

# City of Alexandria, Virginia

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## MEMORANDUM

DATE: NOVEMBER 1, 2017

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE (BFAAC)

SUBJECT: BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE FISCAL YEAR 2019 WORK PLAN

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In 2016, BFAAC revised its work plan to provide Council with memos throughout the year rather than delivering one comprehensive report to Council in the spring. BFAAC memos included recommendations on: budget guidance, a review of the five-year financial plan, debt policy guidelines, and the Ad Hoc Joint City-Schools Facility Investment Task Force. BFAAC believes this approach allows for more timely feedback on key issues and a more in-depth analysis of each topic. BFAAC will take a similar approach in FY 2019 and proposes the following preliminary work schedule:

- **MEMO 1 (Delivered September 2017): Recommendations for greater coordination between City and ACPS** – In September, BFAAC delivered its first memo – a joint memo with the ACPS Budget Advisory Committee (BAC) to Council and the ACPS School Board – with recommendations for greater coordination between the City and ACPS on the budget process and timeline. BFAAC and BAC also recommended evaluating all City and school Capital Improvement Projects (CIP) together with a common set of criteria, identifying areas where maintenance resources can be shared, and implementing a joint City and ACPS structure for ensuring the work of the Ad Hoc Joint City-Schools Facility Investment Task Force (Task Force) is carried forward and its outcomes are regularly evaluated.
- **MEMO 2: Recommendations for the FY 2019 budget guidance (November 2017)** – As in prior fiscal years, BFAAC will prepare a memo in November for Council's consideration prior to the adoption of the budget guidance. This memo will be the foundation for BFAAC's briefing to Council at the November 4 retreat.
- **MEMO 3: Review of the Ad Hoc Joint City-Schools Facility Investment Task Force (December 2017)** – When the Task Force issues its report in November, BFAAC will provide feedback to Council regarding the prioritization of projects, steps that can be taken

in the short-term to implement the Task Force recommendations, and suggestions for a long-term plan to ensure the work continues beyond FY 2019.

- **MEMO 4: Review of the staff assessment of the comparative and cumulative impact of budget cuts on the delivery of core City services (December 2017)** – In its analysis of the FY 2017 budget, BFAAC urged Council to assess the comparative and cumulative impact of service changes during the period from FY 2008 to the present. BFAAC understands staff is close to completing this analysis, and BFAAC looks forward to reviewing the report and providing guidance to Council on how the findings should help inform future budget decisions.
- **MEMO 5: Revenue recommendations (January 2018)** – In FY 2017, BFAAC urged Council to work with the City Manager and Staff to determine, to the extent possible, how much revenue will be required for operating and capital improvement needs over the next five years and take concrete steps to ensure we make the needed investments in economic development and related activities to achieve this revenue goal. BFAAC urged Council to adopt a “revenue master plan” to create an actionable, long-term revenue strategy and implementation roadmap with outcome-based metrics. To help move this discussion forward, BFAAC will provide Council a memo in January outlining a variety of revenue strategies, including untapped and under-tapped revenue sources as well as steps to promote greater commercial business development.
- **MEMO 6: Recommendations and observations related to the City Manager’s proposed FY 2019 budget (April 2018)** – While BFAAC does not intend to provide a comprehensive report on the City Manager’s budget, BFAAC will provide Council a memo with recommendations and observations regarding major issues facing the City in FY 2019, including those identified by BFAAC and/or identified by Council.
- **ADDITIONAL MEMOS TBD:** BFAAC will be available to support Council throughout the year as matters may arise, welcoming requests from Council on matters where guidance can be helpful.

BFAAC appreciates Council’s support of BFAAC’s work and will endeavor to continue to provide the best recommendations possible on the budget and fiscal affairs of the City of Alexandria.