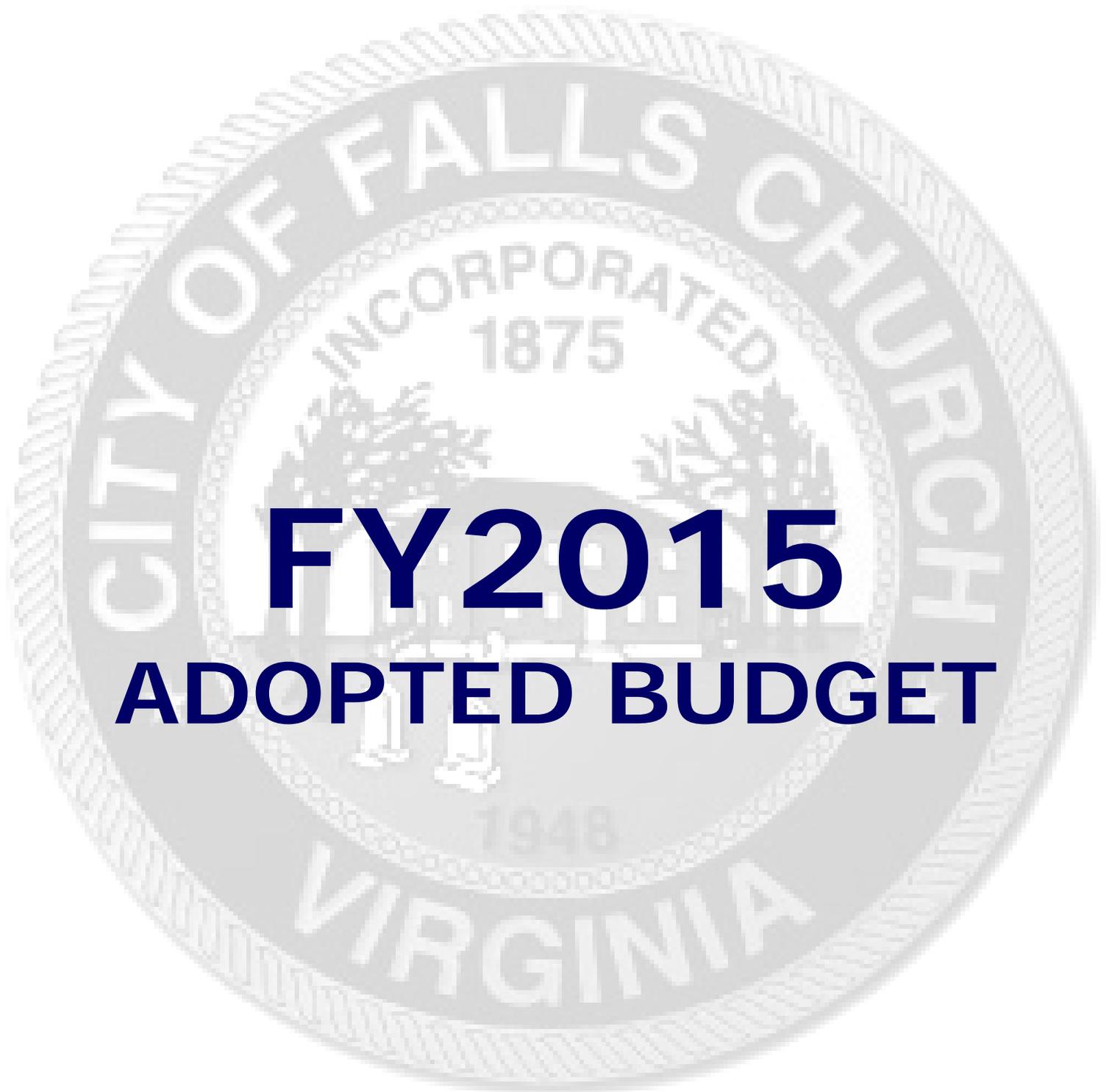


# **FY2015 ADOPTED BUDGET**

**Annual Expenditures  
& Revenues  
& Five-Year Capital  
Improvements Program**



# **FY2015 ADOPTED BUDGET**

## **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 28, 2014

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

The annual budget development process allows the City to plan its operating expenditures within revenue forecasts over the coming year, and its capital improvements program (CIP) over the coming five years. The purpose is to allocate limited resources to meet the top priorities of the community, as expressed in the City Council’s Vision Statement, adopted goals and plans, and Budget Guidance Statement. The Council benefited from extensive public input through the three public hearings, two town hall meetings, and numerous worksessions. The City Council adopted the FY2015 Budget and CIP on April 28, 2014, and it becomes effective July 1, 2014.

The following chart summarizes the changes to expenditures from FY2014 to FY2015:

	Adopted FY2014	Adopted FY2015	\$ Change	% Change
General Government	\$ 35,089,553	\$ 36,207,063	\$ 1,117,510	3.2%
School Transfer	33,775,600	36,859,530	3,083,930	9.1%
Debt Service*	4,745,554	5,214,124	468,570	9.9%
CIP	600,000	1,752,000	1,152,000	192.0%
Tax Credit & Contingency	468,968	518,947	49,979	10.7%
Stormwater Transfer	900,000	-	(900,000)	-100.0%
<b>Total</b>	<b>\$ 75,579,675</b>	<b>\$ 80,551,664</b>	<b>\$ 4,971,989</b>	<b>6.6%</b>

\*Includes debt service for schools & debt issuance costs.

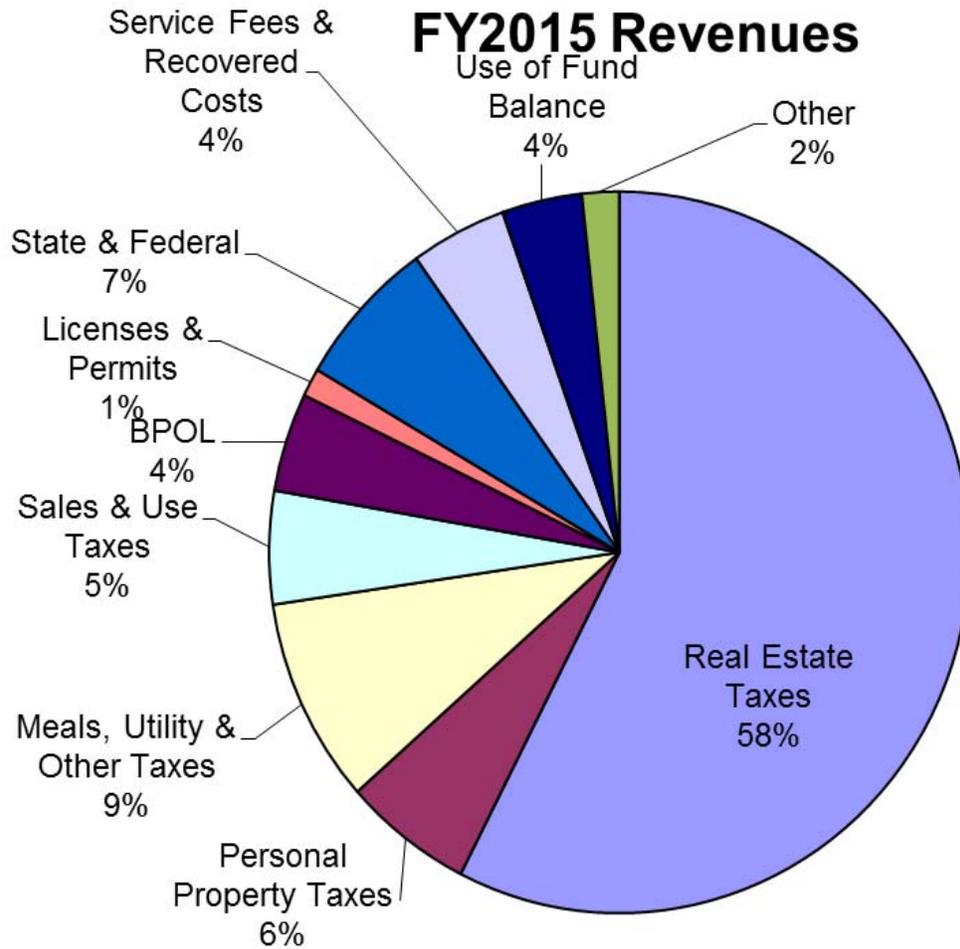
The FY2015 General Government operating budget, not including debt service, pay as you go capital projects, provides for operating expenditures of \$36,207,063. The 3.2% increase in spending met the initial Council budget guidance to keep general government expenditures (not including schools) in line with revenues generated solely by economic growth (4.6%).

The School Board transfer is \$36,859,530, which represents a 9.1% increase over the current year. The total School Division operating budget of \$44,618,600 represents a 9.0% increase over the FY2014 original budget.

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

### FY2015 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 FY2015 as compared to FY2014 is provided in the table below.

### Comparative Summary of Estimated Revenues

	Adopted FY2014	Adopted FY2015	\$ Change	% Change
Real Estate Taxes	\$ 43,887,000	\$ 46,307,000	\$ 2,420,000	5.5%
Personal Property	4,302,700	4,809,700	507,000	11.8%
Meals, Utility & Other Taxes	6,740,000	7,429,500	689,500	10.2%
Sales Tax	3,848,600	4,083,000	234,400	6.1%
Business Licenses	3,316,000	3,565,500	249,500	7.5%
Building Permits	776,000	1,019,000	243,000	31.3%
State & Federal	5,444,590	5,407,134	(37,456)	-0.7%
Service Charges	4,467,985	3,574,830	(893,155)	-20.0%
Other	1,318,500	1,376,000	57,500	4.4%
Use of Fund Balance	1,478,300	2,980,000	1,501,700	101.6%
<b>Total</b>	<b>\$ 75,579,675</b>	<b>\$ 80,551,664</b>	<b>\$ 4,971,989</b>	<b>6.6%</b>

The Summary of Estimated Revenues chart above reflects an improved City economy, relative to the period of 2008 – 2013. Notably, personal property taxes are projected to increase 12%, meals tax receipts 6%, and business license receipts 7.5%, as compared to the FY2014 Budget projections. The FY15 projections are based on FY2013 year-end actuals and FY2014 year-to-date actuals, both of which exceeded the FY14 budget projections. Ongoing reductions in federal contracting and federal spending and their impact on the economy throughout the National Capital Region cause us to remain cautious about the strength and duration of the economic recovery in our assumptions for FY2015.

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

	<u>CY2013</u>	<u>CY2014</u>
Single Family:	up 4%	up 7.8%
Townhouses:	up 4%	up 3.4%
Condominiums:	up 1%	up 5.0%
Commercial:	up 2%	up 2.4%
Apartments:	<u>up 5%</u>	<u>up 26.0%</u>
<b>Overall:</b>	<b>up 2.9%</b>	<b>up 6.8%</b>

The total assessed value of the City is approximately \$3.5 billion as of January 1, 2014, an increase of \$225 million in the past year. The growth in assessed value reflects market appreciation and approximately \$53 million in new construction in the City (approximately ¼ of the growth).

Of the \$53 million in new construction, approximately \$33 million is in the commercial sector (notably the Hilton Garden Inn and the Northgate projects), and \$20 million is in additions and rebuilding of new single family homes in the City.

The City's push to revitalize its commercial districts is driven in part by a desire to grow the tax base and thereby lower the share of property taxes borne by the homeowner. As can be seen in

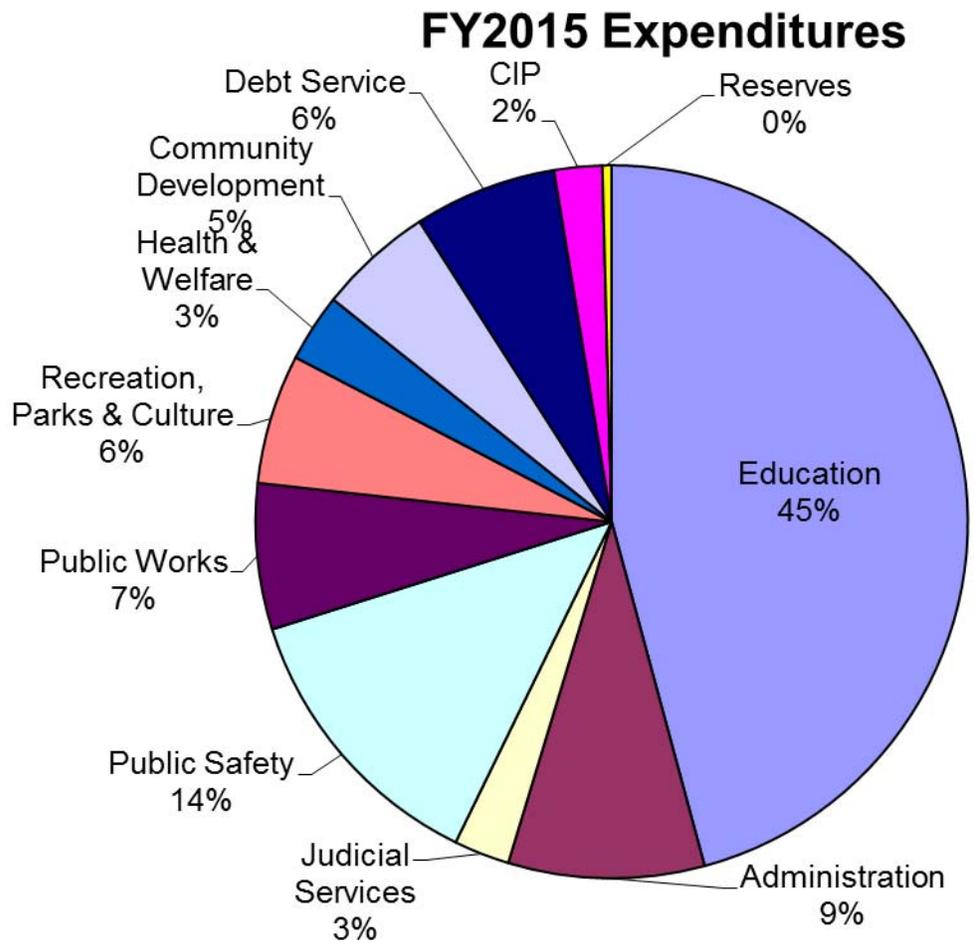
the chart below, the City has a ratio of commercial property to residential property that is lower than our surrounding jurisdictions, with the exception of Fairfax County.

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

2014	Residential	Apartments	Commercial
Falls Church City	73	6	21
Alexandria	57	15	28
Arlington	51	19	30
Fairfax City	62	5	33
Fairfax County	74	6	20

**FY2015 Summary of Expenditures**

The Chart below provides an overview of the distribution of General Fund expenditures across City operations.



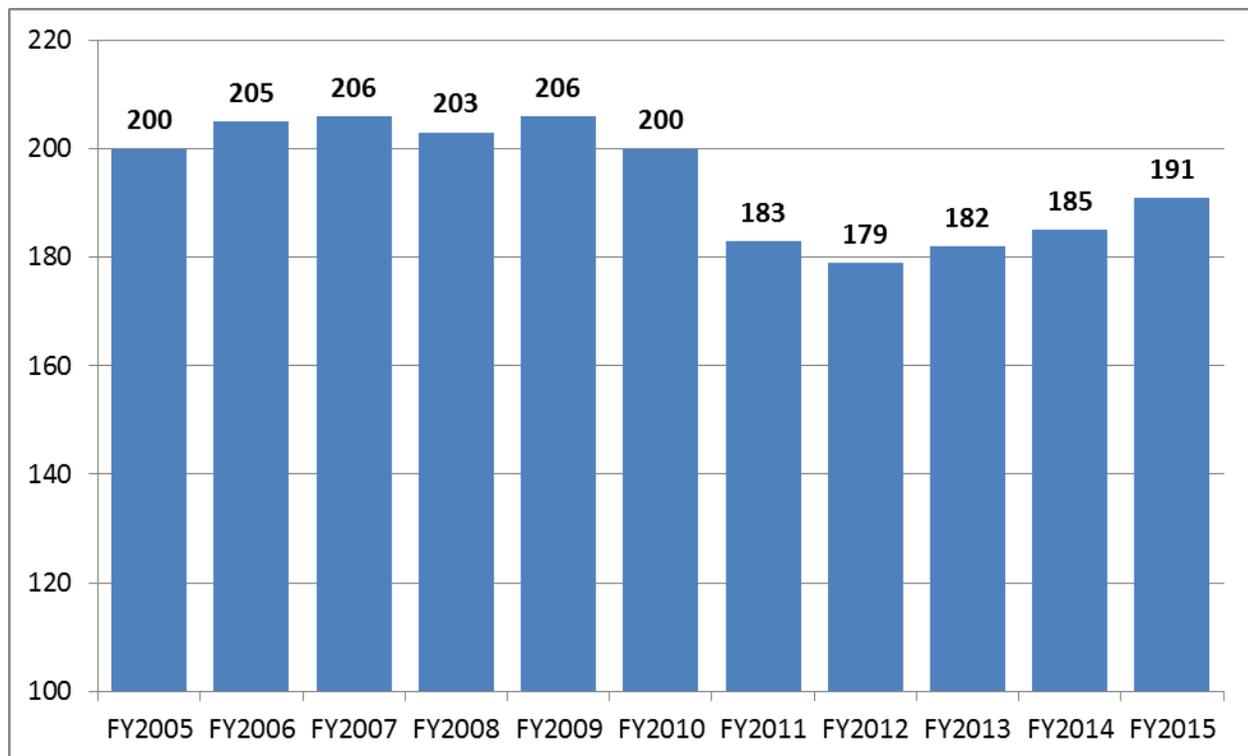
## Staffing Levels

The FY2015 Budget funds 191 permanent positions in the General Fund, a net increase of five positions. As the City cut costs in response to financial difficulty in recent years, City staffing is 16 positions, or 8%, below the 206 positions funded in FY2009. This decrease in staffing was not accompanied by significant cuts in program or services. City employees are accomplishing more with less and are justifiably proud of this record.

Six positions were added to Information Technology function in FY2015 mainly as a result of bringing the function in-house whereas it formerly was outsourced. A Marketing Specialist was also added to assist the Economic Development Office in promoting the City as an excellent location to locate business and invest.

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

**Number of City Employees\***



\*Excludes CIP and Enterprise Funds.

**Budget Guidance:** The City Council adopted a Budget Guidance Statement for the City Manager on December 9, 2013 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 in the proposed 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 of services and programs with other agencies and the school division, mergers, contracting, partnerships, and other means.

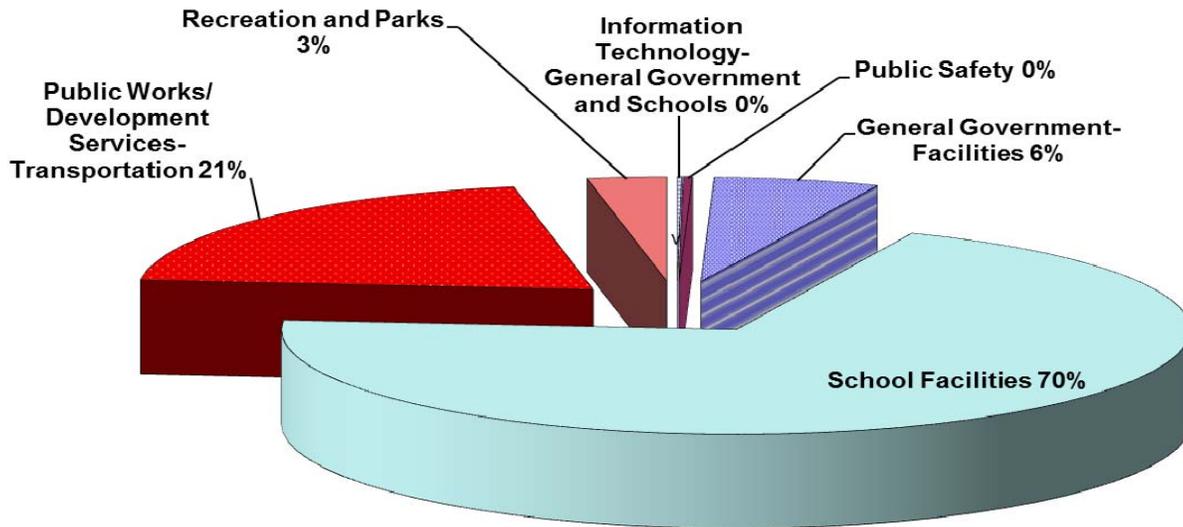
- ✓ *The City operates with 8 percent less staff than the 10 year norm prior to 2010.*
  - ✓ *The Fire Services contract transfers responsibility for the routine maintenance of Station 6 to Arlington County DES, to gain the benefit of the County's efficiencies of scale that come from maintaining 10 stations across the County.*
  - ✓ *The sale of the water system on January 3 has caused significant restructuring in how we staff and manage stormwater and sanitary sewer services. The City lost significant economies of scale with the sale of the water system, which are partially offset by the gains in the sharing of staff and resources between stormwater and sanitary sewer.*
  - ✓ *The Department of Development Services and Department of Public Works continue to move toward electronic plan review, to shorten review times, lower cost, and encourage private economic development in the City.*
- Present a budget in which any increases in revenues for general government expenses are generated solely by economic growth. To the extent that this constraint on expenditures results in negative impacts to programs, equipment replacement, or infrastructure maintenance, information about those impacts should be provided to the City Council with the budget presentation.
    - Using a whole City approach to reducing costs, present options for maintaining a level real estate tax rate.
      - ✓ *We forecast a 6.9% growth in revenue due to economic growth alone. This is reduced to 4.6% growth after accounting for the loss of the administrative cost allocation from the water fund (\$1.1 million). By comparison, the adopted General Government budget grows by 3.2%. The adopted budget for General Government alone, not including the School Board transfer, would allow for a reduction in the RE tax rate from 1.305 to 1.295, and absorb the loss of the administrative cost allocation from the water fund.*
  - If expenditures significantly exceed revenues and there is a need to reduce or eliminate programs, that in light of the need to undertake these reductions it would be Council's responsibility to select the areas for reduction. In as much as program reductions could represent a change or alteration of the Vision of the City, it is the Council's responsibility.
  - Present a budget in which "pay as you go" capital projects, capital reserves, and other identified long term financial obligations are adequately funded.
    - ✓ *In the adopted Budget, \$1,752,000 is allocated for "pay go" capital project, including \$800,000 for the Special Transportation Fund to provide the local match for NVRTA transportation funds.*
  - 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 FY2014 Budget adoption.
    - ✓ *The multi-year forecasts were fully considered, and the aggregate expenditure growth for General Government is within forecasts developed last year. There is significant variance within the aggregate, due to changing conditions.*

- Present an operating and capital budget that focuses on infrastructure maintenance and improvements.
  - ✓ *The adopted Budget calls for \$22.8 million in capital funding, including \$11 million in grant or proffer funded projects, and \$1,752,000 in pay as you go funding. A more detailed description is provided below, and in the Capital Improvements Program section of this budget.*
  
- Multi-year projections: present revenue and expenditure projections for FY16 and more general projections for FY17 through FY19, so that FY2015 budget decisions can be assessed in the context of long term sustainability. The multi-year forecasts should include operating costs, City and VRS pension costs, and capital expenditure projections.
  - ✓ *This budget document provides a multiyear outlook in the Financial Summary section. The Finance Director also provided a long range financial overview at the work session on March 17.*
  
- 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 3% merit increase in compensation for employees. This is comparable with other local governments in the area.*
  
- Present options in the budget for enhanced real estate tax deferral for seniors.
  - ✓ *The adopted Budget provides an increase in funding support for tax relief and tax deferral from the FY14 amount of \$175,000 to \$255,000. The policy would provide an additional \$80,000 in tax relief for seniors by increasing the benefit for taxpayers who currently qualify and lowering the income qualifications to allow more taxpayers to be eligible for the program.*
  
- Present a budget that fully funds City Basic and Police pension plan actuarially required contributions (ARC) as called for in the actuarial report of 2013.
  - ✓ *The ARC is fully funded.*
  
- Present a budget that absorbs the loss of the administrative cost allocation and PILOT from the water fund without an increase in the tax rate.
  - ✓ *The adopted Budget for General Government alone, not including the School Board request, would allow for a reduction in the RE tax rate from 1.305 to 1.295, and absorb the entirety of the loss of the administrative cost allocation from the water funds.*

## CAPITAL IMPROVEMENTS PROGRAM (CIP)

The CIP contains significant projects in FY2015 and the subsequent four year planning period. Major funding is provided for City public facility improvements, public safety, transportation improvements on the primary corridors, stormwater mitigation and park improvements. The allocation by percentage is depicted below:

### Capital Improvements Program General Fund FY2015-FY2019 (All Funding Sources)



PROJECT	FY2015	FY2015-FY2019
INFORMATION TECHNOLOGY (Police)	207,000	207,000
PUBLIC SAFETY	550,000	550,000
PUBLIC FACILITIES (includes general govt, library & schools)	8,752,000	131,652,000
PARKS & RECREATION	1,275,000	3,883,000
<b>TOTAL GENERAL GOVERNMENT &amp; SCHOOLS</b>	<b>\$10,784,000</b>	<b>\$136,292,000</b>
TRANSPORTATION FUND- Special	11,948,811	35,899,811
SEWER FUND- Utility Enterprise	909,284	15,561,420
STORMWATER FUND- Utility Enterprise	1,160,000	5,442,002
<b>TOTAL UTILITY FUNDS</b>	<b>\$14,018,095</b>	<b>\$56,903,233</b>
Note: no water CIP due to the sale		

The projects are described in the Capital Improvements Program section of this Budget. Key projects are in the areas of:

**School facilities:** Mount Daniel Elementary School expansion, GMHS, and MEHMS (the large high and middle schools facility projects will be planned in concert with potential economic development on a portion of the school campus).

**Library:** possible expansion in 2016.

**Transportation:** expanding pedestrian accessibility along South Washington and West Broad Streets commercial districts, maintaining bridges, traffic signals, and roadbed reconstruction.

**Parks:** Howard Herman Stream Valley Park Master Plan; Open Space; Big Chimney's Park Master Plan.

**Stormwater:** Great Falls/Little Falls flooding mitigation; Coe and Pearson Branch Stream Restoration; Cherry Street Pre-School stormwater facility.

**Sanitary Sewer:** 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 FY2015 Budget Guidance and the 2011 Financial Policies. The adopted CIP for FY2015-FY2019 is consistent with these policies. In a budget amendment to FY2014, City Council adopted to fund the Capital Reserve with proceeds from the sale of the Post Office land, the Mailboxes land, and other excess revenues.

## **SEWER, AND STORMWATER FUNDS**

With the sale of the water system to Fairfax Water on January 3, 2014, and the creation of a new Stormwater Utility, the City's enterprise funds experienced a significant change in FY2014. Sanitary sewer services remain with the City, now under the management of the Department of Public Works. The personnel were reallocated to the Department to accommodate this change.

*Sanitary Sewer:* Due to the increased cost of sanitary sewer treatment facilities required by the Environmental Protection Agency, the Sewer Utility commodity rate will increase to \$9.40 per 1,000 gallons. The increases are needed to pay for Chesapeake Bay mandates for nitrogen and phosphate removal at the sewer treatment plants that serve the City as well as continued reinvestment in aging infrastructure. The rates are in keeping with the financial plan laid out in a rate study of March 2012. 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.

*Stormwater:* Last year, the City created a Stormwater Utility Fund to meet the rising costs of regulatory compliance, replacement of aging infrastructure, reducing flooding, and improving water quality. The stormwater capital and operating costs were moved out of the General Fund to the new Stormwater Fund, and a fee based on impervious coverage is proposed to fund all stormwater related activities. This allows for greater accountability to the rate payer, distributes the costs more equitably, and allows rate payers to reduce their costs if they take actions to reduce their impervious coverage (such as asphalt parking areas, and the like).

	FY2014	FY2015
<b>Sanitary Sewer Fund</b>		
Expenditures	\$3,685,000	\$4,048,200
Rate	\$8.62/1000 gal.	\$9.40/1000 gal.
<b>Stormwater Fund</b>		
Expenditures	\$1,706,000	\$1,456,000
Rate	\$18 / 200 sq ft. of impervious surface	\$18 / 200 sq ft. of impervious surface

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

## LOOKING AHEAD

The FY2015 Adopted Budget is influenced by continuing turbulence in the economic forecast for the Washington Metropolitan Region. The City uses a multi-year budget model to test assumptions and scenarios for future costs and revenue trends. By understanding the assumptions behind financial forecasts, we are able to think more clearly about our long term objectives for infrastructure improvement, effective operations, and workforce development, and options for achieving them.

Significant issues for the future include:

- City debt levels are within adopted policy limits and historical norms at the present time. However, projected capital spending for new facilities, as planned in the Capital Improvements Program, will present the City Council with difficult choices involving additional spending reductions to provide room for debt service or additional revenues from existing or new sources. The cost of debt service from the CIP as a whole over the coming five years would require an increase in the tax rate of well over 21 cents, assuming operating budgets required no tax increases at all. The City must a) prioritize its capital projects and b) recognize that the City cannot afford both operating increases that outstrip economic growth and new debt service for schools and other facilities planned over the coming five years.
- The City Council will soon determine the investment strategy on the water sale proceeds. The use of the water sale proceeds, if used wisely, will help mitigate capital costs described above. However, it must be noted that the CIP has identified \$175 million of capital needs over the five year period, and the sale proceeds are roughly 1/10 of this amount, and therefore sound financial planning with an eye toward long term needs and financial capacity is critical to the City's success.
- The City's staffing level was reduced by 14% between 2009 and 2011. Since 2012, new staff positions have been added in the areas of Development Services (with a focus on economic development) and Public Works (with a focus on executing capital projects). There has been a significant realignment of staff resources in the City government toward the priorities of economic development and infrastructure, which is appropriate. Overall staffing levels remain 9% below 2009 levels, yet no major programs were cut and City Council and many Boards and Commissions that require staff support have not reduced their meeting schedules or placed a strong focus on efficiency. City staff takes pride in the high levels of productivity, but it is necessary to work with City Council and our Boards and Commissions to ensure that a) meeting times and preparation time is reduced to reflect

actual staff resources, or b) administrative staffing levels to support our boards and commissions are increased. The former is recommended, and a reduction in the number of Council and Board and Commission meetings alone would result in wider organizational productivity gains. I look forward to working with the Council on this important issue.

- The City's pension fund benefitted from substantial investment gains in the past year and is currently fully funded from a market value basis, and over 90% funded from an actuarial basis. The Annual Required Contribution in FY15 is currently approximately 11.5 % (employer) and 5% (employee) for the basic plan (higher for the Police Plan).
- Virginia Retirement System costs will increase in FY2015 and each biennium thereafter, as the statewide public teachers pension fund is currently significantly under funded.
- Improved certainty in real estate revenue forecasts: Starting this year, the City aligned the tax year and the fiscal year (per Council Ordinance adopted in January 2014). This allows the City Council to adopt a budget with full knowledge of the assessed value and tax rate that will apply for the entire fiscal year, rather than only one half of the fiscal year as was formerly the case. As a result, the City will no longer experience the variances of budget to actual (surpluses or deficits) that it has experienced in the past. Importantly, in FY15 and beyond, the City will no longer be able to rely on unplanned surpluses to fund its "pay as you go" capital program and will need to fund pay as you go projects with actual tax revenues.

Alongside these areas of note, 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 grow its tax base and 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 AAA; and Fitch AAA. The City Council has adopted and adheres to financial policies on fund balance and debt levels that reflect a prudent approach to fiscal management while still allowing for a targeted use of borrowing and pay-as-you-go funding to meet community needs.

The FY2015 Budget required tough decisions given the gap between expenditure growth and economic growth. Sound financial management is at the core of community trust, and is the necessary pre-condition for accomplishing community goals. As the Council and community works through future budget decisions, it will be very important to uphold the sound management policies adopted in 2001 and reaffirmed many times since: keeping debt within manageable levels; and avoiding the use one time money (such as fund balance, or sale proceeds) for ongoing expenses.

Respectfully,



F. Wyatt Shields  
City Manager

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**FY2015 ADOPTED BUDGET  
CITY  
INTRODUCTION**





## CITY COUNCIL

David Tarter

*Mayor*

David F. Snyder

*Vice Mayor*

Nader Baroukh

Marybeth Connelly

Phil Duncan

Karen Oliver

Dan Sze

\*\*\*\*\*

## CITY OFFICIALS

F. Wyatt Shields, *City Manager*

Cindy L. Mester, *Assistant City Manager*

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

*City Attorney (vacant, currently contracted to Greehan, Taves & Pandak)*

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 are: Phil Duncan, Marybeth Connelly, Nader Baroukh, Mayor Dave Tarter, Vice Mayor David Snyder, Karen Oliver, and Dan Sze.

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

- F. Wyatt Shields, City Manager
- Cindy Mester, Assistant City Manager
- Richard A. La Condré, MPA, Director of Finance
- City Attorney (*Vacant*)
- 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 square miles
- Population of 13,508 (Estimate for July 1, 2013, US Bureau of Census)
- \$3,849,569,800 total assessed value of real estate at January 1, 2014; \$3,549,167,400 taxable assessed value
- 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, 2014 Median Home value	\$656,400 <sup>1</sup>	\$352,000 <sup>2</sup>	\$173,600 <sup>3</sup>
Unemployment Rate, December 2014 <sup>4</sup>	5.8%	5.2%	7.8%

**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 by other localities:**

- |   |  |
|---|--|
| <b>Arlington County</b>   | <b>Fairfax County</b>  |
| <ul style="list-style-type: none"> <li>• Jails</li> <li>• Commonwealth Attorney</li> <li>• Circuit Court</li> <li>• Fire</li> <li>• E-911</li> <li>• Boys residential home (Argus House)</li> </ul> | <ul style="list-style-type: none"> <li>• Health</li> <li>• Area Agency for Aging</li> <li>• Social Services</li> </ul> |

**Services provided by contract to other localities:**

- Aurora House (residential group home for girls)

<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: *Ibid.*

<sup>4</sup> Source: Bureau of Labor Statistics, Local Area Unemployment Statistics

## ECONOMIC DEVELOPMENT TRENDS

The information presented in the financial statements is best understood when it is considered from the broader perspective of the specific environment within which the city operates.

### The Local Marketplace

The City of Falls Church has benefited from an unprecedented wave of new development and investment that has occurred along its primary commercial corridors over the past decade. The Broadway (2003), Byron (2006), Read Building (2007), Pearson Square (2007), Spectrum (2008), and Northgate (2014) have followed a pattern of higher-density, mixed-use development on underutilized infill sites. Collectively these projects produce about \$6.1 million in gross revenue and \$2.9 million in net revenue for the city annually.

Commercial space in the six mixed-use buildings is 93 percent occupied and each is at or approaching full residential occupancy. The Spectrum, with 32,000 square feet of condo office space, recently sold its final available suite. The Tax Analysts Building, a physically detached component of the Pearson Square project on South Maple Avenue, contains 85,000 square feet of Class A office and retail space that is 95 percent occupied. Financed by an Industrial Revenue Bond issued by the Falls Church Economic Development Authority, it was the largest office building constructed in the city in 20 years when it was delivered to market in 2008. A nonprofit publisher of printed and online material, Tax Analysts is also one of the city's largest employers.

Other notable commercial tenants in the mixed-use buildings are Mad Fox (a craft microbrewery and restaurant), Body Dynamics (a regional physical therapy and wellness center), Creative Cauldron/Falls Church ArtSpace, Pizzeria Orso, PNC Bank, Café Kindred, and Penzey's Spices. Mad Fox is the highest tax revenue producer among the city's 100-plus restaurants.

### Office Trends

Office space in the City of Falls Church is more than 50 years old, on average, according to CoStar, which also reports the average rent at \$21.68 per square foot (full service). Newer space, which is scarce, averages about \$30 per square foot, full service. The low cost of office space in the city explains, in part, a low vacancy rate – 8.4 percent – through the second quarter of 2014. By comparison, the closest Northern Virginia submarkets in Fairfax County and Arlington average 11 – 15 percent vacancy, with rents ranging from \$23 – 28 per square foot.

The city's convenient location also contributes to a high occupancy rate. Developers consistently advise, however, that the Falls Church submarket does not support full-service rent of \$40 per square foot, a threshold amount they say would justify construction of new office space with structured parking. Whether this dynamic would change for Class A office space built close to the West Falls Church Metro station is an unanswered question.

In 2013, office property at 510 N. Washington Street was purchased by a proxy for Inova Health Systems as a mid-range real estate 'hold' and long-term health facility development opportunity. Properties at 500/501 Annandale Road were sold to Pulmonary and Medical Associates, one of Northern Virginia's largest medical practices, with 20,000 patients; the group moved to Falls Church from a location in Arlington and rehabilitated two buildings for their use and to sublease. Two professional sports care practices have opened at 502 W. Broad Street and a primary care medical practice has leased space at 513 W. Broad. The Kerns Group of architects purchased and renovated the former Odd Fellows Building on N. Maple Avenue in 2013 for their headquarters with space available for retail or office sublease. The city is experiencing a significant trend in attracting medical practices and has long supported a strong market for small professional office tenants.

The "Flower Building," located in the 800 block of W. Broad Street, was completed in 2009 and is fully occupied with a mix of all-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. This building is an example of infill development made possible by the spinoff effect of larger mixed-use projects that have created density, as well as greater consumer and office tenant interest throughout the city's commercial districts.

## Retail Trends

Scarcer than available office space in the City of Falls Church is vacant space for retail. As it occasionally becomes available, this space is quickly backfilled, and at higher rent. The vacancy rate for retail space in the city is estimated at about 3 – 5 percent. CoStar reports average retail rent in the city at \$22.70 (triple net) through the second quarter of 2014. This does not include far higher rates for space at the Eden Center, which is not reflected in CoStar data.

Restaurants have been the source of greatest demand for space in Falls Church. In the past few years Einstein Brothers Bagels, Pizzeria Orso, Chipotle, Pisano's, Sfizi, Famous Dave's Barbeque, Honeybaked Ham, Mad Fox, Space Bar, Moby Dick's, Caribbean Plate, Curry Mantra 2, Subway, Dunkin' Donuts, four frozen yogurt shops, and others have opened, bolstering the city's meals tax revenue. The city is seeing some popular existing restaurants expand to offer outdoor and rooftop dining, with others planning to follow suit.

In 2012, California-based 24-Hour Fitness opened its second facility in the Washington, DC region in Falls Church. The company invested more than \$7 million to convert a former Syms clothing store into a state-of-the-art fitness and training center. Falls Church Cross Fit backfilled empty light industrial space on the city's north side and Five Rings Fitness has opened on S. Washington Street. Dominion Jewelers has transitioned from tenant to owner/operator in a building recently completed on W. Broad Street that functions as its headquarters and store, with additional office space available for lease.

A two-story building at 101 Annandale Road, damaged by fire in 2010, has been rebuilt and filled with a variety of new office, retail and restaurant tenants. Across the street, at 300 S. Washington, a blighted set of commercial buildings has been rehabilitated by a new owner, who has leased space to Smashburger as well as other restaurant and retail tenants.

## Other New Development

In August 2014 Hilton Garden Inn will be opening on Broad Street, the city's first new hotel since 1999. The hotel has 110 rooms, a conference center, restaurant, and numerous amenities for an extended stay clientele. Next door, a Burger King restaurant will be replaced by a five-story assisted living facility with ground level retail. The "Kensington" was approved by City Council in May 2014. On Hunton Avenue, Easter Seals Child Development Center completed renovation of a light industrial building to serve preschoolers, including children with disabilities and families of armed service veterans. The stunning new facility also was financed with an Industrial Revenue Bond issued by the Falls Church EDA.

## Pipeline Projects

Two major mixed-use projects were approved by the city in 2013. Rushmark Development Company will build a \$104 million mixed-use development featuring a 60,000 square foot Harris Teeter grocery store, 288 small apartments, and underground parking at 301 W. Broad Street. Lincoln Property Company is building a \$77 million mixed-use project in the 500 block of S. Washington Street featuring 224 small apartments, 40,000 square feet of commercial space, including a Fresh Market grocery store, and underground parking. Both projects are expected to be completed in 2016.

An application has been filed for a large mixed-use project on four acres at the northeast corner of West and Broad streets. "Mason Row" would consist of more than 300 apartments and condos, with a Hilton Home2 extended stay hotel and about 46,000 square feet of retail space.

The owner of a small and aging office building at 400 N. Washington Street seeks to replace the existing structure with a \$28 million, 110,000-square-foot office and retail building with underground parking as soon as market conditions support the investment. The site is within easy walking distance of the East Falls Church Metro Station, where the new Silver Line will connect with the Orange Line in 2013. An application for the office project was filed with the city in 2012.

Post-recession years have brought intense activity from investors pursuing land assembly and higher density development opportunities in Falls Church. The multi-family residential market is very strong for new rental housing, especially smaller units targeted to young professionals in the Washington, DC area. 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

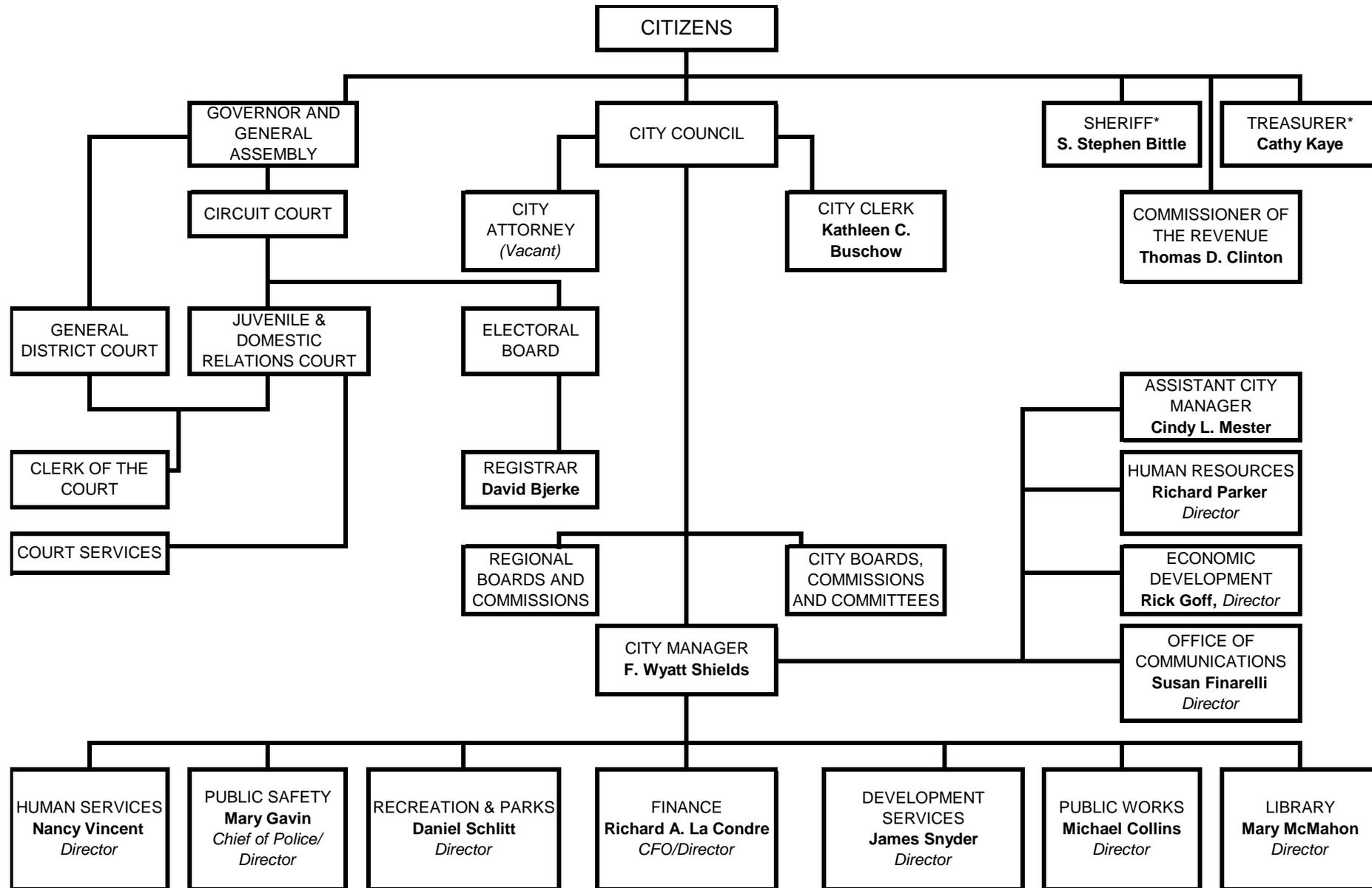
One of the most remarkable commercial success stories in Falls Church and, indeed, the metropolitan Washington region, is the Eden Center on Wilson Boulevard. The center is Northern Virginia's premier Asian shopping destination, with over 130 businesses. Its Vietnamese restaurants, eclectic array of shops, vendors and cultural events regularly draw chartered buses from surrounding states and Canada. Owners of the center have signed a lease with Good Fortune, a New York-based Asian grocery store, to occupy 43,000 square feet of space; the grocery will open in fall 2014.

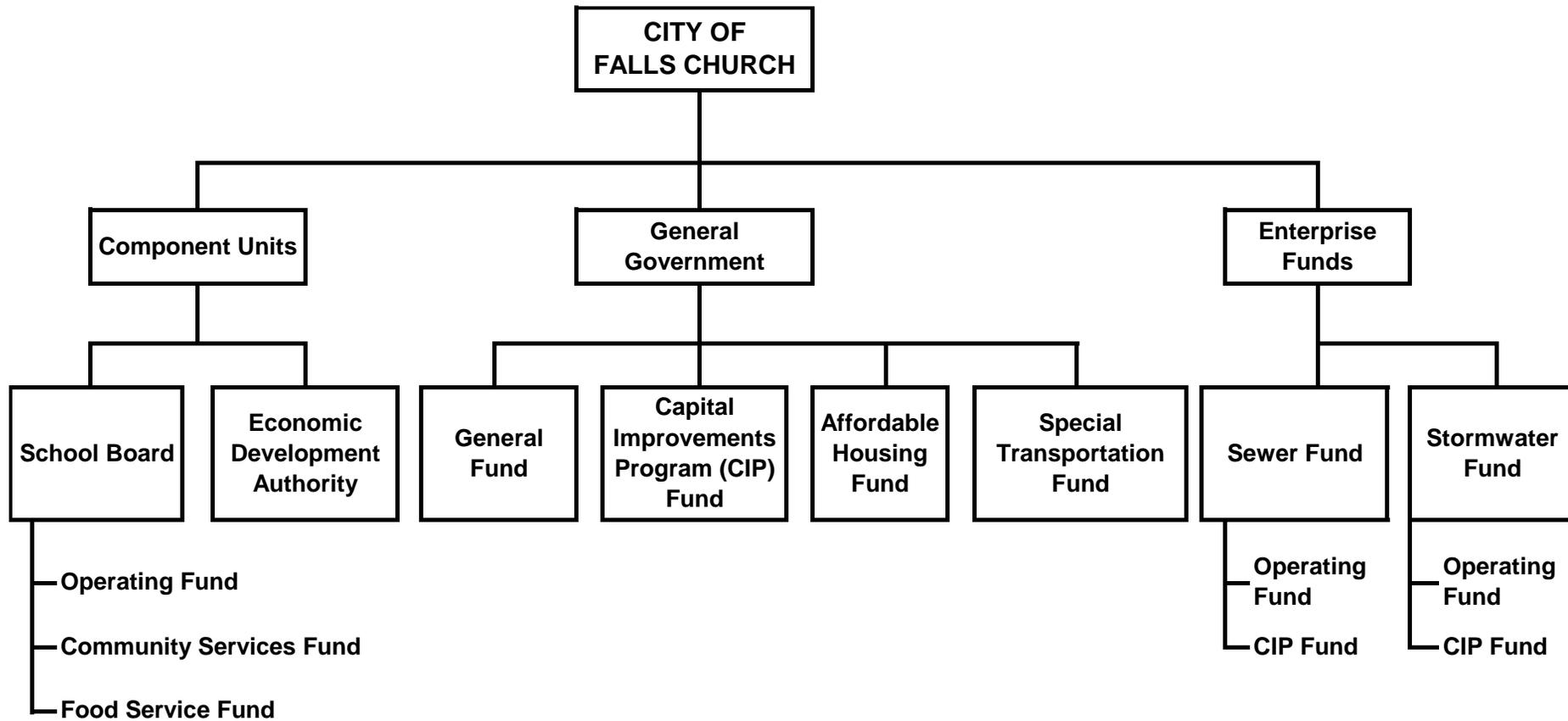
### The BJ's Success Story

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 through June 2013 has been closely followed and the Falls Church BJ's has proven consistent with initial revenue projections, now ranking second only to Giant grocery in sales tax revenue for the city.

## 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.





## 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.

**Special Transportation Fund:** The Special Transportation Fund is a separate capital program fund established in FY2014 with the main purpose of accounting for the revenues received from the taxes implemented as part of House Bill 2314 and the expenditures thereof. Revenues include: (1) 30% of 1% sales tax, 2% hotel and occupancy taxes and \_\_\_% on recordation taxes; (2) the equivalent of Commercial and Industry Tax of 12.5 cents; and (3) if the City has eligible projects, revenues from the Northern Virginia Transportation Authority, the source of which is the 70% of the additional sales, hotel and recordation taxes noted in (1). In addition, as the City receives new grants for transportation, those will also be accounted for in this fund.

**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. .

## ENTERPRISE FUNDS

**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.

**Stormwater Fund:** The Stormwater Fund is a new enterprise fund that is established in 2013 with funding beginning in FY2014. This fund will account for the revenues and expenditures, including capital improvements program, for the conveyance of the City's stormwater.

## 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*

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**FY2015 ADOPTED BUDGET  
BUDGET  
OVERVIEW**



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 FY2015 budget process:

**2013**

- Thursday, Nov 14      FY2015 Budget Planning Session  
City Council & School Board Joint Work Session
- Monday, Dec 9        City Council Adopts FY2015 Budget Guidance Resolution for City Manager

**2014**

- Tuesday, Jan 14      School Superintendent Presents FY2015 Budget Recommendations to School Board
- Friday, Jan 24        Departmental Budget Requests due to City Manager
- Monday, Feb 3        FY2015-FY2019 CIP presented to the Planning Commission
- Wednesday, Mar 5    School Board Adopts FY2015 Budget Request
- Monday, March 10    Planning Commission Adopts CIP Recommendations
- Monday, March 10    City Manager Presents FY2015 Operating Budget and FY2015-2019 CIP Recommendation
- Saturday, March 15    Town Hall Meeting #1
- Monday, March 24    Public Hearing #1, 1st Reading of Budget Ordinance & Tax Rate Ordinance
- Saturday, April 5     Town Hall Meeting #2
- Monday, April 14     Public Hearing #2, 2nd Reading of Budget Ordinance & Tax Rate Ordinance
- Monday, April 28     Public Hearing #3 and Adoption of FY2015 Operating Budget and FY2015-2019 CIP
- Tuesday, May 6        School Board Adopts FY2015 School Budget
- July 1, 2014          Fiscal Year 2015 Commences

## ORDINANCE 1918

ORDINANCE FIXING AND DETERMINING THE BUDGET OF EXPENDITURES AND REVENUES, APPROPRIATING FUNDS FOR THE FISCAL YEAR 2015: GENERAL FUND; SCHOOL OPERATING FUND; SCHOOL COMMUNITY SERVICE FUND; AND SCHOOL FOOD SERVICE FUND; SEWER FUND, STORMWATER FUND; AND AFFORDABLE HOUSING 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, School Food Service Fund, Sewer Fund, Stormwater Fund, and Affordable Housing Fund for the Fiscal Year 2015, is hereby fixed, determined and appropriated as hereinafter set forth:

- a. \$80,551,664 for the General Fund revenues; and  
\$80,551,664 for the General Fund expenditures.
- b. \$44,618,600 for the School Operating Fund revenues; and  
\$44,618,600 for the School Operating Fund expenditures.
- c. \$1,769,800 for the School Community Service Fund revenues; and  
\$1,769,800 for the School Community Service Fund expenditures.
- d. \$956,400 for the School Food Service Fund revenues; and  
\$956,400 for the School Food Service Fund expenditures.
- e. \$4,048,200 for the Sewer Fund revenues; and  
\$4,048,200 for the Sewer Fund expenditures.
- f. \$1,456,000 for the Stormwater Fund revenues; and  
\$1,456,000 for the Stormwater Fund expenditures.
- g. \$141,038 for the Affordable Housing Fund revenues; and  
\$141,038 for the Affordable Housing Fund expenditures.

FY2015 APPROPRIATION OF FUNDS				
		FY2014 Adopted	FY2015 Proposed	FY2015 Adopted
1	<b>General Fund - Expenditures by Department</b>			
2				
3	Legislative	691,088	728,858	728,858
4	Executive	3,407,861	3,874,238	3,737,021
5	Finance	1,347,105	1,401,888	1,401,888
6	Commissioner of the Revenue	802,700	816,773	816,773
7	Treasurer	590,950	703,347	703,347
8	Registrar	295,863	279,818	279,818
9	Sheriff	1,691,433	1,714,508	1,714,508
10	Clerk of Court	48,305	49,947	49,947
11	Public Safety	8,440,983	8,784,992	8,784,992
12	Public Works	5,753,214	5,630,865	5,630,865
13	Human Services	4,161,472	4,188,892	4,188,892
14	Recreation and Parks	3,054,400	3,088,144	3,088,144
15	Library	1,923,927	2,005,805	2,005,805
16	Development Services	1,601,082	1,669,001	1,669,001
17	Education and Transfers to Schools	33,801,770	37,105,734	36,889,734
18	Non-departmental	7,967,522	8,943,854	8,862,071
19				
20	<b>Total General Fund</b>	<b>75,579,675</b>	<b>80,986,664</b>	<b>80,551,664</b>
21				
22	<b>General Fund Revenue</b>			
23				
24	Property Taxes	48,189,700	52,713,700	51,116,700
25	Property Taxes - Non Assessed	300,000	300,000	300,000
26	General Sales & Use Taxes	3,848,600	4,083,000	4,083,000
27	Selective Sales & Use Taxes	5,428,000	5,931,500	5,931,500
28	Gross Receipts Business Taxes	3,316,000	3,565,500	3,565,500
29	Other Taxes	1,012,000	1,198,000	1,198,000
30	Licenses & Permits	776,000	1,019,000	1,019,000
31	Federal Grants	289,986	232,501	232,501
32	State Operating Grants	2,220,727	2,189,756	2,189,756
33	State Shared Revenue	2,920,877	2,970,877	2,970,877
34	Payments in lieu of Taxes	150,000	-	-
35	Charges for Services	4,467,985	3,574,830	3,574,830
36	Fines & Forfeitures	691,000	734,000	734,000
37	Rental Income	128,500	212,000	212,000
38	Contributions Private Sources	13,000	14,000	14,000
39	Use of Fund Balance	1,478,300	1,818,000	2,980,000
40	Dispositions & Sales	60,000	41,000	41,000
41	Recovered Costs	30,000	30,000	30,000
42	Debt Proceeds	259,000	359,000	359,000
43				
44	<b>Total General Fund Revenues</b>	<b>75,579,675</b>	<b>80,986,664</b>	<b>80,551,664</b>

FY2015 APPROPRIATION OF FUNDS				
		FY2014 Adopted	FY2015 Proposed	FY2015 Adopted
45	<b>School Operating Fund - Expenditures</b>			
46				
47	Uses of Funds	40,937,800	44,834,600	44,618,600
48				
49	<b>Total School Operating Fund Expenditures</b>	<b>40,937,800</b>	<b>44,834,600</b>	<b>44,618,600</b>
50				
51	<b>School Operating Funds - Revenues</b>			
52				
53	Use of Fund Balance	486,000	590,000	590,000
54	Sales Tax	2,169,300	2,233,600	2,233,600
55	Federal Funds	456,800	471,500	471,500
56	State Funds	3,305,600	3,626,800	3,626,800
57	Other	837,400	950,500	950,500
58	City Appropriation	33,682,700	36,962,200	36,746,200
59				
60	<b>Total School Operating Fund Revenues</b>	<b>40,937,800</b>	<b>44,834,600</b>	<b>44,618,600</b>
61				
62	<b>School Community Service Fund - Expenditures</b>			
63				
64	Uses of Funds	1,839,300	1,769,800	1,769,800
65				
66	<b>Total School Community Services Fund Expenditures</b>	<b>1,839,300</b>	<b>1,769,800</b>	<b>1,769,800</b>
67				
68	<b>School Community Services Fund - Revenue</b>			
69				
70	Use of Fund Balance	305,000	179,500	179,500
71	User Fees	1,391,400	1,426,970	1,426,970
72	Other Income	50,000	50,000	50,000
73	City Appropriation	92,900	113,330	113,330
74				
75	<b>Total Community Services Fund Revenues</b>	<b>1,839,300</b>	<b>1,769,800</b>	<b>1,769,800</b>
76				
77	<b>School Food Service Fund Expenditures</b>			
78				
79	Non-Instructional	916,900	956,400	956,400
80				
81	<b>Total School Food Service Fund Expenditures</b>	<b>916,900</b>	<b>956,400</b>	<b>956,400</b>
82				
83	<b>School Food Service Fund Revenues</b>			
84				
85	Use of Fund Balance	100,000	60,000	60,000
86	Federal and State Grants	71,300	93,300	93,300
87	Cafeteria Sales	735,600	786,400	786,400
88	Miscellaneous Income	2,000	700	700
89	School Board Transfer	8,000	16,000	16,000
90				
91	<b>Total School Food Service Fund Revenues</b>	<b>916,900</b>	<b>956,400</b>	<b>956,400</b>

FY2015 APPROPRIATION OF FUNDS				
		FY2014 Adopted	FY2015 Proposed	FY2015 Adopted
92	<b>Sewer Fund Expenditures</b>			
93				
94	Sewer Division	3,685,000	4,048,200	4,048,200
95				
96	<b>Total Sewer Fund Expenditures</b>	<b>3,685,000</b>	<b>4,048,200</b>	<b>4,048,200</b>
97				
98	<b>Sewer Fund Revenues</b>			
99				
100	Charges for Services	3,675,000	4,038,200	4,038,200
101	Investment Income	10,000	10,000	10,000
104				
105	<b>Total Sewer Revenue</b>	<b>3,685,000</b>	<b>4,048,200</b>	<b>4,048,200</b>
106				
107	<b>Stormwater Fund Expenditures</b>			
108				
109	Stormwater Division	1,706,000	1,456,000	1,456,000
110				
111	<b>Total Stormwater Fund Expenditures</b>	<b>1,706,000</b>	<b>1,456,000</b>	<b>1,456,000</b>
112				
113	<b>Stormwater Fund Revenues</b>			
114				
115	Charges for Services	806,000	1,425,000	1,425,000
116	Investment Income	-	1,000	1,000
117	Borrowings and Use of Fund Balance	-	30,000	30,000
118	Transfer from General Fund	900,000	-	-
119				
120	<b>Total Stormwater Revenue</b>	<b>1,706,000</b>	<b>1,456,000</b>	<b>1,456,000</b>
121				
122				
123	<b>Affordable Housing Fund Expenditures</b>			
124				
125	First-time Homebuyers' Program	218,001	141,038	141,038
126				
127	<b>Total Affordable Housing Fund Expenditures</b>	<b>218,001</b>	<b>141,038</b>	<b>141,038</b>
128				
129	<b>Affordable Housing Fund Revenues</b>			
130				
131	Use of Fund Balance	218,001	141,038	141,038
132				
133	<b>Total Affordable Housing Fund Revenues</b>	<b>218,001</b>	<b>141,038</b>	<b>141,038</b>

1st

Reading: 3-24-14  
2nd Reading: 4-28-14  
Adoption: 4-28-14  
(TO14-19, Option 4)

IN WITNESS WHEREOF, the foregoing was adopted by the City Council of the City of Falls Church, Virginia on April 28, 2014 as Ordinance 1918.



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Kathleen Clarken Buschow  
City Clerk

ORDINANCE 1919

ORDINANCE FIXING AND DETERMINING THE FY2015-FY2019 CAPITAL IMPROVEMENTS PROGRAM AND APPROPRIATING EXPENDITURE AND REVENUE FUNDS FOR FISCAL YEAR 2015

THE CITY COUNCIL OF THE CITY OF FALLS CHURCH HEREBY ORDAINS THAT: The Capital Improvements Program for FY2015 is hereby fixed, determined, and appropriated, and the Capital Improvements Program for FY2015 through FY2019 is hereby adopted, as follows:

Capital Improvements Program (CIP) for FY2015-FY2019

	FY2015	FY2016	FY2017	FY2018	FY2019
<b>INFORMATION TECHNOLOGY</b>					
Public Safety CAD, RMS, Field Operations Upgrade	\$270,000	\$-	\$-	\$-	\$-
Total Information Technology	270,000	-	-	-	-
<b>PUBLIC SAFETY</b>					
Public Safety Firearms Range	300,000	-	-	-	-
Fire Station 6 HVAC	250,000	-	-	-	-
Total Public Safety	550,000	-	-	-	-
<b>PUBLIC FACILITIES</b>					
General Govt Reinvestment	350,000	350,000	350,000	350,000	350,000
Community Center HVAC	152,000	-	-	-	-
Library Building	-	-	8,000,000	-	-
Schools Replacement/Modernization	-	-	-	400,000	-
Mt. Daniel Expansion/ADA Renovations	8,000,000	6,000,000	-	-	-
BLA Planning & Design	250,000	-	-	-	-
GM School Construction	-	-	99,500,000	-	-
Thomas Jefferson ES HVAC	-	2,000,000	-	-	-
MEH School Construction	-	-	-	5,000,000	-
Total Public Facilities	8,752,000	8,950,000	107,850,000	5,750,000	350,000
<b>RECREATION &amp; PARKS</b>					
Park Master Plan Implementation	100,000	100,000	-	300,000	200,000
Howard E. Herman Stream Valley Park	100,000	100,000	348,000	-	-
Open Space Fund	1,075,000	-	-	1,000,000	-
Big Chimney Park & Transportation Improvements (funding source is monies from the Post Office lot sale)	-	-	1,000,000	-	-
GM Synthetic Turf Replacement	-	-	-	400,000	-
GMHS Field Track Resurface	-	-	-	160,000	-
Total Recreation & Parks	1,275,000	200,000	1,348,000	1,860,000	200,000
<b>TOTAL GENERAL FUND</b>	<b>10,847,000</b>	<b>9,150,000</b>	<b>109,198,000</b>	<b>7,610,000</b>	<b>550,000</b>

	FY2015	FY2016	FY2017	FY2018	FY2019
<b>GENERAL FUND SOURCES</b>					
Total Debt Financed	9,895,000	8,600,000	8,348,000	290,000	(10,000)
Only if grant/revenue offset	-	-	1,000,000	1,000,000	-
MRSPL Capital Campaign Fund	-	-	-	10,000	10,000
School Financing Plan/Referendum Approval Based	-	-	99,500,000	5,560,000	-
Total "Pay as you go" Financed	952,000	550,000	350,000	750,000	550,000
<b>TOTAL SOURCES</b>	<b>10,847,000</b>	<b>9,150,000</b>	<b>109,198,000</b>	<b>7,610,000</b>	<b>550,000</b>

**SPECIAL TRANSPORTATION FUND**

Infrastructure Program – Bridges (NVTA 70%)	300,000	-	-	-	-
Infrastructure Program – Bridges (Local C&I Equivalent/30% Match)	-	800,000	800,000	-	-
Infrastructure Program – Bridges	-	-	50,000	-	-
Infrastructure Program – Bus Shelters (NVTA 70%)	200,000	-	-	-	-
Infrastructure Program – Bus Shelters (NVTA 30%)	250,000	-	-	-	-
Infrastructure Program – Bus Shelters (Grant) <i>(may need to remove if not approved prior to April 28)</i>	255,000	-	-	-	-
Infrastructure Program – Pavement	600,000	1,000,000	1,000,000	1,000,000	1,000,000
Infrastructure Program – Signals & Signs (Grant) <i>(may need to remove if not approved prior to April 28)</i>	800,000	-	-	-	-
Infrastructure Program – Signals & Signs (Grant Match/C&I Equivalent)	800,000	95,000	20,000	20,000	20,000
Non-commercial Program	-	-	-	437,000	-
S Washington St POA Program (NVTA 30%)	1,465,000	908,000	932,000	320,000	-
S Washington St POA Program (NVTA 70%)	700,000	-	-	-	-
S Washington St POA Program (Reprogramming of prior funds)	4,263,811	-	-	-	-
West Broad Street POA Program	-	-	200,000	2,140,000	-
Pedestrian Access Program	300,000	300,000	300,000	300,000	355,000
Unallocated (C&I Equivalent/30% match)	-	-	-	800,000	800,000
<b>TOTAL SPECIAL TRANSPORTATION FUND</b>	<b>9,933,811</b>	<b>3,103,000</b>	<b>3,302,000</b>	<b>5,017,000</b>	<b>2,175,000</b>

	FY2015	FY2016	FY2017	FY2018	FY2019
<b>TRANSPORTATION FUND SOURCES</b>					
NVTA 70%	1,200,000	-	-	-	-
NVTA 30%	1,715,000	908,000	932,000	320,000	-
C&I Equivalent/30% Match – Pay As You Go	800,000	95,000	20,000	20,000	20,000
C&I Equivalent/30% Match – Debt	-	800,000	800,000	800,000	800,000
Other Debt	600,000	-	-	-	-
Other Grants	300,000	300,000	300,000	300,000	355,000
Only if grant/revenue offset	1,055,000	1,000,000	1,250,000	3,577,000	1,000,000
Reprogramming of Prior Funds	4,263,811	-	-	-	-
<b>TOTAL SOURCES</b>	<b>9,933,811</b>	<b>3,103,000</b>	<b>3,302,000</b>	<b>5,017,000</b>	<b>2,175,000</b>
<b>SEWER UTILITY</b>					
WPCP Biosolids Project	47,000	170,000	83,000	-	-
WPCP Secondary Clarifiers Upgrade	65,000	150,000	150,000	65,000	-
Fairfax Wastewater Treatment Plant Upgrade	797,284	653,519	653,519	313,549	313,549
WWTP Capacity Expansion	-	5,600,000	-	-	-
Falls Church Sewer Rehabilitation	-	550,000	600,000	650,000	700,000
<b>TOTAL SEWER UTILITY</b>	<b>1,475,463</b>	<b>6,897,284</b>	<b>1,203,519</b>	<b>1,253,519</b>	<b>963,549</b>
<b>SEWER UTILITY SOURCES</b>					
Debt Funded	797,284	6,573,519	886,519	378,549	313,549
"Pay as you go"	112,000	550,000	600,000	650,000	700,000
<b>TOTAL SOURCES</b>	<b>909,284</b>	<b>7,123,519</b>	<b>1,486,519</b>	<b>1,028,549</b>	<b>1,013,549</b>
<b>STORMWATER UTILITY</b>					
Property Yard Shed Stormwater Improvement	160,000	780,000	-	-	-
Four Mile Run Retaining Wall	-	-	-	220,000	900,000
Stormwater Facility Reinvestment	1,000,000	-	-	-	-
<b>TOTAL STORMWATER UTILITY</b>	<b>1,160,000</b>	<b>780,000</b>	<b>-</b>	<b>220,000</b>	<b>900,000</b>
<b>STORMWATER SOURCES</b>					
Debt Funded	1,160,000	780,000	-	220,000	900,000
<b>TOTAL SOURCES</b>	<b>1,160,000</b>	<b>780,000</b>	<b>-</b>	<b>220,000</b>	<b>900,000</b>

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.

1st Reading: 3-24-14  
 2nd Reading: 4-28-14  
 Adoption: 4-28-14  
 (TO14-20)

IN WITNESS WHEREOF, the foregoing was adopted by the City Council of the City of Falls Church, Virginia on April 28, 2014 as Ordinance 1919.



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Kathleen Clarken Buschow  
City Clerk

(

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**GENERAL FUND**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Taxes	\$ 60,473,519	\$ 62,094,300	\$ 66,194,700	6.60%
Licenses and Permits	916,676	776,000	1,019,000	31.31%
Grants & Contributions	5,635,973	5,444,590	5,407,134	-0.69%
Charges for Services	4,890,693	4,467,985	3,574,830	-19.99%
Fines and Forfeitures	672,757	691,000	734,000	6.22%
Revenue from Property and Money	177,748	128,500	212,000	64.98%
Miscellaneous	445,989	240,000	71,000	-70.42%
Other Financing Sources	-	1,737,300	3,339,000	92.19%
<b>Total General Fund Revenues</b>	<b>\$ 73,213,355</b>	<b>\$ 75,579,675</b>	<b>\$ 80,551,664</b>	<b>6.58%</b>
<b>Expenditures</b>				
<b>Legislative</b>				
City Council	\$ 97,367	\$ 101,552	\$ 100,610	-0.93%
City Clerk	215,756	230,032	244,384	6.24%
City Attorney	492,556	359,504	383,864	6.78%
Total Legislative	805,686	691,088	728,858	5.47%
<b>Executive</b>				
City Manager	502,815	526,373	543,116	3.18%
Communications	210,764	243,268	257,316	5.77%
TV Station	-	226,650	236,310	4.26%
Human Resources	352,126	459,321	434,038	-5.50%
Risk Management	212,980	205,618	242,882	18.12%
Information Technology	1,699,642	1,383,708	1,549,769	12.00%
Economic Development	308,788	362,923	473,590	30.49%
Total Executive	3,287,116	3,407,861	3,737,021	9.66%
<b>Department of Finance</b>				
Finance	904,440	961,186	998,115	3.84%
Real Estate Assessment	358,468	385,919	403,773	4.63%
Total Department of Finance	1,262,909	1,347,105	1,401,888	4.07%
Commissioner of The Revenue	701,701	802,700	816,773	1.75%
<b>Treasurer</b>				
Treasurer	452,695	488,950	521,347	6.63%
Property Relief Programs	-	102,000	182,000	78.43%
Total Treasurer	452,695	590,950	703,347	19.02%
Registrar	237,727	295,863	279,818	-5.42%
<b>Sheriff</b>				
Sheriff	731,085	714,005	755,718	5.84%
Adult Corrections	873,900	977,428	958,790	-1.91%
Total Sheriff	1,604,985	1,691,433	1,714,508	1.36%
Clerk of Court	16,763	48,305	49,947	3.40%

**GENERAL FUND – CONTINUED**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures - Continued</b>				
<b>Department of Public Safety</b>				
Police Chief	537,254	507,025	549,419	8.36%
Police - Red Light Program	233,422	254,520	191,153	-24.90%
Police Operations	2,862,522	3,036,590	2,855,073	-5.98%
Police Services	1,493,784	1,504,918	1,826,228	21.35%
Police Dispatch	567,106	749,603	827,397	10.38%
Animal Control	38,365	31,630	31,630	0.00%
Emergency Operations	84,126	103,831	105,694	1.79%
Fire Marshal Services	65,079	80,183	83,098	3.64%
Fire Services - Arlington Fire Department	1,984,914	2,172,683	2,315,300	6.56%
<b>Total Department of Public Safety</b>	<b>7,866,571</b>	<b>8,440,983</b>	<b>8,784,992</b>	<b>4.08%</b>
<b>Department of Public Works</b>				
Administration	815,575	762,926	697,690	-8.55%
Solid Waste & Recycling	855,830	837,402	888,728	6.13%
Highways, Streets, & Sidewalks	1,417,435	1,333,496	1,364,305	2.31%
Stormwater Sewer	303,107	-	-	-
Snow & Ice Removal	110,978	160,180	159,504	-0.42%
Traffic Sign Maintenance	402,799	424,700	475,689	12.01%
Street Cleaning	34,020	50,000	-	-100.00%
Leaf Collection	128,653	176,394	177,371	0.55%
General Services	741,025	716,573	728,393	1.65%
Fleet Maintenance	604,587	650,762	487,050	-25.16%
Urban Forestry	778,935	640,781	652,135	1.77%
<b>Total Department of Public Works</b>	<b>6,192,944</b>	<b>5,753,214</b>	<b>5,630,865</b>	<b>-2.13%</b>
<b>Department of Human Services</b>				
Court Services	335,971	270,510	288,174	6.53%
Detention Programs	349,268	404,740	360,889	-10.83%
Aurora House	783,239	883,641	915,604	3.62%
Judicial Services	288,940	304,145	316,436	4.04%
Housing and Human Services	467,230	526,928	522,912	-0.76%
Public Assistance Programs	917,509	908,313	887,458	-2.30%
Community Services Board	605,595	605,595	629,819	4.00%
Health Department	214,299	257,600	267,600	3.88%
<b>Total Department of Human Services</b>	<b>3,962,051</b>	<b>4,161,472</b>	<b>4,188,892</b>	<b>0.66%</b>
<b>Department of Recreation and Parks</b>				
Recreation Administration	759,326	791,379	803,858	1.58%
Parks Maintenance	345,627	347,216	353,785	1.89%
Recreation Programs & Special Events	1,348,025	1,408,762	1,426,902	1.29%
Community Cultural & Arts Programs	17,478	70,000	45,000	-35.71%
Athletic Programs	311,297	437,043	458,599	4.93%
<b>Total Department of Recreation and Parks</b>	<b>2,781,754</b>	<b>3,054,400</b>	<b>3,088,144</b>	<b>1.10%</b>
Library	1,885,831	1,923,927	2,005,805	4.26%
Department of Development Services	1,559,565	1,601,082	1,669,001	4.24%

**GENERAL FUND – CONTINUED**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures - Continued</b>				
Education				
Transfers to Schools	30,403,800	33,775,600	36,859,530	9.13%
Community College Programs and Other Education	22,704	26,170	30,204	15.41%
<b>Total Education</b>	<b>30,426,504</b>	<b>33,801,770</b>	<b>36,889,734</b>	<b>9.14%</b>
Post-Retirement Benefits	146,476	150,000	154,000	2.67%
WMATA Payments	1,291,617	1,205,000	1,405,000	16.60%
Debt Service	4,305,353	4,745,554	5,214,124	9.87%
Transfers				
Transfers to CIP	2,033,076	600,000	1,752,000	192.00%
Transfers to StormWater Fund	-	900,000	-	-100.00%
<b>Total Transfers</b>	<b>2,033,076</b>	<b>1,500,000</b>	<b>1,752,000</b>	<b>16.80%</b>
Reserves				
Contingency	-	366,968	336,947	-8.18%
<b>Total Reserves</b>	<b>-</b>	<b>366,968</b>	<b>336,947</b>	<b>-8.18%</b>
<b>Total General Fund Expenditures</b>	<b>\$ 70,821,321</b>	<b>\$ 75,579,675</b>	<b>\$ 80,551,664</b>	<b>6.58%</b>

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

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from General Fund	\$ 2,033,076	\$ 600,000	\$ 952,000	58.67%
Proceeds from issuance of bonds	-	12,874,048	9,895,000	-23.14%
Grants	284,718	1,089,984	-	-100.00%
Gifts & Contributions	262,305	-	-	-
<b>Total CIP Fund Revenues - General Fund &amp; School Board</b>	<b>\$ 2,580,099</b>	<b>\$ 14,564,032</b>	<b>\$ 10,847,000</b>	<b>-25.52%</b>
<b>Expenditures</b>				
Transportation	\$ 328,770	\$ 1,434,984	\$ -	-100.00%
Environment	296,309	-	-	-
Facilities	6,349,348	10,133,500	8,752,000	-13.63%
Public Safety	1,493	2,058,048	550,000	-
Recreation & Parks	557,221	430,000	1,275,000	196.51%
Information Technology	-	507,500	270,000	-46.80%
<b>Total CIP Fund Revenues - General Fund &amp; School Board</b>	<b>\$ 7,533,141</b>	<b>\$ 14,564,032</b>	<b>\$ 10,847,000</b>	<b>-25.52%</b>

**CAPITAL IMPROVEMENTS PROGRAM (CIP) FUND – SPECIAL TRANSPORTATION FUND**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from General Fund	\$ -	\$ -	\$ 800,000	-
Proceeds from Issuance of Bonds	-	800,000	600,000	-25.00%
Grants	-	-	3,215,000	-
Reprogrammed from General Government CIP	-	-	4,263,811	-
Only if grant/revenue offset	-	-	3,120,000	-
<b>Total CIP Fund Revenues - Sewer Utility</b>	<b>\$ -</b>	<b>\$ 800,000</b>	<b>\$ 11,998,811</b>	<b>1399.85%</b>
<b>Expenditures</b>				
Capital Improvements	\$ -	\$ 800,000	\$ 11,998,811	1399.85%
<b>Total CIP Fund Expenditures - Sewer Utility</b>	<b>\$ -</b>	<b>\$ 800,000</b>	<b>\$ 11,998,811</b>	<b>1399.85%</b>

**SEWER FUND**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Charges for Services	\$ 3,471,701	\$ 3,675,000	\$ 4,038,200	9.88%
Revenue from Use of Property and Money	14,266	10,000	10,000	0.00%
<b>Total Sewer Fund Revenues</b>	<b>\$ 3,486,877</b>	<b>\$ 3,685,000</b>	<b>\$ 4,048,200</b>	<b>9.86%</b>
<b>Expenditures</b>				
Sewer Administration	\$ 270,421	\$ 340,609	\$ 470,959	38.27%
Sewer Customer Service	58,629	67,328	-	-100.00%
Collection and Disposal	1,393,288	1,673,567	1,775,456	6.09%
Debt Service	464,471	1,090,692	1,182,396	8.41%
Other Post-Employment Benefits	2,500	3,000	3,000	0.00%
Transfers to CIP	400,000	500,000	212,000	-57.60%
Reserves	-	77,132	404,389	424.28%
<b>Total Sewer Fund Expenditures</b>	<b>\$ 2,589,309</b>	<b>\$ 3,752,328</b>	<b>\$ 4,048,200</b>	<b>7.89%</b>

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

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Proceeds from Bonds	\$ -	\$ 1,025,463	\$ 797,284	-22.25%
Transfer from Sewer Fund	400,000	450,000	112,000	-75.11%
<b>Total CIP Fund Revenues - Sewer Utility</b>	<b>\$ 400,000</b>	<b>\$ 1,475,463</b>	<b>\$ 909,284</b>	<b>-38.37%</b>
<b>Expenditures</b>				
Capital Improvements	\$ 1,410,493	\$ 1,475,463	\$ 909,284	-38.37%
<b>Total CIP Fund Expenditures - Sewer Utility</b>	<b>\$ 1,410,493</b>	<b>\$ 1,475,463</b>	<b>\$ 909,284</b>	<b>-38.37%</b>

**STORMWATER FUND**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Charges for Services	\$ -	\$ 1,706,000	\$ 1,425,000	-16.47%
Revenue from Use of Property and Money	-	-	1,000	-
Other Financing Sources	-	-	30,000	-
<b>Total Sewer Fund Revenues</b>	<b>\$ -</b>	<b>\$ 1,706,000</b>	<b>\$ 1,456,000</b>	<b>-14.65%</b>
<b>Expenditures</b>				
Stormwater Administration	\$ 303,107	\$ 991,334	\$ 664,046	-33.01%
Stormwater Operations	-	614,666	723,021	17.63%
Debt Service	-	40,000	68,933	72.33%
Reserves	-	60,000	-	-100.00%
<b>Total Sewer Fund Expenditures</b>	<b>\$ 303,107</b>	<b>\$ 1,706,000</b>	<b>\$ 1,456,000</b>	<b>-14.65%</b>

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

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Proceeds from Bonds	\$ -	\$ 1,800,000	\$ 1,160,000	-35.56%
<b>Total CIP Fund Revenues - Sewer Utility</b>	<b>\$ -</b>	<b>\$ 1,800,000</b>	<b>\$ 1,160,000</b>	<b>-35.56%</b>
<b>Expenditures</b>				
Capital Improvements	\$ -	\$ 1,800,000	\$ 1,160,000	-35.56%
<b>Total CIP Fund Expenditures - Sewer Utility</b>	<b>\$ -</b>	<b>\$ 1,800,000</b>	<b>\$ 1,160,000</b>	<b>-35.56%</b>

**AFFORDABLE HOUSING FUND**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Use of Fund Balance	\$ -	\$ 218,001	\$ 141,038	-35.30%
Revenue from Use of Property and Money	926	-	-	-
<b>Total Affordable Housing Fund Revenues</b>	<b>\$ 926</b>	<b>\$ 218,001</b>	<b>\$ 141,038</b>	<b>-35.30%</b>
<b>Expenditures</b>				
First-Time Homebuyers' Loan Program	\$ 59,000	\$ 218,001	\$ 141,038	-35.30%
<b>Total Affordable Housing Fund Expenditures</b>	<b>\$ 59,000</b>	<b>\$ 218,001</b>	<b>\$ 141,038</b>	<b>-35.30%</b>

**SCHOOL BOARD – OPERATING FUND**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
Transfer from City	\$ 29,975,200	\$ 33,682,700	\$ 36,746,200	9.74%
State Grants	3,204,317	3,305,600	3,626,800	9.72%
Sales Tax	2,034,586	2,169,300	2,233,600	2.96%
Federal Grants	518,762	456,800	471,500	3.22%
Other	770,201	837,400	950,500	13.51%
Use of Fund Balance	-	486,000	590,000	21.40%
<b>Total School Board Operating Fund Revenue</b>	<b>\$ 36,503,066</b>	<b>\$ 40,937,800</b>	<b>\$ 44,618,600</b>	<b>8.99%</b>
<b>Expenditures</b>				
Education	\$ 37,869,462	\$ 40,937,800	\$ 44,618,600	8.99%
<b>Total School Board Operating Fund Expenditures</b>	<b>\$ 37,869,462</b>	<b>\$ 40,937,800</b>	<b>\$ 44,618,600</b>	<b>8.99%</b>

**SCHOOL BOARD – COMMUNITY SERVICES FUND**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
User Fees	\$ 1,154,305	\$ 1,391,400	\$ 1,426,970	2.56%
Transfer from City	428,600	92,900	113,330	21.99%
Other	70,206	50,000	50,000	0.00%
Use of Fund Balance	-	305,000	179,500	-41.15%
<b>Total School Board Community Service Fund Revenue</b>	<b>\$ 1,653,111</b>	<b>\$ 1,839,300</b>	<b>\$ 1,769,800</b>	<b>-3.78%</b>
<b>Expenditures</b>				
Community Services Expenditures	\$ 1,716,199	\$ 1,839,300	\$ 1,769,800	-3.78%
<b>Total School Board Community Service Fund Expenditures</b>	<b>\$ 1,716,199</b>	<b>\$ 1,839,300</b>	<b>\$ 1,769,800</b>	<b>-3.78%</b>

**SCHOOL BOARD – FOOD SERVICES FUND**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Revenues</b>				
User Fees	\$ 589,987	\$ 728,600	\$ 786,400	7.93%
State and Federal Funds	145,932	71,300	93,300	30.86%
Other Miscellaneous	470	2,000	700	-65.00%
Transfer from School Operating Fund	30,000	15,000	16,000	6.67%
Use of Fund Balance	-	100,000	60,000	-40.00%
<b>Total School Board Food Service Fund Revenue</b>	<b>\$ 766,389</b>	<b>\$ 916,900</b>	<b>\$ 956,400</b>	<b>4.31%</b>
<b>Expenditures</b>				
Food Service	\$ 790,087	\$ 916,900	\$ 956,400	4.31%
<b>Total School Board Food Service Fund Expenditures</b>	<b>\$ 790,087</b>	<b>\$ 916,900</b>	<b>\$ 956,400</b>	<b>4.31%</b>

In order to comply with the Council Guidance of limiting general government operating expenditures growth to the rate of economic growth, departments have been unable to include certain needs in the proposed budget. The needs are explained more fully in the department narratives that follow.

The Department Directors met and prioritized the following items as critical needs:

Department	Description of Expenditure	Expenditure Amount
Sheriff	Temporary staff to provide security coverage for all court days	\$ 35,420
Development Services	Administrative assistant	65,000
Public Safety	(1) Communications Dispatcher	62,000
Library	Temporary staff to provide public desk coverage	10,000
Commissioner of Revenue	Additional Revenue Assistant	74,000
Public Safety	(1) Sworn Police Officer to Address Additional Services Needs	80,000
Public Safety	0.5 FTE Records Clerk	26,000
Public Works	Urban Forestry Maintenance Worker	55,000
Public Safety	Temporary staff to assist with building inspection	5,000
Finance	Commercial appraiser to assist the office in complying with new state requirements for assessment and pick up new construction	140,000
Commissioner of Revenue	Equipment to replace aging printers and laptop	3,000
Executive Management	Additional training funds needed for Information Technology staff to stay abreast of best operating practices	12,000
Development Services	High capacity printer	8,000
Recreation & Parks	Funding to bring Pre-school teacher position to full-time	11,000
Executive Management	Additional staff for Public Safety technology support	88,000
Recreation & Parks	Equipment storage facility	20,000
		<b>\$ 694,420</b>

Other needs were identified as follows:

Department	Description of Expenditure	Expenditure Amount
Legislative/City Clerk	Additional funds to update the City Code for code changes	\$ 3,000
Legislative/City Clerk	Additional funds needed to cover increased meeting advertising costs	2,000
Finance	Consultant to assist with the real estate assessment software upgrade	5,000
Commissioner of Revenue	Staff training	3,000
Sheriff	Two vehicles to replace vehicles purchased in 2006 and 2007	85,000
Human Services	Refurbish furnitures	2,500
Recreation & Parks	Additional funding for community cultural grants	5,000
Recreation & Parks	Website redesign	3,500
Public Safety	Patrol vehicles to support basic patrol functions and rotation of fleet	60,000
Public Safety	Vehicle maintenance for aging fleet	56,000
Public Works	Engineer	113,000
Public Works	Road Paving	350,000
Public Works	(2) Small Crew Cab Dump/Flatbed Truck to replace aging vehicles	155,000
Library	Funding to bring Young Adult Librarian position to full-time	33,401
Library	Reopen the Library for 4 hours on Wednesday mornings	96,593
Library	Books, electronic books, audiobooks and electronic magazines	25,500
Library	Staff training needed on new formats, services and programs	1,500
Development Services	Building safety plan reviewer/inspector	100,000
Development Services	Transportation planner	75,000
Development Services	New monitor for conference room	3,000
Development Services	Desks, furniture, plan review tables	8,000
Development Services	Advertising and printing	10,000
		<b>\$ 1,195,994</b>

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

	<b>FY2013 Adopted</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>
<b>General Fund</b>			
<u>Legislative</u>			
City Clerk	2.00	2.00	2.00
City Attorney	2.00	2.00	2.00
<u>Executive</u>			
City Manager	3.00	3.00	3.00
Office of Communications	2.00	2.00	2.00
TV Station	-	1.84	1.84
Human Resources	2.50	2.50	2.50
Risk Management	0.50	0.50	0.50
Economic Development	2.00	2.00	3.00
Information Technology	1.40	2.40	8.40
<u>Department of Finance</u>			
Finance	7.00	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	8.00	8.00
Treasurer	4.00	4.00	4.00
Sheriff	5.88	5.88	5.88
<u>Department of Public Safety</u>			
Police Administration	2.50	2.50	2.50
Police Red Light Program	0.50	0.75	0.25
Police Operations	22.75	22.75	21.00
Police Services	12.25	12.00	14.75
Dispatch	5.00	6.00	6.00
Emergency Management	0.50	0.50	0.50
Fire Marshal	0.50	0.50	0.50
<u>Department of Public Works</u>			
Public Works Administration	5.94	5.80	4.55
Highways, Streets, and Sidewalks	12.00	11.75	10.85
Storm Water System	1.00	-	-
Traffic Signs & Signals	-	0.50	1.05
Recycling and Solid Waste	1.00	1.00	1.00
General Services	2.00	2.00	2.05
Fleet Maintenance	4.00	4.00	4.00
Urban Forestry	4.00	4.00	3.90
<u>Department of Human Services</u>			
Aurora House	7.88	7.73	7.73
Court Services	3.75	3.10	3.10
Housing and Human Services	5.00	4.80	4.80
<u>Department of Recreation and Parks</u>			
Parks and Recreation Administration	5.80	5.80	5.80
Parks Maintenance	3.00	3.00	3.00
Recreation Programs & Special Events	5.30	5.30	5.20
Community Arts & Cultural Program	-	-	0.20
Athletic Programs	1.00	1.00	1.00
Library	17.85	17.85	17.85
Department of Developmental Services	14.81	14.81	15.00
<b>Total General Fund</b>	<b>182.11</b>	<b>185.05</b>	<b>191.19</b>

	<b>FY2013 Adopted</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>
<b>Sewer Fund</b>			
Administration	0.50	0.50	0.95
Customer Service	0.70	0.65	-
Collection and Disposal	3.10	3.10	3.55
<b>Total Sewer Fund</b>	<b>4.30</b>	<b>4.25</b>	<b>4.50</b>
<b>Stormwater Fund</b>			
Stormwater Management	-	5.20	3.60
Stormwater Operations	-	4.00	4.55
<b>Total Sewer Fund</b>	<b>-</b>	<b>9.20</b>	<b>8.15</b>
<b>Capital Improvement Project Funds</b>			
General Government & Special Transportation	-	-	3.45
Stormwater Fund	-	-	0.50
<b>Total Capital Improvement Project Funds</b>	<b>-</b>	<b>-</b>	<b>3.95</b>

	ADOPTED RATE	PER
<b>Property Taxes</b> <i>(Rates Effective January 1, 2014)</i>		
Real Estate	\$1.305	\$100
Personal and Business 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	7.00%	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

While the budget process concentrates on activities for the upcoming year, it is necessary to understand where FY2015 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.

The City's current financial policy dictates that the fund balance should be restored back to the minimum target of 12% of expenditures within three years of the fiscal year in which it went down below the minimum requirement, and at or above the maximum requirement of 17% within five years. In FY2013, the City's financial results of operations produced a \$2.4 million surplus bringing the City's fund balance to 21% of expenditures surpassing its 17% target stated in its financial policy, adopted in December 2011. The FY2015 budget has incorporated the fund balance in excess of 17% as part of the funding for the City's Capital Improvements Program (CIP).

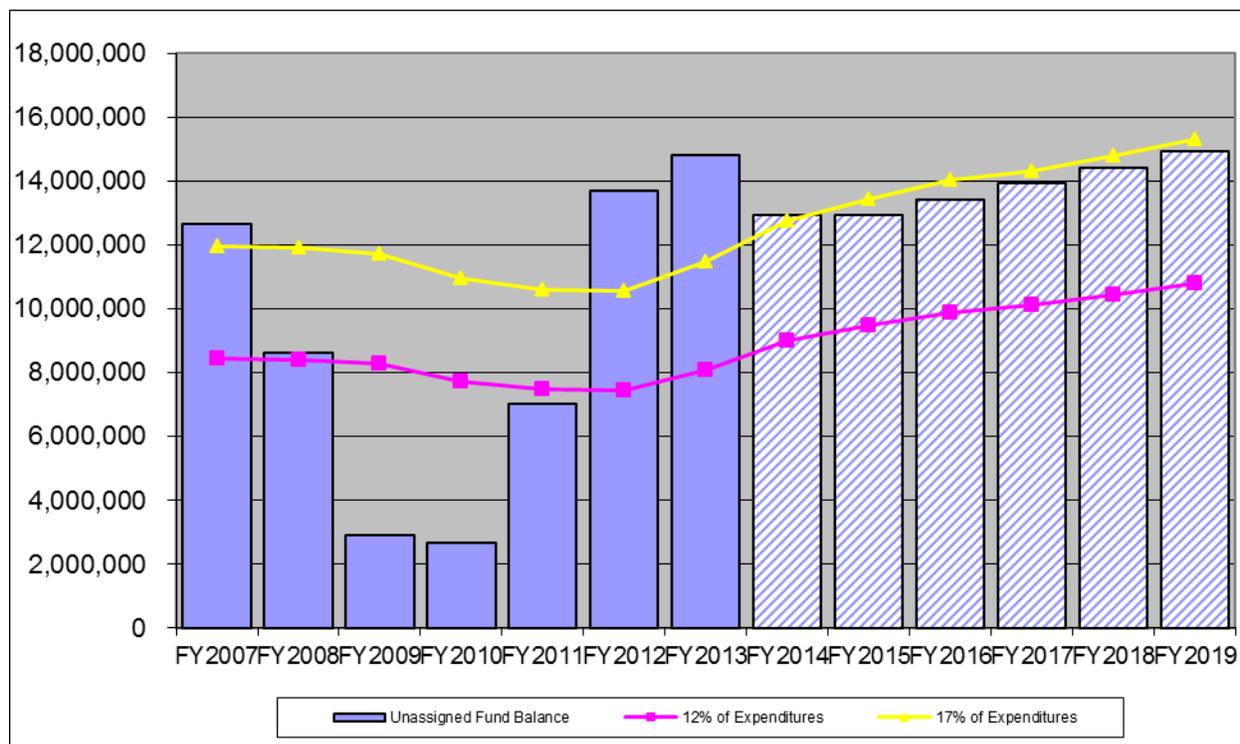
As part of the planning process for the City's Capital Improvements Program (CIP), a five year financial projection is prepared to ensure the Program does not result in either debt service that exceeds the City's financial policies or expenditures that will result in a fund balance below the policy minimum. The table below is a summary of the financial projection for FY2015 through FY2019.

	FY2015	FY2016	FY2017	FY2018	FY2019
Revenues	\$ 77,571,664	\$ 80,786,672	\$ 83,596,705	\$ 86,505,091	\$ 89,515,269
Expenditures	(78,799,664)	(80,286,672)	(82,887,564)	(85,305,091)	(88,315,269)
Capital PAUG	(1,752,000)	(645,000)	(600,000)	(700,000)	(700,000)
Other Financing Sources/(Uses)	1,752,000	645,000	390,859	-	
Net	(1,228,000)	500,000	500,000	500,000	500,000
Beginning Unassigned Fund Balance, estimated	14,149,921	12,921,921	13,421,921	13,921,921	14,421,921
Ending Fund Balance	\$ 12,921,921	\$ 13,421,921	\$ 13,921,921	\$ 14,421,921	\$ 14,921,921
Unassigned Fund Balance	\$ 12,921,921	\$ 13,421,921	\$ 13,421,921	\$ 14,421,921	\$ 14,921,921
As a Percent of Expenditures	16.4%	16.7%	16.2%	16.9%	16.9%

These projections include revenue assumptions of 3.5% growth from FY2016 through FY2019. The projections also assume that the City will control expenditures sufficient to provide a level of fund balance at or near the policy target over the next five years.

The net increases to total fund balance beginning FY2016 are planned to be set aside for capital reserves.

The graph on the next page shows the changes in unassigned fund balance, actual for FY2008 through FY2012 and projected through FY2019.



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 272.

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, 2014 are as follows:

	<b>FY2014</b>
Schools	\$32,636,433
General Government	13,490,867
Special	
Transportation Fund	930,000
StormWater	780,000
Sewer	7,340,647
Total	<u>\$55,177,947</u>

The Sewer Fund also holds a revenue bond and a note payable to Fairfax County a result of its participation in regional treatment plants. The balance as of June 30, 2014 for the revenue bond is \$2,243,020 and for the note payable, it is \$3,081,223.

After the sale of the Water system to Fairfax Water, the City was able to liquidate all debt relating to the Water system using the sales proceeds.

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. The debt service for the Transportation Fund is also budgeted for in the General Fund. Debt for stormwater 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 debt service in FY2015.

Function	Principal	Interest	Total
School	\$ 2,146,532	\$ 1,025,527	\$ 3,172,059
General Government	1,225,768	\$ 511,328	1,737,096
Transportation Fund	50,000	\$ 35,969	85,969
Subtotal - General Fund	3,422,300	1,572,824	4,995,124
Stormwater	35,000	\$ 33,932	68,932
Sewer	494,572	\$ 359,512	854,084
Total	<u>\$ 3,951,872</u>	<u>\$ 1,966,268</u>	<u>\$ 5,918,140</u>

The City intends to issue debt during FY2015 to finance its capital improvement projects. However, we don't expect any debt service to be paid on the new issuance during FY2015.

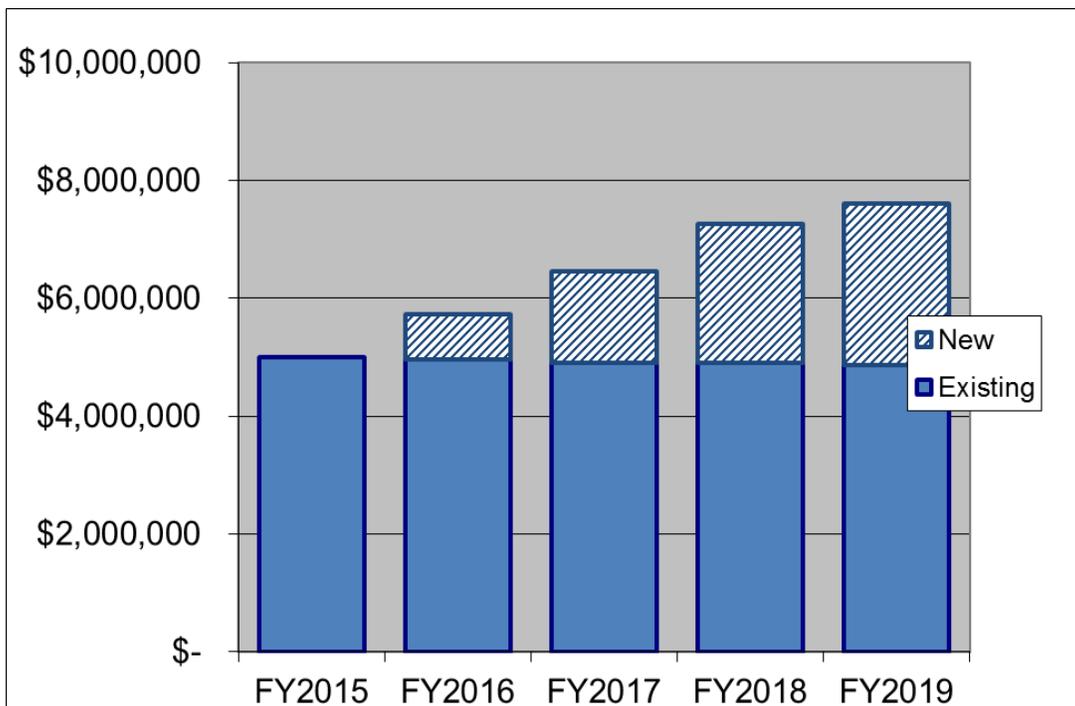
Section II (A) (2) of the City's financial policies states that: "debt service expenditures for all General Fund supported debt shall not exceed twelve percent (12%) of total General Fund expenditures." Debt service for FY2015 is budgeted to be 6.3% of total expenditures excluding fund balance restoration and capital reserves.

The City last issued General Fund supported debt in December 2013 for some of the FY2013 and FY2014 Capital Improvements Program. The City has not yet issued all the bonds relating to the FY2014 Capital Improvements Program.

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, 2014 the projected debt repayment schedule for General Fund supported debt will be:

Fiscal Years	Principal Amount	Percent
2015-2019	\$ 18,022,300	38.3%
2020-2024	17,668,332	37.5%
2025-2029	7,158,334	15.2%
2030-2034	4,208,334	8.9%
<b>Total Principal</b>	<b>\$ 47,057,300</b>	

The FY2015-2019 Five-Year Capital Improvements Program (CIP) assumes the issuance of new debt in the amount of \$30.9 million to fund projects for both the School Division and General Government. This does not include any debt that we may issue for the construction of the George Mason High School (GMHS) and Mary Ellen Henderson Middle School (MEHMS), for which an estimated \$105 million is included in the CIP. In addition, the FY2014 CIP also included \$6 million in bond-funded projects for which we have not issued the bonds yet. The chart below shows projected debt service through FY2019, indicating the share attributable to existing debt and new debt:



Debt service is projected to be 8.4% of total expenditures in the General Fund by FY2019 without the GMHS and MEHMS projects.

The City's financial policies allow for debt for projects related to the storm 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 storm 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 storm 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 City issued a note payable to Fairfax County with regards to its participation in the operations of the Alexandria Sanitation Authority.

As a result of the sale of the water system, the City defeased all its outstanding debt related to the Water Utility.

Due to the requirement to fund improvements at the Arlington wastewater treatment plant and improvements needed to our storm water infrastructure, the City anticipates issuing \$14.4 million 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 241.

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**FY2015 ADOPTED BUDGET  
GENERAL FUND**







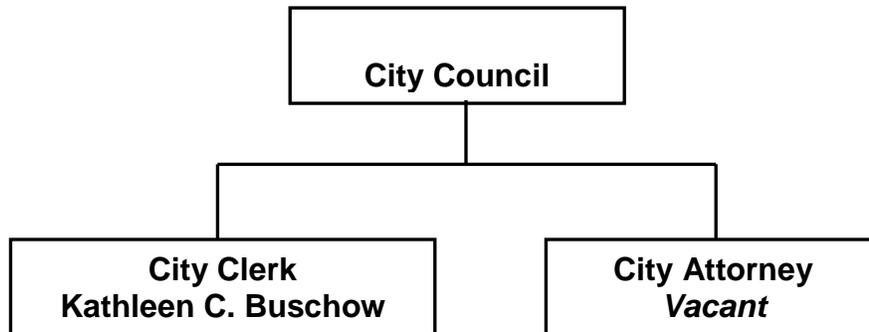


	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Real Estate Taxes	\$ 42,079,636	\$ 43,887,000	\$ 46,307,000	5.51%
Personal Property Taxes	4,325,883	4,302,700	4,809,700	11.78%
Non-Assessed Property Taxes	300,222	300,000	300,000	0.00%
Local Sales and Use Taxes	3,737,117	3,848,600	4,083,000	6.09%
Utility Tax	2,085,506	2,035,000	2,243,500	10.25%
Cigarette Tax	379,211	410,000	385,000	-6.10%
Meals Tax	2,731,969	2,700,000	2,856,000	5.78%
Other Sales and Use Taxes	290,050	299,000	447,000	49.50%
Gross Receipts Business Taxes	3,421,891	3,316,000	3,565,500	7.52%
Other Taxes	1,122,034	996,000	1,198,000	20.28%
<b>Total Taxes</b>	<b>60,473,519</b>	<b>62,094,300</b>	<b>66,194,700</b>	<b>6.60%</b>
Building and Inspection Fees	608,457	545,000	815,000	49.54%
Other Licenses, Fees & Permits	308,219	231,000	204,000	-11.69%
<b>Total Licenses, Fees &amp; Permits</b>	<b>916,676</b>	<b>776,000</b>	<b>1,019,000</b>	<b>31.31%</b>
Grant Revenue - Federal	584,231	289,986	232,501	-19.82%
Other State CategoricalAid	633,105	677,727	656,756	-3.09%
State Non-Categorical	2,952,018	2,920,877	2,970,877	1.71%
State Categorical	1,415,349	1,543,000	1,533,000	-0.65%
Other Contributions	51,270	13,000	14,000	7.69%
<b>Total Grants &amp; Contributions</b>	<b>5,635,973</b>	<b>5,444,590</b>	<b>5,407,134</b>	<b>-0.69%</b>
Charges for Services - GenGovt	120,291	94,500	100,500	6.35%
Charges for Services - Judicial	65,910	82,292	72,792	-11.54%
Charges for Services - Public Safety	1,002,356	954,893	961,238	0.66%
Charges for Services - Sanitation	63,801	68,000	68,000	0.00%
Charges for Services - HHS	5,705	5,100	5,700	11.76%
Charges for Services - Culture and Recreation	1,812,249	1,659,200	1,818,500	9.60%
Admin & Motor Pool Fees - Water Fund	1,482,972	1,287,800	-	-100.00%
Admin & Motor Pool Fees - Sewer Fund	140,322	132,100	167,100	26.50%
Admin & Motor Pool Fees - Stormwater Fund	-	-	191,000	-
Other Charges	197,086	184,100	190,000	3.20%
<b>Total Charges for Services</b>	<b>4,890,692</b>	<b>4,467,985</b>	<b>3,574,830</b>	<b>-19.99%</b>
Court Fines & Forfeitures	323,007	400,000	363,000	-9.25%
Red Light Violations	182,349	204,000	204,000	0.00%
Parking Fines	118,913	37,000	120,000	224.32%
Library Fines	46,288	45,000	45,000	0.00%
Other	2,200	5,000	2,000	-60.00%
<b>Total Fines and Forfeitures</b>	<b>672,757</b>	<b>691,000</b>	<b>734,000</b>	<b>6.22%</b>

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Investment Revenues	(5,258)	-	-	0.00%
Rental Income	183,006	128,500	212,000	64.98%
<b>Total Revenue from Use of Property and Money</b>	<b>177,748</b>	<b>128,500</b>	<b>212,000</b>	<b>64.98%</b>
Dispositions and Sales	72,962	55,000	31,000	-43.64%
Recovered Costs	30,828	30,000	30,000	0.00%
Payments in Lieu of Taxes	150,000	150,000	-	-100.00%
Other	192,199	5,000	10,000	100.00%
<b>Total Miscellaneous</b>	<b>445,989</b>	<b>240,000</b>	<b>71,000</b>	<b>-70.42%</b>
Proceeds from sale of bonds	-	259,000	359,000	38.61%
Use of Fund Balance	-	1,478,300	2,980,000	101.58%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>1,737,300</b>	<b>3,339,000</b>	<b>92.19%</b>
<b>TOTAL REVENUES - GENERAL FUND</b>	<b>\$ 73,213,355</b>	<b>\$ 75,579,675</b>	<b>\$ 80,551,664</b>	<b>6.58%</b>

# **GENERAL FUND EXPENDITURES**

# LEGISLATIVE



## MAYOR AND CITY COUNCIL

- Mayor David Tarter
- Vice Mayor David F. Snyder
- Council Member Nader Baroukh
- Council Member Marybeth Connelly
- Council Member Phil Duncan
- Council Member Karen Oliver
- Council Member Dan Sze

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.

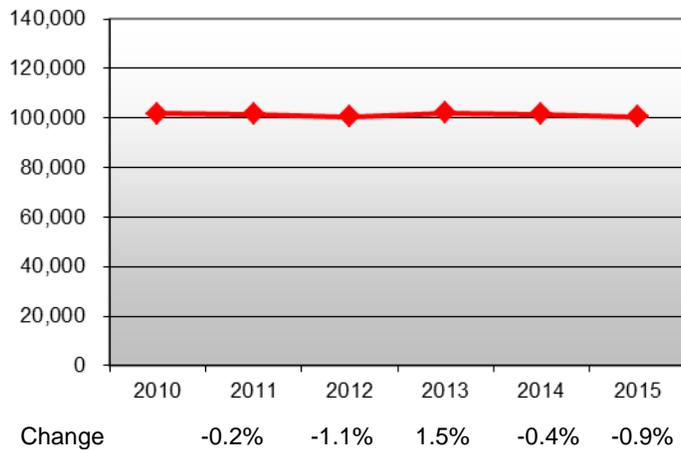
Aside from the regular Council meetings, work sessions, and board and commission meetings the Mayor and Council Members attend in connection with City business, Council Members meet (individually or collectively) with constituent groups about various issues important to the City and in public forums. 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>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 58,200	\$ 65,000	\$ 65,000	0.00%
Benefits	4,452	4,973	4,973	0.00%
Materials, Supplies, and Other	34,714	31,579	30,637	-2.98%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 97,367</b>	<b>\$ 101,552</b>	<b>\$ 100,610</b>	<b>-0.93%</b>

**BUDGET TREND: FY2010–2015**



**Notes:**

- Council's Special Activities and Travel/Conferences budget were reduced in FY2015.

**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; organizing for 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. 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 and 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 on 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 soon thereafter.

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.

#### **Unmet Needs:**

For FY2015, the City Clerk's Office requested but was not funded \$5,000 which would be used for the following purposes:

- *Code Changes:* \$3,000 additional funding for changes to the City code through MuniCode; and
- *Advertising:* \$2,000 additional funding for required hard copy legal advertising for the News-Press or Washington Post.

For FY2016 the City Clerk's Office requested \$6,000 to scan and electronically store old real estate transactions, agreements, and contract files.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
GOAL	<b>Civic Engagement – Provide citizens with meaningful, relevant, and convenient ways to participate in local government.</b>
OBJECTIVES	KEY PERFORMANCE MEASURES
<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**

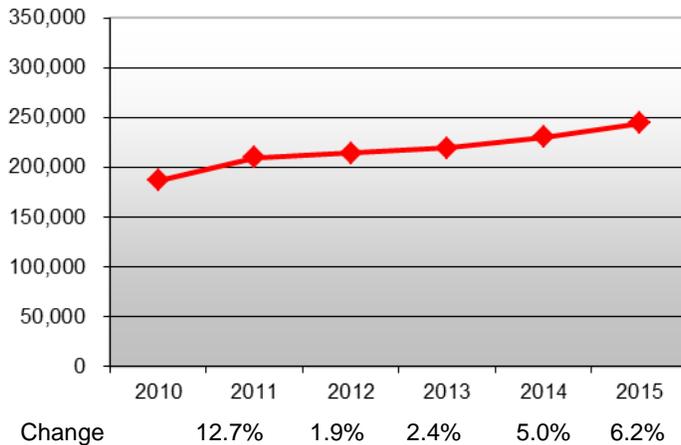
**ADOPTED POSITIONS BY FTE – 2.00 TOTAL**

- 1.00 City Clerk
- 1.00 Deputy City Clerk

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 143,942	\$ 148,782	\$ 153,244	3.00%
Benefits	38,316	42,592	51,808	21.64%
Professional and Contractual	27,112	29,000	29,500	1.72%
Materials, Supplies, and Other	6,386	9,658	9,832	1.80%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 215,756</b>	<b>\$ 230,032</b>	<b>\$ 244,384</b>	<b>6.24%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- Increase in the FY2011 budget was due to funding the Granicus video streaming of City Council meetings and work sessions.
- Increase in FY2015 Budget was due to benefit cost increases and increased funding for MuniCode and advertising.

**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. The City Attorney also represents the City on the Council of Governments committee of regional local government attorneys. FY2014 the City Attorney's Office contracted with Arlington County Commonwealth Attorney's Office to prosecute all misdemeanor and juvenile related offenses in Falls Church General District Court and Juvenile Domestic Relations Court on behalf of the City.

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.

**STAFFING AND BUDGET RESOURCES**

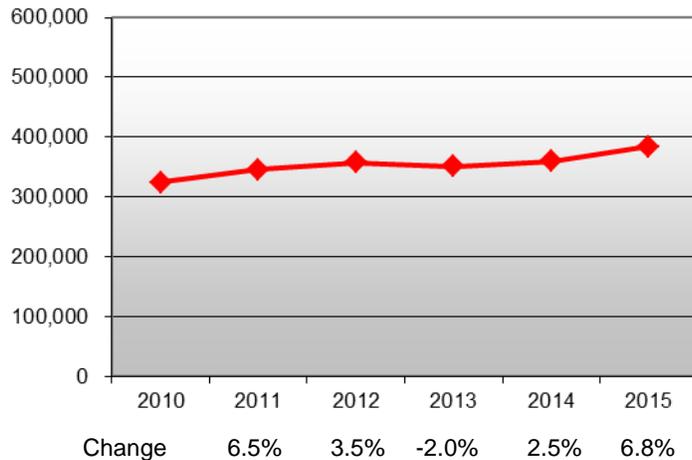
**ADOPTED POSITIONS BY FTE – 2.00 TOTAL**

- 1.00 City Attorney
- 1.00 Paralegal

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 215,993	\$ 217,653	\$ 227,004	4.30%
Benefits	56,369	62,191	76,620	23.20%
Professional and Contractual	209,009	70,000	70,000	0.00%
Materials, Supplies, and Other	11,186	9,660	10,240	6.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 492,556</b>	<b>\$ 359,504</b>	<b>\$ 383,864</b>	<b>6.78%</b>

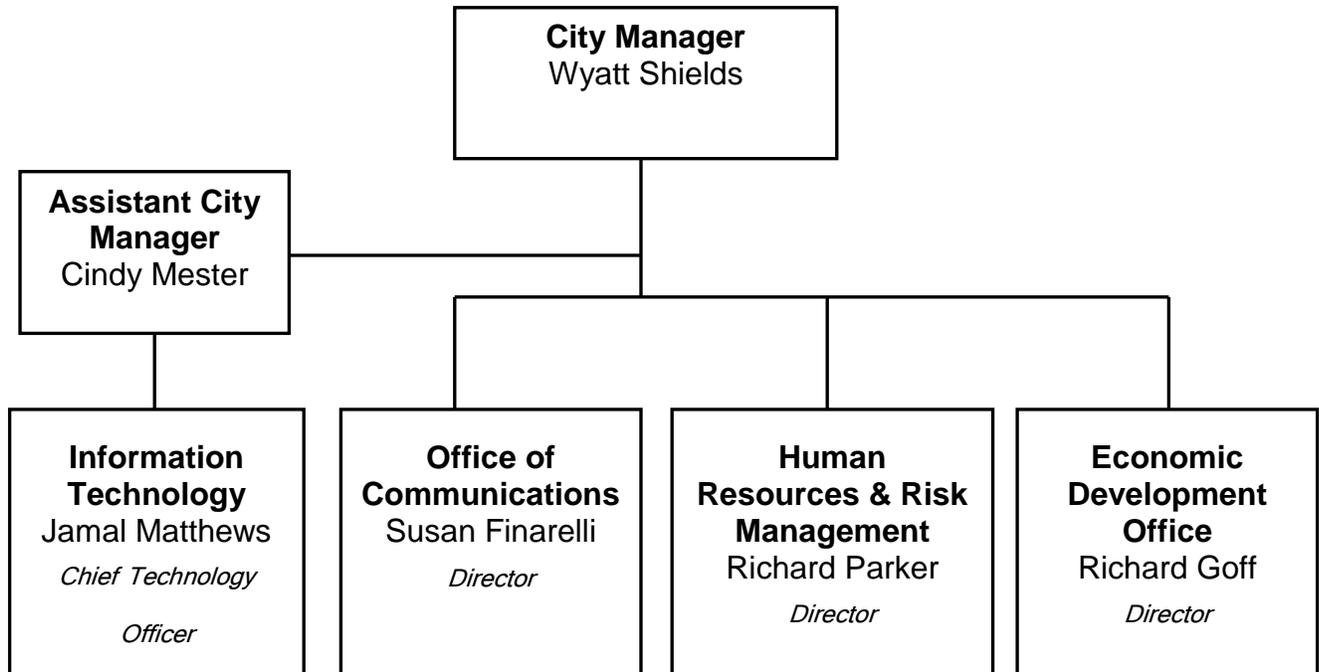
**BUDGET TREND: FY2010-2015**



**Note:**

- 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.
- The increase in FY2015 is primarily due to estimates made for the vacant City Attorney position for compensation and benefits.

# 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> <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>At least 95% of all strategic plan goals and objectives are annually implemented on time.</li> <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> </ul>

	<ul style="list-style-type: none"> <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

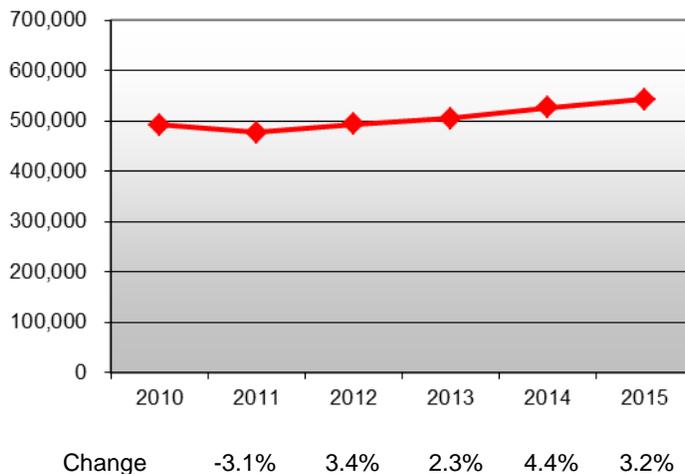
#### ADOPTED POSITIONS BY FTE – 3.00 TOTAL

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

#### ADOPTED BUDGET

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 369,587	\$ 382,076	\$ 391,876	2.56%
Benefits	110,419	123,492	130,225	5.45%
Professional and Contractual	3,155	2,400	2,400	0.00%
Materials, Supplies, and Other	19,654	18,405	18,615	1.14%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 502,815</b>	<b>\$ 526,373</b>	<b>\$ 543,116</b>	<b>3.18%</b>

#### BUDGET TREND: FY2010–2015



**Notes:**

- 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 160 news releases and media advisories to local, regional and national media, creates over 560 Facebook posts for 1,400 followers, posts over 550 times on Twitter to 550 followers, and distributes 26 eFocus Newsletters to 1,400 subscribers.

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. Emergency communications includes severe weather events like the 2012 Derecho and police events impacting the community like the 2012 Hillwood incident. In those instances, OCOM also served as the onsite media spokesperson for the City and Police Department.

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 FY2012 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.

In FY2014, the funding for the FCCTV, which was previously included in the School Board Community Services Budget, has been moved to the General Fund under the auspices of the Office of Communications.

### 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>• Following a website redesign in May 2014, continue to update 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 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> </ul>

	<ul style="list-style-type: none"> <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, 2015.</li> </ul>

**STAFFING AND BUDGET RESOURCES – OFFICE OF COMMUNICATIONS**

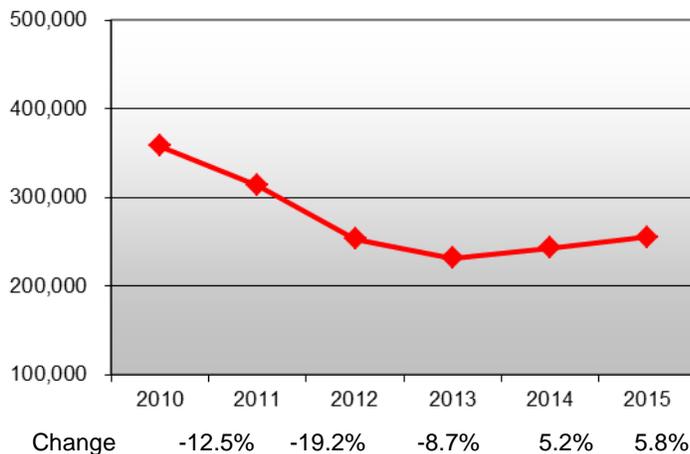
**ADOPTED POSITIONS BY FTE – 2.00 TOTAL**

- 1.00 Communications Director
- 1.00 Online Communications Specialist

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 151,631	\$ 156,512	\$ 166,207	6.19%
Benefits	50,883	54,655	63,942	16.99%
Professional and Contractual	3,458	27,650	17,657	-36.14%
Materials, Supplies, and Other	4,792	4,451	9,510	113.66%
Capital Outlay	-	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 210,764</b>	<b>\$ 243,268</b>	<b>\$ 257,316</b>	<b>5.77%</b>

**BUDGET TREND: FY2010–2015**



**Note:**

- 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.

**STAFFING AND BUDGET RESOURCES - FCCTV**

**ADOPTED POSITIONS BY FTE – 1.84 TOTAL**

- 1.00 Cable TV Station Supervisor
- 0.84 Cable TV Videographer

**ADOPTED BUDGET - FCCTV**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ -	\$ 126,514	\$ 132,947	5.08%
Benefits	-	42,036	45,263	7.68%
Professional and Contractual	-	2,700	2,700	0.00%
Materials, Supplies, and Other	-	2,400	2,400	0.00%
Capital Outlay	-	53,000	53,000	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ 226,650</b>	<b>\$ 236,310</b>	<b>4.26%</b>

**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 recruits for all vacancies, full-time, part-time, seasonal and temporary hires, and averages approximately 50 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 department, 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 department, 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

HUMAN RESOURCES

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 is responsible for providing staff support for 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 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 &amp; Benefit Plans are</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources is using a consultant to</li> </ul>

comparable with surrounding jurisdictions.	do a full classification and pay study of all City positions by July 1, 2014.
<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 and recruit vacant positions in a manner to reach a diverse pool of applicants.</li> </ul>
<b>GOAL</b>	<b>To provide employee development to enable City employees to provide the best possible services to citizens and prepare employees to compete for advancement.</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>Develop a City-wide training plan, and encourage each City employee to take at least two training programs in FY15.</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 through mentoring and leadership training.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

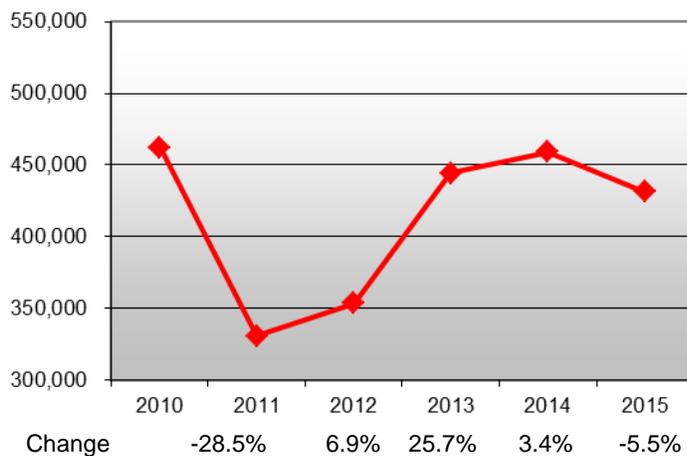
**ADOPTED POSITIONS BY FTE – 2.5 TOTAL**

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 192,058	\$ 234,689	\$ 241,730	3.00%
Benefits	70,385	91,885	91,161	-0.79%
Professional and Contractual	60,428	56,800	36,100	-36.44%
Materials, Supplies, and Other	29,255	75,947	65,047	-14.35%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 352,126</b>	<b>\$ 459,321</b>	<b>\$ 434,038</b>	<b>-5.50%</b>

**BUDGET TREND: FY2010–2015**



- 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 FY2013 is due to the following:
    - Human Resources Analyst position was restored to full-time.
    - \$50,000 increase in City's Training Program.

**RISK MANAGEMENT**

The Human Resources Division develops and monitors the City's Risk Management Program that includes obtaining, implementing and monitoring insurance coverage for 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 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,</li> </ul>	<ul style="list-style-type: none"> <li>• City's financial exposures are reviewed by March each year and the City maintains its</li> </ul>

and requiring certificates of insurance for all contractors.	insurance.
<ul style="list-style-type: none"> <li>To provide employees with a safe working environment.</li> </ul>	<ul style="list-style-type: none"> <li>All serious injuries or accidents are reviewed and corrective action taken, if necessary.</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>

**STAFFING AND BUDGET RESOURCES**

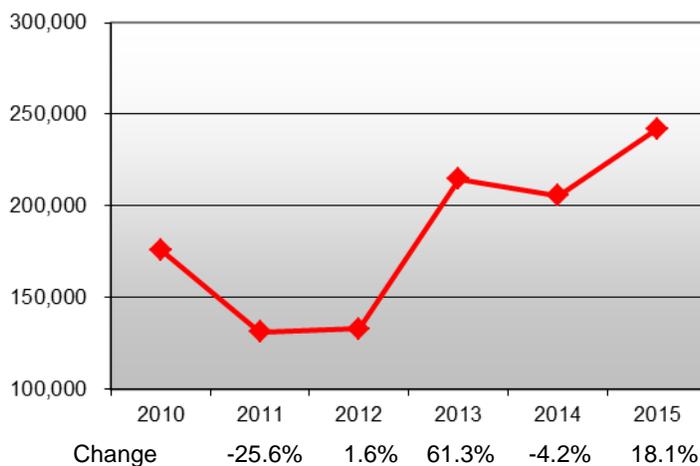
**ADOPTED POSITIONS BY FTE – .50 TOTAL**

- 0.25 Human Resources Director
- 0.25 Human Resources Generalist

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 47,986	\$ 49,708	\$ 51,199	3.00%
Benefits	23,311	16,671	17,583	5.47%
Professional and Contractual	3,409	3,500	3,500	0.00%
Materials, Supplies, and Other	138,274	135,739	170,600	25.68%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 212,980</b>	<b>\$ 205,618</b>	<b>\$ 242,882</b>	<b>18.12%</b>

**BUDGET TREND: FY2010–2015**



**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.
- Most of the increase in FY2015 is due to the City's Public Officials Insurance as all of it is now charged to the General Fund.

## 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's primary goal is to support the General Government staff and maximize their efficiency in serving the public. The IT Division is responsible for all IT core infrastructure, systems, servers, networks, computer technology, telecommunication services (phone/cell/pagers), and audio visual for the General Government organization. Core IT services includes support of: Public Safety computer aided dispatch (CAD), records management system, mobile dispatch terminal & field reporting systems in cruisers, accounting/finance/electronic resource planning (ERP) system, telecommunications systems & software, websites & on-line services, library database systems, fleet management systems, network infrastructure, security hardware & software, IT asset management, general staff desktop hardware & software support, and now radio communications.

The City outsources the much 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), one full-time Network/Database Admin, and three full-time contract employees. The CTO is responsible for procuring and administering all IT services, telephony, radio communications and other technology related service contracts, and develops and implements an overall citywide IT strategic plan. The CTO also serves as the IT security officer, strategic projects manager, and facilitates employee IT training. The IT contractor, acting under the guidance of the CTO, is responsible for maintaining general support of the daily operations, ensuring the City's IT environment is secure and critical systems and services are fully operational 24 x 7 x 365 days per year.

In 2011, the City conducted a full IT Assessment that included General Government, Schools, and Public Library. The assessment outlines priority items and costs for a five year strategic plan, and guides the development of the subsequent budgets. The IT assessment identified that the City is significantly understaffed and this poses significant risk. General industry standards specify a 6% ratio of IT support personnel to total personnel (Gartner Group 2009 Survey Report). The City's IT personnel (employees and contractors combined) is a 2.7% ratio. It is recommended, not including radio/telecommunications function, that IT staffing be between 12 – 14 FTEs for the all-encompassing technology services requirements. Despite the City's small size, as an independent city there are inherent operational requirements for the same full range of IT services of larger entities without the same economy of scale.

### **FY2015 Budget Changes:**

The 2011 IT assessment identified significant understaffing of the IT function as a continuity of operations (COOP) risk for the organization and these budget initiatives start addressing this risk. The following are included in the proposed budget:

- *Help Desk Specialist:* This position will provide critical COOP knowledge of the City's core operations, assist in managing workload and help mitigate the risk of solely relying on external contractor to maintain our daily operations. This position is funded primarily by realigning existing funding priorities, along with renegotiating specific service contracts, in particular by restructuring the current IT support contract.

- Communications Specialist (Radio & Telephony Support):* In FY2013, the IT Division was charged with providing support services for a citywide unified radio system initiative, and consolidating, and managing the telecommunications to provide for effective public safety and service management for cost containment; needed staffing resources were not provided. Radio support was formerly provided by a staff member within the Police Department, which was eliminated in previous budget cuts. The Communications Specialist will manage these tasks with the key focus on public safety operations, and support for Public Works and Public Schools radio needs, along with other basic IT telephony functions.

**Unfunded Needs:**

The IT Division has a staffing model that is designed to operate more efficiently than industry standards while still maintaining high quality standards, but IT still requires two additional FTE positions as described below.

*Public Safety Support:* The IT Division is responsible for providing public safety operations support; however, staffing significantly limits the ability to provide adequate, timely support for this crucial function. Almost all comparable sized police departments in the region and throughout the Commonwealth have dedicated IT resources, and many have independent public safety IT departments. The City operates more efficiently with a single IT Division, but requires a Systems Support Specialist resource to focus on ongoing public safety needs and emerging new requirements. This position would require a budget increase of \$88,000.

*Fund Restoration:* Due to previously mentioned priority budget realignment, funding was reallocated from the equipment refresh line item. Currently, the City funds core infrastructure and servers refresh cycle every 6 – 8 years, and staff workstations approximately every 5 years. The recommended refresh cycle for core infrastructure and servers is a 5 year refresh cycle, and workstations is 3 – 4 years to ensure hardware, software and services for effective public service delivery. This funding assists the City in attaining industry standards.

*Staff Development / Training:* The IT Division needs to provide some funding toward continued staff development to support new systems and technologies to properly support the City’s evolving needs. Many systems and software require specialized training to limit downtime and ensure effective operations. This would require a budget increase of \$12,000.

**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> </ul>

		<ul style="list-style-type: none"> <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 FY2014.</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**

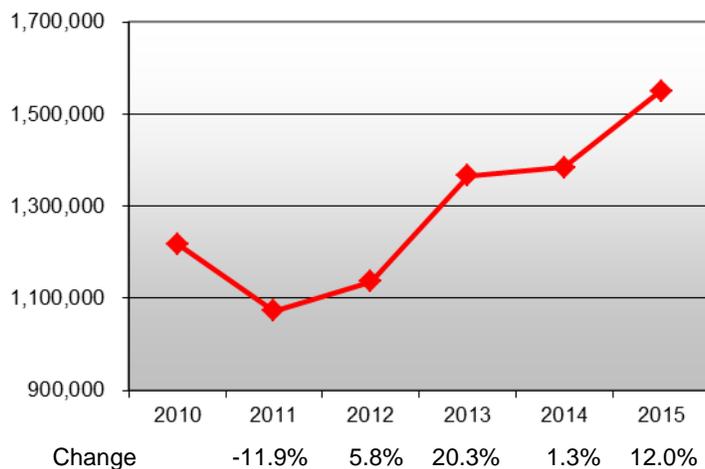
**ADOPTED POSITIONS BY FTE – 8.40 TOTAL**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>1.00 Chief Technology/Security Officer</li> <li>1.00 Network/Database Administrator</li> <li>1.00 Senior Team Leader</li> <li>1.00 Senior Systems Engineer</li> </ul> | <ul style="list-style-type: none"> <li>0.40 Automation/Application Specialist</li> <li>1.00 Help Desk Specialist</li> <li>1.00 Communications Specialist (IT)</li> <li>2.00 Systems Engineer</li> </ul> |
|--|---|

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 140,166	\$ 204,668	\$ 714,753	249.23%
Benefits	43,487	72,645	277,672	282.23%
Professional and Contractual	891,951	889,790	377,594	-57.56%
Materials, Supplies, and Other	5,818	21,453	20,960	-2.30%
Capital Outlay	617,138	195,152	158,790	-18.63%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,698,559</b>	<b>\$ 1,383,708</b>	<b>\$ 1,549,769</b>	<b>12.00%</b>

**BUDGET TREND: FY2010–2015**



**Notes:**

- FY2013 reflects .4 FTE for Automation Application Specialist's salary transferred from Library cost center (not net new funding).
- FY2014 includes 1 new FTE but remained essentially flat by restructuring and reducing maintenance contracts, and reprioritizing budgetary initiatives.
- FY2015 increase includes two additional FTEs and restoration of funds to partially cover system refreshes and software licensing contracts.

**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 and new investment in high quality commercial space that will attract businesses that are a good fit for the City. Staff works with existing businesses to help them grow and thrive in Falls Church.

Through multiple channels, staff communicates 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 conveys 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 proposed new initiatives, which include land banking, business district promotion and services, parking analysis and solutions, alternative transportation support, and much more.

Staff collects, maintains and posts 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 business recruitment using its deep knowledge of the Falls Church market and works with brokers and property

owners to match business prospects with suitable locations in the City. Mad Fox Brewing Company, BJ's Wholesale Club, Hilton Garden Inn, and Harris Teeter are successful examples of EDO business recruitment. 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 during the Great Recession required 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 developed and the City Council approved 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.

#### **FY2015 Budget Changes:**

The following is included in the adopted budget:

- *Economic Development Specialist:* To keep pace with an economic environment of intense development interest in the City and a demand for new initiatives in business support and assistance, marketing, land banking, and other areas, a new full-time staff position is proposed. Additional staff will be recruited to bring special expertise in marketing and/or real estate and also function to provide support for general economic development programming and services.

**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>
<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, 2015.</li> <li>Identify and prioritize the top ten land banking opportunities in the City by June 30, 2015.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

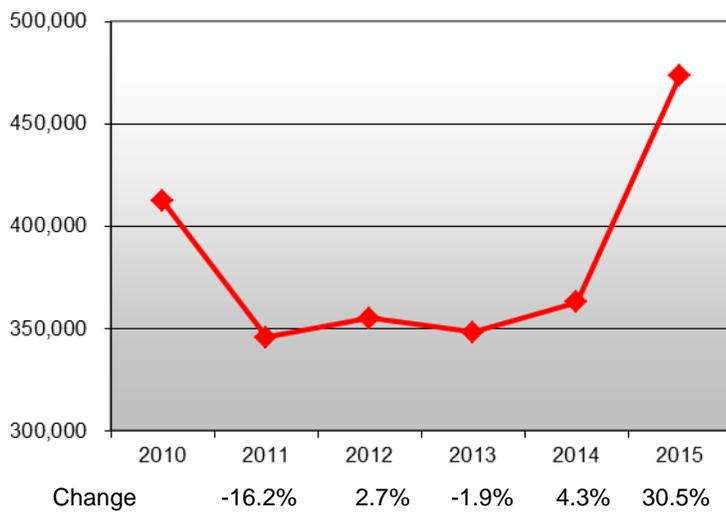
**ADOPTED POSITIONS BY FTE – 3.00 TOTAL**

- 1.00 Economic Development Director
- 1.00 Business Development Manager
- 1.00 Economic Development Specialist

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 234,437	\$ 242,399	\$ 319,940	31.99%
Benefits	58,857	66,524	99,650	49.80%
Professional and Contractual	7,906	36,750	36,750	0.00%
Materials, Supplies, and Other	7,587	17,250	17,250	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 308,788</b>	<b>\$ 362,923</b>	<b>\$ 473,590</b>	<b>30.49%</b>

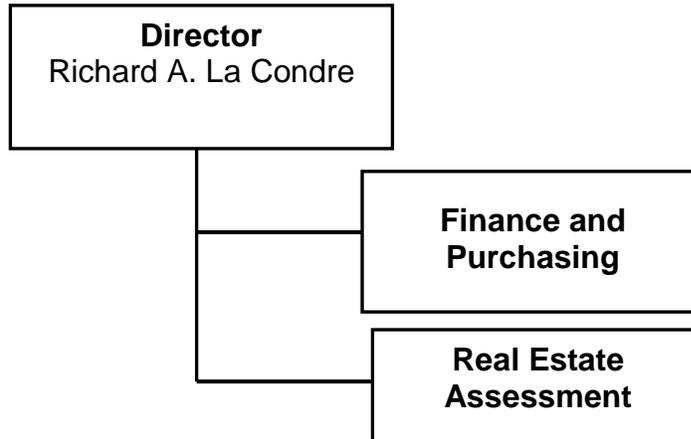
**BUDGET TREND: FY2010–2015**



**Note:**

- The decrease in FY2011 is due to the loss of a full-time senior administrative assistant position.
- Increase in FY2015 reflects additional full-time position for Economic Development Specialist.

# 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

 <b>SOUND FINANCES</b>	
<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 set forth in the financial policies</li> </ul>

	adopted by City Council on December 11, 2011 (refer to Financial Policies Section on pages 33-37 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, 2014.</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**

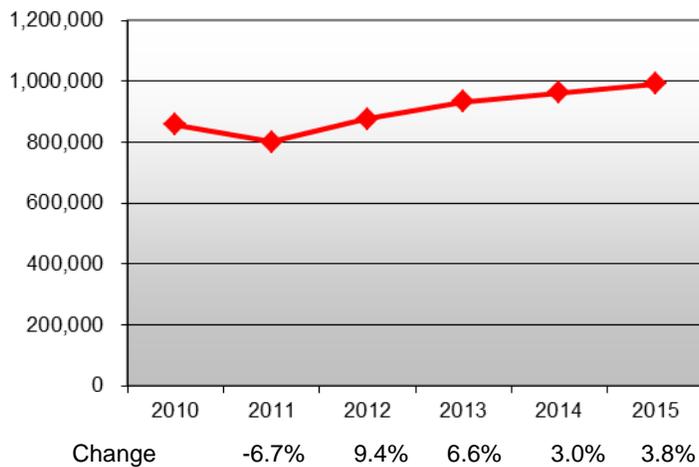
**ADOPTED POSITIONS BY FTE – 7.0 TOTAL**

- 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 Accounting Specialist

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 624,941	\$ 638,561	\$ 661,793	3.64%
Benefits	184,594	209,625	223,432	6.59%
Professional and Contractual	71,128	79,600	80,500	1.13%
Materials, Supplies, and Other	23,777	33,400	32,390	-3.02%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 904,440</b>	<b>\$ 961,186</b>	<b>\$ 998,115</b>	<b>3.84%</b>

**BUDGET TREND: FY2010–2015**



**Note:**

- 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 funding to hire a temporary part-time personnel to assist in finance and purchasing functions.

**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 5,000 parcels as indicated by the market data, inspects 160+ parcels that have been issued a building permit, and 150+ parcels as the result of a sale or an appeal. The division also maintains and periodically updates the real estate database containing approximately 5,000 parcels, provides online real estate information, and serves as staff to the Board of Equalization, which meets approximately 10 times each year.

For FY2014, the Assesor’s Office requested but did not get funded, a commercial appraiser position. This position was requested due to increases in the number of parcels in the City, the changes in the state law requiring that sales through the end of the calendar year be considered for the annual reassessment, and the anticipated annexation of land as a result of the sale of the water utility. It is estimated that the cost of the new position would be approximately \$140,000. The Assessor’s Office also requested \$5,000 for additional consulting funds to assist the Office in an anticipated upgrade of its assessment software. The upgrade will result in new tables. Import/export downloads between this

software and other softwares that rely upon these tables, such as the real estate website and the City's billing software, will need to be reconfigured so as to provide the correct data.

**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, 2015 for all City properties by April 4, 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a Coefficient of Dispersion of 10 or less and a median ratio of <math>\pm 10</math> in the Virginia Department of Taxation Residential Sales Ratio Study.</li> <li>Maintain a Coefficient of Dispersion of 15 or less and a median ratio of <math>\pm 15</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>

**STAFFING AND BUDGET RESOURCES**

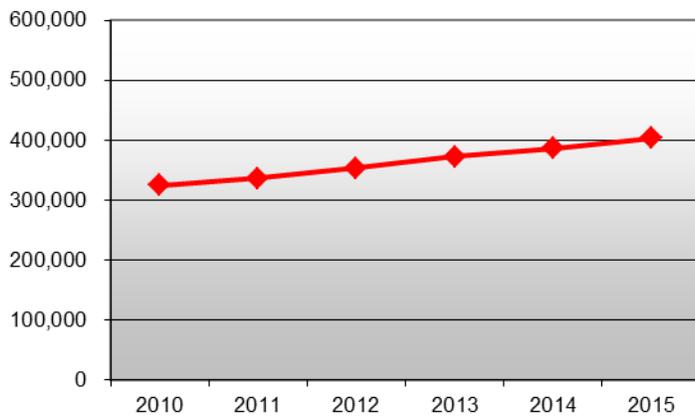
**ADOPTED POSITIONS BY FTE – 3.00 TOTAL**

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

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 245,515	\$ 258,575	\$ 266,179	2.94%
Benefits	70,921	80,555	88,105	9.37%
Professional and Contractual	30,746	28,100	28,700	2.14%
Materials, Supplies, and Other	11,287	18,689	20,789	11.24%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 358,468</b>	<b>\$ 385,919</b>	<b>\$ 403,773</b>	<b>4.63%</b>

**BUDGET TREND: FY2010-2015**



Change      3.5%    5.4%    5.1%    3.7%    4.6%

**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." Tom Clinton is a direct elected representative of the citizens of the City of Falls Church and has served both the residents and the business owners since 2002. The Office is responsible for the assessment of taxes on businesses and residents that are levied by the state of Virginia and the City of Falls Church and it has been operating the popular and record breaking Falls Church City DMV Select Office since 2006.

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 taxes. These revenue assessments and collections represent a cumulative total of about \$17,000,000, 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 \$2,100,000 of revenue generation per employee in the small eight person office. Revenue collection is essential to paying for those many critical public services that residents and business owners both need and have come to depend on in Falls Church.

Commissioner Clinton opened the Falls Church City DMV Select Office in March of 2006, bringing the high demand for DMV services directly to Falls Church City residents, business owners and City employees. In FY2015, the DMV Select is expected to conduct more than 27,000 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 directly 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 practice of transferring 80% of the DMV Select commissions to the offices doing the actual DMV work was upheld by the Attorney General's Office in it's Hunley vs. 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. 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 now for 8 years. One additional staff member was added in the FY2014 budget to handle the growing COR and the DMV Select work. The cost was entirely funded by the DMV Select commission earned.

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. We also process the hundreds of 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. The office performs about 2,000 annual personal property assessment adjustments, including vehicle dispositions and other assessment changes, both saving taxpayers 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, bank franchise taxes, and the labor-intensive Meals Tax (this was transferred from the Treasurer's Office in 2005, with no workload exchange and no transfer of staff).

The office annually processes about 2,400 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 tax refunds. The money is then deposited into our citizen's bank accounts, usually within 2-3 days. The office assists citizens in resolving their complex tax problems with the Virginia Department of Taxation by having them call or visit our office first which saves them time, aggravation and the long distance phone costs if they had to do it all on their own.

We continue to help the Treasurer's Office with delinquent collections of the Meals Tax, the Tangible Personal Property Tax, the Business License Tax, the Personal Property Tax, and we provide comprehensive citizen assistance with the large increase in parking tickets. With the City's large population growth, more new residents than ever are coming into the Commissioner's Office for assistance, answers to questions, and directions within the complicated City Hall building. We have three Notaries on staff and perform hundreds of valuable notarizations annually.

The Commissioner also provides critical tax and business development 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 also works closely with the Falls Church Chamber of Commerce and the local business community. The office has a fluent Spanish speaker for our customers who may need one. We've just agreed to help promote the upcoming Little City License plate campaign.

In the future, more people and businesses are expected to continue to move into the City, adding to the existing heavy office workload. For most City residents and businesses, we are their primary contact with City Hall via their vehicles, tax returns, home or City based business transactions and the ability to access convenient DMV Select transactions right in City Hall. The office receives the most mail, email and walk-in traffic in City Hall, and now the highest number of phone calls with the sale of the water system. The office doesn't have a bank lockbox or an on-line transaction system to reduce its workload. As a result of the Office's dedication to customer service, Commissioner Clinton was awarded the Pillar of the Community Award in 2013.

Our goal is simple: to make the assessment and payment of taxes as easy as possible, while still providing the same high-quality, small-town personal service that our businesses and residents have come to expect. Four of the eight staff members live in Falls Church City and a fifth one grew up here.

The office is currently using software that is not adequate for the complex assessment and collection needs of a busy tax office resulting in both lost revenue for the city and the inefficient use of staff time. The office receives the most mail and walk-in traffic in City Hall and handles the largest number of phone and e-mail inquiries creating an overall workload that is both unrealistic and not sustainable.

#### **Unmet Needs:**

The Commissioner's Office requested but did not receive funding for the following:

- *Revenue Assistant:* We are very short staffed for the large volume of complex tax assessments, collections and DMV Select services that the office performs daily and is widely appreciated by City residents. The Meals Tax assessments have continued to grow over the years as we have added many new City restaurants. The Meals Tax now generates over \$2.9 million annually for the City's general fund. These additional tasks have been absorbed into the existing office workload, and combined with the growth of the City's residential and business populations, and the need to retain high quality employees, capable of handling lots of wide-ranging types of financial transactions in a very busy retail environment, has necessitated the

need for an additional employee. The office generates 20% of all revenue collected by the City and that revenue generation is even more challenging in such a transitory community like Falls Church. There is more than enough work for an additional full-time employee. Last year we had an intern and a regular former employee volunteer her time and we were still not able to keep up with the demands for service and the overall workload. We also had a regular need for overtime to complete our daily work and there's often not enough time to even eat lunch. We think investing in staff to assess and collect existing taxes is preferable to raising taxes or making service or program cuts.

- *Equipment:* We need new printers and a laptop computer to better utilize staff time and decrease repair costs.
- *Training:* Due to budget reductions, we have cut down our staff training costs and there has been no new investment for many years.

**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, equitably and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>• Register vehicles within two days 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 and process checks for business taxes to the Treasurer's Office for deposit within one day of receipt 98% of the time.</li> <li>• Review and audit businesses annually to ensure tax compliance and consistency.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide accurate and efficient service to taxpayers and to the Commonwealth of Virginia in processing 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 95% of the time. Resolve complex taxpayer problems with the VA Dept. of Taxation. Provide desk audits of tax returns for City residents. Catching resident's tax errors before being sent on to Richmond.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide fast, friendly customer service to every customer every day.</li> </ul>	<ul style="list-style-type: none"> <li>• Language interpretation services are provided to customers 100% of the time.</li> <li>• Return all phone calls and e-mails within one day 96% of the time.</li> <li>• Answer every phone call live 98% 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>• Provide the best DMV service in the state.</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**

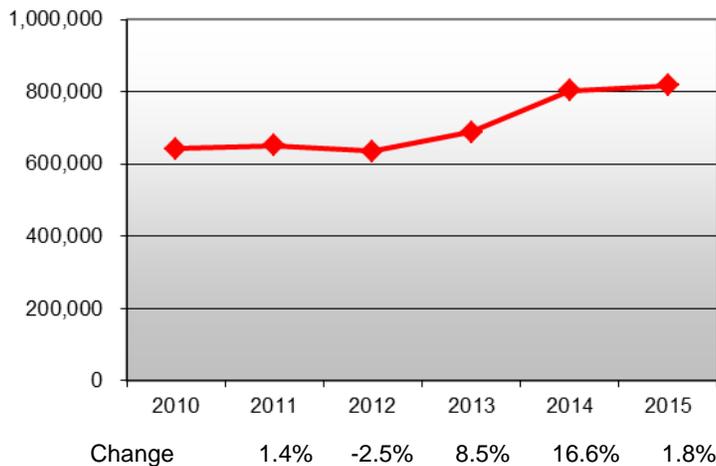
**ADOPTED POSITIONS BY FTE – 8.00 TOTAL**

- 1.00 Commissioner of the Revenue
- 1.00 Chief Deputy Commissioner
- 1.00 Business Revenue Auditor
- 5.00 Senior Revenue Assistants

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 514,244	\$ 577,301	\$ 582,181	0.85%
Benefits	161,798	200,424	209,617	4.59%
Professional and Contractual	7,730	9,100	9,100	0.00%
Materials, Supplies, and Other	17,929	15,875	15,875	0.00%
<b>Total Expenditures</b>	<b>701,701</b>	<b>802,700</b>	<b>816,773</b>	<b>1.75%</b>
<b>Revenues</b>				
State Grants	86,642	87,000	87,000	0.00%
Charges for Services	99,279	80,000	85,000	6.25%
<b>Total Revenues</b>	<b>185,921</b>	<b>167,000</b>	<b>172,000</b>	<b>2.99%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 515,780</b>	<b>\$ 635,700</b>	<b>\$ 644,773</b>	<b>1.43%</b>

**BUDGET TREND: FY2010-2015**



**Note:**

- In FY2014, we added a full-time employee. However, one of our employees switched to part-time status so we have not been able to fully benefit from the change.

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, and a Certified Public Manager, is an elected Constitutional Officer who serves at the pleasure of 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 is accountable directly to the City's citizens.

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

Mrs. 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, Mrs. Kaye moved payment options "into the Cloud". This program has been very successful. The Treasurer's Office is pleased to offer this long-requested, convenient, cost-saving service to City residents. We expanded the service in 2013 to include the payments of water bills and bulk trash/brush removal fees. We are working on adding the payment of parking tickets by the end of 2014.

The Treasurer's Office processes and deposits daily all receipts for the Falls Church City Schools Department of Finance as well as the general City Government. 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.

The Falls Church City Treasurer's Office was awarded accreditation by the Treasurer's Association of Virginia in 2011, 2012 and 2013. Mrs. Kaye also serves as Secretary of the Treasurer's Association of Virginia.

### **FY2015 Budget Changes:**

The following is included in our proposed budget:

- *Software Enhancement:* City Council adopted a storm water fee and has ordained that it be included in the Real Estate bill. This process requires us to combine two databases – the Storm Water GIS database and the Munis Real Estate database. In order to maintain the Storm Water information in Munis, including the rate, number of units, impervious surface area, credits and total Storm Water fee, it will require a Munis enhancement at an estimated cost of \$20,000.

**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>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>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**

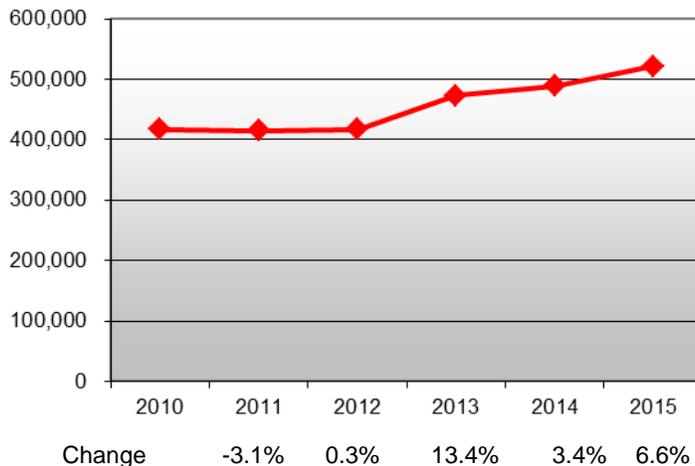
**ADOPTED POSITIONS BY FTE – 4.00 TOTAL**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>1.00 Treasurer (Elected)</li> <li>1.00 Chief Deputy Treasurer</li> </ul> | <ul style="list-style-type: none"> <li>1.00 Deputy Treasurer</li> <li>1.00 Treasurer Assistant</li> </ul> |
|---|---|

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 321,688	\$ 338,694	\$ 347,686	2.65%
Benefits	87,142	92,506	93,511	1.09%
Professional and Contractual	20,671	25,350	47,950	89.15%
Materials, Supplies, and Other	23,194	32,400	32,200	-0.62%
<b>Total Expenditures</b>	<b>452,695</b>	<b>488,950</b>	<b>521,347</b>	<b>6.63%</b>
<b>Revenues</b>				
State Grants	69,908	69,000	69,000	0.00%
Charges for Services	6,433	7,000	7,000	0.00%
<b>Total Revenues</b>	<b>76,341</b>	<b>76,000</b>	<b>76,000</b>	<b>0.00%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 376,354</b>	<b>\$ 412,950</b>	<b>\$ 445,347</b>	<b>7.85%</b>

**BUDGET TREND: FY2010-2015**



**Note:**

- Increase in FY2015 is due to necessary enhancements to the City's billing software due to stormwater fees.

**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 2013, the cost to the City was \$37,108.

The Tax Relief program is administered by the Treasurer; however, Rent Relief is administered by the Department of Housing and Human Services. In 2013, the Treasurer's Office received and processed 60 completed Applications, and granted Tax Relief and/or Deferral to 57 individuals. In 2013, the cost

for traditional Tax Relief was \$59,062; the cost for the Veteran’s Relief Program, \$37,108; the total cost of Relief in 2013 was \$96,170.

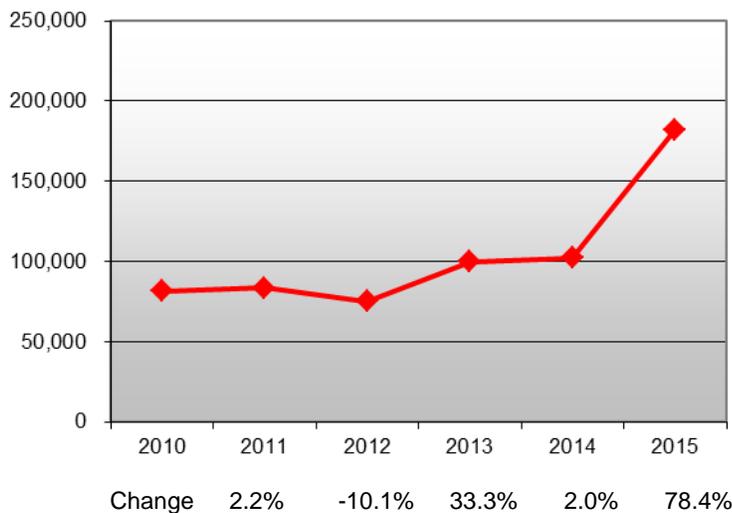
For FY2015, the Treasurer’s Office, along with the City Manager, and the Housing & Human Services, are proposing to restructure the Senior Tax Relief Program. After conducting a survey of the tax relief programs in surrounding jurisdictions, including their income limits and relief amounts, we proposed that the City of Falls Church modify the qualifying income limits and increase relief amounts. The current relief cap of \$2,000 has been in effect since 2002. The proposal would increase the relief cap to \$4,000 (for those in the lowest income tier). This proposed program results in an increased cost to the City of \$80,000.

Program	Benefit
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**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Property Tax Relief	\$ -	\$ 102,000	\$ 182,000	78.43%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ 102,000</b>	<b>\$ 182,000</b>	<b>78.43%</b>

**ADOPTED BUDGET TREND: FY2010-2015**



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 FY2015 budget includes enough funds for two elections. In FY2015, there will be a General Election on November 4<sup>th</sup>, and a primary election on June 9<sup>th</sup>, 2015. Most election expenses are incurred without regard to the size of the election. However, this year there is a new photo ID requirement that goes into effect on July 1<sup>st</sup>, 2014. While the State Board of Elections will pick up most of the initial cost, locally we are still responsible for informing voters of this change.

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 Deputy 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.

#### **FY2015 Budget Changes:**

The proposed includes funding for the following:

- *Additional Mailing and Advertising:* A new Virginia Law requires all voters to show a photo ID at the polling place in order to cast their ballot. While this law should have a minimum impact on the voter in the City of Falls Church, there will still be some voters that are affected by this change. The State Board of Elections is contracting an advertising campaign to get the word out around the state. However, locally we are responsible for making sure our voters are aware including advertising in the local paper and mailing likely impacted voters.
- *Increased pay for election officers:* Election Officer pay has been increased around the region. We recommend that our pay stays commensurate with other localities which will require an additional \$4000 - \$6000 depending on the number of election officers used in an election.

**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**

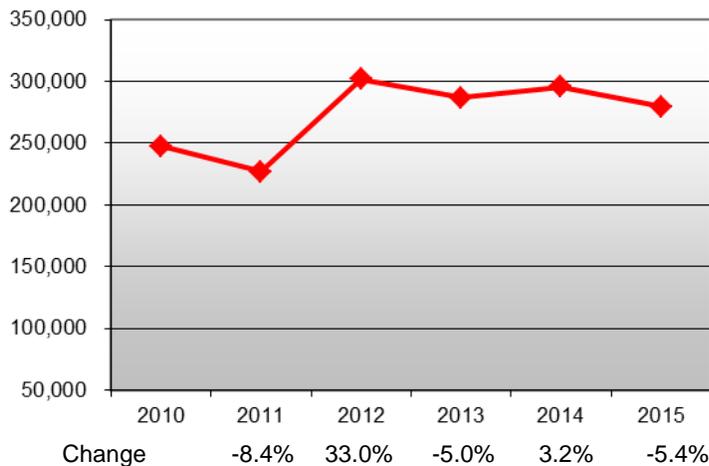
**ADOPTED POSITIONS BY FTE – 1.50 TOTAL**

- 1.00 Registrar
- 0.50 Assistant Registrar

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ 150,711	\$ 171,492	\$ 172,392	0.52%
Benefits	49,786	56,704	61,948	9.25%
Professional and Contractual	16,381	32,667	18,500	-43.37%
Materials, Supplies, and Other	20,849	35,000	26,978	-22.92%
<b>Total Expenditures</b>	<b>237,727</b>	<b>295,863</b>	<b>279,818</b>	<b>-5.42%</b>
<b>Revenues</b>				
State Grants	39,762	50,000	40,000	-20.00%
Fines	-	-	-	0.00%
<b>Total Revenues</b>	<b>39,762</b>	<b>50,000</b>	<b>40,000</b>	<b>-20.00%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 197,965</b>	<b>\$ 245,863</b>	<b>\$ 239,818</b>	<b>-2.46%</b>

**BUDGET TREND: FY2010–2015**



**Note:**

- 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 evictions 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. Starting with FY2014, the Sheriff's Office is taking over the monitoring of the Adult Corrections Services for the City.

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. In 2013, the Sheriff's Office monitored approximately 45 individuals who were ordered by the courts to provide community service in lieu of traditional sentencing. This Office also processes approximately 3,400 court papers and handles approximately 30 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 issued 1100 traffic citations, approximately 80 warnings, and approximately 50 parking tickets. In addition, the Sheriff's Office made approximately 33 arrests in 2013. 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.

We also have a reserve deputy program that consists of 17 deputies, certified and non-certified who work not only on court days but special events. In 2013 they donated 3352 hours. We are unique in our set up and we need 6 plus deputies per court date and our budget in no way would cover these positions. Thanks to our reserve program we can operate in an efficient safe manner and save \$73,745.00 in salaries not including benefits that would have to be covered.

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 175 child safety seats annually.

### **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 2013, 45 people were diverted from jail and assigned to the Program. These people completed a total of approximately 2239 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.

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

**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 Unit 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.

Firearm Safety Program – In November, the Sheriff's Office began a free, non-shooting firearm safety course to teach the basic knowledge, skills, and attitude necessary for the safe handling and storage of firearms and ammunition in the home. The course increases firearm safety and awareness, educates the public on related laws, and assisted those considering firearms for personal protection and home defense.

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.

**FY2015 Unfunded Needs:**

In FY2015, the Sheriff’s Office requested but did not receive funding for the following:

- *Vehicle Replacement:* The Sheriff’s Office needs to replace two vehicles that were purchased in 2006 and 2007 which are used for the transportation of prisoners. Due to the age of the vehicles, they have become more unreliable and the maintenance costs have been high. The safety and liability risks also increase with age.
- *Temporary Staff:* The Sheriff’s Office needs additional staff to provide security coverage for all court days. The proposed budget currently only provides coverage for a fraction of the court days. We have a total of 76 days plus 3-5 special court days added by the Juvenile Judge. Our budget covers approximately 33 of these days.

**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>• 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>• Issue approximately 1100 moving motor vehicle violations, issue warnings and make 33 physical arrests.</li> <li>• Issue 50 parking tickets.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase visibility around schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide marked vehicles around schools before and after school as a safety deterrent.</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 proper installation of child safety seats.</li> <li>• Firearms Safety in Home Course.</li> <li>• Provide motorcycle safety instruction.</li> <li>• Ident-A-Child program at Fall Festival, and various other community events, the</li> </ul>

<ul style="list-style-type: none"> <li>Assist in Tax Enforcement/Collection.</li> </ul>	Sheriff's Office when requested <ul style="list-style-type: none"> <li>Increase in percentage of unpaid taxes collected by the City Treasurer's Office.</li> </ul>
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**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 5.875 TOTAL**

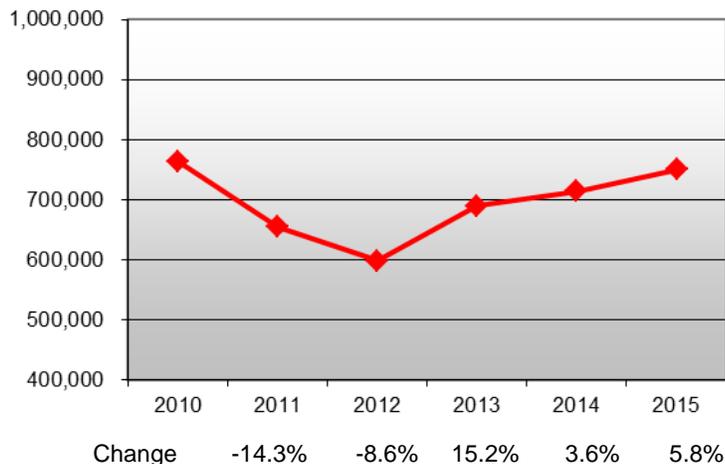
- 1.00 Sheriff (Elected)
- 3.00 Deputy Sheriffs (2 Full and 2 Part-time)
- 1.00 Chief Deputy Sheriff
- 0.875 Administrative Assistant

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 in various venues. The savings to the City by utilizing volunteer services is approximately \$74,000 (in salaries).

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ 479,845	\$ 462,184	\$ 475,300	2.84%
Benefits	167,985	181,004	187,139	3.39%
Professional and Contractual	15,431	12,600	12,600	0.00%
Materials, Supplies, and Other	67,637	58,217	75,679	29.99%
Capital Outlay	188	-	5,000	-
<b>Total Expenditures</b>	<b>731,085</b>	<b>714,005</b>	<b>755,718</b>	<b>5.84%</b>
<b>Revenues</b>				
Federal Grants	-	-	-	0.00%
State Grants	137,171	137,000	137,000	0.00%
Charges for Services	62,325	82,292	69,792	-15.19%
Fines	58,775	58,121	64,239	10.53%
<b>Total Revenues</b>	<b>258,271</b>	<b>277,413</b>	<b>271,031</b>	<b>-2.30%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 472,814</b>	<b>\$ 436,592</b>	<b>\$ 484,687</b>	<b>11.02%</b>

**BUDGET TREND: FY2010-2015**



**Note:**

- 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

The City contracts with Arlington County for jail services. 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

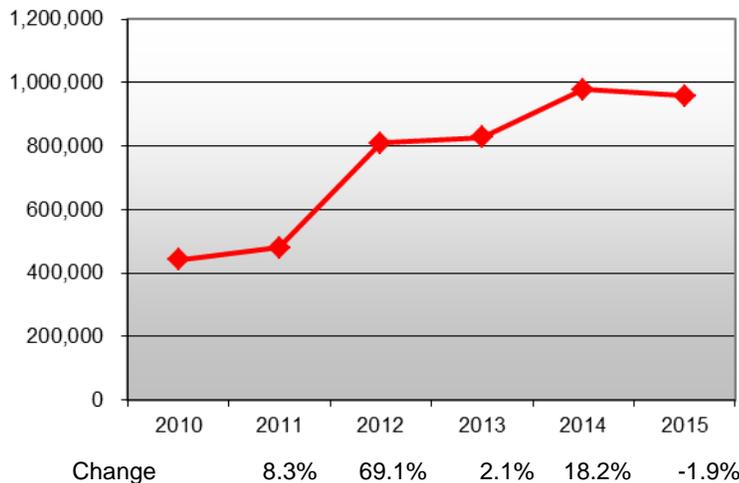
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

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

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 873,900	\$ 977,428	\$ 958,790	-1.91%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 873,900</b>	<b>\$ 977,428</b>	<b>\$ 958,790</b>	<b>-1.91%</b>

**BUDGET TREND: FY2010 – 2015**



**Note:**

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

The Sheriff has an MOU with Alexandria Sheriff to house inmates who are sentenced to 30 days or more and state prisoners at a reduced rate in an effort to cut cost.

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.

While District Court employees serve the City of Falls Church and their citizens, they are employees of the state and are paid by the state at a level that is set by the legislature. Realizing that the salary set by the state may be lower than what is required to recruit and retain staff, the legislature enacted Virginia Code §16.1-69.45 and §16.1-69.46 in 2008 to allow localities to supplement the salary of district court employees.

Currently, the City provides a funding of \$29,000 to cover office expenses such as materials and supplies. Beginning in FY2014, this office began to receive a salary supplement equal to 15% of what the employees currently receive from the state.

**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**

	2006	2007	2008	2009	2010	2011	2012	2013
Traffic	6,231	5,890	10,162	10,338	10,417	10,243	7,027	8,003
Criminal	1,144	879	1,053	1,141	1,010	1,149	1,165	1,429
Civil	906	876	843	905	958	846	622	493
Juvenile	574	408	305	466	474	484	310	272
Domestic	217	126	102	117	109	156	143	228
Total Case Load	9,072	8,179	12,465	12,967	12,968	12,878	9,267	9,267

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

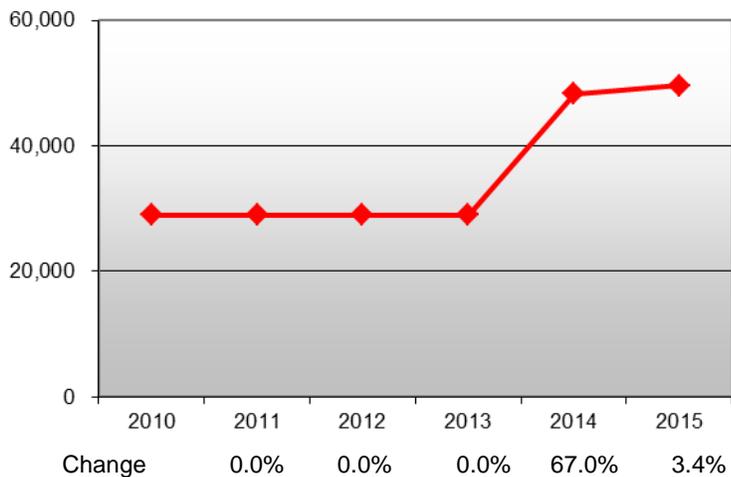
The courts have the following employees which are paid by The Supreme Court of Virginia:

- 3.00 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>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ -	\$ 22,641	\$ 24,167	6.74%
Benefits	-	1,733	1,849	6.69%
Professional and Contractual	9,447	15,600	15,600	0.00%
Materials, Supplies, and Other	7,316	8,331	8,331	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 16,763</b>	<b>\$ 48,305</b>	<b>\$ 49,947</b>	<b>3.40%</b>

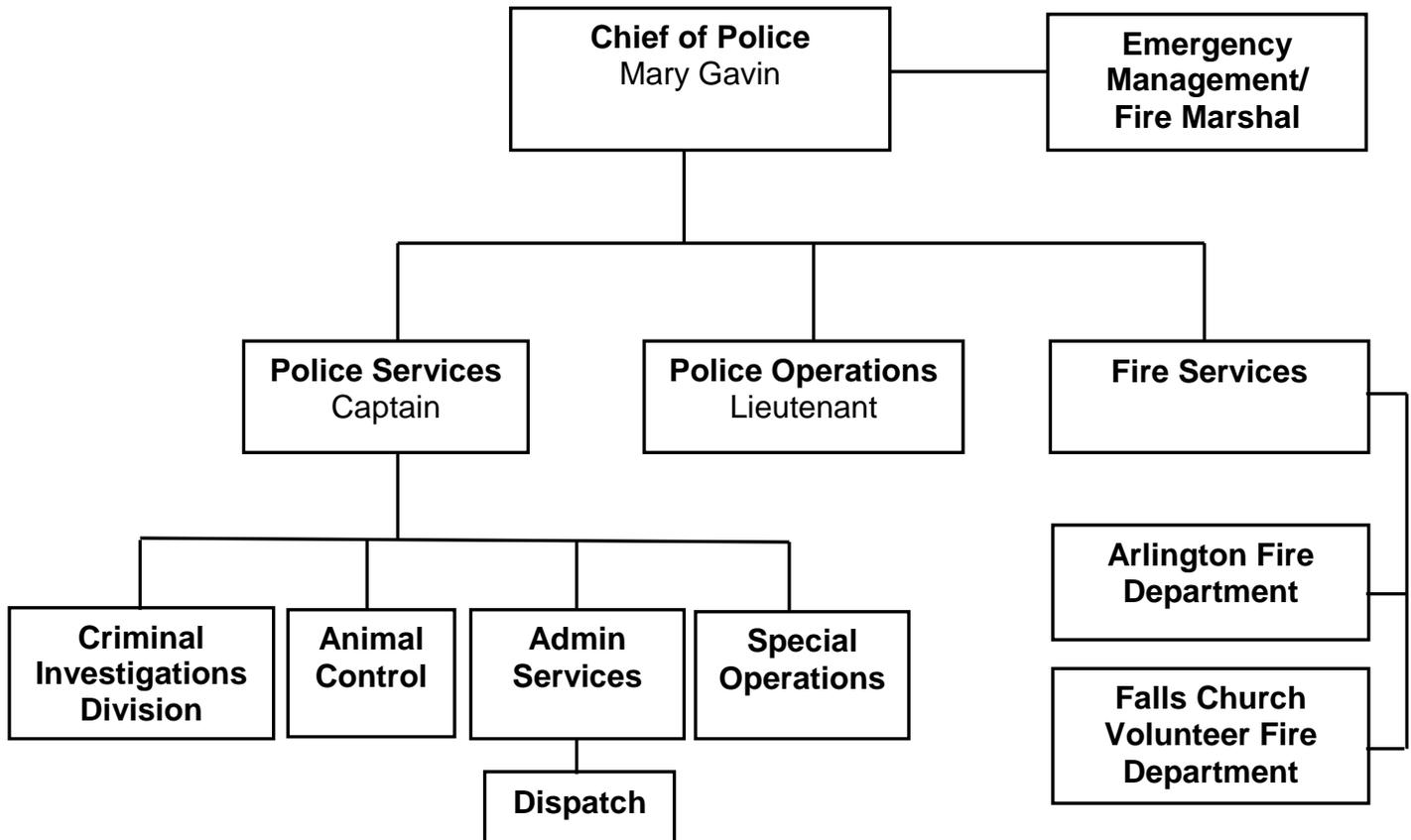
**BUDGET TREND: FY2010-2015**



**Note:**

- A salary supplement equal to 15% of current salary was included in the FY2014 budget.

# DEPARTMENT OF PUBLIC SAFETY



## 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.

### FY2015 Budget Changes:

The following is included in the proposed budget:

- *Polygraph Training*: Increase of \$12,000 in Training line item for Polygraph School in FY2015.

## 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, advise 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 FY2015.</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

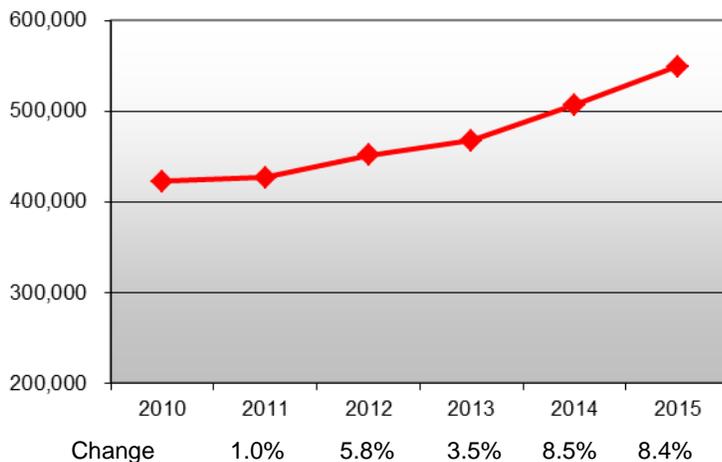
### ADOPTED POSITIONS BY FTE – 2.50 TOTAL

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 309,071	\$ 249,825	\$ 262,048	4.89%
Benefits	101,479	110,750	118,921	7.38%
Professional and Contractual	7,799	7,800	7,800	0.00%
Materials, Supplies, and Other	118,904	138,650	160,650	15.87%
<b>Total Expenditures</b>	<b>537,254</b>	<b>507,025</b>	<b>549,419</b>	<b>8.36%</b>
<b>Revenues</b>				
Licenses, Fees, and Permits	8,178	8,300	8,300	0.00%
Federal Grants	4,814	-	-	0.00%
Other Grants and Contributions	407	-	-	0.00%
<b>Total Revenues</b>	<b>13,398</b>	<b>8,300</b>	<b>8,300</b>	<b>0.00%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 523,855</b>	<b>\$ 498,725</b>	<b>\$ 541,119</b>	<b>8.50%</b>

**BUDGET TREND: FY2010 – 2015**



**Note:**

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

**PHOTO ENFORCEMENT PROGRAM**

During FY2014, the Falls Church City Public School system implemented a Public Safety program aimed at enforcing the laws regarding motorists passing school buses while loading. While this is a school program, the majority of the enforcement and administration of the program will be the responsibility of the Police Department. For FY2015, the Police Department will explore the feasibility of adding two more intersections for Red Light Enforcement. Additionally, the Police Department will continue to monitor and evaluate the Red Light (Intersection Safety) Program to ensure that the incidence of serious accidents at target intersections is successfully minimized.

CITY VISION

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<b>GOAL</b>	<b>Improve traffic safety through implementation of Photo Enforcement Program.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Monitor and evaluate the Photo Enforcement Program to ensure continued improvement in traffic safety.</li> <li>Monitor and evaluate the new Stop Arm program to ensure the safe transport of students to and from school.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or reduce incidence of serious traffic collisions at target intersections.</li> <li>Reduce the number of violations of motorists passing school buses while loading/unloading children.</li> </ul>

STAFFING AND BUDGET RESOURCES

ADOPTED POSITIONS BY FTE – 0.25 TOTAL

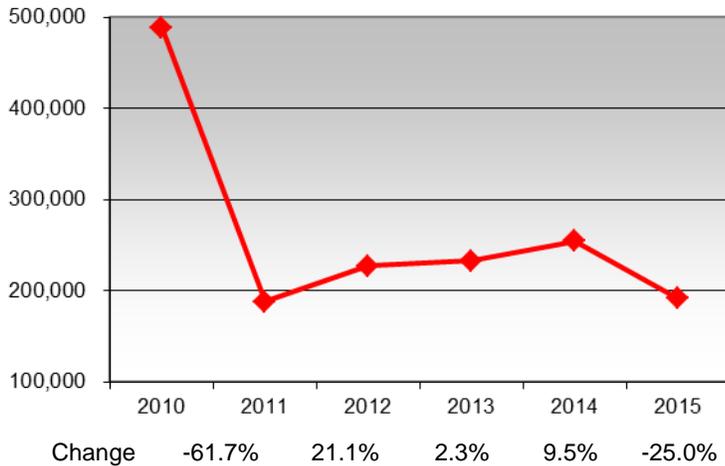
- 0.25 Community Services Officer

ADOPTED BUDGET

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ 46,561	\$ 60,290	\$ 14,567	-75.84%
Benefits	16,461	23,830	6,186	-74.04%
Professional and Contractual	-	-	-	0.00%
Materials, Supplies, and Other	170,400	170,400	170,400	0.00%
<b>Total Expenditures</b>	<b>233,422</b>	<b>254,520</b>	<b>191,153</b>	<b>-24.90%</b>
<b>Revenues</b>				
Fines	182,349	204,000	204,000	0.00%
<b>Total Revenues</b>	<b>182,349</b>	<b>204,000</b>	<b>204,000</b>	<b>0.00%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 51,073</b>	<b>\$ 50,520</b>	<b>\$ (12,847)</b>	<b>-125.43%</b>

PHOTO ENFORCEMENT

**BUDGET TREND: FY2010 – 2015**



**Note:**

- The program continues to have a positive effect on the overall averages of accidents at the participating intersections.
- The School Bus Stop Arm Program will have no negative budget impact as the financial administration of the program is the responsibility of the Falls Church City Public Schools. All costs associated with the Police Department's management and enforcement efforts are reimbursed by the schools.

**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 2013, this Division responded to over 27,000 calls for service that did not require a written report and almost 2,431 complaints that did require a written report. The patrol and traffic effort of the Division produced approximately 5,553 tickets for traffic violations, made approximately 1,500 arrests, responded to and investigated approximately 192 accidents, 550 alarms and issued over 3,500 tickets for parking violations. In addition, the Division provides security, public assistance and crowd control during four (4) City public events and five (5) 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.

**Unfunded Needs:**

- *Police Officer I.* The Police Department's sworn staffing numbers are currently at 32 sworn officers. In the past six (6) years, we have lost two (2) sworn positions and four (4) administrative non-sworn positions. The duties for officers have not diminished over the years and the sworn staffing is at a minimum staffing level. Functioning at a minimal staffing level over a long period of time has a stressful effect on the organization and the individual officers. The nature of the sworn position with hyper-vigilant expectations is unhealthy for the individuals as they must also fill vacant positions with overtime slots often time foregoing days off. The

## POLICE OPERATIONS

combination of the added duties from four (4) cut positions in administrative staff, minimum staffing based on 32 officers with two vacancies stretch resources and people significantly. The additional significant pressures of public safety expectations in this past year alone have included: September 2013 Eden Center Homicide, December 2013 shooting in the 900-Blk of W Broad Street, bring significant and complex caseloads of the Criminal Investigations Unit lasting over 2 years. It take approximately 18 months from the date of hire to completion of field training to have a full time certified capable police officer to fulfill staffing requirements in patrol. This would require an additional \$80,000.

2009 -- 34 Officers  
2010 -- 33 Officers  
2011 -- 32 Officers  
2012 -- 32 Officers  
2013 -- 32 Officers

- *Vehicle Maintenance.* The Police Department's Patrol Division's marked cruisers are an aging fleet of vehicles. The nature of the vehicle maintenance has increased significantly because of the age of the vehicles hence the mechanical problems are significant and expensive. In 2007, the department ended the lease of vehicles. At that time all vehicles with the exception of staff vehicles needed to be replaced. As the useful life of the vehicle ended at the same time as the lease of vehicles did, all vehicles were replaced at the same time. No provisions were made for replacement of the newly purchased vehicles according to the useful life of the vehicles. Marked police cruisers for use and operations generally should be replaced every three to four years. Vehicles not placed in rotation, such as CID vehicles and staff vehicles should have a life expectancy of five to six years. As the fleet continued to age, funding was not in place for replacement. The vehicles useful life is aging out at the same time for entire fleet. Current funding level over the last two budget years have allowed for the replacement of three marked cruisers per year. With a total of twenty vehicles, a rotation of three per year would require us to maintain patrol vehicles for up to seven years, well beyond the vehicles useful life cycle. As an example, one of our patrol vehicles has 9694 hours of engine idle time and 68,044 actual miles driven on the odometer. Police fleet vehicles also have hour meters installed that reflect only the hours of time that the vehicle engine is running in park. This has to be considered for maintenance purposes and useful life cycles. Ford and industry standards indicate that for every hour of idle time is equivalent to thirty three driven miles. This means that one of our patrol vehicle has (387,946) maintenance miles. In the Patrol fleet we currently have (1) 2001 model, (1) 2002 model (3) 2004 models, (1) 2005 model, (8) 2008 models, (3) 2009 models (1) 2010 model, (2) 2011 models, and (3) 2013 models. It is anticipated with the newly acquired vehicles in FY14 (released February 2014) will replace three of the oldest models. In addition to the Patrol vehicles the Criminal Investigation Unit, Animal Control, School Resource Officer, Community Services Officer and Command Staff vehicles need to be maintained. The vehicles assigned outside of Patrol Division are typically older models but are driven less, the age of this fleet is between 5 years and 12 years old. Fully funding our maintenance needs requires an additional \$56,000.

**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 CY14 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, 2015.</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 – 21 TOTAL**

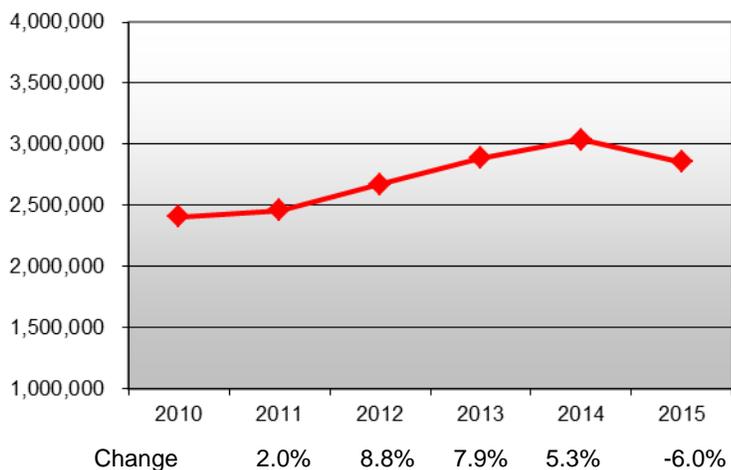
- 1.00 Lieutenant
- 12.00 Uniform Patrol Officers
- 4.00 Sergeants
- 4.00 Corporals

POLICE OPERATIONS

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 1,453,571	\$ 1,629,140	\$ 1,475,193	-9.45%
Benefits	973,184	1,023,105	995,535	-2.69%
Professional and Contractual	91,481	16,700	16,700	0.00%
Materials, Supplies, and Other	199,543	208,645	208,645	0.00%
Capital Outlay	144,743	159,000	159,000	0.00%
<b>Total Expenditures</b>	<b>2,862,522</b>	<b>3,036,590</b>	<b>2,855,073</b>	<b>-5.98%</b>
<b>Revenues</b>				
Charges for Services	429	2,000	2,000	0.00%
Federal Grants	9,448	7,200	7,200	0.00%
State Grants	273,684	322,334	322,334	0.00%
Fines	383,145	378,879	418,761	10.53%
Proceeds from Sales of Bonds	-	159,000	159,000	0.00%
<b>Total Revenues</b>	<b>666,706</b>	<b>710,413</b>	<b>750,295</b>	<b>5.61%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 2,195,816</b>	<b>\$ 2,326,177</b>	<b>\$ 2,104,778</b>	<b>-9.52%</b>

**BUDGET TREND: FY2010 – 2015**



**Notes:**

- The increase in FY2013 is primarily due to the purchase of 3 replacement cruisers. These will be funded with bond proceeds.
- The Revenues have decreased. We have less officers on the street and two vacancies for 6 months. The timing of hiring is driven by Academy availability and training all of which has a compound effect on staffing and revenue.

**POLICE SERVICES**

The Services Division is comprised of Administrative Services, Special Operations, and Criminal Investigations. The Services Division is responsible for many of the department’s functions and programs and oversees specialized units such as the Records, Communications, School Resources, and Community Services.

The Criminal Investigations Unit conducts investigations on all major crimes ranging from homicides

## POLICE SERVICES

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 250 cases.

Administrative Services oversees the Records and Communications Units and manages the department's information and technology systems. The Records Unit is responsible for managing and organizing traffic, criminal incident, and arrest documentation within the Records Management System, and provides clients with police reports, record checks for employment, and accident reports. The Records Unit processes and/or retrieves approximately 10,000 written reports, tickets and other similar information annually. Administrative Services is also responsible for managing the department's CAD (computer aided dispatch), records management and technology systems, supervising communications personnel, managing the Photo Enforcement System and Accreditation Program, and coordinating the department's Intern and volunteer programs.

Special Operations coordinates and manages special events, community outreach programs, including Community Services and School Resource programs, Parking Enforcement, and is responsible for the training and deployment of the department's Emergency Services Unit. Special events include, but are not limited to, First Night, Memorial Day and Fourth of July celebrations, and a vast array of fun runs. 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 and assists with the Photo Enforcement program. The Emergency Services Unit is a highly trained and skilled tactical team prepared to respond with minimum notice to any critical incident.

The Services Division also coordinates and oversees all training for both sworn and civilian employees, maintains 22 police vehicles and trailers, and oversees the evidence/property function of the department which handles approximately 1,000 pieces of evidence annually.

**FY2015 Budget Changes:**

The proposed budget includes the following:

- *0.5 FTE Crossing Guard:* Increase in hours for (2) Crossing Guards to become full-time due to the need for coverage at the various schools.

**Unfunded Needs:**

The following was requested but did not get funded:

- *0.5 FTE Police Records Clerk:* The Police Records Window is currently staffed by one Administrative Assistant. This position is the public face of the department and also serves as an administrative data entry clerk for all traffic, parking and criminal records. With only one person staffing the office, the window is closed to the public on any number of occasions due to vacation, sick leave, training, etc. A part time records clerk would help alleviate the staffing issue and assist in data entry. Funding this need requires \$26,000 to be added to the budget.

**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 CY13 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**

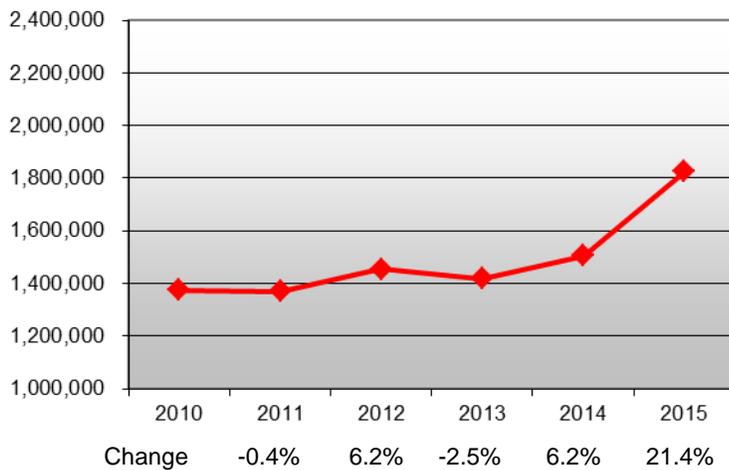
**ADOPTED POSITIONS BY FTE – 14.75 TOTAL**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• 1.00 Captain</li> <li>• 1.50 Lieutenants</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>• 0.75 Community Services Officer</li> <li>• 2.75 Crossing Guards</li> <li>• 1.00 Senior Administrative Assistant</li> <li>• 0.75 Parking Enforcement Officer</li> </ul> |
|---|---|

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 837,648	\$ 839,257	\$ 1,055,846	25.81%
Benefits	338,535	373,473	470,658	26.02%
Professional and Contractual	172,746	167,612	175,148	4.50%
Materials, Supplies, and Other	125,269	124,576	124,576	0.00%
Total Expenditures	1,493,784	1,504,918	1,826,228	21.35%
Revenues				
Federal Grants	5,351	-	-	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,488,433</b>	<b>\$ 1,504,918</b>	<b>\$ 1,826,228</b>	<b>21.35%</b>

**BUDGET TREND: FY2010 – 2015**



**Note:**

- A portion of the increase for FY2015 is from increases in contractual obligations to Arlington County related to the City's usage of the radio system.
- The increase in salaries and wages for FY2015 is due to a reorganization that occurred in July 2013. A corresponding reduction is realized in Police Operations.

**POLICE DEPARTMENT - DISPATCH**

The Falls Church Police Dispatcher Center is the E-911 call transfer point for the City, it answers the Police Department's emergency and non-emergency phones 24/7/365, dispatches 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.

The Dispatch Center answers over 80,000 emergency and non-emergency telephone calls and dispatches approximately 24,000 calls for service, annually. 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 for both the Police Department, as well as the Falls Church Sheriff's Office.

**Unfunded Needs:**

The following was requested but did not get funded:

- *1.0 FTE Communications Dispatcher:* The Communications Center needs to have two dispatchers available at any time. The position requires that someone be present, at the console, all the times, without exception. Over the last 10 to 15 years the use of cell phones has increased exponentially. A random review of the telephone/radio transmission recording system revealed 618 transactions in a single day. With planned increases in security measures for City Hall and the City's schools, dispatch's responsibilities will continue to broaden and expand. In addition to their current duties, there will be additional alarm boards and video feeds to monitor. Dispatch continues to be the only security point for City Hall after normal business hours.

**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> </ul>	<ul style="list-style-type: none"> <li>• Maintain expenditures within allocated funding.</li> </ul>
<ul style="list-style-type: none"> <li>• In FY2015, 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> </ul>	<ul style="list-style-type: none"> <li>• Have all communications personnel attend at least one in-service training class within FY15.</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain proficiency in managing the Communications Center during critical events.</li> </ul>	<ul style="list-style-type: none"> <li>• At least one dispatcher certified as VCIN Instructors by June 2015.</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• All communications personnel participate/successfully complete at least one Critical Incident training exercise within FY2015.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

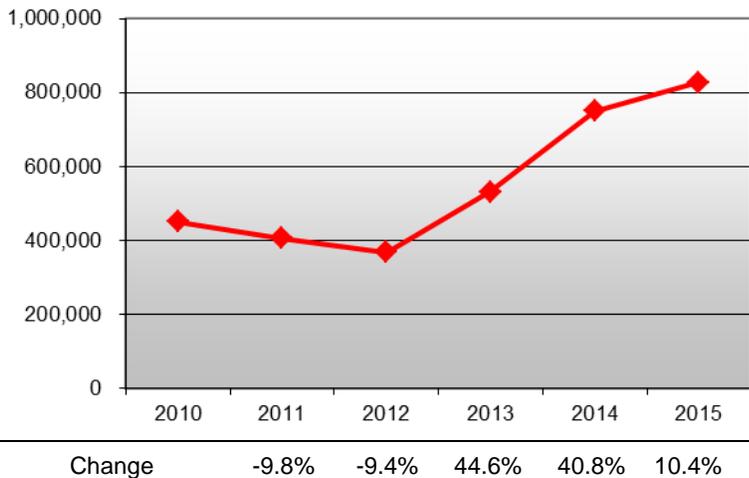
**ADOPTED POSITIONS BY FTE – 6.00 TOTAL**

- 6.00 Emergency Communications Technicians

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 320,607	\$ 280,763	\$ 286,855	2.17%
Benefits	88,554	111,131	126,135	13.50%
Professional and Contractual	157,605	357,209	413,907	15.87%
Materials, Supplies, and Other	340	500	500	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 567,106</b>	<b>\$ 749,603</b>	<b>\$ 827,397</b>	<b>10.38%</b>

**BUDGET TREND: FY2010 – 2015**



**Note:**

- Beginning in FY2013, the City and Arlington County renegotiated public safety services contracts, resulting in changes to the allocation costs of their E911 services and higher cost for the City. The change in cost allocation was deferred over two years, explaining the significant cost increase in FY2014.
- For FY2015, the lion share of the increase is due to a 16% increase in contractual obligations 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/emails per day, answers about 240 calls for service each year and secures approximately 35 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> <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>

**STAFFING AND BUDGET RESOURCES**

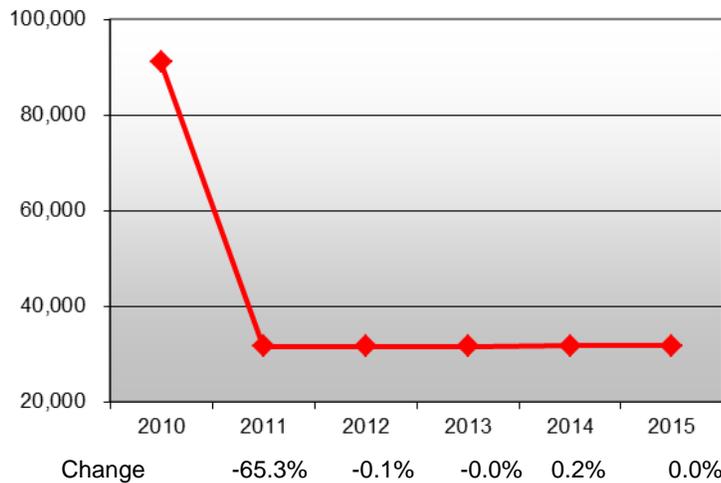
**ADOPTED POSITIONS BY FTE – 0 TOTAL**

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

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 33,796	\$ 25,986	\$ 25,986	0.00%
Benefits	2,870	2,334	2,334	0.00%
Professional and Contractual	1,670	2,500	2,500	0.00%
Materials, Supplies, and Other	30	810	810	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 38,365</b>	<b>\$ 31,630</b>	<b>\$ 31,630</b>	<b>0.00%</b>

**BUDGET TREND: FY2010 – 2015**



**Note:**

- No significant change to the Animal Control budget for FY2015.

**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 and emergency exercises/drills throughout the City.

Programs administered by OEM include the management of the Emergency Operations Center (EOC), review and updates of the following: Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), Regional Hazardous Mitigation Plan, NIMSCAST Compliance Reporting and the Local Capability Assessment for Readiness (LCAR) report. Additional management of communication programs under OEM includes WebEOC, Alert Falls Church, Satellite Phones, Video Tele-Conferencing (VTC) and the administration of the Government Emergency Telecommunications Service (GETS) cards. The Coordinator of Emergency Management also applies for and administers a Local Emergency Management Performance Grant (LEMPG) as well as being involved in all decisions with the Director of Emergency Management on Declarations of Disaster and application of Federal Reimbursements.

The Coordinator of Emergency Management is the lead for the City’s “Emergency Operations Planning Team.” This team is a cross section of department representatives that hold Emergency Support Functions that met to review and test emergency response and mitigation plans. All members of this team dedicate this effort as an added job function to their normal day to day job functions.

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 and the Council of Governments Emergency Managers sub-committee.

The Emergency Manager/Fire Marshal is involved in the Plan Review Process for all new building developments. Community resilience is now being reviewed during the plan review process for safety and resilience.

**Unfunded Needs:**

- There is a need to develop plans and conduct city-wide table-top drills, followed by functional exercises. These are needed to assess the effectiveness of the City Emergency Operation Plan and to take corrective actions where needed. The effectiveness of how each department and agency responds must be tested to determine areas of need for an actual event. Department functions during an Emergency include: Damage Assessment, Debris Management, Sheltering Plan, Volunteer and Donation Management, Security, Transportation, Health Department Liaison and Long Term Recovery to name a few.

In addition, a community outreach and education program is needed to build resiliency in the business and residential community as well as establishing business continuity partnerships.

There is a direct correlation of the effectiveness of the Office of Emergency Management while this position is shared with the Fire Marshal (SEE UNMET NEEDS UNDER FIRE MARSHAL).

**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>• Develop and execute a training and exercise plan for the City based upon allowable staff time and funding.</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**

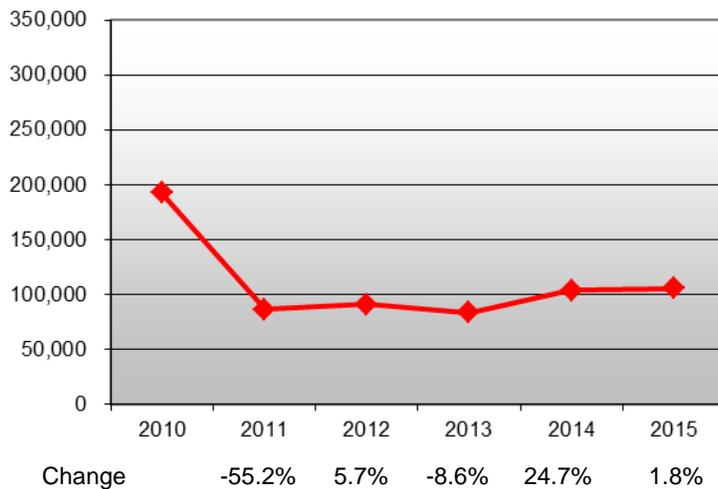
**ADOPTED POSITIONS BY FTE – 0.50 TOTAL**

- 0.50 Emergency Management Coordinator

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 48,879	\$ 51,058	\$ 52,589	3.00%
Benefits	15,851	20,125	20,457	1.65%
Materials, Supplies, and Other	3,768	16,898	16,898	0.00%
Capital Outlay	15,627	15,750	15,750	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 84,126</b>	<b>\$ 103,831</b>	<b>\$ 105,694</b>	<b>1.79%</b>

**BUDGET TREND: FY2010 – 2015**



**FIRE MARSHAL**

The Office of the City Fire Marshal (FM) was established on February 14, 2011. The City Fire Marshal is designated as the Fire Official for the City and is a Division under the Police Department. The City Fire Marshal also serves as the Coordinator of Emergency Management (EM).

The mission of the FM is life safety and property preservation through the enforcement of the Virginia Statewide Fire Prevention Code. This code is a property maintenance code. Once a certificate of occupancy is granted by the Building Official, the only future life safety inspections that take place during the life of the building is by the Fire Official. FM inspects and issues permits required by the

FIRE MARSHAL

Fire Code based upon occupancy type and the use of hazardous materials and 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 by the Commonwealth of Virginia and NFPA. Inspections are also conducted on any commercial property on the basis of complaint. The most serious violations found in the city have included: hoarding in commercial structures creating unsafe conditions, operating without a fire prevention permit, improper uses of hazardous materials including explosive gases located in office buildings, failure to maintain fire alarm and protection systems creating a life safety hazard for occupants and responders.

The City Fire Marshal is also charged with investigations involving fire and explosions as well as environmental crimes. There were seven fires report with an estimated fire loss (FY2013) of \$300,000. In addition to inspections and investigations the City Fire Marshal is included in the plan review process for all new construction and all special events in the city.

FM has provided a significant cost savings to the City by providing in-house inspections of all City structures, including Falls Church City Public Schools. The City Fire Marshal is tasked with the administration of these duties including the financial accounting, billing and collecting of revenues associated with the Fire Inspection Program. In addition to those primary duties the City Fire Marshal is part of the Command Staff within the Police Department. As such the position supports any and all emergency events that occur within the City. 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 Council of Governments Fire Prevention Group.

The City Fire Marshal holds certifications through the Virginia Department of Fire Programs, the Virginia Department of Housing and Community Development as well as national trade organizations. Maintaining these certifications includes continuing education requirements on a range of topics including plan reviews, inspection code updates, legal updates, origin and cause training and law enforcement investigations and firearms qualifications. FM maintains an emergency response vehicle along with equipment necessary to perform the required tasks.

Fire Inspection Program	INSPECTIONS	PERMITS	VIOLATIONS	REVENUE
CY 2013 Falls Church FM	212	150	540	\$38,568
CY 2012 Falls Church FM	2	143	826	\$36,383
CY 2011 Falls Church FM	177	120	368	\$22,255
CY 2007-2010 Arlington	69 – 96	?	?	\$6K - \$13K

**Unfunded Needs:**

The following was requested but not funded in this proposed budget:

- *Temporary Inspector:* Additional staffing for the Fire Marshal has been identified in the last two budgets as being at a critical level. Currently, the inspections of all required occupancies’ as mandated by the Virginia Statewide Fire Prevention Code are not being met. Since identified, the work load continues to increase with the addition of new developments and a growing footprint of commercial square footage that must be inspected. In addition, the function of plans review for new developments continues to intensify. Not meeting these demands will only lead to additional delays.

**FIRE MARSHAL**

The impact of the Water System purchase with Fairfax County has now increased this workload further. School system properties, previously handled by Fairfax County's Fire Marshal are now an added responsibility for the City Fire Marshal. This is now a cost savings for the school system at the expense of an additional work load for city staff. This requires inspection and certification of their fire protection systems as well as the approval and inspection process for the July 4th fireworks celebration at George Mason High School (previously handled by Fairfax County Fire Marshal).

The Fire Marshal position was established as a (.50 FTE) position being shared with Emergency Management (.50 FTE). There is a direct correlation of the effectiveness of the Fire Marshal while this position is shared serving as the Coordinator of Emergency Management. In the last three years Emergency Management was engaged with an Earthquake, Hurricane Irene, Tropical Storm Lee, The Derecho, and Super Storm Sandy. The impacts of other events including the New Town, Connecticut tragedy add to additional duties and job functions under Emergency Management planning and readiness. So anytime the Emergency Management function is in play, the duties associated with the Fire Marshal temporarily cease.

To accomplish the requirements set forth in the Virginia Statewide Fire Prevention Code additional staffing is required. The Fire Marshal does not have the authority to fine. A means of revenue is generated through hourly billing for inspections and Fire Permit fees, when applicable. This is permitted by the Virginia Statewide Fire Prevention Code in order to assure building safety is maintained.

**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> </ul>	<ul style="list-style-type: none"> <li>Continue to assess and maintain a fire inspection program and issue permits where applicable.</li> </ul>
<ul style="list-style-type: none"> <li>Assure fire safety and emergency response review on all new buildings.</li> </ul>	<ul style="list-style-type: none"> <li>Review plans for new development projects.</li> </ul>
<ul style="list-style-type: none"> <li>Maintain knowledge base to perform all duties.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain all required training and certifications to perform inspections and investigations.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

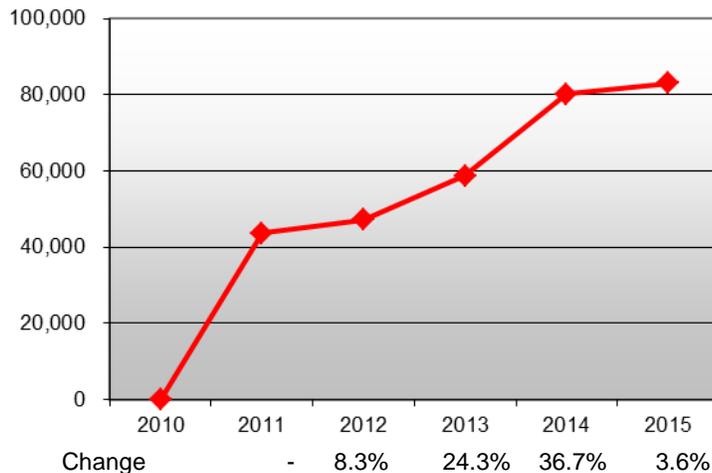
**ADOPTED POSITIONS BY FTE – 0.50 TOTAL**

- 0.50 Fire Marshal

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 43,515	\$ 51,058	\$ 52,589	3.00%
Benefits	15,411	20,125	20,509	1.91%
Materials, Supplies, and Other	6,153	9,000	9,000	0.00%
<b>Total Expenditures</b>	<b>65,079</b>	<b>80,183</b>	<b>83,098</b>	<b>3.64%</b>
Revenues				
Charges for Services	32,543	21,000	30,000	42.86%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 32,536</b>	<b>\$ 59,183</b>	<b>\$ 53,098</b>	<b>-10.28%</b>

**BUDGET TREND: FY2010 – 2015**



**FIRE AND RESCUE SERVICES**

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, EMS and HAZMAT services at the Falls Church Fire Station #6. Arlington County has 33 fire fighters and emergency medical services personnel, assigned to the Falls Church Fire Station.

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

## 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 2013, the volunteers continued to participate 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 three major areas:

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

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
- Taste of Falls Church
- Tinner's Hill Blues Festival
- Marine Corps Marathon
- Yorktown and Bishop O'Connell High School Football Games

### **Training**

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 account for thousands of hours and contacts in community outreach and prevention service activities during 2013. 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.

CITY VISION

 <b>NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE</b>	
<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, 2015.</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, 2014, 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 complete at least one additional training course by June 30, 2015.</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, 2015.</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, 2015.</li> </ul>
<b>GOAL</b>	<b>Provide superlative training for FCFD members.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Maintain a personalized training plan for each</li> </ul>	<ul style="list-style-type: none"> <li>100% of members have individualized</li> </ul>

operational member of the Department. This plan will be created and updated with input from the member as part of the annual evaluation process.	training plans provided to them during their annual evaluations.
<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:                             <ul style="list-style-type: none"> <li>American Heart Association CPR</li> <li>HazMat</li> <li>Virginia Department of Fire Programs EVOC</li> <li>EMT Instructor</li> <li>Virginia Department of Fire Programs Instructor I</li> <li>NFPA 1403</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>By June 30, 2015, the following certifications are maintained, at a minimum:                             <ul style="list-style-type: none"> <li>instructors for CPR</li> <li>instructors for Hazmat</li> <li>instructors for Virginia Department of Fire Programs EVOC</li> <li>instructors for EMT</li> <li>instructors for Virginia Department of Fire Programs Instructor I</li> <li>instructors of NFPA 1403</li> </ul> </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**

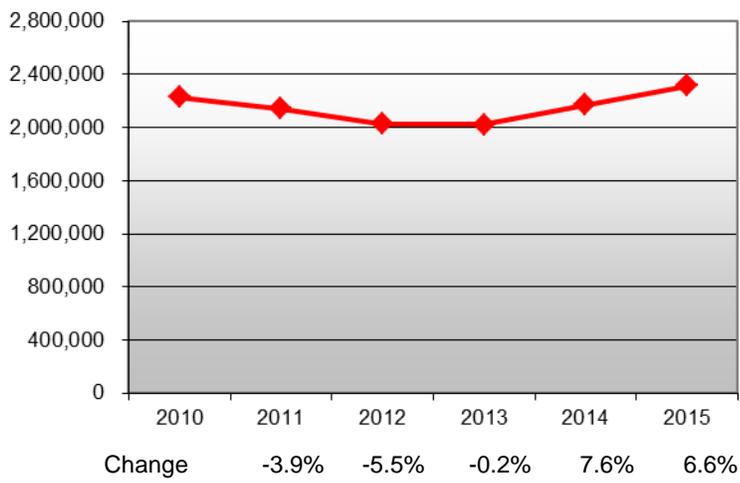
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Contract with Arlington County provides for 33 fire fighters.
- 50-55 Volunteers

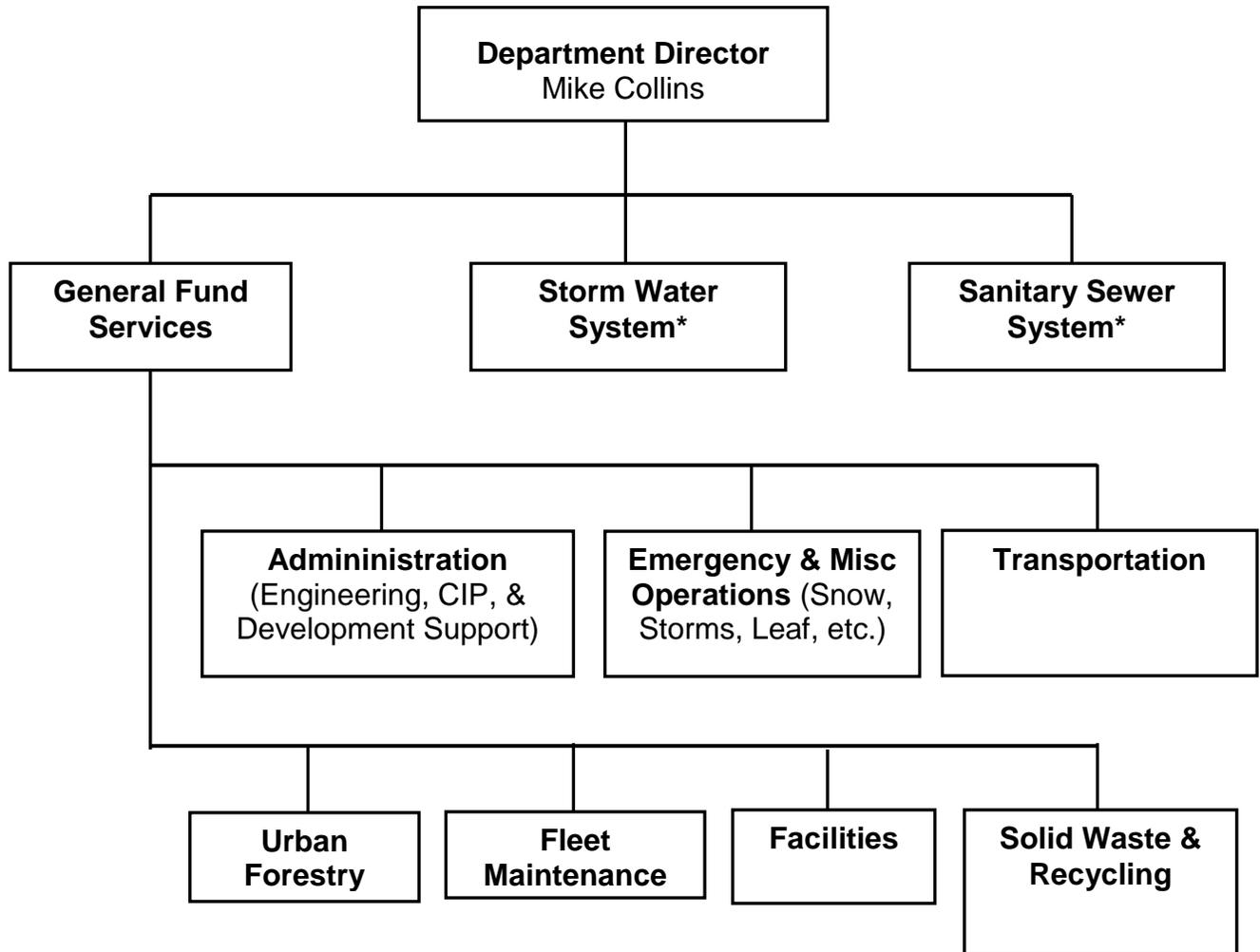
**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Benefits	-	6,960	6,960	0.00%
Professional and Contractual	\$ 1,854,462	\$ 2,021,847	\$ 2,251,464	11.36%
<b>Total Expenditures</b>	<b>1,984,914</b>	<b>2,172,683</b>	<b>2,315,300</b>	<b>6.56%</b>
Revenues				
State Grants	48,786	-	-	0.00%
Charges for Services	394,581	265,000	265,000	0.00%
<b>Total Revenues</b>	<b>443,368</b>	<b>265,000</b>	<b>265,000</b>	<b>0.00%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,541,546</b>	<b>\$ 1,907,683</b>	<b>\$ 2,050,300</b>	<b>7.48%</b>

**BUDGET TREND: FY2010 – 2015**



# DEPARTMENT OF PUBLIC WORKS



\*The Department of Public Works also manages the Sanitary Sewer Fund and the Stormwater Fund, which are enterprise funds that have their own separate budgets, as well as many projects in the Capital Improvements Program. The Sanitary Sewer Fund budget can be found on pages 209-216. The Stormwater Fund budget can be found on pages 219-225. The CIP Funds budgets can be found on pages 241-269.

The Department of Public Works manages many core functions of municipal government including transportation, stormwater, sanitary sewer, solid waste collection, urban forestry, facilities and fleet. Public Works is also responsible for many operational needs and support services, such as Leaf Collection, Snow Clearing, Storm or other Emergency Response, and support of many civic activities, such as First Night, Neighborhood Tree Program, Habitat Restoration, and many other outreach programs.

### **Unfunded Needs**

The greatest pressures upon the Public Works budget comes from the limited resources (staff and funding) to adequately maintain the critical infrastructure systems which the Department is charged with managing. These systems include:

- Roadways and pedestrian facilities
- Traffic signals and streetlights
- Bridges
- Urban forest and streetscapes
- Street signs and pavement markings
- Buildings and facilities

None of the systems listed above have current Master Plans to provide a comprehensive and strategic maintenance and replacement plan. Failure to adequately maintain these critical systems will lead to greater costs and higher likelihood of failure in any of these critical systems.

To address this, the department has the following needs which are not funded in this budget:

- *Engineer.* An additional engineer is needed as the programs identified above and system management needs combined with the high expectations to deliver Capital Improvement Projects (with significant funding which is sitting idle) overwhelm the two engineers allocated to the General Fund.
- *Paving.* Many of the City's streets appear to have reached a point of critical failure – at which time traditional repaving is insufficient to restore them. Instead of paving, reconstruction may be required on these streets – at a cost of 3-7 times the cost of traditional paving. Without a paving master plan, staff is not in a position to provide a funding proposal. However, the recent funding levels equate to a paving life cycle of 30 years or more – which far exceeds the expected life of 12-15 years for asphalt paving.
- *Equipment Replacement.* 40% of the Department's heavy vehicles and equipment inventory is more than 20 years old, and 75% of the inventory exceeds 15 years of age. These vehicles are frequently out of service, and it can be difficult procuring parts for vehicles due to their age. In particular, the department requested replacement for two dump/flatbed trucks.
- *Urban Forestry Maintenance Worker.* The current 3-man crew is insufficient to perform some necessary maintenance operations safely – meaning that other crews must assist. Additionally, the Greenspace Manager – which is part of the 3-man crew – performs many administrative/professional functions in the office, and thus the remaining 2 crew members are often left to perform the maintenance activities.

## PUBLIC WORKS ADMINISTRATION

The Public Works Administrative Cost Center provides engineering and administrative coverage for and resources for Development Services, the Capital Improvement Program, ROW Permitting, and general DPW needs.

### 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>• Develop reasonable schedules and budgets for CIP projects and deliver responsible and cost-effective projects for the public.</li> </ul>

### STAFFING AND BUDGET RESOURCES

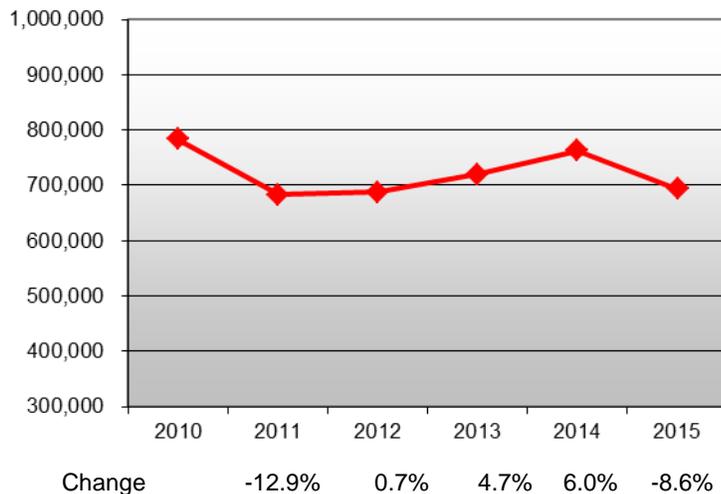
**ADOPTED POSITIONS BY FTE – 4.55 TOTAL**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• 0.75 Director of Public Works</li> <li>• 0.60 Engineer</li> <li>• 0.25 GIS Analyst</li> </ul> | <ul style="list-style-type: none"> <li>• 1.25 Engineering Inspectors</li> <li>• 0.70 Contracts Manager</li> <li>• 1.00 Senior Administrative Assistant</li> </ul> |
|--|---|

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 451,031	\$ 459,079	\$ 373,564	-18.63%
Benefits	145,339	166,492	127,676	-23.31%
Professional and Contractual	175,592	97,650	147,650	51.20%
Materials, Supplies, and Other	40,314	32,705	36,800	12.52%
Capital Outlay	3,299	7,000	12,000	71.43%
<b>Total Expenditures</b>	<b>815,575</b>	<b>762,926</b>	<b>697,690</b>	<b>-8.55%</b>
<b>Revenues</b>				
Licenses, Fees, and Permits	224,137	149,700	188,700	26.05%
Charges for Services	8,317	5,000	5,000	0.00%
Fines	1,400	-	1,000	-
<b>Total Revenues</b>	<b>233,854</b>	<b>154,700</b>	<b>194,700</b>	<b>25.86%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 581,721</b>	<b>\$ 608,226</b>	<b>\$ 502,990</b>	<b>-17.30%</b>

**ADOPTED BUDGET TREND: FY2010-2015**



**Notes:**

- 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.
- FY2014 increase included the reallocation of a portion of the Director's salary to this cost center and the purchase of computer equipment.
- FY2015 reflects a reallocation of staff and administrative costs to other Cost Centers such as the Utility funds, and CIP funding

**SOLID WASTE & RECYCLING**

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

- Residential Solid Waste Collection
  - Refuse, Recycling, Yard Waste, Specials Collections
- Recycling Center
- Hazardous Waste Management
- Solid Waste Code Compliance
- Solid Waste Permit Compliance
- Street Can Installation

- Business Survey, Reporting, etc.
- Environmental Services Council
- Solid Waste Events - Extravaganza, Clean Ups, HHW, Mulch Distribution

In performing these tasks, the City collected approximately 4,460 tons of solid waste for calendar year 2013. This included:

- 2,110 tons of refuse;
- 540 tons of brush and yard waste; and,
- 1,810 tons of recyclable materials

The City is proud to hold the highest waste diversion rates (recycling rate) in Virginia, at 67% in calendar year 2012 (2013 numbers are not yet available). The City’s recycling program provides economic benefits in addition to the important environmental benefits by reducing waste disposal costs and generating modest revenues for the raw materials captured. Recyclable materials include those collected curbside (cart & green bin program, yard waste bags, brush and leaves) at the Recycling Center, and through special events such as the Household Hazardous Waste and Recycling Extravanzas.

Recycling, refuse collection, transfer and disposal, are 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 and calls for public outreach and initiatives to achieve these goals. Funding for public outreach has declined over the last several years, and in 2013 the City’s waste tonnage increased and recycling tonnage decreased. The FY2015 budget includes a small increase in funding for public outreach.

The Solid Waste program staffs the Environmental Services Commission and performs extensive public outreach throughout the year regarding many environmental issues. Special events include Household Hazardous Waste collection, Recycling Extravaganza, rain barrel workshops, composting workshops, mulch distribution, and environmental cleanup efforts. Many of these events occur Spring and Fall. Staff also conducts numerous ad hoc environmental outreach programs particularly with the local schools. “The Environment” newsletter is also produced and distributed twice annually, and is now distributed digitally (with hardcopies provided at the Library).

Stronger environmental regulations across the markets have been a significant factor in costs for hauling, handling, and disposal of waste which are significantly outpacing the general inflation rates. Additionally, the City’s recycling revenues are negatively affected by the increased costs associated with stronger regulations, and declined significantly in FY14.

**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>• Collect curbside recycling 52 weeks per year.</li> <li>• Conduct two community recycling events and two community cleanup events annually.</li> </ul>

SOLID WASTE & RECYCLING

<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> <li>Annually, educate the community on solid waste opportunities and practices.</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> <li>Enforce Chapter 34, Solid Waste, of the City Code.</li> </ul>		<ul style="list-style-type: none"> <li>Ensure 95% of route pickups are performed on schedule.</li> <li>Inspect refuse collection weekly for solid waste code violations and initiate enforcement measures per code requirements.</li> </ul>	

**STAFFING AND BUDGET RESOURCES**

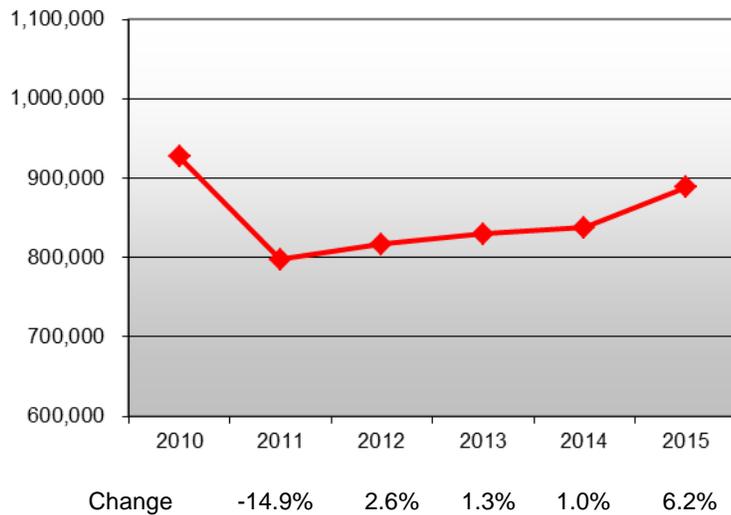
**ADOPTED POSITIONS BY FTE – 1.00 TOTAL**

- 1.00 Solid Waste Programs Coordinator

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 70,416	\$ 72,882	\$ 74,910	2.78%
Benefits	20,751	23,337	24,112	3.32%
Professional and Contractual	714,113	721,000	771,206	6.96%
Materials, Supplies, and Other	15,816	12,983	13,500	3.98%
Capital Outlay	34,733	7,200	5,000	-30.56%
<b>Total Expenditures</b>	<b>855,830</b>	<b>837,402</b>	<b>888,728</b>	<b>6.13%</b>
<b>Revenues</b>				
State Grants	7,216	7,200	7,200	0.00%
Charges for Services	110,178	118,000	94,000	-20.34%
Other Grants and Contributions	1,072	1,500	1,500	0.00%
<b>Total Revenues</b>	<b>118,466</b>	<b>126,700</b>	<b>102,700</b>	<b>-18.94%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 737,364</b>	<b>\$ 710,702</b>	<b>\$ 786,028</b>	<b>10.60%</b>

**ADOPTED BUDGET TREND: FY2010-2015**



**Notes:**

- Reduction in FY2011 reflect outsourcing of refuse collection.
- FY2015 reflects increasing hauling, handling, and disposal costs; and decreasing revenues from Recycling

## HIGHWAYS, STREETS, AND SIDEWALKS

The Department of Public Works manages roadways in the City including the following programs:

- Concrete Rehabilitation/Replacement
  - Sidewalks, Curb & Gutter
- Asphalt Repair
  - Patching for Roadway & Municipal Lots
- Annual Paving Rehabilitation/Replacement
  - Resurfacing and Reconstruction
- Sign & Striping Rehabilitation/Replacement
- VDOT-Reimbursed Maintenance

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. Approximately two lane miles of 72 lane total 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 under this cost center provide many other services, such as leaf collection, sign and pavement marking rehabilitation, and emergency assistance, such as snow removal and clean up from severe weather events, as necessary.

The greatest need in this cost center is for increased funding for paving and street reconstruction. The expected life of paving is generally 15-20 years, the City has been funding paving at a replacement cycle of more than 30 years. The result is that streets are deteriorating to the point that reconstruction

– as opposed to repaving - will be required for many streets. Reconstruction of roads generally costs 3-7 times as much as paving and is significantly more disruptive.

The second greatest need is equipment replacement. Of the fund's 14 pieces of heavy rolling equipment (dumps, flatbeds, backhoes, etc), 11 pieces are more than 15 years old, and 6 pieces are 20 years old or more. Fleet struggles to maintain an inventory of parts and continue to keep these vehicles operating.

**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**

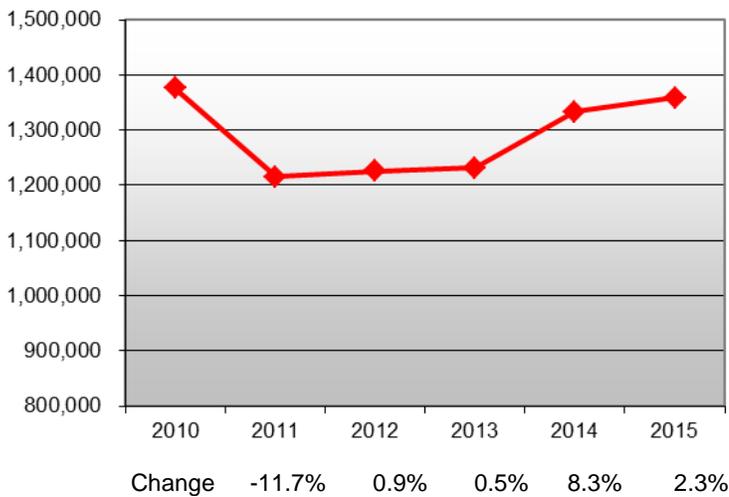
**ADOPTED POSITIONS BY FTE – 10.85 TOTAL**

- 0.25 Superintendent of Public Works
- 0.20 Asst. Superintendent
- 0.40 Sr. Administrative Assistant
- 3.00 Senior Maintenance
- 1.00 Equipment Operator
- 4.00 Maintenance Worker
- Salary from this cost center is allocated to Storm 4103, Snow 4105, and Leaf Collection 4205.
- Engineers and Inspectors are assigned from Public Works Administration as needed.
- 2.00 Crew Leader

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 482,997	\$ 530,035	\$ 502,562	-5.18%
Benefits	182,504	231,186	221,368	-4.25%
Professional and Contractual	486,561	343,275	364,875	6.29%
Materials, Supplies, and Other	264,223	229,000	225,500	-1.53%
Capital Outlay	1,150	-	50,000	-
<b>Total Expenditures</b>	<b>1,417,435</b>	<b>1,333,496</b>	<b>1,364,305</b>	<b>2.31%</b>
<b>Revenues</b>				
State Grants	276,918	110,926	176,886	59.46%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 1,140,517</b>	<b>\$ 1,222,570</b>	<b>\$ 1,187,419</b>	<b>-2.88%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- 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.
- FY2015 includes money to replace the City's Front End Loader which was transferred to Fairfax Water as part of the sale.

## 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 150 tons of salt are laid down during a typical event to combat severe weather conditions. DPW tries to apply the minimum amount of salt necessary to establish safe conditions with each event in order to minimize the salt's effects upon the City's trees and streams. 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

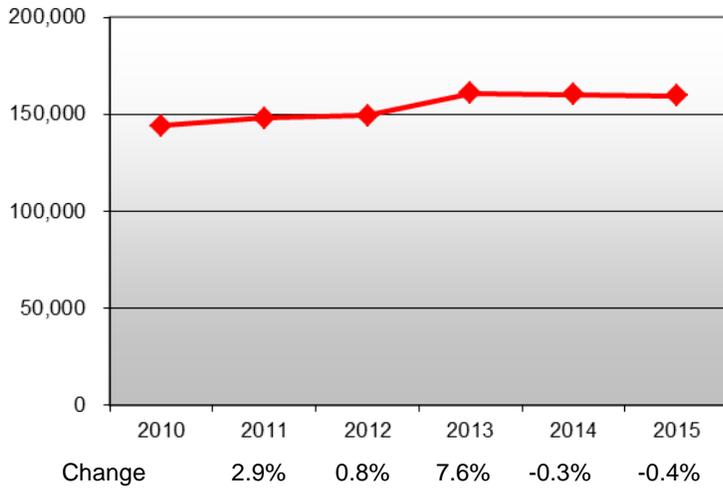
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

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

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 44,096	\$ 63,000	\$ 63,000	0.00%
Benefits	12,810	16,500	15,824	-4.10%
Materials, Supplies, and Other	43,144	72,680	72,680	0.00%
<b>Total Expenditures</b>	110,978	160,180	159,504	-0.42%
Revenues				
State Grants	102,061	154,180	136,254	-11.63%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	\$ 8,917	\$ 6,000	\$ 23,250	287.50%

**BUDGET TREND: FY2010-2015**



**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. Specific program areas include:

- Annual Sign & Striping Rehabilitation/Replacement
  - MUTCD/VDOT Compliance (i.e., Retroreflectivity, Height)
  - Structural Inspection for Roadway Signs & Signals
- Signal Repairs/Rehabilitation/Replacement/Improvements
- Street Light Service and Maintenance
- On-call emergency response for signal and street light problems

Staff struggles to effectively manage the complex traffic signal and streetlight system. Signals are prone to regular failures which require immediate response from professional staff 24 hours a day. The FY2015 budget includes funding for a Master Plan of the City’s traffic signals, and staff will be working to implement reliability and performance upgrades to this system based upon the results of that Master Plan. Staff will complete in FY2014 a fiber optic upgrade to the signal system which will allow for more effective communication and management of the system.

The City initiated a traffic sign inventory in 2011 and determined that many of the approximately 2,000 traffic signs did not comply with current standards. Staff has been working on a program to update all of the City’s signs to ensure that they comply with current standards.

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**

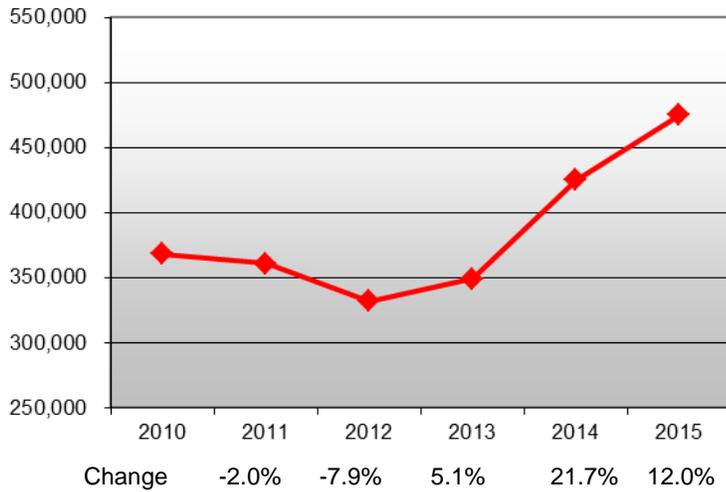
**ADOPTED POSITIONS BY FTE – 1.05 TOTAL**

- 0.55 Engineer
- 0.50 Civil Engineer Inspector
- 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 - Contracted services managed by Public Works Administration staff. Other street lights – City pays a service fee to Dominion Virginia Power who operate the lights.

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ 5,721	\$ 62,563	\$ 92,149	47.29%
Benefits	1,088	16,387	31,040	89.42%
Professional and Contractual	87,191	163,250	170,000	4.13%
Materials, Supplies, and Other	249,441	182,500	182,500	0.00%
Capital Outlay	59,357	-	-	0.00%
<b>Total Expenditures</b>	<b>402,799</b>	<b>424,700</b>	<b>475,689</b>	<b>12.01%</b>
<b>Revenues</b>				
State Grants	402,799	424,700	475,689	12.01%
<b>Total Revenues</b>	<b>402,799</b>	<b>424,700</b>	<b>475,689</b>	<b>12.01%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- 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.
- FY2014 increases include the allocation of 0.50 Traffic Engineer's salary and increased costs associated with repairs and maintenance.
- FY2015 increases include reallocation of the Civil Engineer Inspector to this program, plus increased funding to manage and maintain the Traffic Signal system.

**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. Specific activities include:

- Residential Leaf Collection
- Leaf Grinding
- Leaf Mulch Distribution

**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.</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.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

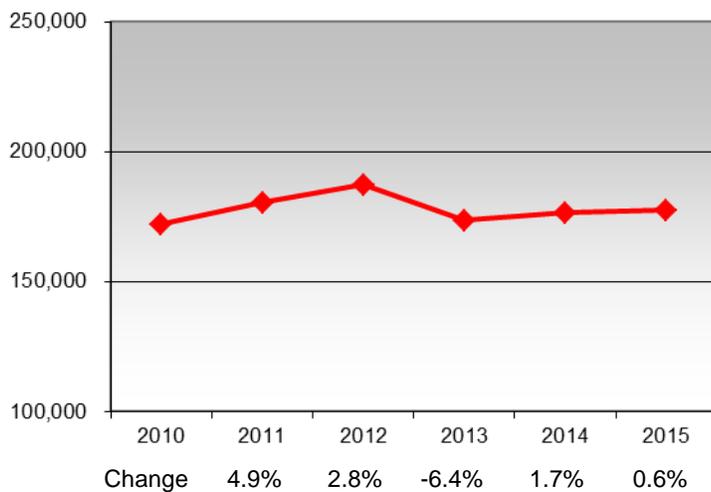
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 65,831	\$ 91,600	\$ 92,000	0.44%
Benefits	24,938	35,594	36,171	1.62%
Professional and Contractual	20,856	30,000	30,000	0.00%
Materials, Supplies, and Other	17,028	19,200	19,200	0.00%
<b>Total Expenditures</b>	<b>128,653</b>	<b>176,394</b>	<b>177,371</b>	<b>0.55%</b>
Revenues				
State Grants	115,332	160,194	161,171	0.61%
<b>Total Revenues</b>	<b>115,332</b>	<b>160,194</b>	<b>161,171</b>	<b>0.61%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 13,321</b>	<b>\$ 16,200</b>	<b>\$ 16,200</b>	<b>0.00%</b>

**BUDGET TREND: FY 2010-2015**



**Notes:**

- 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 (approximately 160,000 sq ft). Specific programmatic areas include:

- Maintenance and Repair of City Facilities
- General Repairs

- Janitorial Services
- Systems Management
  - (HVAC, Boilers, Structural, Cosmetic, Plumbing, Fire, Elevator, Generator, Roof, Security)
- Annual Conditions Assessment
- Capital Project Implementation

**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> </ul>	<ul style="list-style-type: none"> <li>• Provide monthly reports regarding contractor program performance.</li> </ul>
<ul style="list-style-type: none"> <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>• 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**

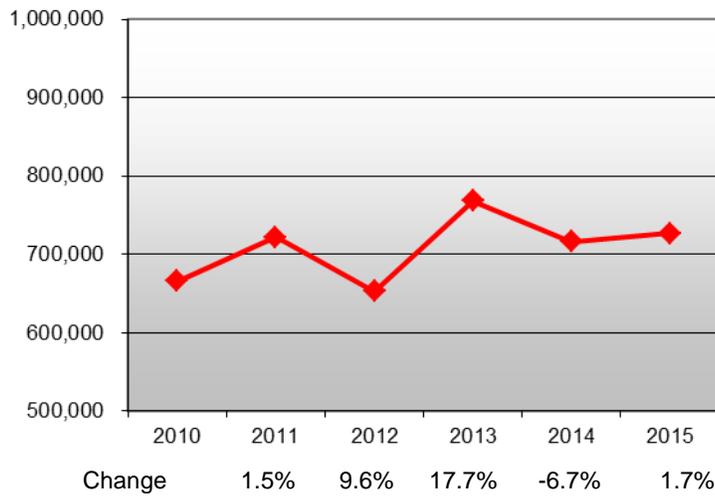
**ADOPTED POSITIONS BY FTE – 2.05 TOTAL**

- 0.25 Public Works Superintendent
- 1.00 Maintenance Technician
- 0.40 Asst. Public Works Superintendent
- 0.40 Sr. Administrative Assistant

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 132,389	\$ 131,544	\$ 148,523	12.91%
Benefits	49,948	53,779	50,720	-5.69%
Professional and Contractual	369,536	350,650	350,950	0.09%
Materials, Supplies, and Other	168,402	180,600	178,200	-1.33%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 741,025</b>	<b>\$ 716,573</b>	<b>\$ 728,393</b>	<b>1.65%</b>

**BUDGET TREND: FY2010-2015**



**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 repair and maintain 84 vehicles and pieces of equipment for the City fleet and 40 vehicles and pieces of equipment for the Schools.

City, school, fire, and rescue vehicles consume approximately 112,000 gallons of fuel (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**

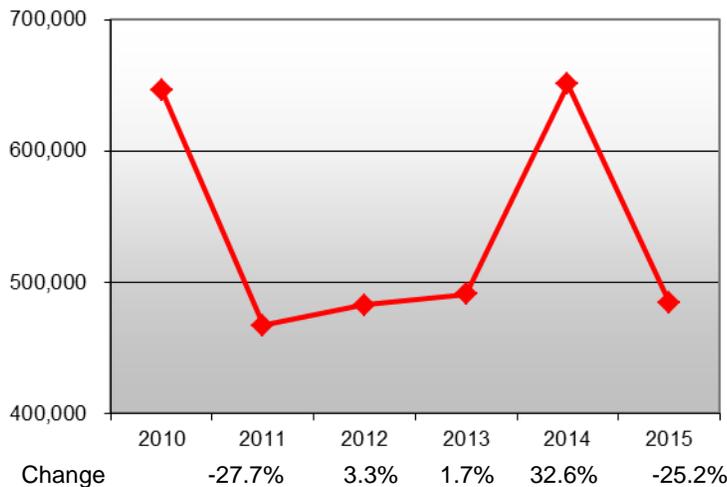
**ADOPTED POSITIONS BY FTE – 4.00 TOTAL**

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 252,775	\$ 256,233	\$ 263,854	2.97%
Benefits	88,578	99,566	109,673	10.15%
Professional and Contractual	94,810	73,700	73,700	0.00%
Materials, Supplies, and Other	165,551	221,263	39,823	-82.00%
Capital Outlay	2,874	-	-	0.00%
<b>Total Expenditures</b>	<b>604,587</b>	<b>650,762</b>	<b>487,050</b>	<b>-25.16%</b>
<b>Revenues</b>				
Charges for Services	458,659	489,000	207,100	-57.65%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 145,928</b>	<b>\$ 161,762</b>	<b>\$ 279,950</b>	<b>73.06%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- Each year reflects rising fuel and parts costs.
- 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.
- FY2014 increase due primarily because of fuel costs, which are passed to users.
- FY2015 reflects reductions to materials and fuel cost as a result of the sale of the water system.

## URBAN FORESTRY

The Department of Public Works houses the City’s Urban Forestry Division, which oversees the following programs:

- Tree City USA
- Development Review/Enforcement
- Tree Commission
- Triennial Tree Pruning
- Landscape Rehab & Replacement
- City Code Compliance
- Neighborhood Tree Program
- Hazard Tree Program
- Landscape Maintenance including Parks, Streetscape, Right-of-Way & Schools

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.

### 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**

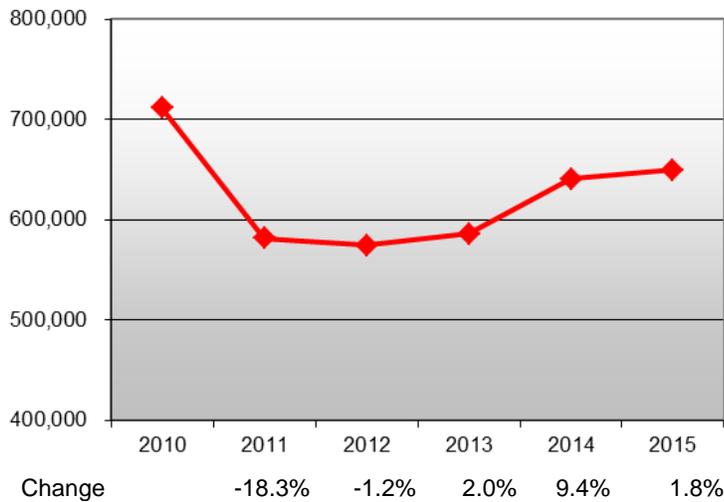
**ADOPTED POSITIONS BY FTE – 3.90 TOTAL**

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 228,637	\$ 221,436	\$ 225,613	1.89%
Benefits	68,856	79,145	76,822	-2.94%
Professional and Contractual	393,239	251,500	260,100	3.42%
Materials, Supplies, and Other	88,203	88,700	89,600	1.01%
<b>Total Expenditures</b>	<b>778,935</b>	<b>640,781</b>	<b>652,135</b>	<b>1.77%</b>
Revenues				
Fines	800	5,000	1,000	-80.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 778,135</b>	<b>\$ 635,781</b>	<b>\$ 651,135</b>	<b>2.41%</b>

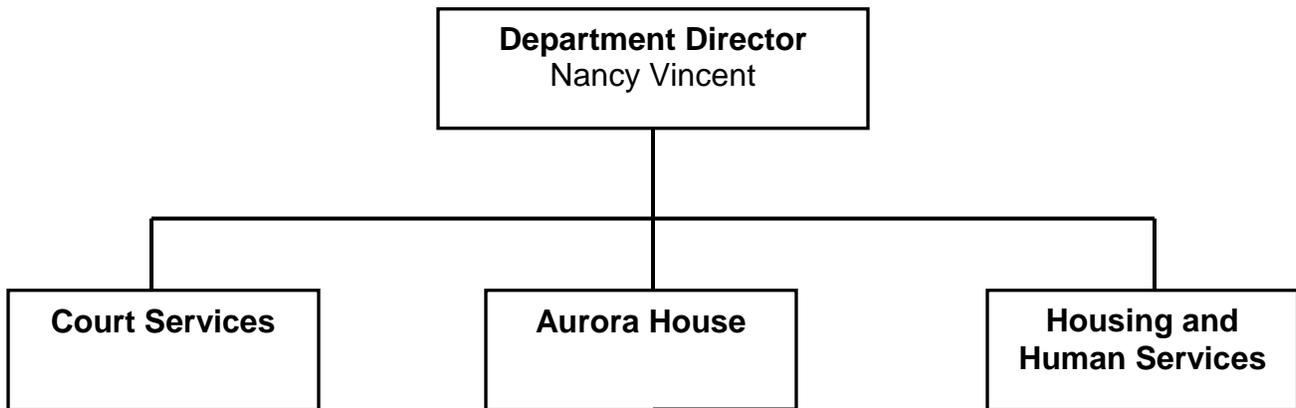
**BUDGET TREND: FY2010-2015**



**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



The Department of Human Services is comprised of three units which includes Court Services, Aurora House, 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, and the Fairfax County Department of Family Services.

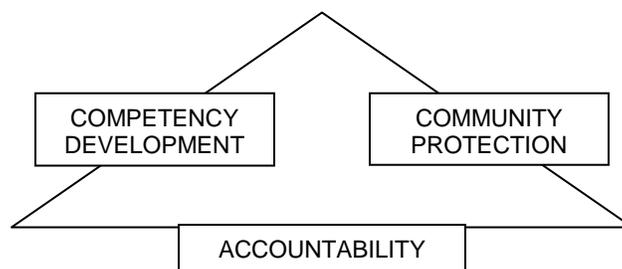
## COURT SERVICES

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 three activities within Court Services, each with its own budget: Court Services Unit, Juvenile Correctional Services, and Judicial Services (contractual with Arlington JDR Court).

### Court Services Unit

The Court Services Unit (CSU) provides four general types of services: Court Intake and Diversion, Adult Probation, Juvenile Probation, and mentoring (RISE Mentoring Program). The Court 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 or offenses against juveniles and monitors their compliance with court-ordered sanctions, counseling, and adult protective orders. Juvenile Probation serves the City's most troubled youth. The unit applies a balanced approach and 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. The CSU also seeks accountability for offenders through services like restitution, Victim Awareness Program, community service, and first-time offender programs. Finally, the CSU promotes competency development through counseling and case management services to address substance abuse, problem-solving, family and peer relationships, anger management, jobs, school behavior, and other issues. The RISE Mentoring Program matches youth with a caring adult who offers perspective, education, and encouragement.

### Court Services Unit: Balanced Approach



Based on FY2013 trends, it is anticipated that the Juvenile and Domestic Relations Court Intake Officers will prepare and file approximately 70 petitions with the Clerk of Court in FY2014. These will include 40 misdemeanor, 1 felony, 2 truancy, 3 child abuse and neglect complaints, 7 child custody petitions, 6 child support petitions, 8 adult protective orders, and approximately 5 juvenile probation violations. CSU probation counselors will provide supervision to approximately 80 youth and 10 adults during the year with a monthly average of approximately 20 cases. Staff will conduct approximately 900 counseling sessions, 4 pre-sentence or child custody investigations, and prepare an estimated 7 social histories. The CSU will monitor approximately 20 clients in community service worksites supervising their performance of approximately 735 hours of service. Probation Counselors will facilitate approximately 19 interagency team meetings and conduct about 71 substance abuse screenings of juveniles. They will also facilitate the mentoring of approximately 10 high school youth.

**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> </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> </ul>		
<ul style="list-style-type: none"> <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 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> </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> </ul>		
<ul style="list-style-type: none"> <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 the adult offenders will successfully complete the treatment programs ordered by the court.</li> </ul>		

**STAFFING AND BUDGET RESOURCES**

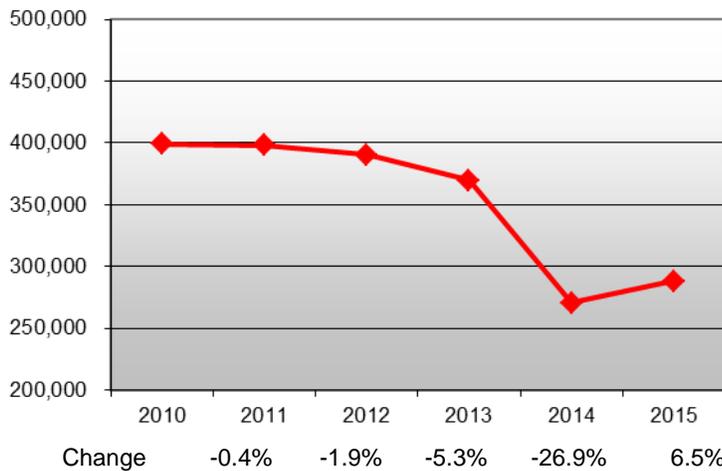
**ADOPTED POSITIONS BY FTE – 3.10 TOTAL**

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 253,102	\$ 197,075	\$ 202,987	3.00%
Benefits	62,181	55,119	58,471	6.08%
Professional and Contractual	4,249	2,229	10,629	376.85%
Materials, Supplies, and Other	16,440	16,087	16,087	0.00%
<b>Total Expenditures</b>	<b>335,971</b>	<b>270,510</b>	<b>288,174</b>	<b>6.53%</b>
<b>Revenues</b>				
State Grants	39,542	39,542	39,542	0.00%
<b>Total Revenues</b>	<b>39,542</b>	<b>39,542</b>	<b>39,542</b>	<b>0.00%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 296,429</b>	<b>\$ 230,968</b>	<b>\$ 248,632</b>	<b>7.65%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**  
 CSU costs in FY 2015 have increased due to salaries and benefits and the contracted services of a Court Services Director.

**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 expects to facilitate placement in the Northern Virginia Juvenile Detention Center of 7 youths for an estimated total of 265 days. The probation staff also expects to coordinate placement of one boy in the Argus House Boys Group Home, approximately 7 youths in the Detention-Diversion Program, and refer 16 to 18 adults to perform community service through Offender Aid and Restitution (OAR). Through the Fairfax-Falls Church Comprehensive Services Act (CSA), probation officers expect to arrange for approximately 10 to 15 youth to receive Home-Based Counseling and psychological and psychiatric assessments, and one youth to enter residential treatment. The City also works with Northern Virginia Family Services to provide mentoring to approximately 25 at-risk middle school aged children.

**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>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>
Falls Church Juvenile Detention Bed Days:	397	172	240	265

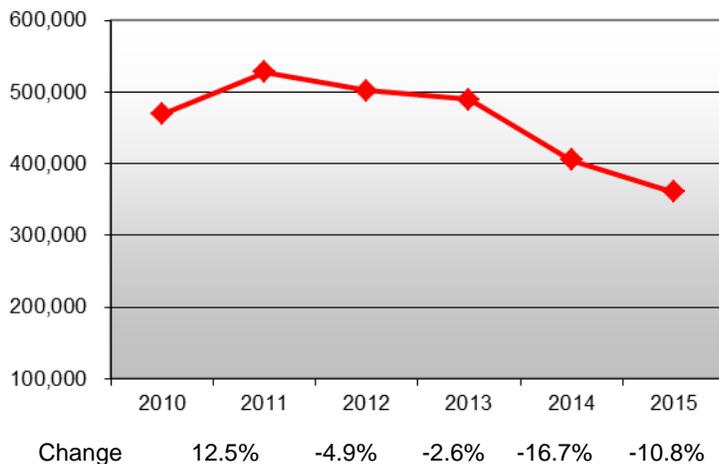
**STAFFING AND BUDGET RESOURCES**

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 349,268	\$ 404,740	\$ 360,889	-10.83%
Revenues				
Federal Grants	24,654	31,250	-	-100.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 324,614</b>	<b>\$ 373,490</b>	<b>\$ 360,889</b>	<b>-3.37%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- City use of Argus House boys group home has decreased.
- A three year grant through the Gang Task Force for employment services has ended.

**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 FY2015, Falls Church 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 8,520 new City cases and hold approximately 11,700 hearings. The Falls Church Juvenile and Domestic Relations District Court will have approximately 320 new cases and hold approximately 750 hearings. The Magistrate for the General District Court or Circuit Court will issue approximately 750 warrants.

**STAFFING AND BUDGET RESOURCES**

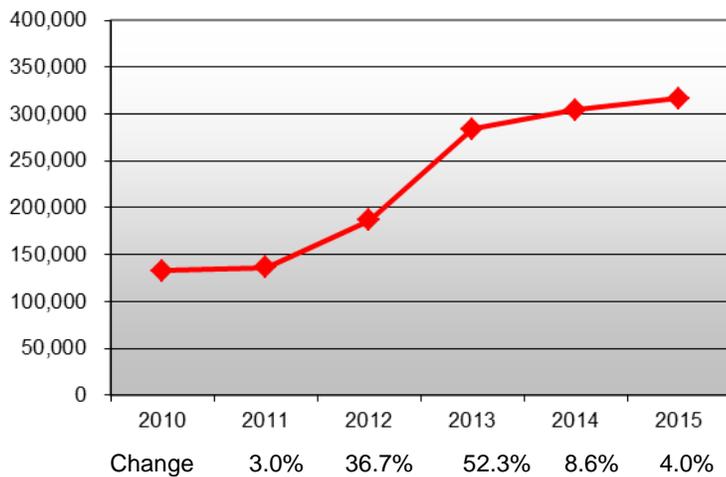
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

- Contractual services provided through agreement with Arlington County.

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 288,940	\$ 304,145	\$ 316,436	4.04%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 288,940</b>	<b>\$ 304,145</b>	<b>\$ 316,436</b>	<b>4.04%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- City pays Arlington a proportionate share of costs for Judicial Services. For FY2015, this will be 5.61%.
- Increases reflect higher costs for the Circuit Court services.

## 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 their home schools. 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, family therapy, educational enrichment, and recreational activities. In FY2015, Aurora House counselors will facilitate an estimated 260 therapeutic peer groups and conduct 520 individual counseling sessions. The Family Therapist and Family Counselor provide more than 520 hours of family therapy/counseling sessions and parenting skill instruction sessions. Other therapeutic services will include developing approximately 60 individual treatment plans, writing more than 120 progress reports, facilitating approximately 120 case consultations, and attending 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 the educational program, the staff coordinates and supervises at least 100 community service activities and approximately 104 enrichment and recreational activities annually.

Included in the budget is a one time charge "Capital Outlay" of \$20,000.00 for the purchase and installation of facility security and surveillance cameras. Due to an expansion of services, temporary salaries have increased to provide additional direct care coverage, consistent with best practices in meeting the needs of residents. All residents must have admission and annual physicals; they receive all prescribed medications in addition to regular office visits.

### 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 the community.</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> <li>• Achieve a 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/therapy services</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>	<p>annually.</p> <ul style="list-style-type: none"> <li>Maintain an average annual utilization of 80%.</li> </ul>
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**STAFFING AND BUDGET RESOURCES**

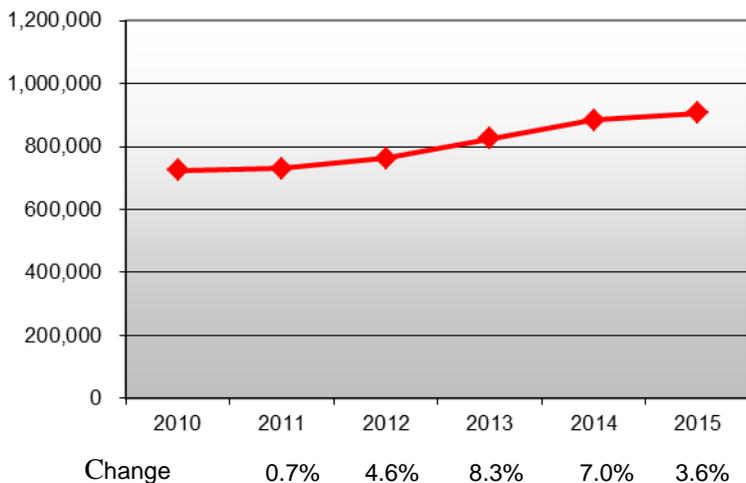
**ADOPTED POSITIONS BY FTE – 7.73 TOTAL**

- 0.10 Director of Human Services
  - 1.00 Group Home Manager
  - 1.00 Residential Supervisor
  - 4.00 Group Home Counselors
  - 0.63 Food Services Coordinator
  - 1.00 Senior Administrative Assistant
  - 0.50 Family Therapist/Clinician
- Temporary staff are employed as relief counselors.

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ 521,469	\$ 562,729	\$ 600,271	6.67%
Benefits	161,683	183,187	183,741	0.30%
Professional and Contractual	2,846	19,000	20,250	6.58%
Materials, Supplies, and Other	95,201	87,667	91,342	4.19%
Capital Outlay	2,040	31,058	20,000	-35.60%
<b>Total Expenditures</b>	<b>783,239</b>	<b>883,641</b>	<b>915,604</b>	<b>3.62%</b>
<b>Revenues</b>				
Federal Grants	2,255	3,000	3,000	0.00%
State Grants	120,679	120,679	120,679	0.00%
Charges for Services	601,770	687,893	694,238	0.92%
Other Grants and Contributions	800	5,000	5,000	0.00%
<b>Total Revenues</b>	<b>725,504</b>	<b>816,572</b>	<b>822,917</b>	<b>0.78%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 57,735</b>	<b>\$ 67,069</b>	<b>\$ 92,687</b>	<b>38.20%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- Revenue from non-general fund sources for Aurora House will be about \$816,572.
- 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.
- FY2015 includes an increase for temporary salaries for direct care coverage for medical/mental health needs and one-time expenditure for safety/security improvements for surveillance cameras.

## HOUSING AND HUMAN SERVICES ADMINISTRATION

Housing and Human Services enhances lives in the City of Falls Church by offering a range of human services, particularly for the City’s most vulnerable residents. Assistance includes services such as housing counseling, landlord tenant, emergency financial assistance, transportation, and case management. Referrals are given for food, dental care, and assisted living. General information and referral services are provided. Housing services include rent relief, homebuyer assistance, and administration of Affordable Dwelling Units. 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.

<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. 2,339 contacts in FY13. (walk in/720, phone/1,323, home visits/31, letter/mail inquiry response/265).
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 implementation strategies and appropriate funding. 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 44 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 6 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 19 households; domestic violence services to 12 persons; homeless prevention services (eviction) intervention to 34 persons receiving eviction notices; housing counseling to 675 persons; and landlord/tenant counseling to 41 persons.

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, and transportation assistance as well as referrals to health care, food, and assisted living.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct outreach to homeless and welfare checks for seniors.</li> <li>Referrals to dental 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.</li> </ul>	<ul style="list-style-type: none"> <li>Negotiate for inclusion of Affordable Dwelling Units in new development.</li> <li>Facilitate homeownership for first-time homebuyers with low/middle incomes.</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> </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**

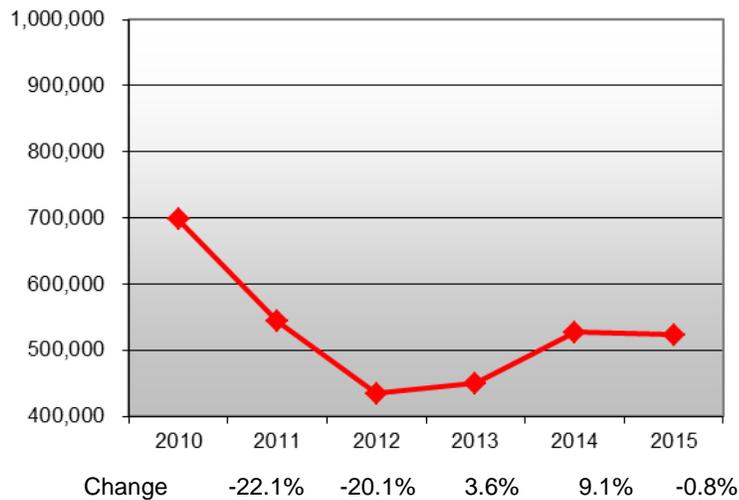
**ADOPTED POSITIONS BY FTE – 4.80 TOTAL**

- 1.00 Human Services Specialist
- 0.80 Director of Human Services/HHS Manager
- 1.00 Housing Program Analyst
- 1.00 Housing Specialist II
- 1.00 Senior Administrative Assistant

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 335,509	\$ 372,568	\$ 361,304	-3.02%
Benefits	108,961	123,187	130,485	5.92%
Professional and Contractual	6,992	9,150	10,000	9.29%
Materials, Supplies, and Other	15,768	22,023	21,123	-4.09%
<b>Total Expenditures</b>	<b>467,230</b>	<b>526,928</b>	<b>522,912</b>	<b>-0.76%</b>
Revenues				
Charges for Services	105	100	100	0.00%
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 467,125</b>	<b>\$ 526,828</b>	<b>\$ 522,812</b>	<b>-0.76%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- HHS budget has remained essentially flat.
- The slight decrease in salaries is the result of an additional .05 of the Director's time being charged to the Court Services Unit.

## 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.

<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 26 people, legal services to 20 residents, reading services for hearing impaired to 8 residents, rental assistance 4 households, and emergency and supportive services to meet basic needs to 125 households in FY2013.
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 22 CPS/ 2 APS investigations; maintained 59 Medicaid cases/month; provided food stamps to 31 families/month in FY2013.
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. FY2013 programs served: 12 households with rental assistance; 3 household with home repair; 6 households with emergency assistance; and 18 households with literacy education; 40 senior households received energy efficient storm doors.
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 47 program participants in FY2013.
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 FY2013 provided assistance to 3 households.
Emergency Assistance Fund	Provides emergency financial assistance to enable households to meet urgent needs. Provided assistance to 4 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 7 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 financial 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**

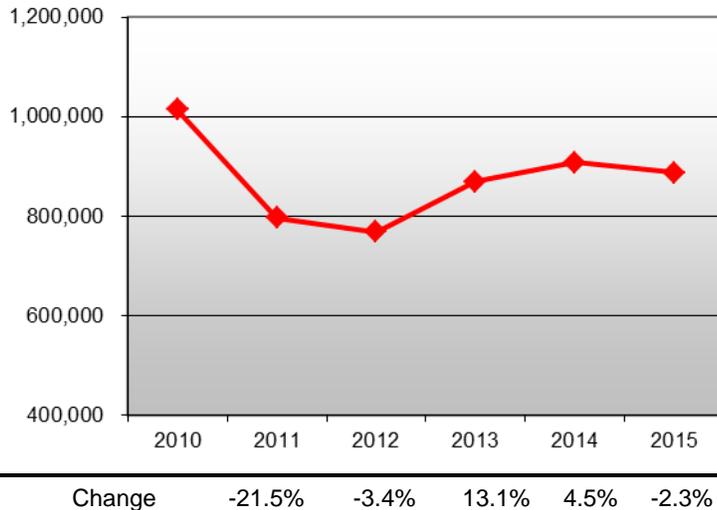
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 719,337	\$ 660,425	\$ 660,425	0.00%
Materials, Supplies, and Other	198,172	247,888	227,033	-8.41%
<b>Total Expenditures</b>	<b>917,509</b>	<b>908,313</b>	<b>887,458</b>	<b>-2.30%</b>
Revenues				
Federal Grants	255,566	121,036	103,981	-14.09%
Charges for Services	5,600	5,000	5,600	12.00%
<b>Total Revenues</b>	<b>261,166</b>	<b>126,036</b>	<b>109,581</b>	<b>-13.06%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 656,343</b>	<b>\$ 782,277</b>	<b>\$ 777,877</b>	<b>-0.56%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- Contractual services remain essentially flat.
- The slight decrease is the result of a smaller predicted federal CDBG/HOME grant.

**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 for monitoring all City usage and payments. The CSB plans, organizes, and provides services for people in our community who have mental illness, substance use disorders, and/or intellectual disability. The CSB also provides early intervention services for infants and toddlers who have developmental delays. 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. 60 City residents served in FY2013.
Intellectual 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. 14 City residents served in FY2013.
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. 18 City residents served in FY2013.
Infant and Toddler Connection	Provides developmental disabilities services to infants and toddlers residing in the City. 26 infants were served in FY2013.

**STAFFING AND BUDGET RESOURCES**

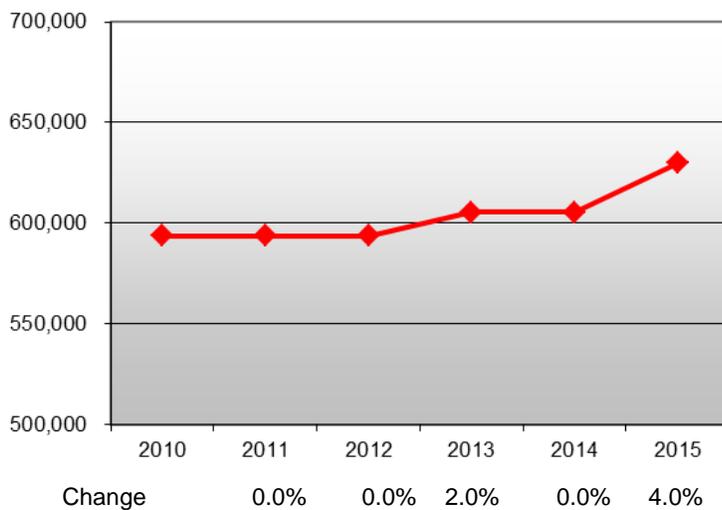
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

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

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 605,595	\$ 605,595	\$ 629,819	4.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 605,595</b>	<b>\$ 605,595</b>	<b>\$ 629,819</b>	<b>4.00%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- Cost is determined by the CSB in accordance with the contractual agreement with the City.
- There will be a 4% increase from the previous year.
- The City's annual increase for the CSB is applied at the same percentage as that of Fairfax County.

## 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, to prevent disease, and to 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 323 health clinic visits and conducted approximately 271 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 164 units of day care and 205 units of rides for two residents in FY2013.
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

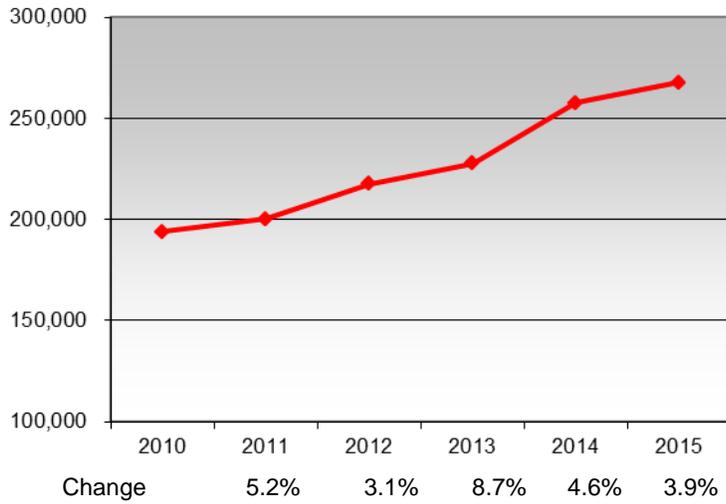
**ADOPTED POSITIONS BY FTE – 0.00 TOTAL**

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

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	\$ 214,299	\$ 257,600	\$ 267,600	3.88%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 214,299</b>	<b>\$ 257,600</b>	<b>\$ 267,600</b>	<b>3.88%</b>

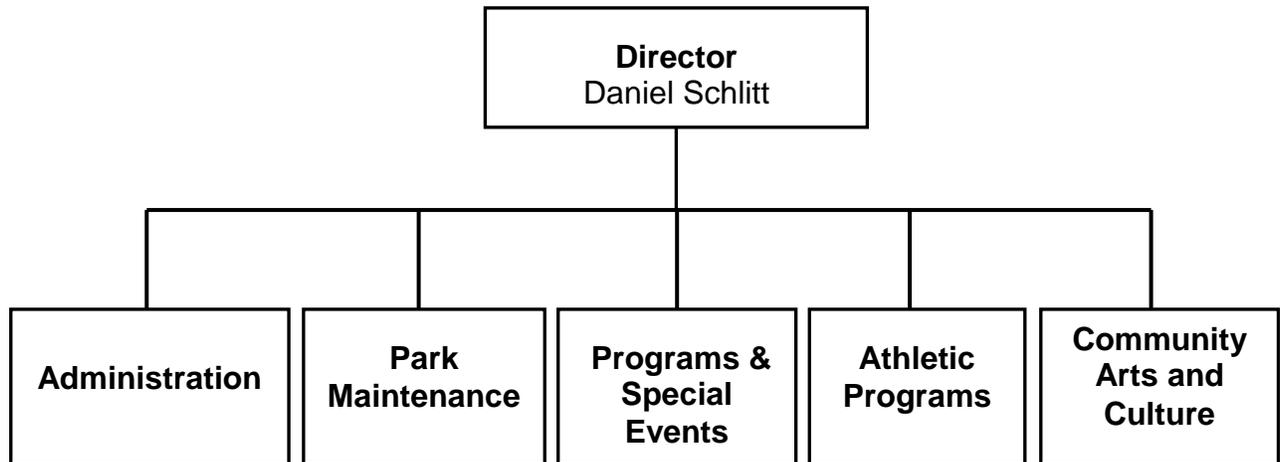
**BUDGET TREND: FY2010-2015**



**Notes:**

- The FY2015 increase is based on the previous year's actual cost for Health Department services.

# 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 anticipates the collection of approximately \$1,850,000 a year through the assessment of user’s fees for programs, activities and rentals.

**Unfunded Needs:**

For FY2015, an additional \$20,000 was requested but not included in the budget for a much needed storage unit that would allow for storage of tables, chairs, program related items, athletic and exercise equipment, and other related items that need to be used on a weekly basis. The Recreation and Parks Department has lost its largest storage unit in the sale of the water utility and is currently storing needed equipment at the property yard, but desperately needs to build a unit that can be attached to the back of the gymnasium between the Community Center and the tennis courts for equipment and supplies that are needed by staff for regularly scheduled activities and rentals.

### CITY VISION

	
<h2 style="margin: 0;">A SPECIAL PLACE</h2>	
<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 regularly with school staff to ensure policies are being followed and fields are effectively being monitored. Re-write current MOU to include the maintenance of the new ball field lights by November 2014.</li> </ul>
<ul style="list-style-type: none"> <li>• Work in cooperation with the Recreation &amp; Parks Advisory Board to establish priorities for Park Master Plan Implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue execution of approved master plan implementation projects to include the sport court surfaces and continue to prioritize for future master plan funding.</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 February 2015.</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 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.</li> <li>Complete Recreation Leader guidelines manual by February 1 2015.</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>Continue to monitor contracts in order to maintain a competitive fee structure within the region.</li> </ul>	<ul style="list-style-type: none"> <li>Complete all contracts in time for Summer programs to begin.</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 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

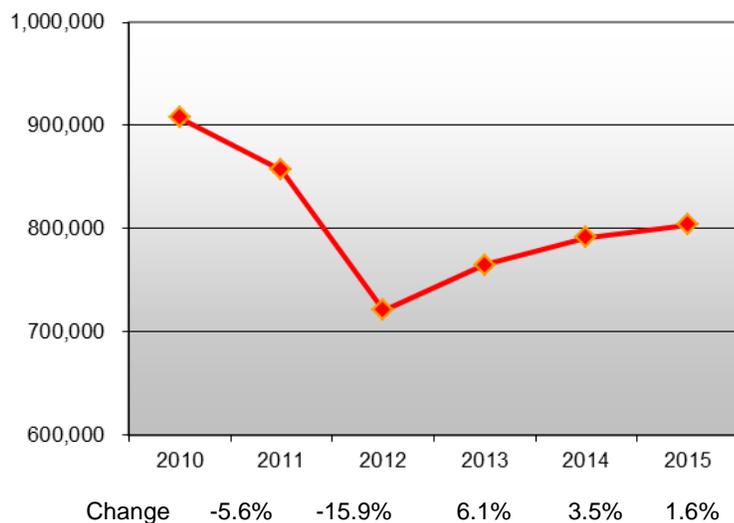
Temporary seasonal labor is also used as needed.

RECREATION & PARKS ADMINISTRATION

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ 383,186	\$ 396,431	\$ 408,405	3.02%
Benefits	106,353	120,729	126,484	4.77%
Professional and Contractual	32,032	52,510	43,510	-17.14%
Materials, Supplies, and Other	207,076	221,709	225,459	1.69%
Capital Outlay	30,680	-	-	0.00%
Reserves	-	-	-	0.00%
<b>Total Expenditures</b>	<b>759,326</b>	<b>791,379</b>	<b>803,858</b>	<b>1.58%</b>
<b>Revenues</b>				
Charges for Services	37,000	34,300	32,000	-6.71%
Other Grants and Contributions	11,910	-	6,500	-
<b>Total Revenues</b>	<b>48,910</b>	<b>34,300</b>	<b>38,500</b>	<b>12.24%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 710,416</b>	<b>\$ 757,079</b>	<b>\$ 765,358</b>	<b>1.09%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- 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.
- In FY2012, the following funding was added:
  - \$19,150 for credit card fees and mailing and production of seasonal brochure.
- In FY2014, \$10,000 was added to allow for a complete sanding of the gymnasium floor.
- In FY2015, \$9,000 has been eliminated from Professional and Contractual expenditures. With online registration and better website visibility printing and binding costs have decreased, and gym floor maintenance needs will be less costly.

### 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. A complete renovation and replacement of all playground equipment at Lincoln Park, a conversion of the ball field at Thomas Jefferson to Bermuda grass and a new sand volleyball court was installed in Cherry Hill Park as part of the master park plans in FY2014. 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



#### ENVIRONMENTAL HARMONY

<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> <li>Crew Leader must take necessary classes and obtain CPSI certification.</li> </ul>	

PARKS MAINTENANCE

<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>	<p><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></p>		
<b>OBJECTIVES</b>		<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>Continue to 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 already approved projects and provide monthly updates to the Advisory Board.</li> <li>Continue to reevaluate and prioritize initiatives for the implementation plans with an updated set of goals to be available by November 2014.</li> </ul>	
<ul style="list-style-type: none"> <li>Complete timeline for West End Park construction phase.</li> </ul>		<ul style="list-style-type: none"> <li>Prepare and release IFB for West End construction project by end of spring 2014.</li> <li>Selection of contractor for project by early summer 2014.</li> <li>Begin construction by fall of 2014.</li> </ul>	

**STAFFING AND BUDGET RESOURCES**

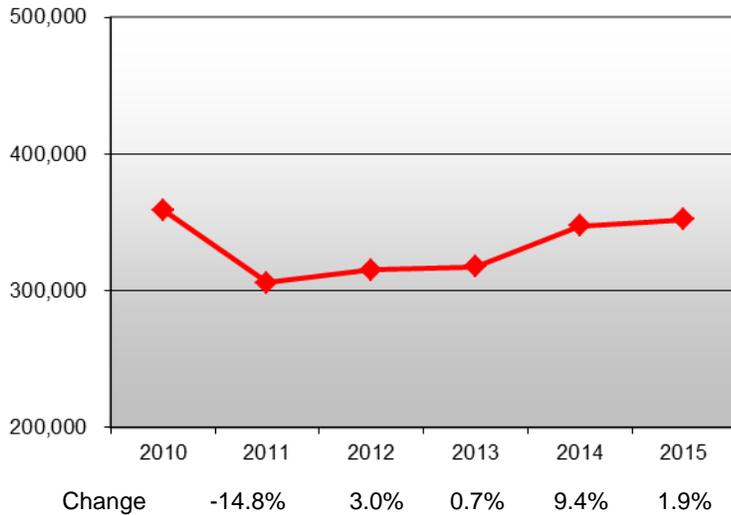
**ADOPTED POSITIONS BY FTE – 3.00 TOTAL**

- 1.00 Senior Crew Leader
- 2.00 Maintenance Workers

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 118,453	\$ 124,648	\$ 127,192	2.04%
Benefits	64,752	69,132	74,157	7.27%
Professional and Contractual	98,953	115,400	115,400	0.00%
Materials, Supplies, and Other	30,040	38,036	37,036	-2.63%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 345,627</b>	<b>\$ 347,216</b>	<b>\$ 353,785</b>	<b>1.89%</b>

**BUDGET TREND: FY2010-2015**



- Notes:**
- 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
  - In FY2014, the following was added:
    - \$8,400 to the turf maintenance at Thomas Jefferson and Madison Park.
  - In FY2015 all funding in the Parks maintenance budget will remain relatively flat.

**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.

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 regularly provides tours, educational programs, special events, and interpretative activities, all focusing on the history of the house and its occupants throughout the Victorian era. Each year at least 40 special events, 250 tours and four youth camps are held at the Farmhouse. In addition, the house is rented approximately 5 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.

The Falls Church Recreation and Parks Department offers four different licensed preschool programs for children ages 3-5. The preschool program typically serves over fifty children in the community. The program is licensed by the Virginia Department of Social Services and provides developmentally appropriate activities to promote intellectual, emotional, and social well-being growth.

Staff also provides a summer playground program for children as well as offering 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 brings in over \$800,000 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**

 <b>A SPECIAL PLACE</b>	
<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>Increase awareness, educate on the benefits of buying local as well as provide local farmers market information.</li> </ul>	<ul style="list-style-type: none"> <li>Create and publish a brochure to be handed out at designated information area of the Farmers Market. Information brochure should be ready for distribution by Fall 2014.</li> </ul>
<ul style="list-style-type: none"> <li>Attract at least 8 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>Conduct surveys in all three programming areas.</li> </ul>	<ul style="list-style-type: none"> <li>Surveys should be distributed to all participants within three weeks of completion of the program. At least 85% of program and class participants rate services as satisfactory or above.</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 committee 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>Camp and Hobby Class staff will meet 5x per year with local jurisdictions to discuss new trends.</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</li> </ul>

RECREATION PROGRAMS & SPECIAL EVENTS

	<ul style="list-style-type: none"> <li>requirement.</li> <li>Book the art room and ballet studio for fee-based recreation classes 80% of the prime 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> </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 the Cherry Hill Farmhouse.</li> </ul>	<ul style="list-style-type: none"> <li>Hold at least 40 special events each year at the farmhouse.</li> <li>Conduct 250 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 55 special events each year in the senior center.</li> <li>Take at least 50 field trips each year.</li> </ul>
<ul style="list-style-type: none"> <li>Make needed changes to the overall recruiting process in regard to sponsorships. The trend has moved towards more mid level sponsorships as opposed to one or two large contributors.</li> </ul>	<ul style="list-style-type: none"> <li>Redesign sponsorship brochure to reflect more mid-level sponsorship opportunities for local businesses, and other potential sponsors.</li> <li>Network with other local jurisdictions to stay current with all aspects of running special events and recruiting sponsors.</li> </ul>
<ul style="list-style-type: none"> <li>Provide community residents with a licensed preschool program that stimulates and equips students with social and educational skills</li> </ul>	<ul style="list-style-type: none"> <li>All preschool programs shall have at least ten students registered in each session.</li> <li>Staff will annually complete 16 training hours and maintain required certifications.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 5.20 TOTAL**

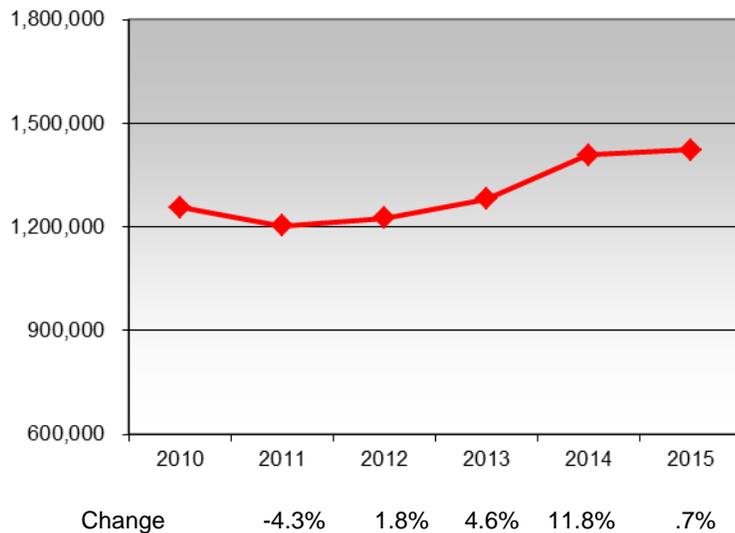
- 3.00 Program Supervisors
- 0.80 Preschool Teacher
- 1.40 Recreation Specialists

Temporary seasonal labor is also used as needed.

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
<b>Expenditures</b>				
Salaries and Wages	\$ 416,008	\$ 424,865	\$ 437,076	2.87%
Benefits	117,295	134,197	128,449	-4.28%
Professional and Contractual	674,334	660,000	660,000	0.00%
Materials, Supplies, and Other	132,917	189,700	192,750	1.61%
<b>Total Expenditures</b>	<b>1,348,025</b>	<b>1,408,762</b>	<b>1,418,275</b>	<b>0.68%</b>
<b>Revenues</b>				
Charges for Services	1,500,249	1,309,500	1,433,500	9.47%
Other Grants and Contributions	96	-	1,000	-
<b>Total Revenues</b>	<b>1,500,345</b>	<b>1,309,500</b>	<b>1,434,500</b>	<b>9.55%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ (152,320)</b>	<b>\$ 99,262</b>	<b>\$ (16,225)</b>	<b>-116.35%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- In FY2012, funding of \$5,000 for teen and senior citizen bus trips was eliminated.
- In FY2013, funding for a new passenger van for \$24,000 was included in the budget.
- In FY2014, we added \$83,500 to instructor fees as our classes and camps are becoming more well-attended. In addition, \$41,650 was added to this budget to reflect payment to the school board for their actual costs incurred as a result of the program's use of their facilities.
- In FY2015, all funding in the Recreation Programs and Special events will remain relatively flat.

## 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. In FY2014 both women’s basketball and volleyball have been added.

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 provide support to 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 16 teams participating in the adult 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</li> </ul>	<ul style="list-style-type: none"> <li>• Use of Fairfax County athletic facilities</li> </ul>

ATHLETIC PROGRAMS

has the use of sufficient amount of field and gym space in FY2015, as it has in the past, for use by the various youth sports teams.	remains constant.
<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 300 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 700 participants each season.</li> <li>Assure that all volunteer coaches have access to sport specific training programs.</li> <li>Assure that all background checks have been completed prior to the beginning of each youth sport season.</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>
<ul style="list-style-type: none"> <li>Conduct surveys for all athletic programs, to include information regarding registration, scheduling, administrative support, officials, facilities, and overall season. Conduct surveys for support functions as well as for all participants.</li> </ul>	<ul style="list-style-type: none"> <li>Surveys should be distributed to all participants within three weeks of completion of the program. At least 85% of program and class participants rate services as satisfactory or above.</li> </ul>

STAFFING AND BUDGET RESOURCES

ADOPTED POSITIONS BY FTE – 1.00 TOTAL

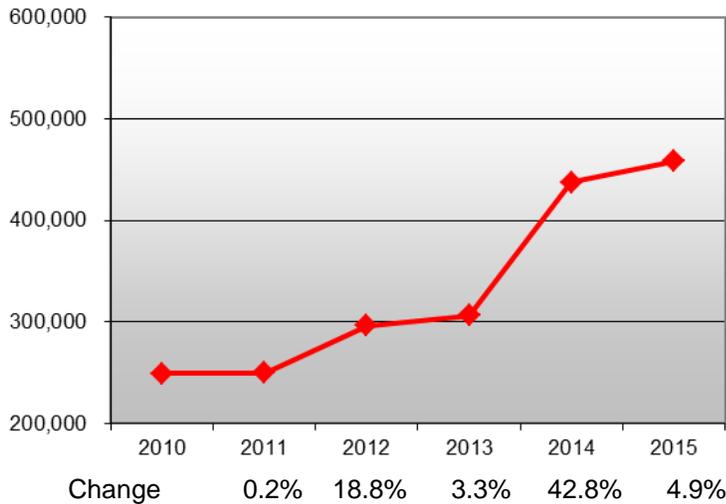
- 1.00 Program Supervisor

Temporary seasonal labor is also used as needed.

ADOPTED BUDGET

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 88,687	\$ 87,100	\$ 95,448	9.58%
Benefits	16,902	19,443	20,151	3.64%
Professional and Contractual	95,521	92,000	100,000	8.70%
Materials, Supplies, and Other	110,188	238,500	243,000	1.89%
Total Expenditures	311,297	437,043	458,599	4.93%
Revenues				
Charges for Services	312,000	349,700	385,000	10.09%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ (703)</b>	<b>\$ 87,343</b>	<b>\$ 73,599</b>	<b>-15.74%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

- 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
- In FY2014, the budget for Athletic Programs was increased by \$125,000 to reflect the payment to the School Board for their actual costs incurred as a result of the program's use of their facilities.
- In FY2015, temporary salaries and professional services have incurred slight increases to support additional human resource needs. This will be a re-occurring issue again in FY2016 as youth population continues to rise in the City.

**COMMUNITY ARTS AND CULTURAL PROGRAMS**

This new Cost Center provides funding to support grants that provide financial support for special projects, events, and work supporting the arts, theatre, culture and history in the City of Falls Church. This effort implements the Council Resolution 2009-36 establishing the arts district and humanities council known as CATCH (City of Arts, Theatre, Culture and History). Specifically, this program leverages resources, manages a grants program and other designated purposes related to bringing the best in arts and humanities programming to the City of Falls Church citizens. In FY2013 Council appropriated \$20,000 for a local arts and culture grant program. It also houses the FY2014 one time state provided funding for community development and revitalization. The \$50,000 funding was awarded to the City of Falls Church for the South Washington Street Arts District, Tinner Hill Historic District and Creative Cauldron at ArtSpace Falls Church specifically geared towards community development and revitalization.

For FY2014, we requested but did not get funded \$20,000 to double the funding for a popular grant program designed to encourage and increase awareness in the City's cultural arts program. The City currently funds this program at \$20,000 per year. For FY2015 we requested but did not get funding for \$5,000 to bring the Virginia Council of the Arts grant program into the current fiscal year cycle.

CITY VISION

 <b>A SPECIAL PLACE</b>	
<b>GOAL</b>	<b>To administer and provide oversight of the grant money recommended by The Little City CATCH Foundation (TLCCF), a 501 © (3) not for profit spin off of CATCH, and further the City’s humanities council, CATCH charter.</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>TLCCF awards grant money annually.</li> <li>Evaluate CATCH Foundation grant program annually to determine best practices for future grant distribution.</li> </ul>	<ul style="list-style-type: none"> <li>All amounts are awarded to recipients as recommended by TLCCF members.</li> <li>Prepare and distribute evaluation forms to all applicants of the grant cycle, within two months of the TLCCF’s official recommendation. In addition, require all of the awardees to complete the form – a condition of reimbursement.</li> </ul>

**STAFFING AND BUDGET RESOURCES**

**ADOPTED POSITIONS BY FTE – 0.2 TOTAL**

- 0.20 Recreation Specialist

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ -	\$ -	\$ 6,624	-
Benefits	-	-	2,003	-
Materials, Supplies, and Other	17,478	70,000	45,000	-35.71%
<b>Total Expenditures</b>	<b>17,478</b>	<b>70,000</b>	<b>53,627</b>	<b>-23.39%</b>
Revenues				
State Grants	5,000	50,000	25,000	-50.00%
<b>Total Revenues</b>	<b>5,000</b>	<b>50,000</b>	<b>25,000</b>	<b>-50.00%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 12,478</b>	<b>\$ 20,000</b>	<b>\$ 28,627</b>	<b>43.13%</b>

# DEPARTMENT OF LIBRARY

**Mary McMahon**  
**Director**

## FY2015 SUMMARY OF CHANGES FOR DEPARTMENT

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 140,000 items and encompasses all formats: books, periodicals, CDs, DVDs, audio-books, reference databases, eBooks, eMagazines, eMusic, and eAudiobooks. There are 16 public Internet workstations, six online catalog stations, one educational station in the Youth Services area, and the building is wireless accessible. There are two book returns available 24/7: one a drive through, and the other 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 for a small fee, and time and print management software helps Internet usage flow easily. Inter-library loan services are available for the citizens of Falls Church. There are four weekly story hours for children, and special programs are held throughout the year for adults and children. Last year there were 554 programs with 17,370 people attending. The library joined with eight community sponsors to promote the annual summer reading program and over 1,280 children/teens participated—a new record! During its annual “Food for Fines” program, 1,076 items were collected and donated to local food banks in lieu of fines for the week. Over 10,500 City residents are registered and active library users. Circulation last year continued to increase, reaching almost 450,000 despite the reduced operating hours, and there were 297,468 library visits by patrons. Finally, the library was chosen for the sixth year in a row as a Star Library in a national ranking index of over 13,000 public libraries – one of only six in Virginia and one of only two that has been selected all six years in Virginia.

In order to meet the guidelines of a 1.2% growth in the library's FY2015 operating budget, monies were shifted among various line items which resulted in increases to some lines to offset inflation costs and decreases in others. A summary includes:

- Reductions occurred in: Maintenance and Service Contracts, Heating Services, , Books, Magazines, and Records and Tapes.
- Increases in line items from monies moved from those items above to help cover inflation include: Water and Sewer Services, Telecommunications, Credit Card Fees, Dues and Association Memberships, Office Supplies, Repair and Maintenance Supplies, Uniforms, eAudiobooks, eMagazines, and Electronic Resources,

### Unfunded Needs:

For FY2015, we requested but did not receive funding for the following items:

- Substitute funds for temporary employees with no benefits, \$10,000
- Creation of a Full Time Young Adult Librarian position (40 hrs/wk) from a Part Time Young Adult Librarian (20 hrs/wk): \$33,401 (includes benefits)
- Reopen 4 hours a week on Wednesday mornings: \$96,593 (includes hiring 4 Part Time employees to staff three public services desks)
- Increase the Book budget: \$5,000 (would provide approximately 277 more titles annually)
- Increase the number of eMagazines: \$500 (would provide approximately 20 more titles annually)
- Increase the number of eBooks: \$10,000 (would provide approximately 200 more titles)
- Increase the number of eAudiobooks: \$10,000 (would provide approximately 100 more titles annually)
- Increase training monies for professional development of staff: \$1,500

Even though the overall library budget grew, there was no restoration of staff or operating hours for the public. However, circulation, library visits, programming, and patron demands continue to grow as does the population of the City, especially its youth which are extremely active users of the library. Technological innovations continue in libraries, but we are unable to take advantage of many of them due to elimination of equipment and computer monies and the aging infrastructure and heavy use of the physical facility present continued challenges.

**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>	<b>KEY PERFORMANCE MEASURES</b>	
<ul style="list-style-type: none"> <li>• Increase a limited number of downloadable magazine subscriptions for the public.</li> <li>• Continue to purchase and promote eBook and eAudiobook 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> <li>• Explore wireless printing options and scanning options for the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase approximately 50 more titles of downloadable magazines to promote the new service to patrons by August 2014.</li> <li>• Staff is able to help patrons with instruction on how to access downloadable electronic resources by the end of June 2015.</li> <li>• Host instructional programs (based on demand) for the public on how to access and download digital formats through the end of June 2015.</li> <li>• Meet with digital reference representatives, view webinars related to the topic, and decide on possible purchase of some items by March 2015.</li> </ul>	



**NEIGHBORHOOD PRESERVATION AND COMMUNITY LIFE**

<b>GOAL</b>	<b>Provide excellent customer service to patrons.</b>	
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</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 2015.</li> <li>• Review mission, services, and collection of the Local History area and set priorities and establish a work plan for the future.</li> <li>• Expand community partnerships between the library and the schools and agencies serving youth.</li> </ul>	<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 2015.</li> <li>• Tally and post results to the survey by the end of June 2015.</li> <li>• Have an overall satisfaction rating of 95% or better from patrons from the survey.</li> <li>• Establish public/staff committee to review mission/services and make recommendations for the Local History area by June 2015.</li> <li>• Attend the PTA information night and provide library information for parents by the end of September 2014.</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 2015.</li> <li>• Host a Thomas Jefferson Elementary School art display by April 2015.</li> </ul>	

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| <ul style="list-style-type: none"> <li>Process new materials in a timely manner for the public.</li> </ul> | <ul style="list-style-type: none"> <li>Catalog 95% of all new materials within one month of arrival.</li> </ul> |
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### STAFFING AND BUDGET RESOURCES

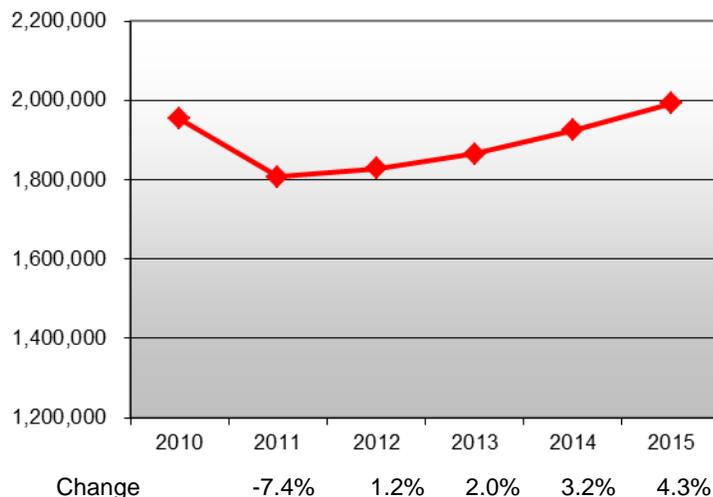
#### ADOPTED POSITIONS BY FTE –17.85 TOTAL

- 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.

#### ADOPTED BUDGET

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries and Wages	\$ 1,084,448	\$ 1,125,430	\$ 1,145,293	1.76%
Benefits	346,128	388,091	416,958	7.44%
Professional and Contractual	42,310	48,660	48,960	0.62%
Materials, Supplies, and Other	389,569	361,746	394,594	9.08%
Capital Outlay	23,376	-	-	0.00%
<b>Total Expenditures</b>	<b>1,885,831</b>	<b>1,923,927</b>	<b>2,005,805</b>	<b>4.26%</b>
<b>Revenues</b>				
State Grants	138,937	137,972	142,001	2.92%
Charges for Services	14,379	7,000	5,500	-21.43%
Fines	46,288	45,000	45,000	0.00%
Other Grants and Contributions	30,766	-	-	0.00%
<b>Total Revenues</b>	<b>230,370</b>	<b>189,972</b>	<b>192,501</b>	<b>1.33%</b>
<b>Net Expenditures Supported by General Revenues</b>	<b>\$ 1,655,460</b>	<b>\$ 1,733,955</b>	<b>\$ 1,813,304</b>	<b>4.58%</b>

#### BUDGET TREND: FY 2010-2015

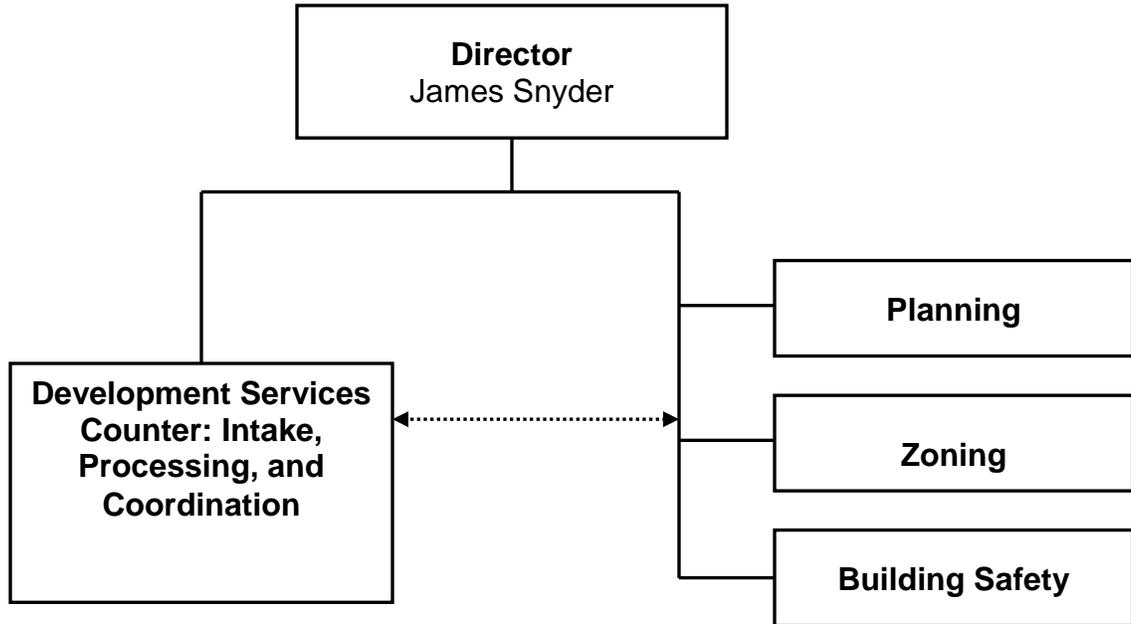


**Notes:**

For FY2015, the following are the major changes in the library's budget:

- Increase in Electronic Resources due to shifting monies from more traditional formats to that one
- Increase in State Aid revenue
- No increase in staff or restoration of operating hours despite increased use by the public

# DEPARTMENT OF DEVELOPMENT SERVICES



## PLANNING DIVISION

The Planning Division guides land use policies and reviews and makes recommendations on development review proposals in the City. The Planning Division is responsible for maintaining and updating the City's Comprehensive Plan. The Plan was last fully updated in late 2005 and was scheduled for its five year review 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 several major development applications per year and also provides detailed technical assistance to the City Planning Commission. Staff provides written reports, summaries and oral presentations at more than 120 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 Historical Commission, the Economic Development Authority, the Economic Development Committee 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 provides advice and assistance to City home owners, residents, business owners and interested developers annually with regard to zoning, planning, land use and development. In FY2013, the Development Services Counter staff assisted over 4,127 visitors, answered approximately 6,324 phone calls and issued approximately 1,889 permits. Thus far in FY 2014 (8 months), those numbers are on a similar fast pace: 3,059 visitors, 4,800 phone calls, and 1,207 permits issued. In addition, Staff processed Historic Architectural Review Board applications and surveyed protected properties to verify

compliance and upkeep. The Planning Division is also responsible for a wide variety of special projects that include updating the Zoning Code to make the document more useable and clear. Major changes last year included: resolving the Split Lot issue, changing the minimum commercial building setback on Broad and Washington Streets to 20 feet; changes associated with the sale of Falls Church Water; drafting language for the Storm Water, lot coverage, and impervious areas. The Division is working on numerous special projects including working with Falls Church City Schools on the Cherry Street School renovation, the Joint Schools City Council Planning Task Force, developing improvements for the W&OD Regional Park, and Chapter 15 development fee schedule update.

Development Services provides primary support for the City's Transportation Planning Program. This work includes extensive coordination with other City Departments and Regional groups such as NVTC, NVTA and VDOT. Major projects include the recently initiated "Mobility for all Modes" to update the City's Transportation Chapter of the Comprehensive Plan. In addition, there is monitoring of the Commonwealth of Virginia's Transportation Funding initiative. A recent accomplishment was the development of a Bus Shelter Master Plan and a new Bicycle way-finding sign initiative. Staff spends considerable time working with Public Works staff to assist in the coordination of various projects such as Traffic Calming Requests, 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 eight million dollars' worth of street and sidewalk improvements during the next five years.

Development Services and the Planning Division budget costs are primarily to provide staff support for the City's Boards, Commissions, and Committees and to perform planning studies, ongoing project reviews, and coordinating with Northern Virginia, Commonwealth, and regional planning organizations on land use and transportation matters. 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.

Staff continues to develop Small Area Plans to guide redevelopment in the eight opportunity areas of the City. The North Washington Street and South Washington Street Small Area Plans have both been completed and adopted by the City Council. The Downtown Falls Church Plan has been completed and will soon be sent out for review by Boards and Commissions and the community. The City has committed to develop detailed small area plans for remaining opportunity areas identified in the 2005 Comprehensive plan as well as a new opportunity area as a result of the boundary adjustment with Fairfax County. These plans will provide a vision, analysis and recommendations for the future development of these key commercial and industrially zoned areas. 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. Last year two senior level planners left the City for promotional opportunities in Fairfax City and Fairfax County. Also, an experienced zoning inspector accepted a promotion with Arlington County. Those three positions have been filled with new staff members.

The Planner drafting the small area plans also assists other departments including Economic Development, HHS, Police, the City Attorney and CMO. Approximately 30 projects that include exhibits supporting the boundary adjustment process, the City's CIP document, planning and zoning mapping, GIS analysis, reports, presentations, graphics, 3D models and flyover videos showing the future appearance of a renovated City Hall and the adopted small area plans were completed over the past year.

Staff has developed a common format for the small area plans. This has reduced the time and cost of the staff developed small area plans. If the plans were created by consultants, they would typically cost between \$250,000 and \$350,000 each and take considerable staff time to coordinate with consultants.

The mandated update of the City of Falls Church Comprehensive Plan has been hindered by scarce resources. The additional support provided to Transportation planning, regional meetings and activities has slowed the Department's capacity to work on the comprehensive plan update with the Planning Commission and City Departments. This is addressed in the unmet needs section.

**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) occurs at the DDS counter. The one-stop shop benefits customers and simplifies intake and coordination. Counter staff provide service in-person, by phone, email, and fax. Customer feedback describes our staff as providing helpful and knowledgeable service that is rare at any level of government. As of February 2011 this function also assists in processing of fees for fire code permits to assist the City Fire Marshal.

The Counter Services area and Building Safety offices are very limited in size. Staff continues to purge the office of out of date plans, documents and old files in accord with the State of Virginia rules and requirements. Office renovations completed to the Development Services Counter area and the Laurel Conference Room greatly improved work environments. Elimination of cumbersome paper and plan filing cabinets by transferring to electronic plan storage and review would provide much relief in this area.

A pilot electronic building plan review program is now being used by several local residential builders, some commercial developers, and individual contractors for things like gas riser diagrams. The Hilton Garden Inn plan was reviewed in this manner. Staff estimates saving 30 to 50% in building plan review time with electronic plans. Funds for implementation of a more inclusive, full size electronic plan review program are still needed for upgrading outdated (severely in some cases) existing computer equipment, purchasing additional equipment such as monitors and scanners, and resources to digitize documents that are currently in paper form. Electronic processing will increase the efficiency of a small staff, expand current capabilities, and improve service levels for our customers and the general public. The need for additional administrative and office automation assistance is identified in the unmet needs section.

## ZONING DIVISION

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 the Board of Zoning Appeals (BZA). The staff also enforces the Zoning Ordinance and the newly adopted Property Maintenance Code, conducts on site inspections and seeks compliance with the code and works 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. The loss of a senior zoning inspector this year to Arlington County reduced Zoning's ability to respond to property maintenance code problems. The position was recently filled and the new staff member is undergoing training in the code and gaining compliance of property owners, and correcting code violations including life safety issues.

Each year Zoning reviews approximately 1,600 regular permit applications for zoning compliance 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 prepares for, advertises and provides staff support for 22 scheduled AAB and BZA public hearings each year and on occasion attends Planning Commission and City Council meetings. In total, zoning staff attends and provides technical information on zoning issues for approximately 75 board, commission, and staff meetings annually.

Zoning staff are responsible for enforcement of the Zoning Ordinance and the Property Maintenance Code for over 5,500<sup>1</sup> housing units and over 2,500 businesses including all inspections, documentation, issuance of notices of violation, and research of state and local codes. All administrative functions for code enforcement, full support of the BZA, the AAB, zoning code amendments, and customer support are performed by zoning professional staff without the assistance of dedicated administrative staff.

## **BUILDING SAFETY DIVISION**

The Building Safety 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. They issue 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 Marshall which will improve public safety of existing buildings and parking garages.

This year the increased level of activity and permits is challenging the capacity of the three person Division. The number of total inspections performed by Building Safety staff in Calendar Year 2013 was 3,894 up from 2,424 in Calendar Year 2012. There was some use of ITBS this year to handle additional plan review and inspection needs. Expediting commercial fit outs was a top priority for building inspections. Commercial tenant plans are uniquely identified when the applications are received; staff works with applicants to solve problems with the proposed design or plans. Regular coordination with Economic Development staff helps ensure that the timetable for opening is identified; and staff works to complete all of the needed inspections and permitting so that the schedule can be met. Successes last year included fast-tracking the extensively remodeled Child Development Center on Hunton Avenue and the renovation of the 500 and 510 Annandale Road office buildings. The recently remodeled commercial buildings on Annandale Road and South Washington Street included numerous new retail tenants who were assisted by the expedited review process. The ongoing construction of the Hilton Garden Inn and the Northgate mixed use project has consumed an immense amount of time. Additional staff capacity is needed to handle the approved major mixed use projects that will soon begin construction in the City. This is identified in the unmet needs section of this budget narrative.

All department permits are processed through the Development Services Counter where nearly all of the customer service and interaction with the public takes place. Counter staff also service the public by phone, fax, and, increasingly, through email. Other departments receive support from the Development Services Counter as well. All Public Works Department permits, fees, and bonds are

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<sup>1</sup> 2010 U.S. Census

processed through the DS Counter and fire inspection fees are processed here as well. The DS Counter must rely upon just two dedicated staffers for all counter functions and responsibilities with the partial assistance of a few other department staff members. Filing, record keeping and follow-up actions suffer as a result of the limited staffing.

#### **Unfunded Needs:**

- *Building Safety:* In FY2014 activity levels increased significantly and several major mixed use projects were approved including the Reserve at Tinner Hill and the Rushmark / Harris Teeter project. These two projects will require extensive staff time during the next three years for building plan review, inspection of excavation and construction, tenant fit outs and certificate of occupancy inspections. Significant permit and plan review fees are associated with these projects which will be used to provide additional plan review and inspection capacity. A fulltime Senior Plan Reviewer / Building Inspector is needed to keep up with demand created by newly approved development and the revival of new commercial and residential infill and development. Two of the vehicles used by building inspectors are in need of replacement. The 2001 - 4 wheel drive van has drive-train and steering problems and the 17 year old Chevy Cavalier should also be replaced. An additional inspector will also need an additional vehicle.
- *Planning:* The expanded emphasis on transportation planning during the past several years has effectively reduced the staff capacity to update the Comprehensive Plan. Adding a Transportation Planner possibly using newly available state funds will free up the current incumbent to focus more on the update of the Comprehensive Plan and on implementing important transportation projects such as the Bus Shelter Master Plan.
- *Administrative / Office Automation:* DDS staffs more Boards and Commissions than any other Department but has no administrative assistance. An administrative assistant position was lost several years ago during reorganization. The result is that routine administrative work is not getting done or is being done by professionals reducing their effectiveness. An update to the Chapter 15 Fees of the City Code and the addition of a 10% administrative/automation fee, as discussed below, are being recommended to cover the cost of an administrative position as well as to provide additional computers, tablets and scanning software as the office continues to make progress in reducing paper and going digital.

#### **Recommended Revenue Streams:**

The Department of Development Services recommends the following changes to fees. These are not included in the revenues proposed in this budget:

- *Building and Development (Chapter 15) Fees:* We recommend updating the fees to better reflect the cost of providing services. These fees were last updated three years ago in 2012.
- *Office Automation Fee:* We recommend the implementation of a 10% automation fee to enable the department to implement various technologies that would create more efficiency, reduce paper usage and improve customer service. Many jurisdictions have successfully used such fees to expand their capability and computer resources. Office Automation fees range from 5% to 10% in Arlington to 10% plus 14 % in the City of Alexandria. Based on last year's fees collected this would have produced \$50,000 to \$100,000 for the City of Falls Church.

**CITY VISION**

 <b>SUCCESSFUL DEVELOPMENT</b>	
<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 processing for commercial development.</li> <li>• Professional technical assistance to City Council, Planning Commission, Citizen’s Advisory Committee on Transportation, the Historic Architectural Review Board, the Historical Commission 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>
<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>



**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 the 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 – Mobility for All Modes Plan, Bus Shelter Plan, Inter-modal Transportation Plaza.</li> <li>• Develop and complete key Zoning Ordinance amendments in response to city needs, small area plans and the ZOAC report.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue Comprehensive Plan update and review through July 2015.</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> <li>• Participate in CIP development to improve mobility for all modes, enhance the pedestrian and bicycle facilities and implement the recommendations of the Small Area Plans.</li> <li>• Develop Planning and Zoning strategies to support economic development for the new city land and facilitate a new City high school.</li> </ul>	
<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 plats and plot plans, grading plans and site plans, building permits, sign permits, floodplain permits, and certificate of occupancies for zoning compliance.</li> <li>• Respond to Zoning and Property Maintenance Code violation complaints; perform code inspections on commercial and residential properties; enforce codes through communication and issuance of violation notices to maintain and to improve City neighborhood and commercial districts.</li> <li>• Work in coordination with the Fire Marshal and Building Official to ensure safe, non-polluting, and attractive commercial districts in harmony with the spirit of the City.</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>• Continue implementation of the Property Maintenance Code and enforcement procedures; continue development of administrative support procedures to ensure proper documentation of all cases and consistent application of the Code; continue outreach efforts with private property owners and businesses to encourage voluntary compliance before more stringent enforcement steps are taken.</li> <li>• Continue participation in full-code inspections to increase inspection and enforcement effectiveness and greatly improve the safety and quality of the City environment.</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 with 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> </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> </ul>		
<ul style="list-style-type: none"> <li>Improve permit processing efficiency and adopt best practices to ensure excellent customer service.</li> </ul>	<ul style="list-style-type: none"> <li>Centralize and triage permit intake and create a feedback mechanism for customer satisfaction.</li> </ul>		

**STAFFING AND BUDGET RESOURCES**

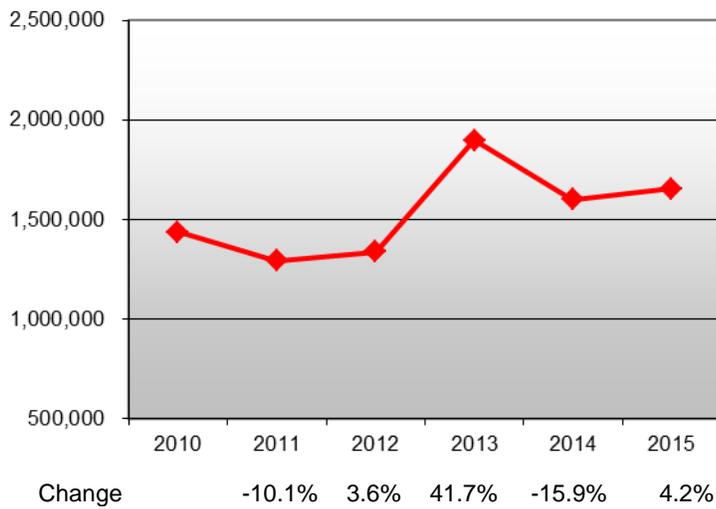
**ADOPTED POSITIONS BY FTE – 15.00 TOTAL**

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| <ul style="list-style-type: none"> <li>1.00 Director, Planning and Development Services</li> <li>1.00 Principal Planner, Current Planning</li> <li>1.00 Senior Planner Comprehensive-Transportation Planning,</li> <li>1.00 Senior Planner, Current &amp; Future Planning</li> <li>1.00 Planning/Zoning Specialist/Planning Commission Clerk</li> <li>1.00 Planner/GIS/Urban Design Specialist</li> <li>1.00 Comprehensive Planner</li> </ul> | <ul style="list-style-type: none"> <li>1.00 Zoning Administrator</li> <li>1.00 Development Process Manager-Deputy Zoning Administrator</li> <li>2.00 Senior Development Process Specialists</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> |
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**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 1,120,216	\$ 1,163,398	\$ 1,194,052	2.63%
Benefits	317,115	373,310	407,575	9.18%
Professional and Contractual	14,194	27,500	28,000	1.82%
Materials, Supplies, and Other	62,654	36,874	39,374	6.78%
<b>Total Expenditures</b>	<b>1,559,565</b>	<b>1,601,082</b>	<b>1,669,001</b>	<b>4.24%</b>
Revenues				
Licenses, Fees, and Permits	651,820	597,000	792,000	32.66%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>907,745</b>	<b>1,004,082</b>	<b>877,001</b>	<b>-12.66%</b>

**BUDGET TREND: FY2010-2015**



**Notes:**

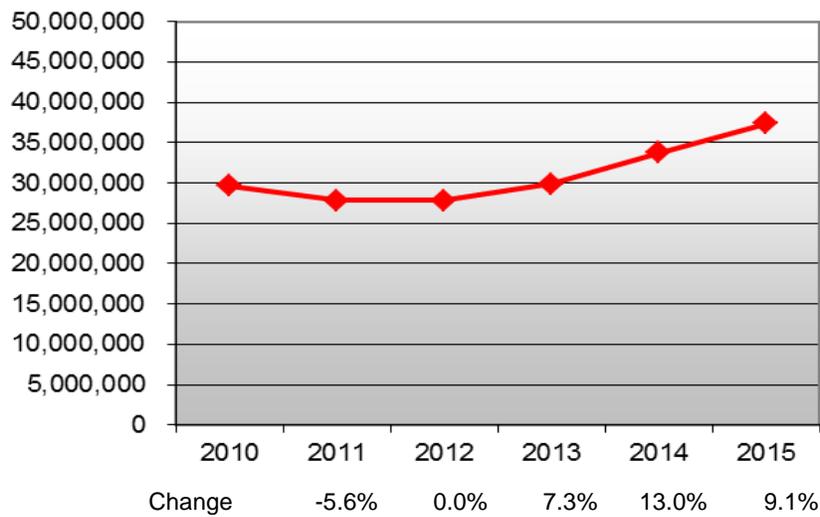
- In FY2013, 2 new planners were added. In addition, a one-time grant was received for light rail study in the Rte. 7 corridor between Alexandria and Tyson's Corner in the amount of \$350,000.
- The removal of the one-time grant in FY2013 accounts for the decrease in expenditures in FY2014.
- Revenues increased in FY2014 due to approvals of major mixed use approvals.
- FY2015 projected revenues reflect ongoing increased development activity and building permits.

## TRANSFER TO SCHOOL BOARD

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Transfer to School Board - Operating	\$ 29,975,200	\$ 33,682,700	\$ 36,746,200	9.10%
Transfer to School Board - Community Services	428,600	92,900	113,330	21.99%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 30,403,800</b>	<b>\$ 33,775,600</b>	<b>\$ 36,859,530</b>	<b>9.13%</b>

**BUDGET TREND: FY2010–2015**



The School Board budget is presented on pages 243-248.

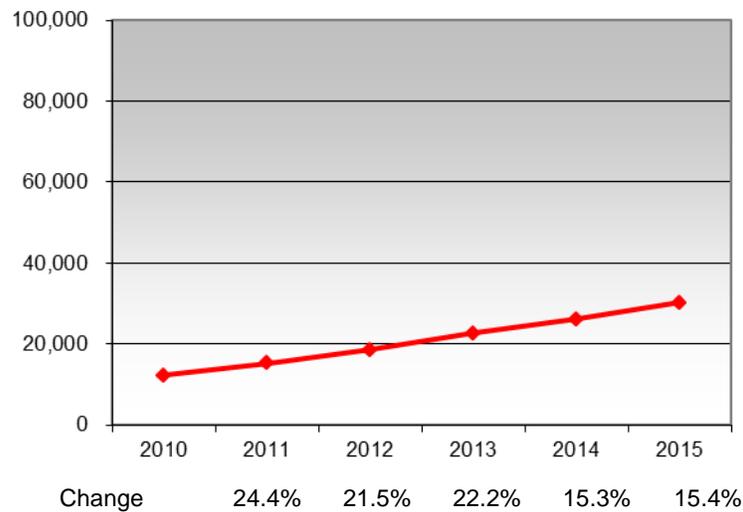
## OTHER EDUCATION EXPENDITURES

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

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Northern Virginia Community College Contribution	\$ 22,704	\$ 26,170	\$ 30,204	15.41%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 22,704</b>	<b>\$ 26,170</b>	<b>\$ 30,204</b>	<b>15.41%</b>

**BUDGET TREND: FY2010–2015**



## 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 34.

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 FY2013, the City issued \$17.62 million in new debt, included in which is \$1.73 million for the Sanitary Sewer and Stormwater Funds.

During FY2012, the School Board transferred \$186 thousand to the City to set aside debt service for the QSCB issuance. \$60 thousand of this money had been used in FY2013 and FY2014 to pay debt service for the QSCB issuance. The remaining \$66 thousand is proposed to be used in FY2015.

It is expected that the City will issue \$9.5 million of new bonds during FY2015 to fund projects included in the FY2015 adopted CIP and some of FY2014 adopted CIP and another \$159 thousand to fund the purchase of police vehicles and equipment. No new debt service is included in the FY2015 budget since we plan to issue the debt in the middle of the fiscal year.

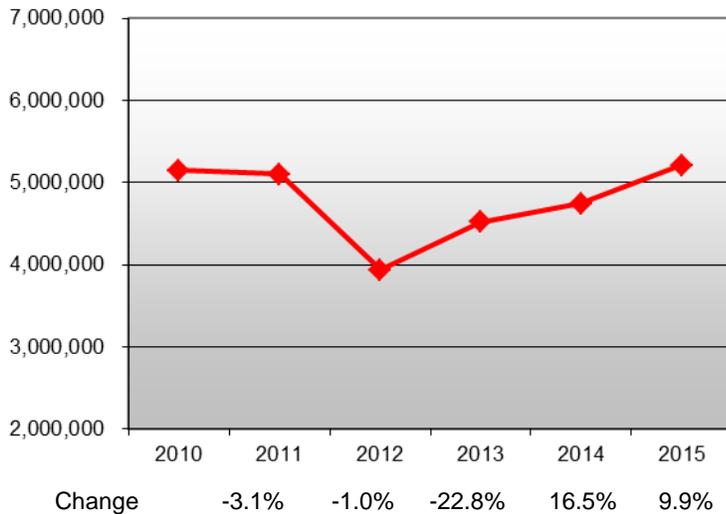
The FY2015 debt service expenditure break-down functionally as follows:

FUNCTION	AMOUNT
Schools	\$3,172,059
General Government	1,733,143
Special Transportation	89,921
Issuance Costs and Fees	219,000
<b>Total</b>	<b>\$5,214,124</b>

### ADOPTED BUDGET

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 20,390	\$ 122,000	\$ 219,000	79.51%
Principal	3,155,583	3,317,300	3,422,300	3.17%
Interest	1,129,380	1,306,254	1,572,824	20.41%
<b>Total Expenditures</b>	<b>4,305,353</b>	<b>4,745,554</b>	<b>5,214,124</b>	<b>9.87%</b>
Revenues				
Use of Fund Balance	-	60,000	66,000	10.00%
Other Grants and Contributions	58,204	127,500	118,320	-7.20%
<b>Total Revenues</b>	<b>58,204</b>	<b>187,500</b>	<b>184,320</b>	<b>-1.70%</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 4,247,149</b>	<b>\$ 4,558,054</b>	<b>\$ 5,029,804</b>	<b>10.35%</b>

**BUDGET TREND: FY2010-2015**



**Note:**

- The decrease in the FY2012 amount is due to the final maturity of three bonds.
- The City issued new bonds in FY2012, FY2013 and FY2014, resulting in the increase of debt service for the subsequent years.

**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>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Benefits	\$ 146,476	\$ 150,000	\$ 154,000	2.67%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 146,476</b>	<b>\$ 150,000</b>	<b>\$ 154,000</b>	<b>2.67%</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 Northern Virginia Transportation Commission, along with some state aid from the Department of Rail and Transportation (DRPT), as well as some contribution from the City. The gas revenues are not included in the City’s budget as they are dedicated by state law to be used for WMATA obligations and are deposited directly into a trust fund maintained by NVTC. In 2012, DRPT changed the grantee from NVTC to the City of Falls Church, thereby requiring us to record the state aid in our books. The state budget is not yet set at the time of this proposal. An estimate is provided below based on the FY2013 amount.

WMATA has not approved their budget at the time of this proposal. They are proposing a \$166,000 increase in the City’s share of their operating and capital expenditures. The increase results in a total share of \$2.8 million. We estimate that the City’s balance in the NVTC trust fund as well as the state aid will not be sufficient to cover these expenses, and as such, we have added \$200,000 to this year’s budget for WMATA costs.

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Professional and Contractual	\$ 1,291,617	\$ 1,205,000	\$ 1,405,000	16.60%
Revenues				
State Grants	1,081,866	1,200,000	1,200,000	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 209,751</b>	<b>\$ 5,000</b>	<b>\$ 205,000</b>	<b>4000.00%</b>

## CONTINGENCIES & TAX CREDITS

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 \$169 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.

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. In FY2013, the City did pay BJ’s \$250,000, although these are shown as reductions to revenue for accounting purposes.

We also used \$153,500 of the \$161,000 appropriated for other contingencies in FY2013. The actual expenses are shown in the department budgets to which they were transferred (Public Safety, Public Works, and Sheriff’s Office).

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Council Contingency	\$ -	\$ 7,500	\$ 7,500	0.00%
Contingency Reserve	-	109,468	-	-
Contingency Reserve - BJ's	-	250,000	250,000	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ -</b>	<b>\$ 366,968</b>	<b>\$ 257,500</b>	<b>-29.83%</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.

In FY2015, the proposed budget includes a transfer to the Special Transportation Fund of \$800,000 to provide the required match under the VA Code Section 15.2-4838.1.

Additional information regarding the COP and the Special Transportation Fund can be found on pages 241-261.

All transfers are being funded for with use of fund balance.

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Transfer to CIP	2,033,076	600,000	952,000	58.67%
Transfer to Special Transportation Fund	-	-	800,000	-
Transfer to Stormwater Fund	-	900,000	-	-100.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>2,033,076</b>	<b>1,500,000</b>	<b>1,752,000</b>	<b>16.80%</b>

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**FY2015 ADOPTED BUDGET  
SANITARY SEWER  
FUND**





The Sewer Fund transferred to the Department of Public Works effective January 4, 2014.

The following are significant changes to the Sewer Fund’s budget for FY2015:

- Revenue includes rate increase of 9.0% from \$8.62 to \$9.40 per 1,000 gallons and an increase in the fixed billing fees as recommended by a 2012 rate study to fund sewer rehabilitation program and increased treatment plant costs.
- FY2015 reflects the elimination of the Customer Service Cost Center; those costs are now captured under the Sanitary Sewer Administration cost center.
- There is no CIP allocation for the sanitary sewer rehabilitation in 2015 in order to spend down the existing balance in that account. Instead, funding is placed in the Repair, Replacement and Rehabilitation reserves.

## SEWER FUND REVENUES

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Service Charges	\$ 3,172,689	\$ 3,480,000	\$ 3,793,200	9.00%
Availability Fees	158,833	50,000	100,000	100.00%
Other Charges	140,179	145,000	145,000	>100%
<b>Total Charges for Services</b>	<b>3,471,701</b>	<b>3,675,000</b>	<b>4,038,200</b>	<b>9.88%</b>
Investment Revenues	14,266	10,000	10,000	0.00%
<b>Total Revenue from Use of Money and Property</b>	<b>14,266</b>	<b>10,000</b>	<b>10,000</b>	<b>0.00%</b>
Miscellaneous Revenue	910	0	0	-
<b>Total Miscellaneous Revenue</b>	<b>910</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUE - SEWER FUND</b>	<b>\$ 3,486,877</b>	<b>\$ 3,685,000</b>	<b>\$ 4,048,200</b>	<b>9.86%</b>

**SEWER FUND EXPENDITURES**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Sewer Administration	\$ 270,421	\$ 340,609	\$ 367,514	34.48%
Collection and Disposal	1,393,288	1,673,567	1,773,234	5.96%
Debt Service	464,471	1,090,692	1,182,396	8.41%
Other Post-Employment Benefits	2,500	3,000	3,000	0.00%
Transfers to CIP	400,000	500,000	212,000	-57.60%
Reserves	-	77,132	510,056	561.28%
<b>TOTAL EXPENDITURES - SEWER FUND</b>	<b>\$ 2,530,680</b>	<b>\$ 3,685,000</b>	<b>\$ 4,048,200</b>	<b>9.86%</b>

## SEWER ADMINISTRATION

The Department of Public Works 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, 43 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, 2015.</li> </ul>

### STAFFING AND BUDGET RESOURCES

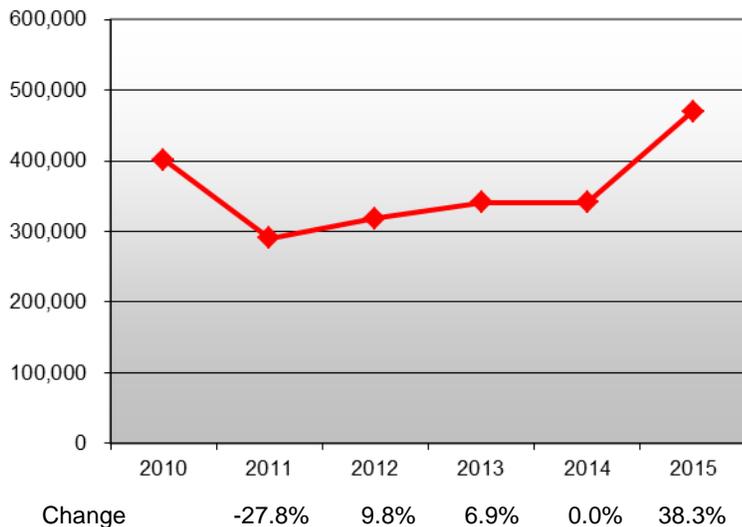
**ADOPTED POSITIONS BY FTE – 0.95 TOTAL**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• 0.10 Director, Public Works</li> <li>• 0.25 Engineer</li> <li>• 0.10 Contract Manager</li> </ul> | <ul style="list-style-type: none"> <li>• 0.25 GIS Analyst</li> <li>• 0.25 Customer Service Representative</li> </ul> |
|---|--|

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Salaries and Wages	\$ 57,164	\$ 78,611	\$ 80,292	2.14%
Benefits	20,239	30,632	24,056	-21.47%
Professional and Contractual	16,823	23,324	136,575	485.56%
Materials, Supplies, and Other	71,107	83,706	71,450	-14.64%
Capital Outlay	-	750	-	-100.00%
Reserves	-	28,586	28,586	0.00%
Admin Fees to General Fund	105,088	95,000	130,000	36.84%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 270,421</b>	<b>\$ 340,609</b>	<b>\$ 470,959</b>	<b>38.27%</b>

**BUDGET TREND: FY2010 – 2015**



**Notes:**

- FY2011 reflects removal of federal grant expenditure.
- FY2012 includes proportional cost of two additional maintenance positions.
- FY2013 increase reflects sewer shed account identification project.
- FY2015 reflects the absorption of the Customer Service Cost Center into Administration and assumption of costs traditionally split with the Water fund. It also includes fees paid to Fairfax Water for billing and collections.

**COLLECTION AND DISPOSAL**

This Department of Public Utilities operates and maintains the City’s wastewater infrastructure. The system includes 43 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

 <b>SUCCESSFUL DEVELOPMENT</b>	
<b>GOAL</b>	<b>Provide for the efficient collection and disposal of the City wastewater and the routine maintenance of wastewater facilities.</b>
<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 is less than 0.5 percent.</li> <li>Develop policy to address impacts of private property inflow and infiltration.</li> </ul>

STAFFING AND BUDGET RESOURCES

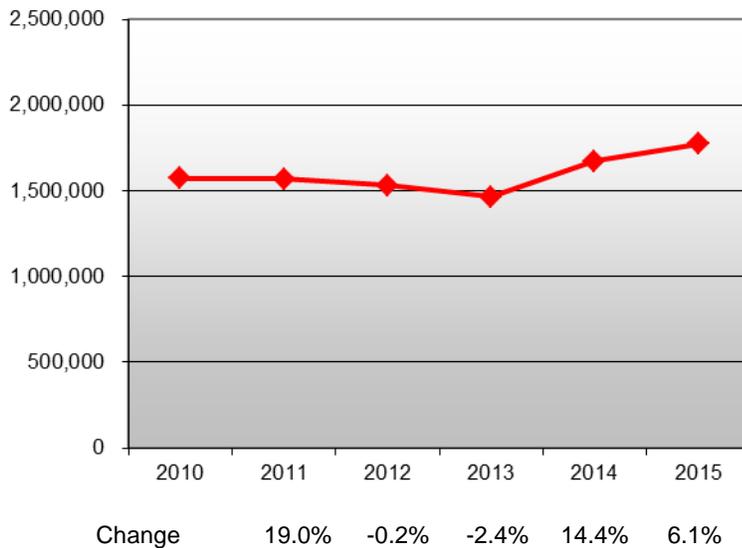
ADOPTED POSITIONS BY FTE – 3.55 TOTAL

- 0.25 Public Works Superintendent
- 0.20 Asst. Public Works Superintendent
- 0.10 Sr. Administrative Assistant
- 1.00 Crew Leader
- 1.00 Senior Maintenance Worker
- 1.00 Maintenance Worker

ADOPTED BUDGET

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 135,250	\$ 144,737	\$ 196,094	35.48%
Benefits	63,534	77,008	77,540	0.69%
Professional and Contractual	1,140,020	1,383,000	1,419,000	2.60%
Materials, Supplies, and Other	54,484	68,822	72,822	5.81%
Capital Outlay	-	-	10,000	-
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 1,393,288</b>	<b>\$ 1,673,567</b>	<b>\$ 1,775,456</b>	<b>6.09%</b>

**BUDGET TREND: FY2010 – 2015**



**Notes:**

- FY2014 reflects increased wastewater treatment costs
- FY2015 reflects increased wastewater treatment costs

**DEBT SERVICE**

In prior years, debt was issued by the Sewer Fund to finance its share of the cost of Arlington County’s and the Alexandria Sanitation Authority’s (ASA) wastewater treatment plants improvement. We also plan on issuing bonds in FY2015 to pay for our portion of the ASA wastewater treatment plants improvement, which are still ongoing.

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Principal	\$ -	\$ 634,093	\$ 707,837	11.63%
Interest	464,471	456,599	474,559	3.93%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 464,471</b>	<b>\$ 1,090,692</b>	<b>\$ 1,182,396</b>	<b>8.41%</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 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 10 years' credible service and the benefit increases by 2% per year up to 50% at 25 years of service.

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 \$13,700. Portions of the ARC are also allocated to the employees and retirees of the General and Stormwater Funds.

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Benefits	\$ 2,500	\$ 3,000	\$ 3,000	0.00%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 2,500</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>0.00%</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 FY2015, the Sewer Fund budget includes a proposal to transfer \$112,000 to its CIP to pay for our share of Arlington County's costs for sewer main rehabilitation around the Four-Mile Run. These improvements are being funded out of current year revenues. An additional \$100,000 is transferred for estimated receipt of availability fees. These fees are designated for system 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. Proposed funding for FY2015 is shown below.

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Transfer to CIP	\$ 400,000	\$ 500,000	\$ 212,000	-57.60%
Reserves:				
Repairs, Replacement & Rehabilitation	-	77,132	404,389	424.28%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 400,000</b>	<b>\$ 577,132</b>	<b>\$ 616,389</b>	<b>6.80%</b>

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**FY2015 ADOPTED BUDGET  
STORMWATER FUND**





The City's stormwater facilities are managed by the Department of Public Works. In 2012, the City Council directed the City Manager to develop recommendations for the creation of a storm water enterprise fund to manage the growing costs of regulatory compliance, flood mitigation, water quality improvement, and maintain aging stormwater infrastructure. For the FY2014 budget, the Stormwater Enterprise Fund was established. Accordingly, the FY2014 Budget proposal moves stormwater costs out of the general fund into a new Stormwater Fund. Revenues for this fund are generated by a new fee based on impervious coverage.

The management of the stormwater in the City includes administering the following programs:

- VA DEQ/MS4 Permit
- Compliance, BMP Management
- Stormwater Conveyance Infrastructure Rehabilitation/Replacement
- TMDL Compliance
- Private Development Oversight
  - Chesapeake Bay Program
  - Erosion and Sediment Control
  - Site Plan / Grading Plan Review
- Capital Improvement Program
- National Flood Insurance Program / Community Rating System Program
- Street Sweeping
- Geographic Information Systems

The greatest need of the City's stormwater conveyance system is capital maintenance. The 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). Approximately 28% of the system is composed of corrugated metal piping (CMP). Given the age of the system much of the CMP is at or past its service life and is responsible for many of the service calls Operations receives. The City will address these critical needs through a comprehensive conditions assessment and planned infrastructure upgrades.

Compliance with state and federal mandates to reduce sediment, nitrogen, and phosphorus from stormwater runoff will be a challenge for the City. Staff estimates the City will need to spend \$15 million on stormwater quality projects by 2025 in order to meet the Chesapeake Bay water quality targets set by the state. 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.

The City's Geographic Information Systems program is also supported by the Stormwater fund. GIS is integral to the stormwater utility, as it is used to establish billing units by analyzing imagery to determine impervious coverage of parcels. GIS is also used to catalogue data about all manner of operations on the stormwater system.

The FY2015 proposed budget does not include any increases in fees, currently set at \$18.00 per 200 square feet of impervious coverage. The FY2015 budget is less than the FY2014 adopted budget is because the FY2014 budget was adopted prior to the adoption of fees by Council. The adopted budget was based on a proposed fee of \$19.80 per 200 square feet of impervious coverage. The Council later adopted a fee of \$18.00 per 200 square feet of impervious coverage.

**STORMWATER FUND REVENUES**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Service Charges	\$ -	\$ 806,000	\$ 1,425,000	76.80%
Revenue from Use of Money and Property	-	-	1,000	-
Transfer from General Fund	-	900,000	-	-100.00%
Use of Fund Balance	-	-	30,000	-
<b>TOTAL REVENUE - STORMWATER FUND</b>	<b>\$ -</b>	<b>\$ 1,706,000</b>	<b>\$ 1,456,000</b>	<b>-14.65%</b>

**STORMWATER FUND EXPENDITURES**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Administration	\$ 303,107	\$ 991,334	\$ 664,046	-33.01%
Operations	-	614,666	723,021	17.63%
Reserves	-	60,000	-	-100.00%
Debt Service	-	40,000	68,933	72.33%
<b>TOTAL EXPENDITURES - STORMWATER FUND</b>	<b>\$ 303,107</b>	<b>\$ 1,706,000</b>	<b>\$ 1,456,000</b>	<b>-14.65%</b>

Note that the numbers shown above for FY2013 are the expenditures from the General Fund Budget.

## STORMWATER ADMINISTRATION

The Department of Public Works provides management and operation of the City’s stormwater conveyance system, including planning, design, construction, and rehabilitation of the system. In addition, funding is used to develop and implement capital improvements needed to provide high quality and reliable service. The department also manages the day-to-day operations of the Stormwater Utility Fund, which includes outreach, customer service, impervious coverage mapping updates, and credit program.

### CITY VISION

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Improve the performance of the stormwater conveyance system to reduce flooding</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Develop an implementation plan to address deficiencies for system improvements and environmental enhancements</li> <li>Track requests for maintenance and repairs</li> <li>Strategically plan for future stormwater projects</li> </ul>	<ul style="list-style-type: none"> <li>Implement the city-wide Watershed Management Plan</li> </ul>
<b>GOAL</b>	<b>Adopt and implement best management practices to reduce volume and improve quality of stormwater 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> <li>Participate in the National Flood Insurance Program and Community Rating System (CRS)</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>Maintain a consistently rated Erosion and Sediment Control Program</li> <li>Maintain a consistently rated Chesapeake Bay Program</li> <li>Maintain a CRS rating of 7 or better</li> </ul>

### STAFFING AND BUDGET RESOURCES

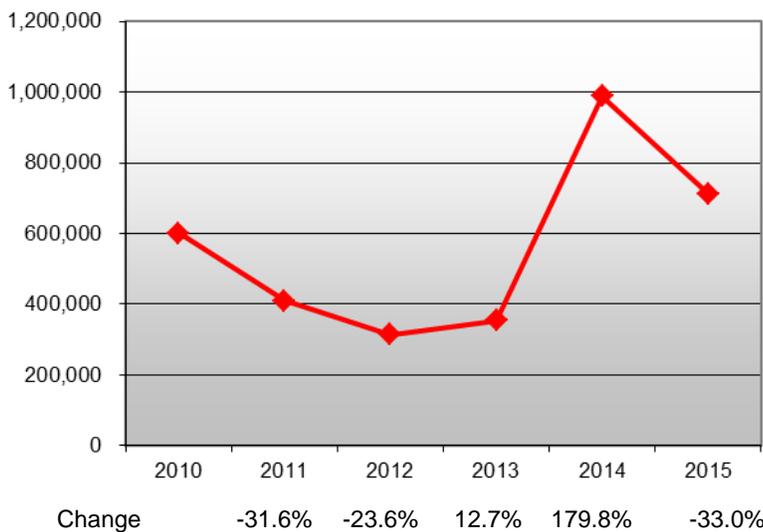
**ADOPTED POSITIONS BY FTE – 3.60 TOTAL**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>0.15 Director of Public Works</li> <li>1.25 Civil Engineer</li> <li>0.20 Contract Manager</li> </ul> | <ul style="list-style-type: none"> <li>0.75 Engineering Inspector</li> <li>0.75 Customer Service Representative</li> <li>0.50 GIS Analyst</li> </ul> |
|---|--|

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ 181,343	\$ 396,590	\$ 267,052	-32.66%
Benefits	59,977	153,427	82,058	-46.52%
Professional and Contractual	34,567	207,800	127,500	-38.64%
Materials, Supplies, and Other	27,219	105,368	21,436	-79.66%
Capital Outlay	-	78,149	6,000	-92.32%
Admin Fees to General Fund	-	50,000	160,000	220.00%
<b>Total Expenditures</b>	<b>\$ 303,107</b>	<b>\$ 991,334</b>	<b>\$ 664,046</b>	<b>-33.01%</b>

**BUDGET TREND: FY2010 – 2015**



**Notes:**

- Budget amounts prior to FY2014 are amounts budgeted for stormwater management in the General Fund.
- FY2014 reflects the beginning of the stormwater enterprise fund when more funding was received as a result of the fees established for stormwater.
- FY2015 decrease reflects declining revenue due to a reduction in the rate from \$19.80/billing unit to \$18.00/billing unit

**STORM SEWER OPERATIONS AND MAINTENANCE**

The operations crew is responsible for inspection, cleaning and repairing the stormwater system, which 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. The vast majority of the City’s stormwater system was originally installed as the City grew during the 1930s through the 1960s. Today, many of these stormwater pipes and structures are beyond their expected life span and in some locations have failed or are near failing.

The Stormwater Crew utilizes vacuum and flusher trucks to clean structures and pipes, and to keep debris out of our streams. The crew also uses a television inspection truck to inspect and catalogue the condition of the infrastructure and diagnose problems, develop maintenance and repair priorities, and establish a record of system condition.

CITY VISION

 <b>ENVIRONMENTAL HARMONY</b>	
<b>GOAL</b>	<b>Maintain maximum hydraulic capacity in existing stormwater conveyance system</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Remove sediment and debris and CCTV every pipe and structure on a five year cycle</li> <li>Develop a master list of trouble spots that require more frequent cleaning</li> </ul>	<ul style="list-style-type: none"> <li>Tracking length of pipe cleaned and weight of materials collected</li> </ul>
<b>GOAL</b>	<b>Repair blockages and sink holes to prevent flooding and transport of sediment</b>
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Investigate requests for stormwater repairs within 5 working days</li> <li>Complete work orders within two weeks</li> <li>Report maintenance activities to engineers for CIP planning</li> </ul>	<ul style="list-style-type: none"> <li>Track labor and materials for repairs to measure cost effectiveness of City's crews</li> </ul>

STAFFING AND BUDGET RESOURCES

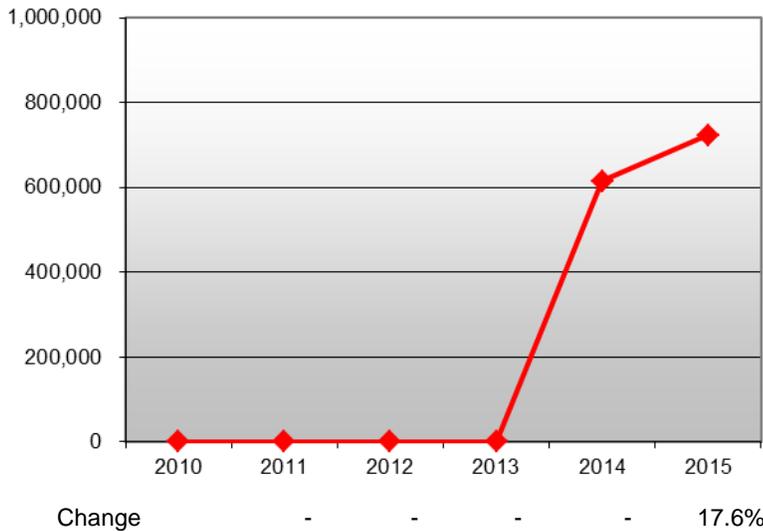
ADOPTED POSITIONS BY FTE – 4.55 TOTAL

- 0.25 Superintendent of Public Works
- 0.20 Asst. Superintendent of Public Works
- 0.10 Sr. Administrative Assistant
- 1.00 Crew Leader
- 3.00 Maintenance Worker

ADOPTED BUDGET

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Salaries and Wages	\$ -	\$ 173,165	\$ 225,343	30.13%
Benefits	-	99,101	117,478	18.54%
Professional and Contractual	-	212,020	252,020	18.87%
Materials, Supplies, and Other	-	130,380	108,180	-17.03%
Capital Outlay	-	-	20,000	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 614,666</b>	<b>\$ 723,021</b>	<b>17.63%</b>

**BUDGET TREND: FY2010 – 2015**



**Notes:**

- FY2014 reflects the beginning of the stormwater enterprise fund when more funding was received as a result of the fees established for stormwater.
- FY2015 reflects the reallocation of staff from other funds to the Stormwater fund. In FY2015, we also moved street sweeping costs from the General Fund to the Stormwater Fund.

**DEBT SERVICE**

In December 2013, the City issued General Obligation Bonds to fund the capital projects for the Stormwater Fund. The principal and interest payment on these bonds are included in the FY2015 budget below.

**ADOPTED BUDGET**

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Principal	\$ -	\$ -	\$ 35,000	-
Interest	-	40,000	33,933	-15.17%
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	\$ -	\$ 40,000	\$ 68,933	72.33%

## TRANSFERS & RESERVES

Reserves were established for operating and maintenance (O&M). Due to the reduced fees, no appropriation for reserves are proposed in this budget.

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
Expenditures				
Reserves:				
Operating & Maintenance	-	60,000	-	-100.00%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>-100.00%</b>

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**FY2015 ADOPTED BUDGET  
AFFORDABLE  
HOUSING FUND**





The City of Falls Church Affordable Housing Fund (AHF) provides funding both to maintain existing affordable housing and to develop additional affordable housing opportunities in the City for households with gross income less than 120% of the median income for the Washington Metropolitan statistical area. Funds are awarded on a rolling application basis through a public application process. Non-profit, for profit, or government organizations are eligible for funding.

#### *PUBLIC PURPOSE*

The AHF seeks to promote the preservation and development of affordable housing through projects which:

- Create or acquire affordable housing; or
- Preserve existing affordable housing; or
- Adapt or rehabilitate existing buildings/structures.

#### *ELIGIBLE ACTIVITIES*

- Acquisition, rehabilitation, and/or development of multi-family or single family unit buildings; or
- Acquisition, rehabilitation, and/or development of specialized housing for the elderly, mentally or physically disabled or homeless; or
- Acquisition/rehabilitation of properties for adaptive reuse;
- Loan program for acquisition, rehabilitation, and/or development of multi-family or single family properties.

#### *USE OF FUNDS*

- Bridge loans
- Financing
- Predevelopment Grants

#### Unmet Needs:

- 1) The Affordable Housing Policy requires dedicated annual revenue to the Affordable Housing Fund to promote the acquisition and preservation of permanently affordable housing units. \$200,000 annually would leverage the acquisition of four units per year.
- 2) A \$100,000 contribution is requested to support the redevelopment of the Miller House property located at 366 N. Washington Street in order to provide housing for low to moderate income individuals with disabilities.
- 3) In order to preserve the long term affordability of the Fields of the Falls Church, \$80,000 annual contribution from the General Fund to the Affordable Housing Fund would be needed for the next 13 years to establish a reserve fund that could be drawn upon when the current tax credit financing expires in 2026. This represents a 20% share in the cost of maintaining affordability when those tax credits expire.

**CITY VISION**

 <b>OUTSTANDING GOVERNMENT AND PUBLIC OUTREACH</b>	
<b>GOAL</b>	Create or acquire affordable housing as a means to encourage diversity.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide bridge loans or financing to create units</li> </ul>	<ul style="list-style-type: none"> <li># of units created</li> </ul>
<ul style="list-style-type: none"> <li>Provide predevelopment funds to create housing</li> </ul>	<ul style="list-style-type: none"> <li># of units created</li> </ul>
<b>GOAL</b>	Preserve existing affordable housing as a means to maintain existing diversity.
<b>OBJECTIVES</b>	<b>KEY PERFORMANCE MEASURES</b>
<ul style="list-style-type: none"> <li>Provide bridge loans or financing to preserve units</li> </ul>	<ul style="list-style-type: none"> <li># of units preserved</li> </ul>
<ul style="list-style-type: none"> <li>Provide predevelopment funds to preserve housing</li> </ul>	<ul style="list-style-type: none"> <li># of units preserved</li> </ul>

**STAFFING AND BUDGET RESOURCES**

This program is managed and staffed by the Department of Human Service. No position is funded by this fund.

In FY 2013 funding was approved for use in the City’s First Time Homebuyer program. Each year the balance of funds are appropriated for the budget. The City owned property at 366 North Washington Street may be available for development in FY 2015 for a project eligible for Affordable Housing Funds. An application to the fund for this purpose will likely be for an estimated \$288,745.

**ADOPTED BUDGET**

	<b>FY2013 Actual</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>Percent Change</b>
Expenditures				
Professional and Contractual	59,000	218,001	141,038	-
Materials, Supplies, and Other	-	-	-	-
<b>Total Expenditures</b>	<b>59,000</b>	<b>218,001</b>	<b>141,038</b>	<b>-</b>
Revenues				
Revenue from Use of Property and Money		-	-	-
Loan repayments		-	-	-
Use of Fund Balance	-	218,001	141,038	-
<b>Total Revenues</b>	<b>-</b>	<b>218,001</b>	<b>141,038</b>	<b>-</b>
<b>Net Expenditures</b>				
<b>Supported by General Revenues</b>	<b>\$ 59,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**FY2015 ADOPTED BUDGET  
SCHOOL BOARD**





## SCHOOL BOARD OPERATING FUND

The Operating Budget funds the day-to-day costs of providing our PreK-12 educational program. The FY2015 Operating Budget totals \$44,618,600, representing an increase of \$3,680,800 (9.0%) over the FY2014 budget.

This budget was designed to address the following key issues;

- Hire additional staff to address both current and projected student enrollments;
- Cover mandated expenses and increases in fixed costs/inflation; and,
- Provide a salary improvement to all eligible staff.

CHANGES IN THE OPERATING BUDGET	AMOUNT
Growth in Student Enrollment	\$1,808,500
Fixed Cost Increases	1,058,800
Staff Compensation Improvement	1,083,700
Savings, Reductions, and Other Adjustments	(270,200)
<b>Net Change in the Operating Budget</b>	<b>\$3,896,800</b>

**Growth in Student Enrollment: \$1,808,500**

A total enrollment of 2,593 students is projected for FY2015, and represents an increase of 172 students (7.1%) over the actual student membership for the current school year. To maintain current class sizes and staff-to-student ratios, this budget includes 10 new classroom teacher positions, 5.9 specialist teacher positions, and 1.1 assistant principal positions.

	FY2014 CURRENT STUDENTS	FY2015 PROJECTED STUDENTS	CHANGE FROM CURRENT
Cherry Street Preschool (PK)	0	56	56
Mt. Daniel Elementary (K-1)	419	425	6
Thomas Jefferson Elementary (2-5)	705	765	60
M.E. Henderson Middle School (6-8)	540	563	23
George Mason High School (9-12)	757	784	27
<b>TOTAL STUDENT ENROLLMENT</b>	<b>2,421</b>	<b>2,593</b>	<b>172</b>

**Fixed Costs: \$1,058,800**

This includes a 22.8% increase in VRS Retirement premiums, an 8.0% increase in City Retirement premiums, an average 13.5% cost in Health Insurance premiums, as well as increased costs for providing Long- and Short-Term Disability benefits under the new VRS Hybrid Plan.

**Staff Compensation Improvement: \$1,083,700**

This budget includes a revised teacher salary scale that begins the process of phasing in more regionally-competitive teacher salaries and decreasing the disparity in teacher pay that currently exists with neighboring divisions. Although this improvement in teacher pay averages 7.1%, all staff currently paying 2% of the VRS Employee Contribution will begin paying the entire 5% Contribution next year, which will significantly reduce the net increase these staff will receive.

For all eligible non-teaching staff members, this budget includes compensation improvement in the form of a step increase and a 1.0% salary scale adjustment, which averages 4.0%.

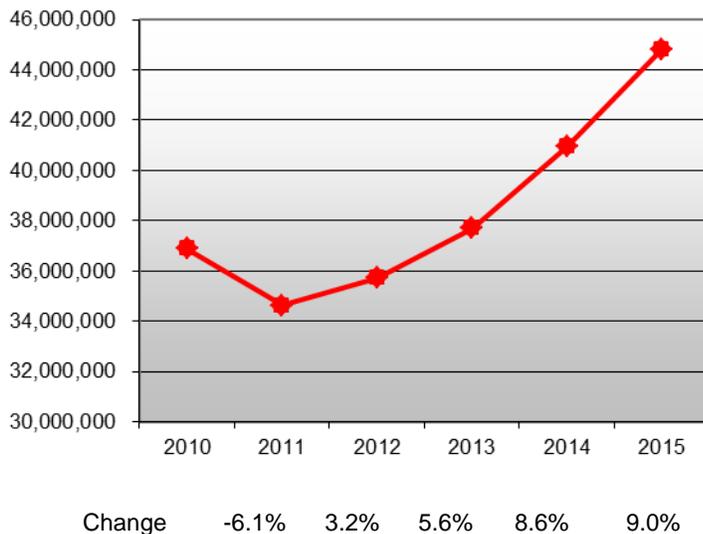
**Savings, Reductions, and Other Adjustments: -\$270,200**

Some FY2014 items: 1) have been reprogrammed to address FY2015 program needs; 2) represent one-time budget reductions/adjustments; or, 3) are expected to decrease between FY2014 and FY2015:

- ◆ Reduction in Local Retirement Benefit costs in FY2015;
- ◆ Savings from reassigning and reorganizing personnel; and,
- ◆ Salary/benefit savings from new hires, turnover, & retirees.

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries	\$ 23,769,649	\$ 25,933,760	\$ 28,662,360	10.52%
Benefits	7,854,563	8,640,060	9,761,080	12.97%
Professional and Contractual	1,658,140	1,964,650	2,075,980	5.67%
Materials, Supplies, and Other	2,607,794	2,830,030	2,854,280	0.86%
Capital Outlay	1,949,316	961,300	853,400	-11.22%
Transfers to Other Funds	30,000	8,000	41,500	418.75%
Reserves	-	600,000	370,000	-38.33%
<b>Total Expenditures</b>	<b>37,869,462</b>	<b>40,937,800</b>	<b>44,618,600</b>	<b>8.99%</b>
<b>Revenues</b>				
Transfer from City	29,975,200	33,682,700	36,746,200	9.10%
State Grants	3,204,317	3,305,600	3,626,800	9.72%
Sales Tax	2,034,586	2,169,300	2,233,600	2.96%
Federal Grants	518,762	456,800	471,500	3.22%
Other	770,201	837,400	950,500	13.51%
Use of Fund Balance	-	486,000	590,000	21.40%
<b>Total Revenues</b>	<b>36,503,066</b>	<b>40,937,800</b>	<b>44,618,600</b>	<b>8.99%</b>
<b>Net Expenditures</b>	<b>\$ 1,366,396</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**BUDGET TREND: FY2010– 2015**



**Notes:**

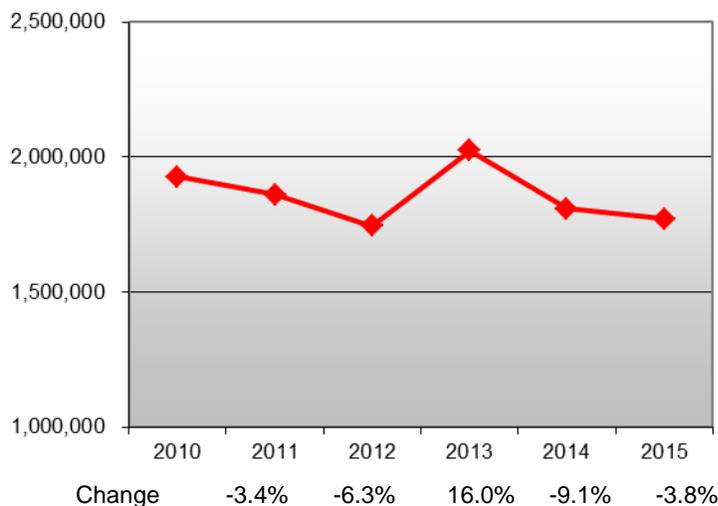
Although the overall School Operating Budget has grown at an average annual rate of 4.3% over the last 5 years, the spending category that has experienced the greatest increase is the area of benefits, which has grown at an average annual rate of 8.0%. This is attributable to increases in payments for retirement, health insurance, and other post-employment benefits. The category of staff salaries has grown at an average annual rate of 4.2%, due to hiring additional staff to serve growing numbers of students and keeping salaries competitive with those of surrounding school divisions.

## COMMUNITY SERVICES FUND

The FY2015 Community Service budget totals \$1,769,800, representing a decrease of \$69,500 (-3.8%) from the current year's budget. Next year, Community Services will include: Day Care; Business in Education (BIE) partnership; rentals and community use of facilities; and, Falls Church Education Foundation funding and activities.

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries	\$ 944,020	\$ 952,720	\$ 1,000,950	5.06%
Benefits	221,186	245,680	255,550	4.02%
Professional and Contractual	69,661	81,400	90,850	11.61%
Materials, Supplies, and Other	119,255	185,500	172,450	-7.04%
Capital Outlay	55,077	217,500	87,500	-59.77%
Reserves	-	100,000	100,000	0.00%
Transfer to Operating Fund	307,000	56,500	62,500	10.62%
<b>Total Expenditures</b>	<b>1,716,199</b>	<b>1,839,300</b>	<b>1,769,800</b>	<b>-3.78%</b>
<b>Revenues</b>				
User Fees	1,154,305	1,391,400	1,426,970	2.56%
Transfer from City	428,600	92,900	113,330	21.99%
Other	70,206	50,000	50,000	0.00%
Use of Fund Balance	-	305,000	179,500	-41.15%
<b>Total Revenues</b>	<b>1,653,111</b>	<b>1,839,300</b>	<b>1,769,800</b>	<b>-3.78%</b>
<b>Net Expenditures</b>	<b>\$ 63,088</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

### BUDGET TREND: FY2010– 2015

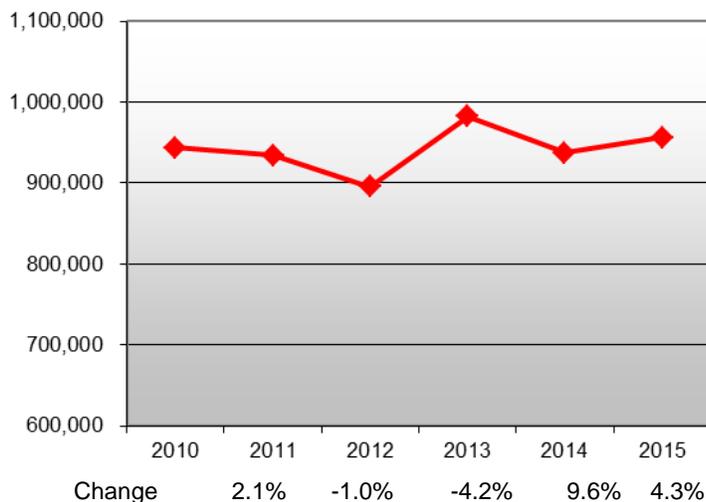


## FOOD SERVICE FUND

The FY2015 Food Service budget totals \$956,400. This represents an increase of \$39,500 (4.3%) from the current year's budget, and reflects changes in meal sales as well as continues the Summer Backpack Program.

	FY2013 Actual	FY2014 Adopted	FY2015 Adopted	Percent Change
<b>Expenditures</b>				
Salaries	\$ 343,869	\$ 370,550	\$ 378,790	2.22%
Benefits	114,014	139,700	146,960	5.20%
Professional and Contractual	34,453	24,000	29,000	20.83%
Materials, Supplies, and Other	297,751	322,650	341,650	5.89%
Reserves	-	60,000	60,000	0.00%
<b>Total Expenditures</b>	<b>790,087</b>	<b>916,900</b>	<b>956,400</b>	<b>4.31%</b>
<b>Revenues</b>				
User Fees	589,987	728,600	786,400	7.93%
State and Federal Funds	145,932	71,300	93,300	30.86%
Other Miscellaneous	470	2,000	700	-65.00%
Transfer from School Operating Fund	30,000	15,000	16,000	6.67%
Use of Fund Balance	-	100,000	60,000	-40.00%
<b>Total Revenues</b>	<b>766,389</b>	<b>916,900</b>	<b>956,400</b>	<b>4.31%</b>
<b>Net Expenditures</b>	<b>\$ 23,698</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

### BUDGET TREND: FY2010–2015



**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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**FY2015 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 **five** years, and costing **\$150,000** or more; revised for FY2014 onward. 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 as well as adopted Financial Policies.

## Planning Commission Recommendation

The Planning Commission (the Commission) voted, on March 10, 2014, to recommended approval of the CIP as presented in the FY2015 City Manager's proposed budget.

At the February 26 final work session, the Planning Commission made the following modifications to the CIP as presented on February 3:

- Rename the Park and Transportation project to specifically cite Big Chimneys Park and to ensure the intent of prime focus on park needs be documents;
- Delay by 1-year respectively, to FY17 and FY18, the George Mason High School and Mary Ellen Henderson Middle School projects to reflect the time needed to plan for use of the new BLA land and to develop the financing plan, written as a separate motion; Turf Field and Track Projects to coincide with the middle school timing;
- Revise the Library Facility Project to occur in FY17 at an \$8M dollar level citing the intent for a renovation/expansion project versus a raze and rebuild new building along with a request for the Library Board of Trustees to conduct additional design analysis and community outreach/education on this project in preparation for a referendum;
- Include in the CIP adoption motion the support for two grant funded transportation staff positions to support implementation of the significant grant funded projects to ensure the good investment for the community and economic development get completed; and
- Include a separate motion indicating the Commission's preference and clear recommendation, after considering all design alternatives, infrastructure priority pressures and financial affordability, that the adopted City Hall/Public Safety Projects proceed immediately with implementation.

The specific Commission adopted motions are:

Motion #1: I move that the Planning Commission recommend that the City Council approve, pursuant to Section 6.19 of the City Charter and Section 17.08 of the City Code the FY2015-2019 CIP as presented on February 3, 2014 and amended on February 18 and 26, 2014, as summarized on CIP notebook pages 3-1, 3-2, 3-3, 3-4, 3-5 and 3-6:

1. Including support to fund two grant funded transportation staff positions for implementation of the significant grant funded projects to ensure the good community and economic development investment and that the work can be completed; and
2. Excluding the George Mason High School, Mary Ellen Henderson Middle School, Turf Field and Track Projects.

Motion #2: I move that the Planning Commission recommend that the City Council approve, pursuant to Section 6.19 of the City Charter and Section 17.08 of the City Code the FY2015-2019 CIP as presented on February 3, 2014 and amended on February 18 and 26, 2014 for the timing and funding amounts for the George Mason High School, Mary Ellen Henderson Middle School, Turf Field and Track Projects as summarized on CIP notebook pages 3-1 and 3-2.

Motion #3: I move that the Planning Commission recommend that the City Council support the Commission's preference and clear recommendation, after considering all design alternatives, infrastructure priority pressures and financial affordability that the adopted City Hall/Public Safety Projects proceed immediately with project implementation as described under Tab 8 of the full CIP notebook.

### City Manager Recommendation

The City Manager's FY2015-2019 recommended CIP was consistent with the Planning Commission's recommendation.

### Key Policy Decisions

The Five-Year CIP for the period of FY2015 through FY2019 continues with some past commitments as well as 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, debt or enterprise funding. ***The overarching budget theme continues the financial foundation stabilization and a funding commitment to capital infrastructure. This CIP initiatives are for the restoration of deferred system integrity work to begin as well as establishing a long-range project and funding plan for facilities but highlights the financial and staff capacity challenges.***

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 Polices:*

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 FY2015 Budget Guidance and the 2011 Financial Policies. The FY2015 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 FY2015-2019 CIP stay within the City’s policy constraints based on the assumptions used in this forecasting tool.

The proposed FY2015-2019 CIP is within policy compliance and within affordability range with an ongoing financial commitment to capital investment; however, the George Mason High School and Mary Ellen Henderson Middle School will require a targeted financing plan of which the City can only absorb 50% or less of the costs as debt. The school financing plan will evolve as the boundary line adjustment/school taskforce establishes the process for addressing revenue from economic development and partnership opportunities. If all projects were included, the debt policy would not be in compliance nor would it be affordable and within the \$10M bank qualified cap per calendar year which makes the funds more “affordable” to obtain. Additionally, more than a five year debt financed plan 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 competitive employee salary/benefit, City/VRS pension liabilities and school enrollment increases. Therefore, to address capital needs in this environment the CIP draws down the fund balance to the 17% policy level and allocates other one-time funding to capital. 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*

There are several active CIP projects under development which are further described under the existing project status report below. However, new projects proposed within the FY2015-2019 CIP have taken

constrained staff resources in mind and therefore phased, this is especially true in the area of transportation. To address this resource issue the adopted budget reallocates existing staff funding to various capital projects and includes two new FTEs in the operating budget, specifically for transportation projects, but funded with non-local capital funding.

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*Recreation and Parks:*

There are \$1.2M in park improvements and \$1.075M of open space funding in this five year CIP. An additional \$1M for Open Space was requested but is available only if proffers, grants or other non-local revenues sources are identified. These projects are spaced to cover one significant effort per year. The Recreation and Parks Advisory Board submitted recommendations were the proposed budget as requested.

*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 function is to sufficiently modernize and provide appropriate IT infrastructure to properly service the citizens of Falls Church and the greater community.

This specific FY2015 project is a mandatory systems upgrade of the Police Department's Computer Aided Dispatch (CAD), Records Management System (RMS) due to lack of equipment supportability and expiring required support. These core systems call dispatching, incident tracking and management, and complete record history of all incidents and contacts which are required to be maintained. This project will address the mandatory upgrade and modernization of the software and server infrastructure, along with upgrading supporting core infrastructure to support proper continuity of operations (COOP) of those systems along with the infrastructure to the mobile CAD terminals (MCT) in field operations. This is not replacing any of the in the field MCTs or other base Police Department PCs, but rather the required software and supporting core and redundant infrastructure for required operations. The cost estimate is \$270,000.

*Transportation:*

Previously, the City has organized transportation CIP items at the "project" scale, with each project being connected to a single source of grant funding. Moving forward, staff recommends collecting individual projects into CIP "programs". This reorganization will allow the City to more easily focus investment in specific areas of the City and to coincide with the geographic Planning Opportunity Areas identified in the Comprehensive Plan. For example, the draft CIP includes a program for the South Washington Street Planning Opportunity Area (POA). In addition to focusing investment in specific areas of interest, organizing the CIP by program will enable staff to better plan for future expenditures, identify funding needs, and give the City greater flexibility in project scheduling, capitalizing on funding opportunities and allowing staff to coordinate related projects.

Infrastructure specific CIP programs were also identified to account for projects that involve infrastructure systems on a City-wide scale and may not be confined to a single Planning Opportunity Area. The Transit Program and Traffic Signals and Signs Programs are examples of City-wide infrastructure programs. Existing CIP projects that are currently underway were aligned with the new program framework. An analysis of existing staff capacity to manage existing projects was conducted to determine a realistic schedule for implementation. The proposed transportation CIP realistically schedules project implementation based on project priorities and existing staff levels.

With the adoption of HB 2313 in 2013, the City will receive additional transportation funds through the Northern Virginia Transportation Authority (NVTA). By maintaining existing levels of transportation funding match leverage, the City will receive approximately \$2.1M in additional funding each year. If the City increases local spending on transportation by \$0.9 million per year, it will receive an additional \$0.9 million each year. Further, the \$0.9M in local funding can be used to leverage state and federal grant

opportunities, which typically have match levels ranging from 50/50 to 80/20. This means that if the City elects to access the maximum benefit available, an additional \$5M in transportation funding each year will likely be made available to the City. The proposed CIP does not recommend adopting the Commercial and Industrial (C&I) Transportation Tax overlay but rather uses the C&I equivalent funding as part of the overall tax base to reflect the City-wide benefit; this has been proposed to be budgeted at approximately \$800K/year

In order to utilize new funding opportunities and meet current funding opportunity demands, the adopted budget includes hiring two additional FTEs to provide additional resources in project management, grants management, grant program identification, and transportation planning. This increase in staffing would allow the City to make better use of new funds and reduce delays in the delivery of previously appropriated projects. The full CIP notebook provides detailed explanation, schedule and program descriptions.

#### *Schools:*

In 2013, the expansion and renovation of Thomas Jefferson Elementary School was completed and the Cherry Street project design and site plan work was begun.

The School Board continues their long-term planning for school facility needs to prepare for the future round of construction and updated enrollment projections and facility needs in 2015 onward. This planning effort included 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 Superintendent has worked closely with staff and the School Board to reassess the current enrollment as well as physical maintenance and space needs and has proposed some new direction to address the facility needs within the financial constraints, the options will entail good community dialog on the revised facility plan. The School Board adopted their recommended 5-year Facility CIP in December, 2013. The FCCPS CIP includes funding for Thomas Jefferson HVAC system, increase in plans for Mt. Daniel to accommodate elementary student enrollment growth as well as funding for George Mason High School and Mary Ellen Henderson Middle School projects. The high and middle school projects, which total \$104.5 M, will require a dedicated school financing plan that evolves through the planning and economic development of the new boundary line adjustment resulting from the water sale therefore the debt service is not calculated into the proposed CIP. In order to stay within policy compliance, less than 50% of the costs can be debt so other revenues and/or partnerships will need to be pursued.

#### *Library:*

The Mary Riley Styles Library Board of Trustees worked with consultants in FY2013 to develop a Master Plan for the Library which also included a review of a 2008 Space Study and extensive public consultation. The goal is a library for the future that accommodates City growth and adheres to the City's Comprehensive Plan. The original Library building was constructed in 1957 and expanded in 1968 and 1992 to meet changing demands. The facility analysis conducted as part of the Master Plan process portrays a building that is: ADA deficient in many aspects and in need of many infrastructure repairs or replacements; it lacks storage and sufficient security systems and measures, space for large audiences which routinely occur weekly during story hours, study spaces for students after school and on weekends, larger public restroom space; and Local History room space. Shelving is too high, the elevator is old and unreliable, and the heating/air conditioning system does not work properly.

The Master Plan concludes that additional space is needed to support current and projected future functions, and that the Library should add 14,500 square feet to its existing 18,500 square foot facility to

bring its size to 33,000 square feet. In addition to adding square footage, the Master Plan recommends upgrades to the existing building. Therefore, the Library Board's preferred option, which best meets the many needs for an improved facility over the coming years is Conceptual Design Proposed Plan A which consists of razing the existing building, rebuilding a new 33,000 GSF two story building on a larger footprint in its current location with the entrance relocated to Park Avenue. The new building would have a minimum LEED rating of Silver. The cost estimate is \$18.6M and includes temporary relocation of the library functions during the two year construction period. The adopted CIP includes a lower funded amount for reconsideration of an on-site expansion/renovation versus tear down and rebuilt and the Library Board of Trustees will commission the additional study in the fall of 2014.

*Storm Water Fund:*

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 of the 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. CIP funding for storm water improvements increases the ability to implement necessary water quality measures and infrastructure replacement/upgrades. The Watershed Management Plan, authorized by Council, has been adopted and the recommendations of this Plan will help formulate a strategy for projects and Council has established the enterprise fund, set the rates, and created the credit policy. Additionally, two federal grants (FFY09 and 10 State and Tribal Assistance Grants [STAG]) awarded to the City address some of the most critical needs for Coe and Pearson branches.

*Sanitary Sewer Fund:*

The Sewer Fund is impacted by EPA-mandated projects to upgrade the Arlington and Alexandria wastewater treatment plants that the system uses. Ongoing repair and reinvestment in the existing pipes will continue per the rehabilitation plan. In addition, the purchase of additional wastewater treatment capacity to accommodate projected future flows resulting from development in the City will impact the Fund in FY2016 at the earliest, as well as plans to increase the reserve fund for sewer rehabilitation.

*Note that beginning FY2015, the City no longer has a Water Fund CIP as a result of the sale of the water system to Fairfax Water Authority.*

**Existing Projects Status**

The following provides an update on the January 2014 status of CIP projects authorized for FY2013 and prior.

**Recreation and Parks:***Acquisition of Open Space*

- Scope:** In September of 2004, the City Council appointed a task force on Open Space Acquisition. Previous purchases include what is now Howard E. Herman Stream Valley Park, two parcels of land purchased to increase the size of Crossman Park, the purchase of an easement on property on Lee Street for park access purposes, and a purchase of land to allow Coe Branch and Tripps Run to connect. Future uses of these funds would be used to increase current park land, provide parking for Roberts Park, and provide an additional access point to Roberts Park or West End Park and additional space where we can build additional rectangular playing fields.
- Cost:** \$2,000,000 has been determined by the Open Space Task Force as a worthwhile amount to keep in a revolving fund to be considered in FY15-19 CIP.
- Schedule:** As parcels become available.
- Status:** The City is currently working with the owner of 500 Lynn Place as a possible purchase to allow for parking at Roberts Park.

*Park Master Plan Implementation**Lincoln Park Improvements:*

- Scope:** Replace play equipment; improve ADA accessibility
- Cost:** Initial cost estimate \$200k; (note: \$26k insurance claim to be filed)
- Schedule:** Construction: Spring, 2013.
- Status:** COMPLETED April 2013.

*West End Park Improvements:*

- Scope:** Increase park visibility by adding a Broad Street entrance, tie two separate park parcels into one; improve ADA accessible, add skate park features, new pathways.
- Cost:** Initial cost estimate \$545k.
- Schedule:** Bid documents underway, contractor selection by mid-March, construction to begin late spring, plantings in the fall.
- Status:** Currently on schedule.

*Howard E. Herman Stream Valley Park*

- Scope:** Provide a trail that runs from Broad Street to the City's Bike Trail, adjacent with Tripps Run, interpretive signs, park signs, benches and trash receptacles and a more visible entrance to the park from Broad Street would be established.
- Cost:** \$634,500
- Schedule:** Some projects such as the completion of a foot bridge and other practical projects will be completed summer 2014 in conjunction with the current daylighting work being done. The remaining Engineering and Design will take place Summer 2015 and Construction will be Fall 2016.

Status: Working with Public Works to determine which projects should be completed in conjunction with daylighting.

*Fraday Park Gazebo Replacement*

Scope: Fraday Park Gazebo was destroyed in Derecho storm.  
Cost: \$32,300 (Insurance claim for \$30k has been received)  
Schedule: Complete by January 2013  
Status: **COMPLETED** November 2012

*Berman Park Trail Re-paving, Irving to Kent Streets*

Scope: New pavement for trails in Berman Park.  
Cost: \$35,000  
Schedule: Completion Spring 2014.  
Status: Half of the trail is completed. Second half will be on the next cycle of hot asphalt pouring.

*TJ Soccer Field Turf Repair:*

Scope: Replace sod with Bermuda grass (similar to Madison Park).  
Cost: \$35,000  
Schedule: Completion Fall 2013 (at end of TJ Expansion project).  
Status: **COMPLETED** September 2013.

*Tennis Court and Basketball Court Major Restoration*

Scope: New surface overlay and painting for all exterior courts.  
Cost: \$100,000  
Schedule: Quotes being obtained now, work to be completed Summer 2014.  
Status: On schedule

*Softball/Baseball Field Lights*

Scope: Install new lights and poles at GMHS baseball and softball fields.  
Cost: \$360,000 (City funds: \$110,000).  
Schedule: installed and operational for spring 2013 season.  
Status: **COMPLETED.**

*Master Park Improvements*

Scope: Replace signage at entrances to Parks and Community Center improve recycling at parks by adding recycling bins, and add color to parks.  
Cost: Varies per project within annual allocation.  
Schedule: A third of all park signs have been replaced. Recycling bins are added yearly (six done in 2013) and plantings are done to add color.  
Status: On schedule

**Storm Water Projects*****100 Block West Broad Repair/ Water Detention Project***

**Scope:** Repair collapsed pipe in front of BB&T and create capacity within the existing system in order to mitigate local street flooding in 100 block of W. Broad.

**Cost:** Preliminary designs and costs estimates underway.

**Schedule:** Survey: Complete  
Engineering Design: Underway.  
Construction Start: June 2013.  
Project Completion: October 2013 .

**Status:** Additional survey work was required in August 2013. City consultant has updated stormwater model and design alternatives provided for consideration. Awaiting cost estimate since solution is more involved than initially thought.

***Reagan Branch 42" Storm Water Pipe Replacement***

**Scope:** Replace 260 linear feet of aged and degraded 42" pipe on the TJ Elementary School Campus.

**Cost:** \$116,000

**Schedule:** Survey: Complete.  
Engineering Design: Underway.  
Construction Start: Concurrent with TJ Construction Project.  
Project Completion: Concurrent with TJ Construction Project.

**Status:** **COMPLETE** December 2013

***Douglas Avenue Water Detention Project:***

**Scope:** Rebuild storm water conveyance in basin to mitigate flooding on the street and surrounding businesses located in Tower Square shopping center.

**Cost:** \$350,000 (preliminary estimate)

**Schedule:** Survey: January 2013.  
Engineering Design: January 2014.  
Construction Start: June 2014.  
Project Completion: October 2014.

**Status:** Storm Sewer CCTV complete. Additional survey work was required in August (overlap with W. Broad St. project). City consultant has updated stormwater model and design alternatives provided for consideration. Awaiting cost estimate since solution is more involved than initially thought.

***City Hall Campus Water Detention Project:***

**Scope:** Detain stormwater run-off from City Hall Campus to reduce flooding on neighboring downstream properties (Phase 1).

**Cost:** \$470,000 (preliminary estimate)

**Schedule:** Survey: complete.  
Engineering Design: Underway  
Construction Start: November 2014 (tied to R&P usage schedule)  
Project Completion: January 2015

**Status:** Preliminary design complete and engineering design underway; soliciting a landscape architect for re-vegetation plan.

**Pearson Branch Stream Restoration:**

Scope: Provide a stabilized stream channel and banks through natural stream design.  
Cost: (see Coe Branch Daylighting)  
Schedule: Survey: Completed  
 Engineering Design: 95% complete  
 Construction Start: May 2014  
 (Tied to Coe Branch Daylighting Project)  
 Project Completion: October 2014  
 (Tied to Coe Branch Daylighting Project)

**Coe Branch Daylighting:**

Scope: Create a new, natural stream channel with plantings to improve water quality and create an attractive feature in Howard Herman Stream Valley Park. The existing underground pipes will be used during high water events to mitigate area flooding.  
Cost: Combined with Pearson Project, above: \$1.8 million, funded by EPA grant.  
Schedule: Survey: Spring 2013  
 Engineering Design: 95% complete  
 Construction Start: May 2014  
 Project Completion: October 2014  
Status: Resolving RPA issues and then IFB to be issued

**Transportation****West Broad and Pennsylvania Ave Signal:**

Scope: Install new traffic signal at Penn and Broad and ancillary crosswalks and streetscape amenities.  
Cost: \$500,000 for Signal (\$100,000 in voluntary concessions, VDOT Revenue Sharing grant, and City funds.)  
Schedule: Survey: Completed  
 Engineering Design: Completed  
 Construction Start: January 2014  
 Project Completion: June 2014  
Status: The City awarded a contract to Fort Myers Construction in the fall of 2013. The notice to proceed has been issued and the signal is due to be completed by the end of June 2014.

**400 West Broad St Streetscape:**

Scope: Install streetscape amenities in the 400 block of W. Broad Street.  
Cost: Total project cost \$1,000,000. Existing grant fund for \$185,000 (Federal TEA-21 Grant)  
Schedule: Survey: Completed  
 Engineering Design: 30% design completed  
 R/W acquisition: Not yet begun.  
 Construction Start: Winter 2018  
 Project Completion: Summer 2018  
Status: 30% design shows the extent of the impacts necessary to incorporate 20' streetscape into existing conditions. A multitude of obstacles exist which complicate the design. Any easements necessary must be procured in accordance with federal requirements. This project is proposed to be postponed

due to extensive project management time required, and lack of funding at this time.

### ***MEHMS Traffic Flow Improvements***

Scope: Provide new exit from MEHMS, to reduce traffic volume and car/pedestrian conflicts on the school campus.

Cost: Local Funds: \$97,000

Schedule: Engineering Design: Completed  
R/W acquisition: N/A  
Construction Start: Summer 2017  
Project Completion: Fall 2017

Status: This land is now within City of Falls Church jurisdiction so coordination with Fairfax County is no longer needed. Previous SRTS funding has been replaced with local funding so that VDOT review and federal procurement requirements will no longer apply. Easement/ agreement with WMATA must be finalized. This project is proposed to be postponed due to reprioritization of transportation projects; school coordination required.

### ***Roosevelt Avenue Intersection and Sidewalk Improvements***

Scope: Rebuild intersection of Roosevelt Blvd & Roosevelt St, and intersection of Roosevelt St. and East Broad St.; improve ADA pedestrian route from Roosevelt to Broad.

Cost: \$630,000 (\$300,000 RSTP funds; \$330,000 Highway Safety funds).

Schedule: Engineering Design: July 2014  
R/W Acquisition: December 2014  
Construction Start: March 2015  
Project Completion: Summer 2015

Status: 30% design complete. Community meeting held. Specific outreach conducted with Madison Condominiums and Oakwood Cemetery. Final design is underway.

### ***N. West Street Sidewalk Project***

Scope: Provide pedestrian improvements along the North West Street Corridor.

Cost: Safe Routes to Schools Project Funds: \$361k (with option to use RSTP and SYIP Funds to increase)

Schedule: Engineering Design: Delayed until Summer 2017 (staff work prioritization and potential tie-in to redevelopment)  
R/W Acquisition: Fall 2017  
Construction Start: Spring 2018  
Project Completion: Summer 2018

Status: Survey, deed research, parking study, 30% design complete. Tree inventory and assessment complete. Various design options have been depicted on illustrative exhibits. Community meetings held in November 2012 and November 2013. Recommended alternative would provide curb bump outs at key intersections and new pedestrian crossings across West Street, with no new sidewalk. Planning Commission directed staff to consider other alternatives, including modifying the existing sidewalk on the southeast side of the street to provide access around existing utility poles, which obstruct sidewalk. Additional input is needed to finalize scope, schedule and funding.

**South Washington Street Improvements**

- Scope: Construct intermodal plaza at Hillwood and S. Washington; install traffic signals, pedestrian crossings, and ADA curb ramps at Maple, Greenway, and Tinner Hill intersections (coordinated with redevelopment; improve bus stops on S. Washington St).
- Cost: \$2,085,000 in state (DRPT) and federal (FTA) funding; and \$490,000 in state SYIP funds. (Additional funds in proposed CIP for streetscape, utility undergrounding for separate phase).
- Schedule: Phase 1 Engineering Design: Underway.  
Construction Phase 1: Fall 2014.  
Phase 1 Complete: Fall 2015.  
Phase 2 Engineering Design: Fall 2014.
- Status: Public meetings held in January 2013 and May 2013 to provide project update to community. Conceptual design completed June 2013. Final engineering, survey, and design to be completed in Summer 2014. Multiple meetings and ongoing coordination are underway with VDOT and Fairfax County. Ongoing coordination with developer of the Reserve at Tinner Hill.

**South Washington/ Maple Ave Intersection**

- Scope: Construct new signalized intersection, including realignment.
- Cost: \$150,000 in Revenue Sharing and private developer voluntary concession. Total project cost is \$1M.
- Schedule: Engineering Design: Currently in design phase.  
R/W Acquisition: Spring 2015  
Construction Start: Spring 2016  
Project Completion: Summer 2016
- Status: Conceptual Design options complete. Preliminary meetings have been held with Parks & Rec and the Aurora House to discuss the impact of the realignment of South Maple Ave. To proceed with final design, additional funding is needed and concurrence of the design concept.

**Route 7 High Capacity Transit Study**

- Scope: Analyze the feasibility of providing high capacity transit along Route from Tysons Corner to Alexandria.
- Cost: \$437,500 – total phase 1 cost (federal, state and local money)  
\$10,937 – City of Falls Church share of the required local match  
\$838,000 – total phase 2 cost (NVTA funded)
- Schedule: Phase I completed in October 2013  
Phase II expected to begin in 2014
- Status: The Northern Virginia Transportation Authority (NVTA) coordinated a preliminary study of the feasibility of providing high capacity transit along Route 7 from Tysons Corner to Alexandria. The study identified two routes through the City. One stays on Broad Street. The other follows North Washington Street and Roosevelt Boulevard to access the East Falls Church Metro Station. The study also identified two possible vehicles, Bus Rapid Transit and Streetcar. Phase II funding will be provided by the Northern Virginia Transportation Authority (NVTA). The project will begin in calendar year 2014.

**Traffic Signal Management System (a.k.a. Closed Loop Phase 1):**

Scope: New traffic signal management system to link existing traffic signals to centralized computer network to facilitate efficient coordination and timing adjustments.

Cost: \$450,000 Funded by CMAQ, and RSTP funds.

Schedule: Construction Start: December 2013.  
Project Completion: May 2014.

Status: Construction contract has been expanded to include new underground fiber budgeted by IT which will provide benefit to the project (coordinated with Library and Aurora House IT fiber project). Notice to proceed has been issued. Construction is underway.

**Remote Video Monitoring (a.k.a. Closed Loop Phase 2):**

Scope: Install video cameras on select traffic signal poles, to be tied to the Closed Loop signal system, for remote monitoring of traffic conditions.

Cost: \$258,556 RSTP grant

Schedule: Engineering and Design: Spring 2014  
R/W Acquisition: N/A  
Construction Start: Winter 2015.  
Project Complete: Summer 2015.

Status: Construction contract has been expanded to include new underground fiber budgeted by IT which will provide benefit to the project. Notice to proceed has been issued. Construction is underway.

**Roadbed Assessment:**

Scope: Rebuild and resurface roadways that are either poorly constructed or roadways that have reached the end of their structural life. This project is comprised of several allocations of Revenue Sharing Grant Monies.

Cost: \$2.2 million

Schedule: Engineering Design: Complete  
Construction: Spring 2014

Status: The first phase of roadbed reconstruction will be South West Street. Procurement is complete and construction is scheduled for Spring 2014.

**Bus Stops:**

Scope: Implement the City's Bus Stop and Bus Shelter Master Plan by installing bus shelters at high priority stops.

Cost: \$705,000 to cover 20 locations identified as 2014 and 2015 priorities in the Master Plan

Schedule: Engineering Summer and Fall 2014  
Construction: Spring, 2015

Status: Project start is waiting for the recognition/allocation of grant funds to begin work.

**Facilities***Thomas Jefferson Expansion*

Scope: Addition of 15 classrooms at TJ Elementary School

Cost: \$5.95 million

Schedule: Construction underway.  
Completion, Summer 2013

Status: COMPLETE

*Thomas Jefferson Renovation*

Scope: Renovation of existing TJ Elementary School.  
Cost: \$4 million  
Schedule: Completion, September 2013  
Status: **COMPLETE**

*Cherry Street Pre-School Renovation:*

Scope: Renovate the Cherry Street site to serve as the FCCPS pre-school facility  
Cost: \$2.4M  
Schedule: Design: Site plan under review December 2013; completion march 2014  
 Interior Demolition: February 2014  
 Construction completion: Summer 2014  
Status: Staff is reviewing site plan submitted by FCCPS as well as A&E refinement along with community follow up

*Mt. Daniel Elementary School:*

Scope: Pursuing preliminary design, A&E, County land use/zoning approvals  
Cost: \$1M FY14 (along with increased FY15-19 CIP request of \$14.5M)  
Schedule: Design: Ongoing  
 Construction completion: TBD based on RFP and next CIP approval  
Status: PPEA RFP issued January 2014

*Library Space Needs Study:*

Scope: Study of the future space needs for City Library  
Cost: \$100,000  
Schedule: Completed.  
Status: Completed and draft report presented to the Library Board of Trustees in September 2013, to the Council in November 2013 and the Planning Commission in December 2013. Based on the report, the Library Board has submitted a CIP request for FY15 for Option1, razing and rebuilding a 33,000 sq. ft. facility on the current library site for \$18M.

*City Hall/ Public Safety Renovations Phase I*

Scope: IT server room fire suppression; correct water inflow foundation repairs; roof repairs for ice damming, gutter replacement; elevator replacement; Police evidence storage correction; Police IT Server Room HVAC replacement.  
Cost: \$1 million  
Schedule: Underway; Completion Summer 2014  
Status: **Completed:** IT Sprinkler System; Chimney replacing facing plus water leakage repairs; Gutter/Downspouts; and Snow rail phase. Elevator modernization scope work is 90% completed - next steps are final scope and begin design, Police Evidence Storage design work is 90% completed - next steps are final design and construction

*City Hall/ Public Safety Renovations Phase II*

Scope: Sprinkler fire suppression; Phase 2 roof repairs for ice damming, energy efficient window replacement, water inflow Phase 2 foundation repairs, energy efficient HVAC systems for existing building and potential expansion  
Cost: \$3.4M  
Schedule: Completion for renovations Fall 2014; HVAC Summer 2015  
Status: Project is in concept phase for consistency with expansion component.

*City Hall/ Public Safety Expansion (Rear/Front) & Parking (Front)*

- Scope: Add new central front entrance to City Hall and add meeting rooms to address security, accessibility and way-finding needs. Add below grade parking spaces for Police, Sheriff, and Judge
- Cost: \$1.6M front and \$1.2M parking
- Schedule: Joint Schools General Government Facility Plan: November 2012; Issue RFP for Design and Engineering Summer 2013.
- Status: Project is in 20% concept phase. Per Council direction, Dewberry is working on concepts for presentation to City management and community laying out the architecture and functionality prior to full A&E. Councilman Duncan's request for additional on-site option is concurrently under development.

*General Government Facility Reinvestment:*

- Scope: Annual major maintenance reinvestment in City owned facilities.
- Cost: \$560K (FY13/14)
- Schedule: Varies based on sub-projects summarized below
- Status: *Gage House:* basement insulation, joist repair, side door replacement, basement staircase railing rebuild, waterproofing of basement walls and trim work **COMPLETE**. Stone retaining wall for water diversion, paint and repair front porch in the spring, and ADA ramp redesigned to be completed Spring 2014.

*Property Yard Garage:* Structural repairs to columns, etc. on garage as well as enclose the first bay for use with stormwater vacuum/flush equipment **COMPLETE**.

*Property Yard Exterior Stairs Structural Repairs:* Replace concrete block stairs with covered metal staircase at Property Yard Maintenance Building in Spring 2014.

*Library Humidifier Repair:* Four units are operational- contractor to wire up to Energy Control System, 90% complete

*Property Yard Roof Replacement:* Replace the composite roof at the main yard, add two roof drains to tie in to existing cisterns (Spring 2014) and replace the composite roof over the shop as met life expectancy (FY15 pending funding).

*Projects under design and cost development:* Police lobby water seepage remediation, City Hall attic insulation to remediate heat loss, Property Yard Wash Bay and Community Center water heaters, Community Center HVAC, Community Center roof, Cherry Hill Farmhouse Lead Paint abatement and porch repair, Aurora House lighting upgrade, Aurora House stair lift.

**Information Technology***Citywide Telecommunication & Infrastructure – Critical Continuity & Modernization Investment: Phase 1*

- Scope: Phase 1 FY13 funding is to replace aged out Police Communications (Dispatch) phone system. Also the \$50,000 portion is to replace failing fiber and copper infrastructure between City Hall and the Library for network and telephony.
- Cost: \$550,000
- Schedule: Design- 4<sup>th</sup> quarter FY13; Completion by 4<sup>th</sup> quarter FY14

Status: Police Communications portion; all jurisdictional visits by Police Department & IT were conducted and base requirements identified. Found solution can only be sole-sourced with Verizon due to the complexity and interdependency of Verizon lines & circuits, however Verizon has not been as responsive as needed to progress project further as originally planned. Currently we are trying to finalize required systems, circuits and equipment with Verizon so we can finalize the total cost and proceed to the implementation phase. The Library infrastructure connectivity replacement is now augmenting the Closed Loop traffic control system project as well to greatly increase security and reduce certain costs to that project, as well as expand its capabilities well beyond the signal control alone; this work is in progress.

*Citywide Telecommunication & Infrastructure – Critical Continuity & Modernization Investment: Phase 2*

Scope: Phase 2 FY14 funding is to comprehensively update the telecommunication infrastructure citywide, including Public Schools, General Government and the Public Library. This would predominantly resolve end-of-life, service and maintenance issues with the existing phone system Citywide, and aid interoperability between the various City segments. Another key outcome would also provide updated and redundant connectivity options to the segments to provide the City more robust effective COOP/DR options. Also to directly tie a critical unconnected facility (Aurora House), where proper telecommunications is essential due to the court ordered residential custodial care of juveniles, and the requirement of proper security maintenance of their records. Currently we are not able to securely communicate due to the indirect connection which is a risk.

Cost: \$507,000

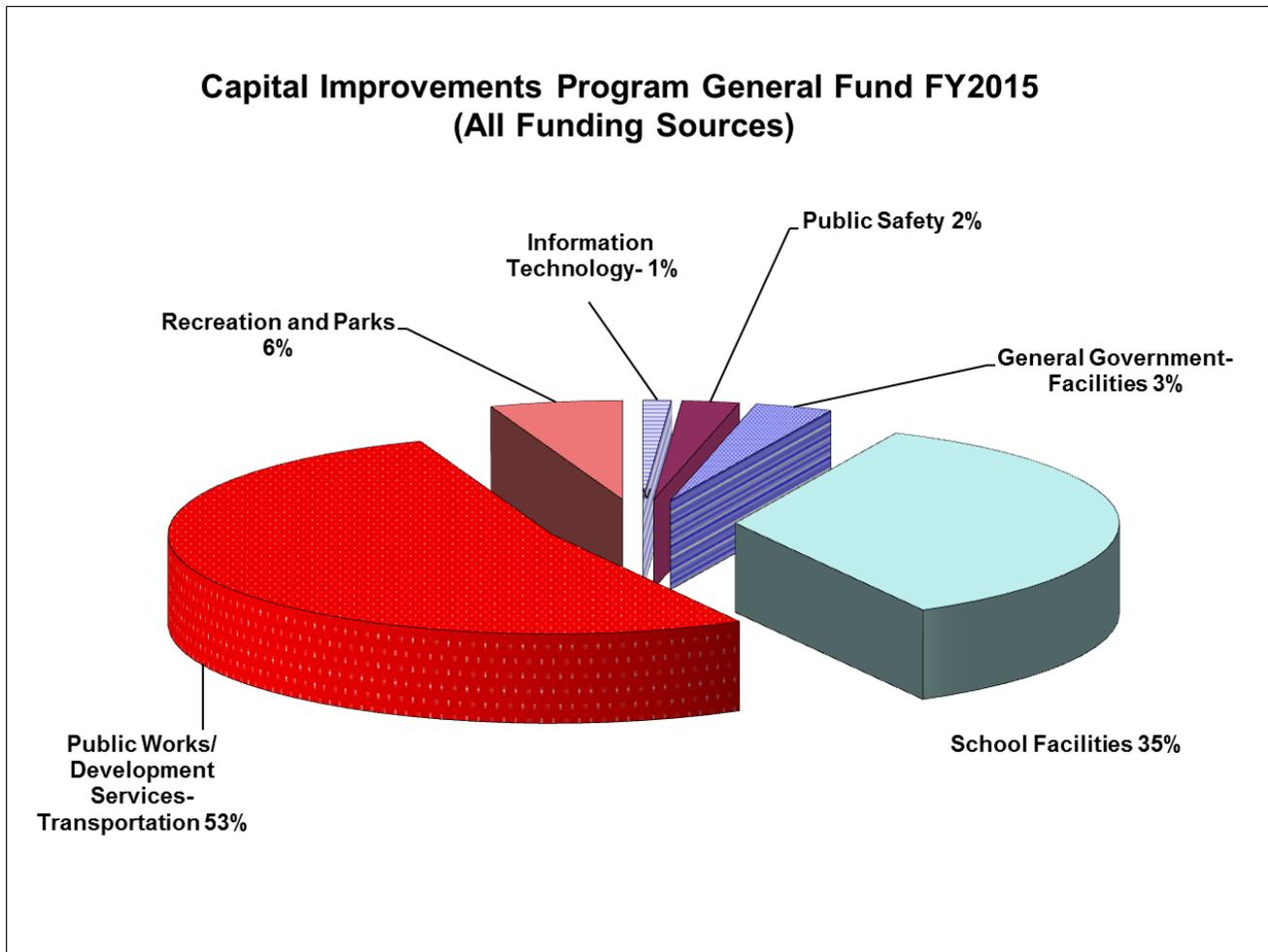
Schedule: Design- 4<sup>th</sup> quarter FY14; Completion by 4<sup>th</sup> quarter FY15

Status: Finalizing best phone system replacement solution to provide best modernization features, cost benefit and support to City. The Aurora House connectivity has also partnered with the Closed Loop traffic control system project reduce future costs to that project and afford it greater expansion to the new signals planned to come in that area, and as with the other portion, further expand its capabilities for the City; this work is in progress.

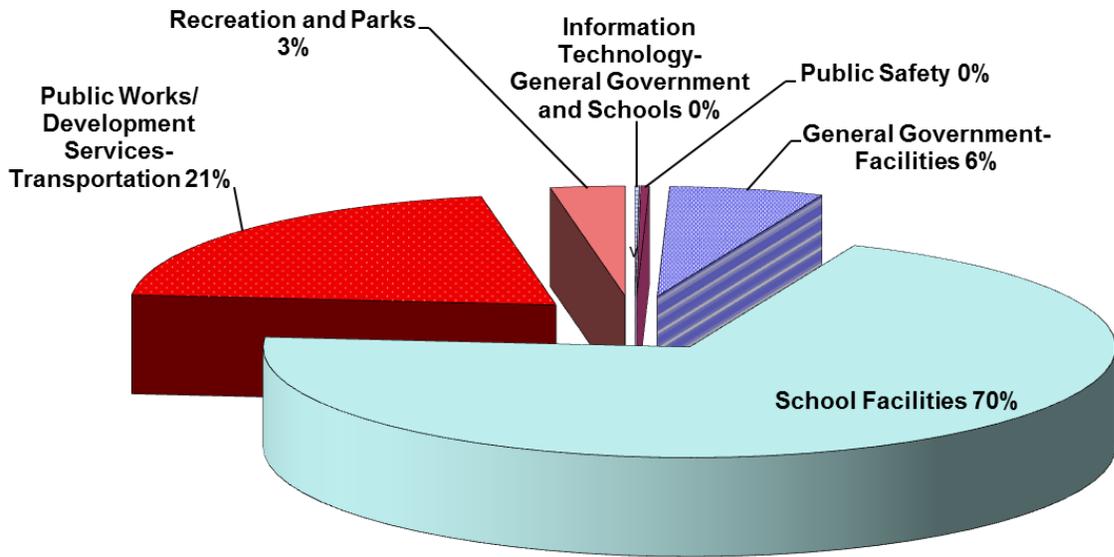
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**General Fund CIP Projects by Functional Categories**

The charts below depict the various types of projects by functional categories and portrays the percentage of funding allocated in FY2015 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 required to address the deferred investment in the City's infrastructure.



**Capital Improvements Program General Fund FY2015-FY2019  
(All Funding Sources)**



**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 re-appropriated. The specific code section relevant to this issue is:

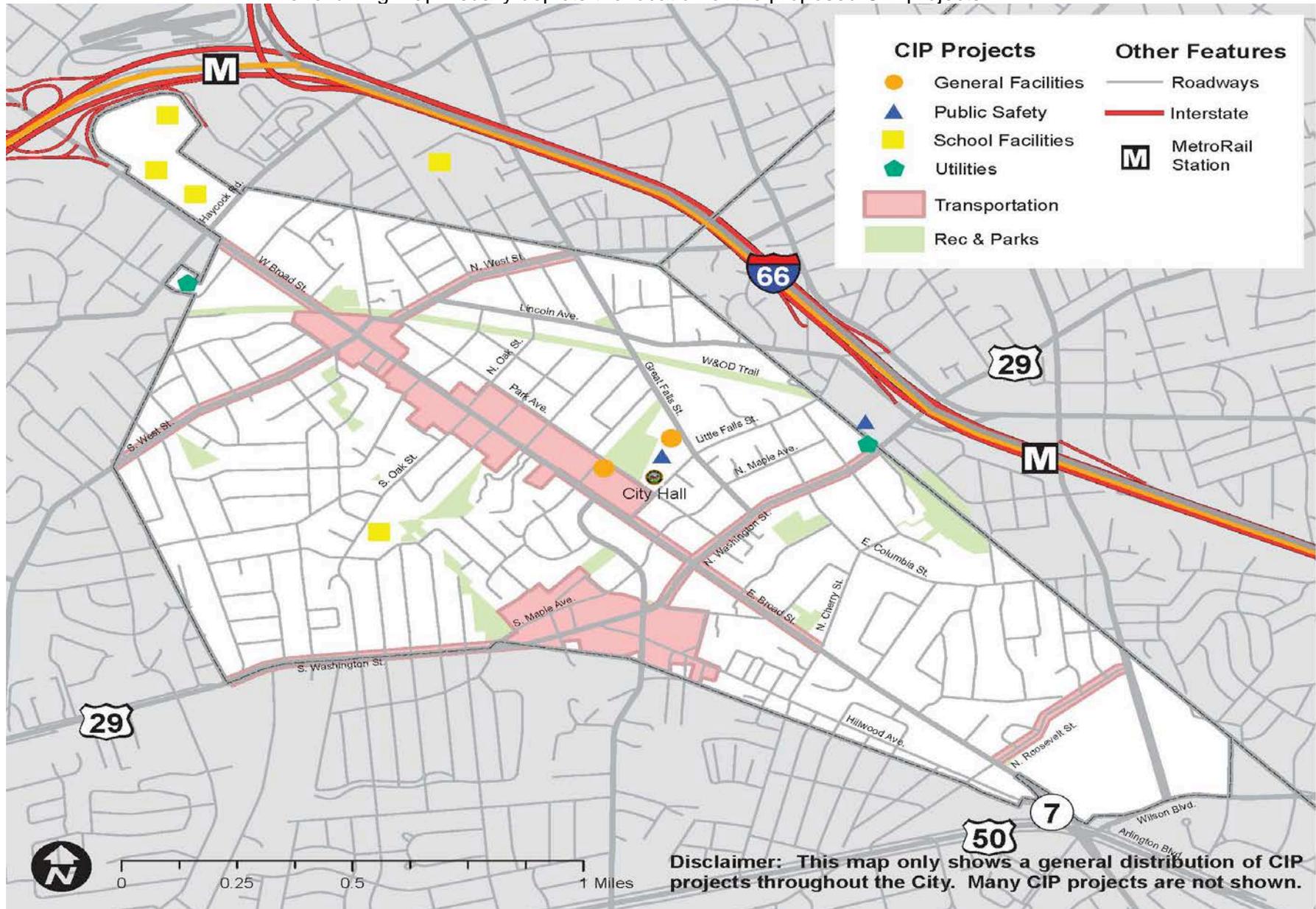
"No appropriation for a capital improvement project contained in the capital budget shall lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned, provided that any project shall be deemed to have been abandoned if three (3) fiscal years elapse without any expenditure from or encumbrance of the appropriation therefor."

Staff presented the proposed CIP to the Planning Commission on February 3, 2014. The Planning Commission evaluated the proposed CIP in the context of the Comprehensive Plan as well as Financial Policies, and held public hearing(s) to obtain community input on February 3 and February 18 and March 10, 2014 (March 3 Commission was meeting rescheduled to the 10<sup>th</sup> due to winter weather event). The Planning Commission also conducted work sessions on February 3, 18 and 26, 2014. The Planning Commission adopted their recommendation on March 10, 2014 prior to the Council's initial public hearing and first reading of the budget ordinance scheduled for March 24, 2014.

The adoption of the CIP by the City Council, on April 28, 2014, 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 will 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, 2014. 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.

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The following map visually depicts the location of the proposed CIP projects:



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FY2015-2019 CIP Project Distribution

**GENERAL FUND AND SCHOOL BOARD**

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	FY2015	FY2016	FY2017	FY2018	FY2019	5 Yr Project Totals
<b>INFORMATION TECHNOLOGY</b>						
Public Safety CAD, RMS, Field Operations Upgrade	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ 270,000
<b>Total Information Technology</b>	<b>270,000</b>	-	-	-	-	<b>270,000</b>
<b>PUBLIC SAFETY (also see IT section above)</b>						
Public Safety Firearms Range	300,000	-	-	-	-	300,000
Fire Station 6 HVAC	250,000	-	-	-	-	250,000
<b>Total Public Safety</b>	<b>550,000</b>	-	-	-	-	<b>550,000</b>
<b>PUBLIC FACILITIES</b>						
General Govt Facility Reinvestment	350,000	350,000	350,000	350,000	350,000	1,750,000
Community Center HVAC	152,000	-	-	-	-	152,000
Library New Constructed Building (Modified by PC 2-26-14)***	-	-	\$8,000,000	-	-	8,000,000
Schools Replacement/Modernization School Board adopted 12-2013	-	-	-	400,000	-	400,000
Mount Daniel Elementary School Expansion/ ADA Renovations- School Board adopted 12-2013 (FY14- \$1M); (Modified to phase debt)***	8,000,000	6,600,000	-	-	-	14,600,000
BLA Planning and Design (Joint City Council/School Board)	250,000	-	-	-	-	250,000
George Mason High School Construction- School Board adopted 12-2013***; Modified yby PC 2-26-14)	-	-	99,500,000	-	-	99,500,000
Thomas Jefferson ES HVAC	-	2,000,000	-	-	-	2,000,000
MEH Schools Construction- School Board adopted 12-2013***	-	-	-	5,000,000	-	5,000,000
<b>Total Public Facilities</b>	<b>8,752,000</b>	<b>8,950,000</b>	<b>107,850,000</b>	<b>5,750,000</b>	<b>350,000</b>	<b>131,652,000</b>
<b>***REFERENDUM REQUIRED.</b>						

**GENERAL FUND AND SCHOOL BOARD – Continued**

	FY2015	FY2016	FY2017	FY2018	FY2019	5 Yr Project Totals
<b>RECREATION &amp; PARKS/ FIELDS</b>						
Park Master Plan Implementation	100,000	100,000	-	300,000	200,000	700,000
Howard E Herman Stream Valley Park	100,000	100,000	348,000	-	-	548,000
Open Space Fund (Modified with 2nd \$1M to be "only if")	1,075,000	-	-	1,000,000	-	2,075,000
Big Chimney Park and Transportation Improvements			\$1,000,000			
George Mason Synthetic Turf Replacement (joint project with FCCPS; \$200K each); (Modified to match R&P timing and tied to GMHS)	-	-	-	400,000	-	400,000
GMHS Field Track Resurface (SB adopted December 2013; Not Eligible CIP as stand alone; combine with GMHS and turf project)	-	-	-	160,000	-	160,000
<b>Total Recreation &amp; Parks/Fields</b>	<b>1,275,000</b>	<b>200,000</b>	<b>1,348,000</b>	<b>1,860,000</b>	<b>200,000</b>	<b>4,883,000</b>
<b>TOTAL GENERAL FUND</b>	<b>\$ 10,847,000</b>	<b>\$ 9,150,000</b>	<b>\$ 109,198,000</b>	<b>\$ 7,610,000</b>	<b>\$ 550,000</b>	<b>\$ 137,355,000</b>
<b>SOURCES</b>						
<b>Grant/Other Funded</b>	-	-	-	-	-	-
<b>Total Debt Financed</b>	9,895,000	8,600,000	8,348,000	290,000	(10,000)	27,123,000
<b>Only if grant/revenue offset</b>	-	-	\$1,000,000	1,000,000	-	2,000,000
<b>MRSPL Capital Campaign Fund</b>	-	-	-	10,000	10,000	20,000
<b>School Financing Plan/Referendum Approval Based</b>	-	-	99,500,000	5,560,000	-	105,060,000
<b>Total "Pay as you go" Financed</b>	952,000	550,000	350,000	750,000	550,000	3,152,000
<b>Total Sources</b>	<b>\$ 10,847,000</b>	<b>\$ 9,150,000</b>	<b>\$ 109,198,000</b>	<b>\$ 7,610,000</b>	<b>\$ 550,000</b>	<b>\$ 137,355,000</b>

**SPECIAL TRANSPORTATION FUND**

	FY2015	FY2016	FY2017	FY2018	FY2019	5 Yr Project Totals
Infrastructure Program- Bridges NVTA 70% GRANT	\$300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Infrastructure Program- Bridges LOCAL C&I equivalent/30% match	-	800,000	800,000	-	-	1,600,000
Infrastructure Program- Bridges LOCAL	-	-	50,000	-	-	50,000
Infrastructure Program- Bus Shelters 70% NVTA	200,000	-	-	-	-	200,000
Infrastructure Program - Bus Shelters 30% NVTA	250,000	-	-	-	-	250,000
Infrastructure Program - Bus Shelters DRPT Transit	255,000	-	-	-	-	255,000
Infrastructure Program- Pavement	600,000	1,000,000	1,000,000	1,000,000	1,000,000	4,600,000
Infrastructure Program- Signals and Signs RS GRANT	800,000	-	-	-	-	800,000
Infrastructure Program- Signals and Signs RS MATCH LOCAL	800,000	-	-	-	-	800,000
Infrastructure Program- Signals and Signs LOCAL	-	95,000	20,000	20,000	20,000	155,000
Infrastructure Program- Signals and Signs GRANT	-	-	-	-	-	-
Non-commercial Program	-	-	-	437,000	-	437,000
South Washington Street POA Program NVTA 30% GRANT	1,465,000	908,000	932,000	320,000	-	3,625,000
South Washington Street POA Program NVTA 70% GRANT	700,000	-	-	-	-	700,000
South Washington Street POA Program LOCAL C&I equiv/30% match	-	-	-	-	-	-
South Washington St POA Program- reallocation to POA	4,263,811	-	-	-	-	4,263,811
West Broad Street POA Program	-	-	200,000	2,140,000	-	2,340,000
Pedestrian Access Program	300,000	300,000	300,000	300,000	355,000	1,555,000
Unallocated Funding Program- Projects TBD NVTA 70%	2,065,000	2,119,000	2,175,000	2,233,000	2,233,000	10,825,000
Unallocated Funding Program - Projects TBD NVTA 30%	-	-	-	637,000	957,000	1,594,000
Unallocated Funding Program- Projects TBD Local C&I Equivalent/30% MATCH	-	-	-	800,000	800,000	1,600,000
<b>TOTAL TRANSPORTATION</b>	<b>\$ 11,998,811</b>	<b>\$ 5,222,000</b>	<b>\$ 5,477,000</b>	<b>\$ 7,887,000</b>	<b>\$ 5,365,000</b>	<b>\$ 35,949,811</b>
<b>SOURCES</b>						
<b>Grant/Other Funded</b>	<b>3,215,000</b>	<b>1,208,000</b>	<b>1,232,000</b>	<b>620,000</b>	<b>355,000</b>	<b>6,630,000</b>
<b>Total Debt Financed</b>	<b>600,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>3,800,000</b>
<b>Only if grant/revenue offset</b>	<b>3,120,000</b>	<b>3,119,000</b>	<b>3,425,000</b>	<b>6,447,000</b>	<b>4,190,000</b>	<b>20,301,000</b>
<b>Transportation Reprogramming</b>	<b>4,263,811</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,263,811</b>
<b>Total "Pay as you go" Financed</b>	<b>800,000</b>	<b>95,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>955,000</b>
<b>Total Sources</b>	<b>\$ 11,998,811</b>	<b>\$ 5,222,000</b>	<b>\$ 5,477,000</b>	<b>\$ 7,887,000</b>	<b>\$ 5,365,000</b>	<b>\$ 35,949,811</b>

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**SEWER FUND**

	Prior Year Appropriated Funding	FY2015	FY2016	FY2017	FY2018	FY2019	5Yr Project Totals
WPCP Biosolids Project	-	\$ 47,000	\$ 170,000	\$ 83,000	\$ -	\$ -	\$ 300,000
WPCP Secondary Clarifiers Upgrade	-	65,000	150,000	150,000	65,000	-	430,000
Fairfax Wastewater Treatment Plant Upgrades Phase II	\$729,000	797,284	653,519	653,519	313,549	313,549	2,731,420
WWTP Capacity Expansion	-	-	5,600,000	-	-	-	5,600,000
Falls Church Sewer Rehabilitation	\$1,299,775	-	550,000	600,000	650,000	700,000	2,500,000
<b>TOTAL SEWER UTILITY</b>	<b>\$ 2,028,775</b>	<b>\$ 909,284</b>	<b>\$ 7,123,519</b>	<b>\$ 1,486,519</b>	<b>\$ 1,028,549</b>	<b>\$ 1,013,549</b>	<b>\$ 11,561,420</b>
<i>Debt Funded</i>	\$2,028,775	\$ 797,284	\$ 6,573,519	\$ 886,519	\$ 378,549	\$ 313,549	\$ 8,949,420
"Pay as you go"	-	112,000	550,000	600,000	650,000	700,000	2,612,000
<b>TOTAL SOURCES</b>	<b>\$ 2,028,775</b>	<b>\$ 909,284</b>	<b>\$ 7,123,519</b>	<b>\$ 1,486,519</b>	<b>\$ 1,028,549</b>	<b>\$ 1,013,549</b>	<b>\$ 11,561,420</b>

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**STORMWATER FUND**

	Prior Year Appropriated Funding	FY2015	FY2016	FY2017	FY2018	FY2019	5Yr Project Totals
Property Yard Shed Stormwater Improvement	-	\$ 160,000	\$ 780,000	\$ -	\$ -	\$ -	\$ 940,000
Four Mile Run Retaining Wall	-	-	-	-	220,000	900,000	1,120,000
Stormwater Facility Reinvestment*	\$2,380,002	1,000,000	-	-	-	-	3,380,002
<b>TOTAL STORMWATER UTILITY</b>	<b>\$ 2,380,002</b>	<b>\$ 1,160,000</b>	<b>\$ 780,000</b>	<b>\$ -</b>	<b>\$ 220,000</b>	<b>\$ 900,000</b>	<b>\$ 5,440,002</b>
*\$1,160 is GF cash vs.debt							
<i>Debt Funded</i>	\$2,380,002	\$ 1,160,000	\$ 780,000	\$ -	\$ 220,000	\$ 900,000	\$ 5,440,002
"Pay as you go"	-	-	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 2,380,002</b>	<b>\$ 1,160,000</b>	<b>\$ 780,000</b>	<b>\$ -</b>	<b>\$ 220,000</b>	<b>\$ 900,000</b>	<b>\$ 5,440,002</b>

**5-YEAR PROJECTION GENERAL FUND**

Five Year Fund Balance Projection Through FY2019 Recommended	FY2013 Actual	FY2014 As Projected	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected	FY2019 Projected
Total Operating Revenues	\$ 71,871,638	\$ 74,101,375	\$ 79,168,664	\$ 81,939,567	\$ 84,807,452	\$ 87,775,713	\$ 90,847,863
General Fund Expenditures Before Capital*	63,138,506	70,748,834	74,173,540	76,760,398	77,762,271	79,825,310	82,541,805
Net Operating	8,733,132	3,352,541	4,995,124	5,179,169	7,045,181	7,950,403	8,306,058
Use of Fund Balance	-	1,478,300	-	-	-	-	-
Estimated Additional Revenues	-	3,050,000	-	500,000	500,000	500,000	500,000
Use of Capital Reserve	-	-	1,752,000	1,198,000	-	-	-
Contribution to Capital Reserve	-	(3,950,000)	-	-	-	-	-
Paygo Transportation Fund	-	-	(800,000)	-	-	-	-
Paygo & Stormwater (FY14 only)	(2,033,076)	(1,500,000)	(952,000)	(645,000)	(600,000)	(700,000)	(700,000)
Debt Service	(4,305,353)	(4,330,841)	(4,995,124)	(5,732,169)	(6,445,181)	(7,250,403)	(7,606,058)
Net Capital	(6,338,429)	(5,252,541)	(4,995,124)	(4,679,169)	(6,545,181)	(7,450,403)	(7,806,058)
Addition/(Reduction) to Fund Balance	2,394,703	(1,900,000)	(0)	500,000	500,000	500,000	500,000
<b>Capital Improvement Program</b>							
Capital Improvement Expenditures	(7,533,141)	(15,364,032)	(11,647,000)	(14,372,000)	(114,675,000)	(15,497,000)	(5,915,000)
Transfers in from General Fund	2,033,076	600,000	-	-	-	-	-
Use of Paygo Reserves	-	-	1,752,000	645,000	370,000	770,000	570,000
Proceeds from capital grant funds	547,023	1,089,984	-	1,208,000	1,232,000	620,000	355,000
Proceeds from bond sale	-	13,674,048	9,895,000	9,400,000	9,148,000	1,090,000	800,000
Only if grant/revenue offset	-	-	-	3,119,000	4,425,000	7,447,000	4,190,000
MRSPL capital campaign fund	-	-	-	-	-	10,000	-
School financing plan	-	-	-	-	99,500,000	5,560,000	-
Net Cash Flow from CIP	(4,953,042)	-	-	-	-	-	-
Unassigned Fund Balance, beginning	14,869,105	14,821,921	12,921,921	12,921,921	13,421,921	13,921,921	14,421,921
<b>Unassigned Fund Balance, end of year</b>	<b>14,821,921</b>	<b>12,921,921</b>	<b>12,921,921</b>	<b>13,421,921</b>	<b>13,921,921</b>	<b>14,421,921</b>	<b>14,921,921</b>
Capital Reserve Fund Balance	126,000	4,016,000	2,198,000	1,000,000	1,000,000	1,000,000	1,000,000
Paygo Reserve Fund Balance	-	-	-	-	230,000	160,000	290,000

**5-YEAR PROJECTION GENERAL FUND - Continued**

Five Year Fund Balance Projection Through FY2019 Recommended	FY2013 Actual	FY2014 As Projected	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected	FY2019 Projected
<b>KEY RATIOS</b>							
<b>Fund Balance</b>							
Gen Govt Fund balance as % of expenditures	22.0%	17.2%	16.3%	16.3%	16.5%	16.6%	16.6%
Policy Target (17% of Expenditures)***	11,465,456	12,763,545	13,458,673	14,023,736	14,315,267	14,802,871	15,325,137
<b>Undesignated Fund Balance, end of year</b>	<b>14,821,921</b>	<b>12,921,921</b>	<b>12,921,921</b>	<b>13,421,921</b>	<b>13,921,921</b>	<b>14,421,921</b>	<b>14,921,921</b>
<b>Debt Service</b>							
Existing	4,305,353	4,330,841	4,995,124	4,956,138	4,893,813	4,908,578	4,868,933
New****	-	-	-	776,031	1,551,369	2,341,825	2,737,125
<b>Total</b>	<b>4,305,353</b>	<b>4,330,841</b>	<b>4,995,124</b>	<b>5,732,169</b>	<b>6,445,181</b>	<b>7,250,403</b>	<b>7,606,058</b>
Debt service as % of expenditures	6.4%	5.8%	6.3%	6.9%	7.7%	8.3%	8.4%
Policy Limit (12% of Expenditures)	8,093,263	9,009,561	9,500,240	9,899,108	10,104,894	10,449,086	10,817,744

\*Expenditures are based on a balanced budget and are not based on current projections of FY2015 through FY2019 expenditures.

\*\*\*\*3.25%-4.25% 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. Ongoing fire range maintenance will be reduced with the upgraded facility.
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:** Increases in utility costs and maintenance costs are expected with the expansion of the Library; however, there will be no requirement for additional staff and some offsetting utility and maintenance expenses from renovating the HVAC system and elevator.
5. **Schools Construction:** The proposed 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. **General Government Facility Construction:** The proposed renovations and expansion of City Hall/Public Safety as well as system reinvestment in the other 21 facilities are anticipated to produce 5-15% cost savings due to modernization efficiencies and reduced utility costs.
7. **Parkland Improvements:** There will be additional operating costs to maintain the parks and trails but improved safety and utilization of amenities.

### B. TRANSPORTATION FUND

1. **Infrastructure- Bridges:** It is estimated that this project will result in an increase in operating costs to perform the Federally mandated bridge inspections, and may generate additional maintenance costs.
2. **Infrastructure- Bus Shelters:** It is estimated that this project will result in an increase in maintenance costs of about \$1,000 due to new assets with a minor offset from current ones poorly designed which routinely result in damage from transit buses
3. **Infrastructure- Signals and Signs:** It is estimated that this project will result in a moderate decrease in staff overtime and maintenance costs.
4. **Non-commercial:** It is estimated that this project may result in a minor increase in maintenance costs for additional facilities, particularly any striping or signage that is installed.
5. **South Washington POA:** It is estimated that this project will result in an increase in maintenance costs of less than \$10,000 due to new traffic signals, lighting and pedestrian access/right of way facilities.
6. **Infrastructure- West Broad Street POA:** It is estimated that this project will result in an increase in maintenance costs of less than \$2,000 due to new lighting and pedestrian access/right of way facilities
7. **Infrastructure- Pedestrian Access:** It is estimated that this project will result in a minor increase in maintenance costs due to new lighting, signage, striping, and pedestrian access/right of way facilities

8. **Infrastructure- Unallocated Funding Program:** To be determined once projects are determined and scheduled

**C. SEWER FUND**

9. **Fairfax Wastewater Treatment Plant Upgrade:** It is estimated that this project will result in an increase in operating costs by about 10-15%.
10. **Falls Church Sewer Rehabilitation:** Relining pipes leads to significant reductions in operating and maintenance costs over time.
11. **WWTP Capacity Expansion:** It is estimated that this project will result in an increase in operating costs.

**D. STORMWATER FUND**

1. **Stormwater Facility Improvement:** Improvements to storm water infrastructure can be expected to proportionally decrease operating costs, as staff time and equipment dedicated to addressing clogs, repairs, and malfunctions is reduced.
2. **Four Mile Run Retaining Wall:** This project will decrease operating costs, as stopgap measures to sustain the failing infrastructure will be eliminated.
3. **Property Yard Shed Stormwater Improvement:** This project will decrease operating costs, as staff will not have to spend time covering the salt depot with tarps, erecting temporary drainage diversions, and repairing spreader boxes bound or frozen during snow events due to the saturated salt mixture.

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**FY2015 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 original adopted operating and capital budget approved by the City Council after public hearings and amendments to the proposed budget; 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.

**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.

**NVTA** – Northern Virginia Transportation Authority.

**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.

**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. Reserves may also be funded in a given year's operation, either for contingencies for specific items, or for future expenditures.

**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** – Sanitary sewer and Stormwater services are accounted for in the utility funds. The sanitary sewer fund and stormwater 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.

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