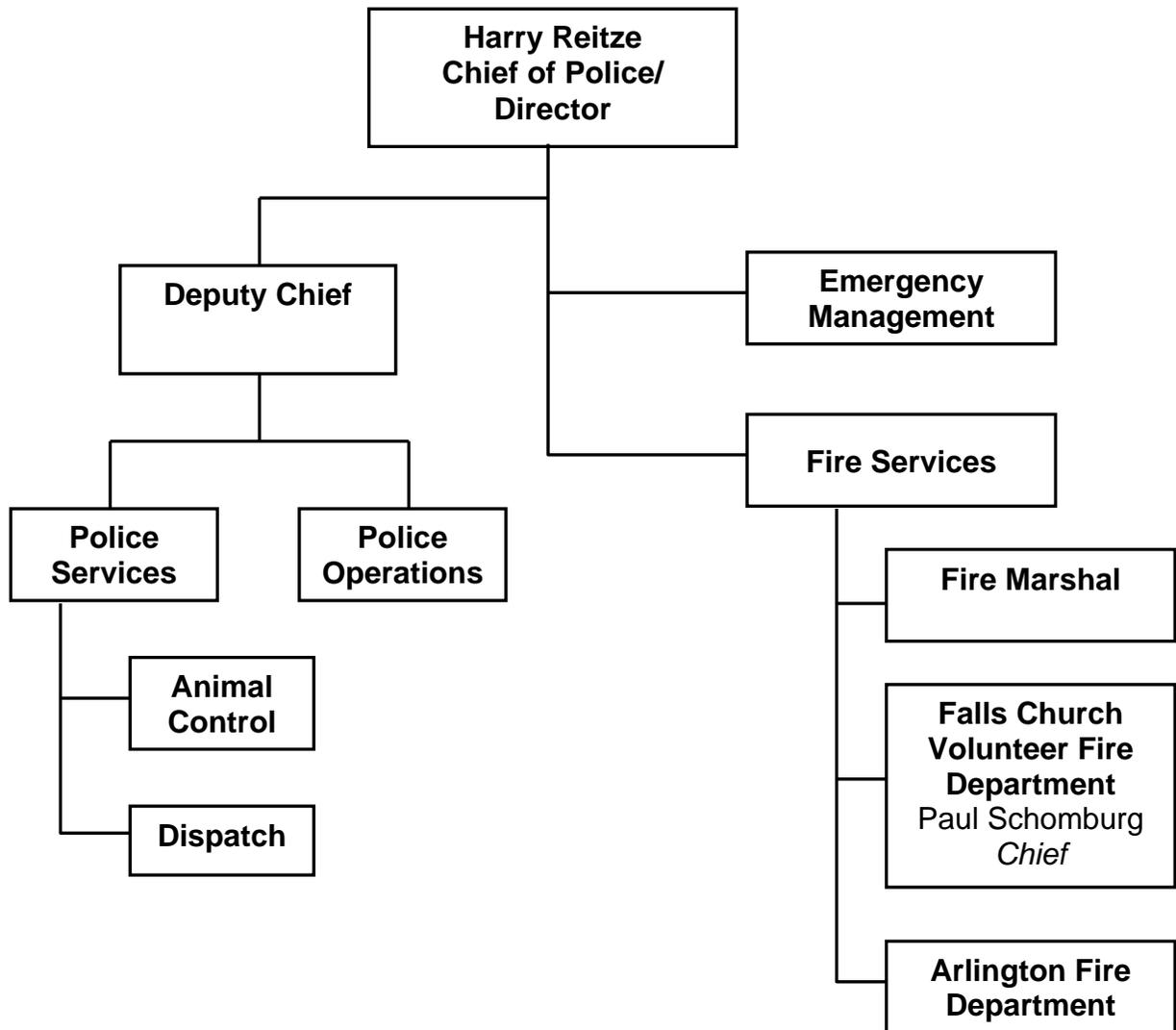
	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 7,415	\$ 15,600	\$ 15,600	0.00%
Materials, Supplies, and Other	5,869	13,331	13,331	0.00%
Capital Outlay	-	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 13,284</b>	<b>\$ 28,931</b>	<b>\$ 28,931</b>	<b>0.00%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



# DEPARTMENT OF PUBLIC SAFETY

## ORGANIZATIONAL CHART



**FY2013 SUMMARY OF CHANGES FOR THE DEPARTMENT**

The budget Adopted for FY2013 includes the addition of one part-time Fire Marshal position. This is to assist the Fire Marshal with inspections, permits and fire scene investigations. This also allows the Fire Marshal to attend meetings, training and conventions while maintaining coverage for the City.

The Fire Marshal is now designated as the Public Safety Coordinator for Emergency Management. This position is now responsible for all City emergency management programs, training and exercises.

**POLICE DEPARTMENT ADMINISTRATION**

The Chief of Police reports directly to the City Manager and is responsible for managing the Police Department, serving as liaison to the Arlington County and Falls Church Volunteer Fire Departments, and as Assistant Coordinator of Emergency Management. All correspondence, purchasing, budget, grants and other administrative duties are performed by the office.

Annually, the Chief manages public safety activity for the City and prepares, submits and monitors the City's public safety budget. Serving as Director of Public Safety, the Chief maintains liaison with other Public Safety Services including the Falls Church Sheriff's Office, the Arlington County Corrections Department, the Arlington County Fire Department, and the Falls Church Volunteer Fire Department, and maintains liaison with other regional, local and federal law enforcement agencies including attending Council of Governments, Homeland Security, and Police Academy meetings.

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>The Police Department will maintain a high degree of proficiency in our daily operations that meets the professional standards set by the Virginia Law Enforcement Professional Standards Commission. Adherence to these standards will enhance the Department's ability to fulfill its Public Safety responsibilities as outlined in the City's Comprehensive Plan.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Successfully complete the Reaccreditation Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep all employees briefed on the continuing need for proofs of compliance with Accreditation standards. Attend planning meetings, advice staff on policy recommendations, and collect proof documentation.</li> </ul>
<ul style="list-style-type: none"> <li>• Perform a complete self assessment for updates within FY2013.</li> </ul>	<ul style="list-style-type: none"> <li>• Create and complete assessment materials for inspection for reaccreditation.</li> </ul>
<ul style="list-style-type: none"> <li>• Attend the VLEPSC Accreditation Conference and update meetings throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize conference materials to update files, officers and staff.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

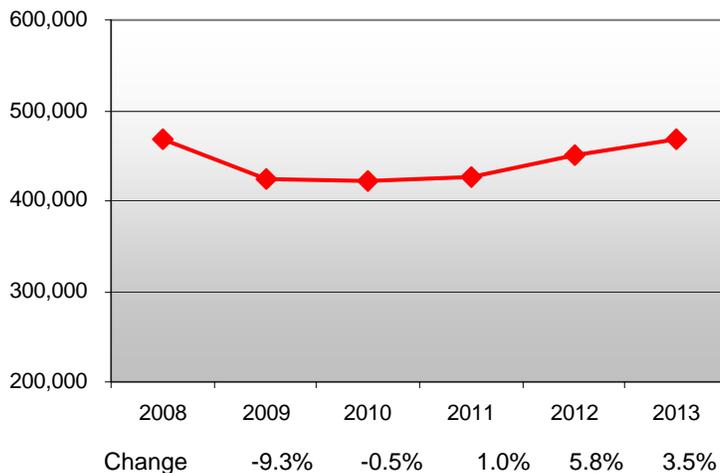
**ADOPTED POSITIONS BY FTE – 2.50 TOTAL**

- 1.00 Chief of Police
- 0.50 Administrative Sergeant
- 1.00 Senior Administrative Assistant

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 234,653	\$ 236,678	\$ 243,662	2.95%
Benefits	72,260	90,029	102,149	13.46%
Professional and Contractual	2,982	6,950	7,800	12.23%
Materials, Supplies, and Other	131,501	117,702	113,650	-3.44%
<b>Total Expenditures</b>	<b>441,397</b>	<b>451,359</b>	<b>467,261</b>	<b>3.52%</b>
<b>Revenues</b>				
Licenses, Fees, and Permits	8,758	5,824	4,265	-26.77%
Federal Grants	7,991	-	-	0.00%
State Grants	-	128	-	-100.00%
<b>Total Revenues</b>	<b>16,748</b>	<b>5,952</b>	<b>4,265</b>	<b>-28.34%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 424,649</b>	<b>\$ 445,407</b>	<b>\$ 462,996</b>	<b>3.95%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Note:**

- Beginning in FY2010, a portion of the salary of a sergeant is included in the budget to administer the accreditation program.

**RED LIGHT PROGRAM**

For FY2012, the Police Department will continue to monitor and evaluate the Red Light (Intersection Safety) Program. A Photo Red Light Enforcement program was implemented in January 2011 at two (2) intersections in the City. The program will be closely monitored to ensure that the incidence of serious accidents at target intersections is successfully minimized.

**CITY VISION**



**NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

<b>GOAL</b>	Improve traffic safety through implementation of Red Light Program.		
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>		
<ul style="list-style-type: none"> <li>Monitor and evaluate the Photo Red Light Program to ensure continued improvement in traffic safety.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or reduce incidence of serious traffic collisions at target intersections.</li> </ul>		

**STAFFING AND BUDGET RESOURCES**

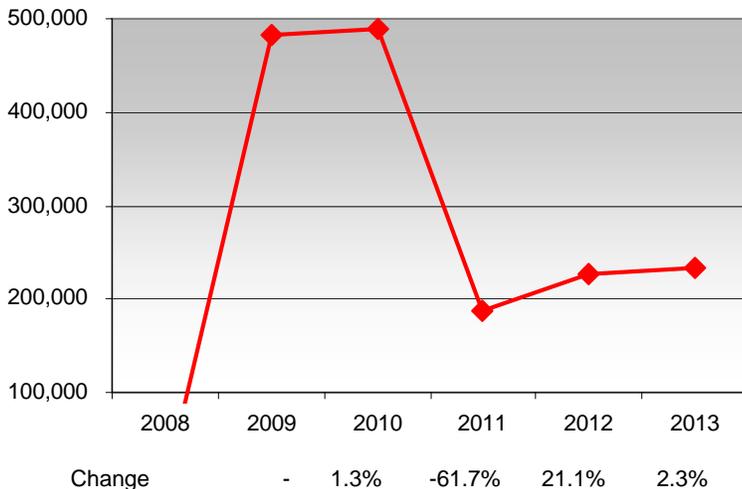
**ADOPTED POSITIONS BY FTE – 0.50 TOTAL**

- 0.50 Administrative Sergeant

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 44,568	\$ 42,601	\$ 45,385	6.54%
Benefits	11,243	14,265	16,619	16.50%
Professional and Contractual	-	-	-	0.00%
Materials, Supplies, and Other	76,497	170,400	170,400	0.00%
<b>Total Expenditures</b>	<b>132,308</b>	<b>227,266</b>	<b>232,404</b>	<b>2.26%</b>
Revenues				
Fines	77,475	241,000	204,000	-15.35%
<b>Total Revenues</b>	<b>77,475</b>	<b>241,000</b>	<b>204,000</b>	<b>-15.35%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 54,833</b>	<b>\$ (13,734)</b>	<b>\$ 28,404</b>	<b>-306.82%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Note:**

- The program became completely operational in December 2010 at two (2) intersections in the City.
- The program has been fully implemented and has shown to have a positive effect on the overall averages of accidents at the participating intersections.

**POLICE DEPARTMENT – OPERATIONS**

The uniformed Operations Patrol Division is the most visible of the Police Department, as they are responsible for providing and supervising the officers that patrol the City 24 hours a day, 7 days a week providing basic police services. In addition to the patrol officers, one Traffic Unit officer is assigned to work various shifts and days of the week to address the numerous traffic concerns in the City. The patrol officers provide proactive patrol and respond to complaints from citizens, investigate motor vehicle accidents and perform traffic enforcement duties.

In calendar year 2011, this Division responded to over 25,000 calls for service that did not require a written report and almost 2,476 complaints that did require a written report. The patrol and traffic effort of the Division produced approximately 7,100 tickets for traffic violations, made approximately 1,500 arrests, responded to and investigated approximately 198 accidents, 616 alarms and issued approximately 660 tickets for parking violations. In addition, the Division provides security, public assistance and crowd control during four (4) City public events and four (4) citizen/community sponsored events.

The Operations Division participates in four (4) Regional Safety Campaigns directed at reducing aggressive driving, speeding and school zone violations and provides mandatory in-service training for Department personnel, as well as, specialized training for Department personnel as needed or requested.

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>To work collaboratively with the community in responding to reported crime and quality of life issues that affects the City and its citizenry. The Operations Division will fulfill this public safety responsibility by embracing the principles of the government service defined in the City’s vision to maintain a safe, successful, vibrant community.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Proactive Patrol incorporating Community Policing techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate problem solving techniques to resolve community issues, through enforcement, intervention and prevention while working with all City agencies.</li> </ul>
<ul style="list-style-type: none"> <li>Reduce or maintain the number of reported motor vehicle accidents at CY11 level.</li> </ul>	<ul style="list-style-type: none"> <li>Average emergency response time is four minutes or less.</li> <li>All reports/evaluations completed within established time frames.</li> </ul>
<ul style="list-style-type: none"> <li>Complete all mandated training for personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Personnel have attended and completed all mandated training by June 30, 2013.</li> </ul>
<ul style="list-style-type: none"> <li>Plan, organize and coordinate all City resources on special events and large scale incidents.</li> </ul>	<ul style="list-style-type: none"> <li>Complete detailed after action reports for all public events within 45 days of the event.</li> </ul>
<ul style="list-style-type: none"> <li>Evaluate, assign and investigate all internal and external complaints on personnel and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Complete all Internal Investigations and Administrative Reviews within 45 days.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

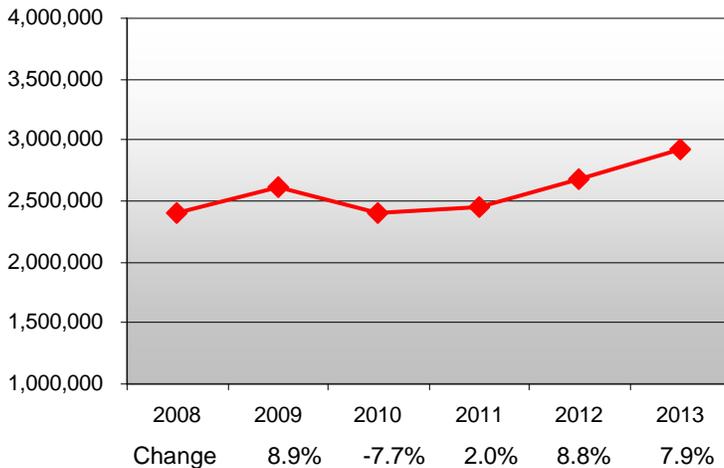
**ADOPTED POSITIONS BY FTE – 22.75 TOTAL**

- 1.00 Deputy Chief
- 13.00 Uniform Patrol Officers
- 4.00 Sergeants
- 4.00 Corporals
- 0.75 Parking Enforcement Officer

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 1,547,574	\$ 1,533,336	\$ 1,541,298	0.52%
Benefits	771,488	895,457	938,899	4.85%
Professional and Contractual	55,390	50,000	50,000	0.00%
Materials, Supplies, and Other	153,753	195,645	195,645	0.00%
Capital Outlay	25,027	-	159,000	-
<b>Total Expenditures</b>	<b>2,553,233</b>	<b>2,674,438</b>	<b>2,884,842</b>	<b>7.87%</b>
<b>Revenues</b>				
Charges for Services	2,227	3,000	2,000	-33.33%
Federal Grants	13,915	7,200	7,200	0.00%
State Grants	274,009	322,334	322,334	0.00%
Fines	518,848	397,953	550,198	38.26%
Proceeds from Sales of Bonds	-	-	159,000	-
<b>Total Revenues</b>	<b>808,998</b>	<b>730,487</b>	<b>881,732</b>	<b>20.70%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,744,235</b>	<b>\$ 1,943,951</b>	<b>\$ 2,003,110</b>	<b>3.04%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- The increase in FY2013 is primarily due to the purchase of 5 replacement cruisers. These will be funded with bond proceeds.

**POLICE SERVICES**

The Services Division includes the Criminal Investigations Unit, Records Unit, School Resource Officer, and Community Services Officer.

The Criminal Investigations Unit conducts investigations on major crimes ranging from homicides and robberies to thefts and financial crimes. The detectives not only investigate criminal matters, but they are also responsible for processing crime scenes. Annually, the Criminal Investigations Unit investigates approximately 150 felonies and approximately 175 misdemeanors. The Records Section, in addition to managing and organizing traffic and criminal incident and arrest documentation within the Records Management System, provides clients with police reports, record checks for employment, and accident reports. The Records Section processes and/or retrieves approximately 10,100 written reports, tickets and other similar information annually. The School Resource Officer (SRO) is assigned full time to the George Mason High School and Mary Ellen Henderson Middle School and

provides community resources, crime prevention, and educational services to the students and school staff. The Community Services Officer (CSO) conducts home and business security surveys, provides educational programs both in the elementary and the private/parochial schools, and conducts numerous training programs for our citizens and the business community. The CSO is also the liaison and coordinator for the Crossing Guards.

Collaterally, the Services Division coordinates and oversees all training for both sworn and civilian employees, maintains 20 police vehicles and trailers, and handles approximately 1,000 pieces of evidence annually.

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>The Services Division is committed to maintaining public safety through the development and deployment of effective crime prevention and education programs for the community to include children, residents, and business owners. To support the efforts of the operations division in the apprehension of offenders and the recovery of property.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Conduct thorough investigations that will lead to the apprehension of offenders and the recovery and return of stolen property.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain, at a minimum, the case closure rate for Criminal Investigations Unit at CY11 levels.</li> </ul>
<ul style="list-style-type: none"> <li>Compile accurate records and information to maintain a database that will provide analytical reports that will serve as the basis for proper distribution of services, as well as, effective and efficient deployment of department resources.</li> </ul>	<ul style="list-style-type: none"> <li>Expand availability of analytical reports to supervisors and detectives.</li> <li>Ensure all records are entered in the Records Management System with minimum errors.</li> <li>Expand use of the Records Management System by mapping reports of pertinent statistics.</li> </ul>
<ul style="list-style-type: none"> <li>Expand services and educational programs in the community to help prevent crime.</li> </ul>	<ul style="list-style-type: none"> <li>Expand traffic safety programs through campaigns such as "Click It or Ticket," "Checkpoint Strikeforce," and "Bicycle, Pedestrian Awareness Week."</li> <li>Increased participation in the Arlington/Falls Church TRIAD program educating senior citizens on crime prevention.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

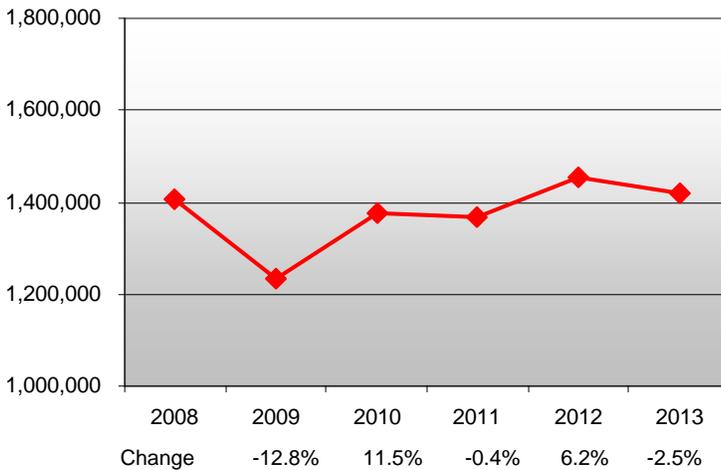
**ADOPTED POSITIONS BY FTE – 12.25 TOTAL**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>1.00 Captain</li> <li>4.00 Investigators</li> <li>1.00 School Resource Officer</li> <li>1.00 Administrative Assistant</li> </ul> | <ul style="list-style-type: none"> <li>1.00 Sergeant - Investigations</li> <li>1.00 Community Services Officer</li> <li>2.25 Crossing Guards</li> <li>1.00 Senior Administrative Assistant</li> </ul> |
|---|---|

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 835,634	\$ 864,863	\$ 810,223	-6.32%
Benefits	277,206	354,535	344,171	-2.92%
Professional and Contractual	90,068	110,800	138,500	25.00%
Materials, Supplies, and Other	100,451	123,374	124,576	0.97%
<b>Total Expenditures</b>	<b>1,303,358</b>	<b>1,453,572</b>	<b>1,417,470</b>	<b>-2.48%</b>
Revenues				
Federal Grants	8,960	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,294,398</b>	<b>\$ 1,453,572</b>	<b>\$ 1,417,470</b>	<b>-2.48%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Note:**

- In FY2013, the decrease is primarily due to the retirement of one of the Crossing Guards. That position was eliminated. Additional reductions in salary result from transfers within the Department.
- The City also will be receiving charges from Arlington County related to the City's usage of their radio system.

**POLICE DEPARTMENT - DISPATCH**

The dispatchers answer the Police Department emergency and non-emergency phones 24/7/365, the E-911 call transfer point for the City, dispatch complaints requiring police officer response, and they are the after hours contact point for the City. The dispatchers also provide after hours security for City Hall and all other City buildings, including schools, by monitoring the City fire/burglary alarm system. The dispatchers monitor the Emergency Public Safety Radio System for the Capitol Region, Weather Radio, Amber Alert System and other emergency notification systems.

Annually, the Dispatch Center answers approximately 60,000 emergency and non-emergency telephone calls and dispatches approximately 28,000 calls for service. In addition, the dispatch center maintains the criminal warrant file system consisting of approximately 400 warrants and conducts computer records checks for approximately 8,000 motor vehicles and 8,500 drivers annually.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT &amp; PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To provide prompt, courteous, and professional service to the public. To safely monitor and accurately communicate information to patrol officers answering and responding to calls for service. To completely document incoming calls and maintain lines of communication with local, state and national agencies.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Reduce attrition and thus keep the cost center within its overtime budget.</li> <li>In FY2013, it will be a goal for the Unit to meet the training goals established in personnel's Individual Performance Plan (IPP) without seriously impacting staffing.</li> <li>Maintain proficiency in managing the Communications Center during critical events.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain expenditures within allocated funding.</li> <li>At least two dispatchers certified as VCIN Instructors by June 2013.</li> <li>All communications personnel participate/successfully complete at least one Critical Incident training exercise within FY2013.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

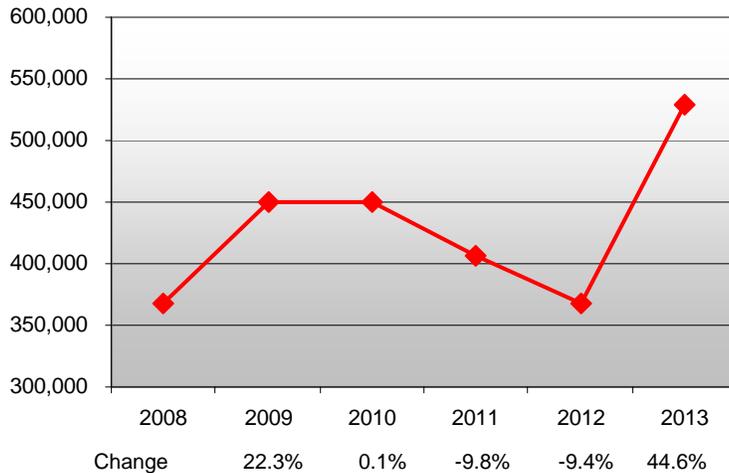
**ADOPTED POSITIONS BY FTE – 5.00 TOTAL**

- 1.00 Emergency Communications Supervisor
- 4.00 Emergency Communications Technicians

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 249,422	\$ 265,771	\$ 266,270	0.19%
Benefits	73,146	77,354	78,230	1.13%
Professional and Contractual	20,408	24,317	187,220	669.91%
Materials, Supplies, and Other	373	500	500	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 343,348</b>	<b>\$ 367,942</b>	<b>\$ 532,220</b>	<b>44.65%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Note:**

- The increase for FY2013 is due to an increase in contractual obligation to Arlington County for EOC 911 services.

**ANIMAL CONTROL**

The Designated Animal Control Officer oversees all cases involving domestic and wild animals in the City. The City receives calls on a daily basis concerning animals running at large, animal cruelty, animal bites, nuisance wildlife, and rabies concerns. The Animal Control Officer receives approximately 30 phone calls per day, answers between 750-800 calls for service each year and secures approximately 350 animals per year. Additionally, the Animal Control Officer maintains the Animal Control Division and vehicle, maintains all necessary/mandated logs, contacts, written reports and handles administrative matters concerning the division.

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>To provide effective animal control to the community as well as education and public service programs. Maintain an emergency/disaster sheltering plan for the domestic animals/pets of Falls Church City in accordance with the Federal Emergency Management Agency mandate. The plan will allow jurisdictions in the Metropolitan region to work together in the event of an emergency.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Educate the public regarding wildlife matters in the City.</li> <li>Develop the animal sheltering plan with the Falls Church City Coordinator of Emergency Services to coincide with the overall disaster/sheltering plan for the citizens of Falls Church City.</li> </ul>	<ul style="list-style-type: none"> <li>Increase media releases and publications through e-Focus and Falls Church Cable Channel.</li> <li>To review and evaluate a finalized plan to assist Falls Church City residents who have pets in their households and other Metropolitan Animal Control agencies in the event of a disaster or evacuation situation.</li> </ul>

	<ul style="list-style-type: none"> <li>Continue to implement the public service campaign to educate the public in how to prepare their pets for an emergency evacuation or disaster situation that will include press releases, preparedness literature, website information, etc.</li> </ul>
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**STAFFING AND BUDGET RESOURCES**

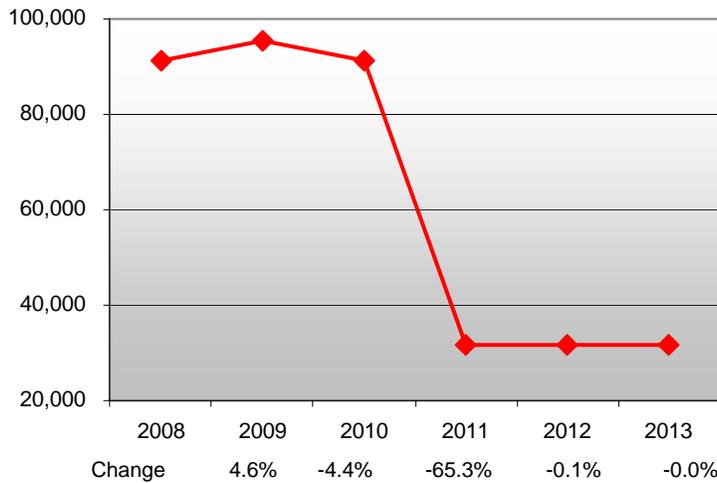
**ADOPTED POSITIONS BY FTE – 0 TOTAL**

- The position of 0.40 Animal Control Officer is a part-time temporary position.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 31,865	\$ 25,986	\$ 25,986	0.00%
Benefits	3,021	2,258	2,258	0.00%
Professional and Contractual	659	2,500	2,500	0.00%
Materials, Supplies, and Other	-	810	810	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 35,545</b>	<b>\$ 31,554</b>	<b>\$ 31,554</b>	<b>0.00%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Note:**

- No change to the Animal Control budget for FY2013.

**EMERGENCY MANAGEMENT**

The Office of Emergency Management (OEM) for the City of Falls Church operates under the direction of the Chief of Police. The City Fire Marshal serves as the Coordinator of Emergency Management. The City Manager is the Director of Emergency Management. OEM provides the leadership, coordination and operational planning that enables the City’s response to, and recovery from, the impact of natural and man-made hazards. OEM’s responsibilities are local and regional in nature, and are components of the Department of Homeland Security.

OEM ensures the City meets and maintains the goals of the National Incident Management System (NIMS). This is accomplished by promoting emergency planning, public education, emergency exercises/drills and special event management throughout the City. Programs administered by OEM include WebEOC, Alert Falls Church, management of the Emergency Operations Center, review and updates of the Emergency Operations Plan and the Continuity of Operations Plan (COOP). Collateral duties for the Coordinator of Emergency Management include attending monthly meetings with the Northern Virginia Regional Emergency Managers. OEM also serves as a point of contact for the Virginia Department of Emergency Management.

**Accomplishments FY2012**

- Rewrite the Emergency Operations Plan (EOP) to meet compliance with Federal and State requirements as well as changes in the reorganization of City Departments
- Updated the Hazard Mitigation Plan as part of a regional effort to include 20 jurisdictions
- Coordinated NIMS training city-wide to meet Federal and State compliance
- Completed NIMSCAST reporting indicating City response capabilities as required

**Priorities FY2013**

- Update Continuity of Operations Plan (COOP)
- Update and test capabilities of Satellite Phones
- Review status updates for City Emergency Support Functions to ensure lead agencies are performing actions required by the Emergency Operations Plan

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>The goal of the Office of Emergency Management is to coordinate a state of readiness for an all-hazard response by City agencies to a natural or man-made incident or potential incident.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Review the Emergency Operational Plans with appropriate city and school staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Materials on Emergency Preparedness distributed to City departments and to the public.</li> </ul>
<ul style="list-style-type: none"> <li>• Conduct one Tabletop Exercise for the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Administer with the regional NIMS compliance and training officer a local exercise to determine readiness and the effectiveness of the EOP. Participate with regional partners in training and exercise events.</li> </ul>
<ul style="list-style-type: none"> <li>• Conduct NIMSCAST reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete audit of all departments to include resource typing of equipment.</li> <li>• Conduct annual audits to ensure department directors are maintaining staff emergency training capabilities.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

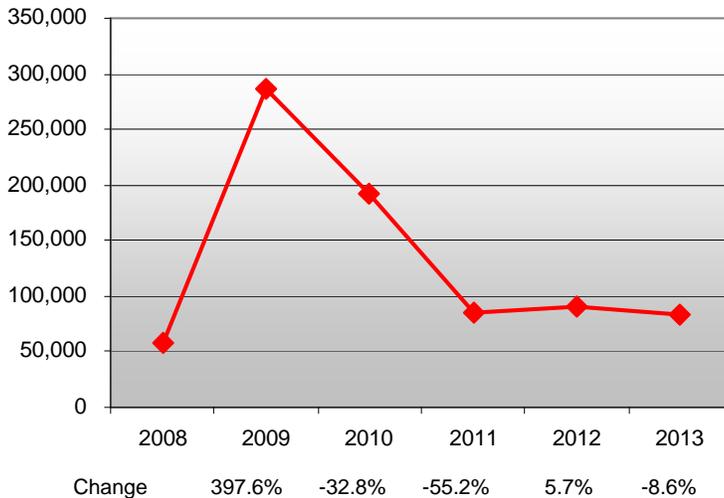
**ADOPTED POSITIONS BY FTE – 0.50 TOTAL**

- 0.50 Emergency Management Coordinator

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 14,673	\$ 35,900	\$ 36,905	2.80%
Benefits	4,182	12,179	13,726	12.70%
Materials, Supplies, and Other	15,925	28,000	16,898	-39.65%
Capital Outlay	16,262	15,000	15,750	5.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 51,042</b>	<b>\$ 91,079</b>	<b>\$ 83,279</b>	<b>-8.56%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**FIRE SERVICES – ARLINGTON COUNTY**

The Office of the Chief of Police, by contract, coordinates with the Arlington County Fire Department and Volunteer Fire Department to provide 24/7/365 fire and rescue services at the Falls Church Fire Station #6. Arlington County has 30 fire fighters and emergency medical services personnel, assigned to the Falls Church Fire Station. Additionally, under the existing contract, the Arlington County Fire Department provides Fire Marshal and HAZMAT Services for the City. The Fire Marshal’s office inspects businesses concerning fire code regulations for the City and the officers have law enforcement powers to conduct arson investigations. The contract saves the City considerable money by utilizing the resources of Arlington County.

Annually, the Arlington Fire/EMS responds to approximately 5,400 calls and approximately 25 HAZMAT calls.

**STAFFING AND BUDGET RESOURCES**

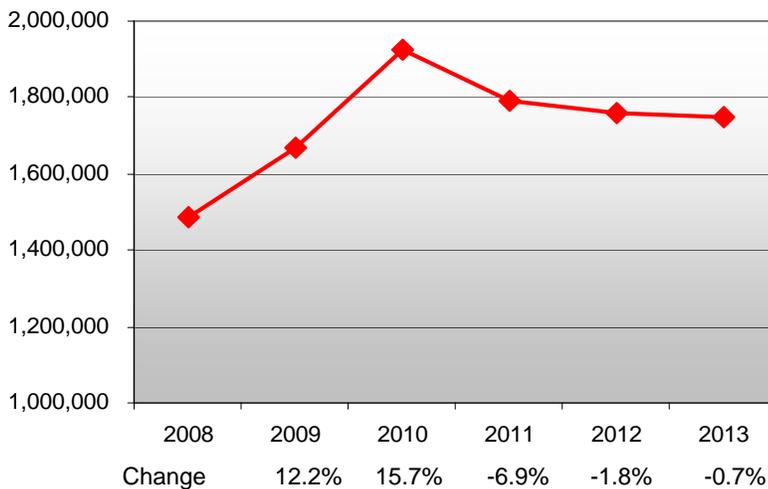
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Contract with Arlington County provides for 30 fire fighters.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 1,800,570	\$ 1,761,944	\$ 1,750,215	-0.67%
<b>Total Expenditures</b>	<b>1,800,570</b>	<b>1,761,944</b>	<b>1,750,215</b>	<b>-0.67%</b>
Revenues				
State Grants	-	13,300	-	0.00%
Charges for Services	302,041	270,000	264,515	-2.03%
<b>Total Revenues</b>	<b>302,041</b>	<b>283,300</b>	<b>264,515</b>	<b>-2.03%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 1,498,529</b>	<b>\$ 1,478,644</b>	<b>\$ 1,485,700</b>	<b>-0.42%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



## **FALLS CHURCH VOLUNTEER FIRE DEPARTMENT**

The mission of the Falls Church Volunteer Fire Department (FCVFD) is to aid in the preservation of life and property. This mission is completed in cooperation with the City of Falls Church government and the Arlington County Fire Department. During the calendar year 2011, the volunteers participated and contributed in a myriad of functions related to the public safety of the citizens of the greater Falls Church community. This participation can be allocated to four major areas:

### **Apparatus Staffing and Emergency Response**

Personnel contributed over 7,900 hours in 2011 staffing fire and rescue apparatus, a 5% increase over the prior year. During those hours, 2,114 emergency responses were logged. The Department maintains between 50 and 55 operational members. Members supplement the Arlington personnel on the primary apparatus and operate independently on volunteer-staffed ambulances, pumpers and support vehicles. The FCVFD owns a pumper, two ambulances, utility vehicle, light & air and canteen unit.

Members routinely support a number of public events with emergency medical technicians and firefighters. Those events include but are not limited to:

- Downtown Falls Church New Year's Eve Celebration
- Falls Church Memorial Day 3K Fun Run and Parade
- Falls Church Independence Day Fireworks
- Marine Corps Marathon
- Yorktown and Bishop O'Connell High School Football Games
- Taste of Falls Church
- Tinner's Hill Blues Festival

### **Training**

Personnel spent over 6,600 hours preparing for emergency operations in 2011. Training included structural firefighting, emergency medicine, emergency vehicle operations, tactical rescue, and hazardous materials response. A number of personnel completed officer and instructor level courses. Much of the training received is accredited by the Virginia Department of Fire Programs and the Virginia Office of Emergency Medical Services. The Department has developed many of its own instructors and conducts training programs internally, providing for a significant cost savings in training delivery.

### **Administration**

Fire prevention, public education and the business functions of the Department accounted for over 5,500 hours of administrative activity in 2011. The management of the station facilities is a critically important function to the operation. This duty is served by volunteer members and includes the planning, direction and oversight of vendors who make facility repairs and perform preventative maintenance activities. Additionally, many volunteers perform maintenance activities at the facility at considerable cost savings to the City.

The Volunteer Fire Chief is responsible for the planning and execution of City of Falls Church funds budgeted to the Volunteer Fire Department as detailed herein. This funding is used primarily for non-discretionary items directly relating to the provision of fire and EMS services in the City of Falls Church, including but not limited to: vehicle insurance, fuels, apparatus and equipment repairs, and facility maintenance.

In addition to the financial support provided by the City of Falls Church, the Volunteer Fire Department solicits contributions from citizens living in areas commonly served by the station. The proceeds of these efforts are used to augment the Fire Department mission in otherwise unfunded areas. In 2011, the Volunteer Fire Department purchased a light and air unit at a cost of more than \$300,000.

**CITY VISION**



**NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

<b>GOAL</b>	<b>Provide the highest level of customer service to the citizens of our community.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Expand online internet presence with the utilization of free services, such as Facebook, to strengthen community outreach efforts and enable citizens to locate available services such as free smoke detector installation, CPR instruction, and fire safety presentations.</li> </ul>	<ul style="list-style-type: none"> <li>Website content updated by March 20, 2013.</li> </ul>	
<ul style="list-style-type: none"> <li>Perform fire prevention and safety inspections of residences at the request of local citizens.</li> </ul>	<ul style="list-style-type: none"> <li>100% of citizen requests fulfilled.</li> </ul>	
<b>GOAL</b>	<b>Expand opportunities for children and adults to obtain comprehensive fire prevention and safety information.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Maintain a community CPR and First Aid effort and schedule at least one community CPR class.</li> </ul>	<ul style="list-style-type: none"> <li>At least one community CPR class is completed by December 31, 2012, as certified by the American Heart Association (AHA).</li> </ul>	
<b>GOAL</b>	<b>Strengthen the quality of our membership through retention, development and morale preservation efforts.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Add training materials from company and county drills to the organization intranet, when possible.</li> </ul>	<ul style="list-style-type: none"> <li>100% of available training materials are posted on organization intranet every fiscal year.</li> </ul>	
<ul style="list-style-type: none"> <li>Request and document exit interviews with all members that leave the Department. Identify lessons learned for future retention efforts.</li> </ul>	<ul style="list-style-type: none"> <li>25% of exit interviews are completed and documented.</li> <li>Year-end report summarizing lessons learned through exit interviews provided within 30 days of end of fiscal year.</li> </ul>	
<ul style="list-style-type: none"> <li>Encourage that each member complete a state or nationally recognized training course each year.</li> </ul>	<ul style="list-style-type: none"> <li>25% of members completed at least one additional training course by June 30, 2013.</li> </ul>	
<ul style="list-style-type: none"> <li>Identify and locally host two Virginia Department of Fire Programs (VDFP) classes annually that will enhance the Department's operational proficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Host two VDFP classes by June 30, 2013.</li> </ul>	
<b>GOAL</b>	<b>Provide world class apparatus that makes us uniquely useful and valuable to the community.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Update the apparatus plan for the department rolling stock to include acquisition, rehabilitation and disposal of all apparatus.</li> </ul>	<ul style="list-style-type: none"> <li>Apparatus plan updated by March 30, 2013.</li> </ul>	
<b>GOAL</b>	<b>Provide superlative training for FCVFD members.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Maintain a personalized training plan for each operational member of the Department. This plan will be created and updated with input from the member as part of the annual evaluation process.</li> </ul>	<ul style="list-style-type: none"> <li>100% of members have individualized training plans provided to them during their annual evaluations.</li> </ul>	
<ul style="list-style-type: none"> <li>Utilize outside expertise to conduct training drills. Seek to provide at least two drills or lectures annually using outside expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Perform at least two drills or lectures annually using outside expertise.</li> </ul>	
<ul style="list-style-type: none"> <li>Recruit and encourage individuals to certify as instructors in the following disciplines:</li> </ul>	<ul style="list-style-type: none"> <li>By June 30, 2013, the following certifications are maintained, at a minimum:</li> </ul>	

**FY2013 ADOPTED BUDGET**

**DEPARTMENT OF PUBLIC SAFETY**

**FALLS CHURCH VOLUNTEER FIRE DEPARTMENT**

<ul style="list-style-type: none"> <li>o American Heart Association CPR</li> <li>o HazMat</li> <li>o Virginia Department of Fire Programs EVOG</li> <li>o EMT Instructor</li> <li>o Virginia Department of Fire Programs Instructor I</li> <li>o NFPA 1403</li> </ul>	<ul style="list-style-type: none"> <li>o 6 instructors for CPR</li> <li>o 3 instructors for Hazmat</li> <li>o 3 instructors for Virginia Department of Fire Programs EVOG</li> <li>o 2 instructors for EMT</li> <li>o 6 instructors for Virginia Department of Fire Programs Instructor I</li> <li>o 6 instructors of NFPA 1403</li> </ul>
<ul style="list-style-type: none"> <li>• Have the FCVFD conduct or participate in live structure fire burn.</li> </ul>	<ul style="list-style-type: none"> <li>• FCVFD conducts or participates in at least one live structure fire burn per year.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

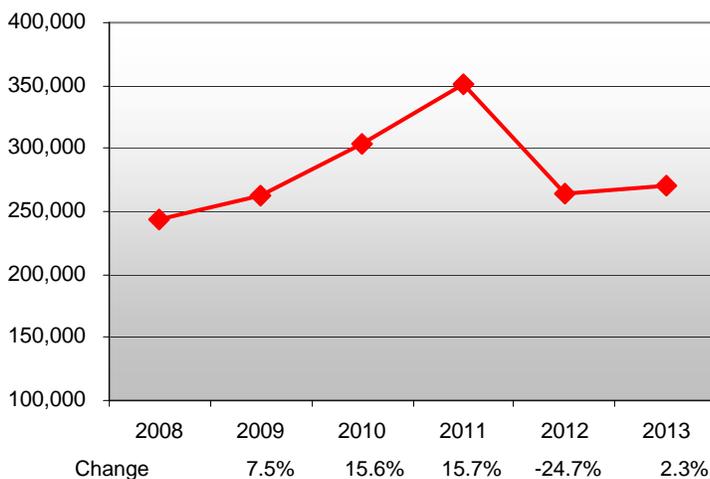
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

The FCVFD currently has 59 Volunteer Members.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Benefits	\$ -	\$ 3,391	\$ 6,960	105.25%
Professional and Contractual	274,935	99,600	117,100	17.57%
Materials, Supplies, and Other	157,925	160,800	145,876	-9.28%
Capital Outlay	69,744	-	-	0.00%
<b>Total Expenditures</b>	<b>502,604</b>	<b>263,791</b>	<b>269,936</b>	<b>2.33%</b>
Revenues				
State Grants	42,511	13,300	-	-100.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 460,093</b>	<b>\$ 250,491</b>	<b>\$ 269,936</b>	<b>7.76%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Note:**

- The increase in FY2010 from FY2009 reflects costs now being charged by Arlington County for the repairs and maintenance of vehicles and emergency equipment.
- Increase from FY2010 to FY2011 is mainly due to account for latent payment to Arlington County for maintenance of vehicle and fuel costs for FY2009. Budget has been reduced in FY2012.
- Benefits in FY2012 is payment for the state "Line of Duty Act" which provides for death and disability benefits to law enforcement officers and firefighters, including volunteers.

**FIRE MARSHAL**

The Office of the Fire Marshal (OFM) was established on February 14, 2011. This office functions under the Police Department and the City Fire Marshal also serves as the Coordinator of Emergency Management (OEM).

The mission of the OFM is life safety and property preservation through the enforcement of the City of Falls Church Fire Prevention Code and the Virginia Statewide Fire Prevention Code. The City Fire Marshal is designated as the Fire Official for the City. OFM inspects and issues permits required by the Fire Code based upon occupancy type and the use of hazardous operations. These occupancies include restaurants, places of assembly, schools, child care facilities including home daycare, warehouses, buildings with fire protection systems, pools, tents, automotive repair facilities, industrial facilities, and any locations in the city using hazardous materials and operations, including fuel dispensing facilities. These inspections are required on an annual basis.

**Summary from Inspections and Permits**

	INSPECTIONS	REVENUE	VIOLATIONS	PERMITS
2011 Falls Church OFM	177	\$22,255	368	120
2010 Arlington OFM	96	\$13,112		
2009 Arlington OFM	79	\$7,015		
2008 Arlington OFM	90	\$8,118		
2007 Arlington OFM	69	\$6,078		

The most serious violations noted during the year included: hoarding of merchandise in a commercial structure creating unsafe conditions, use and storage of propane gas in a mid-rise office building, and obstructing the functions of a fire protection system in an assembly. These businesses were ordered closed until corrections were remedied. The most common violations found include businesses being incorrectly classified to their use, operating without a Fire Prevention Permit and failure to maintain fire protection systems and have annual maintenance inspections according to State and NFPA requirements.

OFM participates in assisting other city departments in the plans review process for all new structures and is a member of the City Inspections Taskforce. OFM has provided a significant cost savings to the City by providing in-house inspections of all City structures. In addition, the authority of the Fire Marshal involves the handling of severe hoarding cases in residential occupancies; however, due to limited resources these cases will be handled by OFM on a limited case by case basis.

The City Fire Marshal is responsible for origin and cause investigations involving fire and explosions as well as environmental crimes. There were several minor fires reported, all determined to be accidental. The only significant fires involved a restaurant. Total fire loss for the City is estimated at \$100,000.

Training remains a priority in FY2013. The City Fire Marshal must attend courses on a large range of topics including plan reviews, code updates, legal updates, origin and cause training and firearms qualifications in order to maintain the array of certifications. OFM must maintain an emergency response vehicle along with equipment necessary to perform the required tasks. Collateral duties for the City Fire Marshal include attending various meetings with groups such as the Northern Virginia Joint Committee on Fire and Arson Investigation and the COG – Fire Prevention Group.

**Accomplishments FY2012**

- Established the Office of the Fire Marshal and met the requirements of the Commonwealth.
- Establish and adopted the City of Falls Church Fire Prevention Code.
- Establish permitting process with departments: Development Services and Human Services.
- Establish internal reporting systems and administrative systems for all functions of the OFM.
- Set up and maintain equipment and response vehicle.

**Priorities FY2013**

- The Fire Marshal position became effective as a 50% position beginning February 2011. In determining the workload for this position, an assessment began to determine the number of

inspectable buildings and structures that would be required on an annual basis as well as the estimated number of operational permits to be issued under the Fire Prevention Code. It is anticipated this assessment will be completed at the end of FY2013. The results of this assessment will provide a more accurate account of estimated revenue on an annual basis. It is currently anticipated that in order to accomplish an annual fire inspection program, as required by the Commonwealth, additional staffing will be required. The requirements of this program do provide for a means of revenue to off-set the costs of inspections through hourly billing and permit fees.

**CITY VISION**

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>To maintain public safety in buildings and structures by preventing fires through the enforcement of the City of Falls Church Fire Prevention code.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Maintain safety in buildings and hazardous operations.</li> <li>Assure safety on new buildings.</li> <li>Maintain knowledge base to perform all duties.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to assess and maintain a fire inspection program and issue permits where applicable.</li> <li>Maintain input on plans review projects.</li> <li>Maintain all required training and certifications to perform inspections and investigations.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

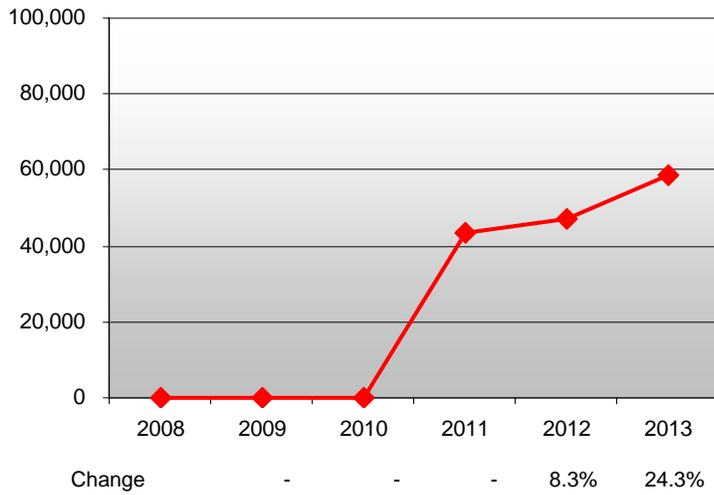
**ADOPTED POSITIONS BY FTE – 0.50 TOTAL**

- 0.50 Fire Marshal

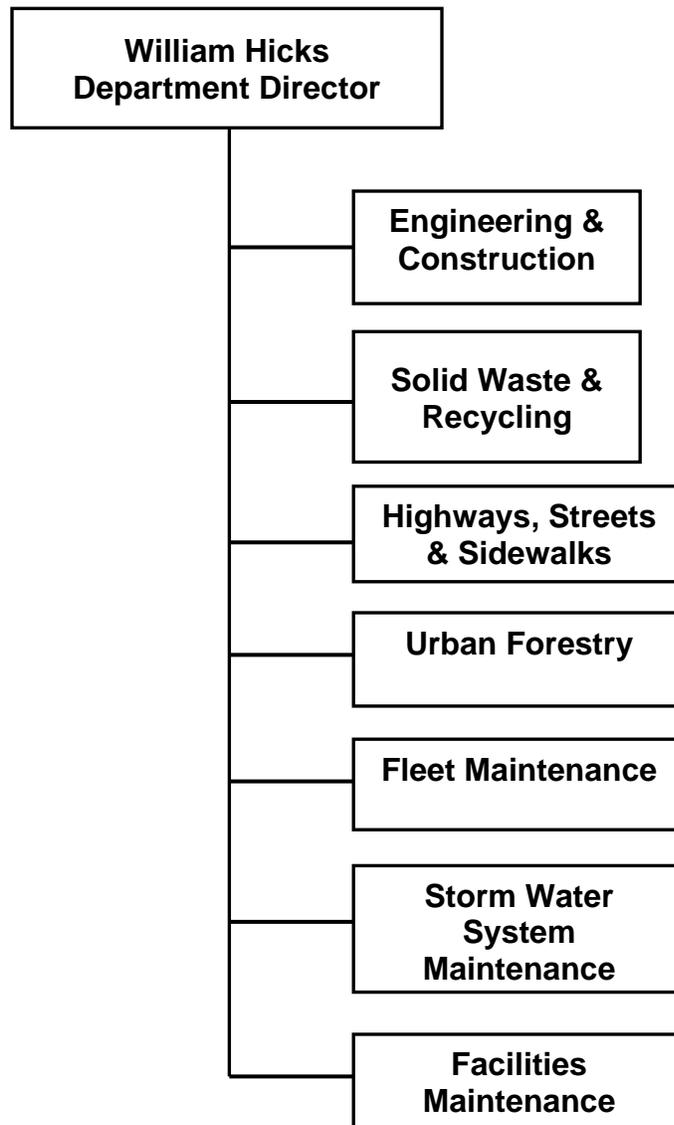
**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 14,673	\$ 35,900	\$ 36,905	2.80%
Benefits	4,181	11,282	12,755	13.06%
Materials, Supplies, and Other	521	-	9,000	-
<b>Total Expenditures</b>	<b>19,375</b>	<b>47,182</b>	<b>58,660</b>	<b>24.33%</b>
Revenues				
Charges for Services	21,523	5,000	14,000	180.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ (2,147)</b>	<b>\$ 42,182</b>	<b>\$ 44,660</b>	<b>5.87%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



# DEPARTMENT OF PUBLIC WORKS



**PUBLIC WORKS ADMINISTRATION**

The Department of Public Works provides planning, engineering and administration support for the City's public works efforts. These efforts focus on the City's transportation network, solid waste infrastructure, mapping, and various environmental programs. In addition, the department regulates private construction activity through engineering plan review and site inspections. The City's capital improvements and other construction projects are managed by this department.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Provide efficient, coordinated plan review and inspection for engineering components associated with development and uses in the City's rights-of-way.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Perform engineering component review in a seamless manner associated with the City's permitting program.</li> </ul>	<ul style="list-style-type: none"> <li>Perform review of submittals within expected time frame.</li> </ul>
<b>GOAL</b>	<b>Provide engineering and project management services to ensure a systematic and coordinated approach to identification, design and construction of capital projects for the City.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Timely implementation of the City's CIP plan and other City construction projects.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that 95% of CIP projects are completed on time and within budget.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

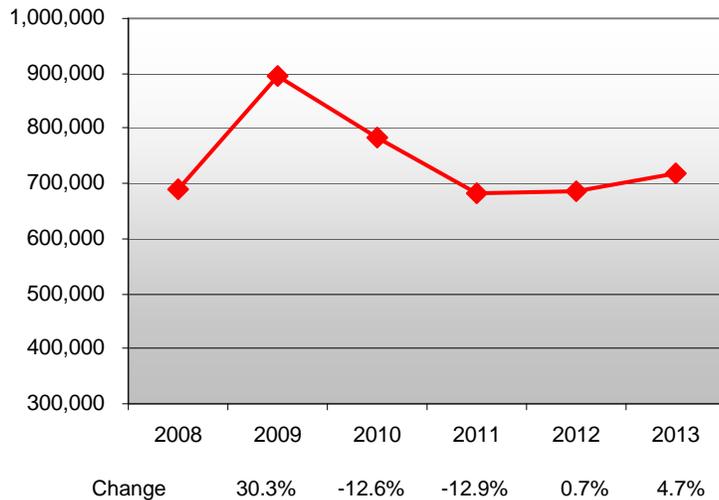
**ADOPTED POSITIONS BY FTE – 5.86 TOTAL**

- 0.50 Director of Public Works
- 0.10 Director of Public Utilities
- 1.50 Engineer
- 2.00 Engineering Inspectors
- 0.51 Contracts Manager
- 1.25 Senior Administrative Assistant

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 436,112	\$ 401,948	\$ 426,491	6.11%
Benefits	124,959	129,586	145,046	11.93%
Professional and Contractual	91,056	121,599	118,850	-2.26%
Materials, Supplies, and Other	29,780	34,273	29,350	-14.36%
Capital Outlay	-	-	-	0.00%
<b>Total Expenditures</b>	<b>681,906</b>	<b>687,406</b>	<b>719,737</b>	<b>4.70%</b>
<b>Revenues</b>				
Licenses, Fees, and Permits	147,660	119,857	128,945	7.58%
Charges for Services	12,432	16,000	5,500	-65.62%
Fines	-	-	-	0.00%
Other Grants and Contributions	5,000	-	-	0.00%
<b>Total Revenues</b>	<b>165,092</b>	<b>135,857</b>	<b>134,445</b>	<b>-1.04%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 516,813</b>	<b>\$ 551,549</b>	<b>\$ 585,292</b>	<b>6.12%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- FY2009 included a developer funded position to manage the City Center development.
- FY2010 decrease reflects the reallocation of funding for Erosion and Sediment Inspectors to the Water Fund.
- FY2011 reflects the relocation of the permits counter and associated staff to the Department of Development Services, as well as the relocation of GIS Services from the Department of Development Services.
- FY2012 included the reduction of GIS manager position.

**SOLID WASTE & RECYCLING**

The Department of Public Works manages solid waste for the City including the following services:

- Weekly curbside collection of refuse, bundled brush, yard waste and recyclables;
- By request, special residential collection of bulk items and white goods;
- Refuse and recycling collection for all municipal facilities including street cans;
- The City's recycling center; and,
- Several City wide events including two Recycling Extravaganza events, one Household Hazardous Waste event, and two City-wide cleanup events.

In performing these tasks, the City annually collects approximately 5,700 tons of solid waste. This includes:

- 2,300 tons of refuse;
- 1,000 tons of loose leaves;
- 400 tons of brush and yard waste; and,
- 2,000 tons of recyclable materials (950 tons of which are collected from the recycling center)

Collected materials are either disposed of at approved facilities or recycled. The City’s recycling program diverts material from the waste stream, mitigates costs by generating modest revenues and reducing waste disposal costs. This economic benefit is in addition to the related environmental stewardship benefits. Recyclable materials include those collected curbside (cart & green bin program, yard waste bags, brush and leaves) and at the Recycling Center. Through the robust nature of the City’s recycling service and outreach to its residents, the City continues to enjoy the highest waste diversion rate (recycling rate) in Virginia. Beginning in late FY2010, the City contracted all curbside collections, except fall loose leaf collection.

Recycling, along with refuse collection, transfer and disposal, is governed by the City’s integrated solid waste management plan. The plan highlights the need for increased source reduction, reuse and recycling to decrease the amount of waste generated in the City. This program also supports litter prevention activities and solid waste management initiatives. Approximately 150 citizen volunteers provide support to the program.

**CITY VISION**

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Reduce amount of solid waste generated by government, businesses and residents through effective recycling and reuse programs and education.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Maintain or exceed a residential recycling rate of 50%.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a 50% or better waste diversion rate.</li> <li>• Conduct two community recycling events and two community cleanup events annually.</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance business recycling efforts through a targeted outreach program.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide at least one direct mailing to all City businesses regarding recycling requirements and benefits annually.</li> </ul>
<b>GOAL</b>	<b>Implement best management practices as identified in the City’s Solid Waste Management Plan.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Meet priority objectives of Solid Waste Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement variable rate for refuse services.</li> </ul>
<b>GOAL</b>	<b>Maintain a clean and healthy community through timely and efficient refuse and yard waste collection services, and through solid waste code enforcement.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Collect refuse, yard waste, and bundled brush weekly.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure 95% of route pickups are performed on schedule.</li> </ul>
<ul style="list-style-type: none"> <li>• Enforce solid waste code.</li> </ul>	<ul style="list-style-type: none"> <li>• Inspect refuse collection weekly for solid waste code violations and initiate enforcement measures per code requirements.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

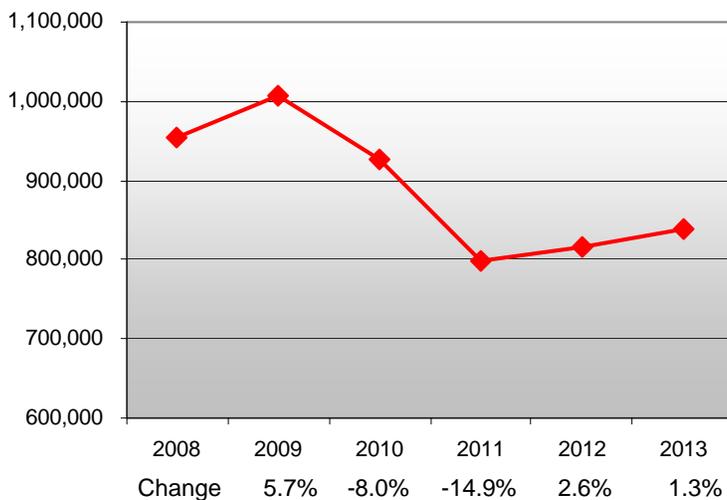
**ADOPTED POSITIONS BY FTE – 1.00 TOTAL**

- 1.00 Environmental Programs Specialist

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 70,978	\$ 75,637	\$ 72,423	-4.25%
Benefits	15,733	17,352	21,704	25.08%
Professional and Contractual	603,445	706,700	715,800	1.29%
Materials, Supplies, and Other	7,043	14,155	14,363	1.47%
Capital Outlay	6,670	5,000	5,000	0.00%
<b>Total Expenditures</b>	<b>703,869</b>	<b>818,844</b>	<b>829,290</b>	<b>1.28%</b>
<b>Revenues</b>				
State Grants	5,910	5,000	5,000	0.00%
Charges for Services	111,740	107,000	108,000	0.93%
Other Grants and Contributions	1,547	-	1,500	-
<b>Total Revenues</b>	<b>119,197</b>	<b>112,000</b>	<b>114,500</b>	<b>2.23%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 584,671</b>	<b>\$ 706,844</b>	<b>\$ 714,790</b>	<b>1.12%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- Each year the Fairfax County disposal fee increases. In FY2009 the costs increased 6%.
- FY2010 decrease reflects transfer of 50% of two employee salaries to stormwater system maintenance to support in-house cleaning of the storm sewer system. It also reflects decreases in disposal fees resulting from reduction in solid waste collected. Additionally, FY2010 includes one-time expense reduction for software and not expanding business recycling and new revenues generated from scrap metals recycling.
- Reductions reflect outsourcing of refuse collection. FY2011 merges the previously separate recycling and refuse budgets.

**STORM WATER SYSTEM MAINTENANCE**

The Department of Public Works manages, maintains and repairs the City’s storm water conveyance system. The system includes 140,000 linear feet of storm drain, 1,400 appurtenances and 8,100 feet of stream channel in the Four Mile Run and Tripps Run watersheds. In order to maintain this network, the City must comprehensively clean each storm drain line every year. Maintenance costs have been reduced by bringing cleaning and repair programs in house.

The City’s storm water system has aged or was built with insufficient conveyance capacity and, consequently, in many parts of the City fails to adequately carry a 2-year storm event (that storm with a 50% chance of occurring during any given year). The City is addressing these critical needs through a comprehensive conditions assessment and planned infrastructure upgrades. A long-term funding source for these system improvements has not yet been identified. City staff utilize industry best practices in watershed and storm water management to inform decisions regarding maintenance and improvements to the system and related programs.

In addition to ongoing maintenance and repair work, the Department leads other related efforts to more effectively manage rainwater to reduce flooding and improve water quality. Moreover, City staff administer various programs and activities in order to comply with an array of related regulations that include the Federal Clean Water Act (e.g., National Pollutant Discharge Elimination System (NPDES), Municipal Separate Storm Sewer System (MS4) Permit, Total Maximum Daily Load (TMDL) and the Federal Emergency Management (FEMA) Flood Insurance Program where the City actively participates in the Community Rating System (CRS) to provide a flood insurance discount for its residents.

**CITY VISION**

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Improve the performance of the storm water system to reduce flooding through effective maintenance, system upgrades, and best management practices.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop an implementation plan to address deficiencies and identify funding sources for system improvements and environmental enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the city-wide Watershed Management Plan.</li> <li>City crews inspect and clean approximately 1,400 storm structures and 140,000 linear feet of storm sewer pipe annually.</li> <li>City crews remove an estimated 300 tons of debris from the system annually and complete priority point repairs as needed.</li> </ul>
<b>GOAL</b>	<b>Adopt and implement best management practices to reduce volume and improve quality of storm water runoff.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Meet annual NPDES requirements to improve water quality and reduce runoff and pollutant loading.</li> </ul>	<ul style="list-style-type: none"> <li>Inspect all water quality Best Management Practices (BMPs) as required by MS4 permit.</li> <li>Meet MS4 permit requirements for municipal operations.</li> <li>Publish at least four articles and conduct at least eight community/school presentations related to watershed education.</li> <li>Maintain a consistently rated Erosion and Sediment Control Program.</li> <li>Maintain a consistently rated Chesapeake Bay Program.</li> <li>Maintain a rating 8 or better in the National Flood Insurance Program- Community Rating System.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

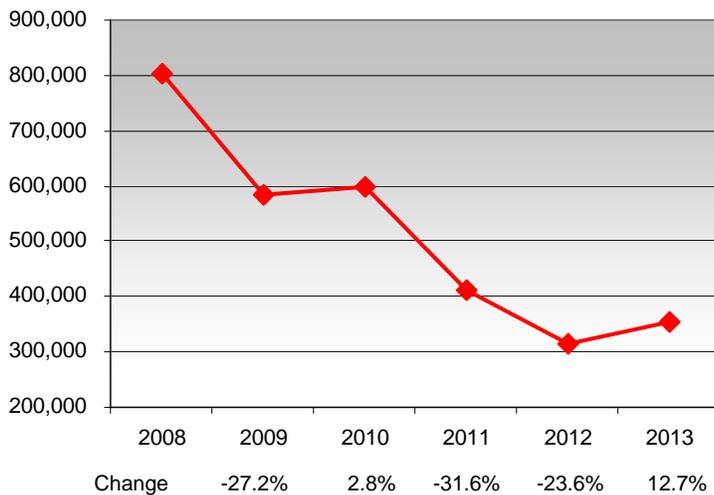
**ADOPTED POSITIONS BY FTE – 1.00 TOTAL**

- 0.50 Director of Public Works
- 0.50 Civil Engineer
- Employees are assigned from the Highways, Streets & Sidewalks crews as needed.
- Inspectors are assigned from Public Works Administration as needed.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 155,649	\$ 151,839	\$ 157,670	3.84%
Benefits	53,886	52,189	51,743	-0.85%
Professional and Contractual	98,731	95,050	124,550	31.04%
Materials, Supplies, and Other	12,628	14,450	19,250	33.22%
Capital Outlay	2,575	-	-	0.00%
Reserves	-	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 323,468</b>	<b>\$ 313,528</b>	<b>\$ 353,213</b>	<b>12.66%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- FY2009 reflects a reduction in contracted services for the cleaning and point repairs for the system as a result of the repairs done in FY2006 and FY2007.
- FY2010 budget includes reductions due to service change from contracted cleaning/repairs to use of in-house crews and equipment. It also includes a one-time federal grant for the daylighting of pipe streams.
- FY2011 budget reductions reflect moving the Federal STAG grant for daylighting streams to the City's Capital Improvements Program budget.
- Continued downward trend in FY2012 reflects the one-time capital outlay for a new vacuum machine purchased in FY2011.

**HIGHWAYS, STREETS, AND SIDEWALKS**

The Department of Public Works manages the construction and maintenance of all City streets, including street paving and repairs, curb and gutter replacement, and sidewalk repair and construction. Approximately 425 linear feet of curb and gutter are replaced annually, along with approximately 550 square yards of sidewalk. City crews use approximately 500 tons of asphalt annually to repair City streets. In addition, approximately one lane mile of a total 72 lane miles are resurfaced each year under contract. The City receives funding from the Virginia Department of Transportation to offset a portion of these costs. Crews also provide leaf collection, City street light maintenance, storm sewer maintenance, and emergency assistance, such as snow removal and clean up from severe weather events, as necessary.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Promote safe travel conditions for pedestrians and drivers through timely street and sidewalk maintenance.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Implement annual asset management plan, including preventative maintenance, rehabilitation and resurfacing to ensure that at least 90% of City streets are in good or excellent drivable state.</li> <li>Implement enhanced sidewalk inspection and repair program to ensure that at least 90% of City sidewalks are in good or excellent walkable state.</li> </ul>	<ul style="list-style-type: none"> <li>Rate road and sidewalk conditions by May 1, 2013.</li> <li>Initiate annual paving projects by June 30, 2013.</li> <li>Initiate repair projects by June 30, 2013.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

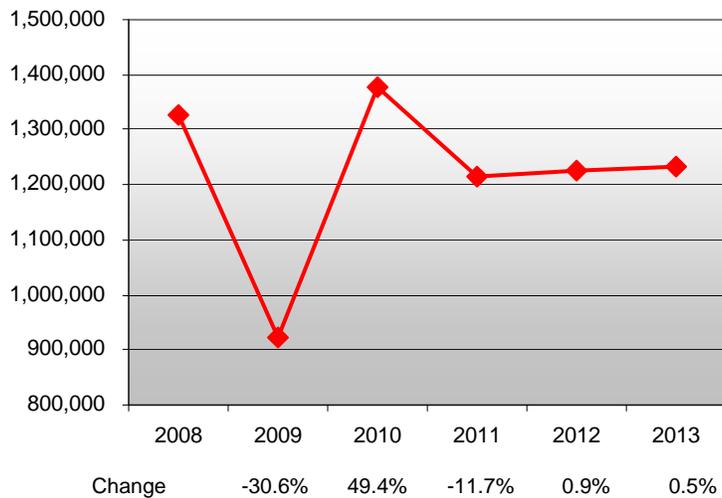
**ADOPTED POSITIONS BY FTE – 12.00 TOTAL**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• 1.00 Superintendent of Public Works</li> <li>• 1.00 Administrative Assistant</li> <li>• 2.00 Senior Maintenance</li> <li>• 1.00 Senior Equipment Operator</li> <li>• 1.00 Senior Crew Leader</li> <li>• 1.00 Crew Leader</li> </ul> | <ul style="list-style-type: none"> <li>• 1.00 Equipment Operator</li> <li>• 4.00 Maintenance Worker</li> <li>• Salary from this cost center is allocated to Storm 4103, Snow 4105, Street Lights 4108, and Leaf Collection 4205.</li> <li>• Engineers and Inspectors are assigned from Public Works Administration as needed.</li> </ul> |
|--|--|

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 390,981	\$ 508,353	\$ 465,531	-8.42%
Benefits	166,470	240,733	208,866	-13.24%
Professional and Contractual	700,457	279,875	356,775	27.48%
Materials, Supplies, and Other	187,831	196,877	200,260	1.72%
Capital Outlay	-	-	-	0.00%
<b>Total Expenditures</b>	<b>1,445,739</b>	<b>1,225,838</b>	<b>1,231,432</b>	<b>0.46%</b>
Revenues				
State Grants	311,596	164,260	148,058	-9.86%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 1,134,144</b>	<b>\$ 1,061,578</b>	<b>\$ 1,083,374</b>	<b>2.05%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- FY2009 decrease reflects transfer of street paving to the General Fund CIP and the FY2010 increase reflects the reclassification of that expenditure back to General Fund operations.
- FY2011 decrease reflects cuts to the Property Yard Open House, striping of municipal parking lots and street paving.
- In FY2012, a reduction was made in road resurfacing to achieve our 10% department budget cut but an increase results due to costs for additional positions and increased cost of benefits.

**STREET SWEEPING**

The Department of Public Works manages the street sweeping contract. Street sweeping, required by the City's MS4 permit, has the following benefits: reduces the volume of pollutants entering local streams through the City's 900 storm drain openings; reduces the cost of storm sewer cleaning efforts; and reduces the chance of blockages in the system. In previous years street sweeping kept nearly 600 tons of debris from entering the storm sewer systems and local streams. This was accomplished with monthly highly efficient tandem sweeps. In FY2011, budget cuts reduced the number of city-wide sweeps and the type of sweep. This consequently reduced the debris collected to 250 tons. Similar tonnage will be expected in FY2012.

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Employees are assigned from the Highways, Streets & Sidewalks crews as needed.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 12,000	\$ 36,667	\$ 36,667	0.00%
<b>Total Expenditures</b>	<b>12,000</b>	<b>36,667</b>	<b>36,667</b>	<b>0.00%</b>
Revenues				
State Grants	12,000	36,667	36,667	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>

**SNOW AND ICE REMOVAL**

The Department of Public Works, using City crews and private contractors, provides for the timely removal of snow/ice from City streets and public parking lots to ensure safe travel for citizens and emergency equipment. Approximately 450 tons of salt are laid down annually to combat severe weather conditions. Crews plow and/or treat 72 lane miles with each complete pass through the City.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Ensure safe travel for the public and emergency equipment.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Effectively implement the City's snow plan to ensure safe travel conditions.</li> </ul>	<ul style="list-style-type: none"> <li>Snow/ice removal is initiated within two hours of start of event 100% of the time.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

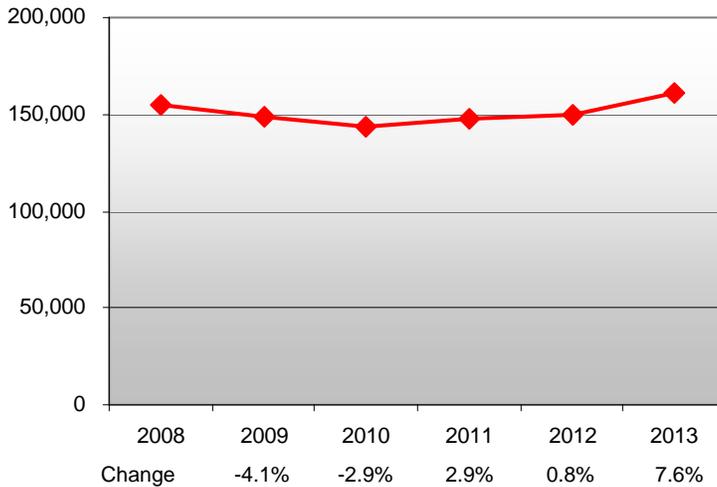
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Employees are assigned from the Highways, Streets & Sidewalks crews as needed.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 94,173	\$ 63,000	\$ 63,000	0.00%
Benefits	20,892	16,266	16,439	1.06%
Materials, Supplies, and Other	60,131	70,071	81,267	15.98%
<b>Total Expenditures</b>	<b>175,195</b>	<b>149,337</b>	<b>160,706</b>	<b>7.61%</b>
Revenues				
State Grants	170,595	145,337	156,706	7.82%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 4,600</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>0.00%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- Increase in FY2013 reflects transfer of monies from other Public Works budgets to cover critical repairs to snow equipment.

**TRAFFIC SIGNS AND SIGNALS**

The Department of Public Works manages the construction/maintenance of all traffic control devices, traffic lane/directional markings, traffic signs and intersection signals within the City limits. Asset inventory includes 29 traffic signals, 144 City-owned streetlights, and more than 2,000 regulatory/street signs. Traffic signal maintenance is performed under contract, and streetlight/traffic sign maintenance is performed by City staff. The City receives funding from the Virginia Department of Transportation to offset a portion of these costs.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Ensure reliable operation of traffic control devices and street lights to promote public safety.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Assess contractor performance quarterly to ensure satisfactory results under the contract.</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic control devices and street lights are operational at least 95 percent of the time.</li> <li>• Develop a conditions assessment and asset database for all regulatory and street name signs by June 2013.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

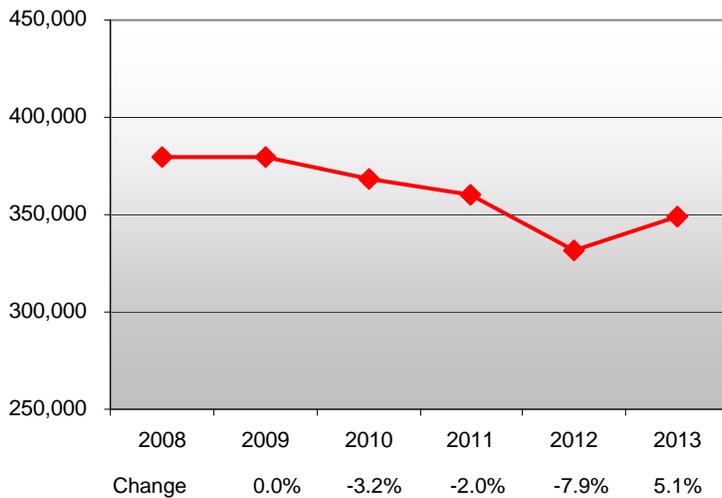
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Traffic Signals – contracted services managed by Public Works Administration staff.
- Traffic Signs – employees are assigned from the Public Works Administration and Highways, Streets & Sidewalks crews as needed.
- Street Lights – City owned only - Employees contracted services managed by Public Works Administration staff. Other street lights are owned and maintained by Dominion Virginia Power.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 3,763	\$ 15,000	\$ 30,000	100.00%
Benefits	1,972	7,086	8,862	25.06%
Professional and Contractual	74,007	80,000	92,000	15.00%
Materials, Supplies, and Other	182,224	230,000	218,000	-5.22%
Capital Outlay	-	-	-	0.00%
<b>Total Expenditures</b>	<b>261,967</b>	<b>332,086</b>	<b>348,862</b>	<b>5.05%</b>
<b>Revenues</b>				
State Grants	261,967	332,086	348,862	5.05%
Other Grants and Contributions	-	-	-	0.00%
<b>Total Revenues</b>	<b>261,967</b>	<b>332,086</b>	<b>348,862</b>	<b>5.05%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



- Notes:**
- FY2011 reduction reflects savings in electricity costs by converting traffic signals to LED bulbs, and removal of traffic signal video camera detector funds.
  - FY2012 reduced maintenance service contract to achieve 10% division budget cut resulting in less available monies for traffic signal modifications. Maintenance of signals and City-owned street lights fully outsourced.
  - Increases in FY2013 from FY2012 reflect additional management by engineering staff and reflect the full transition to outsource maintenance begun in FY2011.

**LEAF COLLECTION**

The Department of Public Works provides collection, transport and disposal of all leaves raked to the curb by residents during the designated leaf collection season, from mid-October to mid-December. City crews as well as seasonal employees provide these services. After collection, leaves are ground into mulch and made available to residents. Approximately 1,000 tons of leaves are collected annually.

**CITY VISION**

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Promote a healthy community and environment by providing leaf collection and mulching services.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide convenient and timely curbside collection of leaves and brush.</li> </ul>	<ul style="list-style-type: none"> <li>Complete leaf collection as scheduled, weather permitting.</li> <li>Disseminate public education materials and collection schedules through a variety of media by October 1, 2012.</li> </ul>
<ul style="list-style-type: none"> <li>Offer high quality mulch to residents and municipal facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Offer mulch to residents by April 1, 2012.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

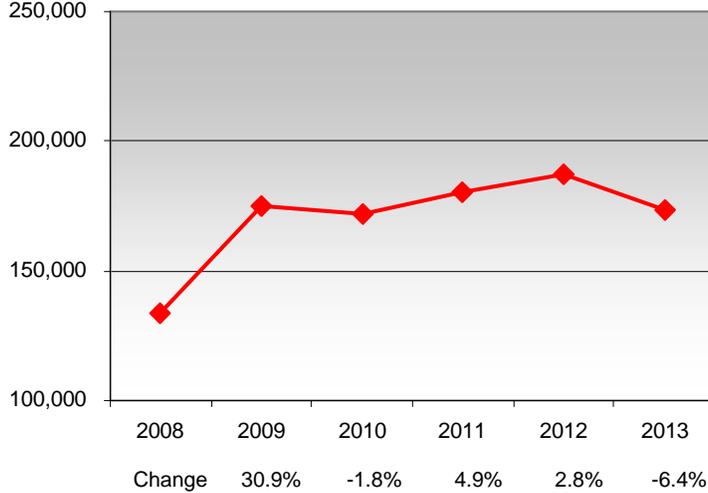
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Employees are assigned from Highway, Streets and Sidewalks crews. Temporary labor is also used.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 73,936	\$ 96,600	\$ 87,600	-9.32%
Benefits	30,334	37,933	37,989	0.15%
Professional and Contractual	25,573	27,600	24,600	-10.87%
Materials, Supplies, and Other	7,769	23,318	23,318	0.00%
Capital Outlay	-	-	-	0.00%
Reserves	-	-	-	0.00%
<b>Total Expenditures</b>	<b>137,612</b>	<b>185,451</b>	<b>173,507</b>	<b>-6.44%</b>
Revenues				
State Grants	124,852	171,651	159,707	-6.96%
<b>Total Revenues</b>	<b>124,852</b>	<b>171,651</b>	<b>159,707</b>	<b>-6.96%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 12,760</b>	<b>\$ 13,800</b>	<b>\$ 13,800</b>	<b>0.00%</b>

**ADOPTED BUDGET TREND: FY 2008-2013**



**Notes:**

- FY2009 increase reflects costs to maintain equipment and hire temporary help for leaf collection.
- FY2012 increase due to a rise in employee benefits costs.
- FY2013 decrease reflects a more proficient workforce and limited reinvestment in equipment.

**GENERAL SERVICES**

The Department of Public Works provides for the repair/maintenance of the City’s municipal facilities. This function is currently performed in house. Efforts continue to explore options to outsource this function to a private contractor. Services include the maintenance and repair of City Hall, Community Center, Library, Aurora House, Cherry Hill Farmhouse, and Property Yard (multiple buildings). City owned vacant properties are also maintained pending decisions regarding disposition. Fire Station #6 will continue to be maintained under the current partnership with Arlington County facilities maintenance staff.

If outsourced, contractor responsibilities will include managing, operating, maintaining, and providing building engineering services. Except as required by the City, the contractor will procure all materials, supplies, equipment, and labor necessary to maintain and repair City facilities. Further, the contractor will implement a system to receive, record, and track all service and trouble reports. Performance results will be specified in the contract.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Maintain safe, fully functional, and energy efficient City facilities for employees and citizens.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Implement a cost-effective preventive and corrective contracted maintenance program that meets identified performance goals.</li> <li>• Align City’s general services work with a structure appropriate to the City’s size and needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide monthly reports regarding contractor program performance.</li> <li>• Fully evaluate alternatives to perform City’s general services obligations.</li> <li>• If an alternative to the City’s current approach is advisable implement the changes necessary to institute this change.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

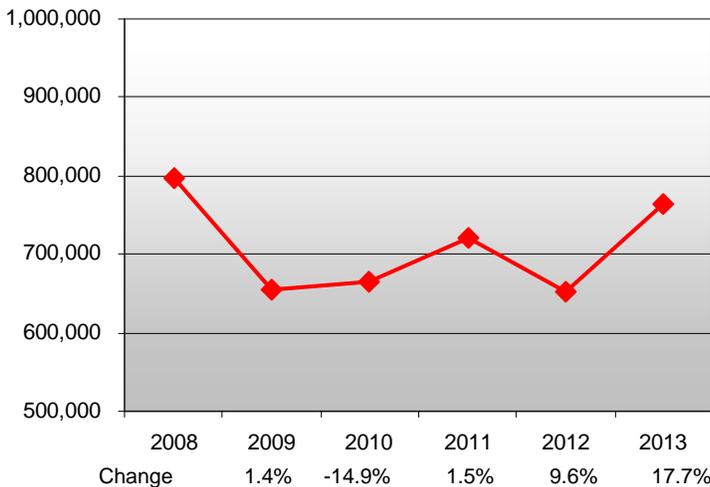
**ADOPTED POSITIONS BY FTE – 2.00 TOTAL**

- 1.00 Facilities Manager
- 1.00 Maintenance Technician

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 93,442	\$ 43,800	\$ 105,232	140.26%
Benefits	36,160	17,658	50,079	183.61%
Professional and Contractual	340,252	407,393	428,393	5.15%
Materials, Supplies, and Other	149,338	184,042	184,642	0.33%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 736,456</b>	<b>\$ 652,893</b>	<b>\$ 768,346</b>	<b>17.68%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- FY2011 increase reflects allocation of staff to this function. Funds for repairs and maintenance have been reduced and will result in reduced services.
- FY2012 reduction reflects adjustment of salary/benefit allocations.
- FY2013 increase reflects added facilities manager position.

**FLEET MAINTENANCE**

The Department of Public Works provides routine annual maintenance and repair of City owned motor vehicles and off-road equipment. City personnel perform repairs and maintenance to approximately 78 motor vehicles yearly, with the exception of major transmission overhauls and other specialized functions.

City, school, fire, and rescue vehicles pump approximately 112,000 gallons of alternative fuels E10 gasoline and B20 bio-diesel annually. City vehicle purchases and operation are guided by the City’s “Green Fleet” policy, with the goal to reduce air pollution and greenhouse gas emissions.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Maintain and repair City vehicles and equipment to ensure a safe, reliable and energy efficient fleet for City, school and emergency operations.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Ensure that total fleet is operational 90% of the time.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to all requests for motor vehicle services within 24 hours at least 90% of the time.</li> <li>Secure Mechanic's Automotive Service Excellence (ASE) certification.</li> </ul>
<ul style="list-style-type: none"> <li>Fully utilize the capabilities of fleet maintenance software.</li> </ul>	<ul style="list-style-type: none"> <li>All fleet employees participate in continuing education on the Fleet Maintenance Software.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

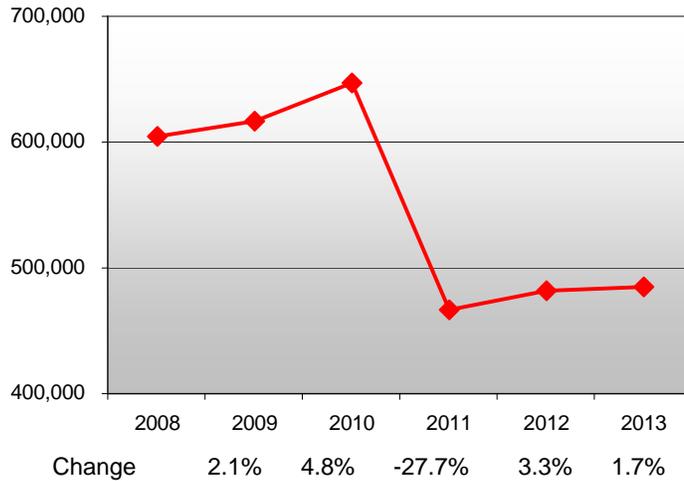
**ADOPTED POSITIONS BY FTE – 4.00 TOTAL**

- 1.00 Vehicle Maintenance Supervisor
- 1.00 Senior Auto Mechanic
- 1.00 Auto Parts Specialist
- 1.00 Auto Mechanic

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 220,759	\$ 241,393	\$ 248,090	2.77%
Benefits	77,534	89,759	91,706	2.17%
Professional and Contractual	78,740	71,500	71,500	0.00%
Materials, Supplies, and Other	206,680	79,897	79,465	-0.54%
Capital Outlay	-	-	-	0.00%
<b>Total Expenditures</b>	<b>583,713</b>	<b>482,549</b>	<b>490,761</b>	<b>1.70%</b>
Revenues				
Charges for Services	410,177	398,000	398,000	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 173,535</b>	<b>\$ 84,549</b>	<b>\$ 92,761</b>	<b>9.71%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- Each year reflects rising fuel and parts costs.
- FY2010 decrease due to the removal of four (4) vehicles from the fleet.
- The increase in charges for services in FY2010 is due to 2 fiscal years of fleet maintenance costs from the Water and Sewer Funds. In previous years, recovery of the cost is completed 2 fiscal years later. In FY2010, the City implemented current year recovery for these costs City-wide.
- The increase in FY2010 expenditures is due to a federal grant the City received for the purchase of hybrid vehicles.
- In FY2011, the labor rate charged to other departments is being increased, resulting in reduction of expenditures. In addition, FY2011 reflects removal of FY2010 federal grant funds.
- FY2012 increase due to employee benefits and Auto Mechanic became a Sr. Auto Mechanic upon certification as a Master Mechanic.

**URBAN FORESTRY**

The Department of Public Works houses the City’s Urban Forestry Division. Guided by an overall vision to sustain and enhance a livable community with a sustainable, healthy urban forest, the Urban Forestry Division administers urban forestry policies and practices for the City. Through a comprehensive approach to planning, implementation and management of the urban forest the division coordinates with citizens, concerned organizations, other City divisions, developers, and the business community to accomplish its mission.

Specific tasks include:

- Review private development plan and permit applications
- Manage risks associated with city-owned trees to maintain a safe environment for citizens; enhance environmental quality; and improve community aesthetics
- Lead the City in design and landscaping practice for the City’s public spaces, facilities and streetscape
- Provide communication and outreach to the citizens of Falls Church in regards to the Urban Forest including providing expertise in sustainable tree care practices as well as coordinating with the schools for local Arbor Day celebrations
- Staff the Tree Commission, Neighborhood Tree Program (NTP), the Healthy Habitat program and the Growing Green program
- Apply for re-certification under the national “Tree City USA” program

**CITY VISION**

 <b>A SPECIAL PLACE</b>	
<b>GOAL</b>	<b>Create a clear and distinct visual aesthetic identity that differentiates the City.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Manage tree risk and associated city liability.</li> <li>• Create and maintain attractive and distinct entranceways and commercial corridors to the City.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a tri-yearly pruning schedule of vegetation at public locations.</li> <li>• Replace all trees and vegetation that is removed by the next growing season.</li> </ul>

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Create and implement community education and educational programs on best management practices that achieve environmental harmony.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop, implement and sustain community education and educational programs to include addressing energy management/reduction/production.</li> </ul>	<ul style="list-style-type: none"> <li>Increased public outreach.</li> </ul>
<b>GOAL</b>	<b>Provide an efficient, coordinated plan review and inspection for engineering components associated with development and uses in the City's rights-of-way.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Perform arborist component review in a seamless manner associated with the City's permitting program.</li> </ul>	<ul style="list-style-type: none"> <li>Review submissions within expected time frame.</li> <li>Maintain a consistently rated Chesapeake Bay Program.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

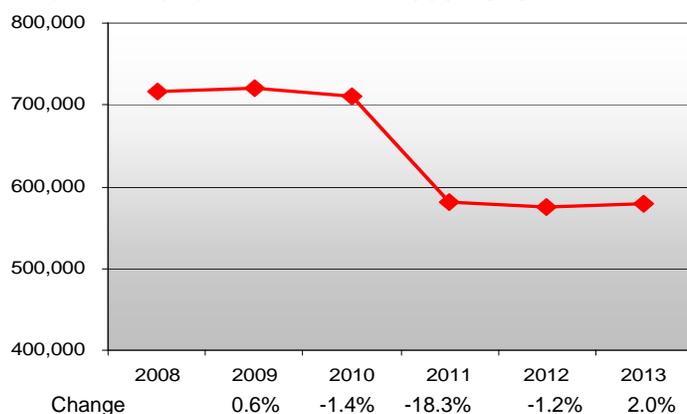
**ADOPTED POSITIONS BY FTE – 4.00 TOTAL**

- 1.00 City Arborist
- 1.00 Green Space Manager
- 1.00 Green Space Worker
- 1.00 Maintenance Worker

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 180,000	\$ 202,652	\$ 216,719	6.94%
Benefits	52,898	68,494	66,264	-3.26%
Professional and Contractual	175,649	219,754	218,254	-0.68%
Materials, Supplies, and Other	78,865	83,342	84,280	1.13%
<b>Total Expenditures</b>	<b>487,411</b>	<b>574,242</b>	<b>585,517</b>	<b>1.96%</b>
<b>Revenues</b>				
Fines	6,050	5,000	5,000	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 481,361</b>	<b>\$ 569,242</b>	<b>\$ 580,517</b>	<b>1.98%</b>

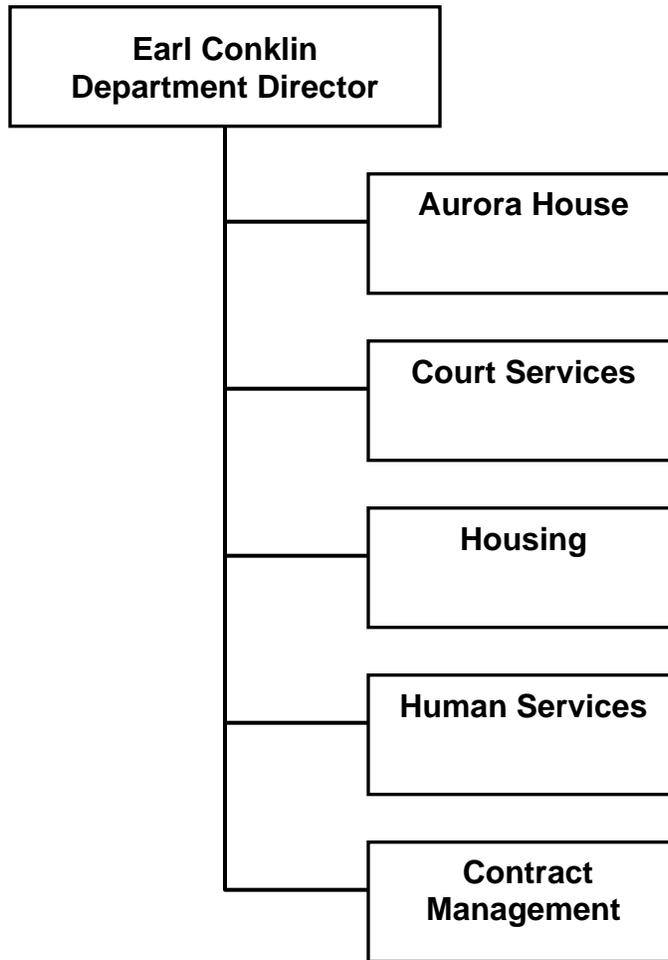
**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- FY2011 decrease reflects reorganization of Urban Forestry previously managed by the Planning Division to the Department of Public Works, contract consolidation and the elimination of 1 FTE vacant position.
- FY2012 reduced irrigation and landscape maintenance contracts to obtain required 10% division budget cut.

**DEPARTMENT OF HUMAN SERVICES**



DEPARTMENT OF HUMAN SERVICES

The Department of Human Services is comprised of three units which include the Aurora House, Court Services, and Housing and Human Services. In addition to the direct services provided by these units, the Human Services Department connects citizens to services provided under agreements with neighboring jurisdictions. These include the Fairfax County Health Department, Arlington County Judicial and Correctional Services, the Fairfax-Falls Church Community Services Board, the Area Agency on Aging, the Fairfax County Department of Family Services and Public Assistance Services.

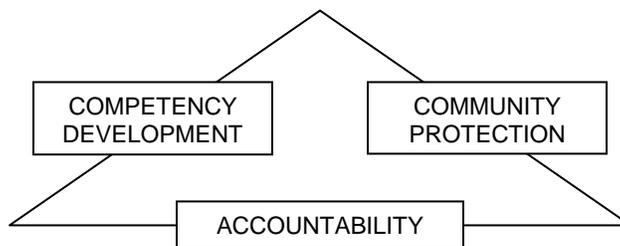
COURT SERVICES

Court Services provides intake, probation, and treatment services to juveniles and adults who come before the Falls Church Juvenile and Domestic Relations District Court (JDR). The JDR Court has jurisdiction in cases involving juveniles, as well as when offenses are committed against family members. Cases typically include child custody, child abuse and neglect, truancy, running away from home, juvenile delinquency, and domestic violence. There are four activities within Court Services, each with its own budget: Court Services Unit, Aurora House, Juvenile Correctional Services, and Judicial Services.

Court Services Unit

The Court Services Unit (CSU) provides three general types of services: Court Intake and Diversion, Adult Probation, and Juvenile Probation. The CSU intake service assists victims, police officers, parents, school officials, and child welfare professionals in filing complaints or petitions seeking court action. The adult probation counselor supervises adult offenders before the court for domestic violence and monitors their compliance with court-ordered sanctions, counseling, and adult protective orders. Through juvenile probation services, the CSU applies a balanced approach in its mission to serve the City's most troubled youth. The unit seeks to protect the community through the use of graduated incentives/sanctions, secure out-of-home placements such as detention, and through careful supervision, monitoring, and reporting of offenders' compliance. Secondly, the CSU seeks accountability for offenders through services like restitution, community service, and first-time offender programs. Finally, the CSU promotes competency development through counseling and case management services to address drug treatment, problem-solving, family and peer relationships, anger management, and school behavior.

Court Services Unit: Balanced Approach



Based on FY2011 trends, it is anticipated that the Juvenile and Domestic Relations Court Intake Officers will prepare and file approximately 175 petitions with the Clerk of Court in FY2013. These will include 126 misdemeanor, 11 felony, 4 truancy, 5 child abuse and neglect complaints, 12 child custody petitions, 3 child support petitions, 5 adult protective orders, and approximately 13 juvenile probation violations. CSU probation counselors will provide supervision to approximately 102 youth and 20 adults during the year, with a monthly average of approximately 85 cases. Staff will conduct approximately 700 counseling sessions, 7 pre-sentence or child custody investigations, and prepare an estimated 30 social histories. The CSU will place approximately 65 youth in community service worksites and supervise their performance of approximately 2,400 hours of service. Probation Counselors will facilitate approximately 25 interagency team meetings and conduct about 50 substance abuse screenings of juveniles.

**CITY VISION**



**OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH**

<b>GOAL</b>	<b>Reduce the incidence of juvenile offenses among youth entering the JDR Court System.</b>		
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>		
<ul style="list-style-type: none"> <li>Provide effective probation supervision to each youth before the court leading to their successful completion of probation.</li> <li>Assist youth under court supervision in obtaining, participating, and completing needed mental health, substance abuse, and other treatment services.</li> </ul>	<ul style="list-style-type: none"> <li>At least 75% of all juvenile cases will successfully complete probation.</li> <li>Recidivism rate among juveniles, after one year, is no greater than 30%.</li> <li>At least 75% of the youth ordered to participate in substance abuse, mental health, or other treatment services will successfully complete the program.</li> </ul>		
<b>GOAL</b>	<b>Reduce the incidence of offenses among adults under the supervision of the JDR Court.</b>		
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>		
<ul style="list-style-type: none"> <li>Provide effective probation supervision to each adult before the court leading to their successful completion of probation.</li> <li>Assist adult offenders under court supervision in obtaining, participating, and completing needed mental health, substance abuse, anger management, and other treatment services.</li> </ul>	<ul style="list-style-type: none"> <li>At least 75% of all adult cases will successfully complete probation.</li> <li>Recidivism rate among adults, after one year is no greater than 30%.</li> <li>At least 75% of the adult offenders will successfully complete the treatment programs ordered by the court.</li> </ul>		

**STAFFING AND BUDGET RESOURCES**

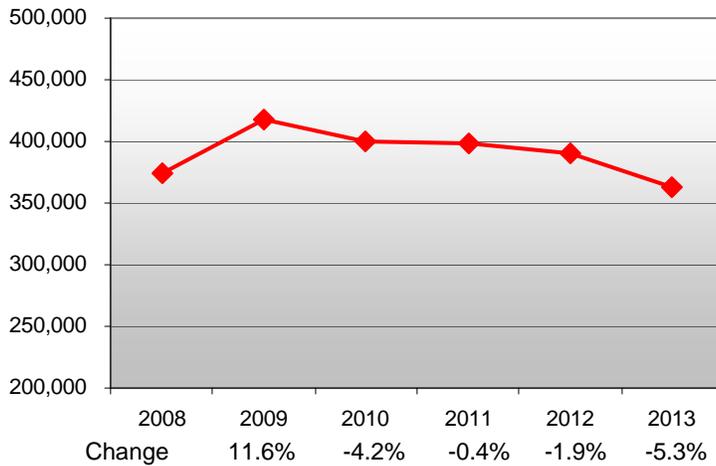
**ADOPTED POSITIONS BY FTE – 3.75 TOTAL**

- 0.75 Director of Human/Court Services
- 1.00 Probation Officer (Intake & Juvenile)
- 1.00 Senior Administrative Assistant
- 1.00 Probation Supervisor (Adult & Juvenile)

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 237,536	\$ 270,823	\$ 272,848	0.75%
Benefits	67,170	86,521	77,194	-10.78%
Professional and Contractual	860	16,207	1,849	-88.59%
Materials, Supplies, and Other	57,900	16,869	18,051	7.01%
<b>Total Expenditures</b>	<b>363,465</b>	<b>390,420</b>	<b>369,942</b>	<b>-5.25%</b>
Revenues				
State Grants	39,542	37,907	37,907	0.00%
<b>Total Revenues</b>	<b>39,542</b>	<b>37,907</b>	<b>37,907</b>	<b>0.00%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 323,923</b>	<b>\$ 352,513</b>	<b>\$ 332,035</b>	<b>-5.81%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- CSU costs in FY2013 have remained relatively flat. Downward trend is the result of relocation of Gang Prevention Coordinator costs to the Juvenile Services cost center (3304).
- With existing Juvenile Court Service Staff, the CSU has added a new mentoring program to serve 20 court-involved youth.

**AURORA HOUSE**

Aurora House provides residential treatment to adolescent females who are under the formal supervision of the Juvenile and Domestic Relations District Court. The Group Home has a capacity of 12 and serves Arlington County, the City of Alexandria, and the City of Falls Church. The program directly assists girls and their families by providing therapeutic services that address serious emotional, educational, and behavioral problems in a nurturing, structured, and supervised living environment. Teenage girls are placed in Aurora House only by order of the juvenile court. Since Aurora House is a local program, girls remain in their community and continue to attend public schools. Additionally, this allows Aurora House to provide intensive services to parents, including family counseling and parenting education. The City administers the program and receives revenue for its operation from participating jurisdictions based on their proportionate use.

Aurora House serves an average of 20 adolescent girls annually. Services include individual, group, and family counseling, educational enrichment, and recreational activities. In FY2013, Aurora House counselors will facilitate an estimated 260 therapeutic peer groups and conduct 520 individual counseling sessions. Family Counselors will provide more than 520 family counseling sessions and 52 parenting groups. Other therapeutic services will include developing approximately 60 individual treatment plans, writing more than 120 progress reports, facilitating approximately 120 case consultations, and approximately 40 Court hearings. As part of the educational enrichment services, staff performs daily school attendance checks (1,900 telephone calls annually), and attends more than 80 school conferences and related meetings per school year. Also, members of the community volunteer at the facility providing more than 400 hours of tutorial services to residents annually. To complement our educational program, the staff coordinates and supervises at least 150 community service activities and approximately 104 enrichment and recreational activities annually.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>Reduce the incidence of criminal and status offenses committed by adolescent girls placed at Aurora House.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Assist residents in developing successful patterns of interacting at home, school, with peers, and in</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain an annual completion rate of girls admitted into the program of at least 75%.</li> </ul>

the community.	<ul style="list-style-type: none"> <li>Achieve an annual success rate of 70% among graduates from the program after one year, post services (recidivism rate of 30% or less).</li> </ul>
<ul style="list-style-type: none"> <li>Promote residents' academic and behavioral success in school.</li> </ul>	<ul style="list-style-type: none"> <li>Increase program participants' grade point average by a minimum of 1.0 by program completion.</li> </ul>
<ul style="list-style-type: none"> <li>Improve interactions between program participants and their parents or guardians.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a parental participation rate of 85% in family counseling and parenting group services annually.</li> </ul>
<ul style="list-style-type: none"> <li>Cultivate referrals to the program and evaluate the ability of Aurora House to meet the needs of prospective and current residents.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an average utilization of 85% (10 residents) in the program annually.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

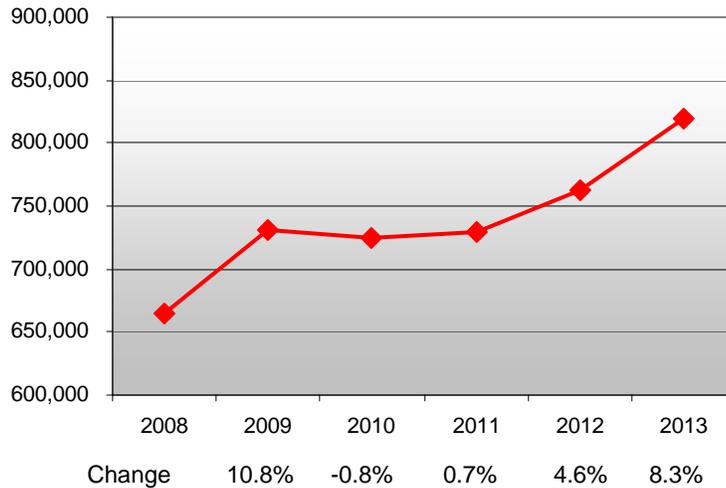
**ADOPTED POSITIONS BY FTE – 8.85 TOTAL**

- 0.25 Director of Court Services
- 1.00 Residential Supervisor
- 3.00 Group Home Counselors
- 0.60 Food Services Coordinator
- 1.00 Group Home Manager
- 1.00 Senior Administrative Assistant
- 1.00 Overnight Counselor
- 1.00 Temporary and Substitute Counselor
- 0.30 Mental Health Clinician

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 473,084	\$ 499,967	\$ 556,062	11.22%
Benefits	136,803	172,319	185,464	7.63%
Professional and Contractual	11,888	17,636	5,336	-69.74%
Materials, Supplies, and Other	75,919	73,283	79,284	8.19%
Capital Outlay	-	-	-	0.00%
<b>Total Expenditures</b>	<b>697,694</b>	<b>763,205</b>	<b>826,146</b>	<b>8.25%</b>
<b>Revenues</b>				
Federal Grants	2,878	5,000	3,000	-40.00%
State Grants	119,926	111,378	111,378	0.00%
Charges for Services	523,486	541,183	613,965	13.45%
Other Grants and Contributions	-	(5,000)	5,000	-200.00%
<b>Total Revenues</b>	<b>646,290</b>	<b>652,561</b>	<b>733,343</b>	<b>12.38%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 51,404</b>	<b>\$ 110,644</b>	<b>\$ 92,803</b>	<b>-16.12%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



- Notes:**
- Revenue from non-general fund sources for Aurora House will be about \$733,343.
  - Costs for Aurora House are paid by participating jurisdictions based on utilization and per diem rates.
  - Typically, about 10% of Aurora House funding comes from the City.
  - FY2013 includes an increase for mental health clinician services for residents and consultation for staff.

**JUVENILE SERVICES**

In addition to services provided directly by the Court Services, the City participates in the operation of several regional juvenile court programs. These are purchased from Arlington County, Alexandria City, or private vendors. For these programs, the City pays only for its actual use of the service based on a per diem rate or an agreed upon formula. By cooperating with other jurisdictions to provide these services, the City is able to greatly expand the alternatives available for youth at significantly lower costs.

Through these contract services, CSU staff facilitates placement in the Northern Virginia Juvenile Detention Center of approximately 28 youths for an estimated total of 329 days. In a typical year, the probation staff will also coordinate placement of one or more boys in the Argus House Boys Group Home and approximately 16 youths in the Detention-Diversion Program. Through the Fairfax-Falls Church Comprehensive Services Act (CSA), probation officers will arrange for approximately 3 youth to receive Home-Based Counseling, psychological and psychiatric assessments, and one youth to enter residential treatment. The City will also provide mentoring to approximately 25 at-risk middle school aged children and another 20 high school youth through the CSU mentoring program.

**Significant Changes**

- **Northern Virginia Juvenile Detention Center (NVJDC):** Reduction of 22%. Falls Church, Arlington, and Alexandria each contribute proportionate funding for the JDC based on 3-year average utilization. Lower costs result from a recent decline in the City’s use. The JDC has also obtained revenue from federal agencies that has reduced obligations from sponsoring jurisdictions.

	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>
Falls Church City Juvenile Detention Bed Days:	418	397	172

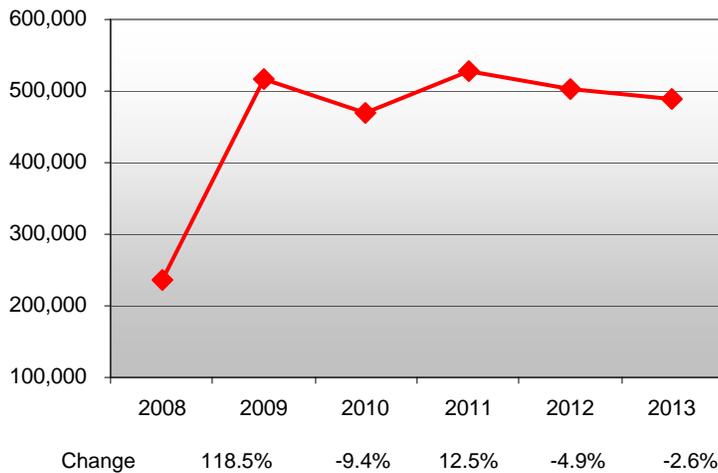
**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 0.00 TOTAL (Contracted Services)**

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 381,660	\$ 501,871	\$ 489,009	-2.56%
Revenues				
Federal Grants	24,966	30,000	31,250	4.17%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 356,694</b>	<b>\$ 471,871</b>	<b>\$ 457,759</b>	<b>-2.99%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



- Notes:**
- FY2009 increases reflected a transfer of line items for CSA and OAR, and the added cost for the Youth Mentoring Program to this cost center.
  - City use of Juvenile Detention has trended downward in FY2012 and FY2013 and has reduced City share of these costs.
  - New costs are included for the General District Court Community Corrections Program and the Gang Prevention Coordinator provided under the Arlington Contract.

**JUDICIAL SERVICES – ARLINGTON**

The City of Falls Church is part of the 17<sup>th</sup> Judicial District and Circuit Courts. The City receives numerous services from various offices of the Court System that are operated by Arlington County. Arlington County provides, at its cost, offices, materials, supplies, and other support to these various entities. Because the City jointly uses these services, it pays the City's proportional share of the County's costs. Proportionate share refers to the relative population of Falls Church City to the total population of the combined jurisdictions. For FY2013, Falls Church City is estimated to be 5.61 percent of the combined population of Arlington County and the City of Falls Church.

City support for the Judicial Services provided through this cost center include those of the Circuit Court; Circuit Court Clerk's Office; the General District Court; the General District Court Magistrate Chambers; the Juvenile and Domestic Relations District Court; and the services of the Arlington County Commonwealth's Attorney's Office.

Through these Judicial Services agreements, the Arlington Circuit Court will hear approximately 235 Falls Church cases. The Falls Church General District Court will have approximately 8,524 new city cases and hold approximately 11,736 hearings. The Falls Church Juvenile and Domestic Relations District Court will have approximately 324 new cases and hold approximately 751 hearings. The Magistrate for the General District Court or Circuit Court will issue approximately 750 warrants.

**STAFFING AND BUDGET RESOURCES**

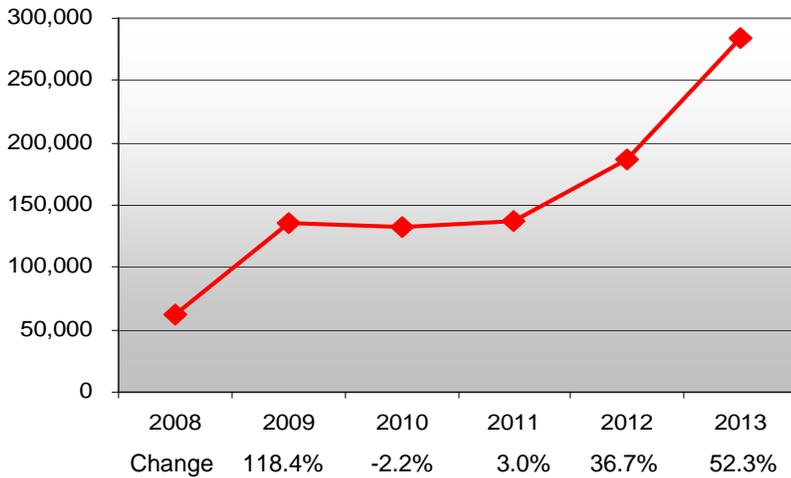
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Contractual services provided through agreement with Arlington County.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 173,815	\$ 186,586	\$ 284,115	52.27%
Materials, Supplies, and Other	-	-	-	0.00%
Capital Outlay	-	-	-	0.00%
Reserves	-	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 173,815</b>	<b>\$ 186,586</b>	<b>\$ 284,115</b>	<b>52.27%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- City pays Arlington a proportionate share of costs for Judicial Services. For FY2013, this will be 5.61%.
- FY2009 & FY2012 increases reflect higher costs for the Circuit Court Clerk’s Office.
- FY2013 increase includes expansion of services from the Arlington Commonwealth’s Attorney to include prosecution of all misdemeanor cases in Falls Church. This increase is partially offset by reductions in the City Attorney’s budget.

**HOUSING AND HUMAN SERVICES ADMINISTRATION**

Housing and Human Services (HHS) builds a stronger, healthier, and more secure community by offering a range of comprehensive services to help City residents in need. Assistance includes supportive services such as housing counseling, case management, information and referral; the provision of a variety of housing and community development programs such as rental assistance, rent relief, homeownership assistance; and development of affordable housing. Particular focus is directed at vulnerable populations including seniors, at-risk families and individuals, residents with limited English proficiency, victims of domestic violence, individuals with disabilities, homeless individuals, and households with low and moderate incomes. These populations often have fewer resources and options than the community at large.

<b>Program</b>	<b>Benefits</b>
Manage City Contracts	Ensure the terms of contracts with DFS, CSB, AAA, and Health Department are met, and City resident's needs are being served. Other contracts monitored: Fairfax Housing & Redevelopment Authority (Housing Voucher), Sunrise Assisted Living, WMATA (Metro Access), NDC Real Estate Management (Gibson Street Apartment Complex), and Community Service Fund Grants.
Information and Referral Case Management Counseling Crisis Intervention	Provide information and referrals, case management, and/or crisis intervention to meet immediate needs to enable clients. 3,149 contacts in FY11. (walk in/1,075, phone/1,687, home visits/39, letter/mail inquiry response/348).
Affordable Dwelling Unit Marketing and Administration	Continue marketing program, application and certification process for ADUs to enable low and moderate income households to secure permanent housing. Monitor and recertify all units. 15 rental units and 25 home ownership units.
First Time Homebuyers Program	Administer homeownership program to households under 120% AMI through down payment and closing cost assistance.
Affordable Housing Policy Implementation	Develop policy and implementation strategies. Housing staff serves on development teams.
Landlord-tenant Counseling	Provide information, referrals, and interventions, if needed, to tenants and landlords to prevent evictions and promote stability in rental properties. Responded to 41 landlord/tenant complaints.
Community Development Block Grant and HOME	Complete monitoring mandates as required by federal CDBG funds to ensure continued allocation of funds that provide housing and community based services to low and moderate income and/or disabled persons. Administers and monitors 7 contracts according to HUD requirements.
Develop and Coordinate Community Resources	Work with community providers to identify and maximize resources to enable residents to meet their essential needs. Coordinate intervention with local agencies and Fairfax contract agencies. Provided emergency food referrals to 36 households; domestic violence services to 9 persons; homeless prevention services (eviction) intervention to 37 persons receiving eviction notices; housing counseling to 509 persons; and landlord/tenant counseling to 41 persons. Prepared taxes through VITA program for 50 residents.

CITY VISION

 <b>DIVERSITY</b>	
<b>GOAL</b>	<b>Ensure resident needs related to health and social services are met through City programs and/or contractual relationships with Fairfax County.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Monitor contract services with Fairfax Department of Family Services, Fairfax-Falls Church. Community Services Board, and Fairfax County Health Department.</li> </ul>	<ul style="list-style-type: none"> <li>Reconcile quarterly invoices and reports.</li> <li>Verify City resident usage.</li> <li>Ensure contracts are current and accurately reflect services to be provided and cost formulas.</li> </ul>
<ul style="list-style-type: none"> <li>Provide case management, emergency financial assistance, transportation assistance, and referrals to health care, food assistance, and assisted living.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct outreach to homeless and welfare checks to seniors.</li> <li>Referrals to dental and vision care.</li> <li>Referrals to food bank.</li> <li>Referrals to Sunrise Senior Living.</li> <li>Administer Emergency Financial Assistance Fund, Fare Wheels Program, and Rent Relief Program.</li> </ul>
<b>GOAL</b>	<b>Preserve and develop affordable housing as a means to ensure economic diversity.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Expand housing choices by increasing the number of new affordable housing units and housing services for low, moderate, and middle income households through inclusionary zoning.</li> </ul>	<ul style="list-style-type: none"> <li>Negotiate with developers for inclusion of ADUs in new development.</li> <li>Facilitate homeownership for first-time homebuyers with low/middle incomes through Affordable Housing Fund created with cash contributions from developers.</li> <li>Meet administrative and program requirements to secure HUD CDBG/HOME funding to provide funding for housing and community development activities as permitted by HUD guidelines.</li> <li>Expand housing choices by increasing number of new affordable units through participation in development teams for special exception mixed-use projects.</li> </ul>
<b>GOAL</b>	<b>To provide a full range of human services to meet the needs of citizens.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop and provide information as needed/requested by residents.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or exceed a 90% satisfaction rating for disposition of information and referral requests, emergency assistance, crisis intervention, and short-term case management, as measured by quarterly follow-up inquiries to no less than 10% of all callers/applicants.</li> <li>Provide staffing for regional and City emergency preparedness planning.</li> <li>Maintain data base of resources and services available to City residents.</li> <li>Participate in NOVA I&amp;R work Group.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

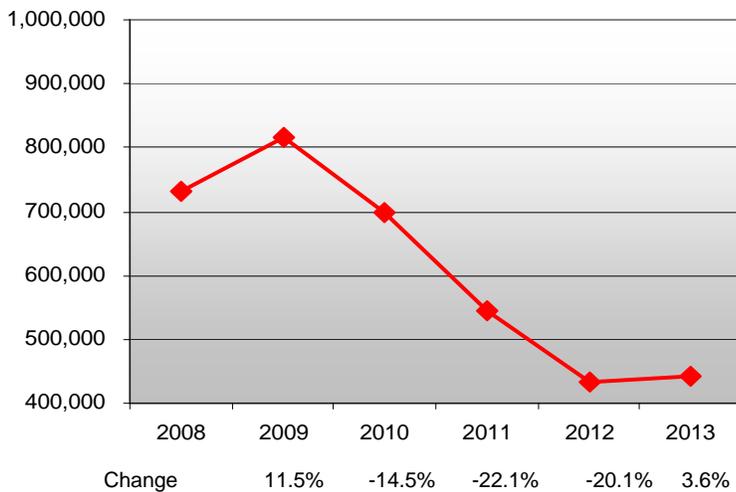
**ADOPTED POSITIONS BY FTE – 5 TOTAL**

- 1.00 Human Services Specialist
- 1.00 HHS Manager
- 1.00 Senior Housing Specialist
- 1.00 Housing Specialist
- 1.00 Senior Administrative Assistant

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 396,446	\$ 314,371	\$ 323,174	2.80%
Benefits	101,740	92,065	94,451	2.59%
Professional and Contractual	526	10,150	10,150	0.00%
Materials, Supplies, and Other	38,906	17,922	22,323	24.56%
<b>Total Expenditures</b>	<b>537,618</b>	<b>434,508</b>	<b>450,098</b>	<b>3.59%</b>
Revenues				
Charges for Services	100	100	100	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 515,110</b>	<b>\$ 434,408</b>	<b>\$ 449,998</b>	<b>3.59%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- Decreases in FY2010, FY2011, and FY2012 were the result of reduction of 3.85 FTE's.
- The FY2013 increase in Materials & Supplies is the result of increased costs for vehicle, copier, and staff certifications.

**PUBLIC ASSISTANCE PROGRAMS**

Housing and Human Services provides a variety of services and programs to: foster healthy and resilient children, youth, and families; help the elderly and individuals with disabilities maintain self-sufficiency in the community; assist residents with limited English proficiency; assist individuals who are homeless; and assist families and individuals of low and middle incomes who require housing assistance to acquire or maintain their residency in the City.

**PUBLIC ASSISTANCE PROGRAMS**

<b>Program</b>	<b>Benefits</b>
Community Services Fund	Provides local grants to community organizations to meet the basic needs of City residents. Provided emergency shelter for 45 people, legal services to 10 residents, reading services for hearing impaired to 6 residents, child services for 19 households, and emergency and supportive services to meet basic needs to 60 households in FY2011.
Dept. of Family Services/Fairfax County	Provides an array of services to families and individuals, including State mandated services such as Child and Adult Protective Services and other critical services such as emergency shelter and public welfare benefits to households who do not have the resources to meet their basic needs. Conducted 15 CPS/ 2 APS investigations; maintained 88 Medicaid cases/month; provided food stamps to 16 families/month in FY2011.
Community Development Block Grant and Home Investment Partnerships (HOME) Programs	Provides grants utilizing federal funds to organizations that promote housing and community development programs to benefit low and moderate-income households. FY2011 programs served: 11 households with rental assistance; 4 households with credit counseling/homeownership counseling; 1 household with home repair; 13 households with emergency assistance; and 13 households with literacy education.
Fare Wheels	Provides \$40/month transportation vouchers to income eligible elderly and disabled individuals who need the service for shopping, doctor's appointments, etc. Provided vouchers to 63 program participants in FY2011.
Special Housing Fund	Provides rent subsidy assistance to ease the burden of high rents to low income households. Required match to receive federal HOME funds FY2011 provided assistance to 7 households.
Emergency Assistance Fund	Provides emergency financial assistance to enable households to meet urgent needs. Provided assistance to 7 households that enabled them to remain in their homes.
Rent Relief	Provides a yearly rebate on rent paid the previous calendar year to income eligible senior and/or disabled households to offset the burden of increasing rents and enable participants to maintain residence in the City. Provided 3 individuals with rent relief.

**CITY VISION**

 <b>DIVERSITY</b>	
<b>GOAL</b>	<b>Ensure the health and welfare of citizens</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Secure the necessary funding for the operation of programs and services to foster community development and promote economic diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with Arlington as a sub-recipient to secure CDBG/HOME funding.</li> <li>Administer the Community Services Fund to provide grants to organizations serving the demonstrated needs of City residents.</li> <li>Administer general funds dedicated to the transportation and emergency needs of residents.</li> </ul>
<ul style="list-style-type: none"> <li>Meet State mandated requirements and entitlement program needs of residents.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain current contract with Fairfax County Department of Family Services, Community Services Board and Health Department.</li> <li>Track service requests and met/unmet needs through software tracking system.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

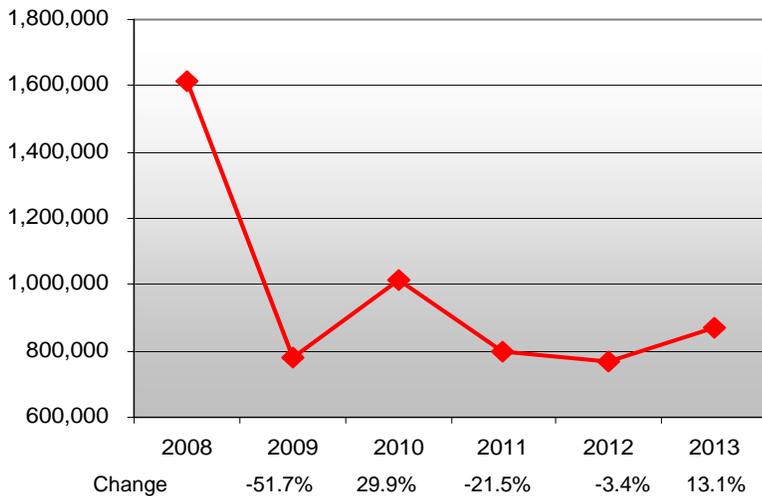
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Programs are administered by the Housing and Human Services administration office.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 524,542	\$ 490,425	\$ 646,816	31.89%
Materials, Supplies, and Other	250,942	278,220	222,643	-19.98%
<b>Total Expenditures</b>	<b>775,484</b>	<b>768,645</b>	<b>869,459</b>	<b>13.12%</b>
Revenues				
Federal Grants	88,079	136,300	79,623	-41.58%
Charges for Services	5,820	10,000	5,000	-50.00%
<b>Total Revenues</b>	<b>93,899</b>	<b>146,300</b>	<b>84,623</b>	<b>-42.16%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 681,585</b>	<b>\$ 622,345</b>	<b>\$ 784,836</b>	<b>26.11%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



- Notes:**
- FY2013 contractual increase is primarily the result of higher costs for Fairfax Dept. of Family Services.
  - FY2013 reflects a reduction in federal funding for CDBG/HOME funds.
  - Decreases in FY2009 where primarily due to termination of the Federal Section 8 HUD funding for Winter Hill.

**COMMUNITY SERVICES BOARD**

The Fairfax-Falls Church Community Services Board (CSB) was created in 1969 by a joint resolution of Fairfax County and the Cities of Fairfax and Falls Church. Housing and Human Services has the responsibility of monitoring all City usage and payments. The CSB incorporates mental health, developmental disability, alcohol and drug abuse, and infant toddler connection/developmental screening programs. The goal of these programs is to provide specific services to enable City residents to meet treatment needs and to provide programs that will empower them to live self-determined, productive, and valued lives. These programs allow these residents to remain in the community and maintain family and community ties.

<b>Program</b>	<b>Benefits</b>
Mental Health Services	Provides direct services such as psychiatric assessments, prescriptions, and monitoring of medication, counseling, and treatment and emergency services. Additional vendor services, such as psychosocial rehabilitation, sheltered and transitional employment, treatment for at-risk children, supported residential services, group homes, supervised apartments, supported living arrangement and emergency shelters provide further options for residents that help them to remain in the community and reach their potential. 91 City residents served in FY2011.
Developmental Disabilities Services	Provides direct services, such as case management, behavior management, early intervention services, residential services, job placement services, and emergency services enabling residents to meet their needs, remain in the community, and become contributing members of the community. Vendor services provide further employment, vocation, and residential services to enable participants to achieve a greater degree of self-determination. 56 City residents served in FY2011.
Alcohol and Drug Services	Provides numerous substance abuse treatment, prevention, and early intervention services, including assessments, residential services, outpatient services, detoxification, case management, day treatment, aftercare, and transitional living services, making it easier for residents to receive treatment and support and alleviating the negative effects of alcohol and drug abuse on families and communities. Includes programs/staffing in City schools. 15 City residents served in FY2011.
Infant and Toddler Connection	Provides developmental disabilities services to infants and toddlers residing in the City. 34 infants served in FY2011.

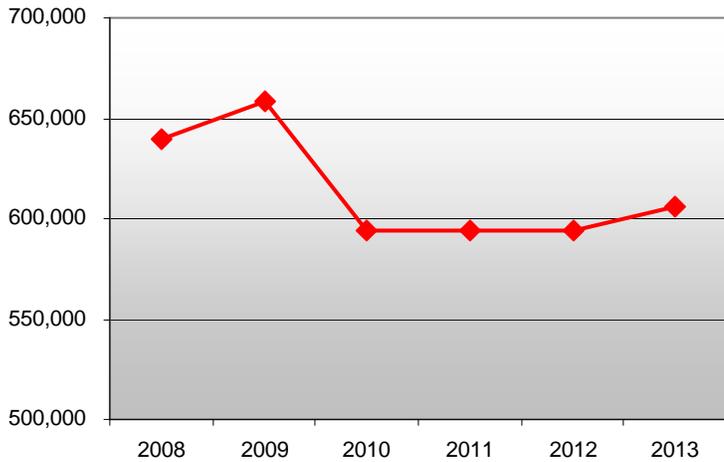
**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Programs are administered by the Housing and Human Services administration office.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 593,720	\$ 593,720	\$ 605,595	2.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 593,720</b>	<b>\$ 593,720</b>	<b>\$ 605,595</b>	<b>2.00%</b>



**Notes:**

- Cost is determined by the CSB in accordance with the contractual agreement with the City.
- The City's annual increase for the CSB is applied at the same percentage as that of Fairfax County.

Change      2.9%    -9.8%    0.0%    0.0%    2.0%

**HEALTH SERVICES**

The City contracts with the Fairfax County Department of Health to provide a variety of public health services to City residents and businesses. A wide range of services are provided relating to child and maternal health, senior health, communicable disease control, environmental health, and bio-terrorism. The goal of these programs is to protect the health of the residents and the community, prevent disease, and promote individual and environmental health.

<b>Programs</b>	<b>Benefits</b>
General Health Services	Public health nurses provide health services in the community to residents to meet health needs as they occur and prevent more serious medical issues. A clinic, located on Leesburg Pike, offers immunizations, telephone health advice, flu shots, pregnancy testing, TB testing, refugee health screening, maternity services, and women and infant care. Sanitation and housing code inspections/enforcement target and remediate unsafe and unhealthy conditions, preventing exposure of residents to potentially dangerous environments. Provided approximately 425 health clinic visits and conducted approximately 409 environmental health inspections. Includes coordination of public health emergency plans and participation with regional groups for West Nile Virus and Pandemic Flu planning.
Adult Day Health Care	Provides a variety of services for impaired adults who do not need institutionalization but cannot safely live independently. The multi-disciplinary program helps clients achieve an optimal level of health, prevent further disabilities, and provide respite for family members and caregivers. Provided 852 units of day care and 1,704 units of rides for four residents in FY2011.
Community Health Care Network	Provides primary health care services to low-income, uninsured residents who cannot afford medical services. The clinic, which serves as an enrollee's "family provider", is conveniently located in the Bailey's Crossroad area. Services include chronic health care, family planning, wellness care, medications, laboratory tests, pre-natal care, immunizations, referrals to specialists, and more. Currently, 75 City residents are enrolled.

**STAFFING AND BUDGET RESOURCES**

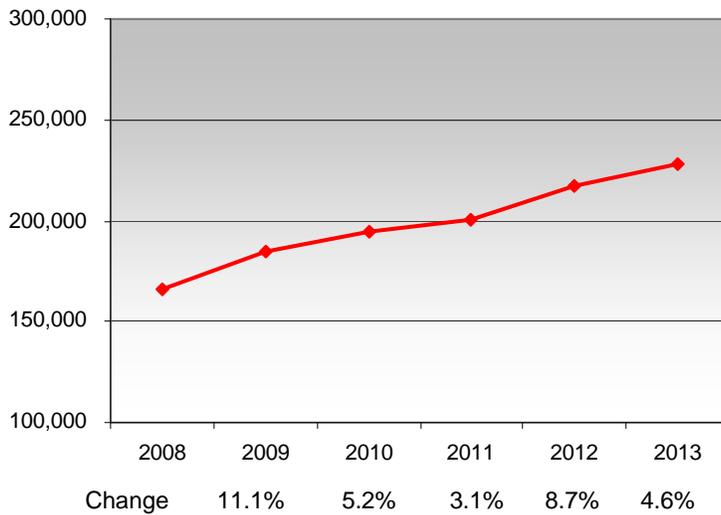
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Programs are administered by the Housing and Human Services administration office.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 214,966	\$ 217,600	\$ 227,600	4.60%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 214,966</b>	<b>\$ 217,600</b>	<b>\$ 227,600</b>	<b>4.60%</b>

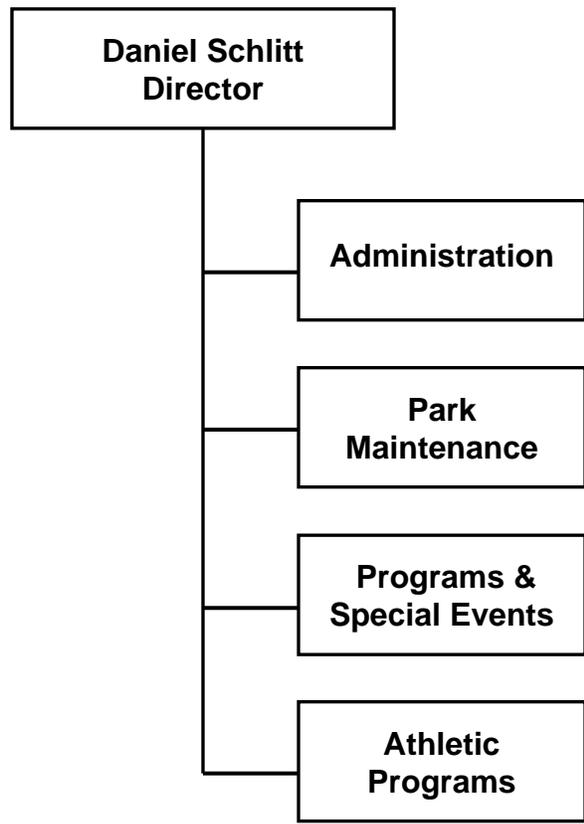
**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- The FY2013 increase is based on the previous year's usage.

**DEPARTMENT OF RECREATION & PARKS**



**RECREATION AND PARKS ADMINISTRATION**

This Cost Center provides funding to support the administration of the Recreation & Parks Department and the supervision and management of the Falls Church Community Center, Cherry Hill Farmhouse, 12 neighborhood parks, 10 tennis courts, 10 playgrounds, and 5 basketball courts.

The Falls Church Community Center houses the administrative offices of the Recreation & Parks Department. The Center, open 357 days a year, operates more than 4,300 hours annually with an estimated 400,000 visits each year. Programs for toddlers, elementary aged children, teenagers, adults of all ages, and seniors are offered. The Community Center serves as a teen center, recreation center, senior center, entertainment center, information center, and meeting place. The Community Center continues to be a focal point of the Falls Church Community and serves as a place for town hall meetings, public forums, and local, state, and federal elections.

Over 10,000 registrations for classes, sport programs, field trips, camps and other recreation activities are processed annually. Staff also receives and processes approximately 3,500 room use requests for the Community Center, 250 picnic shelter reservations, 800 tennis court reservations, and 36,000 phone calls annually. In addition, the Department collects approximately \$1,620,000 a year through the assessment of user's fees for programs, activities and rentals.

**CITY VISION**

 <b>A SPECIAL PLACE</b>	
<b>GOAL</b>	<b>Plan, develop and sustain a diversified, balanced and well-maintained system of recreation facilities and parks.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Monitor use of athletic fields, including the synthetic turf field to protect them from overuse and abuse as outlined in the Schools/City MOU.</li> </ul>	<ul style="list-style-type: none"> <li>Meet monthly with school staff to ensure policies are being followed and fields are effectively being monitored. Re-write of current MOU should be completed by Nov. 1, 2012.</li> </ul>
<ul style="list-style-type: none"> <li>Work with the Recreation &amp; Parks Advisory Board to establish priorities for Park Master Plan Implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Submit a list of priorities with the CIP recommendations in December of 2012.</li> </ul>
<ul style="list-style-type: none"> <li>Work with the Recreation &amp; Parks Advisory Board to complete the annual open space report.</li> </ul>	<ul style="list-style-type: none"> <li>Complete report by November 30, 2012.</li> </ul>
<b>GOAL</b>	<b>Provide administrative support for the Recreation &amp; Parks Department staff and programs to include program registration, building maintenance and procurement of goods and services for program and facility operations.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Process requisition requests and coordinate vendor payments with Finance.</li> </ul>	<ul style="list-style-type: none"> <li>100% Supplies and services for facilities and programs have Purchase Orders at least one week in advance of when they are procured.</li> <li>100% of vendor invoices are submitted to Finance Department within one week of receiving them.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure online registration process continues to be user friendly.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with the City's IT Support provider to ensure that all upgrades that help enhance the online registration process, issued by the software provider are installed within 6 months of initial offering.</li> <li>At least 95% of class participants and residents rate the online registration process as good or excellent.</li> </ul>

<ul style="list-style-type: none"> <li>Encourage and facilitate staff training and development.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that staff continues to be engaged in the Virginia Recreation and Parks Society's Northern Service area, by having a minimum of one staff member present for monthly meetings.</li> </ul>
<b>GOAL</b>	<b>Establish and ensure fees are competitive and will offset at least 45 percent of the Department's operating expenses (excluding park maintenance and capital expenses).</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Conduct yearly survey of surrounding jurisdictions to assure fees charged for rentals and programs are in line with the market rate.</li> </ul>	<ul style="list-style-type: none"> <li>Complete annual survey by December 31, 2012.</li> <li>Fees should be within 10% of the average of surrounding jurisdiction's rates.</li> </ul>
<ul style="list-style-type: none"> <li>Collect revenues to ensure maximum return on City's investments.</li> </ul>	<ul style="list-style-type: none"> <li>At least 45% of the Department's operating expenses (excluding park maintenance and capital expenses) are offset by the fees collected, in accordance with City policy.</li> <li>Monitor facility and equipment rentals to ensure that 95% of rentals are processed within five working days following its receipt, and 90% of fees are collected prior to the rental.</li> <li>Daily, monthly and annual fiscal reports will be completed accurately and in a timely manner.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 5.80 TOTAL**

- 1.00 Director of Recreation and Parks
- 1.00 Senior Administrative Assistant
- 1.00 Administrative Assistant
- 2.80 Maintenance Workers

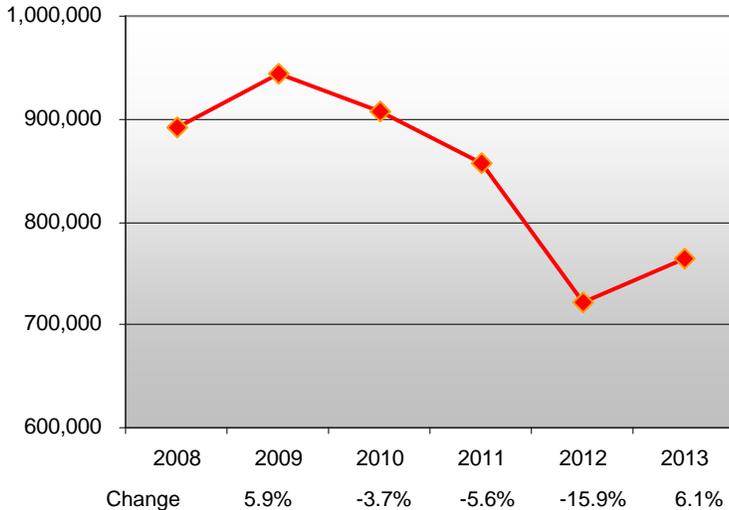
Temporary seasonal labor is also used as needed.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 503,152	\$ 382,108	\$ 386,952	1.27%
Benefits	133,691	110,403	111,915	1.37%
Professional and Contractual	37,173	35,200	39,200	11.36%
Materials, Supplies, and Other	186,140	193,217	200,255	3.64%
Capital Outlay	-	-	24,000	-
Reserves	-	-	2,400	-
<b>Total Expenditures</b>	<b>860,155</b>	<b>720,928</b>	<b>764,722</b>	<b>6.07%</b>
<b>Revenues</b>				
Charges for Services	43,813	50,000	46,000	-8.00%
Other Grants and Contributions	5,780	-	-	0.00%
<b>Total Revenues</b>	<b>50,780</b>	<b>50,000</b>	<b>46,000</b>	<b>-8.00%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 809,375</b>	<b>\$ 670,928</b>	<b>\$ 718,722</b>	<b>7.12%</b>

**RECREATION & PARKS ADMINISTRATION**

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- During FY2010, the following funding was eliminated:
  - \$23,350 for the supervision of the Community Center and Special Events; painting and minor repairs at the Community Center and the printing of seasonal recreation program brochures.
- In FY2011, the following funding was eliminated:
  - \$16,500 was reduced as the hours of operation for the Community Center were reduced and a custodian position's hours were reduced.
- In FY2012, the following funding was eliminated:
  - \$153,000 for the elimination of the Deputy Director position and the savings to be realized by having the Community Services General Manager position renamed and reclassified to the Director of Recreation.
  - \$1,000 for table and chair replacements.
- In FY2012, the following funding was added:
  - \$19,150 for credit card fees and mailing and production of seasonal brochure.
- In FY2013, the following funding is eliminated:
  - \$3,000 from temporary salaries
- In FY2013, the following funding is added:
  - \$2,000 for custodial supplies
  - \$1,000 for repairs and maintenance

**PARKS MAINTENANCE**

This Cost Center provides funding to support the maintenance of parks, park trails, athletic fields, park and playground equipment, outdoor recreational facilities, and turf in parks and around public buildings. These funds are used to enhance the appearance of the public parks and grounds, make them safe to use, and aid in the protection of the City's natural resources through an effective maintenance program.

Over the past few years, Park Master Plans have been adopted for all of the City's parks. As part of the implementation of Master Plans some new playground equipment has been added over the last couple years. Maintenance of the equipment is the responsibility of the park maintenance crew. While some CIP funding has been added to the budget we must continue to work towards some form of operating reserve funds in order to fund projects that do not qualify for CIP funding.

The staff of the park maintenance crew repairs and paints signs and park equipment as needed; removes trash from parks and public grounds; maintains and prepares fields for athletic events; maintains trails through City parks; removes snow from City-owned sidewalks; and provides assistance to the urban forestry division as needed. The crew also helps with the setup and breakdown for all City special events. In addition, the crew conducts at least 75 annual inspections of each piece of playground equipment.

Private contractors are used to augment the maintenance of the City's parks and grounds. The City uses contractors for some turf maintenance, and the maintenance of the athletic fields at Larry Graves Park, Thomas Jefferson Elementary School and Madison Park. Using private contractors saves the City the expense of purchasing large pieces of equipment.

**CITY VISION**

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Ensure the City’s parks and athletic fields are well maintained, attractive and safe for all users.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Athletic fields are safe and ready for use by teams and individuals as weather permits and as outlined in City’s Field Use Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Retain contractor to maintain the athletic fields and make sure the level of maintenance is sufficient to assure fields are ready and safe for use throughout the playing season.</li> <li>Athletic fields are ready for use by teams and leagues each day a game is scheduled 100% of the time.</li> </ul>
<ul style="list-style-type: none"> <li>Playground and park equipment are safe.</li> </ul>	<ul style="list-style-type: none"> <li>Complete and document 75 annual play equipment inspections.</li> <li>Address all safety issues the same day they are identified.</li> </ul>
<ul style="list-style-type: none"> <li>Assure parks and athletic fields are cleaned and ready for public use in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>Parks are clean and safe 100% of the time.</li> <li>Trash cans in parks are emptied and litter picked up at least every other day from March through October and twice a week the rest of the year.</li> <li>No complaints from users.</li> </ul>
<b>GOAL</b>	<b>Provide a diverse blend of parks, and park facilities, including community and neighborhood parks, natural resource open space areas and linkages, to adequately meet active and passive outdoor recreation needs of the citizens of Falls Church.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Participate with the Department of Development Services and the Department of Public Works to continue to offer ongoing support for the Pedestrian, Bicycle and Traffic Calming Strategic Implementation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Include key components of the plan in the annual open space report to be completed by Nov. 30, 2012.</li> </ul>
<ul style="list-style-type: none"> <li>Work with the Advisory Board of Recreation and Parks to develop a plan and timeline for implementing projects for the funding available for Master Park Plan Implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Complete priority list for Advisory Board review by summer of 2013, and have adopted priority list by end of 2013.</li> </ul>
<ul style="list-style-type: none"> <li>Complete timeline for implementation of park construction projects, to include West End Park construction phase and Howard E. Herman Stream Valley Park site plan process.</li> </ul>	<ul style="list-style-type: none"> <li>Complete in time for the submittal of the FY2014 CIP.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

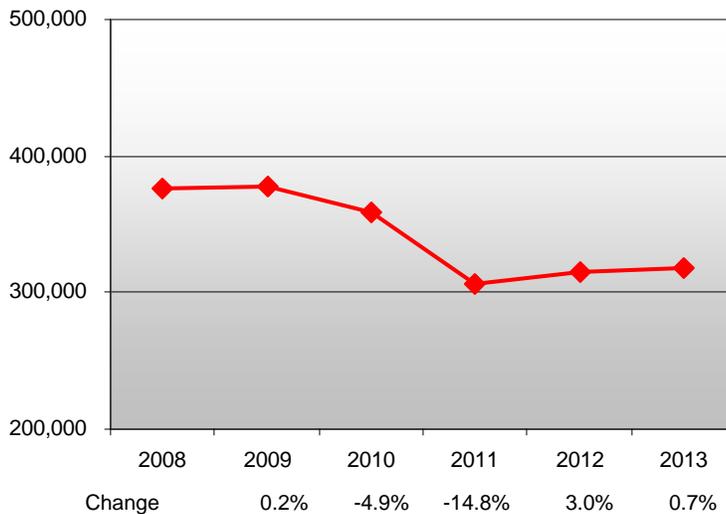
**ADOPTED POSITIONS BY FTE – 3.00 TOTAL**

- 1.00 Senior Crew Leader
- 2.00 Maintenance Workers

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 119,608	\$ 138,057	\$ 115,624	-16.25%
Benefits	59,578	68,594	58,260	-15.07%
Professional and Contractual	64,073	79,000	107,000	35.44%
Materials, Supplies, and Other	20,628	29,537	36,536	23.70%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 263,886</b>	<b>\$ 315,188</b>	<b>\$ 317,420</b>	<b>0.71%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- In FY2008, additional funding was provided to hire an additional maintenance worker to help maintain the parks and \$19,000 was provided to maintain athletic fields at Thomas Jefferson Elementary School and Madison Park.
- The following funding was eliminated from FY2010:
  - \$8,000 for park repairs and maintenance;
  - \$9,000 for two part-time temporary workers during the summer season; and
  - \$8,000 for materials and supplies.
- In FY2011, \$50,000 of funding for mowing of parks, city properties and athletic fields transferred to the Operations Division.
- In FY2012 the following funding is eliminated:
  - \$2,000 for turf maintenance in the parks
  - \$1,000 for park equipment replacement
- The reduction in salaries in FY2013 is due to turnover; no staff reduction was made. In FY2013, we also added the following:
  - \$28,000 to repairs & maintenance
  - \$7,000 to operating supplies

**RECREATION PROGRAMS AND SPECIAL EVENTS**

This Cost Center provides funding to support offering a wide variety of recreational programs, activities, hobby classes and special events for citizens of all ages and interest levels. Activities, special events and programs at the Community Center, Cherry Hill Park, Teen Center, Senior Center and Cherry Hill Farmhouse all are funded within this cost center.

The Teen Center staff provides a variety of activities, programs and special events for teens. Teen staff also continues to be an active member of the Alliance for Youth, which includes the City's 1-2-1 Mentoring Program. Monthly attendance at Teen Center offered activities exceeds 200 youths per month.

**RECREATION PROGRAMS & SPECIAL EVENTS**

At the Senior Center, staff provides an array of activities, programs and special events for senior citizens. Annual offerings at the Senior Center include approximately 55 special events, 1100 programs and activities, and 50 bus trips. Staff also works on the Northern Virginia Senior Olympics committee.

At the Cherry Hill Farmhouse, staff provides tours, programs, special events, and interpretative activities focusing on the period of the mid to late 1800's. Each year at least 20 special events, 125 tours and three youth camps are held at the Farmhouse. In addition, the house is rented approximately 10 times a year and used for City functions on a regular basis.

The award winning Falls Church Farmers Market continues to thrive, attracting residents and non-residents alike on Saturdays rain or shine. Total vendors vary according to season attracting anywhere from 25 in the winter to as many as 50 in the growing season.

The Community Center serves as the focal point for an extensive offering of recreational, hobby and exercise classes. Each year more than 550 classes are offered to citizens, including classes such as ballet, watercolor painting, yoga, aerobics, cooking and tennis.

Staff also provides a summer playground program for children as well as offering of over 150 summer camps, covering activities such as mountain biking, fishing, outdoor excursion camps, horseback riding, and other popular outdoor related activities. Indoor or sport related camps include art, theatre, chess, cooking, and dance, to go along with all the popular sport specific camps. Summer and school break camps registrations currently exceed 5,000, and bring in over one half million in revenues annually to the City of Falls Church.

Annual special events help to define the Falls Church community, including the Memorial Day Festival, Farm Day, Fall Festival and Taste of Falls Church, Holiday Craft Show, Halloween Carnival, Art Show, Easter Egg Hunt, and Sunset Cinemas. In addition, the Department helps co-sponsor the summer Concert's in the Park, Watch Night and the Tinner Hill Blues Festival. More than 50,000 people attend the special events.

**CITY VISION**



**A SPECIAL PLACE**

<b>GOAL</b>		<b>Provide a comprehensive offering of recreation programs, activities and special events that meet the social, physical and cultural interests of the City's residents.</b>
<b>OBJECTIVES</b>		<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Find a way to better synchronize the varying events held during the Fall Festival and Taste of Falls Church special event.</li> </ul>		<ul style="list-style-type: none"> <li>Consider moving the entertainment closer to the larger food/vendor area for the event in 2013.</li> </ul>
<ul style="list-style-type: none"> <li>Attract at least eight marching bands for the annual Memorial Day Parade.</li> </ul>		<ul style="list-style-type: none"> <li>Eight or more marching bands participate in the Memorial Day Parade.</li> </ul>
<ul style="list-style-type: none"> <li>Increase attendance at the Sunset Cinemas.</li> </ul>		<ul style="list-style-type: none"> <li>Improve publicity and assure popular movies are shown.</li> </ul>
<ul style="list-style-type: none"> <li>Celebrate community diversity through the support of the Tinner Hill Blues Festival.</li> </ul>		<ul style="list-style-type: none"> <li>Serve on the organizing committees for the event.</li> <li>Provide staff resources as needed and requested to support the event.</li> </ul>
<ul style="list-style-type: none"> <li>Provide a wide variety of summer camps, classes and programs for children.</li> </ul>		<ul style="list-style-type: none"> <li>Include a new "specialty offering" to the camp and summer class brochure for the summer of 2014.</li> </ul>
<ul style="list-style-type: none"> <li>Maximize the use of the Community Center class rooms.</li> </ul>		<ul style="list-style-type: none"> <li>At least 60% of the recreational hobby classes shall meet the minimum enrollment requirement.</li> <li>Book the art room and ballet studio for fee-based recreation classes 80% of the prime</li> </ul>

**RECREATION PROGRAMS & SPECIAL EVENTS**

	<ul style="list-style-type: none"> <li>class time which is week day mornings, afternoons and evenings; and all day Saturday.</li> <li>At least 90% of the summer camps shall meet minimum enrollment requirements.</li> <li>At least 85% of program and class participants rate services as satisfactory or above.</li> </ul>
<ul style="list-style-type: none"> <li>Provide three sessions of recreation classes each year.</li> </ul>	<ul style="list-style-type: none"> <li>Offer a fall, winter/spring and summer session of classes, with at least 200 classes in each.</li> </ul>
<ul style="list-style-type: none"> <li>Provide a wide variety of activities, programs and special events at Cherry Hill Farmhouse.</li> </ul>	<ul style="list-style-type: none"> <li>Hold at least 20 special events each year at the farmhouse.</li> <li>Conduct 100 tours of the farmhouse each year.</li> </ul>
<ul style="list-style-type: none"> <li>Provide an assortment of activities, field trips, dances and special events for teens.</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor at least 24 special events and programs each year for teens.</li> </ul>
<ul style="list-style-type: none"> <li>Provide an assortment of activities and special events in the senior center.</li> </ul>	<ul style="list-style-type: none"> <li>Hold at least 24 special events each year in the senior center.</li> <li>Take at least 24 field trips each year.</li> </ul>
<b>GOAL</b>	<b>Raise at least \$20,000 in sponsorship money from businesses and individuals for special events.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Mail sponsorship brochure to at least 200 businesses and meet face-to-face with at least 40 prospective clients each year.</li> </ul>	<ul style="list-style-type: none"> <li>200 businesses receive the sponsorship brochure.</li> <li>Meet or talk with 40 clients each year.</li> <li>\$20,000 in sponsorship money is received.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 5.30 TOTAL**

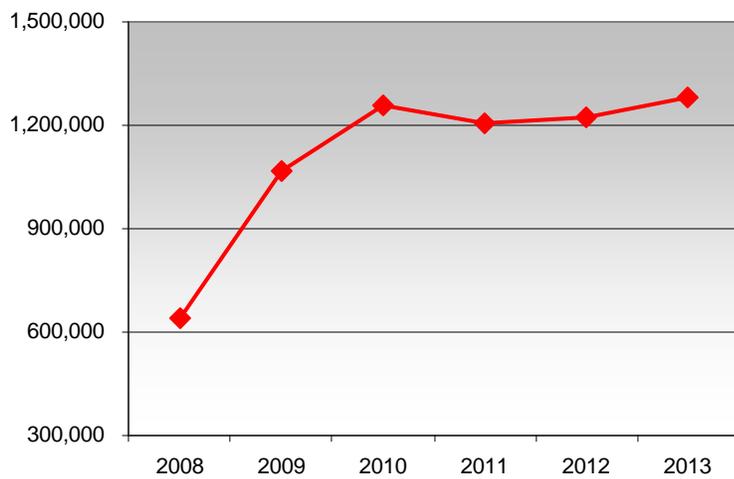
- 3.00 Program Supervisors
- 0.80 Preschool Director
- 1.50 Recreation Specialists

Temporary seasonal labor is also used as needed.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 372,881	\$ 407,209	\$ 421,786	3.58%
Benefits	108,510	118,041	130,355	10.43%
Professional and Contractual	635,108	568,000	580,000	2.11%
Materials, Supplies, and Other	113,532	131,700	148,487	12.75%
<b>Total Expenditures</b>	<b>1,230,031</b>	<b>1,224,950</b>	<b>1,280,628</b>	<b>4.55%</b>
Revenues				
Charges for Services	1,364,915	1,274,005	1,250,000	-1.88%
<b>Total Revenues</b>	<b>1,511,825</b>	<b>1,274,005</b>	<b>1,250,000</b>	<b>-1.88%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ (281,794)</b>	<b>\$ (49,055)</b>	<b>\$ 30,628</b>	<b>-162.44%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- In FY2008, \$65,000 in additional funding was provided to retain an additional program supervisor. The additional staff person and the new delineation of duties permitted staff to increase efforts to raise sponsorship monies for special events, maximize use of classroom space at the center, improve current special events, add more “movie in the park” nights and improve the seasonal class brochure.
- The increase in FY2009 was due to the inclusion of program costs that were previously netted against revenue.
- Changes in FY2010 included the following:
  - An increase of \$230,000 in instructor fees as a result of additional classes and camps being offered. This increase was offset by an increase in revenues.

Change 66.6% 17.5% -4.3% 1.8% 4.6%

- Elimination of \$11,800 in funding for the position of the temporary Food Service Coordinator for the Senior Center.

- Changes in FY2011 included the following:
  - The elimination of \$8,500 in funding for special events
  - The elimination of \$4,000 in funding to support the Watch Night event
- In FY2012, the following funding was eliminated:
  - \$5,000 for teen and senior citizen bus trips
- In FY2013, the following funding is eliminated:
  - \$14,000 for temporary salaries
  - \$2,900 in lease rental of equipment
  - \$5,000 in program materials and supplies
- In FY2013, the following funding is added:
  - \$12,000 for instructor fees
  - \$24,000 for new passenger van (replacement for 18 year old van)
  - \$2,400 to be placed in new reserve fund to prepare for future replacement of 15 passenger van
  - \$700 addition to pay for ASCAP fees

**ATHLETIC PROGRAMS**

This Cost Center provides funding to support a substantial number of individual and team sports programs and activities for residents of all ages. Youth team sports include soccer, flag football and basketball for boys and girls. Individual sports activities include fall/summer tennis tournaments, and a track meet. Team sports for adults include coed volleyball, coed softball, coed soccer and men’s basketball.

Greater emphasis continues to be placed on providing sports activities for children as young as three years of age. Contracted sport specific clinics are held seasonally and currently over 250 children three years and younger are being served by these programs.

Staff ensures that coaches of the youth sports teams are trained and better equipped to work with young people. All coaches have access to sport specific coaching programs through the Recreation Department. Additionally, background checks are conducted for all coaches as one way of assuring the safety of participants.

Youth sport participation continues to grow. Winter basketball now attracts more than 800 participants each year. More than 400 girls participate in the summer basketball program. The spring and fall soccer programs feature more than 350 participants for each season. Flag football has over 300 participants each fall. The individual sports tournaments attract more than 50 participants each year. Staff is also involved in helping the Falls Church Lacrosse Program get field space and continues to work with a group offering girls field hockey, a roller hockey program, and a wrestling club.

Adult team sports attract more than 600 men who play basketball in the City's three basketball leagues and almost 200 men and women play softball and volleyball. The tennis tournaments attract more than 25 participants each year.

**CITY VISION**

 <b>A SPECIAL PLACE</b>	
<b>GOAL</b>	<b>Provide a wide variety of individual and team recreational sports programs for youth and adults to meet the active recreational needs of the City's residents.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide adult coed soccer, volleyball and softball program.</li> </ul>	<ul style="list-style-type: none"> <li>Have at least 4 teams participating in the coed soccer program.</li> <li>Have at least 4 teams participating in the coed volleyball program.</li> <li>Have at least 14 teams participating in the coed softball program.</li> </ul>
<ul style="list-style-type: none"> <li>Provide an adult men's basketball program in the summer, winter and fall.</li> </ul>	<ul style="list-style-type: none"> <li>Have at least 20 men's basketball teams sign up for each of the three seasons of basketball, summer, winter, and fall.</li> </ul>
<ul style="list-style-type: none"> <li>Work with the Falls Church Lacrosse league to assure they have adequate field space and are able to use the stadium field at George Mason High School for their games.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure Falls Church Lacrosse has adequate space.</li> </ul>
<ul style="list-style-type: none"> <li>Work with Fairfax County to assure the City continues to receive the same amount of field space and gym space in FY2013, as it has in the past, for use by the various youth sports teams.</li> </ul>	<ul style="list-style-type: none"> <li>Use of Fairfax County athletic facilities remains constant.</li> </ul>
<ul style="list-style-type: none"> <li>Provide youth football, soccer and basketball programs.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a youth flag football program in the fall with at least 275 children participating.</li> <li>Provide a spring and fall youth soccer program with at least 350 participants each season.</li> <li>Provide a youth basketball program with at least 650 participants each season.</li> <li>Assure that all volunteer coaches have access to sport specific training programs.</li> <li>At least 60% of all volunteer coaches are retained from year to year.</li> <li>At least 95% of coaches are recruited before the individual athletic season begins.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 1.00 TOTAL**

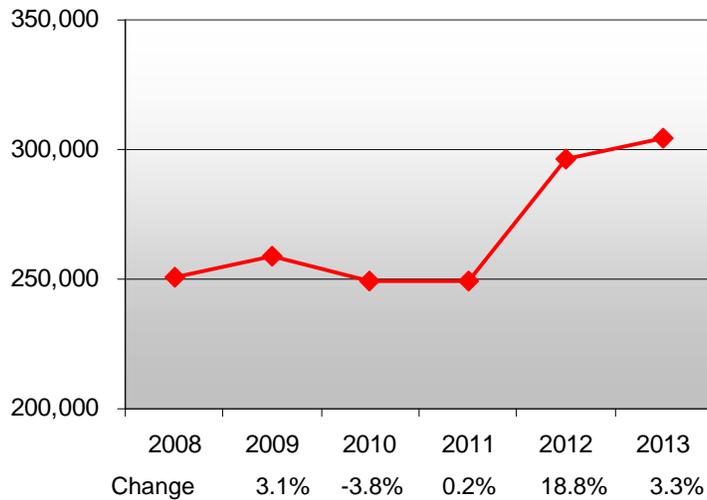
- 1.00 Program Supervisor

Temporary seasonal labor is also used as needed.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 79,971	\$ 85,003	\$ 85,127	0.15%
Benefits	15,680	17,361	17,950	3.39%
Professional and Contractual	94,279	91,000	96,000	5.49%
Materials, Supplies, and Other	95,554	103,000	107,000	3.88%
<b>Total Expenditures</b>	<b>285,484</b>	<b>296,364</b>	<b>306,077</b>	<b>3.28%</b>
<b>Revenues</b>				
Charges for Services	368,097	295,995	324,000	9.46%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 65,484</b>	<b>\$ 369</b>	<b>\$ (17,923)</b>	<b>-4957.17%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

- In FY2008, \$10,000 additional funding was provided for youth and adult sports officiating fees.
- The following funding was eliminated from FY2010:
  - \$4,000 for gym supervisors
  - \$6,000 for materials and supplies
  - \$6,000 reduction in referees' fees for sports leagues
- In FY2012, the following funding was added:
  - \$19,000 for increased officiating fees
  - \$19,500 for increased payments to Arlington and Fairfax Counties for sports user fees
  - \$5,500 for sports program supplies
- In FY2013, the following funding is added:
  - \$5,000 for increased officiating fees
  - \$4,000 for franchise fees

## DEPARTMENT OF LIBRARY

Mary McMahon  
Director

### FY2013 SUMMARY OF CHANGES FOR DEPARTMENT

In order to achieve a 0% increase in the library's FY2013 operating budget, monies were shifted among various line items, resulting in increases to some lines as a result of inflation costs and decreases in others. A summary includes:

- Audio discs and DVDs were slightly impacted as a result of the shifts among line items and will result in fewer new titles for patrons.
- There was no change in the operating hours of the library or Local History.
- One major change occurred in Personnel: A portion of the Library Automation Application Specialist's work hours were transferred to the City's IT department and supervision of the position was moved from the Library Director to the City's Chief Technology Officer. The resulting partial FTE is reflected in the total staffing resources of the Library. This position now devotes 62.5% of his time to library-related automation tasks and the remaining 37.5% for General Government IT.

This department provides library services to the citizens of Falls Church and has reciprocal borrowing agreements with libraries whose jurisdictions are members of the Council of Governments (COG). It promotes open access to reading, educational, recreational, cultural, intellectual, and informational resources that enrich and enlighten all segments of the community. Its collection contains more than 142,728 items and encompasses all formats: books, periodicals, CDs, DVDs, audio-books, and a new collection of approximately 2,000 ebook titles. There are 16 public Internet workstations, six online catalog stations, one educational CD-ROM station in the Youth Services area, and the building is wireless accessible. There are two book returns available to the public 24/7: one is a drive through, and the other is located near the front doors. Patrons can renew or reserve materials online, receive overdue and reserve notices via e-mail, and be alerted via e-mail when library items are coming due. A copier is available for use by the public with a small fee for copying, and time and print management software helps Internet usage flow easily for all. Inter-library loan services are available for the citizens of Falls Church. There are three weekly story hours for children, and special programs are held throughout the year. Last year 603 programs were held with 20,345 people attending them, both statistics were a very significant increase. The library joined with eight community sponsors to promote the annual summer reading program and over 1,200 children and teens participated—a new record! During its annual "Food for Fines" program, 923 items were collected and donated to local food banks in lieu of fines for the week. Over 10,700 City residents are registered and active library users. Circulation last year decreased by 5% due to the reduction of operating hours, however, the number of library visits by patrons increased by 22%, or 283,773 visits for the year.

In FY2012 the library also added two new services to patrons: ebooks provided by OverDrive, and free downloadable music for patrons through a library subscription with Freegal. Last, but certainly not least, the library was chosen for the fourth year in a row as a Star Library in a national ranking index of over 13,000 public libraries – one of only three in Virginia and one of only two that has been selected four times in Virginia.

CITY VISION

 **INNOVATION**

<b>GOAL</b>	<b>Continue to develop the administrative automation system which provides the basic core library services of an online catalog, checking in and out of materials, and hold processes for the benefit and use of the public that keeps pace with technological advances/needs.</b>	
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>Introduce a limited number of downloadable e-audio books available to the public.</li> <li>Continue to purchase and promote ebook resources.</li> <li>Provide programs for the public on how to access electronic resources.</li> <li>Investigate reference items in digital format for possible purchase.</li> </ul>	<b>KEY PERFORMANCE MEASURES</b>
		<ul style="list-style-type: none"> <li>Purchase a subscription to digital audio books and promote the new service to patrons by February 2013.</li> <li>Staff is able to help patrons with instruction on how to access downloadable electronic resources by the end of June 2013.</li> <li>Host instructional programs (based on demand) for the public on how to access and download digital formats through the end of June 2013.</li> <li>Meet with digital reference representatives, view webinars related to the topic, and decide on possible purchase of some items by March 2013.</li> </ul>

 **NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

<b>GOAL</b>	<b>Provide excellent customer service to patrons.</b>	
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>Solicit patron feedback via a survey to determine how well the library is providing services no later than June 2013.</li> <li>Increase digital access to the Local History collection.</li> <li>Expand community partnerships between the library and the schools and agencies serving youth.</li> <li>Process new materials in a timely manner for the public.</li> </ul>	<b>KEY PERFORMANCE MEASURES</b>
		<ul style="list-style-type: none"> <li>Provide a minimum of 500 surveys in the library for patrons to fill out and post a survey on the library's website by April 2013.</li> <li>Tally and post results to the survey by the end of June 2013.</li> <li>Have an overall satisfaction rating of 95% or better from patrons from the survey.</li> <li>Convert audio oral history tapes to digital recordings by June 2013.</li> <li>Attend the PTA information night and provide library information for parents by the end of September 2012.</li> <li>Promote Summer Reading Program to grades K-7 at Thomas Jefferson Elementary School, Mount Daniel Elementary School, and Mary Ellen Henderson Middle School by speaking to at least 1,000 children by June 2013.</li> <li>Host a Thomas Jefferson Elementary School art display by April 2013.</li> <li>Catalog 95% of all new materials within one month of arrival.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

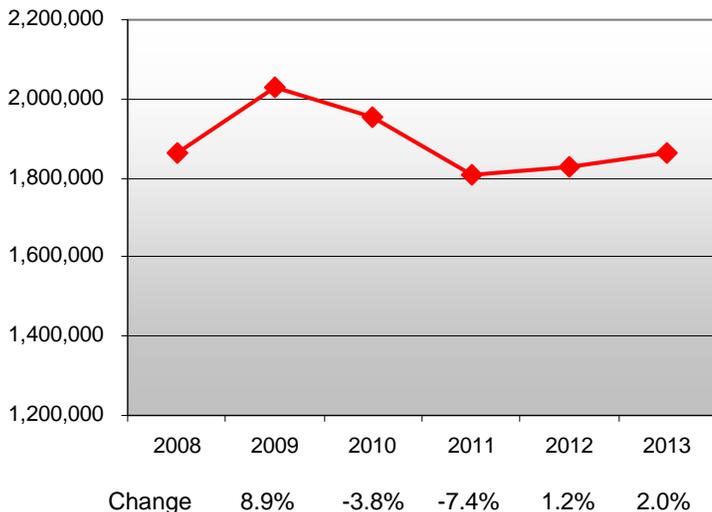
**PROPOSED POSITIONS BY FTE –17.85 TOTAL**

- 1.00 Library Director
  - 1.00 Youth Services Supervisor
  - 2.50 Librarians
  - 7.15 Library Assistants
  - 1.00 Circulation Supervisor
  - 1.00 Technical Services Supervisor
  - 1.00 Reference Services Supervisor
  - 1.00 Senior Administrative Assistant
  - 0.60 Automation Application Specialist
  - 1.00 Custodian
  - 0.60 Senior Library Page
- Temporary workers are also used as Pages.

**PROPOSED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 1,103,212	\$ 1,091,599	\$ 1,076,808	-1.35%
Benefits	331,388	359,641	342,320	-4.82%
Professional and Contractual	38,814	51,360	52,825	2.85%
Materials, Supplies, and Other	341,158	325,806	375,067	15.12%
Capital Outlay	-	-	17,250	-
<b>Total Expenditures</b>	<b>1,814,572</b>	<b>1,828,406</b>	<b>1,864,270</b>	<b>1.96%</b>
<b>Revenues</b>				
State Grants	140,789	133,648	133,648	0.00%
Charges for Services	7,273	7,280	7,200	-1.10%
Fines	46,025	45,000	45,000	0.00%
Other Grants and Contributions	65,320	-	-	0.00%
<b>Total Revenues</b>	<b>259,407</b>	<b>185,928</b>	<b>185,848</b>	<b>-0.04%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 1,555,165</b>	<b>\$ 1,642,478</b>	<b>\$ 1,678,422</b>	<b>2.19%</b>

**ADOPTED BUDGET TREND: FY 2008-2013**



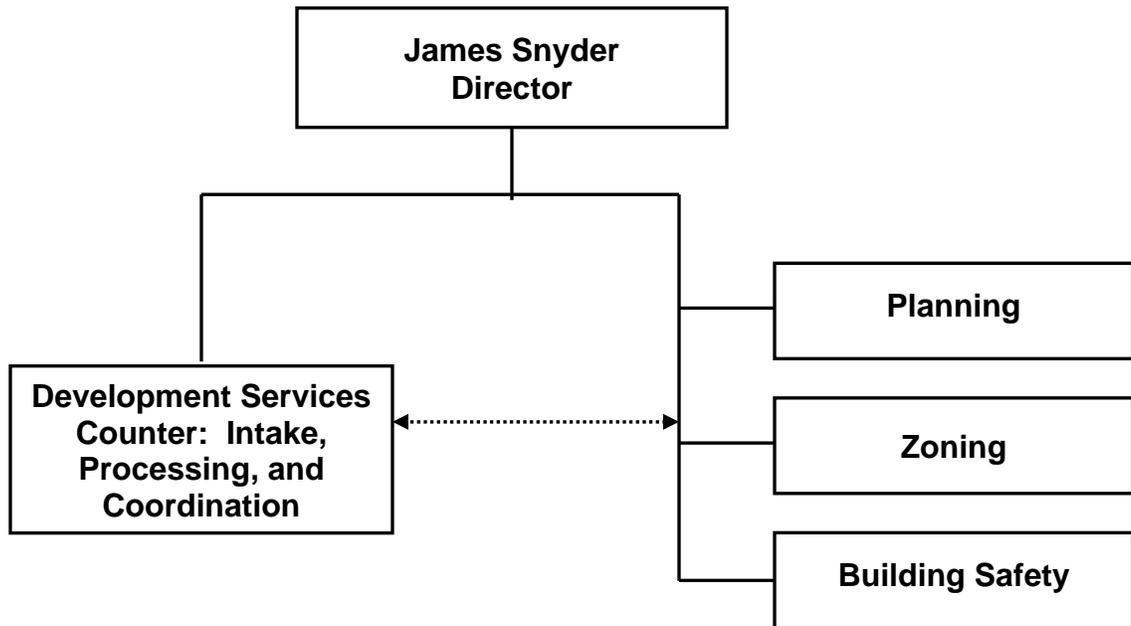
**Notes:**

For FY2013, the following are the major changes in the library's budget:

- Increase in the book and digital resources budget.
- A portion of the library's Automation Application Specialist's salary, benefits, and budget has been moved to the City's IT budget along with supervision. The resulting partial FTE for the library is reflected in the Library Staffing Resources FTE count above.

# DEPARTMENT OF DEVELOPMENT SERVICES

## ORGANIZATIONAL CHART



## FY2013 SUMMARY OF CHANGES FOR DEPARTMENT

There are several changes to the department’s budget to facilitate improved operations and cost recovery:

- Two new Planner positions are added this year to add capacity for small area plans and updating the 2005 Comprehensive Plan. The City has committed to develop detailed small area plans for the eight opportunity areas identified in the 2005 Comprehensive plan. These plans will provide a vision, analysis and recommendations for the future development of these key commercial and industrially zoned areas. Staff analysis during the past year revealed that these areas are underdeveloped with a low FAR. The land is worth considerably more than the buildings and many sites contain automobile oriented uses and produce fewer taxes for the City of Falls Church. New small area plans are a key method of attracting appropriate redevelopment that will build the city’s tax base with high quality office, retail and mixed use development.
- The draft plan for North Washington Street was completed in February 2012 for a joint work session review by the City Council, Planning Commission and the EDA. The next area of focus is the South Washington Street area with a kick off meeting tentatively planned for May 2012. A dedicated staff person is critical to analyze, write, and develop graphics for the small area plans which take from six to twelve months each. This budget includes a permanent planner position that would be filled by the DDS employee who completed the first draft plan. The present funding for that employee runs out June 30, 2012. Using a similar template and format will aid staff in developing the plans on schedule. The cost of staff developed plans will be considerably less than ones created by consultants. With each plan taking a minimum of six months, the small area planning process will take approximately four years.

- The City of Falls Church is required by state law to update its Comprehensive Plan every five years. The 2005 plan is out of date and staff has been working to update it on a chapter by chapter basis using existing staff. This budget includes an additional planner to focus on the comprehensive plan update and to provide additional support to Transportation Plan Implementation, the Small Area Planning Effort, the Zoning Ordinance update and special planning projects. The last update in 2005 was performed by a dedicated staff position that no longer exists. The comprehensive plan sets the policy framework for the City of Falls Church. Updating it and maintaining it requires an additional staff person. An additional planner position will also allow flexibility to support the other important planning efforts in the Department.
- The Development Services Counter team provides Intake, Processing, and Coordination functions for the Department. Members of this team will be coordinating the inspection and administration of the proposed property maintenance code. They will continue to focus on process improvements that improve customer service, speed up internal review and automate record keeping. Coordination with the Building Safety and Fire Marshal are also very important areas of focus.

## PLANNING

The Planning Division guides the long-term land use policies for the City as well as conducting development review for all new development proposals in the City. The Planning Division has a key role in the City's future as the author of the City's long-term land use and policy document for the future, the Adopted Comprehensive Plan. The Plan was fully updated in late 2005 and a review/update was initiated in 2010. The Plan is the road map for the City's future over the next 30 years. The Division also works to facilitate economic development while ensuring that land use, environmental, and historic preservation regulations are met. The staff receives, reviews, and processes approximately 25 major development applications per year and also provides detailed technical assistance to the City's appointed planning policy board – the Planning Commission. Staff provides written reports, summaries and oral presentations at more than 100 Planning Commission, City Council, and other Board and Commission meetings and work sessions each year, including the Citizen's Advisory Committee on Transportation, the Historic Architectural Review Board, the Economic Development Authority, and the Architectural Advisory Board. Staff provides routine professional advice to the City Manager, City Attorney, City Council and Planning Commission on a wide variety of planning, development, regulatory and policy matters.

Staff further provides immediate and consistent advice and assistance to more than 5,000 City property owners, residents, business owners and interested developers annually with regard to planning, land use and development. The Development Services Counter staff provided high quality assistance to over 3,600 in-person visitors, answered approximately 4,600 phone calls and issued approximately 1,600 permits. In addition, Staff processed Historic Architectural Review Board applications and the survey update for all protected properties to verify compliance and upkeep. The Planning Division is also responsible for a wide variety of special projects that include the comprehensive rewrite of the Zoning Code to make the document more useable and clear. The Division is working on up to 30 other special projects involving City Center, North Washington Street Streetscape implementation, Pedestrian and Traffic Calming Plan, East Falls Church Study (with Arlington County), development fee schedule update, green development policy, design review, economic development, demographic forecasting, Census 2010, environmental issues, fiscal impact modeling, geographic information systems, process improvement, land use, and transportation planning.

Planning Division costs are driven by providing staff support for the City's Boards, Commissions, and Committees as well as performing studies, ongoing project reviews, and coordinating with Northern Virginia, Commonwealth, and regional planning organizations on land use and transportation matters. Intensive, long-term projects such as the zoning ordinance rewrite were undertaken with the assistance of consultants and contracted services, managed by planning staff. In this budget cycle, hard costs have also been reduced in this division, including requests for office supplies, travel, and training and dues with no net gain but refocused funding for professional - services, to support comprehensive area planning. Funding has been preserved in the budget to ensure that staff is able to manage its workload, retain professional certifications, appropriately administer division projects, and continue to demonstrate a strong commitment to engaging the community in the planning process.

The Department is responsible for the City's Transportation Planning Program. This work includes extensive coordination with numerous City and Regional groups such as NVTC, NVTA and VDOT. Major projects include

the Pedestrian, Bicycle and Traffic Calming Strategic Implementation Plan; Safe Routes to School, the Inter-modal Transportation Plaza, the South Washington Street study; and the Route 7 transit study. Implementation includes managing and coordinating construction of more than 8 million dollars worth of street and sidewalk improvements during the next five years.

**Intake and Coordination:** Administration of the Permits Counter/Customer Service functions of the department are managed under the direction of the department director. Intake and processing of all permits (including land use, zoning, grading, and building) and all bonds (including landscape, tree preservation, erosion and sediment control, demolition, and performance) will occur at the counter to offer a one-stop shop approach to our customers for intake and coordination. As of February 2011 this function is also assisting in processing all fire code permits as a result of bringing the fire marshal function in-house versus contracting with Arlington County. This function also monitors all processes for improvement opportunities and prepares written handouts with website updates to assist the development and homeowner community.

## **ZONING**

The Zoning Office administers the zoning regulations of the City and provides technical review and advice to citizens, the development community, and City staff. Zoning answers the question, "What can I do with my land?" dozens of times each week. The staff receives, reviews, and processes hundreds of development applications each year including building, sign, floodplain, subdivision plats, plot plans, grading plans, and site plans. Zoning provides primary staff support to the Architectural Advisory Board (AAB) and Board of Zoning Appeals (BZA). The staff also enforces the zoning ordinance, conducting on site inspections and seeking compliance with the code and working diligently to remedy violations. The staff may also be required to testify in court and before boards and commissions as an expert witness on zoning.

Each year Zoning reviews approximately 1,600 regular permit applications and processes BZA and AAB applications. As a function of these reviews, Zoning conducts approximately 750 field inspections each year for enforcement activities, as-built site inspections, and site documentation. Zoning staffs a dozen scheduled AAB and BZA public hearings each year, and attends, on occasion, Planning Commission and City Council meetings. In total, Zoning staff attends and provides technical information for approximately 75 board, commission, and staff meetings annually.

## **BUILDING SAFETY**

This Division is dedicated to the protection of the health, safety and welfare of residents and visitors through the enforcement of the Virginia Uniform Statewide Building Code. This division issues building, mechanical, electrical, plumbing, fuel gas, fire alarm, and fire suppression permits and provides plan review, inspection, and code enforcement of building construction for new structures, and for the rehabilitation of existing structures. This division issues and maintains occupancy permits for all buildings in the City of Falls Church. This division also enforces the Virginia Maintenance Code as enacted by the City of Falls Church. Building Safety is now establishing processes to work more closely with the in-house Fire Marshal which will improve public safety of existing buildings and parking garages.

In the past, the Inspections Division relied heavily on an outside consultant to perform inspections and trade reviews. Now with our in-house Electrical Plan Reviewer and Combination Inspector the division is more self-sufficient as a building department, we have seen a substantial reduction in consulting fees and are able to respond more quickly and reliably to calls for service.

## **CITY VISION**

 **SUCCESSFUL DEVELOPMENT**

<b>GOALS</b>	<b>Current Planning – Provide concise, thoughtful, thorough and timely review of development plans and communication with citizens, developers and decision makers. Create and implement new land use tools that encourage creative, compatible and sustainable development.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>• Clear, consistent and timely development review for all site plans, subdivisions, rezoning, HARB, and special exception applications.</li> <li>• Become a more “Developer Friendly” department to encourage faster commercial development.</li> <li>• Professional technical assistance to City Council, Planning Commission, Citizen’s Advisory Committee on Transportation, the Historic Architectural Review Board, and Architectural Advisory Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Respond to 100 percent of email inquiries within 24 hours.</li> <li>• Provide written feedback to applicants on project progress.</li> <li>• Use internal tracking system (MUNIS) to facilitate smooth processing of applications.</li> <li>• Explore developing streamlined process combining special exception and site plan processes.</li> </ul>	

 **NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

<b>GOAL</b>	<b>Comprehensive Planning – Monitor and update the City’s long term planning policies to include the Zoning Ordinance, and Comprehensive Plan.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>• Update key policies, regulations, and tools with Zoning Ordinance review and updates.</li> <li>• Comprehensive Plan Review/Update in cooperation with the Planning Commission and City Council.</li> <li>• Coordinate, manage, and implement Transportation Program and Plans – Ped/Bike Plan, Safe Routes to School, Inter-modal Transportation Plaza, South Washington Street Transportation Plan.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and complete key Zoning Ordinance amendments in response to ZOAC report.</li> <li>• Continue Comprehensive Plan review by July 2013.</li> <li>• Develop detailed small area plans for City’s eight opportunity areas for adoption by Planning Commission and City Council (six to twelve months per plan).</li> </ul>	

 **OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH**

<b>GOALS</b>	<b>Community Engagement/ Intake &amp; Coordination – Provide citizens with meaningful, relevant, convenient ways to participate in local government and a positive customer experience.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>• Provide opportunities to share ideas, inform government decisions, and support active civic life.</li> <li>• Improve permit processing efficiency and adopt best practices to ensure excellent customer service.</li> </ul>	<ul style="list-style-type: none"> <li>• Post on the City’s web site information on the Department’s activities (meeting agenda/materials posted at least one business day prior).</li> <li>• Centralize and triage permit intake and create a feedback mechanism for customer satisfaction.</li> </ul>	

 **NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

<b>GOAL</b>	<b>Zoning – Preserve neighborhood character and quality of life through effective administration and enforcement of zoning regulations.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Provide clear and consistent interpretation and administration of the zoning ordinance.</li> <li>Review subdivision plots, plot plans, grading plans and site plans, building permits, sign permits, floodplain permits, and certificate of occupancies for zoning compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to Zoning Ordinance questions within 48 hours, 90 percent of the time.</li> <li>Approve daily permits within 48 hours, 90 percent of the time.</li> <li>Approve and implement Property Maintenance Ordinance, train staff to effectively implement the code.</li> </ul>	



**SUCCESSFUL DEVELOPMENT**

<b>GOAL</b>	<b>Building Safety – Ensure the continued quality of plan reviews and inspections in the City of Falls Church, to stay in step with our community development, and ensure the safety of our aging buildings.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>To provide a flexible, dependable, well-trained and multi-disciplined building department, with full Virginia State and International Code Council certifications in all disciplines.</li> <li>To achieve and maintain the highest Insurance Service Organization rating and strive to be the best building code agency in the region. ISO weighs heavily on staff to workload ratio and certification portfolio.</li> <li>Continue to work with City Fire Marshal to update, inspect and improve fire safety systems in existing and new structures.</li> </ul>	<ul style="list-style-type: none"> <li>Staff certification portfolio to cover the full spectrum of building trades, and training portfolio to maintain certifications.</li> <li>Monitor ISO evaluation, based on ongoing construction activity.</li> <li>Implement staff L.E.E.D training for future certification.</li> <li>Promote and publicize green home and buildings here in the City of Falls Church.</li> <li>Fully implement new Electronic Plan Review program to improve quality and timeliness of review and greatly reduce review turn-around.</li> </ul>	

**STAFFING AND BUDGET RESOURCES**

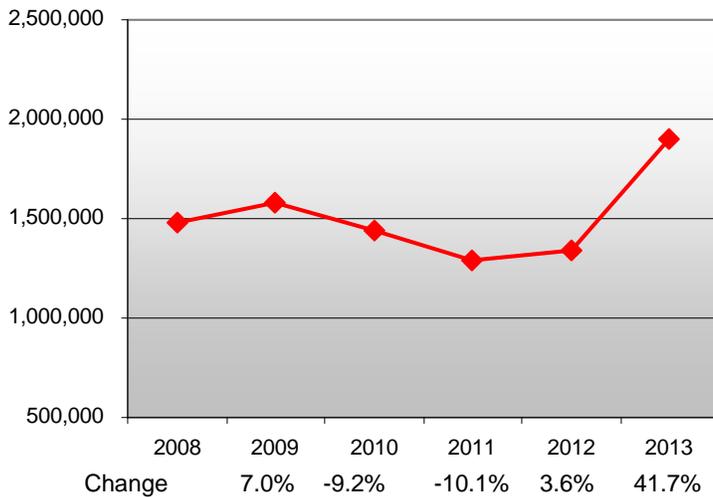
**ADOPTED POSITIONS BY FTE – 14.81 TOTAL**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>1.00 Director, Planning and Development Services</li> <li>1.00 Principal Planner, Current Planning</li> <li>0.81 Principal Planner, Comprehensive/Transportation Planning</li> <li>1.00 Senior Planner, Current &amp; Future Planning</li> <li>1.00 Planning/Zoning Specialist</li> <li>1.00 Planner/GIS/Urban Design Specialist</li> </ul> | <ul style="list-style-type: none"> <li>1.00 New Comprehensive Planner</li> <li>1.00 Development Process Manager</li> <li>2.00 Senior Permits Technician</li> <li>1.00 Zoning Administrator</li> <li>1.00 Development Services Inspector/Zoning Technician</li> <li>1.00 Building Official</li> <li>1.00 Electrical Plan Reviewer and Inspector</li> <li>1.00 Building Inspector</li> </ul> |
|--|--|

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 897,079	\$ 981,233	\$ 1,137,077	15.88%
Benefits	233,487	269,213	333,149	23.75%
Professional and Contractual	8,324	45,634	392,634	760.40%
Materials, Supplies, and Other	32,742	41,535	32,763	-21.12%
<b>Total Expenditures</b>	<b>1,171,632</b>	<b>1,337,615</b>	<b>1,895,623</b>	<b>41.72%</b>
<b>Revenues</b>				
Licenses, Fees, and Permits	226,959	411,960	396,000	-3.87%
Federal Grants	71,636	-	350,000	-
<b>Total Revenues</b>	<b>298,595</b>	<b>411,960</b>	<b>746,000</b>	<b>81.09%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>873,037</b>	<b>925,655</b>	<b>1,149,623</b>	<b>24.20%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Notes:**

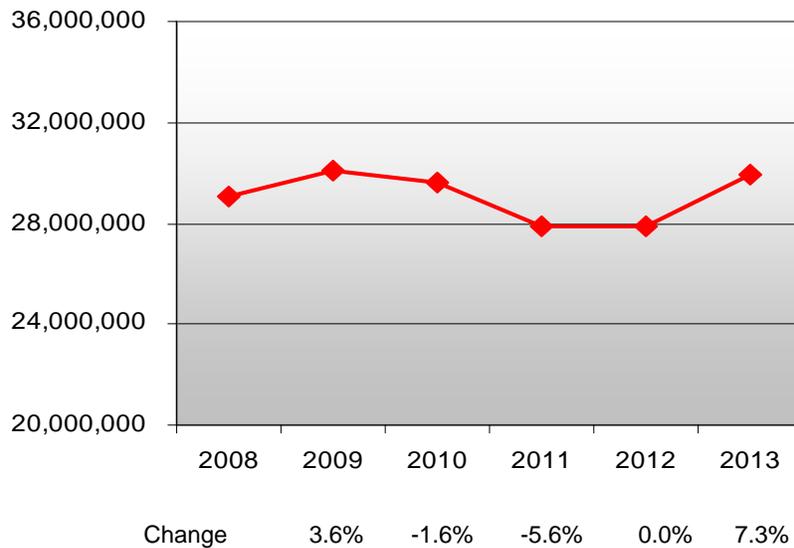
- In FY2010, professional consulting services for zoning code rewrite involved carry-over funds from FY2009.
- The FY2010 reduction reflects a decrease in consulting services for traffic impact analysis review (also transferred to DES) and GIS services, as well as reduced costs for travel, training, and supplies.
- In FY2011, salaries/benefits reflect separation of GIS function from Planning (to PW). Also reduced professional fees reflect completion of zoning ordinance consultant contract.
- FY2012 professional services increases are for IBTS, comprehensive planning and zoning rewrite work plan items.
- FY2012 revenues reflect increased fees to improve cost recovery capture rates.
- In FY2013, 2 new planners are added. In addition, a grant was received for light rail study in the Rte. 7 corridor between Alexandria and Tyson's Corner in the amount of \$350,000.

**TRANSFER TO SCHOOL BOARD**

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Transfer to School Board	\$ 27,861,600	\$ 27,861,600	\$ 29,903,800	7.33%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 27,861,600</b>	<b>\$ 27,861,600</b>	<b>\$ 29,903,800</b>	<b>7.33%</b>

**ADOPTED BUDGET TREND: FY2008–2013**



The School Board budget is presented on pages 203-208.

**OTHER EDUCATION EXPENDITURES**

The amounts adopted in the following budget constitute the City's contribution to Northern Virginia Community College.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Northern Virginia Community College Contribution	\$ 15,260	\$ 18,582	\$ 22,704	22.18%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 15,260</b>	<b>\$ 18,582</b>	<b>\$ 22,704</b>	<b>22.18%</b>

**DEBT SERVICE**

The City issues debt as necessary to fund long-lived capital assets such as school buildings, open space, and major public facilities and infrastructure. The adopted use of debt financing is included as part of the City's Capital Improvements Program (CIP) and is subject to the Council's adopted debt policies which are summarized on page 29.

Debt service includes all general obligations of the City, including those debts issued for the School Board but excludes debts issued by the utility funds.

During FY2012, the City issued \$7.45M in new debt, including a \$3M issuance through the Qualified School Construction Bond (QSCB) program, and refunded previously-issued debt. The refunding generated savings in the amount of \$1.4M over the next 12 years, and \$260 thousand in FY2013.

During FY2012, the School Board transferred \$186 thousand to the City to set aside debt service for the QSCB issuance. Another \$186 thousand is being transferred from the School Board during FY2013. \$60 thousand of this money is being used in FY2013 to pay debt service for the QSCB issuance. These funds are being accumulated in an assigned fund to pay specifically for the debt service of this bond. By the end of FY2013, the balance in that fund will be \$312 thousand.

It is expected that the City will issue \$12M of new money during FY2013 to fund projects included in the Adopted 5-year CIP and another \$250 thousand to fund the purchase of police vehicles and equipment.

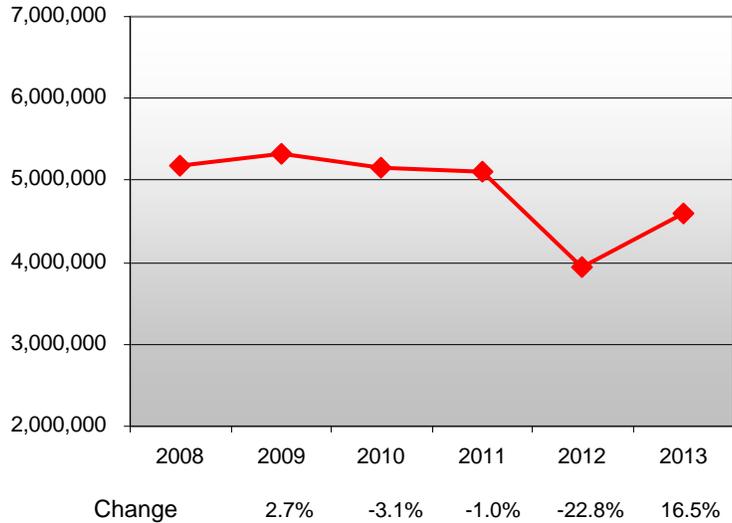
The FY2013 debt service expenditure break-down functionally as follows:

<b>FUNCTION</b>	<b>AMOUNT</b>
Schools	\$3,343,842
General Government	1,053,537
Costs and Fees	122,000
<b>Total</b>	<b>\$4,519,379</b>

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 13,072	\$ 16,000	\$ 122,000	662.50%
Principal	3,649,375	2,623,663	3,167,583	20.73%
Interest	1,432,305	1,298,905	1,229,796	-5.32%
<b>Total Expenditures</b>	<b>5,094,752</b>	<b>3,938,568</b>	<b>4,519,379</b>	<b>14.75%</b>
Revenues				
Use of Fund Balance	-	-	60,000	-
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 5,094,752</b>	<b>\$ 3,938,568</b>	<b>\$ 4,459,379</b>	<b>13.22%</b>

**ADOPTED BUDGET TREND: FY2008-2013**



**Note:**

- The decrease in the FY2012 amount is due to the final maturity of three bonds.
- There is an anticipated borrowing of \$12M in FY2013 for which interest of \$210,000 is included in this budget.

**POST-EMPLOYMENT BENEFITS OTHER THAN PENSION**

In addition to pension, the City provides health insurance and life insurance benefits for employees who have both vested in the City’s pension plan and retire from the City. Together, these are referred to as “Other Post-Employment Benefit” (OPEB).

For employees hired prior to April 1, 2008 the City pays 50% of the retiree’s health insurance premium and 100% of the premiums for \$2,000 life insurance policy with the benefit vesting after either five years of credible service or eligibility to retire, whichever comes first. For employees hired on or after April 1, 2008 the City pays 20% of the retiree’s health insurance premium after ten years’ credible service and the benefit increases by 2% per year up to 50% at twenty-five years of service.

In FY2008, the City made the decision to begin funding its actuarial liabilities and established a trust fund to accumulate such funds. In that initial year of funding, the City pre-funded a portion of the actuarial liability for OPEB. Since then, the City has fully funded its Actuarially Required Contribution (ARC) for OPEB. The following table shows the portion of the FY2013 ARC that is allocable to current retirees and reflects this adjustment. Throughout this budget, the City has allocated a portion of the ARC that is allocable to active employees. In total for the General Fund, the City will contribute \$497 thousand.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Benefits	\$ (42,858)	\$ 120,636	\$ 144,000	19.37%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ (42,858)</b>	<b>\$ 120,636</b>	<b>\$ 144,000</b>	<b>19.37%</b>

**TRANSIT**

The City’s required subsidy for WMATA for Metrobus and Metrorail operations and capital needs is funded through the fuels tax collected and disbursed by the NVTC, along with some state aid, as well as some contribution from the City. These revenues are not included in the City’s budget as the City has no claim upon those funds. The City’s annual share of the WMATA operations is generally \$2.5 million or about \$612 thousand each quarter. The following budget includes a payment to WMATA of \$200 thousand in order to mitigate impact of volatile fuels tax and state aid.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 54,998	\$ 408,000	\$ 208,000	-49.02%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 54,998</b>	<b>\$ 408,000</b>	<b>\$ 208,000</b>	<b>-49.02%</b>

**RESERVES & CONTINGENCIES**

This budget includes contingency reserves to offset potential changes to revenues and expenditures that are not yet known at the time this budget is adopted. The total contingency for this purpose is \$311 thousand, including a Council contingency of \$7,500. The City Council appropriates this reserve to provide for small, unexpected funding requests during the year. These actions may only take place by Council resolution. Any amount not expended may be reappropriated in the following year.

In addition, \$250 thousand is being reserved to pay to BJ’s pursuant to the Economic Development Agreement entered into with 6607 Wilson Retail, LLC.

This budget also includes reserve for debt service arising from the School Board’s transfer to the City of \$186 thousand for the QSCB issuance. This fund, along with the amount transferred from the School Board during FY2012 of \$186 thousand will be accumulated and assigned to pay the debt service of the QSCB issuance over the next few years. By the end of FY2013, the balance in this reserve will be \$312 thousand.

This budget includes a reservation of \$1.1 million to increase the City’s fund balance to 15% of the City’s expenditures. Pursuant to the City’s Fund Balance Policy as described in the City Introduction section of this document, the target is 17%. This appropriation to fund balance reserve is equal to about 3 cents on the real estate tax rate.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Council Contingency	\$ -	\$ 7,500	\$ 7,500	0.00%
Contingency reserve	-	325,000	153,500	-52.77%
Contingency reserve - BJ's	-	-	250,000	-
Reserve for Debt Service - QSCB	-	-	186,000	-
Restoration of Fund Balance	-	2,261,142	1,100,000	-51.35%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ 2,593,642</b>	<b>\$ 1,697,000</b>	<b>-34.57%</b>

**TRANSFERS**

The transfers out of the General Fund are to provide funding for projects in the Capital Improvements Program (CIP) accounted for in the capital project fund. The adopted transfers are to provide for matches to federal grants and to provide funding for critical facilities maintenance. This transfer is being paid out of current year revenues and not out of fund balance.

**ADOPTED BUDGET**

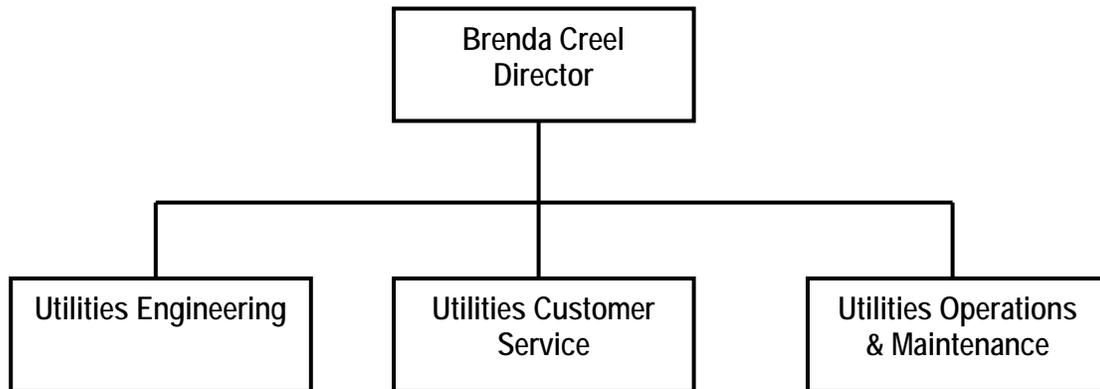
	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Transfer to CIP	318,250	200,000	667,076	233.54%
Transfer to Water Fund	60,396	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>378,646</b>	<b>200,000</b>	<b>667,076</b>	<b>233.54%</b>

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**FY2013 ADOPTED BUDGET  
PUBLIC UTILITIES**



**DEPARTMENT OF PUBLIC UTILITIES**



The Department of Public Utilities manages the City’s water and sewer utilities. Each utility is set up as a separate fund and with a separate budget. These utilities were previously included in the larger Department of Environmental Services which also managed public works operations. A city-wide restructuring and reorganization created the Department of Public Utilities in FY2011.

The budget for the Water Fund is presented in pages 183-194, and the Sewer Fund in pages 195-202.

**FY2013 SUMMARY OF CHANGES FOR DEPARTMENT**

For FY2013, the Water Fund and Sewer Fund budgets reflect the following significant changes:

**Water Fund**

- Increase in transfer to the CIP account to reflect significantly higher expected revenue from availability fees.
- Increase in professional services costs (legal fees) and repair and maintenance costs.
- Other operating cost increases reflect equipment purchases (compactor, shoring box, IT refresh), purchase of water and meter route optimization initiative, as well as provision for retention compensation.
- Reserve funds are established as recommended by 2011 rate study but unfunded due to revenue constraints.

**Sewer Fund**

- Revenue includes rate increase of 9.1% from \$7.25 to \$7.91 per 1,000 gallons as recommended by 2011 rate study.
- Increase in transfer to the CIP to reflect higher expected revenues from availability fees.
- Expenditures include funds to begin building reserves as recommended by 2011 rate study as well as provision for retention compensation.

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# **WATER FUND**

**REVENUES**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Service Charges	\$ 20,301,259	\$ 18,585,491	\$ 20,320,000	9.33%
Availability Fees	622,270	300,000	2,000,000	566.67%
Connection Charges	110,853	101,000	151,000	49.50%
Other Charges	676,551	622,000	622,000	0.00%
<b>Total Charges for Services</b>	<b>21,710,933</b>	<b>19,608,491</b>	<b>23,093,000</b>	<b>17.77%</b>
Investment Revenues	39,698	42,000	42,000	0.00%
Rental Revenue	163,232	180,000	180,000	0.00%
<b>Total Revenue from Use of Money and Property</b>	<b>202,930</b>	<b>222,000</b>	<b>222,000</b>	<b>0.00%</b>
Miscellaneous Revenue	140,461	6,000	-	-100.00%
<b>Total Miscellaneous Revenue</b>	<b>140,461</b>	<b>6,000</b>	<b>-</b>	<b>-100.00%</b>
Use of Fund Balance	-	720,995	-	-100.00%
Transfer from General Fund	60,396	-	-	-
<b>Total Other Financing Sources</b>	<b>60,396</b>	<b>720,995</b>	<b>-</b>	<b>-100.00%</b>
<b>TOTAL REVENUE - WATER FUND</b>	<b>\$ 22,114,720</b>	<b>\$ 20,557,486</b>	<b>\$ 23,315,000</b>	<b>13.41%</b>

**WATER FUND ADMINISTRATION**

The Department of Public Utilities provides management and operation of the City’s water system to ensure high quality and reliable service, including related capital planning, engineering, mapping, design, and construction activities. The City purchases nearly six billion gallons per year from the Washington Aqueduct. This water is then distributed through 498 miles of water mains over 33 square miles. The system includes approximately 3,224 fire hydrants and 10,066 valves, and the department collects nearly 125 water samples per month to ensure water quality.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Maintain a high-performing water utility that supports economic growth within its service territory in Fairfax County and the City, and provides responsive customer service.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Conduct benchmarking study that includes analysis of performance measures, organizational needs, staffing requirements, and work flow enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>Develop performance plan by June 30, 2013.</li> </ul>
<ul style="list-style-type: none"> <li>Provide timely response to inquiries and complaints/compliments received from customers, engineers, contractors, developers and citizens about utility services.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to inquiries and complaints/compliments within 24 hours, and requests for water samples within 72 hours.</li> </ul>
<b>GOAL</b>	<b>Build infrastructure that supports redevelopment efforts in Fairfax County and the City, and maintain and improve system assets.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop capital investment plans to meet demand and identify funding sources.</li> </ul>	<ul style="list-style-type: none"> <li>Update CIP plan annually.</li> <li>Complete 95% of CIP projects on time and within budget.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

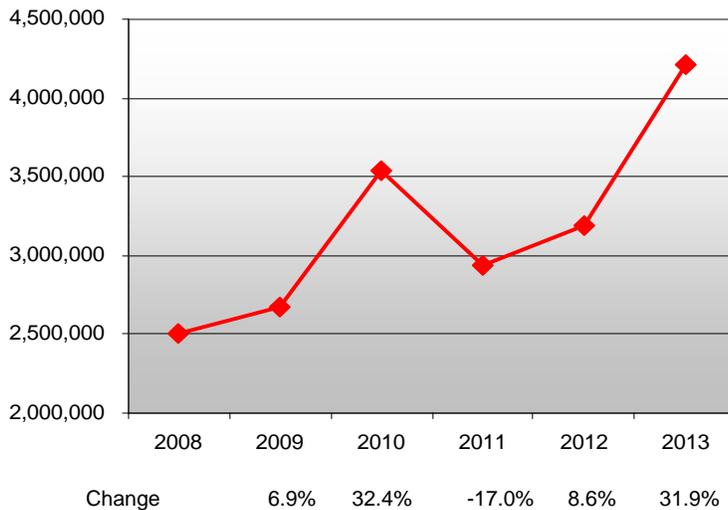
**ADOPTED POSITIONS BY FTE – 10.40 TOTAL**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>0.85 Director, Utilities Department</li> <li>0.95 Chief Engineer, Utilities</li> <li>0.95 Engineering Technician</li> <li>1.90 Utilities Engineers</li> </ul> | <ul style="list-style-type: none"> <li>1.70 Senior Administrative Assistants</li> <li>0.25 Contracts Manager</li> <li>2.85 Water and Sewer Inspectors</li> <li>0.95 Engineering Assistant</li> </ul> |
|--|--|

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Proposed</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 754,708	\$ 898,033	\$ 900,941	0.32%
Benefits	217,513	278,649	283,665	1.80%
Professional and Contractual	816,353	399,500	1,034,516	158.95%
Materials, Supplies, and Other	382,376	408,825	470,450	15.07%
Capital Outlay	2,845	7,500	400	-94.67%
Reserves	-	-	380,000	-
Admin Fees to General Fund	1,126,398	1,200,000	1,140,000	-5.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 3,300,193</b>	<b>\$ 3,192,507</b>	<b>\$ 4,209,972</b>	<b>31.87%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- Increase in FY2010 due to legal fees.
- FY2011 removed \$725,000 in estimated legal fees.
- FY2012 added 2 FTE employees and cost of leased office space.
- FY2013 increase due to legal fees.

**WATER CUSTOMER SERVICE**

The Department of Public Utilities Customer Service team provides quality service to 34,500 accounts within the water system’s 33 square mile service area. Responsibilities include meter reading, billing, mailing and collection of all water and sewer bills for the system’s customers. Customer Service Representatives assist customers over the phone and via e-mail, as well as help those who have questions while paying their water bill in person. Trained technicians install new meters, repair and replace existing meters, and perform various testing to existing meters to ensure accuracy.

**CITY VISION**



**WORLD CLASS GOVERNMENT AND PUBLIC OUTREACH**

<b>GOAL</b>	To provide outstanding service to water customers.	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Provide accurate and timely bills to all customers.</li> </ul>	<ul style="list-style-type: none"> <li>99% of bills will be accurate.</li> <li>Quarterly bills are mailed to customers within 20 days of completion of meter reading.</li> <li>Monthly bills are mailed to customers by the 10th of the month.</li> </ul>	
<ul style="list-style-type: none"> <li>Ensure customer concerns are addressed properly and timely.</li> </ul>	<ul style="list-style-type: none"> <li>100% of written customer correspondences are handled within three business days.</li> <li>100% of telephone calls are responded to within one business day.</li> </ul>	
<ul style="list-style-type: none"> <li>Enhance efficiency of meter reading.</li> </ul>	<ul style="list-style-type: none"> <li>Research and implement a route optimization program by June 30, 2013.</li> <li>Replace 50 large stopped meters as part of the on-going replacement project.</li> </ul>	

**STAFFING AND BUDGET RESOURCES**

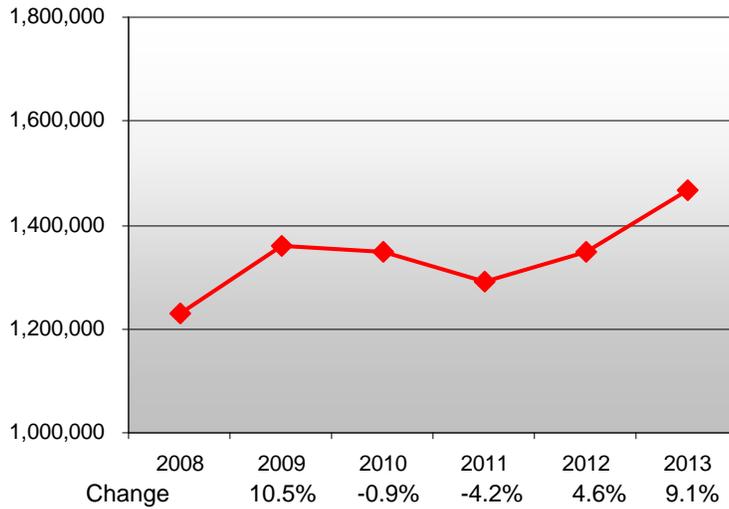
**ADOPTED POSITIONS BY FTE – 13.30 TOTAL**

- 0.95 Utilities Customer Service Manager
- 0.95 Utilities Accounting Manager
- 2.85 Senior Customer Service Representatives
- 2.85 Customer Service Representatives
- 2.85 Meter Readers
- 1.90 Meter Technicians
- 0.95 Field Technician

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 613,592	\$ 682,039	\$ 693,944	1.75%
Benefits	227,498	259,818	288,141	10.90%
Professional and Contractual	30,215	63,100	112,525	78.33%
Materials, Supplies, and Other	323,744	339,674	373,245	9.88%
Capital Outlay	-	4,560	3,895	-14.58%
<b>Total Expenditures</b>	<b>1,195,049</b>	<b>1,349,191</b>	<b>1,471,750</b>	<b>9.08%</b>
Revenues				
Charges for Services	643,277	600,000	600,000	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 551,772</b>	<b>\$ 749,191</b>	<b>\$ 871,750</b>	<b>16.36%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- FY2009 includes additional funding for one customer service representative.
- FY2012 increase reflects new leased office space costs.
- FY2013 includes additional funding for meter maintenance and replacement and implementation of a route optimization program.

**SOURCE OF WATER SUPPLY**

This cost center supports the purchase of treated water from the U.S. Army Corps of Engineers Washington Aqueduct and its transport to the City’s water distribution system. Funds are used for the operation and maintenance of eight pumping stations with a range of 1-45 MGD pumping capacity, as well as 10 water storage facilities holding 14.2 million gallons (MG).

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Maintain a high-performing water utility that supports economic growth within its service territory in Fairfax County and the City, and provides responsive customer service.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Operate and maintain eight pumping stations and ten water storage tanks according to preventive maintenance schedule and plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Operate and maintain water system facilities with 95% of pumps in service at all times.</li> <li>• Operate and maintain system with no avoidable major service interruptions through enhanced preventive maintenance program as measured by monthly reports.</li> </ul>
<b>GOAL</b>	<b>Ensure the safety and purity of water in the distribution system.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Ensure compliance with EPA and State Health department regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% compliance (non violations) with all state and federal water quality regulations as measured by annual sampling program/VHD reports.</li> <li>• Collect at least 120 bacteriological, chloramines and water quality samples per month, and new construction samples on an as-needed basis, as required by the Virginia Health Department and EPA.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

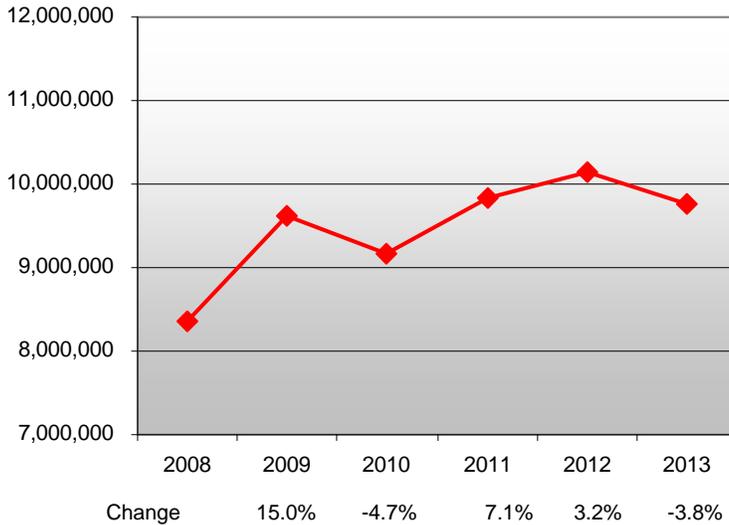
**ADOPTED POSITIONS BY FTE – 10.00 TOTAL**

- 1.00 Pumping Station Supervisor
- 7.00 Pumping Station Operators
- 1.00 Maintenance Technician
- 1.00 Instrumentation Technician

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 564,729	\$ 589,438	\$ 580,351	-1.54%
Benefits	207,266	223,428	222,028	-0.63%
Professional and Contractual	2,320,255	3,110,000	2,585,000	-16.88%
Purchase of Water	4,960,315	5,332,000	5,464,500	2.48%
Materials, Supplies, and Other	777,213	883,000	900,800	2.02%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 8,829,779</b>	<b>\$ 10,137,866</b>	<b>\$ 9,752,679</b>	<b>-3.80%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**  
 Increase in FY2009 due to: assumed purchase of more water based on increase in actual purchases in FY2008 (\$536,000); also increase in Corps of Engineers Capital Improvements budget (\$633,000).  
 • Decrease in FY2010 due to \$600,000 decrease in Washington Aqueduct Capital Improvements Budget.  
 • Increase in FY2011 due to \$500,000 increase in cost of purchased water. Also included is funding for one FTE pumping station operator position.  
 • Increase in FY2012 due to increased Washington Aqueduct capital costs.  
 • Decrease in FY2013 due to reduced Washington Aqueduct capital costs.

**WATER DISTRIBUTION**

The Department of Public Utilities provides routine and emergency maintenance activity for water mains and appurtenances, including approximately 498 miles of pipes, 3,224 fire hydrants, and 10,066 valves. In addition, CIP funds are used for the City’s water main replacement program, whereby aging water mains that have an unfavorable history of breaks are replaced in order to provide better service. About two miles of such problem water mains are replaced annually.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Maintain a high-performing Water Utility that supports economic growth within its service territory in Fairfax County and the City, and provides responsive customer service.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Maintain system reliability by minimizing number of customer hours out of service.</li> <li>Respond to emergency calls within 45 minutes.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to service interruptions within four hours of notification 100% of the time.</li> <li>When responding to water breaks, on call personnel will confirm the break and isolate the system within 90 minutes.</li> <li>Number of main breaks should be less than 0.5% breaks per mile of pipe per year.</li> <li>Number of inoperable hydrants should not exceed 0.5% of total number of hydrants at any time.</li> <li>On call personnel are to respond within 45 minutes of receiving an emergency call.</li> </ul>
<b>GOAL</b>	<b>Keep the City’s water distribution system in peak operating condition through preventative and emergency maintenance.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Update and implement the water main repair and replacement program.</li> </ul>	<ul style="list-style-type: none"> <li>Implement projects per the priority list using available funding by June 30, 2013.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

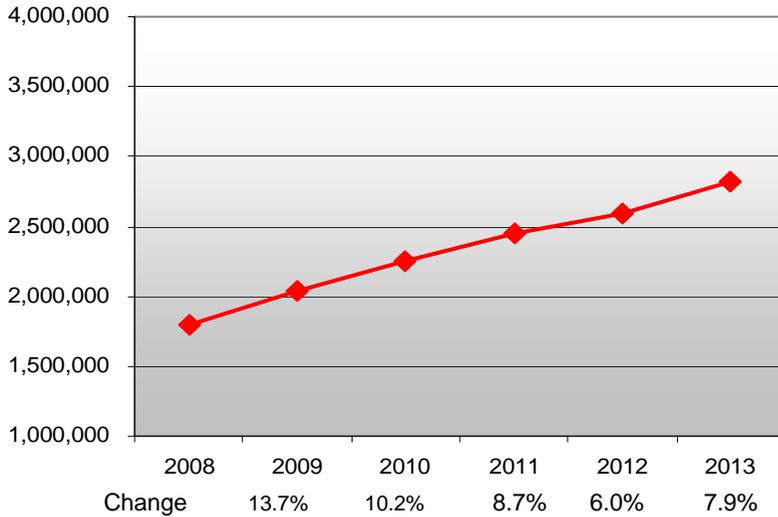
**ADOPTED POSITIONS BY FTE – 17.90 TOTAL**

- 0.90 Superintendent of Public Utilities
- 1.00 Senior Administrative Assistant
- 9.00 Maintenance Workers
- 1.00 Crew Leader
- 1.00 Sr. Crew Leader **WATER CONNECTION**
- 5.00 Senior Maintenance Workers

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 1,013,232	\$ 1,043,722	\$ 1,109,385	6.29%
Benefits	345,364	395,215	396,726	0.38%
Professional and Contractual	421,411	542,250	582,250	7.38%
Materials, Supplies, and Other	525,489	413,792	571,082	38.01%
Capital Outlay	9,903	200,000	141,000	-29.50%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 2,315,398</b>	<b>\$ 2,594,978</b>	<b>\$ 2,800,443</b>	<b>7.92%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- FY2009 reflects increase in vehicle maintenance and fuel costs, as well as purchase of new dump truck and pickup truck.
- FY2011 increase reflects purchase of utility truck and two (2 FTE) new maintenance worker positions.
- FY2012 increase reflects additional one FTE maintenance worker and purchase of a new backhoe and additional fittings to repair larger pipes.
- FY2013 increase reflects salary reallocation due to 2011 reorganization plan, purchase of safety equipment, and emergency repairs of larger aging pipes.

**WATER CONNECTION**

The Department of Public Utilities provides the labor, equipment and materials for new domestic water service connections. Funding also provides for the maintenance and replacement of existing water services as required.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Provide timely and quality installation of water service connections from the water main to the water meter located at the property line.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Provide support for installation of approximately 300 new house services and relocation of approximately 150 services throughout the distribution system.</li> <li>• Repair and replace aging and plastic water services as needed.</li> <li>• Assist with water emergency repairs and with installation of water valves, mains and hydrants.</li> </ul>	<ul style="list-style-type: none"> <li>• No (0%) construction delays due to City response time.</li> <li>• Tap installations to be completed within 14 days for multifamily projects.</li> <li>• Repair or replace aging and plastic water services within 12 hours of trouble call.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

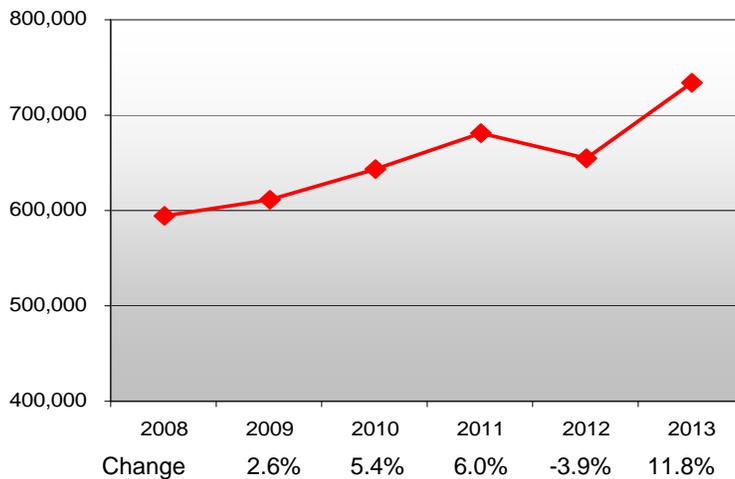
**ADOPTED POSITIONS BY FTE – 6.00 TOTAL**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• 2.00 Senior Maintenance Workers</li> <li>• 1.00 Field Supervisor</li> </ul> | <ul style="list-style-type: none"> <li>• 1.00 Senior Equipment Operators</li> <li>• 2.00 Maintenance Worker</li> </ul> |
|--|--|

**ADOPTED BUDGET**

	<b>FY 2011 Actual</b>	<b>FY 2012 Adopted</b>	<b>FY 2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 260,999	\$ 305,307	\$ 303,188	-0.69%
Benefits	104,534	139,502	129,181	-7.40%
Professional and Contractual	10,000	10,750	10,750	0.00%
Materials, Supplies, and Other	164,084	199,779	222,460	11.35%
Capital Outlay	-	-	67,000	-
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 539,617</b>	<b>\$ 655,338</b>	<b>\$ 732,579</b>	<b>11.79%</b>

**ADOPTED BUDGET TREND: FY 2008 – 2013**



**Notes:**

- FY2011 increase reflects the purchase of a utility truck and the increase in vehicle maintenance labor costs.
- FY2012 decrease reflects the fact that no new vehicles will be purchased.
- FY2013 increase due to purchase of a compactor.

**DEBT SERVICE**

In FY2007, the City issued general obligation bonds to finance the City's share of the water treatment plant renovation being completed by the Army Corp of Engineers. The City also issued general obligation bonds in FY2009, FY2010 and FY2011 for water system improvement projects. The Capital Improvements Program includes projects to be financed from bond sources, resulting in an increase in interest in FY2013.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 12,340	\$ 1,000	\$ 1,000	0.00%
Principal	-	1,369,104	1,178,148	-13.95%
Interest	818,390	919,703	1,124,929	22.31%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 830,729</b>	<b>\$ 2,289,807</b>	<b>\$ 2,304,077</b>	<b>0.62%</b>

**POST-EMPLOYMENT BENEFITS OTHER THAN PENSION**

In addition to pension, the City provides health insurance and life insurance benefits for employees who have both vested in the City's pension plan and retire from the City. Together, these are referred to as "Other Post-Employment Benefit" (OPEB).

For employees hired prior to April 1, 2008, the City pays 50% of the retiree's health insurance premium and 100% of the premiums for \$2,000 life insurance policy with the benefit vesting after either five years of credible service or eligibility to retire, whichever comes first. For employees hired on or after April 1, 2008 the City pays 20% of the retiree's health insurance premium after ten years' credible service and the benefit increases by 2% per year up to 50% at twenty-five years of service.

In FY2008, the City made the decision to begin funding its actuarial liabilities and established a trust fund to accumulate such funds. In that initial year of funding, the City pre-funded a portion of the actuarial liability for OPEB. The FY2009 through FY2013 budgets also include full funding for the City's Actuarial Required Contribution (ARC) for OPEB. The following table shows the portion of this ARC that is allocable to current retirees. Throughout the Water Fund Expenditures budget, the City has allocated a portion of the ARC that is allocable to active employees. The total amount budgeted for the Water Fund for all active employees and retirees is \$149 thousand. Portions of the City's ARC are also allocated to the employees and retirees of the General and Sewer Funds.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Benefits	\$ 52,700	\$ 37,800	\$ 45,000	19.05%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 52,700</b>	<b>\$ 37,800</b>	<b>\$ 45,000</b>	<b>19.05%</b>

**TRANSFERS & RESERVES**

The Water Fund transfers funds to its Capital Improvements Project (CIP) Fund in order to pay for projects that are not debt-funded or grant-funded. In FY2013, no amount is budgeted for FY2013 CIP as all CIP projects are expected to be funded by debt proceeds. \$2,000,000 is transferred from Operating Fund to CIP Fund for estimated receipt of availability fees. These fees are designated for water system improvements.

Reserves for operating and maintenance (O&M), repairs, replacement and rehabilitation, and debt service were established pursuant to the rate study performed in May 2011 but are shown as unfunded due to revenue constraints.

**FY2013 ADOPTED BUDGET**

**WATER FUND EXPENDITURES**

NON-DEPARTMENTAL

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Transfer to CIP	\$ -	\$ 300,000	\$ 2,000,000	566.67%
Reserves:				
Operating and Maintenance	-	-	-	0.00%
Repairs, Replacement and Rehabilitation	-	-	-	0.00%
Debt Service	-	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 2,000,000</b>	<b>566.67%</b>

# **SEWER FUND**

**FY2013 ADOPTED BUDGET****SEWER FUND REVENUES**

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	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Service Charges	2,478,980	2,972,822	3,345,000	12.52%
Availability Fees	46,900	20,000	500,000	2400.00%
Other Charges	115,996	100,000	100,000	>100%
<b>Total Charges for Services</b>	<b>2,641,876</b>	<b>3,092,822</b>	<b>3,945,000</b>	<b>27.55%</b>
Investment Revenues	10,287	10,000	10,000	0.00%
<b>Total Revenue from Use of Money and Property</b>	<b>10,287</b>	<b>10,000</b>	<b>10,000</b>	<b>0.00%</b>
Use of Fund Balance	-	353,100	-	-100.00%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>353,100</b>	<b>-</b>	<b>-100.00%</b>
<b>TOTAL REVENUE - SEWER FUND</b>	<b>\$ 2,751,010</b>	<b>\$ 3,455,922</b>	<b>\$ 3,955,000</b>	<b>14.44%</b>

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**SEWER ADMINISTRATION**

The Department of Public Utilities provides management and operation of the City’s sanitary sewer system, including related planning, design, construction, and rehabilitation of the system, which serves the City’s 12,332 residents. The sanitary sewer system is comprised of nearly 4,000 accounts, 44 miles of sewer mains, and 1012 manholes. More than one million gallons of wastewater is collected per day and sent to treatment plants in Alexandria and Arlington County. In addition, funding is used to develop and implement capital improvements needed to provide high quality and reliable service.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Maintain a high-performing sewer utility that supports economic development, and provides responsive customer service.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide timely response to inquiries and complaints/compliments received from customers, engineers, contractors, developers and citizens.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to inquiries and complaints/compliments within 24 hours.</li> </ul>
<b>GOAL</b>	<b>Build infrastructure that supports City-wide redevelopment that creates a vibrant, distinct, sustainable great place.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Perform annual sewer rehabilitation project to line approximately 5,000 feet of sewer main.</li> </ul>	<ul style="list-style-type: none"> <li>Complete annual sewer rehabilitation project on schedule and within budget by June 30, 2013.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

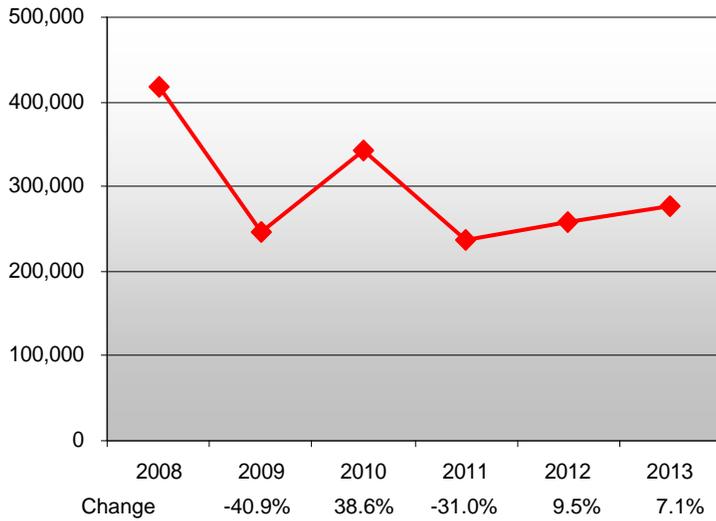
**ADOPTED POSITIONS BY FTE – 0.50 TOTAL**

- 0.05 Director, Utilities Department
- 0.05 Chief Engineer, Utilities
- 0.10 Utilities Engineers
- 0.15 Water and Sewer Inspectors
- 0.05 Engineering Assistant
- 0.05 Senior Administrative Assistant
- 0.05 Engineering Technician

**ADOPTED BUDGET**

	FY2011 Actual	FY2012 Adopted	FY2013 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 33,305	\$ 41,628	\$ 41,701	0.18%
Benefits	8,289	13,419	13,525	0.79%
Professional and Contractual	30,945	18,250	22,750	24.66%
Materials, Supplies, and Other	85,920	75,300	75,300	0.00%
Reserves	-	-	28,586	-
Admin Fees to General Fund	98,338	110,000	95,000	-13.64%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 256,798</b>	<b>\$ 258,597</b>	<b>\$ 276,862</b>	<b>7.06%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- Decrease in FY2009 due to lower amount of administrative transfer to the General Fund.
- FY2010 includes \$100,000 federal grant.
- FY2011 reflects removal of federal grant expenditure.
- FY2012 includes proportional cost of two additional maintenance positions.
- FY2013 increase reflects sewer shed account identification project.

**CUSTOMER SERVICE**

Public Utilities Customer Service team provides billing and mailing operations for approximately 4,000 sewer accounts within the City and over 28,000 sewer accounts located within the City’s water system service area, but located in Fairfax County. The City serves as the billing agent for Fairfax County for all accounts within the City’s service area. Responsibilities include meter reading and billing, mailing and collection of all utility bills for the system’s customers. Customer Service Representatives assist customers over the phone, by e-mail or in person with common questions.

**CITY VISION**

 <b>WORLD CLASS GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	<b>To provide outstanding customer service.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>• Provide accurate and timely bills to all customers.</li> </ul>	<ul style="list-style-type: none"> <li>• 99% of bills will be accurate.</li> <li>• Quarterly bills are mailed to customers within 20 days of completion of meter reading.</li> <li>• Monthly bills are mailed to customers by the 10th of the month.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide sewer reports to Fairfax County in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports provided to Fairfax County within 15 days of the end of the billing cycle.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure customer concerns are addressed properly and timely.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of written customer correspondences are handled within 3 business days.</li> <li>• 100% of telephone calls are responded to within 1 business day.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 0.70 TOTAL**

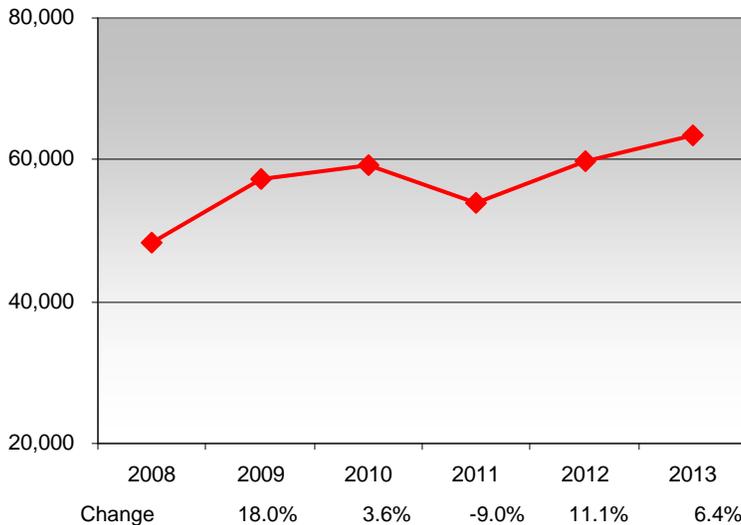
- 0.05 Utilities Customer Service Manager
- 0.05 Utilities Accounting Manager
- 0.15 Senior Customer Service Representatives
- 0.15 Customer Service Representatives
- 0.15 Meter Reader
- 0.10 Meter Technician
- 0.05 Field Technician

\*All employees are allocated between Water and Sewer Customer Service.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 32,404	\$ 35,939	\$ 36,566	1.74%
Benefits	12,034	13,681	15,173	10.91%
Professional and Contractual	1,700	2,400	2,785	16.04%
Materials, Supplies, and Other	6,131	7,650	9,030	18.04%
Capital Outlay	-	240	205	-14.58%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 52,269</b>	<b>\$ 59,910</b>	<b>\$ 63,759</b>	<b>6.42%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- FY2009 includes a new position of customer service representative.
- FY2012 reflects new office lease costs.
- FY2013 reflects shared costs between water and sewer funds

**COLLECTION AND DISPOSAL**

This Department of Public Utilities operates and maintains the City’s wastewater infrastructure. The system includes 42 miles of pipeline ranging from 8” to 21” in diameter, and 1012 manholes. Maintenance activities include flushing the entire system once a year to keep sewer mains flowing at their full capacity.

Associated costs include the City’s share of capital improvements to the Arlington and Alexandria wastewater treatment plants, as the City does not have its own wastewater treatment plant. In addition, capital funds provide for rehabilitation of again sewer pipes by lining them with fiberglass—a more cost-effective method of upgrading system capacity than excavation and replacement of deteriorating sewer pipelines.

**CITY VISION**



**SUCCESSFUL DEVELOPMENT**

<b>GOAL</b>	Provide for the efficient collection and disposal of the City wastewater and the routine maintenance of wastewater facilities.	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Perform annual cleaning and inspection of sewer mains and manholes.</li> </ul>	<ul style="list-style-type: none"> <li>Flush approximately 60,000 linear feet of sewer per quarter.</li> <li>Provide inspection for approximately 3,000 linear feet of sewer with CCTV equipment per quarter.</li> <li>Inspect and clean about 250 manholes per quarter.</li> </ul>	
<ul style="list-style-type: none"> <li>Maintain system reliability by minimizing number of customers experiencing backups.</li> </ul>	<ul style="list-style-type: none"> <li>Number of customers experiencing backups are less than 0.5 percent.</li> <li>Develop policy to address impacts of private property inflow and infiltration.</li> </ul>	

**STAFFING AND BUDGET RESOURCES**

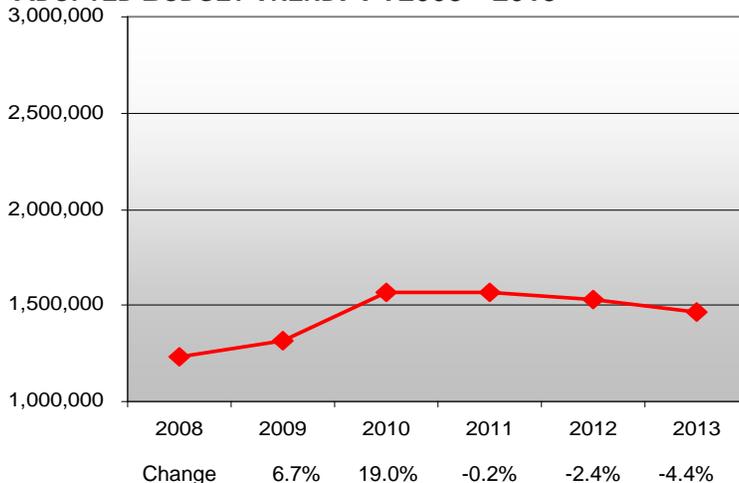
**ADOPTED POSITIONS BY FTE – 3.10 TOTAL**

- 2.00 Maintenance Workers
- 1.00 Crew Leader
- 0.10 Public Utilities Superintendent

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 117,958	\$ 134,651	\$ 138,142	2.59%
Benefits	46,985	60,067	56,313	-6.25%
Professional and Contractual	1,031,309	1,275,000	1,200,000	-5.88%
Materials, Supplies, and Other	34,430	60,468	68,222	12.82%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,230,681</b>	<b>\$ 1,530,186</b>	<b>\$ 1,462,677</b>	<b>-4.41%</b>

**ADOPTED BUDGET TREND: FY2008 – 2013**



**Notes:**

- Increase in FY2009 due to increase in cost for wastewater treatment by Fairfax and Arlington.
- FY2010 reflects increased wastewater treatment costs.

**DEBT SERVICE**

In FY2006, the City issued a revenue bond with the Virginia Resource Authority to finance its portion of the cost of Arlington County’s wastewater treatment plant improvement. In FY2010, a general obligation bond was issued again to finance Arlington County’s treatment plant improvement. Additional bonds were issued in May 2011 to finance the City’s portion of the Arlington County and Fairfax County treatment plant improvement costs. These costs are included in the FY2013 budget below.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Principal	\$ -	\$ 684,192	\$ 634,175	-7.31%
Interest	145,909	500,637	482,136	-3.70%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 145,909</b>	<b>\$ 1,184,829</b>	<b>\$ 1,116,311</b>	<b>-5.78%</b>

**POST-EMPLOYMENT BENEFITS OTHER THAN PENSION**

In addition to pension, the City provides health insurance and life insurance benefits of \$5,000 for employees who have both vested in the City’s pension plan and retire from the City. Together, these are referred to as “Other Post-Employment Benefit” (OPEB).

For employees hired prior to April 1, 2008 the City pays 50% of the retiree’s health insurance premium and 100% of the premiums for life insurance policy with the benefit vesting after either 5 years of credible service or eligibility to retire, whichever comes first. For employees hired on or after April 1, 2008 the City pays 20% of the retiree’s health insurance premium after 10 years’ credible service and the benefit increases by 2% per year up to 50% at 25 years of service.

In FY2008, the City began to fund its actuarial liabilities for OPEB and established a trust fund to accumulate such funds. The Sewer Fund contributed \$27,000 to the trust fund in FY2008. FY2009 through FY2012 budgets include full funding for the City’s Actuarial Required Contribution (ARC) for OPEB. The following table shows the portion of this ARC that is allocable to current retirees. Throughout the Sewer Fund Expenditures budget, a portion of the ARC has been allocated to active employees. The total amount budgeted for the Sewer Fund for all active employees and retirees is approximately \$10,300. Portions of the ARC are also allocated to the employees and retirees of the General and Water Funds.

**ADOPTED BUDGET**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Benefits	\$ 3,300	\$ 2,400	\$ 2,500	4.17%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 3,300</b>	<b>\$ 2,400</b>	<b>\$ 2,500</b>	<b>4.17%</b>

**TRANSFERS & RESERVES**

The Sewer Fund transfers funds to its Capital Improvements Project (CIP) Fund in order to pay for projects that are not debt-funded or grant-funded. In FY2013, the Sewer Fund budget includes a proposal to transfer \$400,000 to its CIP to pay for sewer main rehabilitation. Approximately \$345 thousand of this amount is funded by using fund balance. The remaining is funded using current revenue sources. An additional \$500,000 is transferred for estimated receipt of availability fees. These fees are designated for expansion costs.

Reserves for operating and maintenance (O&M) and repairs, replacement and rehabilitation were established pursuant to the rate study performed in February 2011. Adopted funding in FY2013 is shown below.

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
Expenditures				
Transfer to CIP	\$ 400,000	\$ 420,000	\$ 900,000	114.29%
Reserves:				
Repairs, Replacement & Rehabilitation	-	-	132,891	-
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 400,000</b>	<b>\$ 420,000</b>	<b>\$ 1,032,891</b>	<b>145.93%</b>

**FY2013 ADOPTED BUDGET  
SCHOOL BOARD**



**OPERATING FUND**

The Operating Budget funds the day-to-day costs of providing our K-12 educational program. The FY2013 Operating Budget totals \$37,707,400, representing an increase of \$1,988,900 (5.6%) over the FY2012 budget.

This budget is designed to address the following key issues:

- Provide a salary step to all eligible staff;
- Address loss of funding from federal sources;
- Hire additional staff to address current enrollments; and
- Address fixed cost increases related to Virginia Retirement System (VRS) benefits.

<b>CHANGES IN THE OPERATING BUDGET</b>	<b>AMOUNT</b>
Increased VRS benefit expenses	\$1,214,200
Staff Compensation Improvement	880,000
Growth in Student Enrollment	560,000
Loss of federally-funded items	(541,100)
Savings, Reductions, and Other Adjustments	(124,200)
<b>Net Change in the Operating Budget</b>	<b>\$1,988,900</b>

**Increased VRS Benefit Expenses: \$1,214,200**

This total change includes a 49% increase in the VRS retirement premium, a 325% increase in the VRS group life insurance premium, and the establishment of a local VRS reserve fund. This also assumes that the Virginia General Assembly will adopt legislation to allow school boards to require employees in the VRS Tier 1 Plan to pay part of or the entire employee share of the premium.

**Staff Compensation Improvement: \$880,000**

This budget includes an improvement in staff compensation in the form of a step increase for all eligible staff members, which averages 3.0%. Additionally, a separate competitiveness adjustment of either 1% or 2% has been applied to lanes 11 through 29 on the MA, MA+30, and PhD teacher salary scales in order to address disparities with two neighboring school divisions.

**Growth in Student Enrollment: \$560,000**

A total enrollment of 2,262 students is projected for FY2012, and represents an increase of 79 students (3.8%) over the actual student membership for the current school year. To address class sizes that have increased to 24 and 25 because staff has not been added in recent years, this budget includes 5 new classroom teacher positions as well as 2 specialist teacher positions.

	<b>FY2012 CURRENT STUDENTS</b>	<b>FY2013 PROJECTED STUDENTS</b>	<b>CHANGE FROM CURRENT</b>
Mt. Daniel Elementary (K-1)	350	379	29
Thomas Jefferson Elementary (2-4)	464	493	29
M. E. Henderson Middle School (5-7)	501	519	18
George Mason High School (8-12)	863	871	8
<b>TOTAL STUDENT ENROLLMENT</b>	<b>2,178</b>	<b>2,262</b>	<b>84</b>

**Loss of Federally-Funded Items: -\$541,100**

Included under this category are ARRA Stimulus funds and federal Jobs funding, both of which were last received in FY2012.

**Savings, Reductions, and Other Adjustments: -\$124,200**

Some FY2012 items: 1) have been reprogrammed to address FY2013 program needs; 2) represent one-time budget reductions/adjustments; or, 3) are expected to decrease between FY2012 and FY2013:

- ♦ Savings from reorganizing the technology support function;
- ♦ Saving from consolidating and reorganizing personnel and curriculum/testing; and,
- ♦ Salary/benefit savings from new hires, turnover, & retirees.

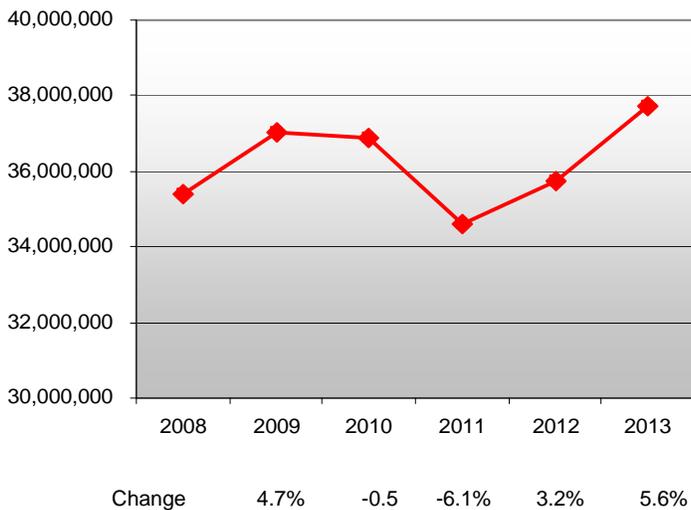
**FY2013 ADOPTED BUDGET**

**SCHOOL BOARD**

**OPERATING FUND**

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries	\$ 22,359,251	\$ 23,136,460	\$ 23,749,400	2.65%
Benefits	6,087,908	6,877,670	8,167,970	18.76%
Professional and Contractual	1,488,854	1,814,790	1,681,950	-7.32%
Materials, Supplies, and Other	2,418,363	2,603,580	2,655,080	1.98%
Capital Outlay	606,770	429,700	686,700	59.81%
Transfers to Other Funds	3,000	189,000	189,000	0.00%
Reserves	185,176	667,300	577,300	-13.49%
<b>Total Expenditures</b>	<b>33,149,322</b>	<b>35,718,500</b>	<b>37,707,400</b>	<b>5.57%</b>
<b>Revenues</b>				
Transfer from City	27,435,800	27,433,000	29,475,200	7.44%
State Grants	2,678,700	2,932,800	3,105,800	5.90%
Sales Tax	2,025,633	2,125,000	2,125,000	0.00%
Federal Grants	818,902	1,061,200	503,700	-52.53%
Other	516,605	780,500	1,047,700	34.23%
Use of Fund Balance	-	1,386,000	1,450,000	4.62%
<b>Total Revenues</b>	<b>33,475,640</b>	<b>35,718,500</b>	<b>37,707,400</b>	<b>5.57%</b>
<b>Net Expenditures</b>	<b>\$ (326,318)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**ADOPTED BUDGET TREND: FY2008– 2013**



**Notes:**

Although the overall School Operating Budget has grown at an average annual rate of 7.3% over the last 5 years, the spending category that has experienced the greatest increase is the area of benefits, which has grown at an average annual rate of 13.5%. This is attributable to increases in payments for retirement, health insurance, and other post-employment benefits. The category of staff salaries has grown at an average annual rate of 7.4%, due to hiring additional staff to serve growing numbers of students and keeping salaries competitive with those of surrounding school divisions. Despite pressures in these categories, the FY2009 budget was held to a 4.7% by reducing/reassigning current staff and by cutting capital spending and contingency reserve.

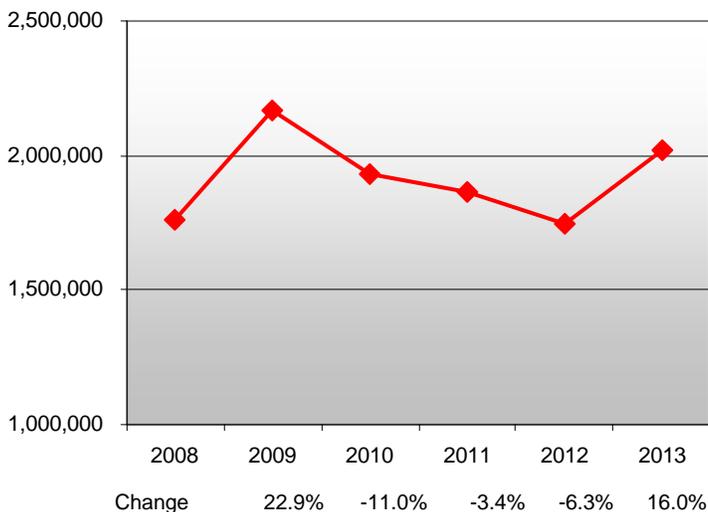
**COMMUNITY SERVICES FUND**

The FY2013 Community Service budget totals \$2,022,760, representing an increase of \$278,460 (+16.0%) from the current year's budget. Community Services includes: Day Care; Business in Education (BIE) partnership; rentals and community use of facilities; cable television; and, Falls Church Education Foundation funding and activities.

Changes in the Community Service budget result from salary and benefit adjustments for staff paid from this fund and use of accumulated fund balance to purchase one-time capital items for the expanded Thomas Jefferson Elementary School facility.

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries	\$ 882,380	\$ 972,930	\$ 994,070	2.17%
Benefits	178,531	203,920	234,790	15.14%
Professional and Contractual	136,874	84,800	79,000	-6.84%
Materials, Supplies, and Other	75,375	195,150	180,400	-7.56%
Capital Outlay	81,259	136,000	132,500	-2.57%
Reserves	-	128,000	100,000	-21.88%
Transfer to Operating Fund	23,000	23,500	302,000	1185.11%
<b>Total Expenditures</b>	<b>1,377,419</b>	<b>1,744,300</b>	<b>2,022,760</b>	<b>15.96%</b>
<b>Revenues</b>				
User Fees	1,039,224	1,048,200	1,082,160	3.24%
Transfer from City	428,600	428,600	428,600	0.00%
Other	65,650	82,000	83,500	1.83%
Use of Fund Balance	-	185,500	428,500	131.00%
<b>Total Revenues</b>	<b>1,533,474</b>	<b>1,744,300</b>	<b>2,022,760</b>	<b>15.96%</b>
<b>Net Expenditures</b>	<b>\$ (156,055)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**ADOPTED BUDGET TREND: FY2008– 2013**



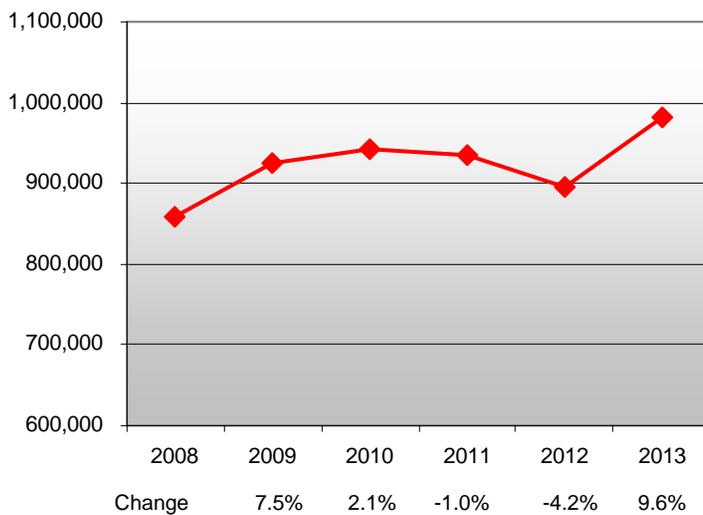
**Notes:** The significant growth in the FY2009 Community Services Fund is attributable primarily to an increased use of fund balance to off-set Operating Fund expenses and purchase one-time capital items such as television equipment and bleachers. Also contributing to the increase is growing community use of school facilities and salaries/benefits of staff paid from this fund.

**FOOD SERVICE FUND**

The adopted FY2013 Food Service budget totals \$982,000. This represents an increase of \$86,300 (9.6%) from the current year's budget, and reflects staffing changes to serve increased student enrollments as well as an expanded Summer Backpack Program.

	<b>FY2011 Actual</b>	<b>FY2012 Adopted</b>	<b>FY2013 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries	\$ 296,603	\$ 316,250	\$ 353,050	11.64%
Benefits	94,634	94,250	118,050	25.25%
Professional and Contractual	5,300	42,300	42,650	0.83%
Materials, Supplies, and Other	299,443	323,900	340,550	5.14%
Capital Outlay	-	31,500	47,700	51.43%
Reserves	-	50,000	50,000	0.00%
Transfer to School Operating Fund	30,000	37,500	30,000	-20.00%
<b>Total Expenditures</b>	<b>725,980</b>	<b>895,700</b>	<b>982,000</b>	<b>9.63%</b>
<b>Revenues</b>				
User Fees	642,589	673,730	735,700	9.20%
State and Federal Funds	101,047	122,670	145,600	18.69%
Other	2,845	4,800	3,000	-37.50%
Use of Fund Balance	-	94,500	97,700	3.39%
<b>Total Revenues</b>	<b>746,481</b>	<b>895,700</b>	<b>982,000</b>	<b>9.63%</b>
<b>Net Expenditures</b>	<b>\$ (20,501)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**ADOPTED BUDGET TREND: FY2008–2013**



**Notes:** The increase over time in the Food Service Fund can be attributed to increases in numbers of meals served to students (i.e. growing student enrollments), staff salaries and benefits, and steadily increasing food costs driven by a variety of factors, including weather and fuel prices.

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**FY2013 ADOPTED BUDGET  
5-YEAR CAPITAL  
IMPROVEMENTS  
PROGRAM**



## Introduction

The development of the City's Five-Year Capital Improvements Program (CIP) allows the City to take the shared and competing visions for the development of our public facilities through a disciplined evaluation process. By identifying projects and capital needs several years into the future, the City accomplishes the following objectives:

- Cost estimates for long-term objectives and identified needs are linked to available resources, and placed on a schedule for implementation;
- Major expenditures are scheduled in the context of a balanced Annual Operating Budget and a five-year financial forecast.

Capital projects are defined as a new, one-time project with a useful life of more than one year, and costing \$100,000 or more. The cost estimates included in the CIP are intended to capture the entire estimated project cost, including, as applicable, land acquisition, design, negotiated agreements, and construction. The total request for each project is evaluated and, based upon funding, is prioritized to meet the needs of the City.

The projects contained in the CIP support the goals and objectives outlined in the City's Comprehensive Plan and are intended to establish the long-term spending priorities identified by the City Council and are consistent with their 2025 Vision/Comprehensive Plan/Strategic Plan.

## City Council Adoption

The FY2013- FY2017 CIP (Ord.1876/TO12-08) was adopted on April 23, 2012 concurrent with the adoption of the FY2013 Operating Budget.

## Planning Commission Recommendation

The Planning Commission recommended in February 2012 that the City Council approve, pursuant to Section 6.19 of the City Charter and Section 17.08 of the City Code, the FY2012 amended, and the FY2013-2017 CIP as presented on January 17, 2012 and as revised through February 6, 2012, and supports adjustments to the RSTP and the SRTS grant projects reflecting pending State VDOT final approval for an earlier implementation fiscal year period and reduced funding amount for the mandatory administrative fee of approximately 10% of grant award. The motion passed 5-1-0 (Mr. Loftur-Thun voted "no"; Mr. Meeks was absent). The "no" vote was not resulting from a disagreement with the projects included in the CIP or the overall process but rather due to the lack of policy requirement for all general government school projects to be built and certified under LEED energy efficiency standards.

## Key Policy Decisions

The Five-Year CIP for the period of FY2013 through FY2017 continues with some past commitments and addresses new and significant challenges. As with last year's CIP, major funding is provided for City public facility improvements, transportation improvements on the primary corridors, storm water mitigation and park improvements; primarily funded through grants or debt. ***The overarching theme this budget cycle is that with the financial foundation stabilizing and a commitment to fund capital infrastructure this CIP establishes initiatives for restoration start of deferred system integrity work to begin.***

The financial challenges have driven what and how projects can be funded; however, strong planning underpinnings remain important to address the long term infrastructure needs of the City.

An overview of some of the major policy discussions in this CIP are provided below:

### *Implementing Financial Policies*

City Council has placed a strong focus on restoring the financial stability of the City as expressed in its adopted Vision statement on Sound Finances, the FY2013 Budget Guidance and the 2011 Financial Policies. The FY2013 Budget Guidance places strong emphasis on planning for and funding the City's infrastructure.

In December 2011, the City Council adopted a revised Reserve Fund Balance Policy that sets limits on the minimum size of the reserve balance. This policy also states that reserve funds shall only be used for one-time expenditures, as opposed to recurring expenses. The resolution states:

- The unreserved, undesignated General Fund Balance goal shall be seventeen percent but not less than twelve percent of the actual General Fund expenditures for the then current fiscal year.
- The City shall establish a Capital Reserve Fund at a minimum of 5% of fixed assets or \$3.75M, whichever is lower. The City shall meet this goal by FY2021 through annual appropriations of \$500,000, and thereafter appropriate no less than \$375,000 per annum to capital reserve. The capital reserve fund balance shall be used to pay for projects in the Capital Improvements Program or for debt service for those projects.

The debt service policies were not significantly changed and can be summarized as follows:

- General Fund supported debt shall not exceed five percent of the net assessed valuation of taxable property in the City.
- Annual debt service expenditures for all General Fund supported debt shall not exceed twelve percent of total General Fund and School Board Fund expenditures.
- The term of any bond issue will not exceed the useful life of the capital project, facility or equipment for which the borrowing is intended.

It is worth noting that “debt capacity” in terms relating strictly to policy guidance does not address the separate issue of affordability within current tax rates so the CIP has been developed with both policy compliance and affordability in mind. The ratio of annual debt service to total General Fund expenditures is a constraint that bears close attention. This ratio is used by bonding agencies to assess fiscal health, and must be used by the City to assess the affordability of specific projects and the five-year CIP as a whole. The projects in this FY2013-2017 CIP stay within the City’s policy constraints based on the assumptions used in this forecasting tool.

The adopted FY2013-2017 CIP is within policy compliance and within affordability range; however, all staff requested projects were not recommended. If all projects were included, the debt policy would not be in compliance nor would it be affordable. Additionally, more than a 5-year debt financed planning is required so the City can retire or reduce debt service prior to taking on additional commitments.

#### *Fiscal Challenges*

Although there are positive signs of economic recovery, local government recovery lags behind the private sector and there remain many unknowns from potential federal government downsizing and state funding reductions. Additionally, for the City, the revenues are growing slower than expenditure growth due to pressures from several sources such as three years of no salary raises and City/VRS pension liabilities. Therefore to address capital needs in the environment the Council has committed \$1.3M/year toward fund balance and capital resources. This \$1.3M will be allocated to Pay Go, Capital Reserve and Fund Balance Reserve separate funds starting in FY2013. The actual dollar amounts per category are displayed on the 5-year Projection chart; the value for this CIP in terms of infrastructure projects and Sound Finances are clearly demonstrated.

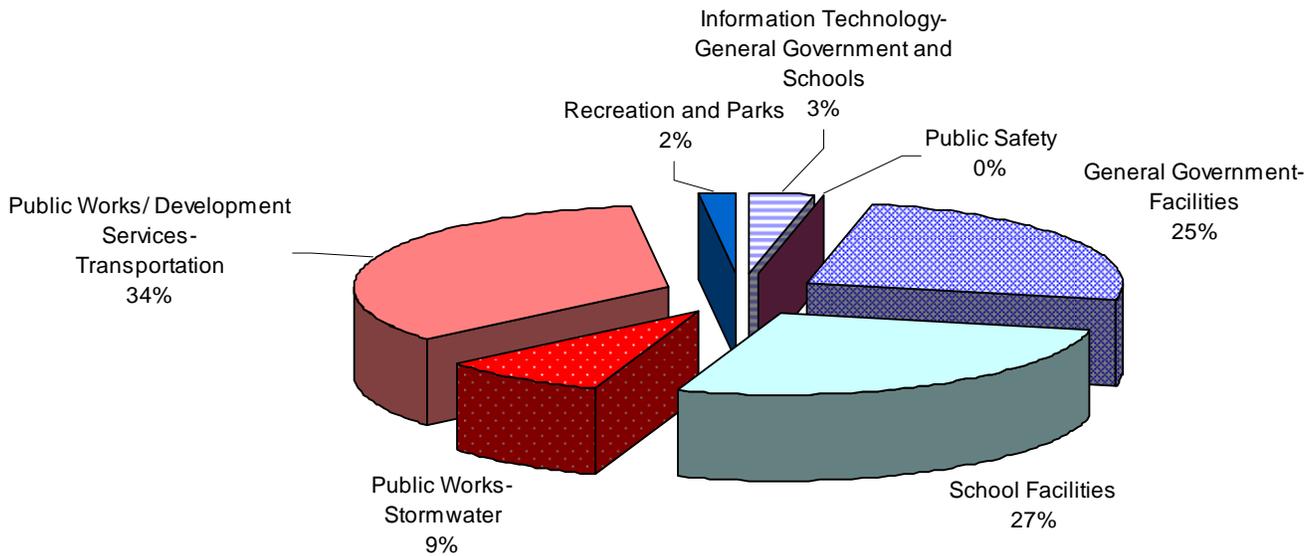
#### *Ongoing CIP Project Implementation*

Although the CIP was defunded two years ago of \$4.6M PAUG funds there are still significant Open Space, Stormwater and Transportation federal and state funding for projects that will provide great benefits to the City. The continuing projects represent over \$6M in funding.

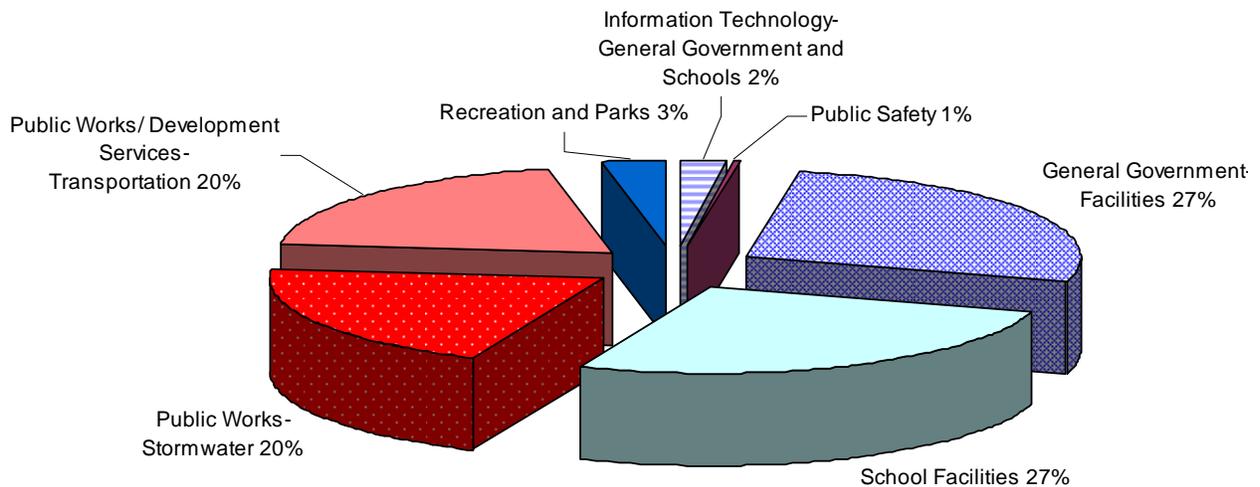
*General Fund CIP Projects by Functional Categories*

The charts below depict the various types of projects by functional categories or departments and portrays the percentage of funding allocated in FY2013 as well as for the full 5-year CIP. All funding sources, grants, debt, alternative funding sources and debt, are combined for this analysis. Over the 5-year planning horizon the large functional categories demonstrate proportional fair share funding treatment required to address the deferred investment in the City's infrastructure.

**Capital Improvement Program General Fund FY2013  
(All Funding Sources)**



**Capital Improvement Program General Fund FY2013-FY2017  
(All Funding Sources)**



*Recreation and Parks:*

There are no locally funded projects in this five year CIP, all are proposed as debt funded which totals over \$1.6M for park improvements. There remains \$1.14M in the Open Space account. The Recreation and Parks Advisory Board concurred with the adopted projects and also identified maintenance capital items that should be funded in the operating budget.

*Information Technology:*

The City as a whole enterprise-wide provides all communication services to its citizens on significantly aged equipment and infrastructure, which includes these segments: Public Safety, General Government operations, Public Schools, and the community public Library. The core goal of this project is to sufficiently modernize and provide appropriate IT infrastructure to properly service the citizens of Falls Church and the greater community.

This project addresses: required modernization of Public Safety telecommunications, critical continuity of City operations and communications between the segments, communications improvements and operational efficiencies, and needed investments for continued system maintenance and to better support communications with the citizens of the City.

*Transportation:*

The Transportation component includes fourteen projects and is mostly funded through federal/state grants or debt funding. This budget cycle the projects have been significantly revised in order to take advantage of the grants to stimulate economic development, implement the various adopted studies/plans and to prevent loss of these resources given lack of local funding; all grants are funded to ensure 100% of the match requirements. A full description of the projects and rationale for the reprogramming is provided in the Planning Commission CIP notebook and posted on the City's website. These projects represent the funding approved for reprogramming in FY2012-2016 CIP or earlier but are now defined for identified projects and broken out for clarity and transparency. The \$6M debt funding for the Municipal Parking Garage was reappropriated in FY2012 so is available for private-public partnership development opportunities but the debt service is not included in the CIP analysis as the cost to build is to be offset by new economic development, therefore revenue neutral.

An additional transportation funding source considered for FY2014 through FY2017, NOT in FY2013, is the Commercial Transportation Tax Overlay. No action for actual establishment of the district or taxing authority will occur prior to a full and separate community dialog. This is one of the remaining transportation funding sources options from HB3202; the majority of options under the Northern Virginia Transportation Authority (NVTA) were nullified by the Virginia Supreme Court. Staff proposes working with the City's businesses, the Chamber and residents to consider the nexus of eligible projects and the transportation benefit. The funding cannot be used to supplant existing resources and must be used to expand existing transit, pedestrian, bicycle and/or road network. A penny on the commercial tax base, excluding multi-family rental units, would generate approximately \$68,000. To implement, the City must adopt an ordinance and then a tax rate as part of the budget process. The tax rate was modeled at approximately 11 cents to generate approximately \$748,000 for transportation projects. The Planning Commission CIP notebook proposed staff projects as the starting point for a future community dialog.

*City Hall/Public Safety Improvements (Expansion/Renovation/Parking):*

The City Hall/Public Safety Improvements, both the expansion and the renovations, have been a long-standing facility project. The planning was funded in FY2007 to conduct the feasibility study and twenty year master facility plan. PSA Dewberry was contracted in August 2007 to conduct this study. Phase I is complete and Phase II includes refinement of space needs based on Council's July 2008 input. The first phase of planning also included an assessment of the long-term space needs for the Police Department/Public Safety Center; a review of the library and community center as well. Staff continued to revise options to meet basic critical needs while scaling back size and cost. After lengthy review during the FY2012 budget development process, Council adopted funding to address critical health and safety issues, improving on-site parking constraints as well as for constructing a front entrance to address security, accessibility and functionality of the building. Additionally, Council established a City Hall/Public Safety taskforce to review the concept plans, assess needs for internal

renovations and expansion at the rear of City Hall and provide recommendations to Council. This taskforce met three times in the fall of 2011, met prior to Planning Commission CIP recommendation adoption and concurred with projects, funding and timeline as submitted to the Planning Commission; the taskforce sunsets in June 2012. An ongoing engagement process will occur with key stakeholders during the design and construction phases.

The current project costs are based on a third party cost estimator; preliminary costs are \$1.6M for central expansion (FY2012/2013), \$4.5M for rear expansion and internal reconfiguration (FY2013/14) and \$4.4M for renovation (FY2012/2013/2014). The projects are consecutive again within fiscal years in order to capture cost effective savings, provide for logical sequences of components and correct HVAC capacity as well as to preclude money spent that will be lost from a "redo". A parking shortfall exists on the City Hall campus and additional parking is required on the City campus to meet the parking needs for the Library, Community Center, Farmer's Market and citywide special events. In the FY2012-2016 CIP it was proposed to redo the rear parking lot but after additional review by staff and the taskforce review, the rear parking plan had a number of issues (e.g., the area behind City Hall is constrained for security fencing for turning radius/drive aisles, expansion would conflict with the new fence and loss of trees and landscaping) so an alternative option was explored. Therefore, the City Campus parking project for \$450K was included as Option 2 in the CIP and a new option for a below grade front and low structure deck, feasible due to 11' elevation incline, was the final adopted concept to be further designed. Option 2 does not occur with utilizing Option 1 approach. Parking Option 1 is estimated to cost \$1.2M but funds were already in the adopted CIP, \$450K parking lot and \$200K security fence, are reprogrammed so the net increase cost would be \$550,000.

The General Government and School Facility Master twenty year plan is still a valid concept and the recent updates by both general government and schools can form a new updated basis to move this idea forward. The adopted CIP Ordinance directs staff to proceed with a consolidated general government and school facility master plan prior to the FY2014-2018 CIP development. Additionally, Council has directed that a sustainable facility policy, using a standard such as LEED, be developed and applied as applicable to the CIP approved facilities.

*Schools:*

The City witnessed active construction and renewal the past few years with the completion of the Mary Ellen Henderson Middle School, new science labs at George Mason High School, and the improvements at Mount Daniel Elementary School. However unmet needs still exist.

The School Board continues their long-term planning for school facility needs to prepare for the future round of construction. This planning effort utilized 2009 funding for an enrollment study which was consolidated into the FY2008 long-term facilities study which was completed in 2011. These two efforts form the foundation for concept options and funding for school facility planning and potential construction (new/renovation). The CIP contains funding for the second project in FY2013 for Thomas Jefferson Elementary renovation, FY2014 for Cherry Street expansion and FY2015 Mt. Daniel expansion/renovation. The new Superintendent, since coming on board, has worked closely with school staff and the School Board to reassess the current enrollment, physical maintenance as well as space needs and has proposed some new directions to address the facility needs within the financial constraints; these options will entail good community dialog on the revised facility plan. The School Board adopted their recommended \$94M 5-year CIP on January 10, 2012. The FY2013-2017 CIP does not include the George Mason High School project not because it is not warranted but rather the \$80M within this five year CIP is not within policy limits, debt service is not affordable within the operating budget and the ability to work four large overlapping school construction projects within five years is likely not feasible especially since two facilities will require extended timelines for rezoning and permitting processes per Fairfax County regulations.

*Library:*

The Mary Riley Styles Library Board of Trustees submitted a capital project, totaling \$6.75M, for the expansion of the existing library by purchasing additional land/buildings, adding 8,000 square feet to the existing facility using the purchased property, and adding a parking lot for use by the library and other City departments. The library building layout is largely unchanged from its original construction in 1957. The children and technical processing wing was added in 1968 and, in 1993, an addition to the southeastern corner of the building added space for a small conference room, offices and administrative services. Since the 1993 addition, the library has provided steadily increasing services to a growing number of patrons both in the building and through outreach in the community.

The full project was not recommended for inclusion in the CIP but based on the Planning Commission recommendation the CIP does include \$2M in FY2014 to permit option to exercise a first right of refusal if an opportunity surfaced. It was recommended that a facility space need study be accomplished to update the 2008 Feasibility Study; changes in technology, utilization of hard copy circulation materials and programming group activity areas need to be assessed in terms of reconfiguring existing area and expansion design. Additionally, work with Public Works is developing a plan to address existing HVAC systems, excessive humidity and unmet maintenance needs through the facility reinvestment and maintenance programs. The IT capital infrastructure project for FY2013 includes funding to replace failing phone lines and improve network connection to City Hall.

*Storm Water Infrastructure:*

In many parts of the City, the storm water system is aging, undersized, and unable to convey the standard 10-year storm event. These deficiencies result in frequent flooding along some City streets and damage to private property. As the City carries out repairs to its existing storm water infrastructure, there will be opportunities for the implementation of measures that will improve water quality. As appropriate to individual circumstances, this might include daylighting streams, creating bio-engineered streambeds and storm water detention and infiltration systems. Having significant CIP funding for storm water improvements increases the ability to implement necessary water quality measures and infrastructure replacement/upgrades. Given that revenues will not be increasing at past rates, the City needs to identify an alternate revenue source. One possible concept is a storm water utility fee. For FY2013 general fund debt is utilized for the projects funding and FY2014 through FY2017 the full CIP storm water project can only be funded if an alternative revenue source is established. However, through two federal grants (Federal FY2009 and FY2010 State and Tribal Assistance Grants [STAG]) the City will be able to address some of the most critical needs. The Watershed Management Plan, authorized by Council, was adopted on February 27, 2012 and the recommendations of this Plan will help formulate a water quality and quantity strategy for projects and funding for the ongoing CIP efforts. Concurrent planning for necessary existing infrastructure rehabilitation will occur.

*Utility Fund:*

Principal challenges to the Water Fund are capital costs associated with system improvements and expansion to meet future demand, as well as capital costs incurred by our regional partners. The Water Utility Master Plan, updated in February 2011, guides the CIP program. The Plan includes demand projections and associated improvement projects through 2050 for transmission main, storage, and pumping station projects.

The Sewer Fund is impacted by EPA-mandated projects to upgrade the Arlington and Alexandria wastewater treatment plants that our system uses. In addition, the purchase of additional wastewater treatment capacity to accommodate projected future flows resulting from development in the City will impact the Fund, as well as plans to increase the reserve fund for sewer rehabilitation.

**Process**

The requirement for the annual consideration and adoption of a five-year Capital Improvements Program is provided in Section 6.19 of the City Charter, and Section 17.08 of the City Code. The inset below contains the relevant Code and Charter provisions:

Sec. 17.08. ... The city manager shall subsequently submit to the commission a proposed capital improvements program together with a report on the financial condition of the city, insofar as it may relate to any contemplated capital fund projects. In the preparation of its capital improvement recommendations, the commission shall consult with the city manager, the school board, the heads of departments and interested citizens and organizations, and shall hold such public hearings as it shall deem necessary. It shall submit its recommendations to the city council, at such time as the council shall direct, together with estimates of cost of such projects and the means of financing them, to be undertaken in the ensuing fiscal year and in the next four (4) years.

Sec. 6.19. Capital budget.

At the same time that he submits the current expense budgets, the city manager shall submit to the council a program previously acted upon by the city planning commission, as provided in Chapter 17 of

this Charter, of proposed capital improvement projects, including schools, as defined in section 7.02 of this Charter, for the ensuing fiscal year and for the four (4) fiscal years thereafter, with his recommendations as to the means of financing the improvements proposed for the ensuing fiscal year. This program shall be termed the "capital budget" and may be adopted by resolution.

The development of the CIP starts with each department head submitting to the City Manager a detailed listing of all immediate and long-range capital improvement needs, together with cost estimates and recommendations as to priority and timing of the projects listed. An additional factor to be considered is that CIP projects that are inactive for three fiscal years are either eliminated or must be reappropriated; for the FY2013-2017 CIP new columns were added to the project sheets and summary chart to capture this data and can be readopted for FY2013 or as an amendment to the FY2012 budget if timing warrants the need. The specific code section relevant to this issue is:

“No appropriation for a capital improvement project contained in the capital budget shall lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned, provided that any project shall be deemed to have been abandoned if three (3) fiscal years elapse without any expenditure from or encumbrance of the appropriation therefor.”

Staff presented the proposed CIP to the Planning Commission on January 17, 2012. The Planning Commission evaluated the proposed CIP in the context of the Comprehensive Plan, and held public hearing(s) to obtain community input on January 17, February 6 and February 21, 2012. The Planning Commission also conducted work sessions on January 30 and February 6, 2012. The Planning Commission adopted their recommendation, as noted above, on February 21, 2012.

The adoption of the CIP by the City Council signifies the Council's identification of a set of priorities for capital spending over a five-year period. Bond funding and execution of multiple year projects should be based on an assumed approval of the CIP for all five years. Upon adoption by the Council, the Operating Budget and the Capital Improvements Program goes into effect at the new fiscal year starting on July 1, 2012. However, the City Council may delay or limit the construction or improvement of any proposed project over the course of the five-year period as economic conditions, available resources, and needs may dictate with special consideration given to the multi-year project funding as noted above.

**FY2013 ADOPTED BUDGET****5-YEAR CAPITAL IMPROVEMENTS PROGRAM****GENERAL FUND AND SCHOOL BOARD**

PROJECTS	Available Funding Pre- FY12	FY2012 Amended 11-11& 4-12*	FY2013	FY2014	FY2015	FY2016	FY2017	5 Yr Project Totals	Available Total Project Funds
<b>INFORMATION TECHNOLOGY</b>									
General Government/ Schools Infrastructure/ Telecommunications	\$ -	\$ -	\$550,000	\$507,500	\$ -	\$ -	\$ -	\$ 1,057,500	\$ 1,057,500
<b>Total Information Technology</b>	-	-	<b>550,000</b>	<b>507,500</b>	-	-	-	<b>1,057,500</b>	<b>1,057,500</b>
<b>PUBLIC SAFETY</b>									
Fire Station Upgrades	-	-	-	250,000	-	-	-	250,000	250,000
<b>Total Public Safety</b>	-	-	-	<b>250,000</b>	-	-	-	<b>250,000</b>	<b>250,000</b>
<b>PUBLIC FACILITIES</b>									
General Govt Facility Reinvestment	105,185	100,000	220,000	305,000	245,000	240,000	190,000	1,200,000	1,405,185
City Govt City Hall/Public Safety Expansion (Front Project)	-	300,000	1,300,000	-	-	-	-	1,300,000	1,600,000
City Govt City Hall/Public Safety Expansion (Rear Project)	-	-	675,000	3,825,000	-	-	-	4,500,000	4,500,000
General Govt City Hall/Public Safety Renovations	-	1,000,000	796,500	2,603,500	-	-	-	3,400,000	4,400,000
City Campus Structured Parking Option 1 (City Hall/Community Ctr/Library/Cherry Hill; Option 2 Rear only)	-	-	1,200,000	-	-	-	-	1,200,000	1,200,000
Library Expansion	-	-	-	2,000,000	-	-	-	2,000,000	2,000,000
Schools Replacement/Modernization School Board adopted 1- 10-12	48,380	100,000	485,000	220,000	225,000	440,000	-	1,370,000	1,518,380
Pre-School Cherry Street Property Renovations School Board adopted 1-10-12	-	-	-	2,000,000	-	-	-	2,000,000	2,000,000
Mount Daniel Elementary School Expansion/ ADA Renovations (FY 14 \$2,000,000; FY15 \$6,012,649) School Board adopted 1-10-12; rev 1-19-12	-	-	-	-	2,000,000	4,012,649	-	6,012,649	6,012,649
TJ Schools Construction (expansion FY12/renovation- FY13) School Board adopted 1-10-12, rev 1-19-12	-	5,950,000	4,000,000	-	-	-	-	4,000,000	9,950,000
<b>Total Public Facilities</b>	<b>153,565</b>	<b>7,450,000</b>	<b>8,676,500</b>	<b>10,953,500</b>	<b>2,470,000</b>	<b>4,692,649</b>	<b>190,000</b>	<b>26,982,649</b>	<b>34,586,214</b>

**GENERAL FUND AND SCHOOL BOARD – Continued**

PROJECTS	Available Funding Pre-FY12	FY2012 Amended 11-11& 4-12*	FY2013	FY2014	FY2015	FY2016	FY2017	5 Yr Project Totals	Available Total Project Funds
<b>TRANSPORTATION</b>									
Washington St. & Maple Signal Installation (RS/proffer)	-	150,000	-	-	-	-	-	-	150,000
West Broad St. & Penn St. Signal Installation	-	291,205	-	-	-	-	-	-	291,205
Roosevelt Intersection Improvements (HSIP)	-	145,000	-	-	-	-	-	-	145,000
400 W Broad St Streetscape Enhancement (TE)	-	185,000	-	-	-	-	-	-	185,000
Washington St. & Maple Signal Installation (grant)	-	-	338,000	-	-	-	-	338,000	338,000
Washington St. & Maple Signal Installation (match)	-	-	7,000	-	-	-	-	7,000	7,000
Signal Conversion (SYIP grant)	-	-	144,500	-	-	-	-	144,500	144,500
Signal Conversion (match)	-	-	3,000	-	-	-	-	3,000	3,000
Street Sign Replacement Retroreflectivity	-	-	45,000	75,000	75,000	75,000	50,000	320,000	320,000
Bus Stop Improvements (local match)	-	-	2,648	-	-	-	-	2,648	2,648
Bus Stop Improvements (SYIP grant)	-	-	127,000	-	-	-	-	127,000	127,000
Municipal Parking Garage	-	6,000,000	-	-	-	-	-	-	6,000,000
Gresham Pl. & N. Washington Signal Upgrade (grant)	-	-	763,550	-	-	-	-	763,550	763,550
Gresham Pl. & N. Washington Signal Upgrade (match)	-	-	15,700	-	-	-	-	15,700	15,700
N. Washington St. Streetscape Improvements (grant)	-	-	341,200	-	-	-	-	341,200	341,200
N. Washington St. Streetscape Improvements (match)	-	-	7,000	-	-	-	-	7,000	7,000
Traffic Signal Management System*	218,800	33,300	-	-	-	-	-	-	252,100
Roadbed Assessment & Reconstruction (match)*	-	417,000	279,179	-	-	-	-	279,179	696,179
Roadbed Assessment & Reconstruction (grant)*	-	417,000	279,179	-	-	-	-	279,179	696,179
Commercial Corridor Transportation Improvements	-	-	-	748,000	748,000	748,000	748,000	2,992,000	2,992,000
Pedestrian, Bicycle, & Traffic Calming Improvements (match)	-	-	46,800	-	-	-	-	46,800	46,800
Pedestrian, Bicycle, & Traffic Calming Improvements (grant)	-	-	600,000	300,000	300,000	300,000	300,000	1,800,000	1,800,000
Pedestrian, Bicycle, & Traffic Calming Improvements (grant)	-	-	2,274,560	-	-	-	-	2,274,560	2,274,560
N. West Street Improvements (grant)	-	-	361,131	-	-	-	-	361,131	361,131
Mary Ellen MS Drop Off (grant)	-	-	97,000	-	-	-	-	97,000	97,000
<b>Total Transportation</b>	<b>218,800</b>	<b>7,738,505</b>	<b>5,732,447</b>	<b>2,195,500</b>	<b>1,123,000</b>	<b>1,123,000</b>	<b>1,098,000</b>	<b>10,199,447</b>	<b>18,156,752</b>

## FY2013 ADOPTED BUDGET

## 5-YEAR CAPITAL IMPROVEMENTS PROGRAM

## GENERAL FUND AND SCHOOL BOARD - Continued

PROJECTS	Available Funding Pre- FY12	FY2012 Amended 11-11& 4-12*	FY2013	FY2014	FY2015	FY2016	FY2017	5 Yr Project Totals	Available Total Project Funds
<b>ENVIRONMENT</b>									
Stream Bank Restoration (STAG Grant)*	720,000	250,000	-	-	-	-	-	-	970,000
Stream Bank Restoration (local match)*	218,250	364,653	215,000	-	-	-	-	215,000	797,903
Storm Water Facility Investment (local program)	36,373	-	1,200,000	1,800,000	2,000,000	2,500,000	2,500,000	10,000,000	10,036,373
<b>Total Environment</b>	<b>974,623</b>	<b>614,653</b>	<b>1,415,000</b>	<b>1,800,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>10,215,000</b>	<b>11,804,276</b>
<b>RECREATION &amp; PARKS/ FIELDS</b>									
Park Master Plan Implementation	10,854	200,000	200,000	-	200,000	-	200,000	600,000	810,854
Howard E Herman Stream Valley Park	-	-	-	-	-	463,500	-	463,500	463,500
West End Park Dev	-	-	-	350,000	-	-	-	350,000	350,000
Baseball/Softball Field Lights (FCCPS \$110,000; SB adopted 1-10-12)	-	-	110,000	-	-	-	-	110,000	110,000
<b>Total Recreation &amp; Parks/Fields</b>	<b>10,854</b>	<b>200,000</b>	<b>310,000</b>	<b>350,000</b>	<b>200,000</b>	<b>463,500</b>	<b>200,000</b>	<b>1,523,500</b>	<b>1,734,354</b>
<b>TOTAL GENERAL FUND</b>	<b>\$ 1,357,842</b>	<b>\$ 16,003,158</b>	<b>\$ 15,625,816</b>	<b>\$ 16,056,500</b>	<b>\$ 5,793,000</b>	<b>\$ 8,779,149</b>	<b>\$ 3,988,000</b>	<b>\$ 50,228,096</b>	<b>\$ 67,589,096</b>
<b>SOURCES</b>									
<b>Grant/Other Funded</b>	<b>\$ 938,800</b>	<b>\$ 1,571,505</b>	<b>\$ 5,326,120</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 6,526,120</b>	<b>\$ 9,036,425</b>
<b>Total Debt Financed</b>	<b>-</b>	<b>7,867,000</b>	<b>10,626,500</b>	<b>\$11,536,000</b>	<b>2,200,000</b>	<b>4,476,149</b>	<b>200,000</b>	<b>29,038,649</b>	<b>36,905,649</b>
<b>Only if grant/revenue offset</b>	<b>-</b>	<b>6,000,000</b>	<b>-</b>	<b>2,548,000</b>	<b>2,748,000</b>	<b>3,248,000</b>	<b>3,248,000</b>	<b>11,792,000</b>	<b>17,792,000</b>
<b>Total "Pay as you go" Financed</b>	<b>419,042</b>	<b>564,653</b>	<b>731,327</b>	<b>600,000</b>	<b>545,000</b>	<b>755,000</b>	<b>240,000</b>	<b>2,871,327</b>	<b>3,855,022</b>
<b>Total Sources</b>	<b>\$ 1,357,842</b>	<b>\$ 16,003,158</b>	<b>\$ 16,683,947</b>	<b>\$ 14,984,000</b>	<b>\$ 5,793,000</b>	<b>\$ 8,779,149</b>	<b>\$ 3,988,000</b>	<b>\$ 50,228,096</b>	<b>\$ 67,589,096</b>

**FY2013 ADOPTED BUDGET**

**5-YEAR CAPITAL IMPROVEMENTS PROGRAM**

**WATER FUND**

PROJECTS	Prior Year Funding Appropriated Funding	FY2013	FY2014	FY2015	FY2016	FY2017	Project Totals
Kirby Rd Water Main (Chain Bridge-Chesterbrook)	2,600,000	\$ 2,630,000	\$ 3,600,000	\$ 2,670,000	\$ -	\$ -	\$ 11,500,000
Kirby Rd Water Main (Chesterbrk-George Mason)	200,000	-	-	-	200,000	950,000	1,350,000
McLean Pumping Station Improvements	3,200,000	-	1,000,000	-	-	-	4,200,000
Water Main Replacement Program	9,349,574	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	19,349,574
Dolley Madison-McLean PS Water Main	-	200,000	1,200,000	-	-	-	1,400,000
Tysons Tank No.1 (Tysons to Tank 2 Wtr Main)	-	-	750,000	575,000	-	-	1,325,000
Tysons Tank No. 2	-	100,000	400,000	2,000,000	3,000,000	500,000	6,000,000
Scotts Run Pump Station Modification	-	-	-	-	40,000	300,000	340,000
<b>Total</b>	<b>15,349,574</b>	<b>\$ 4,930,000</b>	<b>\$ 8,950,000</b>	<b>\$ 7,245,000</b>	<b>\$ 5,240,000</b>	<b>\$ 3,750,000</b>	<b>\$ 45,464,574</b>
<b>SOURCES OF FUNDS</b>							
Total Debt Financed	15,349,574	\$ 4,930,000	\$ 8,950,000	\$ 7,245,000	\$ 5,240,000	\$ 3,750,000	\$ 45,464,574
Total Sources	15,349,574	\$ 4,930,000	\$ 8,950,000	\$ 7,245,000	\$ 5,240,000	\$ 3,750,000	\$ 45,464,574

**SEWER FUND**

PROJECTS	Prior Year Funding Appropriated Funding	FY2013	FY2014	FY2015	FY2016	FY2017	Project Totals
Fairfax Wastewater Treatment Plant Upgrades Phase II	\$ 1,404,425	\$ 359,000	\$ 106,000	\$ 66,000	\$ 97,000	\$ 205,000	\$ 2,237,425
Falls Church Sewer Rehabilitation	1,200,000	400,000	450,000	500,000	550,000	600,000	3,700,000
WWTP Capacity Expansion		-	-	5,600,000	-	-	5,600,000
<b>Total</b>	<b>2,604,425</b>	<b>\$ 759,000</b>	<b>\$ 556,000</b>	<b>\$ 6,166,000</b>	<b>\$ 647,000</b>	<b>\$ 805,000</b>	<b>\$ 11,537,425</b>
<b>SOURCES OF FUNDS</b>							
Total Debt Financed	1,404,425	\$ 359,000	\$ 106,000	\$ 5,666,000	\$ 97,000	\$ 205,000	\$ 7,837,425
Total "Pay As You Go"	1,200,000	400,000	450,000	500,000	550,000	600,000	3,700,000
Total Sources	2,604,425	\$ 759,000	\$ 556,000	\$ 6,166,000	\$ 647,000	\$ 805,000	\$ 11,537,425

## FY2013 ADOPTED BUDGET

## 5-YEAR CAPITAL IMPROVEMENTS PROGRAM

## 5-YEAR PROJECTION GENERAL FUND

	FY2011 Actual	FY2012 Projected	FY2013 Proposed	FY2014 Projected	FY2015 Projected	FY2016 Projected	FY2017 Projected
Total Revenues	65,601,807	66,140,613	69,317,704	70,704,058	71,397,235	71,397,235	72,090,412
Reserve for Fund balance	-	2,261,142	1,100,000	300,000	200,000	100,000	100,000
Capital Reserve	-	-	186,000	686,000	500,000	500,000	500,000
Paygo Reserve	-	-	200,000	500,000	600,000	700,000	700,000
General Fund Expenditures*	61,981,966	62,779,471	68,031,704	69,718,058	70,697,235	70,797,235	71,490,412
<b>Capital Improvement Program</b>							
Capital Improvement Expenditures	(667,964)	(14,175,000)	(16,683,947)	(14,984,000)	(5,793,000)	(8,779,149)	(3,988,000)
Transfers in from Capital Improvement Fund	318,250	200,000	467,076	100,000	-	-	-
Capital Projects Fund Balance**	-	-	64,251	-	-	-	-
Use of Paygo Reserve	-	-	200,000	500,000	545,000	755,000	240,000
Proceeds from capital grant funds	293,405	-	5,326,120	300,000	300,000	300,000	300,000
Proceeds from bond sale	-	13,450,000	10,626,500	11,536,000	2,200,000	4,476,149	200,000
Only if grant/revenue offset	-	525,000	-	2,548,000	2,748,000	3,248,000	3,248,000
Net Cash Flow from CIP	(56,309)	-	-	-	-	-	-
Undesignated Fund Balance, beginning	3,799,336	7,041,658	10,402,800	11,502,800	11,802,800	12,002,800	12,102,800
Undesignated Fund Balance, end of year	7,041,658	10,402,800	11,502,800	11,802,800	12,002,800	12,102,800	12,202,800
Capital Reserve Fund Balance	-	-	312,000	938,000	1,378,000	1,818,000	2,258,000
Paygo Reserve Fund Balance	-	-	-	-	55,000	-	460,000

## KEY RATIOS

## Fund Balance

Gen Govt Fund balance as % of expenditures	11.4%	16.6%	16.9%	16.9%	17.0%	17.1%	17.1%
Policy Target (17% of Expenditures) ***	10,536,934	10,672,510	11,565,390	11,852,070	12,018,530	12,035,530	12,153,370

## Debt Service

Existing	5,192,380	3,736,568	4,157,379	4,203,351	3,215,991	3,235,100	3,221,075
New****	-	186,000	260,000	1,279,500	2,370,000	2,545,763	2,486,288
Total	5,192,380	3,922,568	4,417,379	5,482,851	5,585,991	5,780,863	5,707,363
Debt service as % of expenditures	8.4%	6.2%	6.5%	7.9%	7.9%	8.2%	8.0%
Policy Limit (12% of Expenditures)	7,437,836	7,533,537	8,163,804	8,366,167	8,483,668	8,495,668	8,578,849

\*\*Expenditures are based on a balanced budget and are not based on current projections of FY2014 through FY2016 expenditures.

\*\*Available funds in the Capital Project Fund. Consist of funds previously appropriated but not expended for other projects.

\*\*\*New policy effective December 12, 2011.

\*\*\*\*3.5%-4.5% Interest rate used for debt service calculation

## IMPACT ON OPERATING COSTS

The following describes impacts on operating costs of the adopted five-year program:

### A. GENERAL FUND AND SCHOOL BOARD

1. **Information Technology:** Over time there will be a decrease in staff time due to implemented efficiencies and reduced maintenance costs; after initial five-year warranty period there would be nominal new maintenance support cost.
2. **Public Safety:** Improved window and door insulation and operations will reduce maintenance and utility costs.
3. **General Government City Hall/Public Safety Improvements:** It is estimated that the impact on operating costs will be minimal. Better design and layout of the building and newer technology will result in process and energy efficiencies. However, this will be offset by an increase in building size.
4. **Library Expansion:** Minor increases in utility costs and maintenance costs are expected with the expansion of the Library; however, there will be no requirement for additional staff.
5. **Schools Construction:** The proposes renovations and expansion of three school facility sites are anticipated to produce 5-25% cost savings due to modernization efficiencies and reduced utility costs.
6. **Stormwater Facility Improvement:** Over time, improvements to storm water infrastructure can be expected to decrease operating costs, as staff time and equipment dedicated to addressing clogs, repairs, and malfunctions is reduced.
7. **Daylighting of Piped Streams:** The implementation of this project will reduce annual costs associated with maintenance of storm water pipes as well as potential costs to the City to repair damage caused by flooding or sudden collapse of a storm water pipe.
8. **Streetscape and Signal Improvements:** There will be additional nominal annual maintenance costs; converting to LED lights that will last longer will help offset by reducing utility costs.
9. **Street Sign Replacement Retroreflectivity:** No immediate cost impact but signs have a limited useful life so regular replacement on a 5 to 10 year cycle is required.
10. **Pedestrian, Bicycle and Traffic Calming Improvements:** It is estimated that there will be additional costs for maintaining any infrastructure built as a result of this project.
11. **Parkland Improvements:** There will be additional operating costs to maintain the parks and trails.

### B. WATER FUND

1. **Kirby Road Water Main:** It is estimated that the impact on future operating costs of this project is minimal.
2. **McLean Pumping Station:** There will be a slight decrease in future operating costs once this project is completed. This project will result in a newer and more efficient facility and will require less maintenance; however it will be larger so will require more energy to run.
3. **Water Main Replacement Program:** As water mains are replaced there will be less likelihood of water main breaks which will result in a slight decrease in operating costs.
4. **Dolley Madison-McLean Pump Station Water Main:** It is expected that this new water main will have minimal impact on future operating costs.
5. **Tyson's Tank No. 1 and 2:** It is expected that this will have minimal impact on future operating costs.
6. **Scotts Run Pumping Station:** It is expected that this project will have minimal impact on future operating costs.

### C. SEWER FUND

1. **Fairfax Wastewater Treatment Plant Upgrade:** It is estimated that this project will result in an increase in operating costs by about 10-15%.
2. **Falls Church Sewer Rehabilitation:** There will be a slight decrease in operating costs as a result of this project. The project consists of relining our sewer pipes which will result in fewer repairs and less infiltration.
3. **WWTP Capacity Expansion:** It is estimated that this project will result in an increase in operating costs.

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**FY2013 ADOPTED BUDGET  
GLOSSARY**



**Accrual Basis of Accounting** – A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Adopted Budget** – The final operating and capital budget approved by the City Council after public hearings and amendments to the proposed budget, if applicable; becomes legal guidance to City management and departments for spending levels.

**Advisory Referendum** – A measure voted on by the general public in an election; refers to a specific question posed on a ballot which is non-binding and used to provide guidance to the elected representatives.

**Appropriation** – An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are granted for a one-year period.

**Assessed Value** – The fair market value placed upon real and personal property by the City as the basis for levying property taxes.

**Assessment/Sales Ratio** – Assessed value for each sale of real property divided by its selling price; used to determine if real property is assessed within a reasonable range of fair market value. The Commonwealth of Virginia requires that real property be assessed at 100 percent of fair market value. An acceptable assessment/sales ratio percentage is 70 percent or higher.

**Balanced Budget** – By law, local government budgets must be balanced; i.e., expenditures may not exceed revenues.

**Basis of Accounting** – The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes.

**Bond Debt Instrument** – A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal. Bonds are typically used for long-term debt to pay for specific capital expenditures.

**Bond Ratings** – A rating of quality given on any given bond offering as determined by an independent agency in the business of rating such offerings.

**BPOL Tax** – Business license or gross receipts tax, this item taxes the total revenues of a business.

**Budget** – A plan of financial operation including an estimate of proposed means of financing them (revenue estimates). The term also sometimes is used to denote the officially approved expenditure ceilings under which the City and its departments operate.

**Budget Calendar** – The schedule of key dates or milestones the City follows in the preparation and adoption of the budget.

**BZA** – Board of Zoning Appeals.

**CAFR** – Comprehensive Annual Financial Report

**Capital Fund** – Each year, the City adopts a five-year Capital Improvements Program (CIP) that serves as a blueprint for the long-term physical improvements the City wishes to make. The Capital Fund is funded through a transfer from the general, water and sewer funds, State aid and bond issues. The current year CIP is included as part of the annual budget. The capital fund is also used to account for projects that are capital in nature but do not meet the thresholds to be included in the CIP.

**Capital Improvements Program (CIP)** – A five-year plan of proposed capital expenditures for long-term improvements to City facilities including water, sewer, transit and schools; identifies each project and source of

funding. To be included in the CIP a project must be estimated to cost more than \$100,000 and have a useful life in excess of one year.

**Capital Outlay** – An appropriation or expenditure category for government assets with a value of \$5,000 or more and a useful economic life of one year or more.

**Carryforward (carryover)** – Funds in the School Division budget unexpended in one year that are used as a funding source for the subsequent year. This is required by 6.18 of the City Charter.

**Coefficient of Dispersion** – Represents the mean percentage deviation from a median.

**Comprehensive Annual Financial Report (CAFR)** – The annual report that represents a locality's financial activities and contains the independent auditor's reports on compliance with laws, regulations and internal controls over financial reporting based on an audit of financial statements performed in accordance with "Government Auditing Standards."

**COG** – Metropolitan Washington Council of Governments – an independent, nonprofit association of 17 member governments located in the Washington metropolitan region.

**Constitutional Officers** – Officials elected to four-year terms of office who are authorized by the Constitution of Virginia to head City departments; the Treasurer, the Commissioner of Revenue, and the Sheriff in the City.

**Consumer Price Index (CPI)** – A measure, calculated by the United States Department of Labor, commonly used to indicate the rate of inflation.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.

**CSA** – Comprehensive Services Act.

**CY** – Calendar year.

**Debt Per Capita** – Total outstanding debt divided by the population of the City.

**Debt Ratio** – A measure used that determines the annual debt service or outstanding debt as a percentage of some other item which is generally an indication of the ability of the City to repay the debt; examples include annual debt service as a percentage of total annual expenditures and total outstanding debt as a percentage of total assessed value.

**Debt Service** – The payment of interest and principal to holders of the City's debt instruments.

**Economic Development Authority (EDA)** – Responsible for encouraging industrial and commercial development in the City.

**Encumbrance** – A reservation of funds that represents a legal commitment, often established through contract, to pay for future goods or services.

**Enterprise Funds** – Account for the financing of services to the general public whereby all or most of the operating expenses involved are recorded in the form of charges to users of such services. The enterprise funds consist of the Sewer Utility Fund and the Water Utility Fund.

**Expenditure** – Actual outlay of monies for goods or services.

**Fair Market Sales** – Defined as an "arm's length" transaction where there is a willing buyer and a willing seller, neither of which is under pressure to sell or buy. This excludes transfers such as sales within a family, foreclosures, or sales to a governmental unit.

**Fringe Benefits** – The employer contributions paid by the City as part of the conditions of employment. Examples include health insurance, state public employees retirement system and the City retirement system.

**Fiscal Year (FY)** – Section 6.01 of the City's charter sets the fiscal year as July 1 through June 30.

**Full-Time Equivalent (FTE)** – A measure of determining personnel staffing, computed by equating 2,080 hours of work per year (2,912 for firefighters) with one full-time equivalent position.

**Fund** – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance** – The excess of an entity's assets over its liabilities; also known as excess revenues over expenditures. A negative fund balance is sometimes called a deficit.

**GAAP** – Generally Accepted Accounting Principles. These form the basis of the City's accounting and financial reporting.

**GASB** – Governmental Accounting Standards Board – an organization that provides the ultimate authoritative accounting and financial reporting standards for state and local governments.

**General Fund** – Used to account for all general operating expenditures and revenues, this is the City's largest fund. Revenues in the general fund primarily are from property taxes, sales tax, the business license tax and State aid.

**General Obligation Bond** – A bond for which the full faith and credit of the City is pledged for payment.

**Infrastructure** – Public systems and facilities, including water and sewer systems, roads, bridges, public transportation systems, schools and other utility systems.

**Internal Service Charges** – Charges to City departments for assigned vehicle repairs and maintenance provided by the motor pool division.

**IT** – Information technology.

**Lease Financing Instrument** – Financial obligation which is not the general obligation debt of the City for which the full faith and credit of the City is pledged for payment.

**Median Household Income** – Median denotes the middle value in a set of values, in this case, household income.

**MGD** – Million gallons per day.

**MIS Services** – Management information services generally referring to information technology products and services.

**MISS UTILITY** – An organization that tracks utilities so that, in accordance with the Underground Utility Protection Law, anybody who wants to dig in the ground for any purpose can determine where utilities are located.

**Modified Accrual Basis of Accounting** – Basis of accounting according to which revenues are

recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

**Non-Departmental Accounts** – Accounts used to record expenditures that cannot or have not been allocated to individual departments.

**NVTC** – Northern Virginia Transportation Commission.

**Object** – As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contractual services and materials and supplies.

**OPEB** – Other Post Employment Benefits. These are benefits offered to retirees in addition to a retirement plan. The City offers retiree health insurance and life insurance.

**Open Space Fund** – The open space fund was established to fund acquisition of open space and parkland in the City.

**Performance Measure** – An indicator of the attainment of an objective; it is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

**Personal Property Tax (PP)** – 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 cost.

**Proposed Budget** – The operating and capital budgets submitted to the City Council by the City Manager.

**Proprietary Fund** – A fund that accounts for operations that are financed in a manner similar to private business enterprise; consists of enterprise funds.

**Public Service Corporation (PSC)** – An entity defined by the Commonwealth of Virginia as providing utilities to residents and businesses; includes power companies, phone companies, gas companies, and other similar type organizations.

**Real Estate Tax (R/E)** – A tax levied by the City Council on real property in the City of Fairfax; real property is defined as land and improvements on the land (buildings).

**Reserve** – An account used to indicate that a portion of fund equity is legally restricted.

**Revenue** – The income received by the City in support of a program of services to the community; includes such items as property taxes, fees, user charges, grants, fines and forfeitures, interest income and miscellaneous revenue.

**Revenue Estimate** – A formal estimate of how much revenue will be earned from a specific revenue source for some future period – typically a future fiscal year.

**ROW** – Right-of-way.

**Salaries** – The amounts paid for personal services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime and temporary help.

**SUP** – Special use permit as in zoning.

**Supplies and Material** – The expenditure classification used in the budget to cover office and operating supplies, construction materials, chemicals, fuels, and repair parts.

**Tax Rate** – The amount of tax levied for each \$100 of assessed value.

**Transient Occupancy or Lodging Tax** – Tax on stays at hotels and motels of less than 30 days duration.

**UCR based reporting** – Uniform Crime Reporting; move is toward incident based reporting (IBR).

**User Fees** – The payment of a fee for direct receipt of a public service by the person benefiting from the service.

**Utility Funds** – Sewer and water services are accounted for in the utility funds. The sewer fund and water fund are enterprise funds. Enterprise funds are those funds in which the cost of providing goods or services is financed primarily through user charges.

**VML** – Virginia Municipal League – a nonprofit association of City, town and county officials that provides member services to Virginia local governments.

**WMATA** – Washington Metropolitan Area Transit Authority, the regional agency that operates the METRO bus and subway systems expenditures. The GEORGE bus is operated under contract by WMATA.

**Prepared by  
Finance Division  
City of Falls Church  
300 Park Avenue, Ste. 300 East  
Falls Church, VA 22046  
(703) 248-5120**